April 2014

Inland Empire Business Journal

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Lou Monville, a graduate of Cal State San Bernardino who has a long history of service to the university and the Inland Empire, has been appointed to the California State University Board of Trustees as the Alumni Trustee. Monville, who is the vice president of Riverside-based O’Reilly Public Relations, was appointed by the California State University Alumni Council and will begin serving a two-year term in May. The Alumni Trustee is the only trustee appointed to the 25-member CSU Board of Trustees without review by the governor or Legislature.

“Lou is a long-time advocate and champion for the CSU and higher education in the state,” said Kristin Crellin, president of the CSU Alumni Council. “His leadership, focus on student success and dedication to the CSU mission are all invaluable assets to the board.”

“I am first and foremost a CSUSB alumnus and to be chosen to represent my peers is a distinct honor,” said Monville. “I look forward to continuing to serve my fellow alumni and the Inland Empire while serving on the CSU Board of Trustees.”

Cal State San Bernardino President Tomás Morales praised Monville’s appointment.

“We are delighted for Lou, who has proven time and time again to be a good and dedicated friend in his service to his alma mater, the people of our region, and ultimately higher education in California,” continued on page 7.
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AAA certified member of the National Association for Information Destruction (NAID).
Wells Fargo & Company announced that it will invest $100,000 to support workforce development and job creation. This funding is part of the $1.7 million in Economic Opportunity grants awarded to programs supporting individuals and small business owners.

Wells Fargo & Company’s grant will target unemployed veterans, low-income residents, long-term unemployed and those in transitory living situations.

The Workforce Investment Board has been providing assistance to job seekers for many years. One resident who benefited from a WIB training program is Willie Collins. Despite working for 18 years as a driver, Willie’s Class ‘A’ license expired while he was on leave for disability and he was then unable to find a job.

The WIB paid for his commercial truck driving training, provided resume assistance and helped him find a job making $25.00 an hour. "I am so grateful for the assistance I received. I never would have been able to afford the training on my own. Now, I have a job I love and am able to earn a good living,” said Willie.

San Bernardino County Board of Supervisors Chair Janice Rutherford said the Wells Fargo grant will help residents find employment in occupations that are seeing an increase in demand across the region. “Participants will receive a full complement of employment services. In addition to earning a business-recognized certificate, individuals will get career assessment and planning assistance, and each one will be assigned a personal advisor to help them with resume writing, interview techniques, job searches and job placement.”

The Riverside Community College Foundation’s TriTech Small Business Development Center was also named a $50,000 Wells Fargo Inland Empire grant recipient. “Wells Fargo understands the importance of workforce development and helping create sustainable communities that have been hard hit with unemployment,” said Celia Lanning, Inland Empire Regional President. “These grants will go a long way to help strengthen and reinforce the efforts of these organizations as they focus on creating jobs in our communities.”

Wells Fargo stated that award recipients were chosen in both urban and rural locations within each state based on their support for individual job seekers, the self-employed and small business owners.

Large cities and urban areas with the highest levels of unemployment as measured by the U.S. Bureau of Labor Statistics were selected. Urban organizations were selected in the following cities:
- Oakland, San Jose
- Fresno, Sacramento, Los Angeles, San Francisco
- San Diego, Anaheim-Santa Ana
- Riverside-San Bernardino, California
- Seattle, Washington
- Portland, Oregon
- Anchorage, Alaska

Rural organizations were selected in each of the four states with the stipulation that 75 percent or more of the grant must benefit programs serving rural communities.

In 2013, Wells Fargo invested $275.5 million in grants to 18,500 nonprofits, and team members contributed more than 1.69 million volunteer hours around the country. In the Inland Empire, Wells Fargo invested $2.55 million to 228 schools and non-profits. For more information, please visit: www.wellsfargo.com/about/csr.

### PERSONAL AND BUSINESS ACCOUNTABILITY

**Protecting Your “A” Factor: 16 Accountability Killers to Avoid**

It’s easy to assume that you’re an accountable person if you don’t tell outrageous lies and generally follow through on your commitments. But Julie Miller and Brian Bedford say that even small lapses can affect the way others see you. Here, they list 16 common “accountability killers” you might otherwise be tempted to overlook.

Are you accountable? If you’re like most people, your answer to that question is an automatic “Yes” or maybe even an indignant “Of course, why are you even asking me?” After all, you don’t believe that you’re above the law or lie about your behavior like Toronto Mayor Rob Ford. And you’re no Anthony Weiner (Or is that Carlos Danger?), either:

You don’t move heaven and earth to shift the blame when you’re clearly the one at fault.

