September 2012

Inland Empire Business Journal

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Some Area Cities Had to Make Big Payments to State for Former Redevelopment Agencies

By Wes Woods II, Inland Valley Daily Bulletin

Some Inland Empire cities’ successor agencies to their redevelopment agencies recently had to pay fees—some higher than $4 million to the California Department of Finance, which upset city officials and a local economist.

“It’s devastating,” said Inland Empire economist John Husing. “What the state has done is to shut down economic development at the local level in the Inland Empire.... It’s the most poorly thought-out money grab by the state I have witnessed in 48 years of following this stuff.” In San Bernardino County, San Bernardino had to pay more than $4.1 million, Rialto more than $3 million and Redlands more than $2 million for their redevelopment agencies.

In Los Angeles County, Claremont had to pay more than $949,000 and La Verne paid more than $295,000. Last year, Gov. Jerry Brown signed a bill to dissolve local redevelopment agencies and move their tax dollars to Sacramento, but the law was challenged by the California Redevelopment Association.

In mid-December, the state

Many Unemployed Also Uncounted

By Andrew S. Ross

They’re the “missing,” or “discouraged,” or “marginally attached” workers. They rarely show up in news reports about unemployment; for example, a recent report stated that California’s rate dropped to 10.7 percent in June, while 38,000 jobs were added.

If they were accounted for, California’s unemployment rate would be closer to 21 percent, and instead of 2 million Californians being out of work, the number would be more like 4 million, according to the U.S. Bureau of Labor Statistics. Yes, there were more jobs, but the total number of Californians employed actually fell in June by more than 17,000.

The overall size of the labor force also fell, by 37,000, while “mass layoffs” added 26,000 and

Besides Fried Ice Cream and Fried Butter Most County Fairs Are Green... Green as in Money!

The Orange County fair ended last month... The Los Angeles County fair runs most of this month and coming soon are the San Bernardino County and Riverside County fairs. None of the state county fairs get any money from the state... they all support themselves.

The San Bernardino County Fair is an economic engine generating tangible benefits beyond the educational, cultural and agricultural tradition.

• The San Bernardino

U.S. Senate Committee Releases Report on University of Phoenix

The United States Senate Committee on Health, Education, Labor and Pensions, chaired by Iowa Senator Tom Harkin, released last month its two-year probe of for-profit colleges including Apollo Group Inc. which owns Phoenix-based University of Phoenix and has many “campus” locations in Southern California, including the Inland Empire. The schools in the probe received a total of $32 billion in 2009-2010 student tuition aid which the “committee” claimed was not a good taxpayer investment.

Senator Harkin stated, “In this report you will find overwhelming documentation of...
FOUNDED A WAY TO USE LESS DOUGH. ANOTHER DAY. ANOTHER VICTORY.

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Don’t let her sweet personality fool you. Morgan is a true retail warrior, fighting to make each day a little more successful than the last. So when she learned that Charter Business could give her Internet speeds up to six times faster than standard DSL, unlimited long distance on her same phone number, and TV with digital music for atmosphere, she switched. Morgan now has a partner that understands her challenges. The money she’s able to reinvest in her business is just icing on the cake.

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**State Orders...** continued from pg. 1

Pursuant to California Financial Code Section 23060, TIOR Capital, LLC, TTG Services, LLC, Brian Bergfalk and Eric Quinlan are hereby ordered to immediately cease collecting all principal amounts, and return all principal amounts, provided in any and all deferred deposit transactions contracted with California customers or in the state of California, and to disgorge any and all charges or fees received in conjunction with those deferred deposit transactions.

For more information against the unlicensed companies, visit www.corp.ca.gov/ENF/Default.asp

**Besides Fried...** *continued from pg. 1*

County Fair generated approximately $15,163,000 in spending activity alone in 2009 — benefiting the local economy and creating a ripple effect of economic benefit for the state.

The San Bernardino County Fair creates California jobs through an economic ripple effect of fair patron spending and the business activity required in support of the fair’s traditional agricultural educational activities.

- The network of California fairs generates upwards of $2.5 billion dollars in economic activity benefitting the local, state and global economy.

- The equivalent of 130 jobs are created as a result of spending by the San Bernardino County Fair, its support businesses and its attendees.

- The labor income generated by these additional jobs is projected to be approximately $4,357,000 annually.

The San Bernardino County Fair generates business tax revenue through the collection of state and local sales taxes, transient occupancy taxes, possessory interest taxes and other taxes and fees. These revenues further generate economic activity by providing for programs to benefit the local community.

- An estimated $171,300 annually in additional business taxes will be created from the increased business activity caused by the fair, its attendees and “interim” events or events held on the fairgrounds occurring throughout the year.

The Riverside County Fair is an economic engine generating tangible benefits beyond the educational, cultural and agricultural tradition.

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**Inside Job: Why Dealing with “Difficult” Colleagues Will Lead to Happier Customers**
Read advice on how you can use difficult situations to start building an uplifting service culture in your organization. .................. 9

**“It’s Not MY Fault!” Seven Ways Leaders Can Uneath (and Neutralize) the Fear That Lurks Behind the Blame Game**
Mike Staver explains that fear-based leadership lurks at the heart of the blame game. Read his advice on how you can take responsibility and help your followers to do the same. .................. 12

**Remember to Have Fun!**
Phil, a manager at a tech firm, prides himself on his commitment to his career. When he goes on vacation, however, he can scarcely recall any sensation of “fun” he was supposedly having. He had forgotten how to have fun. Marti MacGibbon states in this article that fun is an attitude, a state of being, and that it’s much easier to be creative, energetic and empathic when you feel good. .................. 14

**The Regional Outlook**
Beacon Economics is forecasting that the unemployment rate will drop below double digits near the end of 2014 in the Inland Empire and that total nonfarm employment should return to its prerecession peak in early 2015. .................. 14

**Jobs Expert: Standardized People Won’t Win America’s Future**
“There is no clear correlation between standardized testing and the knowledge and skills kids will need to prosper in the 21st century world of work,” says Peter Weddle, former CEO of Job Bank USA. “It seems we’re more interested in creating a homogenized workforce than a nation of individuals who have learned what their talent is and how to bring it to work with them,” he added. .................. 28

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Prop. 13, Taxpayers, Win Again

Appeals court disagrees that measure illegally altered state government

In the Middle Ages, it was common practice in some European countries for those in dispute to resolve their differences through a judicially sanctioned trial by combat. The winner was considered right, while the loser could end up being considered dead.

While the reinstatement of this method to resolve legal disputes could prove useful in rapidly reducing the backlog of cases in our overburdened courts, as a civil society we should probably remain with the less-violent system of justice in which attorneys, judges and juries take the place of clashing swords and armor.

Still, for those of us committed to defending against legal challenges to Proposition 13, it sometimes feels like we are the recipients of repeated blows from maces and axes. But the champions of Prop. 13 – the landmark 1978 tax-limiting ballot initiative – have survived each test unscathed.

Last month, the Los Angeles-based state 2nd District Court of Appeal agreed with attorneys representing the Howard Jarvis Taxpayers Association that a lawsuit challenging the constitutionality of Prop. 13 lacked merit.

Former UCLA chancellor Charles Young, in the 15 years since his retirement from the Westwood campus, has been busy filing lawsuits to try to overturn a critical taxpayer protection in Prop. 13: the two-thirds vote required of the Legislature to impose new taxes on Californians.

Young initially filed his case directly in the California Supreme Court, arguing that time was of the essence because California needed more revenue to balance its budget, but Prop. 13 stood as a barrier to new taxes. The Supreme Court rejected this approach and instructed Young to refile in Superior Court, like everyone else, which he quickly did.

Although Young strategically named as defendants only officers of the Legislature who have no incentive to defend Prop. 13, the Howard Jarvis Taxpayers Association intervened on behalf of California’s taxpayers, and argued to the court that the issue of Prop. 13’s constitutionality was settled law.

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In its 1978 decision in Amador Valley Joint Union High School District v. State Board of Equalization, the California Supreme Court rejected outright a legal argument similar to Young’s current contention that Prop. 13 amounted to an unconstitutional revision of California’s form of government, not a mere amendment to the state Constitution. The Supreme Court agreed and entered judgment for HJTA. Young filed an appeal.

The Court of Appeal now has affirmed HJTA’s victory. As such, we hope that former chancellor Young has gotten the message and will end his attacks on Prop. 13, the backbone of taxpayer rights in California.

However, a lawyer for Young has strongly hinted that an appeal will be filed with the California Supreme Court, so it appears the battle will continue. We at the Howard Jarvis Taxpayers

Score 2 for Taxpayers

Courts rule on Prop. 13, corporate tax rates

For now, Proposition 13 still is safe. A cornerstone of California’s prosperity, the 1978 initiative limited yearly increases in property taxes and required a two-thirds vote of the state Legislature to raise taxes. (State ballot initiatives also can raise taxes with a majority vote.)

Last month, Prop. 13 again passed muster in the California court system. As the Sacramento Bee reported, “The 2nd District Court of Appeal in Los Angeles…denied, without comment, an appeal of a lower court decision rejecting a challenge to the measure from Charles Young, the former chancellor of the UCLA campus. Young contended that by requiring a two-thirds legislative vote for imposing new taxes, the measure constituted a ‘revision’ of the state constitution that could not be enacted by voters.”

The California Constitution allows voter-approved “amendments,” not “revisions.” This is the kind of hair-splitting that keeps lawyers employed and taxpayers biting their nails—or checking on out-of-state rates with the local U-Haul.

“It was a good decision for the same reason it was a good decision 34 years ago,” Jon Coupal told us; he’s president of the Howard Jarvis Taxpayers Association, founded by one of the major sponsors of Prop. 13. “In 1978, the California Supreme Court already said it was not a revision. This is a regurgitated attack on Prop. 13.”

At least for now, taxpayers can breathe a little easier. “This is one of the few protections we have left as taxpayers,” Mr. Coupal said. In the Legislature, Republicans still have barely more than one-third of the votes in either house. So they have been able to block most tax increases pushed by the majority Democrats.

That could change in November if Democrats gain a net two seats in the Senate and Assembly, House, giving them two-thirds majorities. Alternatively, it’s also possible that a couple of “moderate” Republicans might win seats, which might result in some tax increases being passed.

Another court decision the past few weeks also gave taxpayers good news. Reported the Bee, “The 1st District Court of Appeal unanimously ruled that California must abide by a long-standing multistate compact that apportioned corporate taxable income on the basis of three equally weighted factors: payroll, sales and property.” The result will be lower California taxes for out-of-state companies, whose taxes potentially will be cut “hundreds of millions of dollars.”

That’s another hit to the state treasury, but it also means out-of-state corporations might be more inclined to invest in California because their taxes won’t be as high, possibly creating more jobs here.

Both rulings could be appealed to higher courts. Meanwhile, taxpayers also are looking to the November election. The main focus of the Jarvis group is defeating Prop. 30, Gov. Jerry Brown’s $8.5 billion tax increase. It would boost sales taxes by a quarter cent and raise income taxes by as much as 3 percentage points on people earning at least $250,000 a year.

This article was published by The Orange County Register.

Association will be ready. We are keeping our armor polished and our weapons sharp.

This article was published by The Orange County Register.
Total Victory: Judge Upholds Attorney General’s Ballot Label and All Consumer Advocates’ Ballot Arguments That Prop 33 Deregulates Insurance Rates

Sacramento Superior Court Judge Timothy Frawley rejected in full arguments in a lawsuit by the insurance industry backers of Proposition 33 and upheld the Attorney General’s Ballot Label as “Changes Law to Allow Auto Insurance Companies to Set Prices Based on a Driver’s History of Insurance Coverage.”

Frawley also upheld all statements made by consumer advocates against the initiative in the ballot pamphlet, including those that Prop 33 would deregulate the insurance industry and raise rates for good drivers across the state. “I don’t find anything false,” stated Judge Frawley. “I just don’t see it.” “The quarrel the petitioners have with the argument comes down to a difference of opinion,” Frawley stated. “The insurance industry needs to understand that it cannot give voters only the propaganda it wants to share with them,” Harvey Rosenfield, author of Prop 103 and founder of Consumer Watchdog, who was sued over the ballot argument. “The judge appropriately allowed voters to hear the truth about Prop 33: It deregulates the insurance industry and raises rates on good drivers who follow the law.” “I’m grateful that the judge recognized that the opponents of the Mercury measure have the right to make their case against it to the voters,” said James Harrison of Remcho, Johansen & Purcell, LLP, representing consumer advocates.

Proposition 33 is funded 99% by George Joseph, whose company, Mercury Insurance, sponsored a nearly identical initiative (Proposition 17) just two years ago. It was rejected by the voters despite $16 million in campaign spending by Mercury. Lawyers for consumer and senior advocates who authored the ballot arguments against Prop 33 explain that Mercury was misleading the court by failing to acknowledge that the ballot initiative would repeal a critical part of the regulatory scheme governing auto insurance and civil rights protections enacted by voters in Proposition 103. In 2010, state regulators revealed that the company was found to be violating numerous state laws including the provision of law that bars the practice of basing premiums on a motorist’s absence from TG and USAF that supported this theory, so 47.5% is used as a middle ground estimate.

Yes, they state 47.5% of all student loans is in default. Overall, 54 percent of enrolled students dropped out; and for two-year degree students 64 percent dropped out.

To read or download the entire Senate Report, go to: www.gpo.gov/fdsys
## Inland Empire’s Largest Hotels

### Ranked by Number of Rooms

<table>
<thead>
<tr>
<th>Hotel Address</th>
<th># of Rooms</th>
<th># of Suites</th>
<th>Total Meeting Sq. Ft.</th>
<th>Max. Sq. Ft. Exhibit Area</th>
<th>Rate Range (May be Seasonal)</th>
<th>Amenities</th>
<th>Top Local Executive Title</th>
<th>Phone &amp; Fax</th>
<th>E-Mail Address</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. La Quinta Resort &amp; Club</td>
<td>1,050</td>
<td>85</td>
<td>66,000</td>
<td>1,700</td>
<td>$225-3,250</td>
<td>B,C,CR,FP,GS,GL,HL, N,OC,PP,SS,SR,ST,T,W</td>
<td>Gary Sims</td>
<td>General Manager</td>
<td>(760) 341-2178/341-1739</td>
</tr>
<tr>
<td>3. Renaissance Esmeralda Resort</td>
<td>560</td>
<td>22</td>
<td>52,000</td>
<td>2,800</td>
<td>$139-399</td>
<td>B, C, CR, FP, GS, HL, NN, PR, ST, T, W</td>
<td>Tim Sullivan</td>
<td>General Manager</td>
<td>(951) 927-3681</td>
</tr>
<tr>
<td>18. Mission Inn Hotel &amp; Spa</td>
<td>239</td>
<td>19</td>
<td>17,000</td>
<td>300</td>
<td>N/A</td>
<td>B,C,CR,FG, HL,NN,PR,WW,SS,ST,T,W</td>
<td>Dianna Bursuk</td>
<td>General Manager</td>
<td>(951) 784-0300/784-7979</td>
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</table>
DUFF & PHELPS/INLAND EMPIRE BUSINESS JOURNAL

STOCK CHART

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Five Most Active Stocks

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<tr>
<th>Company</th>
<th>Advances</th>
<th>Declines</th>
<th>Unchanged</th>
<th>New Highs</th>
<th>New Lows</th>
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<tr>
<td>Monster Beverage Corporation</td>
<td>66,582</td>
<td>66,42</td>
<td>5,74</td>
<td>80,80</td>
<td>78,40</td>
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<td>Hot Topic Inc.</td>
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<td>8,000</td>
<td>1,895</td>
<td>10,790</td>
<td>9,000</td>
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<tr>
<td>Watson Pharmaceuticals, Inc. (H)</td>
<td>5,823</td>
<td>5,645</td>
<td>0,67</td>
<td>6,450</td>
<td>5,200</td>
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<td>CVB Financial Corp. (H)</td>
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<td>4,300</td>
<td>0,20</td>
<td>5,000</td>
<td>4,800</td>
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<td>Outdoor Channel Holdings, Inc.</td>
<td>7,17</td>
<td>6,23</td>
<td>0,94</td>
<td>7,89</td>
<td>8,56</td>
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Monthly Summary

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<th>Ticker</th>
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<th>7/31/12 Open</th>
<th>% Chg.</th>
<th>52 Week High</th>
<th>52 Week Low</th>
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<td>AWR</td>
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<td>40.65</td>
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<td>EMRI</td>
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<td>MNST</td>
<td>60.68</td>
<td>66.42</td>
<td>-8.6</td>
<td>83.96</td>
<td>38.20</td>
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<td>HOTT</td>
<td>9.77</td>
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<td>-3.8</td>
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<td>KFFG</td>
<td>15.29</td>
<td>14.54</td>
<td>5.1</td>
<td>15.74</td>
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<td>OUTD</td>
<td>7.17</td>
<td>6.94</td>
<td>3.3</td>
<td>7.99</td>
<td>5.18</td>
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<td>PROV</td>
<td>13.14</td>
<td>12.24</td>
<td>7.4</td>
<td>13.34</td>
<td>7.92</td>
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<tr>
<td>WPI</td>
<td>78.41</td>
<td>77.83</td>
<td>0.7</td>
<td>81.00</td>
<td>55.00</td>
</tr>
</tbody>
</table>

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

Wal-Mart and Mexico Corruption Scandal

Shares in Wal-Mart Stores Inc, the world’s largest retailer, were under pressure as Congress pressed on with an investigation of alleged bribery in Mexico.

The company said its earnings were 4.02 billion dollars, a 5.7-per-cent rise over the same period last year. Revenues were up 4.5 per cent to 114.3 billion dollars.

According to members of Congress, an investigation into alleged tax evasion and money laundering has expanded beyond Mexico to Wal-Mart operations in five other countries. The challenge to Wal-Mart to come forth with more information was contained in a letter to Wal-Mart this week from Representatives Elijah Cummings and Henry Waxman.

In April, a New York Times investigation showed that bribery played a significant role in the rapid growth in Mexico of the US-based superstore. Local Wal-Mart managers allegedly paid money to skip over permit rules in its rush to expand in Mexico.

The article triggered a multi-faceted investigation in the US. Under US law, it is a crime for American companies and their subsidiaries to bribe foreign officials.

Wal-Mart’s Chief Financial Officer Charles Holley told reporters that the company would pull back its expansion plans overseas as a result of the investigations into the Mexico allegations. He noted this would especially apply to its operations in Brazil and China.
Inside Job: Why Dealing with “Difficult” Colleagues Will Lead to Happier Customers

When an organization’s employees aren’t happy, it’s unlikely they’ll be providing the kind of quality service that leads to happy customers. One of the fastest ways to create internal strife is to let “difficult” people go unchecked. Ron Kaufman teaches that the best way to handle these personalities is to help resolve the difficult situations they’re experiencing so that everyone at the organization has the positive energy needed to provide uplifting service to customers.