And you’re not like Sarah, your reliably unreliable coworker, who is chronically late and always full of convenient excuses.

But are you truly in the clear? Probably not, say Julie Miller and Brian Bedford. They contend that most of us are guilty of small behaviors that crack our accountability façade and hurt us, both personally and professionally, far more than we realize. “We know from the Lance Armstongs, Jerry Sanduskys, and Bernie Madoffs of the world what accountability absolutely isn’t,” notes Miller, coauthor along with Bedford of “Culture Without Accountability—WTF? What’s the Fix?” “But rarely do we stop to examine what accountability is in action. That’s why it’s so easy for little behaviors—‘accountability killers,’ if you will—to worm their way unnoticed into our lives.”

“Often, we’re critical of these behaviors when we see them displayed by other people, but we give ourselves a pass..." continued on page 5
Protecting Your “A” Factor: Accountability

Most of us are guilty of small behaviors that crack our accountability façade and hurt us, both personally and professionally, far more than we realize. Julie Miller and Brian Bedford examines what can happen when businesses, teams, families, and individuals shirk accountability.

Five Ways to Use Your Brain to Build a Better Business

Michael Vaughan shows us why business owners and managers should use their brains to understand what employees need psychologically in order to excel and perform, and gives us five neural leadership practices.

Want to Change Your Life? First, Change Your Day: How to Break the Work Patterns That Stress You Out

To start reclaiming the goals that once inspired and excited you, you’ll have to change the way you approach your day. You’ll need to begin acting like the CEO of your own life.

Constructive Confrontation in the Workplace: Three Things to Keep in Mind

Tomas Garza gives us three things to keep in mind when dealing with workplace conflict.
Protecting Yourself... continued from pg. 3

when we’re the ones engaging in them,” comments Bedford. “We tell ourselves, It’s just a one-time thing… I don’t usually act like this. But that just doesn’t hold water. No matter how often it does or doesn’t happen, failing to act accountably can damage your reputation, your relationships, your career opportunities, and more.”

In “Culture Without Accountability—WTF? What’s the Fix?” Miller and Bedford examine what can happen when businesses, teams, families, and individuals shirk accountability. The book is full of real-life stories of what accountability looks like and what can go wrong in its absence. It offers a proven process for installing an accountability-based culture, a platform for success in business and in everyday life.

Here, in no particular order, the authors share a list of their personal pet-peeve “accountability killers”:

- **Showing up late.** Sure, there are legitimate reasons why even the most responsible person might be running late: a fender bender, a sick child, an unfortunate coffee spill, to name just a few. And yes, everybody gets a pass on this one from time to time when life’s curveballs happen. But if it happens again and again, you’ve got a problem. “If tardiness is a habit—if others expect it from you rather than being surprised by it—you’re not being accountable,” says Miller. “In effect, what you’re saying is, ‘I don’t value your time. I believe I’m more important than you’—or at the very least, ‘It’s not that important to me to honor the agreement we made.’”

- **Saying you’ll do it…and then not doing it.** Again, sometimes “life” happens. If an unforeseen accident or crisis derails your best intentions, most folks are likely to understand. But if you fail to meet your commitments more than once or twice, you lack accountability. “If you find yourself constantly making excuses, asking for more time, or expecting others to understand why you just didn’t get around to it, it’s time to make a change,” comments Bedford. “Either start pushing yourself harder or stop making promises you can’t keep.”

- **Being offended by the truth.** When someone calls you out—for dropping the ball, for behaving badly, etc.—how do you react? “If you’re indignant or offended instead of accepting that the other person has made a valid observation, you’ve just killed your accountability,” points out Miller. “Denying or just having a bad attitude about what’s obviously true will cause your credibility and trustworthiness to take a significant hit.”

- **Covering up mistakes.** The

### SMALL BUSINESS HANDBOOK

**NEGOTIATING FOR MEETINGS AND CONFERENCES**

“There is not a lot of new inventory coming on board, so hotels are in a stronger position,” says hospitality industry attorney Lisa Sommer Devlin. “They know there are other customers out there.”

However, seasoned planners say working out a strong contract that benefits both sides is well within reach.

Achieving this, though, means that planners need to consider the hotel’s viewpoint as well as their own. Some elements of the meeting may be relatively easy to win, concessions on, while others may not. “Knowing your ultimate needs versus your wants will help you determine where to spend your time and energy negotiating,” advises Leslye Norman, sourcing supervisor for CWT Meetings & Events. “Always aim high and ask for more than you expect to get.”

**The Big Picture**

Room rate is often considered the most important element to bargain for, but planners make a mistake if they pour too much of their negotiating energy into this one point, Experts say. It’s the overall cost of the meeting that counts, and getting concessions on other elements such as meeting room rental, food and beverage minimums and technology is often easier.