Too often, organizations promise satisfaction to external customers and then allow internal politics to frustrate their employees’ good intentions to deliver. It’s important to remember that your customers aren’t the only ones who come through your organization’s door every day seeking quality service. Your coworkers and leaders also need to be served. If they’re not happy, it’s not likely they’ll deliver stellar service, and the same goes for you. Inevitably, “difficult people” will creep into your work life, disturbing you, your colleagues’, and your leaders’ workflow and negatively affecting the service you all provide your customers.

Ron Kaufman has some eye-opening news for you. He says, at some point, we’re all viewed by our colleagues as the organization’s “difficult person.” That’s why it’s important that we find a way to provide uplifting service internally all the time, even (and especially!) when difficult situations arise so internal tiffs don’t lead to rifts with customers.

“Once you’ve characterized someone as a ‘difficult person,’ you’re already in a lose, lose situation,” says Kaufman, author of the New York Times best-seller “Uplifting Service: The Proven Path to Delighting Your Customers, Colleagues, and Everyone Else You Meet.” “It’s like my view on difficult customers; there are no difficult situations. Similarly, there are no difficult coworkers. There are only difficult coworker situations. And once you start to think differently about how to manage those difficult situations, everyone can be more satisfied and better served, including you, your colleagues, and most importantly, your customers.”

What Kaufman is talking about is an uplifting service culture change. In Uplifting Service, he writes that service is taking action to create value for someone else, and that “someone else” can be outside or inside your organization.

“When the entire organization agrees to define the way they work together using this definition of service, everyone will be able to focus on creating value and serving each other better, which leads to better external service,” says Kaufman. “Instead of seeing an angry coworker and not wanting to have anything to do with him, you will naturally stop and think, What does this person value? What is he not getting that he needs? What can I do now to serve him better? When this culture of service takes hold in the organization, everyone feels better and works better together.”

Read on for Kaufman’s advice on how you can use difficult situations to start building an uplifting service culture in your organization…from the inside out.

Assess the situation carefully. Is your colleague deeply upset or simply having a bad day? Is she angry about an ongoing internal issue that must be addressed and solved, or a one-off situation like a presentation gone wrong? Is this a process problem that persistent-ly provokes, or a one-time irritation that will naturally fade away? “Once you have assessed the situation,” notes Kaufman, “you can then determine whether the person just requires a little personal attention from you—or whether a larger plan must be created.”

Shift your perspective. Stop thinking of your colleague as “difficult” and start thinking about the difficulty he is experiencing, and how you can serve him in his current situation. What is it he is concerned, disturbed, or upset about that’s leading to his behavior?

Once you realize what a difficult situation means to another person, you can approach the issue with more compassion, generosity, empathy, and patience. This is far more effective for both parties than concluding that another person is difficult all the time or is always overreacting.

“The reality is that you never really know all that is going on with another person, with his family’s health or his financial situation,” notes Kaufman. “You don’t know what happened at his home that morning or the night before. You don’t really know what triggered this emotionally upset moment. You can therefore decide, Let me choose compassion for this person instead of judgment and start exercising empathy.”

Lean in and work on the problem together. A “difficult” person often behaves that way because she is trying to get something she needs, or is trying to make something happen. She probably thinks the only way she can get her colleagues’ attention is by outwardly showing her anger. But we know from experience that the way to get better service is to be a better customer. And the same goes for getting the help we all want from our colleagues.

“Let your colleague know—using this to me. Let’s solve this problem together. It’s not us or them. It’s just us.” And then you can both get to work solving the problem.

Plan how you’ll work together. One way to defuse a difficult situation is to pull out a piece of paper and decide what actions each of you will take next. This helps remove emotional tension and gets everyone down to work.

“The sooner you say, ‘Let’s figure this thing out. What action can I take that will create value for you? Let’s agree on next steps. Let’s make some promises to each other,‘ the better,” says Kaufman. “Working this way creates a culture of colleagues taking action to create value for each other. It takes emotion out of the equation and creates a platform where people can work more effectively with each other.”

Role model the right behavior. One of the best ways to make this behavior a part of your company culture is to role model it yourself. And you can do this from any position in the organization: from the top, the middle, or the frontline. Eventually, your colleagues will see how you handle these situations and how well your approach leads to positive action.

“When others see that problems don’t need to be painful, that emotions don’t need to be escalated, they’ll realize that ‘difficult situations’ don’t need to consume all your energy, or your entire day,” notes Kaufman. “As more and more people inside your organization take this approach, they will rec-
Besides Fried...
continued from pg. 3

The Riverside County Fair creates California jobs through an economic ripple effect of fair patron spending and the business activity required in support of the fair’s traditional agricultural educational activities.

- The equivalent of 152 jobs are created as a result of spending by the Riverside County Fair, its support businesses and its attendees.
- The labor income generated by these additional jobs is projected to be approximately $6,703,000 annually.

The Riverside County Fair generates business tax revenue through the collection of state and local sales taxes, transient occupancy taxes, possessory interest taxes and other taxes and fees. These revenues further generate economic activity by providing for programs to benefit the local community.

- An estimated $303,100 annually in additional business taxes will be created from the increased business activity caused by the fair, its attendees and “interim” events or events held on the fairgrounds occurring throughout the year.

Just wanted to share with you how big the business of state fairs really is.

Oktoberfest Palm Springs is a unique European-style festival showcasing more than 40 food, wine and beer tasting booths on October 13 from Noon-6:00pm. Live entertainment on 2 stages will include polka bands, jazz and modern music to fit everyone’s taste. It wouldn’t be Oktoberfest without Belgian and German Beers like Beck’s, St. Pauli’s Girl, Stella Artois, Leffe, Hoegaarden and many, many more.

Live entertainment on 2 stages will include polka bands, jazz and modern music to fit everyone’s taste. It wouldn’t be Oktoberfest without Belgian and German Beers like Beck’s, St. Pauli’s Girl, Stella Artois, Leffe, Hoegaarden and many, many more.

This inaugural event will benefit CASA (Court Appointed Special Advocates), Les Dames d’Escoffier (Providing scholarships for female chefs) and the Palm Springs Chamber of Commerce.

The only one of its kind in the Inland Empire, this event will be a crowd pleaser with vendors and performers sporting Lederhosen and traditional Bavarian costume.

Timeless Values: “Adventures of Tornado Kid: Whirling Back Home Towards Infinite Values” (www.FiveGlobalValues.com). “I have worked in several countries, recruiting, hiring, training and retaining employees. I found that in every culture, the same core values play a key role in the success of both employees and the corporation. It’s as important for the business to have what Malhotra has identified as five essential global values as it is for the employees, he says. “The business has to show that continued on page 15
### Inland Empire’s Largest Hotels

#### Ranked by Number of Rooms

| Hotel Name | Address | City, State, Zip | # of Rooms | # of Suites | Total Meeting Sq. Ft. | Largest Meeting Group | Max. Sq. Ft. Exhibit Area | Rate Range * May Be Seasonal | Amenities | Top Local Executive | Phone & Fax | E-Mail Address |
|------------|---------|-----------------|------------|-------------|----------------------|-----------------------|--------------------------|---------------------------|-----------|-------------------|-----------|----------------|}
| Spa Resort Casino | 100 N. Indian Canyon Dr. | Palm Springs, CA 92262 | 230 | 20 | 200 | 6,500 | 1,800 | $60-199 | CR,FP,FG,HS, JX,LR,RS | Brian Handsbery | General Manager | 760-310-0012/35-3346 | www.spasresortcasino.com |
| Miramonte Resort | 45-600 Indian Wells Ln | Indian Wells, CA 92210 | 215 | 66 | 350 | 10,400 | N/A | $90-349 | B,FP,CC,GP,GS,R, IC,SR,FL | Stan Kutowski | General Manager | 760-341-2206/584-5641 | reservations@miramonteresort.com |
| Residence Inn by Marriott | 2023 Convention Center Way | Ontario, CA 91764 | 200 | 200 | N/A | N/A | N/A | $90-139 | E,FP,N,P,CR, JR,SL,CH, LS,SDT | Cynthia Sharma | General Manager | 951-246-0573 | info@resmarriott.com |
| Double Tree Hotel Claremont | 555 W. Foothill Blvd. | Claremont, CA 91711 | 190 | 4 | 400 | 13,500 | 13,500 | $119-199 | B,GS,PF,FP,D, CR,SL,R,JX | Andrew Behnkke | General Manager | 909-373-0046 | behnkke@doubletreeclaremont.com |
| Holiday Inn Ontario Airport | 215 E. Convention Center Way | Ontario, CA 91764 | 180 | 7 | 200 | 3,900 | na | $99-149 | B,FP,LR,RS | Irene Rue | General Manager | 760-212-8000/418-6703 | info@holidayinn.com |
| Ayres Hotel & Suites | 1095 E. Holt Blvd | Ontario, CA 91761 | 167 | 167 | 400 | 10,000 | 4,000 | $109-179 | E,FP,CSL,TP, N,L,C,R | Amy Delgadillo | General Manager | 909-300-7778/50-1498 | www.ayreshotels.com |
| Hotel Zone | 195 S. Indian Canyon Dr | Palm Springs, CA 92262 | 165 | 5 | 250 | 22,500 | 22,000 | $199-269 | B,CR,FG,SL,JW, GL,LR,F,R, TX | Tom Gray | General Manager | 760-777-0500 | hotelzone@aol.com |
| Sheraton Ontario Airport Hotel | 329 N. Vineyard Ave. | Ontario, CA 91764 | 164 | 2 | 60 | 3,000 | 3,000 | $99-239 | B,CR,FP,F,SR,LR, IL,LR, WX | Alfonso Torres | General Manager | 909-937-8000/92-8128 | www.sheraton.com |
| Courtyard by Marriott | 1510 University Ave. | Riverside, CA 92507 | 163 | 150 | 100 | 1,500 | na | $49-125 | B,FP,GS,JLL,N,PP,RS,SD,ST | Michael Gibson | General Manager | (951) 276-7078/47-6783 | www.marriott.com |
| Shilo Hilltop Suites & Hotel | 3101 Temple Ave. | Pomona, CA 91768 | 161 | 130 | 600 | 11,200 | 6,000 | $102-258 | B,CR,CR,FP,FL,JL, N,PP,SR,SS,SD,SR,WX | Dermuta Bains | General Manager | 909-766-9308/98-5854 | jasmin.e.silva@shilo.com |
| Indian Wells Resort Hotel | 45-600 Indian Empire Blvd. | Indian Wells, CA 92210 | 155 | 29 | 380 | 7,000 | 4,800 | $49-299 | C,GS,CR,FP,F,FL,GR, N,PP,SR,SS,SR,FX | Brad Wiemer | General Manager | 760-345-6466/72-5983 | www.indianwellsresort.com |
| Northwoods Resort | 40630 Village Dr. | Big Bear Lake, CA 92315 | 144 | 9 | 400 | 9,000 | 4,000 | $109-599 | B,CR,FP, GS,LL,SN,PR | Sam Barsa | General Manager | 760-866-1296/95-1451 | www.northwoodsrresort.com |
| La Quinta Inn & Suites Ontario Airport | 39395 Seven Hills Dr. | Ontario, CA 91764 | 144 | 144 | 40 | 675 | 675 | $70-149 | F,FP,CR,B, WC,CR,FX | Alex Oht | General Manager | (909) 476-1124/67-1121 | www.lqi.com |
| Ayres Suites Ontario at the Mills Mall | 4570 Mills Cir. | Ontario, CA 91764 | 140 | 8 | 80 | 2,222 | 1,200 | $128-375 | F,FP,CR,B, WX | Carino Mandevia | General Manager | 909-641-0344/94-2601 | cmardesve@ayreshotels.com |
| Aloft Ontario | 10480 Fourth St. | Rancho Cucamonga, CA 91730 | 136 | 36 | 55 | 504 | N/A | $99-299 | B,CR,FP,GS,JLL, N,OC,PSD,O | Gonzalo Rodriguez | General Manager | 909-364-6494/6491 | christina.sim@aloftmotels.com |
| Hyatt Place | 45-600 Mills Cir. | Ontario, CA 91764 | 127 | 127 | 57 | 850 | 57 | $119-249 | B,FP,PC,F,CH, JR,SR,FX | Juan Arroyo | General Manager | 909-364-6494/6491 | reservations@hyattplace.com |
| Fairfield Inn By Marriott | 3201 E. Centre Lake Dr. | Ontario, CA 91764 | 116 | 0 | N/A | N/A | N/A | $79-99 | B,CR,FP,PSD,ST | Denise Geard | General Manager | 909-580-0535 | fliemil@marriott.com |

N/A = Not Applicable    * = Would not Disclose    na = not available

The information in the above list was obtained from... the best of our knowledge the information supplied is accurate as of press time. While every effort is made to ensure the... 2012 by IEBJ.
“It’s Not MY Fault!” Seven Ways Leaders Can Unearth (and Neutralize) the Fear That Lurks Behind the Blame Game

Are fingerpointing and responsibility dodging poisoning your culture? Mike Staver explains that fear-based leadership lurks at the heart of the blame game. He explains what leaders can do to overcome their own fears and find their courage—and help their followers do the same.

When you arrive at the office each morning, you find yourself in a blame-free zone. Your team attacks projects proactively and with confidence. When a problem arises, everyone involved “owns it” and takes corrective action. Bob in marketing says he’s personally responsible for an event flier going to the printer late and stays late to overnight them to the client. Meanwhile, Sally in accounting emails, “The client’s invoice was wrong because of our miscalculation. We’ve called and apologized.” And so it goes with every employee, in every department—and then you wake up.

Yep. Instead of facing the workday with excitement, most leaders want to crawl back under the covers from sheer dread of what actually awaits them at the office: excuse making, blame shifting, and responsibility dodge ball. According to Mike Staver, the underlying culprit is something you might not suspect: fear.

“An organization that has perfected the blame game is one where hidden fear—fear of failure, of confrontation, of difficult tasks—runs rampant,” says Staver, author of “Leadership Isn’t for Cowards.” “And guess where these kinds of energy-draining, counterproductive cultures originate? That’s right: with the leaders.

“Blame-based leadership seeks to find a bad guy so that everyone else can take a collective sigh of relief. If it’s operations’ fault, for example, management can’t have done anything wrong. And when it’s someone else’s problem, no one takes action to solve it.”

Blaming is only one symptom of hidden fear. Staver’s book explores numerous others—like pretending not to know things, perpetual “getting ready,” and letting “shiny ball” distractions derail high-return tasks—and offers tips for conquering them. The destructive thing about fear, he points out, is that it keeps us from taking the quick, decisive actions courageous leaders require—and the global economy demands.

Removing fear and establishing a take-responsibility culture begins with leaders, explains Staver. Once you have let followers know that you are on their side and want them to win—while establishing that you won’t settle for anything less than the highest degree of execution and performance—they’ll begin to adopt your fearless attitude. “Acknowledging that you are ultimately responsible for the results of your life, thoughts, and actions creates a level of freedom not experienced by those who choose to blame others,” he adds. “It empowers you to act. Courageous leaders are driven by, even obsessed with, the imperative to eliminate excuse making and blame from themselves and their organizations.”

Read on for Staver’s advice on how you can take responsibility and help your followers to do the same:

Look at the man (or woman) in the mirror. You can’t expect your followers to change their attitudes while you stay mired in your old blame-based thinking. That’s why Step One in creating an excuse-free company culture is taking a hard look at your own tendency to blame others and at the underlying fear driving it. According to Staver, a few common culprits include: fear of failure, fear of being underprepared, fear of confrontation, fear of risk, fear of being wrong, and fear of being unpopular.

“Once you have identified the fears infecting your own leadership, figure out which behaviors you can change in order to set a better example,” he suggests. “If you tend to overprepare—meaning that progress happens at a glacial pace—you might courageously take the next step forward, even if you’re not sure that the proposal is perfect. Your employees will see that action, even if it isn’t 100 percent mistake-free, drives results.”

Overall, Staver says, strive to proactively confront any policy, person, or mindset that is holding you and your organization back. Be an obstacle remover and push yourself to take bold, decisive action. And if (actually, when) you do screw up? Set a good example and “own it.” Overall, you’ll find the rewards of being a fearless leader will far outweigh the consequences.

Get real about how your organization handles mistakes. What happens when someone on your team screws up or takes a risk that doesn’t pay off? If the answer is that a leader swoops in to mete out swift and certain punishment to the offending employee, two things will happen: 1) the blame game will flourish (after all, no one wants to be the fall guy when something goes wrong) and 2) most people will shy away from taking any risks at all in the future.

“Is a bland, play-it-safe, riskless culture what your organization really needs?” asks Staver. “If you want your organization to grow instead of stagnate, it’s imperative that you handle mistakes in a constructive way. If you’re too harsh, of course none of your followers will want to upset you by taking risks. The truth is, taking risks should not only be allowed but encouraged. “Instead of putting negative pressure on your people, try to help them work through any kinks while keeping the focus on performance and growth,” he recommends. “And always be sure to celebrate your employees’ accomplishments without compromising their momentum. That means acknowledging progress with full and complete focus on the success of what is right here, right now.”

Preach the “choose or lose” gospel. It’s when employees feel powerless that they toe the company line, mindlessly follow orders, or simply choose to do nothing. As a leader, you need to make employees understand that they always have a choice. (And yes, doing nothing is a choice.) It’s important to make sure that everyone in your organization considers the full range of options, even those that might seem impractical or illogical at first glance. Here’s why: Once you realize you have choices, it’s a lot harder to blame others for your actions, or lack thereof.