“Your hotel makes most of its money off of the room rate, so it’s the hardest point to negotiate,” says Tricia Van Every, president of Premier Event Resources. “You’ll have better luck with everything else. It’s not just about the room rate, it’s about the whole picture.”

Devlin agrees, adding that hotels can be generous in “soft dollar” areas where their financial outlay is not great. “For instance, if the hotel has its own limo, it may be willing to give you airport transfers,” she says. “If they have to hire out, it’s far less likely. Or, if they have a lot of unsold suites, they may be willing to give you suite upgrades. You have to know what is important to the hotel and what is important to your group.”

As a general rule, planners can expect to be in a stronger negotiating position overall if they come to the bargaining table with data about their organization’s previous meetings spend across all categories, including sleeping rooms, food and beverage, audiovisual, golf and spa, according to Robyn Miekiewicz, director-global meeting management for Meeting Site Resources.

“Use this data to maximize value-based negotiations and measure cost savings,” she says. “The hotel takes spend in all these categories into consideration and looks at the value of your total account.”

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Exosun Inc., a leading provider of solar tracking technologies and associated engineering services, announced its Exotrack® HZ product will maximize power generation for 30 MW of solar electric systems in California for Spanish sustainable technology solutions provider Abengoa and multinational renewable energy developer EDP Renewables. This deal represents Exosun’s first contract in North America.

“Technological advancements have significantly reduced the cost of trackers while reinforcing reliability” EDP Renewables is the owner and developer of the 30 MWAC solar project while Abengoa will manage engineering, procurement and construction services. The solar plant will be equipped with a total of 263 Exotrack® HZ horizontal single-axis trackers, supporting 121,920 photovoltaic modules. This technology optimizes PV panel orientation to considerably improve electricity production compared to fixed-tilt installations. It is designed for fast, easy installation, and each unit is optimized to reduce motor stress and minimize maintenance over the long term. At the heart of Exotrack® HZ is the Exobox control system, which seamlessly manages programming algorithms with backtracking while enabling on-site and remote plant monitoring and operations.

“Technological advancements have significantly reduced the cost of trackers while reinforcing reliability,” said Pavel Molchanov, equity research analyst with the Energy Group at Raymond James & Associates. “Solutions that can cost-effectively elevate plant output, such as Exosun’s Exotrack® HZ, will be crucial to helping developers capitalize on the growth projected in utility-scale PV.”

“Our Exotrack® HZ products have demonstrated their ability to accelerate ROI for customers across 130 MW in Europe; our entrance into the rapidly expanding North American market is a natural progression for our business,” said Frédéric Conchy, president and CEO of Exosun. “Earning the opportunity to work with industry standouts like EDP Renewables and Abengoa underscores the bankability of our trackers, and represents the first step in what we anticipate will be a strong, lasting relationship. We’re looking forward to a breakout year, both for Exosun and the global tracker market.”

Exosun Inc., located in San Francisco, was founded in 2012 by Exosun SAS in order to support the European company’s expansion into North America. It has since then partnered with a U.S.-based manufacturer to localize manufacturing in addition to completing a Black & Veatch report validating the bankability of the Exotrack® HZ product. It also recently declared the first solar tracker worldwide to be UL 3703 compliant.

Protecting Your...

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Fact that others don’t know about a slip-up doesn’t mean it didn’t happen. “If nothing else, your accountability will suffer in your own eyes,” asserts Bedford. “You also run the risk of setting a bad precedent for yourself. The next time something comes up, you’ll think, ‘Well, last time this happened I just shredded the document, or, I’ll just delete the customer’s email again. No one noticed before. ‘Do this sort of thing enough times and the tendency to cover up becomes a habit,’” he adds. “You get away with it so you start to think it’s okay. But if your actions do come to light, your public reputation will take two hits: one for the original mistake and one for trying to hide it.”

Blaming others. The so-called “blame game” is one in which nobody wins—least of all the person pointing the finger. Even if the fault lies with someone else, says Miller, part of being an accountable person means doing your best to offer solutions in addition to pointing out problems. And if the blame does lie with you, it’s dishonest and reprehensible to attempt to shift it to someone else.

“Always own up to your mistakes,” she instructs. “And keep in mind that you’re still participating in the blame game, albeit passively, by keeping your mouth shut when you’ve acted wrongly. Even if you experience unpleasant short-term consequences, you’ll build an overall reputation for integrity when you ‘fess up’ to your mistakes.”

Asking others to cover for you. “I have to leave a little early to run errands—will you just tell the boss I wasn’t feeling well if she asks?” Or, “I’m going to bail on John’s party but I don’t want to hear him whine about the fact that I won’t be coming. Just let him know something came up, all right?” Yes, these scenarios sound familiar to most of us. But that doesn’t mean that asking someone to deflect blame, conflict, or questions from you is acceptable.

“What makes you worthy of shirking responsibility when everyone else on earth has to face the music?” Bedford asks. “When you behave this way, you bring the ‘coverer’ down with you, down to your low level of honesty, which damages both of you. And if you get mad when the other person refuses to cover for you, you’ve degraded your accountability even further.”

Doing the bare minimum. Is your M.O. to do just enough to get by and then hope no one calls you on it? Do you ever withhold information or shoot down ideas that could make a project better because it will require you to do more work? “If so, not only are you preventing yourself from giving and doing your best, you’re also making yourself look bad in the eyes of others,” says Miller. “Trust me, you aren’t getting away with anything. People are noticing your laziness, and it will affect your reputation, which can lead to very negative consequences in your professional life.”

Not offering an explanation for bad behavior... I admitted I was wrong—do I have to get into the nitty-gritty details of why? you ask. “Well, yes,” responds Bedford. “Acknowledging that the fault was yours is the first step—but only the first step. If you don’t truthfully explain why you acted as you did, others might still question your motivation, judgment, etc. You may still be viewed as lacking accountability.”

...or trying to justify it with a bad one. There are a lot of adult versions of ‘The dog ate my homework.’ But usually, our peers can see through them. “You don’t do yourself any favors when you try to talk yourself out of taking responsibility,” points out Miller. “It just makes you seem as though you believe you are above the law.”

Ignoring others’ bad behavior. Remember that time when one of your peers was throwing his weight around and bullying one of his employees? Not wanting to get involved in the drama, you took the “none of my business” approach to dealing with the problem. You chose not to speak up about the...
A Brief History of Audiobooks

By J. Allen Leinberger

Today’s popular love of audiobooks draws from a couple of different sources—one was the service known as Books for the Blind.

Before audio recordings, books were available in braille. In 1931, the government of the United States made it a goal to make sure that the blind were equipped with books. Yet, later on, audio recordings were the preferred format.

Audio recordings were first created (on vinyl), at the time, when the 1931 Pratt-Smoot Act was amended, in 1933, to include “talking books.” The access to these talking books was soon expanded to service blind children, as well.

Phil Rable of CBRE’s National Retail Investment Group – West (NRIG-West) represented the seller, a partnership between Chicago-based private equity firm, Walton Street and Dallas-based, Fritz Duda Company. The

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Morales said, “He has shown himself to be a trusted advisor and leader in the CSUSB Philanthropic Foundation Board, and I am proud to call him my friend.”

Monville has served as a member of the CSU Board of Trustees since being appointed by Gov. Arnold Schwarzenegger in 2006, and currently serves as the board’s vice chair, while also chairing the committee on collective bargaining. His gubernatorial appointment was scheduled to end this year, but with this appointment, Monville will succeed Trustee Bob Linscheid, who is the current Alumni Trustee and outgoing chair of the CSU Board of Trustees. Monville, who earned a bachelor’s degree in communication studies in 1994 and was student body president, has a long history of volunteer service to Cal State San Bernardino, the CSU and the inland region. His activities have included the CSUSB Alumni Association Board of Directors, which also involved a year as its president; the CSUSB representative to the CSU Alumni Council; the Coyote Athletics Association; the Ambassadors for Higher Education and CSUSB Philanthropic Foundation Board of Directors.

He is a member and former president of the Greater Riverside Chamber of Commerce. For Monville’s service to the business community, he was named the “Small Business Advocate of the Year” by the California Chamber of Commerce. He also serves on Inland Action, which seeks to improve the economic well-being of the Inland Empire.
The CSU Board of Trustees is responsible for the governance of the 23-campus system. Under present law, there are 25 Trustees (24 voting, one non-voting). Five trustees are ex officio members; the governor, lieutenant governor, the speaker of the Assembly, state superintendent of public instruction and the chancellor. No trustee, with the exception of the chancellor and the faculty trustee, receives any salary for his or her service.

The CSU Alumni Council is the voice of the CSU’s 2.9 million alumni and it plays an active role in helping to shape CSU policy and participate in strategic decision making. The council is made up of alumni directors and representatives from all 23 CSU campuses. Alumni council members meet regularly with CSU leaders and participate on systemwide committees to ensure that alumni are represented.