“If you’re alive, you have choices, bottom line!” says Staver. “Some are big. Some are

continued on page 26
### Golf Courses in the Inland Empire

*Listed Alphabetically*

<table>
<thead>
<tr>
<th>Course Name</th>
<th>Mgmt. Co. or Owner Type of Course</th>
<th>Address</th>
<th>City, State, Zip</th>
<th>Membership Fees</th>
<th>Green Fees: Weekdays Weekends</th>
<th>Length of Course (Yds.)</th>
<th>Year Built</th>
<th>Top Local Pro or Manager</th>
<th>Title/Phone/Fax/Email Address</th>
</tr>
</thead>
<tbody>
<tr>
<td>Caliente Springs R.V. Resort &amp; Golf Course</td>
<td>Tim Murrieta Resort/Semi-Private</td>
<td>76-200 Dillon Rd.</td>
<td>Desert Hot Springs, CA 92241</td>
<td>$10</td>
<td>$10</td>
<td>785</td>
<td>1997</td>
<td>Ray Ramez (888) 786-2772</td>
<td><a href="mailto:CalienteSprings@calienteSprings.com">CalienteSprings@calienteSprings.com</a></td>
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<tr>
<td>Calimesa Country Club</td>
<td>The Brawns Public</td>
<td>1300 S. 3rd St.</td>
<td>Calimesa, CA 92320</td>
<td>$23-32</td>
<td>$24-42</td>
<td>6,000</td>
<td>1959</td>
<td>N/A</td>
<td>Ray B. Wallace (909) 795-2489</td>
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<tr>
<td>Date Palm Country Club</td>
<td>ELS Semi-Private</td>
<td>18-200 Date Palm Dr.</td>
<td>Cathedral City, CA 92234</td>
<td>$20-25</td>
<td>$20-25</td>
<td>3,083</td>
<td>1972</td>
<td>David Smith General Manager (760) 326-6515/321-2473</td>
<td>&lt;www.datepalm.golf.com&gt;</td>
</tr>
<tr>
<td>Desert Dunes Golf Club</td>
<td>Brooks Street Public</td>
<td>19-3-9 Palmer Dr Desert Hot Springs, CA 92240</td>
<td>$100</td>
<td>$110</td>
<td>6,766</td>
<td>1990</td>
<td>Robert Jensen Jr. (760) 251-5370</td>
<td>Tim Garner General Manager (760) 251-5370/3571</td>
<td><a href="mailto:info@desertdunesgolf.com">info@desertdunesgolf.com</a></td>
</tr>
<tr>
<td>Desert Willow Resort</td>
<td>Kemper Sports Public</td>
<td>38995 Desert Willow Dr Palm Desert, CA 92211</td>
<td>$30-70</td>
<td>$30-90</td>
<td>7,058/6,913</td>
<td>1997/1998</td>
<td>Michael Burgan, Dana Fry, John Cook (760) 346-7060</td>
<td>Richard Mogeran General Manager (760) 346-7060/946-3444</td>
<td><a href="mailto:info@desertwillow.com">info@desertwillow.com</a></td>
</tr>
<tr>
<td>Eagle Glen Golf Club</td>
<td>Privately Owned Public Open</td>
<td>1800 Eagle Glen Pky</td>
<td>Corona, CA 92883</td>
<td>$19-49</td>
<td>$29-69</td>
<td>6,390</td>
<td>1999</td>
<td>Gary Borger-Brail (926) 275-4635</td>
<td>Steve Jeffery General Manager (951) 276-2462/276-7022</td>
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<tr>
<td>Morongo Golf Club</td>
<td>Choon Man Lee Daily Fee $1,500-4,500</td>
<td>86211 Champion Dr.</td>
<td>Beaumont, CA 92223</td>
<td>$45-90</td>
<td>$60-65</td>
<td>7,317/7,442</td>
<td>2000</td>
<td>Schmidt-Carley Design (919) 445-5014</td>
<td>Brad Storman Director of Operations (877) 745-5240/951-445-5240</td>
</tr>
<tr>
<td>El Pano</td>
<td>Public</td>
<td>1355 Proc Ave.</td>
<td>Chino, CA 91710</td>
<td>$26</td>
<td>$40</td>
<td>6,108/6,671</td>
<td>1976</td>
<td>H. &amp; D. Rainville (909) 597-1753</td>
<td>Bruce Janke General Manager (909) 597-1753/935-5061</td>
</tr>
<tr>
<td>Empire Lakes Golf Course</td>
<td>Public</td>
<td>11015 Sixth St Rancho Cucamonga, CA 91730</td>
<td>$45-75</td>
<td>$50-90</td>
<td>5,200/9-223</td>
<td>1995</td>
<td>Arnold Palmer (909) 481-6663</td>
<td>Eugene Park General Manager (909) 481-6663/6736</td>
<td><a href="mailto:info@empiredales.com">info@empiredales.com</a></td>
</tr>
<tr>
<td>General Old Golf Course</td>
<td>Donovan Bros. Golf Public Military &amp; Sr. Discounts</td>
<td>16700 Village Way West</td>
<td>Riverside, CA 92518</td>
<td>$19-37</td>
<td>$21-49</td>
<td>6,794</td>
<td>1955</td>
<td>N/A</td>
<td>Kiki Garcia Head Golf Prof. (909) 696-6905/690-0604</td>
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<tr>
<td>Green River Golf Club</td>
<td>Course Co., Inc.</td>
<td>5215 Green River Rd.</td>
<td>Corona, CA 92880</td>
<td>$19-44</td>
<td>$26-52</td>
<td>6,470/8,275</td>
<td>1998</td>
<td>Lawrence Hughes/Carey Beckler (907) 735-7931</td>
<td>Judy Sapozhi General Manager (907) 735-7931/735-7432</td>
</tr>
<tr>
<td>Green Tree Golf Course</td>
<td>City of Victorville Public $125/Month ($175 w/ cart)</td>
<td>14144 Green Tree Blvd.</td>
<td>Victorville, CA 92392</td>
<td>$35</td>
<td>$40</td>
<td>6,643</td>
<td>1964</td>
<td>Bill Bell (760) 245-4860</td>
<td>Joe Gargan Director (760) 245-4860/245-5479</td>
</tr>
<tr>
<td>Heritage Palms Golf Club</td>
<td>Heritage Palms Semi-Private</td>
<td>4249 Heritage Dr. Indio, CA 92201</td>
<td>$30-$115</td>
<td>$30-$115</td>
<td>6,727</td>
<td>1995</td>
<td>Arthur Bill (760) 772-7334</td>
<td>Gordon Leth Director (760) 772-7341/604-4124</td>
<td><a href="mailto:gld@heritage.com">gld@heritage.com</a></td>
</tr>
<tr>
<td>Hospersia Golf &amp; Country Club</td>
<td>Alexander Ricard Public</td>
<td>11710 Ranger Ave.</td>
<td>Hemet, CA 92545</td>
<td>$10</td>
<td>$16</td>
<td>6,996</td>
<td>1955</td>
<td>Bill Bell Jr. (760) 246-9431</td>
<td>Brandon McNaught General Manager (760) 246-9430/9431</td>
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<tr>
<td>Hidden Spring Country Club</td>
<td>Public</td>
<td>15800 Building West Rd. Desert Hot Springs, CA 92240</td>
<td>$10-15</td>
<td>$10-15</td>
<td>3,044</td>
<td>1977</td>
<td>N/A</td>
<td>Alex Augustyn (760) 329-8816</td>
<td>Tim Manuel Director of Sales (760) 329-8816</td>
</tr>
<tr>
<td>Hidden Valley Golf Club</td>
<td>Guadalupe Golf Mgmt. Daily Fee</td>
<td>1901 S. 3rd St.</td>
<td>Norco, CA 92860</td>
<td>$40-50</td>
<td>$50-75</td>
<td>6,880</td>
<td>1997</td>
<td>Casey Cullahan (951) 730-1100</td>
<td>Jim Marabellia General Manager (951) 735-1100/735-4244</td>
</tr>
</tbody>
</table>

**Note:** Fees and information may vary. Always verify with the course before visiting. The data is as of press time. While every effort is made to ensure the accuracy and thoroughness of the list, omissions and typographical errors sometimes occur. Please send corrections or additions on company letterhead to: The Inland Empire Business Journal, P.O. Box 1979, Rancho Cucamonga, CA 92801-1979. Researched by Jon Siu. Copyright 2012 by IEBJ.
of the year. As 2011 came to a close, the Inland Empire region saw job growth consistently trend upward for six months for the first time since the recession ended. There was a bit of a slowdown in the first quarter of 2012, in February and March, however in the following months total nonfarm payroll jobs returned to their positive growth trend. Looking at longer-term trends, the year-over-year growth from May 2011 to May 2012 shows jobs increasing by 1.4%—representing a gain of over 16,000 jobs. The Inland Empire’s unemployment rate has remained stubbornly high, but the good news is that it has been trending downward and has fallen nearly every month since July 2011. Between May 2011 and May 2012, the region’s unemployment rate fell by 1.3%—exhibiting a downward trend that should continue into the future. Beacon Economics is forecasting that the unemployment rate will drop below double digits near the end of 2012 and into 2013.

As with total nonfarm payroll jobs, many of the region’s sectors experienced a slight slowdown in the early months of 2012. One of the few sectors that has grown consistently throughout 2012 is the wholesale trade sector. Wholesale trade in the Inland Empire has seen positive job growth every consecutive month this year—reaching a new post-recession high in May 2012 with nearly 54,000 payroll jobs. Since May 2011, the sector has grown by 10.4%—an addition of 5,000 jobs. Although the labor market recovery has been slow in the Inland Empire, it has been generally positive. Beacon Economics expects faster and more consistent employment growth by the end of 2012 and into 2013.

Real Estate Markets Looking Up in 2012
The real estate market in the Inland Empire has seen some significant gains in 2012. Both single family median home prices and sales have increased in the first quarter of this year after declining throughout 2011. Since the fourth quarter of 2011, home prices have grown by 2.3% and home sales have risen by 3.7%. Although these figures represent a decline from the first quarter of 2011, it is important to remember that in early 2011 government intervention programs were the leading cause behind growth.
these ethics are implemented and acted upon. Otherwise, the employee with values, the one instructed to, say, lie about a product, will feel secure about reporting such conduct without being fired.”

What are these values and how can they be taught?

- **Responsibility**: There is nothing more fundamental to being an adult in our society than accountability. Parents can create cause-and-effect circumstances, such as letting a teen borrow the car provided they put gas in it. Breaking such a pact though, because of a bad grade in school, creates a mixed message. When children learn responsibility, they know that happiness comes from doing the right thing.

- **Compassion**: It’s not just a term for being nice; compassion is a form of intelligence – an empathetic ability to see a situation through another’s eyes and to feel what another person feels. When adults are compassionate, they reach out to help others because they can feel others’ pain – and the relief and gratitude of help, sympathy or encouragement.

- **Integrity**: Integrity is the glue that holds together all of the values. When given an option to stray from our values, such as lying for the sake of convenience, integrity is there to hold us accountable.

- **Peace**: Our ability to manage conflicts amicably is a direct result of a peaceful mind and attitude. Those who value peace view anger, jealousy and hostility as the barriers to communication that they are. In all settings, business and domestic, conflicts will arise – it is inevitable. We must work through these peacefully if we are to move forward.

- **Love**: You must love what you do, passionately. Do your work and your organization in some way contribute to the welfare of people? That is the reason for your passion. With love, you contribute to the greater good and feel gratified.

Rakesh Malhotra has worked in, lived in or traveled to more than 40 countries. During this time, he studied human behavior in relation to core values as a means to hire, promote and manage effectively. Malhotra has focused on what influences performance and what makes some employees perform at a higher level than others. Malhotra holds a master’s in public administration and several diplomas in business education.

Why is White...

continued from pg. 10

VOIT DIRECTS NEW 147,677-SQUARE-FOOT INDUSTRIAL LEASE TO NATIONAL HEALTH CARE SERVICE MANUFACTURER

Voit Real Estate Services’ Inland Empire office has directed a new 147,677-square-foot industrial lease in Redlands on behalf of the lessor. The lessee, Medline Industries, a privately held national manufacturer and distributor of health care supplies and services, plans to fully occupy the building for its distribution operations, according to Juan Gutierrez, a senior associate in Voit’s Inland Empire office.

Gutierrez worked with Frank Geraci, Walt Chenoweth, and Patrick Wood of Voit’s Inland Empire office to represent the lessor, BlackRidge Real Estate Group/Verde Realty. The lessee, Medline Industries, was represented by Chuck Belden of Cushman & Wakefield.

This is an expansion for Medline Industries, which was seeking additional warehouse space in continued on page 19
people who can let go and try new 
activities, methods and techniques. 
When you find people who appreci-
ate amusement, enjoyment and laughter, stay connected with them 
and look for more people to add to your “fun network.” Solitude and 
isolation are sure ways to suppress and stifle your sense of fun, so 
make sure you broaden your scope of experience socially, and in real 
time, not in a digital sense. Yes, social media can be fun, interesting 
and helpful, but there’s no substitute for real, live socializing. And the 
people in your network will support and energize your practice of 
having fun.

Celebrate Laughter. When was the last time you laughed so 
hard you cried? When was the last time you laughed so hard your 
sides hurt? Kick-start your laughter engine—visit a comedy club, 
watch a funny movie or TV show or

Some Area...
continued from pg. 1

Supreme Court upheld the law to 
dissolve the redevelopment agen-
cies, but some had held out pending 
the final decision, said state Finance Department spokesman H.D. 
Palmer.

While the issue was ongoing, property tax revenues that were 
intended to go to local agencies such as schools and special districts 
instead went to the redevelopment agencies, Palmer said. Legislation 
in July, Assembly Bill 1484, featured a “catch up” provision that 
forced the successor agencies to pay back revenues that would go 
proportionally to schools, counties, cities and special districts, 
Palmer said. “The payment mechanism for property tax that should 
have been made to the districts would have gone to redevelopment 
agencies to cover the January-through-June period this year,” Palmer 
said.

On July 13, state Sen. Bob Huff, R-Walnut, issued a news release 
about the bill describing the Democratic majority-backed legislation 
as “unacceptable.” “His position is unchanged,” said Huff spokesman 
William Bird. “He thinks the state government is literally balancing 
its budget on the backs of local government and that’s wrong.”

A due bill was sent to the agencies on July 9 and payments were 
due on July 12, said La Verne City Manager Bob Russi. Some city 
ofﬁcials said they were caught off guard by how quickly the redevel-
opment payment was wanted. “From the standpoint of advance 
notice we were surprised,” said Robb Steel, who ran the Rialto 
Redevelopment Agency and is now assistant to the city administrator 
and development services director. Steel said Rialto had to pay more 
than $3 million.

The former redevelopment agency has a “fair” amount of cash 
left but Steel said he expects the state to audit the cash and the city to 
be “squeezed dry” by next spring after remitting funds to the state for 
redistribution. Redlands spokesman Carl Baker said he was surprised 
by the lack of time to prepare for his city’s more than $2.6 million 
payment.

“It absolutely came as a surprise to us. It was virtually a last-
minute payment,” Baker said. “We had to make provisions to borrow 
from our utility fund to make the payment. And we ﬁled the payment 
under protest.” Baker said most of the payment was made using redevel-
opment fund money except for $65,000 that came from the utility 
fund. “After that, we had a bond due, a $3.1 million bill,” Baker said. 
“Because this cleaned out our RDA, we had to borrow to make our 
scheduled bond payment.” In San Bernardino, economic develop-
ment chief Emil Marzullo was laid off after the city’s attempt to move 
its redevelopment agency money to a nonprofit was unsuccessful.

“You really don’t need the executive director if nothing is going 
to be done,” Marzullo said in a past interview. The former agency’s 
ﬁnancial obligations are legally separate from the city’s and will not 
be a part of San Bernardino’s bankruptcy ﬁling, said City Attorney 
James F. Penman in a previous interview.

La Verne paid more than $295,000 under protest but city ofﬁcials 
said they were initially told they owed $1.9 million.

“We had made $1.6 million in payments,” Russi said. “We told 
them we made those payments. They still don’t have all the informa-
tion to show that. In the meantime, they said, you do not have to pay 
that portion but pay $300,000,” Russi said La Verne, like Redlands, 
made the payment under protest “and (we) don’t feel based on the 
original law (that) we needed to pay it.” La Verne ofﬁcials paid the 
fee because the other option was being forced to pay 10 percent in 
penalties, Russi said.

Money used to pay the fee came out of a reserve fund of redevel-
opment money, not the general fund, Russi said. “We were fortu-
ate,” Russi said. Claremont paid more than $949,000 but unlike 
other cities contacted, ofﬁcials there

Remember to...
continued from pg. 14

Celebrate Laughter.

When was the last time you laughed so hard you cried? When was the last time you laughed so hard your sides hurt? Kick-start your laughter engine—visit a comedy club, watch a funny movie or TV show or

INLAND EMPIRE'S LARGEST MIXER VI
The Ultimate Business Networking Event
The 6th annual Inland Empire’s Largest Mixer® combines the networking power of Inland Empire area chambers and business organizations to provide the ultimate business networking experience. Get ready to mix and mingle with professionals representing hundreds of industries and companies throughout Riverside and San Bernardino Counties!

OCTOBER 24, 2012
ONTARIO CONVENTION CENTER • 5 PM - 9 PM

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IEMIXER.COM 909.560.2800

EXHIBITORS:
Golf Courses in the Inland Empire

<table>
<thead>
<tr>
<th>Course Name</th>
<th>Address</th>
<th>Mgmt. Co. or Owner</th>
<th>Type of Course</th>
<th>Membership Fees</th>
<th>Green Fees: Weekdays</th>
<th>Length of Course (Yds.)</th>
<th>Top Local Pro or Manager</th>
<th>Website</th>
</tr>
</thead>
<tbody>
<tr>
<td>Indian Hills Golf Club</td>
<td>5700 Clubhouse Dr</td>
<td>Cox/Weath Properties</td>
<td>Public</td>
<td>$39</td>
<td>$55</td>
<td>6,140</td>
<td>60,000</td>
<td></td>
</tr>
<tr>
<td>Indian Palms Country Club</td>
<td>48-630 Murante St, Indio, CA 92201</td>
<td>Dave Wernert Resort</td>
<td>$25-$40</td>
<td>$45-$70</td>
<td>4,400</td>
<td>40,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Indian Springs Golf &amp; Country Club</td>
<td>75401 Iarita Rd, Indio, CA 92201</td>
<td>Neil Finch Semi-Private</td>
<td>N/A</td>
<td>$40-$99</td>
<td>$45-$99</td>
<td>6,713 (Golf Toss)</td>
<td>30,000</td>
<td></td>
</tr>
<tr>
<td>Indian Wells Golf Resort</td>
<td>24-450 Indian Wells Ln, Indio, CA 92220</td>
<td>Tronc Golf Public</td>
<td>$65-$119</td>
<td>$70-$195</td>
<td>7,050</td>
<td>7,375</td>
<td>80,000</td>
<td></td>
</tr>
<tr>
<td>Indian Golf Course</td>
<td>31-640 Av, Indio, CA 92201</td>
<td>City of Indio N/A</td>
<td>$15-$20</td>
<td>$15-$20</td>
<td>$14/Acart</td>
<td>3,004</td>
<td>50,000</td>
<td></td>
</tr>
<tr>
<td>Jurupa Hills Country Club</td>
<td>6161 Mora Ave, Riverside, CA 92509</td>
<td>Karen Vlah Public</td>
<td>N/A</td>
<td>$28-$46</td>
<td>$34-$46 (w/cart)</td>
<td>6,020</td>
<td>na</td>
<td></td>
</tr>
<tr>
<td>La Quinta Dunes Course</td>
<td>49-499 Avenida Vista Bonita La Quinta, CA 92253</td>
<td>Morgan Stanley Resort</td>
<td>Yes</td>
<td>$59-$159</td>
<td>$70-$159</td>
<td>6,750</td>
<td>30,000</td>
<td></td>
</tr>
<tr>
<td>La Quinta Mountain Course</td>
<td>49-499 Avenida Vista Bonita La Quinta, CA 92253</td>
<td>Hilton Corporation Public/Private</td>
<td>Yes</td>
<td>$79-$179</td>
<td>4,100</td>
<td>4,000</td>
<td>4,000</td>
<td></td>
</tr>
<tr>
<td>Marriott’s Rancho Las Palmas</td>
<td>42000 Bob Hope Dr Rancho Mirage, CA 92270</td>
<td>KSL Resort Private/Resort</td>
<td>$92-$109</td>
<td>$50-$129</td>
<td>6,089</td>
<td>4,500</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Marshall Canyon Golf Club</td>
<td>6100 N. Stephens Ranch Rd La Verne, CA 91750</td>
<td>James Duffin II Public</td>
<td>N/A</td>
<td>$23</td>
<td>$31 (cart not included)</td>
<td>6,100</td>
<td>80,000</td>
<td></td>
</tr>
<tr>
<td>Mesquite Golf &amp; Country Club</td>
<td>230 E. Mesquite Ave Palm Springs, CA 92264</td>
<td>James &amp; Janet Yeo Resort</td>
<td>Semi-Private</td>
<td>$59-$99</td>
<td>6,328 N/A (Seasonal)</td>
<td>7,600</td>
<td>1,000</td>
<td></td>
</tr>
<tr>
<td>Westin Mission Hills North - G. Player Crea/Town Golf</td>
<td>70-705 Ramon Rd Rancho Mission, CA 92270</td>
<td>Alphonso</td>
<td>$85-$145</td>
<td>$160</td>
<td>7,062</td>
<td>40,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mission Lakes Country Club</td>
<td>8404 Chisholm Blvd Desert Hot Springs, CA 92240</td>
<td>Equity Owned by Members Semi-Private</td>
<td>Must Be Property Owner</td>
<td>$55</td>
<td>$75</td>
<td>6,737</td>
<td>40,000</td>
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</tr>
<tr>
<td>Moreno Valley Ranch Golf Club</td>
<td>26055 John F. Kennedy Dr Moreno Valley, CA 92553</td>
<td>Total Companies Public</td>
<td>N/A</td>
<td>$35</td>
<td>$60</td>
<td>6,498</td>
<td>50,000</td>
<td></td>
</tr>
<tr>
<td>Mountain Meadows Golf Course</td>
<td>1075 Fairways Pl Pomona, CA 91768</td>
<td>American Golf Corp. Public</td>
<td>N/A</td>
<td>$37.50</td>
<td>$45.50</td>
<td>6,440</td>
<td>100,000</td>
<td></td>
</tr>
<tr>
<td>Mountain Vista Golf Course</td>
<td>At Sun City Palm Desert Palm Desert, CA 92211</td>
<td>Sun City Palm Desert Semi-Private</td>
<td>N/A</td>
<td>$30-$99</td>
<td>$35-$99 (Twilight Available)</td>
<td>6,700</td>
<td>65,000</td>
<td></td>
</tr>
<tr>
<td>Rivers Edge Golf Course</td>
<td>648 Marina Dr Norco, CA 92863</td>
<td>City Municipal Public</td>
<td>N/A</td>
<td>$30-$50</td>
<td>6,189</td>
<td>38,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>North Golf Course</td>
<td>20690 McCall Blvd San Diego, CA 92154</td>
<td>Members Public</td>
<td>N/A</td>
<td>$19.50</td>
<td>$25</td>
<td>4,010</td>
<td>50,000</td>
<td></td>
</tr>
</tbody>
</table>

Accuracy and thoroughness of the list, omissions and typographical errors sometimes occur. Please send corrections or additions on company letterhead to: The Inland Empire Business Journal, P.O. Box 1979, Rancho Cucamonga, CA 91729-1979. Researched by Jon Siu. Copyright 2012 by IBJ.
Enter Assemblyman Mike Morrell’s Constitution Day Essay Contest

I would like to invite all local middle school and high school students to participate in our Constitution Day essay contest! Constitution Day is on Sept. 17th. This contest is to remind us what our Constitution means for each of us. Visit [www.asm.ca.gov/morrell](http://www.asm.ca.gov/morrell) for more information.

Parks Buyouts, Special Funds “Hoarding” Raises Questions About State Spending Practices

California taxpayers have been deeply troubled by the recent scandals that have rocked the Department of Parks and Recreation. The allegations of inappropriate vacation buyouts awarded to 56 staff members and the hoarding of $54 million in special funds at a time when 70 parks were slated for closure have undermined the public’s confidence in their state government.

Among the findings of this week’s “California Budget Fact Check” are:

- The Parks Department vacation buyout scandal has taxpay-ers, lawmakers and the news media asking whether there is inappropri-ate spending going on in other state agencies and departments.

The American Conservative Union

I was honored to receive the Defender of Liberty award from the American Conservative Union.

This award recognizes commitment to America’s core principles, a commitment to our nation’s Constitution, and reflects a perfect score of 100% on the Inaugural ACU rating of the California Legislature.

This renews a focus on protecting our liberties and freedoms from those who do not hold them sacred. Please join me in continuing to defend our liberties!
Inland Empire’s Largest Hotels

 Ranked by Number of Rooms

<table>
<thead>
<tr>
<th>Hotel Address</th>
<th>City, State, Zip</th>
<th># of Rooms</th>
<th># of Suites</th>
<th>Total Meeting Sq. Ft.</th>
<th>Largest Group</th>
<th>Max. Sq. Ft. Exhibit Area</th>
<th>Rate Range # May be Seasonal</th>
<th>Amenities</th>
<th>Top Local Executive</th>
<th>Phone &amp; Fax</th>
<th>E-Mail Address</th>
</tr>
</thead>
<tbody>
<tr>
<td>Four Points by Sheraton</td>
<td>Rancho Cucamonga, CA 91739</td>
<td>115</td>
<td>3</td>
<td>1,500</td>
<td>1,300</td>
<td>$89-295</td>
<td>B,CR,F,FG,GS,H,P,RP,SX</td>
<td>Scott Gladney General Manager (909) 204-6100/204-6111 <a href="http://www.fourpoints.com/rancho">www.fourpoints.com/rancho</a> cucamonga</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Best Western Heritage Inn</td>
<td>Rancho Cucamonga, CA 91730</td>
<td>107</td>
<td>8</td>
<td>2,500</td>
<td>1,300</td>
<td>$94-159</td>
<td>B,F,FP,ZCR,CR,F,CR</td>
<td>Jenny Lin General Manager (909) 466-1111/466-3876 <a href="mailto:jenny@bestwesternheritageinn.com">jenny@bestwesternheritageinn.com</a></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ayres Inn</td>
<td>Corona, CA 92879</td>
<td>101</td>
<td>0</td>
<td>750</td>
<td>30</td>
<td>$99</td>
<td>Full Buffet Breakfast, Evening Refresments, Comp. Guest Laundry, Exercise Room</td>
<td>Scott Smith General Manager (951) 734-2140/734-4556 <a href="http://www.stayayres.com">www.stayayres.com</a></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Holiday Inn Express &amp; Suites</td>
<td>Rancho Cucamonga, CA 91730</td>
<td>93</td>
<td>40</td>
<td>737</td>
<td>N/A</td>
<td>$99-290</td>
<td>B,CR,F,FP,GS,HLL,N,P SS,SD,DX</td>
<td>Keran Jones General Manager (909) 561-3469/3499 <a href="mailto:kpjones.he@ihg.com">kpjones.he@ihg.com</a></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ontario Grand Inn &amp; Suites</td>
<td>Ontario, CA 91764</td>
<td>92</td>
<td>34</td>
<td>440</td>
<td>N/A</td>
<td>$99-199</td>
<td>B,FP,F,Club,Pool,DX</td>
<td>Michael Bernardson General Manager (909) 948-7009/948-7008 <a href="mailto:damon@ohtelontariosca.com">damon@ohtelontariosca.com</a></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hampton Inn &amp; Suites</td>
<td>Ontario, CA 91764</td>
<td>91</td>
<td>30</td>
<td>648</td>
<td>N/A</td>
<td>$119-180</td>
<td>B,CR,F,FP,LX</td>
<td>Hillary Anderson General Manager (909) 980-9800/980-0063 <a href="http://www.hilton.com">www.hilton.com</a></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Econo Lodge</td>
<td>Ontario, CA 91764</td>
<td>80</td>
<td>0</td>
<td>483</td>
<td>N/A</td>
<td>$64-199</td>
<td>B,CR,F,FP,H,PNX</td>
<td>Bob Isalski General Manager (909) 980-9800/980-1377 <a href="mailto:gm.ca443@choicehotels.com">gm.ca443@choicehotels.com</a></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Country Inn &amp; Suites</td>
<td>Ontario, CA 91764</td>
<td>79</td>
<td>38</td>
<td>2,100</td>
<td>115</td>
<td>$89-199</td>
<td>B,CR,F,FP,OC,P,RS,SLaundry</td>
<td>Karen Pederson General Manager (909) 204-3356/204-3366 <a href="http://www.countryins.com">www.countryins.com</a></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Best Western Big Bear Chateau</td>
<td>Big Bear Lake, CA 92315</td>
<td>77</td>
<td>4</td>
<td>3,464</td>
<td>3,069</td>
<td>$99-490</td>
<td>B,CR,F,FP,LLN,PNH</td>
<td>Sean Oh General Manager (909) 866-6666/666-9788 <a href="http://www.bestwestern.com">www.bestwestern.com</a></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### Banks in the Inland Empire

**Ranked by Total Assets, 1st Quarter Data 2012**

<table>
<thead>
<tr>
<th>Bank Name</th>
<th>Address (Headquarters)</th>
<th>Tangible Assets $</th>
<th>% Change</th>
<th>% Tangible Capital</th>
<th>% Tangible Capital Ratio</th>
<th>% Risk Based Capital Ratio</th>
<th>Income $</th>
<th>% Net Income</th>
<th>Top Executive/Title Address (I.E.)</th>
<th>E-Mail Address</th>
<th>Phone/Fax</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1. JPMorgan Chase &amp; Co.</strong></td>
<td>270 Park Ave. New York, NY 10017</td>
<td>2,320,350,000,000</td>
<td>9.60%</td>
<td>12.08%</td>
<td>6.10%</td>
<td>15.64%</td>
<td>5,383,000,000</td>
<td></td>
<td>James Dimon/CEO</td>
<td><a href="mailto:James_Dimon@jpmorgan.com">James_Dimon@jpmorgan.com</a></td>
<td>(909) 621-1226</td>
</tr>
<tr>
<td><strong>2. Bank of America</strong></td>
<td>10 N. Tryon St. Charlotte, NC 28258</td>
<td>2,180,055,682,000</td>
<td>6.14%</td>
<td>1.12%</td>
<td>7.36%</td>
<td>17.49%</td>
<td>653,298,000</td>
<td></td>
<td>Brian Moynihan/COO</td>
<td><a href="mailto:Brian_Moynihan@bankofamerica.com">Brian_Moynihan@bankofamerica.com</a></td>
<td>(909) 920-6664</td>
</tr>
<tr>
<td><strong>3. Citibank</strong></td>
<td>1,944,423,000,000,000,000</td>
<td>15.06%</td>
<td>6.42%</td>
<td>7.82%</td>
<td>17.64%</td>
<td>2,031,000,000</td>
<td></td>
<td></td>
<td>Vikram Shukla/CEO</td>
<td><a href="mailto:vikram.shukla@citibank.com">vikram.shukla@citibank.com</a></td>
<td>(909) 920-6664</td>
</tr>
<tr>
<td><strong>4. Wells Fargo &amp; Company</strong></td>
<td>1,351,799,000,000</td>
<td>11.82%</td>
<td>8.60%</td>
<td>15.13%</td>
<td>4,248,000,000</td>
<td></td>
<td></td>
<td>John G. Steffens/CEO</td>
<td><a href="mailto:john.g.steffens@wellsfargo.com">john.g.steffens@wellsfargo.com</a></td>
<td>(909) 920-6664</td>
<td></td>
</tr>
<tr>
<td><strong>5. U.S. Bank</strong></td>
<td>380,227,426,000</td>
<td>15.59%</td>
<td>7.24%</td>
<td>12.62%</td>
<td>1,297,058,000</td>
<td></td>
<td></td>
<td>Richard K. Davis/CEO</td>
<td><a href="mailto:richard.k.davis@usbank.com">richard.k.davis@usbank.com</a></td>
<td>(909) 980-1087</td>
<td></td>
</tr>
<tr>
<td><strong>6. Union Bank, N.A.</strong></td>
<td>91,575,684,000</td>
<td>11.73%</td>
<td>8.91%</td>
<td>14.21%</td>
<td>165,552,000</td>
<td></td>
<td></td>
<td>Russell D. Goldsmith/President/Polymano</td>
<td><a href="mailto:russell.d.goldsmith@unionbank.com">russell.d.goldsmith@unionbank.com</a></td>
<td>(909) 980-1087</td>
<td></td>
</tr>
<tr>
<td><strong>7. Bank of the West</strong></td>
<td>62,434,665,000</td>
<td>-0.42%</td>
<td>12.12%</td>
<td>16.03%</td>
<td>128,113,000</td>
<td></td>
<td></td>
<td>J. Michael Shepherd/CEO</td>
<td><a href="mailto:j.michael.shepherd@bankofthewest.com">j.michael.shepherd@bankofthewest.com</a></td>
<td>(909) 980-1087</td>
<td></td>
</tr>
<tr>
<td><strong>8. City National Bank</strong></td>
<td>23,681,370,000</td>
<td>6.45%</td>
<td>8.30%</td>
<td>14.44%</td>
<td>47,366,000</td>
<td></td>
<td></td>
<td>Dominic Ng/CEO</td>
<td><a href="mailto:dominic.ng@citybank.com">dominic.ng@citybank.com</a></td>
<td>(909) 980-1087</td>
<td></td>
</tr>
<tr>
<td><strong>9. East West Bank</strong></td>
<td>21,741,433,000</td>
<td>-3.09%</td>
<td>11.79%</td>
<td>15.63%</td>
<td>69,068,000</td>
<td></td>
<td></td>
<td>Robert D. Goldsmith/CEO</td>
<td><a href="mailto:robert.d.goldsmith@eastwestbank.com">robert.d.goldsmith@eastwestbank.com</a></td>
<td>(909) 980-1087</td>
<td></td>
</tr>
<tr>
<td><strong>10. First-Citizens Bank &amp; Trust</strong></td>
<td>20,803,423,000</td>
<td>4.50%</td>
<td>7.88%</td>
<td>16.36%</td>
<td>38,769,000</td>
<td></td>
<td></td>
<td>Frank Brown Holding/CEO</td>
<td><a href="mailto:frank.brown@firstcitizensbank.com">frank.brown@firstcitizensbank.com</a></td>
<td>(909) 980-1087</td>
<td></td>
</tr>
<tr>
<td><strong>11. FirstBank</strong></td>
<td>12,092,584,000</td>
<td>16.04%</td>
<td>9.23%</td>
<td>16.36%</td>
<td>38,769,000</td>
<td></td>
<td></td>
<td>John S. Land/Polymano/CEO</td>
<td><a href="mailto:john.s.land@firstbank.com">john.s.land@firstbank.com</a></td>
<td>(909) 980-1087</td>
<td></td>
</tr>
<tr>
<td><strong>12. Rabobank, N.A.</strong></td>
<td>11,646,000,000</td>
<td>-3.37%</td>
<td>4.56%</td>
<td>15.81%</td>
<td>25,000,000</td>
<td></td>
<td></td>
<td>Ronald Bluh/Chief Executive Officer</td>
<td><a href="mailto:ronald.bluh@rabobankamerica.com">ronald.bluh@rabobankamerica.com</a></td>
<td>(909) 980-1087</td>
<td></td>
</tr>
<tr>
<td><strong>13. California Bank &amp; Trust</strong></td>
<td>10,933,126,000</td>
<td>1.45%</td>
<td>7.72%</td>
<td>15.21%</td>
<td>29,656,000</td>
<td></td>
<td></td>
<td>David E. Black/CEO</td>
<td><a href="mailto:david.e.black@calbanktrust.com">david.e.black@calbanktrust.com</a></td>
<td>(909) 980-1087</td>
<td></td>
</tr>
<tr>
<td><strong>14. Citrus Business Bank</strong></td>
<td>6,409,127,000</td>
<td>1.22%</td>
<td>11.36%</td>
<td>19.24%</td>
<td>23,197,000</td>
<td></td>
<td></td>
<td>Christopher D. Myers/Chief Executive Officer</td>
<td><a href="mailto:christopher.d.myers@citrusbusinessbank.com">christopher.d.myers@citrusbusinessbank.com</a></td>
<td>(909) 980-1087</td>
<td></td>
</tr>
<tr>
<td><strong>15. Mutual of Omaha Bank</strong></td>
<td>5,867,122,000</td>
<td>22.61%</td>
<td>6.53%</td>
<td>7.79%</td>
<td>10,865,000</td>
<td></td>
<td></td>
<td>Michael J. Homa/President</td>
<td><a href="mailto:michael.j.homa@mutualofomahabank.com">michael.j.homa@mutualofomahabank.com</a></td>
<td>(909) 980-1087</td>
<td></td>
</tr>
<tr>
<td><strong>16. Pacific Western Bank</strong></td>
<td>5,430,696,000</td>
<td>-5.98%</td>
<td>3.71%</td>
<td>10.28%</td>
<td>5,817,000</td>
<td></td>
<td></td>
<td>Matthew P. Wagner/CEO</td>
<td><a href="mailto:matthew.p.wagner@pacificwesternbank.com">matthew.p.wagner@pacificwesternbank.com</a></td>
<td>(909) 980-1087</td>
<td></td>
</tr>
<tr>
<td><strong>17. Community Bank</strong></td>
<td>2,667,373,000</td>
<td>10.16%</td>
<td>8.77%</td>
<td>13.60%</td>
<td>5,878,000</td>
<td></td>
<td></td>
<td>David P. Malone/CEO</td>
<td><a href="mailto:david.p.malone@communitybank.com">david.p.malone@communitybank.com</a></td>
<td>(909) 980-1087</td>
<td></td>
</tr>
<tr>
<td><strong>18. Webster State Bank</strong></td>
<td>2,659,816,000</td>
<td>-4.69%</td>
<td>19.41%</td>
<td>18.58%</td>
<td>17,140,000</td>
<td></td>
<td></td>
<td>Jan Wham/Yu/Polymano/CEO</td>
<td><a href="mailto:jan.wham@websterbank.com">jan.wham@websterbank.com</a></td>
<td>(909) 980-1087</td>
<td></td>
</tr>
</tbody>
</table>

**Notes:** Percentage changes are not applicable. Errors may occur, and the information supplied is accurate as of press time. Net income is calculated by use of the income statement ratios. The list is accurate to the best of our knowledge the information supplied is accurate as of press time. While every effort is made to ensure the accuracy and thoroughness of the list, errors and omissions sometimes occur. Please send corrections or additions on company letterhead to: The Inland Empire Business Journal, P.O. Box 1979, Rancho Cucamonga, CA 91730-1979. Researched by Michael R. Natzic with Crowell, Weedon & Co. / SNL Securities. Copyright 2012 by IEBJ.
Temecula Chamber Hosts Women in Business Event

“It’s About the Journey, Not the Destination”

Join the Temecula Valley Chamber of Commerce on Wednesday, Sept. 12, for the Women in Business Conference. This year’s event will be held at South Coast Winery Resort & Spa located at 34843 Rancho California Road. The cost to attend is $35 per person.