For more information on the CSU Board of Trustees, contact Mike Uhlenkamp at (562) 951-4834 or by email at muhlenkamp@calstate.edu.
DUFF & PHELPS/INLAND EMPIRE BUSINESS JOURNAL STOCK CHART

THE GAINERS
Top five, by percentage

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THE LOSERS
Top five, by percentage

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Five Most Active Stocks

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

Real Estate...

The TownGate Center closing was a milestone for the NRIG-West team, its 500th successful retail investment sale transaction. With this closing, CBRE’s NRIG-West team has closed 83 transactions since the start of 2012 for total consideration of $1.7 billion. In total, the NRIG-West team has listed and sold more than $7.6 billion in retail transactions. A 50k-square-foot LA Fitness property in the Inland Empire city of Hemet sold for $11.175 million, or about $224/square foot. The property is located at 220 North Sanderson Avenue, at the corner of Sanderson and West Florida Avenues (California State Route 74).

LA Fitness in Hemet was built in 2008 on 5.6 acres and is 100 percent leased to Fitness International LLC. Florida Avenue is Hemet’s major retail corridor and the Hemet Valley Mall, anchored by J.C. Penny, Sears and Gottschalks, is less than a mile east of the property. Mark Thiel, a vice president investments in Marcus & Millichap’s San Diego office, represented the seller, a local property owner. “This LA Fitness is located at the busiest intersection in Hemet and is the only major fitness center in the entire San Jacinto Valley,” says Thiel. “The small supply of competitors in the region and club’s central location place it in an excellent position to capture a high level of memberships.”

HOLIDAY INN EXPRESS TEMECULA SELLS FOR $11.4 MILLION

A private investor purchased the Holiday Inn Express Temecula for $11.355 million. The acquisition was financed with a 20-year fixed-rate, SBA 504 loan for $11.3 million arranged by Ron Coomes of TMC Financing and funded by BBCN Bank in Los Angeles. The property, located at 27660 Jefferson Avenue, features a 46.3k-square-foot building on a 113k-square-foot land parcel. The financing will allow the Holiday Inn Express franchise owner, Lipsa Patel, to make interi-
Green Automotive Company Signs Binding Agreement to Acquire UK Based Parts Remanufacturing Business Transhock Ltd and Professionalizes It’s EV Battery Recycling Business

Green Automotive Company (OTCQB: GACR) announced that it has signed a binding agreement to buy Transhock Ltd., a well-established re-manufacturer and distributor of vehicle parts and accessories based in the West Midlands in the UK, the heart of the UK Automotive Industry. The company reported circa £7m+ of Revenues for the year ended 31st March 2013 (to UK GAAP), and was both profitable and cashflow positive. The transaction will be earnings accretive to GAC and was paid for with $1.8m in equity. For Green Automotive this acquisition presents an opportunity to strengthen its position in the growing market for recycling vehicle parts and in particular to extend, and develop its range of remanufactured parts for electric vehicles, especially in the area of battery technology

Transhock Ltd., a 28-year-old privately owned company, has a proven track record of growth and innovation as demonstrated by its ability to maintain profitability throughout the latest recession. Transhock Ltd is managed by two partners (David Davies and Derek Neale) who will remain with the business post acquisition, strengthening the GAC management team. The business has a total of over 50 employees and operates to ISO 9001 standards. It benefits from an excellent reputation in the UK market with a diversified customer base of over 2500 clients from which repeat business represents 85-90% of sales.

Commenting on the agreement, Ian Hobday, CEO of Green Automotive Company said: “Recycling and remanufacturing car and truck parts is a lucrative business that also makes environmental sense. By reusing existing parts instead of making new ones, we not only reduce operating costs, but more importantly reduce greenhouse gases and our environmental footprint. GAC through its Liberty E-Care business had already started the process of remanufacturing various EV parts and is pioneering the refurbishment of EV batteries. By bringing Transhock into the GAC team, we can add to their existing business our emerging electric vehicle parts business. By doing this we will gain economies of scale, improve turnaround time, expand our offerings and provide a finished product of a higher quality and better presentation. As the use of EV’s continues to grow so the demand for remanufacturing parts will grow with it, and we’ll be well placed to exploit this developing trend. Following our two major acquisitions, Blackhawk and Transhock, we have brought in more than $12MM in additional revenues to our growing existing businesses. GAC will now focus on consolidating and integrating these businesses into our group paving the way for future growth.”

David Davies, director of Transhock Ltd: “We’re excited about joining the GAC group, and feel ready to make a good contribution to the group’s overall strategy. Our business can operate easily on both sides of the “pond”

“We’re excited about joining the GAC group, and feel ready to make a good contribution to the group’s overall strategy. Our business can operate easily on both sides of the “pond,” so we look forward to initiating our parts remanufacturing efforts, especially for EV’s in America too.”