The author Greg Anderson once said, “Focus on the journey, not the destination. Joy is found not in finishing an activity but in doing it.” This year’s Women Business Conference focuses on women’s stories and their unique “journey” that has led them to become the incredible people they are today.

This event provides a venue for building connections, to inspire and empower women in business and in life.

Join us as we present five strong, successful local business women who will share their stories of struggles and triumphs along their journeys. At this event you can expect to network with local business women, gain a new perspective, and get motivated—because we can all learn from each other’s experiences and find encouragement from one another.

Speakers include: Alyson Drago, Rotary Club of Temecula; Malinda Margiotta, ABC Childcare; Charity Prestifilippo, Charity for Charity; Blanca Price, Landscape Architect; and Trish Shea, Inspire Kidz Charity Event.

For more information please call (951) 676-5090 or e-mail jennifer@temecula.org.

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To learn more, contact:
Justin McCarty
Senior Vice President, Middle Market Banking
(909) 609-2905

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Pitzer College received a $500,000 gift from the Pitzer Family Foundation to establish the Pitzer Archive and Conference Center. The new archival and conference space is a leading attraction of Phase II of the college's Residential Life Project. Opening in the fall, Phase II brings online four mixed-use residence halls designed to achieve platinum LEED certification, the highest possible rating from the US Green Building Council.

The Pitzer Archive and Conference Center will be a living showcase for the college’s dynamic history, which dates back to 1963 when philanthropist and citrus rancher Russell K. Pitzer founded the college.

The archive and conference center will display photos, documents and records that reflect the college’s origins and milestones. In addition, the space will be equipped with a state-of-the-art, audiovisual system to record oral histories and will also serve as a multimedia conference room.

“Pitzer College’s history of vision, innovation and personal transformation is a compelling story,” notes Laura Skandera Trombley, fifth president of Pitzer College. “I am so pleased to be able to share our evolving history in this attractive and functional new facility made possible by the founding authors of Pitzer College’s narrative.”

The Pitzer family laid the cornerstone of the college almost half a century ago. Pitzer Family Foundation trustees Ann E. Pitzer, Russell M. Pitzer and John S. Pitzer said they “look forward to the celebration of the first 50 years of the college and the anticipation of the next 50 years of achievement.”

Ann, Russell and John Pitzer are the grandchildren of founder Russell K. Pitzer. Russell M. Pitzer joined the college’s board of trustees in 1988 and is one of the board’s longest serving members. Ann Pitzer became a board member in 2006.

This gift continues the legacy of the Pitzer family’s pivotal support of the college that stretches from its very beginnings when Russell K. Pitzer established a sixth Claremont College dedicated to meet your needs.

We’re ready to help your business grow with a variety of financing options continued on page 18.

Visit us on the web at www.cbbank.com
Real Estate...
continued from pg. 19
SQUARE FOOT SLOVER LOGISTICS CENTER DEVELOPMENT IN THE INLAND EMPIRE WEST

DCT Industrial Trust Inc.*, a leading industrial real estate company, today announced the signing of a long-term lease for its development project, Slover Logistics Center, located in the Inland Empire West in Southern California. The 652,000 square foot lease is with Distribution Alternatives, Inc., a leading third-party logistics provider.

“The successful pre-lease of this development project, prior to construction, is a testament to our market team’s ability to design a project that has been so well-received by the market,” said Jeff Phelan, national president of development and managing director, West Region, DCT Industrial. “We were able to work closely with the customer to meet its needs and develop a modern, Class A, cross dock building.” DCT Industrial will commence construction of Slover Logistics Center in the fourth quarter of 2012 and expects the project to be complete in the third quarter of 2013. DCT Industrial was represented by Michael Chavez of Lee & Associates-Ontario and the tenant was represented by Rob Davidson of the Davidson Companies-Minnesota.

LEE & ASSOCIATES ONTARIO COMPLETES INDUSTRIAL LEASE IN FONTANA FOR $9 MILLION

Lee & Associates Ontario, the Inland Empire office for Lee & Associates, one of the largest national commercial real estate providers with regional expertise, has completed a 10-year lease for System Services of America, Inc. (SSA) with Metropolitan Life Insurance, located at 13204-13250 Philadelphia Avenue in Fontana for $9.08 million.

The 198,985-square-foot industrial lease represents approximately 52 percent of the building that was built in 2000 and offers 30’ clear height, ESFR sprinkler system and is situated in a highly desirable area with close proximity to Interstates 10 & 15 and Highway 60. Other tenants in the area include Anheuser-Busch, Nestle, and Home Depot. In addition, the tenant will be ground leasing the adjacent 4.5 acres for future trailer storage.

Michael Chavez of Lee & Associates Ontario and John Cerchiai of Lee & Associates’ Phoenix offices represented the tenant, SSA, who is one of the nation’s leading multi-unit distribution foodservice companies. SSA will be relocating from Los Alamitos and is a part of the Service Group of America (SGA) Family of Companies, a privately-held corporation with industry-leading companies in foodservice, real estate and other services.
Exporting to the Maquiladora Industry and B2B Event

The U.S. Commercial Service will host an all-day event providing an overview of opportunities for manufacturing and logistics businesses, how to export your products/services to maquiladora representatives from Japan, Singapore, Taiwan, South Korea (To Be Confirmed), and Vietnam (To Be Confirmed).

What is a Maquiladora?
Mexican name for manufacturing operations in a free trade zone where products are assembled using imported goods and local labor and exported back out of the country.

What can you learn about?
• Opportunities and its benefits.
• Understanding the 15% free trade benefit.
• Strategies for a successful cross border business relationship.

Learn About
• Maquiladora opportunities and best practices.
• Imported tariffs and local laws.
• Strategies for a successful cross border business relationship.
• Company overview of Maquiladoras and their needs.

Best Prospects
• Raw Materials
• Electronic & Industrial Components
• Machinery Instrumentation and tools
• Chemicals and other raw materials
• Packaging and shipping
• Sales & Marketing
• Transportation equipment
• Building materials
• Power generation and environmental equipment
• Services, logistics, and transportation services
• Metal Materials
• Metal heat treatments, steel, forging, etc.

Date: Wed., October 10, 2012
Time: 9:00 AM – 3:30 PM
Cost: $50 (Lunch & Parking Included)

Wells Fargo Training Institute
Venezuela-Clipper College Center
5500 – College Park Avenue
San Diego, CA 92110
(619) 652-7164

Register Today at:
http://www.usacac.org/e/dmc/687781

For more information:
U.S. Commercial Service
Elmo Martinez – Business Development Specialist
Tel: 619 652-8045
email: elmo.martinez@state.gov

U.S. Commercial Service
Robert Guerra – Area Team Leader
Tel: 619 652-7162
email: robert.guerra@state.gov

U.S. Commercial Service
Robert Queen – Area Team Leader
Tel: 510-559-6971
email: robert.queen@state.gov

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My business could always use some extra money

You work hard to keep your business running, so we’d like to offer you a double reward. Take advantage of our Double Promotional Offer and receive $100 when you open a Merchant Services account with Wells Fargo. With a Merchant Services account you get reliable payment processing along with superior 24/7 customer support, plus the tools you need to help broaden your customer base, increase sales, and boost your cash flow. Call, click wellsfargo.com/biz/merchant, or stop by to start a conversation with a Wells Fargo banker today to learn more.

Get a $100 Reward when you open a new Merchant Services Account

Offer valid from July 1, 2012, through September 30, 2012. Wells Fargo Merchant Services (WFMS) will give qualifying customers a $100 direct deposit. To qualify, customers must (1) open a new WFMS account, (2) direct deposit $100 into a Wells Fargo deposit account, (3) activate their WFMS account by processing at least $50 in Visa® MasterCard®, or Discover® transactions within 30 days of account open date, and (4) submit the required offer fulfillment form within 30 days of WFMS account approval date. The $100 direct deposit will be made to the customer’s Wells Fargo deposit account within 60 days after the customer has submitted the required online offer fulfillment form and met all offer qualifications. Double offer of $100 is based on doubling the $50 Visa® Gift Card offered by WFMS from July 1, 2012, through September 30, 2012. Limited to one $100 deposit per Visa®. The WFMS account and Wells Fargo deposit account must be open, active, and in good standing at the time of the $100 deposit. Not valid with any other WFMS offer or Payment Suite. Offer subject to change at any time.

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### Banks in the Inland Empire

*Ranked by Total Assets, 1st Quarter Data 2012*

<table>
<thead>
<tr>
<th>Bank Name</th>
<th>Address (Headquarters)</th>
<th>City, State, Zip</th>
<th>Tangible Assets $</th>
<th>% Change</th>
<th>% Tangible Capital</th>
<th>% Tangible Capital Ratio</th>
<th>% Risk Based Capital Ratio</th>
<th>Income $</th>
</tr>
</thead>
<tbody>
<tr>
<td>Manufacturers Bank</td>
<td>333 S. Adams St.</td>
<td>Ontario, CA 91761</td>
<td>1,899,992,000</td>
<td>-2.00%</td>
<td>11.97%</td>
<td>11.97%</td>
<td>14.95%</td>
<td>3,500,000</td>
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<tr>
<td>Pacific Mercantile Bank</td>
<td>1300 W. Fourth St.</td>
<td>Riverside, CA 92501</td>
<td>1,056,526,000</td>
<td>-5.07%</td>
<td>10.07%</td>
<td>10.07%</td>
<td>13.20%</td>
<td>1,496,000</td>
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<tr>
<td>Bank of Hemet</td>
<td>3715 Sunnyvale Dr.</td>
<td>Riverside, CA 92506</td>
<td>431,265,000</td>
<td>12.28%</td>
<td>23.84%</td>
<td>11.63%</td>
<td>14.91%</td>
<td>3,112,000</td>
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<tr>
<td>American Security Bank</td>
<td>1801 Due St.</td>
<td>Newport Beach, CA 92660</td>
<td>448,462,000</td>
<td>0.51%</td>
<td>9.37%</td>
<td>15.21%</td>
<td>318,000</td>
<td>518,000</td>
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<tr>
<td>Security Bank of California</td>
<td>5030 Teah Ln.</td>
<td>Ontario, CA 91761</td>
<td>446,677,000</td>
<td>-6.09%</td>
<td>10.89%</td>
<td>15.49%</td>
<td>756,000</td>
<td>3,112,000</td>
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<td>Community Commerce Bank</td>
<td>380 W. Foothill Blvd.</td>
<td>Claremont, CA 91711</td>
<td>299,168,000</td>
<td>-17.40%</td>
<td>13.40%</td>
<td>15.16%</td>
<td>425,000</td>
<td>3,112,000</td>
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<td>Commerce National Bank</td>
<td>4040 MacArthur Blvd.</td>
<td>Ontario, CA 91761</td>
<td>238,677,000</td>
<td>-1.96%</td>
<td>12.10%</td>
<td>18.56%</td>
<td>237,000</td>
<td>3,112,000</td>
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<tr>
<td>Inland Community Bank, N.A.</td>
<td>3909 E. Indian Empire Blvd.</td>
<td>Ontario, CA 91761</td>
<td>220,920,000</td>
<td>-4.08%</td>
<td>12.45%</td>
<td>19.62%</td>
<td>115,000</td>
<td>3,112,000</td>
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<tr>
<td>Pacific Premier</td>
<td>1711 E. Palm Canyon Dr.</td>
<td>Riverside, CA 92506</td>
<td>210,850,000</td>
<td>-17.80%</td>
<td>1.56%</td>
<td>4.93%</td>
<td>3.09%</td>
<td>10,000,000</td>
</tr>
<tr>
<td>First National Bank of California</td>
<td>2721 Amethyst Ave.</td>
<td>Riverside, CA 92506</td>
<td>162,286,000</td>
<td>-12.73%</td>
<td>2.94%</td>
<td>12.29%</td>
<td>17.43%</td>
<td>145,000</td>
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<tr>
<td>Desert Commercial Bank</td>
<td>44-801 Village Club</td>
<td>Palm Desert, CA 92260</td>
<td>146,996,000</td>
<td>-11.52%</td>
<td>9.64%</td>
<td>13.88%</td>
<td>414,000</td>
<td>3,112,000</td>
</tr>
<tr>
<td>First Mountain Bank</td>
<td>40888 Big Bear Blvd.</td>
<td>Big Bear Lake, CA 92315</td>
<td>139,144,000</td>
<td>-3.94%</td>
<td>10.27%</td>
<td>13.07%</td>
<td>120,000</td>
<td>3,112,000</td>
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<td>Premier Service Bank</td>
<td>9317 Amethyst Ave.</td>
<td>Riverside, CA 92506</td>
<td>138,983,000</td>
<td>-6.64%</td>
<td>7.78%</td>
<td>11.09%</td>
<td>190,000</td>
<td>3,112,000</td>
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<td>Mission Oaks National Bank</td>
<td>41380 Empire Dr.</td>
<td>Temecula, CA 92590</td>
<td>132,681,000</td>
<td>-52.05%</td>
<td>8.30%</td>
<td>12.97%</td>
<td>1,546,000</td>
<td>3,112,000</td>
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<tr>
<td>Palm Desert National Bank</td>
<td>73-345 El Paseo</td>
<td>Palm Desert, CA 92260</td>
<td>125,754,000</td>
<td>-1.54%</td>
<td>1.64%</td>
<td>3.91%</td>
<td>4,430,000</td>
<td>3,112,000</td>
</tr>
<tr>
<td>Chino Commercial Bank, N.A.</td>
<td>1351 S. Grove Ave.</td>
<td>Ontario, CA 91761</td>
<td>112,206,000</td>
<td>6.00%</td>
<td>9.01%</td>
<td>9.79%</td>
<td>17.13%</td>
<td>241,000</td>
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<td>Golden State Bank</td>
<td>1190 W. Foothill Blvd.</td>
<td>Upland, CA 91786</td>
<td>104,317,000</td>
<td>-2.84%</td>
<td>5.98%</td>
<td>8.40%</td>
<td>462,000</td>
<td>3,112,000</td>
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<tr>
<td>Commerce Bank of Temecula Valley</td>
<td>25220 Hancock Ave.</td>
<td>Murrieta, CA 92562</td>
<td>43,385,000</td>
<td>12.84%</td>
<td>19.21%</td>
<td>25.21%</td>
<td>38,000</td>
<td>3,112,000</td>
</tr>
</tbody>
</table>

*Note: Not Applicable (NA) - Would not Disclose, % change not available. The information in the above list was obtained from the company listed. To the best of our knowledge the information supplied is accurate as of press time. While every effort is made to ensure the accuracy and completeness of the list, omissions, and updates by companies is common and exact figures should be verified.*
small. But in the course of your work day, they all matter. Challenge your employees to think about the big picture consequences of their choices. Ask them, ‘How will this decision affect your overall goals?’ or, ‘What’s your intended outcome?’ And most importantly, ‘What will you do if things don’t go as expected?’

“Of course, you can’t ask these questions every day to every employee,” he concedes. “But you can put the information out there and reiterate it from time to time. For example, you might send out an email to your organization that reads, ‘Ask yourself, What’s the most important choice I’ll make at work today? What do I hope to achieve?’ In time, you will hardwire this type of careful consideration into your company’s culture.”

Set crystal clear goals with deadlines. Have you ever left a meeting thinking your team had made lots of progress, only to find out later that none of the great ideas came to fruition? As deadlines were missed and mistakes were made, everyone conveniently blamed someone else, claiming they didn’t know they were responsible for those tasks. Well, if you didn’t spell out a who-does-what list, maybe they really didn’t know—but just as blame-game-inducing is the anxiety that comes from uncertainty.

“People like clarity,” says Staver. “Knowing what’s expected of you is the best remedy for fear. That’s why it’s critical to make sure everyone at your organization, including you, has specific, measurable, achievable, relevant, and timed goals. If someone’s goal isn’t reached, they can blame only themselves. If it is reached, they can reap the rewards.

“Encourage employees to write down their goals, and at the end of each meeting or discussion, have them repeat their individual goals back to you,” he suggests. “You do the same for them. Don’t leave anything ambiguous. You’ll be amazed at what a difference this makes.”

Get people thinking in terms of solutions, not problems. Cliché as it may sound, a can-do attitude is the remedy for blame addiction and the cornerstone of a culture of responsibility. There’s nothing wrong with telling your followers: “From now on, I want to hear fewer reasons why we can’t and more suggestions for how we can.” Those messages to the group will make your conversations with individuals easier because they will already know your expectations.

“Ask them, ‘If can’t wasn’t an option, what would you do?’” suggests Staver. “If you can’t blame Bob for not shipping the flier, what can you do? If ‘I was too busy to meet the deadline’ isn’t a valid excuse, what’s the solution?

“The challenge as a leader is getting your followers to meet the challenges they face with the right attitude,” he adds. “These questions get them focused on solutions. And when everyone brings a solutions-oriented attitude to the table, the entire culture improves and everyone is driven by results.”

Dissect outcomes in a “no excuses” moratorium. Choices and attitudes/mindsets are all well and good, but let’s face it—you are in the results business. At the end of the day, you either have the outcome you hoped for—or you have a pile of useless excuses. To help your direct reports take more responsibility, examine the results of all projects and initiatives together. Trace how your people’s choices and attitudes impacted the final outcome, and don’t let them (or yourself!) off the hook.

“The purest kind of responsibility-based conversation includes clear expectations followed by excuseless discussion of results,” asserts Staver. “The courageous elements of your leadership will manifest most fully in the questions that you ask regarding performance. Your questions are critical to building a high-performance culture.”

Unemployed...

continued from pg. 1

unemployment insurance claims rose by 13,500, according to the state Employment Development Department.

We know little about these missing, discouraged and the marginally attached (also known as the “long-term unemployed” or those who have “dropped out of the labor force”).

“We don’t know what they’re doing,” said Tian Loo, an economist at the San Francisco office of the Bureau of Labor Statistics, the federal agency that compiles state and national unemployment numbers. “We do know they’re not looking for work.”

We do know that the “discouraged”—those out of work for more than six months and who have stopped trying to find a job—accounted for an astonishing 43 percent of the nation’s unemployed in May—5.4 million people, according to government figures. In California, those out of work for more than a year accounted for 34.7 percent of the state’s unemployed in June, a total of 709,000 people. “Millions of workers have...
The U.S. is locking up more illegal immigrants than ever, generating lucrative profits for the nation’s largest prison companies, and an Associated Press review shows the businesses have spent tens of millions of dollars lobbying lawmakers and contributing to campaigns.

The cost to American taxpayers is on track to top $2 billion for this year, and the companies are expecting their biggest cut of that yet in the next few years thanks to government plans for new facilities to house the 400,000 immigrants detained annually.