CSUSB’S GRADUATE BUSINESS PROGRAM RECEIVES TOP RANKINGS

BY CEO Magazine

The master’s in business administration program at Cal State San Bernardino’s College of Business and Public Administration has again been ranked in the top 20 by CEO Magazine’s International Graduate Forum.

According to CEO Magazine, CSUSB ranked No. 2 in “Tier One” in both the North American M.B.A. and European M.B.A. rankings, and was named in the Global Top 20 M.B.A. rankings for 2014.

“The rankings reaffirm the incredible value that our program offers at local as well as global levels, with its focus on student career and professional success, citizenship and leadership,” said Vinip Gupta, associate dean of CSUSB’s business college.

The International Graduate Forum’s 2013 winter M.B.A. rankings were compiled based on key performance indicators that are considered to be of interest and value to potential students. Factors such as international diversity, class size, student work experience, faculty-to-student ratios, as well as faculty qualifications—both academic and professional—were given considerable weight, according to CEO Magazine.

“It is gratifying to see the hard work our faculty and staff have put into making our program worthwhile to our students recognized by the International Graduate Forum,” said Lawrence Rose, dean of CSUSB’s College of Business and Public Administration. Victor Callender, chief executive officer and founder of CEO Magazine, said that with the increasing competition between business schools, it is important for schools to understand what students really want.

“Schools ranked highly by the IGF in CEO Magazine have been successful in this goal,” said Callender. “Bigger is not always better, and our aim is to highlight schools that offer exceptional value and quality, and increase the choices available to our readers when faced with the difficult decision of where to study their M.B.A.”

The International Graduate Forum has been designed to give high-potential managers a 360 degree view of the world’s leading business schools. Research data on the world’s top MBA programs is distributed online and in print via CEO Magazine, the International Graduate Forum’s flagship publication.

Schools are assessed based upon certain knowledge and performance indicators, which act as continued on page 28
Five Ways to Use Your Brain to Build a Better Business

By Michael Vaughan

Business owners and managers today face a myriad of challenges—a tight market with strong competition, workforce issues, slimming margins and the need to keep pace with technological advancements to name a few. Add to these a rapidly changing environment and a barrage of noise generated from the Internet, smartphones, television, and other media.

How do owners and managers stay in step with daily competing priorities and deadlines, filter out the noise, and keep their businesses on the fast track to productivity and profitability? The answers can be found in neural leadership.

Neural leadership is part of brain science, which studies how the brain works and how business leaders can leverage brain function in themselves and their teams to create a more robust work environment.

It’s an exciting time for brain science. New insights and discoveries about brain function are being made every week, and the focus on neural leadership is forging the way. As Dr. David Rock, editor of the NeuroLeadership Journal, points out, increasing understanding of how the brain works can help align work practices with the brain’s affinity to create a more productive and successful workplace.

How business owners and managers better use their brains to understand what employees need psychologically in order to excel and perform? Adopting these five neural leadership practices can help them work better with their teams to solve problems and make more-informed strategic decisions:

1. Foster fairness.
   Neuroscientists have discovered that when people feel they have been treated unfairly, activity is stimulated in the amygdala, the part of the brain that performs a primary role in processing memory and emotional reactions. In short, memories of being treated unfairly run deep, so it is better to err on the side of being fair than right. Understanding this innate need is helpful in creating relationships that focus on respect, acceptance, and equality. Maintain a fair environment, and synergy will likely be created among workers, who will unite to evaluate and find viable solutions to difficult problems.

2. Take a social approach.
   The human brain is a predominantly social organ that needs some level of socially driven interactions and goals. Most workplace cultures, however, focus on optimizing results instead of improving social interactions. The unintended consequence of focusing on results instead of people is that, over time, even top performers will feel devalued, less secure, or maybe even unfairly treated. This means that it’s important to inspire teams to be collaborative in their approach to getting the job done. Collaborative teams are productive teams, and over time, they will demonstrate enduring engagement and improved results.

3. Add sufficient sleep to the toolbox.
   If inventor Thomas Edison had slept more, he may have made fewer mistakes. Edison and many prominent thinkers in history have encouraged work over sleep. However, the brain needs sleep. Debates about why this is true are rampant among neuroscientists, but many good reasons come to light. During sleep, it is believed that the brain consolidates memories, makes new connections, conserves energy, and unconscious-ly chips away at problems. Getting enough rest also affects safety and the number of mistakes made. The best way to tell if a person is getting enough sleep is if he wakes up rested without the need for an alarm. During the workday, encourage workers to take a break, go for a walk, or enjoy lunch without checking phone messages or working—all in the interest of reenergizing and recharging their brains. Step away from the caffeine and be sure to get 40 winks, as well. Finally, recognize teams for a job well done. Their brains will release dopamine, which is a natural energy booster.

4. Pay attention to one task at a time.
   During the workday, encourage workers to stop multitasking and focus on one item at a time to avoid the inability to fully process each discrete task.

5. Stop predicting. People are wired to predict.
   That is, when in any situation, they automatically try to make sense of it by predicting what will happen next. The danger in creating predictions is that most are inaccurate or incomplete. With experience, the ability to make predictions will improve. However, holding on to a prediction may stop a person from seeking new perspectives that can help set a better strategy or make a better decision. To break the prediction cycle, teach workers how to rec-ognize when they are jumping to conclusions and encourage them to suspend judgment long enough to entertain alternative solutions.

For more information, contact Michael at mvaughan@reg-iscompany.com or follow his blog at www.thethinkingeffect.com.

PET FOODS COMPANY LEASES 109K-SQUARE-FOOT ONTARIO FACILITY

Hager Pacific Properties has inked a long-term lease with a major pet foods company that will occupy a 108.7k-square-foot manufacturing and distribution building near Ontario International Airport. We’re told that the 15-year lease has a total value of around $5.8 million, which divides out to around $0.30/sf/mo. The facility is located on a five-acre site at 2400 E. Francis Street, at the intersection with S. Archibald and adjacent to Ontario International Airport. The building continued on page 24

Real Estate... continued from pg. 8

The property sellers were Sapna and Sharad Khandwala of Alps Group of Hotels, who currently own and operate five hotels. Alps Group of Hotels is also an SBA 504 client of TMC Financing. Under the Khandwala’s management, the hotel’s occupancy rate and profitability increased significantly, proving their 15 years of hotel ownership experience successful.

Hager Pacific Properties has inked a long-term lease with a major pet foods company that will occupy a 108.7k-square-foot manufacturing and distribution building near Ontario International Airport. We’re told that the 15-year lease has a total value of around $5.8 million, which divides out to around $0.30/sf/mo. The facility is located on a five-acre site at 2400 E. Francis Street, at the intersection with S. Archibald and adjacent to Ontario International Airport. The building continued on page 24
TIME MANAGEMENT

Want to Change Your Life? First, Change Your Day: How to Break the Work Patterns That Stress You Out...and Get You Nowhere and 13 Tips for Thriving in a To-Do List-Dominated World

If you’re tired of being stressed out and overworked, Andy Core has some advice that will help you take back your to-do list and become the CEO of your life. He offers a few tips on how to stop struggling and start thriving.

As hard as I work every day, shouldn’t I have “arrived” by now? It’s a question that nags at you as you slog through each day, bound to the tyranny of your to-do list, one eye constantly on the clock. It seems all you do is work, but you have only mediocre results to show for it. Once, you had big goals and the confidence to achieve them, but now all you feel is tired, stressed, and overburdened. It seems the dreams you once had—of leading your department, being the top salesperson, joining the C-suite—have disappeared into the quicksand that has become your daily life.

If this scenario describes you, Andy Core says you’re not a loser. Like so many others, you’re an unwitting victim of today’s demanding work culture, not to mention bad habits that are sabotaging your best efforts.

“As you go through life, you develop habits and routines that you think will help you succeed,” says Core, author of the new book, “Change Your Day, Not Your Life: A Realistic Guide to Sustained Motivation, More Productivity, and the Art of Working Well.” “Problem is, many of those patterns probably don’t work for you personally. What’s productive for your coworker may not work well for you, for example. Or a strategy that was effective five years ago may no longer work.”

Even your instincts can lead you astray, he says. But you can change habits and patterns that don’t serve you. You can refocus your attention, redirect your thoughts, and generate greater motivation, energy, optimism, and creativity, as well as more rewarding relationships. A credentialed, award-winning thought leader on increasing employee engagement, Core is the perfect coach to help you become what he calls a “Thrver”: someone who works hard, meets or exceeds expectations, and enjoys high levels of personal and professional success, accompanied by (and this is the best part) lower stress levels. His book gives readers the tools to create precisely that type of life. It also includes a curriculum to help companies reengage employees, improve communication, retain talent, and boost innovation—all of which catapult overall profitability.

“To start reclaiming the goals that once inspired and excited you, you’ll have to change the way you approach your day,” says Core. “Instead of a worker whose actions are dictated by supervisors and to-do lists, you’ll need to begin acting like the CEO of your own life.”