After a decade of expansion, the sprawling, private system runs detention centers everywhere from a Denver suburb to an industrial area flanking Newark’s airport, and is largely controlled by just three companies.

The growth is far from over, despite the sheer drop in illegal immigration in recent years.

In 2011, nearly half the beds in the nation’s civil detention system were in private facilities with little federal oversight, up from just 10 percent a decade ago.

The companies also have raked in cash from subsidiaries that provide health care and transportation. And they are holding more immigrants convicted of federal crimes in their privately-run prisons.

The financial boom, which has helped save some of these companies from the brink of bankruptcy, has occurred even though official Acknowledges privatization isn’t necessarily cheaper.

The industry’s giants—Corrections Corporation of America, The GEO Group, and Management and Training Corp. — have spent at least $45 million combined on campaign donations and lobbyists at the state and federal level in the last decade, the AP found.

CCA and GEO, who manage most private detention centers, insist they aren’t trying to influence immigration policy to make more money, and their lobbying and campaign donations have been legal.

“As a matter of long-standing corporate policy, CCA does not lobby on issues that would determine the basis for an individual’s detention or incarceration,” CCA spokesman Steve Owen said in an email to the AP. The company has a website dedicated to debunking such allegations.

GEO, which was part of The Wackenhut Corp. security firm until 2003, and Management and Training Corp. declined repeated interview requests.

Advocates for immigrants are skeptical of claims that the lobbying is not meant to influence policy.

“That’s a lot of money to listen quietly,” said Peter Cervantes-Gautshi, who has helped lead a campaign to encourage large banks and mutual funds to divest from the prison companies.

The detention centers are located in cities and remote areas alike, often in low-slung buildings surrounded by chain-link fences and razor wire. U.S. Immigrations and Customs Enforcement agents detain men, women and children suspected of violating civil immigration laws at these facilities. Most of those held at the 250 sites nationwide are illegal immigrants awaiting deportation, but some green card holders, asylum seekers and others are also there.

The total average nightly cost to taxpayers to detain an illegal immigrant, including health care and guards’ salaries, is about $166, ICE confirmed only after the AP calculated that figure and presented it to the agency.

That’s up from $80 in 2004. ICE said the $80 didn’t include all of the same costs but declined to provide details.

Pedro Guzman is among those who have passed through the private detention centers. He was brought to the U.S. by his Guatemalan mother at age 8. He was working and living here legally under temporary protected status but was detained after missing an appearance for an asylum application his mother had filed for him. Officials ordered him deported.

Although he was married to a U.S. citizen, ICE considered him a flight risk and locked him up in 2009: first at a private detention facility run by CCA in Gainesville, Ga., and eventually at CCA’s Stewart Detention Center, south of Atlanta. Guzman spent 19 months in Stewart until he was finally granted legal permanent residency.

“It’s a millionaire’s business, and they are living off profits from each one of the people who go through there every single night,” said Guzman, now a cable installer in Durham, N.C. “It’s our money that we earn as taxpayers every day that goes to finance this.”

The federal government stepped up detentions of illegal immigrants in the 1990s, as the number of people crossing the border soared. In 1996, Congress passed a law requiring many more illegal immigrants be locked up. But it wasn’t until 2005 — as the companies’ lobbying efforts reached their zenith — that ICE got a major boost.

Between 2005 and 2007, the agency’s budget jumped from $3.5 billion to $4.7 billion, adding more than $5 million for custody operations.

Dora Schriro, who in 2009 reviewed the nation’s detention system at the request of Homeland Security Secretary Janet Napolitano, said nearly every aspect had been outsourced.

“ICE was always relying on others for responsibilities that are fundamentally those of the government,” said Schriro, now the New York City Correction Commissioner. “If you don’t have the competency to know what is a fair price to ask and negotiate the most favorable rates for the best service, then the likelihood that you are going to overspend is greater.”

Private companies argue they can save Americans money by running the centers more cheaply.

Pablo Paez, a spokesman for Boca Raton, Fla.-based GEO, said in an email his company supports public-private partnerships which “have been demonstrated to achieve significant cost savings for the taxpayers.” He declined to answer specific questions.

But ICE Executive Associate Director for Enforcement and Removal Operations Gary Mead said the government has never studied whether privatizing immigrant detention saves money.

“They are not our most expensive, they are not our cheapest facilities, he said. “At some point cost cannot be the only factor.”

One fundamental difference between private detention facilities and their publicly-run counterparts is transparency. The private ones don’t have to

continued on page 32
Jobs Expert: Standardized People Won’t Win America’s Future

Since former President George W. Bush amped up standardized testing throughout the nation in 2002 with the No Child Left Behind Act, critics say results have been negative.

“The bottom line is that there is no clear correlation between standardized testing and the knowledge and skills kids will need to prosper in the 21st century world of work,” says Peter Weddle, former CEO of Job Bank USA, Inc., and author of “A Multitude of Hope: A Novel About Rediscovering the American Dream” (www.AMultitude-offHope.com).

“It seems we’re more interested in creating a homogenized workforce than a nation of individuals who have learned what their talent is and how to bring it to work with them,” he says.

Consider these statistics:
• Annual state spending on standardized tests has increased by 160 percent—from $423 million in 2002 to $1.1 billion in 2008, according to the Pew Center on the States.
• Since 2002, the United States dropped from 18th in the world in math on the Programme for International Student Assessment (PISA) to 31st place in 2009, with a similar drop in science and no change in reading.
• The NCLB Act has drastically narrowed content, according to a study by the Center on Education Policy.

“This problem begins very early on. We take kids in elementary school and give them tests. Those who do well are designated as ‘gifted and talented,’ which means that everyone else is, by definition, ungifted and untalented. And, that’s just not true. In effect, we’re devaluing all the capabilities that are not reflected in a standardized test,” he says.

“Of course, we want to take care of our academically proficient kids, but we have to find a way to do that without signaling to every other child that they were at the end of the line when talent was handed out.”

Too many Americans are stuck in old ways of thinking, from the classrooms of our elementary schools and colleges to the workplace,” Weddle says. “But we’re in a new economy and the path to the American Dream has changed. That means our old-school thinking must change as well.”

He offers ways Americans can get back in the game as world leaders:
• We need to accept that the economy has changed: The first step to change is acknowledging it’s needed, Weddle says. “Our employers are no longer competing with cheaper labor; they’re up against smarter labor worldwide,” he says. We hold a trump card, however: We have the most diverse pool of talent on the globe, whereas countries such as China and India have, by choice, a homogenous workforce.
• We must give career education greater priority: In China, every college student must, as a requirement of graduation, take a yearlong course that teaches them the skills and knowledge to manage their own careers effectively. In the United States, that instruction is missing from college curricula. Yet, 53.6 percent of all college graduates under the age of 25 are now either unemployed or underemployed.
• We need to redefine talent so we can use it: “Our culture has taught us that talent is the province of exceptional people doing exceptional things,” he says. “We can see the talent of Lady Gaga, but not the talent of an accounts payable clerk. And that’s myopic. We are all endowed with talent, but we have to discover it, nurture it and then bring it to work with us.”

• We have to see ourselves as a ‘work in progress’: “The world of work is changing at warp speed — new technology, shifts in the global marketplace and changes in consumer tastes,” he says. “That’s why we need to be committed to continuous learning. Regardless of our educational degree, years of experience or level of seniority, we need to be acquiring new skills and knowledge all of the time.”

Peter Weddle, a former recruiter and human resource consultant, is the CEO of the International Association of Employment Web Sites, a trade organization. Weddle is the founder and former CEO of Job Bank USA, Inc., one of the largest electronic employment services companies in the United States.
### Golf Courses in the Inland Empire

**Listed Alphabetically**

<table>
<thead>
<tr>
<th>Course Name</th>
<th>Address</th>
<th>City, State, Zip</th>
<th>Mgmt. Co. or Owner</th>
<th>Type of Course</th>
<th>Membership Fees</th>
<th>Green Fees: Weekdays</th>
<th>Length of Course (Yds.)</th>
<th># Rounds Played Yearly</th>
<th>Year Built</th>
<th>Course Designer</th>
<th>Reservation Phone</th>
<th>Top Local Pro or Manager</th>
<th>Title</th>
<th>Phone/Fax</th>
<th>E-Mail Address</th>
</tr>
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<tbody>
<tr>
<td>Oak Valley Golf Club</td>
<td>1888 Clubhouse Dr.</td>
<td>Beaumont, CA 92223</td>
<td>Oak Valley Mgmt., LLC</td>
<td>Public</td>
<td>N/A</td>
<td>$35-55</td>
<td>$45-75</td>
<td>7,005</td>
<td>4,000</td>
<td>1990</td>
<td>Landmark Signature Design</td>
<td>(909) 769-1200</td>
<td>Mike Pearson</td>
<td>Director of Golf</td>
<td>(951) 769-2070/769-1229</td>
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<tr>
<td>Pala Mesa Resort</td>
<td>201 Old Highway 95</td>
<td>Fallbrook, CA 92028</td>
<td>Jim Stone</td>
<td>Resort Public</td>
<td>N/A</td>
<td>$60</td>
<td>$90</td>
<td>6,502</td>
<td>65,000</td>
<td>1964</td>
<td>Dick Rossen</td>
<td>(760)728-5881</td>
<td>Jay Lee</td>
<td>General Manager</td>
<td>(760) 731-8403/723-8922</td>
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<tr>
<td>Palm Desert Country Club</td>
<td>77-200 California Dr.</td>
<td>Palm Desert, CA 92211</td>
<td>GP Golf Semi-Private</td>
<td>N/A</td>
<td>40%</td>
<td>$20-525 (Seasonal)</td>
<td>(Twilight Available)</td>
<td>6,800 (Blue Tees)</td>
<td>10,000</td>
<td>2005</td>
<td>na</td>
<td>(760) 348-2525</td>
<td>Dave Simmons</td>
<td>General Manager</td>
<td>(760) 348-2525/360-3583</td>
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<tr>
<td>Palm Desert Resort Country Club</td>
<td>17-335 Country Club Dr.</td>
<td>Palm Desert, CA 92211</td>
<td>SR Munizave Corp.</td>
<td>Resort</td>
<td>N/A</td>
<td>$25-500</td>
<td>$5,000</td>
<td>3,000</td>
<td>36,000</td>
<td>1980</td>
<td>Joe Mullennix</td>
<td>(760) 345-2791</td>
<td>Matt Gehrel</td>
<td>General Manager</td>
<td>(760) 345-2741/345-6523</td>
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<tr>
<td>Paradise Palms Golf Club</td>
<td>9330 Limonite Ave.</td>
<td>Riverside, CA 92509</td>
<td>American Golf Corp.</td>
<td>Public - Daily Fee</td>
<td>N/A</td>
<td>$35</td>
<td>$47</td>
<td>6,281</td>
<td>60,000</td>
<td>1964</td>
<td>Leonard Wood</td>
<td>(760) 683-7014</td>
<td>Jeff Walker</td>
<td>General Manager</td>
<td>(760) 683-7014/683-6504</td>
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<tr>
<td>PGA West</td>
<td>36-500 Bob Hope Dr.</td>
<td>La Quinta, CA 92253</td>
<td>KSL Recreation Resort</td>
<td>N/A</td>
<td>$100,000</td>
<td>$235-$250</td>
<td>All Championship Length</td>
<td>250,000</td>
<td>1965-1999</td>
<td>Michael Kelly</td>
<td>Executive Director</td>
<td>(760) 836-7444</td>
<td>(760) 564-7806</td>
<td><a href="http://www.pwgc.com">www.pwgc.com</a></td>
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<tr>
<td>Rancho Mirage Country Club</td>
<td>18-500 Bob Hope Dr.</td>
<td>Rancho Mirage, CA 92270</td>
<td>RMGC Corp.</td>
<td>Public</td>
<td>N/A</td>
<td>$25-365</td>
<td>40,000</td>
<td>6,111</td>
<td>40,000</td>
<td>1963</td>
<td>Harold Heers</td>
<td>(760) 342-4711</td>
<td>Mark Startup</td>
<td>Head Golf Pro</td>
<td>(760) 323-4711/324-1185</td>
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<tr>
<td>Redhawk Golf Club</td>
<td>45100 Redhawk Parkway</td>
<td>Temecula, CA 92592</td>
<td>Pacific Golf Corp.</td>
<td>Public</td>
<td>N/A</td>
<td>$35-70</td>
<td>$55-90</td>
<td>6,755 (Blue Tees)</td>
<td>42,000</td>
<td>1990</td>
<td>Ron Fream</td>
<td>(760) 835-4901</td>
<td>Gina Delts</td>
<td>Golf Operations Manager</td>
<td>(760) 360-4301/360-3851</td>
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<tr>
<td>San Bernardino Golf Club</td>
<td>1494 S. Waterman</td>
<td>San Bernardino, CA 92410</td>
<td>J.G. Golfing</td>
<td>Public</td>
<td>$60 (Men's Club)</td>
<td>$33</td>
<td>$44</td>
<td>7,779</td>
<td>70,000</td>
<td>1967</td>
<td>Dan Brown</td>
<td>(909) 885-2414</td>
<td>Tom Self</td>
<td>General Manager</td>
<td>(909) 385-2414</td>
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<tr>
<td>Shadwin Hills Golf Course</td>
<td>380 Little Mountain Dr.</td>
<td>San Bernardino, CA 92405</td>
<td>Eagle Golf</td>
<td>Public</td>
<td>N/A</td>
<td>$40</td>
<td>$36</td>
<td>6,317</td>
<td>36,000</td>
<td>1961</td>
<td>Carey Bicker</td>
<td>(760) 886-0669</td>
<td>Tony Chavez</td>
<td>General Manager</td>
<td>(909) 886-0669/886-2158</td>
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<tr>
<td>Sierra Lakes Golf Club</td>
<td>16600 Clubhouse Dr.</td>
<td>Fontana, CA 92336</td>
<td>Donovan Brothers Golf Inc.</td>
<td>Public</td>
<td>N/A</td>
<td>$46-54</td>
<td>$74</td>
<td>6,605</td>
<td>60,000</td>
<td>2000</td>
<td>Ted Robertson</td>
<td>(909) 350-2520</td>
<td>Rick Dunerth</td>
<td>General Manager, PGA</td>
<td>(909) 350-2500/350-4600</td>
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<tr>
<td>SoHo Plaza Springs Royal Vista Golf Course</td>
<td>1520 Soho Vista Rd.</td>
<td>San Jacinto, CA 92583</td>
<td>SoHo Band Semi-Private</td>
<td>Semi-private</td>
<td>N/A</td>
<td>$59</td>
<td>$75</td>
<td>6,888</td>
<td>40,000</td>
<td>1967</td>
<td>Desmond Mathhead</td>
<td>(760) 654-9534</td>
<td>na</td>
<td>na</td>
<td>na</td>
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<tr>
<td>Tapatji Creek Golf Resort</td>
<td>1855 Golf Club Dr.</td>
<td>Palm Springs, CA 92964</td>
<td>Arnold Palmer Golf Mgmt.</td>
<td>Public</td>
<td>N/A</td>
<td>$39-99</td>
<td>$44-99</td>
<td>6,778,705</td>
<td>90,000</td>
<td>(L) 1975/(R) 1995</td>
<td>Billy Bell/Ted Robertson</td>
<td>(760) 328-2375/324-4122</td>
<td>Brandon Alexander</td>
<td>General Manager</td>
<td>(760)328-2375/324-4122</td>
</tr>
<tr>
<td>Temecula Creek Inn</td>
<td>48501 Rainbow Canyon Rd.</td>
<td>Temecula, CA 92592</td>
<td>JC Golf Semi-Private</td>
<td>Yes</td>
<td>N/A</td>
<td>$55-60</td>
<td>$81</td>
<td>6,005-6,096,784</td>
<td>85,000</td>
<td>N/A</td>
<td>Dick Rosen/Ted Robertson</td>
<td>(760) 686-2405</td>
<td>Curtis Rowe</td>
<td>Director of Golf</td>
<td>(760) 673-2405/606-9660</td>
</tr>
<tr>
<td>Upland Hills Country Club</td>
<td>1251 E. 16th St.</td>
<td>Upland, CA 91784</td>
<td>Upland Hills Dev Semi-Pro/Pro-Memb</td>
<td>Semi-Pro/Pro-Memb</td>
<td>N/A</td>
<td>$0</td>
<td>$60</td>
<td>5,980</td>
<td>60,000</td>
<td>1983</td>
<td>David Ranville</td>
<td>(909) 946-4711</td>
<td>Mike Williams</td>
<td>General Manager</td>
<td>(909) 946-4711</td>
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<tr>
<td>Vellano Country Club</td>
<td>2445 Velano Club Dr.</td>
<td>Chino Hills, CA 91709</td>
<td>Kemper Sports Private</td>
<td>N/A</td>
<td>$80-120</td>
<td>6,935</td>
<td>60,000</td>
<td>8,000</td>
<td>40,000</td>
<td>1987</td>
<td>Greg Norman</td>
<td>(909) 597-2801</td>
<td>Jim Fitzgerald</td>
<td>General Manager</td>
<td>(909) 597-2801/597-4415</td>
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<tr>
<td>Westin Mission Hills Pete Dye Course</td>
<td>71-501 Dinah Shore Dr.</td>
<td>Rancho Mirage, CA 92270</td>
<td>Westin Golf Resort</td>
<td>N/A</td>
<td>$140</td>
<td>$160</td>
<td>6,706</td>
<td>40,000</td>
<td>1988</td>
<td>Pete Dye</td>
<td>(760) 328-3198</td>
<td>Jon Vorap</td>
<td>Director of Golf</td>
<td>(760) 328-3198/3198</td>
<td><a href="http://www.westinmissionhills.com">www.westinmissionhills.com</a></td>
</tr>
<tr>
<td>Whispering Lakes Golf Club</td>
<td>4225 Riverside Dr.</td>
<td>Ontario, CA 91761</td>
<td>City of Ontario Public</td>
<td>N/A</td>
<td>$19</td>
<td>$23</td>
<td>7,000</td>
<td>70,000</td>
<td>1960</td>
<td>Wm. A. Tucker</td>
<td>(909) 923-3673</td>
<td>Tom Walsh</td>
<td>Head PGA Professional</td>
<td>(909) 923-3673/923-3691</td>
<td><a href="mailto:twalsh@welcometocountry.com">twalsh@welcometocountry.com</a></td>
</tr>
</tbody>
</table>
Most people have insurance for their homes, cars and other valuable assets but many don’t consider insuring what pays for those things: their paycheck. Your ability to earn a living is one of your most important assets. It’s what all your future plans hinge on, including children, a home, a car, vacations and so much more. Disability income insurance will help ensure you’re covered in case the worst should happen.

Think it doesn’t apply to you? Studies have shown that you have a 3 in 10 chance of suffering a disabling illness or injury during your career that would keep you out of work for three months or more.

Think you will be covered by workers compensation? According to a 2010 review by the Council for Disability Awareness, a majority of injuries in the United States happen outside the workplace and therefore do not qualify for state-based workers compensation programs.

These situations can be dire and greatly affect your future. A 25-year-old worker who makes $50,000 a year and suffers a permanent disability could lose $3.8 million in future earnings.

Disability income insurance plays a key part in your overall financial strategy and being covered in case you’re unable to work due to a disability is critical. Here are some of the different options to consider from Thrivent Financial for Lutherans regarding disability income insurance.

Sources of Disability Income Insurance:

Workers Compensation
Provided by your employer in cases where your illness or injury is related to work. Typically pays around two-thirds of your pre-disability income. However, the vast majority of long-term disabilities are not job related (see chart above).

State Disability Income Insurance Programs
A few states provide short-term disability insurance, typically for six months. Workers pay for this coverage through payroll deductions. States offering this are: California, Hawaii, New Jersey, New York, Rhode Island and Puerto Rico.

Social Security
A federal program that covers most workers but qualification for benefits is usually uncertain and payouts are usually modest. About 65% of applications for Social Security disability benefits are initially denied and the average monthly payout is $1,065, barely above the poverty line.

Employer-Sponsored Coverage
The main source of disability income insurance in the United States. Many employers provide employees with group insurance which often includes Short-Term Disability (STD) and Long Term Disability (LTD). STD replaces a significant part of your income for usually around three months and LTD will typically pay 40% to 60% of your base salary for longer periods. Employees are often given the option to add to the baseline coverage that the employer provides to close the gap in income between the total salary and what STD or LTD pays out.

Individual Disability Income Insurance
The most flexible and reliable source of disability income insurance is coverage you purchase on your own for an additional fee. Individual coverage is portable so you won’t have to worry about new coverage if you change jobs.

Protecting yourself from the unexpected is an important step towards ensuring your long-term financial security and the easiest way to do that is by purchasing disability income insurance.

Thrivent Financial for Lutherans offers a free online disability income insurance calculator to help you assess what your needs are at www.Thrivent.com. Once you have a sense of your disability income insurance needs contact a financial professional who can guide you towards a solution to this gap in your coverage.

Information from the LIFE Foundation was used extensively in this article; you can find more information at www.lifehappens.org.

About Thrivent Financial for Lutherans
Thrivent Financial for Lutherans is a not-for-profit, Fortune 500 financial services membership organization helping approximately 2.6 million members achieve financial security and give back to their communities.
I watched the grape vines grow (nestled in the Cucamonga Valley) this year with a special sentimental significance. My family has lived here since the beginning of the 20th century starting in 1904. We are the fourth generation of winegrowers. My father planted the vines that grow in some of these fields, and in these vines is a little of him, my grandfather, and my great grandfather—including me and my son Jared. This year is different, however. I have survived a fight with cancer, and to balance out that struggle, my granddaughter was born, bringing me and my beautiful wife a joy I hadn’t known possible. As we celebrate our victories and our passions, I am reminded that the wine we grow here is celebrated on the tables of people here in Rancho Cucamonga and across our country—and even to foreign countries such as Korea, Japan, China, Nigeria and even Bahrain. We are part of their celebrations—our labor brings people together and makes the experience of riding through the fields with me.

Come visit us, bring people you love with you, and experience California winemaking. Taste our award-winning wines and be a part of some of our many festive wine events. Take our wine home and celebrate with your family…. this is my greatest pride.

By Joseph P. Filippi

Joseph P. Filippi Winery & Vineyards
12467 Base Line Road
Rancho Cucamonga, CA 91739

Open Daily
Monday - Thursday 12:00 noon to 5:00 pm
Tuesday - Thursday 12:00 pm to 6:00 pm
Friday & Saturday 11:00 am to 7:00 pm
Sunday 12:00 noon to 6:00 pm

Tasty Treats Available
Sunday 1:00 pm to 3:00 pm
Sunday 1:00 pm to 5:30 pm

Tasting Bar
Closes 30 minutes prior to store closing

 Tours
Guided tours daily at 1:00 pm

Saturday, September 15th - Annual Grape Stomp
Come celebrate our 90th Anniversary with our traditional stomp. We open at 10 am.

Tour the vineyard with the owners/farmers and learn about viticulture from the ground up and continue the tour through our winery. At noon enjoy a fabulous BBQ lunch with tri-tip and chicken with all the fixins.

Join us for our stomp at 1 pm and get ready to get in the barrels and stomp the grapes!

Wine Club $45 (General Public $50)
No one under 21 please.
Please RSVP by calling 909-899-5755 as this event does sell out quickly.

About 5 years ago, here on the winery estate, we planted a vineyard of Tempranillo vines. These are the first Tempranillo vines known to have been grown in the Cucamonga Valley. The 2009 harvest was the first harvest for these vines and we are now proud and very excited to announce the release of a Cucamonga/Filippi first, Tempranillo vintage!
Immigrants... follow the same public records and access requirements.
President Barack Obama has asked for less detention money this year and encouraged the agency to look at alternatives to locking people up. He also ordered DHS to stop deporting young immigrants brought to the U.S. illegally, which could reduce the number behind bars. Congress, however, can approve more detention spending than DHS requests.

Beyond civil detention centers, private companies are also making more money locking up non-citizens who commit federal crimes.

To deter illegal border crossers, federal prosecutors are increasingly charging immigrants with felonies for repeatedly entering the country without papers. That has led thousands of people convicted of illegal re-entry, as well as more serious federal offenses, to serve time in private prisons built just for them. A decade ago, more than 3,300 criminal immigrants were sent to private prisons under two 10-year contracts the Federal Bureau of Prisons signed with CCA worth $760 million. Now, the agency is paying the private companies $5.1 billion to hold more than 23,000 criminal immigrants through 13 contracts of varying lengths.

CCA was on the verge of bankruptcy in 2000 due to lawsuits, management problems and dwindling contracts. Last year, the company reaped $162 million in net income. Federal contracts made up 43 percent of its total revenues, in part thanks to rising immigrant detention.

GEO, which cites the immigration agency as its largest client, saw its net income jump from $16.9 million to $78.6 million since 2000.

“Another factor driving growth... for the private sector is in the area of immigration and illegal immigration specifically,” Chief Financial Officer Brian Evans told investors in GEO’s 2011 3rd quarter earnings call. CCA warned in its 2011 annual earnings report that federal policy changes in “illegal immigration could affect the number of persons arrested, convicted, and sentenced, thereby potentially reducing demand for correctional facilities to house them.”

Utah-based Management and Training is not publicly held, so it does not post earnings.

At just the federal level, these companies, their political action committees and their employees have spent more than $32 million on lobbying and on campaign contributions since 2000—with the national political parties getting the largest campaign contributions.

An AP review of Federal Election Commission data found the prison companies and their employees gave to key congressional leaders who control how much money goes to run the nation’s detention centers and who influence how many contracts go to the private sector.

James Thurber, head of American University’s Center for Congressional & Presidential Studies, said amid the heated national debate over immigration, the companies have been savvy not to donate heavily to those sponsoring legislation, which could spark backlash.

There are more discrete and more powerful ways to influence policy, Thurber said.

“Follow the money,” he said. “If the money is being increased significantly for illegal immigration, then that is a shift in policy... a significant shift.”

The top beneficiaries of the campaign contributions include:
- The Republican Party. Its

It’s Not MY... To help direct your followers to accepting responsibility for their performance, you could ask: “What did you do or not do that led to these results? If you could turn back the clock, what would you do more or less of? Of the things you controlled, which do you think contributed to this success/failure?” These are the big questions that drive “no excuses” performance.

Partner up. You may have heard of accountability partners in terms of losing weight, exercising more, reaching financial goals, or growing personally or spiritually. But have you ever considered using them in your organization? The fact is, pairing your people up in “accountability teams” that get together twice a month to talk about their goals and their progress can really increase the amount of responsibility everyone feels.

“This idea started years ago when my brother Corey and I got together for dinner and began talking about our frustration with the lack of progress we were experiencing in our jobs,” recalls Staver. “We started getting together for dinner once a week and simply asking each other questions about the goals we had set the previous week. The meetings were not designed to make us feel bad or to catch each other failing, but rather to get us to adopt mindsets of execution and performance.

“The first few weeks, we saw some minor progress,” he continues. “Over time, our questioning skills sharpened, and with each passing week, the questions we asked were tougher. Consequently, our accomplishments became bigger and quicker-paced. Since then, I’ve encouraged the use of this partner system in many organizations, and it’s always a huge success.”

“There is absolutely no way your followers can accomplish what they need to accomplish and learn to accept responsibility if you don’t develop the habit of asking big, clear, direct questions delivered in an I-want-you-to-win tone.” continued on page 39

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Remember to... read a humorous book. Be silly with someone you trust. Let your hair down, so to speak, and see how much healthier, more likeable and spontaneous you feel. Get into the fun of laughing at yourself, and always take the opportunity to laugh with others.

Take a lesson from Phil’s story. It’s easy to be overcommitted to reaching your goals or meeting your expectations that you forget to have fun. Choose to laugh, feel good and amuse yourself and others—these are conscious actions, and skills that can be developed until they become second nature.

Having fun, laughing, and feeling good will improve health and performance, accelerate learning and memory, increase confidence and empower you to accomplish even more than you dreamed possible. Those who live each moment with a sense of fun and humor find it easier to tolerate, accept and amuse others. Enhance all your relationships with your new attitude. Remember to celebrate the present moment, enjoying each and every aspect of living, and fun will introduce you to yourself again and again.

For additional information visit MacGibbon’s website at www.nevergiveintofear.com.

The Regional... trends in real estate as opposed to today’s trends, which are indicative of true economic recovery aided in part by recent income growth. Also contributing to the improved health of the local real estate market is that both defaults and foreclosures have continued their downward trend. As the supply of foreclosed homes dwindles, home prices should continue to appreciate, albeit slowly. While Beacon Economics does not expect the Inland Empire’s housing market to return to its pre-recession state (since prices climbed to unsustainable levels), it does expect both single family home sales and median prices to gradually and steadily increase over the next few years.

Total Victory... The initiative’s official proponent, Michael D’Arelli, is an executive in a Sacramento insurance lobbying group comprised primarily of Mercury insurance agents, and is the official spokesperson for the Mercury measure. “Mercury lost this campaign gambit to try and hide the truth from voters, but we have no doubt they’ll be back with the same lies and deception in a multi-million dollar campaign of TV and radio advertising backed by a horde of paid PR hacks and phony endorsers,” said Carmen Balber of Consumer Watchdog Campaign, the advocacy arm of Consumer Watchdog, a non-profit, non-partisan organization founded in 1985.

For more information visit website www.StopProp33.org.

For Planning 2012 Advertising, Marketing, and Publicity With The Inland Empire Business Journal

2012 EDITORIAL SCHEDULE

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RESTAURANT REVIEW

Caesars Bets $17 Million on the Strip’s Biggest Buffet
By Kitty Bean Yancey

We’re talking made-to-order chocolate and vanilla soufflés, home-smoked ribs and chefs who’ve worked in top restau-

Caesars Palace’s revamped $17 million buffet, tentatively set to open in Las Vegas Sept. 10, is billed as the Strip’s biggest, with 524 menu items. Caesars researched other Vegas buffets and says it will dish up more dishes. Don’t expect troughs of reheated eats: Executive Chef Scott Green says 80%-90% of the food will be made at buffet stations in front of the customer. Some months ago, I asked readers to submit suggestions for the buffet’s new name, and regret to inform you that “Vomitatorium,” “Eat Tu Brutus” and “Grubis Maximus” did not make it. Reader Mary Riggins came closest with “Baccus Feast.”

There will, however, be the must-have Vegas buffet standards: prime rib, cocktail shrimp and crab legs. But look for con-

temporary touches that have worked well at nearly 2-

year-old The Cosmopolitan of Las Vegas’ award-

ning Wicked Spoon buffet: clever containers such as mini iron skillets for lasagna, and fried chicken and cute wire fry baskets holding chicken and waffles at breakfast. Red velvet pancakes with sweet cream cheese are on the breakfast menu. Espresso drinks will be offered, too.

Green likes to think of Bacchanal not as a buffet, but as “nine little restaurants operat-

ing under one roof,” he says. Four of the buffet’s six chefs have worked at Michelin-starred eateries. The 590-seat culinary orgy will offer more than 20 kinds of bread baked fresh daily (including the same bread that Caesars’ pricey Restaurant Guy Savoy serves.) Vegetarian and gluten-free items also will be offered. “The major focus is the quality of the food,” Green says, such as sliders fresh-cooked on a mesquite-burning grill. Planned prices are at the top of the Vegas buffet food chain, as you might expect: breakfast, $19.99; lunch, $24.99; dinner, $39.99.

Top Best Buffets in Las Vegas
The question of which Las Vegas resort has the best all-

you-can-eat is a perennial talker among fans of Sin City. continued on page 35

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continue on page 35
Best Buffets... continued from pg. 34

According to the smartdestinations.com blog, the No. 1 belly-busting fare is at the Bellagio, which also is high rated by many visitors, locals and food critics.

The blog calls Buffet Bellagio “top-of-the-line cuisine... from choices like Chinese dim sum to foie gras to crab legs to pizza fresh out of the wood-fired oven. The atmosphere is classy, with opulent chandeliers and elegant artwork adorning the dining area.” Only downside, the blog says, is desserts that “look better than they taste.” You’ll pay $19.95 at weekday lunch; $29.95, dinner. Weekend dinner is $36.95 and weekend Champagne Brunches are $24.95.


Round out the list is Spice Market Buffet at Planet Hollywood, for a variety of international fare including “Middle Eastern specialties (a rarity in Buffetland).” And the Garden Court Buffet at Main Street Station, which attracts a lot of locals, is praised for its value and lack of long lines. Talk about value: $7.99 for weekday lunch; $10.99 for weekday dinner. Those prices are for members of the players’ club, but as any Vegas regular knows, membership at any resort players’ club is free and gets you lots of perks.

Now, for some other opinions. A recent “Best of Vegas” survey by USA TODAY, which polled eight local experts (from the mayor, to newspaper columnists, to local magazine editors) found the Bellagio ranking high, but it wasn’t the winner. The Wicked Spoon at The Cosmopolitan of Las Vegas, which bills itself as a “culinary food hall,” gobbled up the competition, for the quality and variety and elegant presentation of its offerings, served in chic, modern surroundings. The dessert cases alone are mesmerizing, and the buffet served 18 kinds of gelato on a recent day. It’s not cheap: Expect to pay $22 for lunch or weekends, with nonalcoholic drinks included; $35 for dinner.

Buffet Bellagio “top-of-the-line” cuisine

Las Vegas, 25 years running. Start your Sunday with this exquisite brunch served in the rarefied setting of Bally’s Steakhouse; voted Best Brunch by the Review Journal. Champagne, Sturgeon caviar brunch served in the rarefied setting of Bally’s Steakhouse; voted Las Vegas, 25 years running. Start your Sunday with this exquisite brunch served in the rarefied setting of Bally’s Steakhouse; voted Best Brunch by the Review Journal. Champagne, Sturgeon caviar brunch served in the rarefied setting of Bally’s Steakhouse; voted Las Vegas, 25 years running. Start your Sunday with this exquisite brunch served in the rarefied setting of Bally’s Steakhouse; voted Best Brunch by the Review Journal. Champagne, Sturgeon caviar brunch served in the rarefied setting of Bally’s Steakhouse; voted Las Vegas, 25 years running. Start your Sunday with this exquisite brunch served in the rarefied setting of Bally’s Steakhouse; voted Best Brunch by the Review Journal. Champagne, Sturgeon caviar brunch served in the rarefied setting of Bally’s Steakhouse; voted Las Vegas, 25 years running. Start your Sunday with this exquisite brunch served in the rarefied setting of Bally’s Steakhouse; voted Las Vegas, 25 years running. Start your Sunday with this exquisite brunch served in the rarefied setting of Bally’s Steakhouse; voted Best Brunch by the Review Journal. Champagne, Sturgeon caviar brunch served in the rarefied setting of Bally’s Steakhouse; voted Las Vegas, 25 years running. Start your Sunday with this exquisite brunch served in the rarefied setting of Bally’s Steakhouse; voted Las Vegas, 25 years running. Start your Sunday with this exquisite brunch served in the rarefied setting of Bally’s Steakhouse; voted Las Vegas, 25 years running. Start your Sunday with this exquisite brunch served in the rarefied setting of Bally’s Steakhouse; voted Las Vegas, 25 years running. Start your Sunday with this exquisite brunch served in the rarefied setting of Bally’s Steakhouse; voted Las Vegas, 25 years running. Start your Sunday with this exquisite brunch served in the rarefied setting of Bally’s Steakhouse; voted Best Brunch by the Review Journal. Champagne, Sturgeon caviar brunch served in the rarefied setting of Bally’s Steakhouse; voted Las Vegas, 25 years running. Start your Sunday with this exquisite brunch served in the rarefied setting of Bally’s Steakhouse; voted Las Vegas, 25 years running. Start your Sunday with this exquisite brunch served in the rarefied setting of Bally’s Steakhouse; voted Las Vegas, 25 years running. Start your Sunday with this exquisite brunch served in the rarefied setting of Bally’s Steakhouse; voted Las Vegas, 25 years running. Start your Sunday with this exquisite brunch served in the rarefied setting of Bally’s Steakhouse; voted Las Vegas, 25 years running. Start your Sunday with this exquisite brunch served in the rarefied setting of Bally’s Steakhouse; voted Las Vegas, 25 years running. Start your Sunday with this exquisite brunch served in the rarefied setting of Bally’s Steakhouse; voted Las Vegas, 25 years running. Start your Sunday with this exquisite brunch served in the rarefied setting of Bally’s Steakhouse; voted Las Vegas, 25 years running. Start your Sunday with this exquisite brunch served in the rarefied setting of Bally’s Steakhouse; voted Las Vegas, 25 years running. Start your Sunday with this exquisite brunch served in the rarefied setting of Bally’s Steakhouse; voted Las Vegas, 25 years running. Start your Sunday with this exquisite brunch served in the rarefied setting of Bally’s Steakhouse; voted Las Vegas, 25 years running. Start your Sunday with this exquisite brunch served in the rarefied setting of Bally’s Steakhouse; voted Las Vegas, 25 years running. Start your Sunday with this exquisite brunch served in the rarefied setting of Bally’s Steakhouse; voted Las Vegas, 25 years running. Start your Sunday with this exquisite brunch served in the rarefied setting of Bally’s Steakhouse; voted Las Vegas, 25 years running. Start your Sunday with this exquisite brunch served in the rarefied setting of Bally’s Steakhouse; voted

Immigrants... continued from pg. 32

national and congressional committees received around $450,000. Democrats received less than half that.

- Arizona Republican Sen. John McCain. He received $71,000, mostly during his failed presidential bid against Obama, well after he dropped support for a bill that would have given illegal immigrants a path to citizenship and reduced detentions.
  - House Speaker John Boehner received $63,000.
  - Kentucky U.S. Rep. Hal Rogers received about $59,000. Rogers chaired the first subcommittee on Homeland Security and heads the powerful House Appropriations Committee. He often criticizes ICE for not filling more detention beds.
  - Former U.S. Senate Majority Leader Bill Frist. He received $58,500. The lawmaker from Tennessee, where CCA is headquartered, led the Senate at the height of the nation’s immigrant detention build up from 2003 to 2007.

More than campaign contributions, though, the private prison companies spent most of their money each year on lobbying in Washington, peaking in 2005 when they spent $5 million. In just 2011, CCA paid the Washington firm Akin Gump Strauss Hauer & Feld $280,000 in part to “monitor immigration reform,” federal reports show.

They also lobbied heavily against a bill that would force them to comply with the same open records requirements governing public facilities.

Owen, the CCA spokesman, said the company ramped up lobbying to acquaint new lawmakers with the industry.

“In recent years, federal elections have been very volatile, resulting in a lot of new faces in Washington,” he said. “The result of that volatility means a lot of people at the federal level who may not be familiar with the work we do.”

The prison companies’ influence at the state level mirrors that in Washington, although the money is even harder to track since many states, such as Arizona and Illinois, where the companies have won lucrative detention contracts, don’t require corporations to disclose what they pay lobbyists.

The AP reviewed campaign contribution data from the three companies’ political action committees and their employees over the last decade, compiled by the National Institute on Money in State Politics. From 2003 to the first half of 2012, state candidates and political parties in the 50 states received more than $5.32 million.

In the 10 states where the companies’ committees and employees contributed the most, the AP found they also spent at least $8 million more lobbying local officials in the last five years alone. It is impossible to know how much of this lobbying money was aimed only at immigrant-related contracts. But that money generally went to states along the border, such as Florida and Texas, which have high numbers of immigrants, as well as states such as Georgia and Louisiana, where large numbers of immigrants also are detained.

ICE has begun providing more oversight as part of the Obama administration’s pledge to overhaul the nation’s system for jailing immigration offenders. It recently scrapped plans for CCA to build a 1,500-bed immigrant detention center in a high-end Miami suburb following months of local protests.

But it remains committed to adding more private beds. Plans are on track to build or expand private immigration jails in Newark, N.J., in the suburbs of Chicago and along a lonely stretch of California’s Mojave Desert.
In case you haven’t noticed, storytelling was once the most popular way to make a point within large or small organizations, and to business customers. In fact it lasted for some five thousand or more years. Then in the 1960s, with the early growth of no-nonsense computing and technology, as well as the increasing focus on highly technical undergraduate and graduate schools, the use of storytelling as a communications tool nearly disappeared.

Fifty years later author Paul Smith not only makes a strong case for storytelling making a strong comeback, he has put it back in its old organizational and business setting. Smith points out: “It wasn’t until the early 1990s that storytelling moved back into the realm of business in any serious way. This was fostered by three concurrent forces:

1. Several academic studies reported the effectiveness of storytelling in the workplace.

2. A member of successful trade books explored the topic.

3. Leading storytelling practitioners emerged in the corporate world, such as Stephen Denning at The World Bank.

“That’s the short history. Over the last 20 years, and especially the last decade, storytelling has retaken its rightful place in management’s bag of leadership and influencing tools.”

Smith goes on to note that the book “adds to the growing body of literature.” He continues, “First, it extends the usefulness of storytelling to a much wider range of leadership challenges. Second, it offers more thorough and practical advice for how to craft your own stories for any leadership challenge.”

“Lead With a Story” is well thought through and well—though differently—organized. Smith explains why it’s somewhat different: “Many will want to read straight through, chapter by chapter…but it’s crucial that you read in that order. The ‘how-to’ chapters are interspersed throughout the book. If you’re eager to learn how, you can read those chapters first. If you’re already an accomplished storyteller and are mostly looking for stories to add to your collection, start with the ‘leadership challenges’ chapters. And, of course, anytime you find yourself in one of these tough challenges, refer back to the appropriate chapter.”

The big question you may be asking yourself at this point is why has storytelling come back to life in business? According to Smith, the short answer is this: because it works. Top companies in the Fortune 500 (including P&G and GE) have formally adopted the technique as part of their leadership training and general employee training. They watched substantial growth take place in information retention and improved intra-personal working relationships.

One of the stories that Smith tells about using storytelling to “lead change” deals with Jack Welch of GE: “Jack listened politely for a while [in a 1981 the nuclear reactor sales department predicted three or four sales] and then dropped a bombshell. ‘Guys, you’re not going to get three orders a year. In my opinion, you’ll never get anotherer order for a nuclear reactor in the U.S.’ They were shocked, they argued that if they took those orders out of the plan, it would kill morale.

Jack didn’t buy it. GE restaffed the business to focus on a service model…. When Jack retired 20 years later, the company still hadn’t gotten a single new order for a nuclear reactor in the United States.”

That story points out that “the first step to change is getting people to admit change is needed. Delivering a ‘reality check’ like Jack Welch usually works. Tell Jack’s story of the nuclear reactors; then deliver your own reality check.”

The book is clear and lucidly written. It’s more than a how-to book because it explains why people will listen to good news or bad news while treating them as adults. It’s certainly one of the most interesting books that has come along. What’s more it’s a banquet of ideas at the price of an early bird dinner.

Henry Holtzman

**Best-selling Business Books**

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

How to make innovation happen in emerging markets.

How to succeed in the workplace and elsewhere.

How and why TARP saved banks while abandoning everyone else.

Why some people succeed in any economic conditions.

5. “Unintended Consequences: Why Everything You’ve Been Told About the Economy is Wrong,” by Edward Conard (Penguin Group…$27.95)(4)*
An explanation why economic planning rarely works as planned.

How to innovate the high-end outlet version of “sample selling.”

7. “Leading Culture Change in Global Organizations: Aligning Culture and Strategy,” by Daniel Denison, Robert Hooijberg, Nancy Lane, and Colleen Lief (John Wiley & Sons…$34.95) (6)*
How and why business culture impacts on business performance.

8. “Strengths Finder 2.0: A New and Updated Edition of the Online Test from Gallup’s Now, Discover Your Strengths,” by Tom Rath (Gallup Press…$22.95)(7)*
Discover your strengths and integrate them with your career.

9. “Steve Jobs,” by Walter Isaacson (Simon & Schuster…$35.00) (8)*
The story of a modern Thomas Edison.

Managing your career as if you were starting a new business.

*(1) -- Indicates a book’s previous position on the list.
** -- Indicates a book’s first appearance on the list.
The New iPhone—Just in Time for Christmas!

By J. Allen Leinberger

Rumors still persist that Apple will launch its fifth version of the iPhone in September—the company is likely to sell 6 million to 10 million of those devices in the last 10 days of the month, according to one online analyst. (That means there will be Apple fans camping outside of every Apple store for several days in advance.)

Based on numerous news reports pointing to a September launch of the iPhone 5, it is estimated that Apple will sell 26 million to 28 million devices overall in its September quarter. That projection is well ahead of current estimates, which account for slowing iPhone sales and roughly 22 million to 23 million units in the quarter. This means, oddly enough, that Apple stands to lose a lot of money, since the phones cost about $600 but the phone service companies like Sprint and Verizon sell the phones at a loss to generate user minutes. Still, for Apple, a September launch would allow it to top Wall Street estimates. In recent quarters, Apple fell short of projections even though it still has raked in tons of cash. In the big picture, the iPhone 5 timing of units isn’t that big a deal—unless you hold Apple shares. Experts are calling the iPhone 5, “the largest consumer electronics product upgrade in history.”

After unveiling a marginally improved iPhone 4S in 2011 instead of a radically different iPhone 5, Apple has returned to its development labs to develop the next generation of its popular phone. Earlier this year people were fairly certain that the real iPhone 5 will roll out of Apple’s gates and that the device should be a bigger leap forward than the 4S was.

As the 5 is anticipated again, here is a review of past rumors, some of which I have told you about already.

1. While it has already been rumored that the new iPhone may be unveiled on September 12 (with a retail launch on September 21), there are reports that preorders of the new device may also begin on September 12 as well. International orders are anticipated to begin later, on October 5. Customers are expected to receive their new handsets nine days later.

2. Leaked photos posted online purportedly show the new iPhone’s motherboard/logicboard with a smaller SIM card slot. This could mean the first “real-world appearance” of the nano-SIM that Apple has already been pushing for as the standard.

3. For those of you who lament about smartphone battery life, a photo of the allegedly new iPhone’s battery suggests a slight bump in capacity. The current iPhone 4S has a 1,430mAh battery, but one online source shows a 1,440mAh battery. The battery also jumped to 3.8 from 3.7 volts. Though the spec improvements are minimal, these changes in battery power are said to account for the 4G LTE capabilities that are predicted for the new iPhone.

4. One of the most popular iPhone 5 rumors surfaced again when it was reported that Apple continued on page 39

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Join Bill “The Ambassador of Good Taste” as he reviews gourmet food, travel and world famous restauranteurs—plus guest interviews with award-winning chefs and renowned wine connoisseurs.
Real Estate... continued from pg. 23

VICTORVILLE

Pacific Aviation Group LLC and Fastenal Company are the latest companies to sign leases at the Southern California Logistics Centre (SCLC), a 2,500-acre industrial and commercial complex developed by Stirling Capital Investments in Victorville. Pacific Aviation Group signed a 64-month renewal and expansion into 58.7k square feet of space, while Fastenal inked a 36-month renewal for its existing 6.3k square feet of space.

A long term tenant relationship at SCLC since 2003, Pacific Aviation Group (PAG) provides technical evaluation, trading and lease management services for airliners, operators and owners of commercial aviation assets, including aircraft, engines, spare parts and ground support equipment.

As part of the firm’s newest lease agreement, PAG is undergoing a dramatic expansion of its office and warehouse facilities from 25.1k square feet to 58.7k square feet of space. Located at 18499 Phantom West, the facility expansion is a result of business growth. PAG estimates they will employ approximately 65 employees at the facility.

Anita Tuckerman, director of asset services for Stirling Capital Investments, handled all lease agreement negotiations for the two renewals.

The new expansion and leases follow a stream of recent activity at SCLC. Last month, construction commenced on a 176.8k-square-foot facility expansion of Distribution Centre 3 to accommodate the growing national distribution needs of Stirling’s first corporate tenant, who signed a 10-year lease extension. A major tenant improvement project was also completed in late 2011 to Distribution Centre 1, a 1 million-square-foot industrial facility subsequently occupied by Exel Logistics and United Furniture Industries. Additionally, SCLC recently welcomed noteworthy tenants Sparkletts, Red Bull and Modern Space Pacific Industries.

Stirling Capital Investments has developed 3 million square feet of Class A industrial space at SCLC with an overall project occupancy over 98 percent. Pacific Aviation Group and Fastenal are two on a roster of high-caliber corporations located at SCLC including Boeing, Dr Pepper Snapple Group, Exel Logistics, FedEx, General Electric, Modern Space Pacific Services, Newell Rubbermaid, Plastikpak Packaging, Pratt & Whitney, Red Bull, Sparkletts and United Furniture Industries.

AIDA WATER BOTTLES UP 24K SQUARE FEET INLAND EMPIRE FACILITY

In a recent Inland Empire industrial sales comp, Aida Water Bottling Company paid $1.4 million for a 23.9k-square-foot ($59/sf) building in Riverside. The property is located at 4140 Garner Road, west of I-215 and north of the 60 Freeway.

The property features a unique layout which provides Aida Water Bottling Company the option to occupy the entire building, or lease a portion to an affiliate company during the start-up period. Each side of the building has two dock-high positions, one grade-level position and a fenced-in yard. The property also has 1.7k square feet of office space, 22’ clearance, 47 parking spaces and is sprinklered throughout.

Another benefit to the new owners is that the property resides in a State Designated Enterprise Zone, which offers business owners many incentives and tax breaks which will benefit any new start-up company greatly.

Richard Horn and Phillip T. Attalla with the Commerce office of NAI Capital represented Aida in the transaction. The seller was Garner Road Properties LLC.
The New iPhone... continued from pg. 37 has been testing a taller display for its next handset. The new phone could have five rows of icons stacked vertically above the dock, instead of the four displayed with iOS 5.

5. We’ve already heard that Apple might shrink the iPhone’s 30-pin connector to either 19 or 8 pins, but now the possibility of a 9-pin connectors afloat. Some reporters have found a code string for a 9-pin connector in the latest beta version of iOS 6. (6 is the new operating system for the iPhone, which should also come out in September.) It’s important to keep in mind, though, that until Apple issues the final release of iOS 6, the company will continue to add and remove strings as it tests the operating system. If it does come out with a smaller plug, I guess you can throw out all of your alarm clocks and portable radios and even the connector in your car.

6. Which means all new devices in the iOS family will be getting an updated, smaller dock connector. These products include the iPhone 5, the new iPod Nanos and touches, the iPad mini, and the latest generation of the iPad. Though rumors of a smaller dock connector have been circulating around the new iPhone for some time, it makes sense that other Apple handsets would follow suit.

Forgive me for all of the tech-y talk but this is what is creating buzz in the computer circles. For myself, I am happy with the screen and the battery and most of the other features that my 6-month-old antiquated 4S offers me. If Apple were to do anything, I wish they would fix a compatible Memo function. My old Palm Pilot allowed me to write lists, such as a Christmas presents, my daily pills and other stuff on the desktop, with normal sized keys. Then it would sync the lists down to the unit giving me all of that info at my fingertips. (“I don’t know, doctor. It’s the blue pill that I take daily. Here, look at my phone memo.”) Hey Apple. Less garble. More function— please.

Some Area... continued from pg. 16 said they weren’t surprised. “We were aware there was a possibility that we would have to pay (the property tax) back,” said Adam Pirrie, finance director. “We got a demand... and the numbers matched the numbers we had. So we made the payment.”

Pirrie said Claremont had moved away from using redevelopment monies in the past couple of years.

“We aren’t as dependent on it as some of the other cities,” he said. “The money isn’t earmarked for projects or costs so when the time comes, we’ll comply with the legislation.”

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The next morning (after a very good night’s sleep) we took the tour to 9-11 Memorial. We took the “tubes” from Newark right into the Wall Street area. My brother-in-law had gotten us advanced tickets— these are a must— even on a cold winter day, and even then you will be waiting on line. Best to get them online at www.911-memorial.org/visitor.

It’s Not NY... continued from pg. 32

Staver concludes. “Your team deserves a leader who is courageous enough to ask and ask often. You will get better at this as you practice it. You will also see results improve over time as your followers get used to thinking about their own roles within the organization, and how their choices and attitudes impact the big picture.”

For more information, please visit www.thestaver-group.com.
Executive Time Out

Taking a Bite of the Big Apple in Winter
By Brian Hoerning

Without a doubt a visit to some of America’s biggest cities is an awesome experience, but a trip to NYC in February? Really? Well, the occasion for us was one of our dearest friend’s 50th wedding anniversaries—and that was all the excuse I needed.

First off, one of the best ways to get to New York is on Jet Blue (www.jetblue.com) through Long Beach; so simple and easy, so not LAX. Check in is easy and quick and you walk outside to board like in the old days. Wonderful!!

We took the “red eye” and some Restoril and off we went. Our flight from Long Beach flew direct to Boston. We arrived at about 5 in the morning for a brief stop before landing at the Newark International Airport in N.J.

There we were met by my sister-in-law and brother-in-law. Now we’re originally from New Jersey, and for us this was kind of a homecoming. First stop—a diner in Jersey City—for the uneducated there is no better place for a “Taylor Ham and egg on a hard roll” than in any of the thousands of diners that populate New Jersey. They all have 25 page menus and somehow manage to serve anything you want good, quick and fresh.

After breakfast we were off to Ellis Island (www.ellisisland.org/genealogy/ellis_island_visiting.asp) can be started from both Manhattan (at Battery Park) and Jersey City (from Liberty State Park in Jersey City). I suggest Jersey City—the view across the Hudson at lower Manhattan is just incredible. Liberty State Park (www.libertystatepark.org) is 1,122 acres and offers long boardwalks along the Hudson that, even in the middle of winter, is an enjoyable walk. Not to be missed is the park’s “9-11 Garden State Memorial,” part of which was created by using actual steel beams from the wreckage. Two gleaming walls cut into a grassy hill, creating a walkway that directs the eye across the river to the footprints of the two missing towers. The name of this memorial is “Empty Sky,” taken from the Bruce Springsteen song of the same name.

Also in the park is the fully restored 1889 Central Rail Road Terminal. From here eight million immigrants traveled to their homes via the Central Railroad. From 1890 - 1915 the combination of commuters, immigrants and freight brought between 30,000 - 50,000 people and almost 300 trains each day to the CRRNJ Terminal. The railroad became a way of life for most of the surrounding community. Be sure not to miss seeing the old rail line terminus at the western side of the terminal. Here, 20 different train tracks came to an end and were also the beginnings for those going west, south and north. Tickets for Ellis Island bought in advance are very much in order, and you should plan on this trip taking most of your day—there’s that much to see.

The boat ride to Ellis Island will take you right past The Statue of Liberty. Ellis Island was sold to the city by (you guessed it) Mr. Ellis. At that time it was much smaller than it is today. Ever wonder what they did with all the dirt they pulled out of the underground to build the subways? Yep, it’s what makes up much of the present 27-acre Ellis Island grounds. The tour only takes in a very small part of the island, but that small part can easily occupy your day. The Main Hall is where, for many of us, life in America began through our ancestors. There between 1892 and 1924 over 20 million immigrants first set foot in America. There are reminders in pictures, movies and spoken word that describe the hardships these wonderfully determined folks almost all faced as they tried to begin a new life and make The American Dream a reality for themselves and their families.

Take your time—take it in and rejoice in our wonderful heritage.

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The Unforgettables Foundation and Tom Pernice Jr Charities joined forces in Murrieta at Bear Creek Golf Club to raise over $100,000—and Co Title Sponsors BMW of Riverside and BMW of Murrieta were thrilled to see a new BMW auto 2-year lease won with a hole in 1 by Louie Bishop—orange shirt on Hole #6, a par 3 from 175 yards. He was accompanied by Lt. to rt.—Paul Cramer and Jim Dome of Goose Creek Golf Course and Tim Evans, founder of The Unforgettables.

For more information on the Unforgettables Foundation visit www.theunforgettables.com.

Pomona Chamber of Commerce President Jeff Keating Nominated and Agrees to Second Term. Jeff Keating has been asked by the chamber executive board (and approved by the board) to serve another year because of his leadership in successfully restructuring its budget due to the loss of redevelopment funds.

Jill Reiff, incoming president elect, will also continue to assist Jeff in that capacity.

For more information on the Pomona Chamber of Commerce visit www.pomonachamber.org or call (909) 622-1256.

Desert Hot Springs sales have increased 17 percent over last year. The third highest increase in Riverside County, the city announced recently.

For more information on the Desert Hot Springs visit www.cityofdhs.org.