Read on for a few CEO-worthy tactics that will help you start thriving immediately:

Figure out what’s doable in a day.

In “Change Your Day,” Core writes about a woman named Janet. She came to him hoping that he could help her find some semblance of balance. She was overworked, overstressed, and overweight. She had no time to exercise or to spend with friends and family. She was constantly on the go and fueled by caffeine, with no chance to recuperate between projects. Not surprisingly, Janet wanted to change her life.

“Initially, Janet was disappointed when I told her that changing her life was just too hard,” Core recalls. “But I explained that turning your whole life around is too big a goal. You can’t sustain that many major changes at once. Instead, I told Janet, I simply wanted her to change her day. I wanted her to reengineer her routine a little bit at a time, one day at a time, cutting out a small stressor here, and adding in a more productive habit there. Our whole strategy was to make small, doable changes that would, over time, create an unstoppable momentum.”

“You must do the same,” Core adds. “You must set realistic boundaries. You must create goals that can be accomplished in the space of a day. Remember, nearly all problems, challenges, and needs are best faced if they are brought down to the scale of what can be done right now by taking on one small piece of a difficult situation.”

Get big things done before 9:00 a.m. (instead of snoozing, procrastinating, and lurking at the water cooler).

Ever notice how your morning sets the tone for your whole day? As Sir Isaac Newton famously said, “Objects in motion tend to stay in motion.” So if an object (you) gets a groggy, frustrating start, you’ll probably feel sluggish and behind the eight-ball all day long. However, if you start your day with positive and productive ideas, actions, thoughts, and feelings, you’re likely to gain momentum throughout the day. “Here’s an example of what I’m talking about,” Core recounts. “I know a top salesman named Barry whose daily pattern involves getting up early, exercising, eating breakfast, spending time with family, and accomplishing several meetings or other work activities before 9:00 a.m. By the time his colleagues are settling into the starting blocks, Barry has already blown through several important tasks on his to-do list, and he’s geared to continue that pace for the next several hours.”

“The point here isn’t how early Barry’s alarm rings—it’s that he makes the most of the first several hours of his day instead of snoozing and procrastinating, as so many of us do,” Core notes. “The truth is this: What you do first matters.”

DO first, then KNOW (not the other way around).

Most people believe that the knowledge that something is important should make you want to do it. But in reality, that’s not the case. So, why don’t we do what we know we should do? If we know spending less time on Facebook will make us more productive, why won’t we just commit to spending an hour less on the site each day? If we know sitting aside 30 minutes to walk or jog each day will make us healthier, why aren’t we jumping up off the couch right now?

“Study after study shows that knowledge alone usually isn’t enough to impact our continued on page 16...
MANAGEMENT

Constructive Confrontation in the Workplace: Three Things to Keep in Mind

By Tomás Garza

To successfully navigate workplace conflict, managers must be able to confront team members in a positive, productive manner. Whatever the situation, whether two people are actively quarreling, or whether one person’s behavior is impacting the entire work culture, a manager must be able to step in, take charge and do so in a way that does not contribute to the drama. How, then, do you constructively confront team members? How do you both get your point across and preserve team chemistry?

For any manager, these conversations can be crucial. Ongoing conflict and drama can, of course, have a ripple effect on everyone, and the last thing any organization needs is a dip in morale. Assuming this is not a situation that calls for firing, there is a great deal a manager can do to help resolve the problem, be firm and preserve group harmony.

In having these conversations, here are three things to keep in mind:

1. Use non-accusatory language.

   For many of us, it is tempting to place blame and pin an entire problem directly on someone else. After all, aren’t they the ones causing the disturbance in the first place? A constructive solution, despite our first impressions, involves shelving the urge to blame and taking a step back.

   How you phrase things here makes all the difference. You can make the conversation productive by focusing the language on you. For example, you can say, “I notice you missed the last two staff meetings,” or “The other day I overheard your comments about the director.” The alternative would look like this: “You missed the last two staff meetings,” or “You made those comments about the director.” One statement talks about your observations, what you saw, noticed, or heard. The other puts everything squarely on them.

   This may seem subtle, just a matter of semantics, but in constructive confrontation your word choice matters. When you talk about your observations, people naturally feel less defensive. When people do not have their guard up, you will be able to get more accomplished.

2. Be clear.

   As a manager attempting to put a stop to harmful behavior, you must be clear in this conversation. Your group cannot afford any mixed messages. Therefore, be as clear as you can about the following:

   • What you heard or saw. Make sure there are no ambiguities here. If you didn’t experience any of the events first-hand, be sure you have gathered sufficient information. The person you are talking to needs to know exactly what it is they are doing that damages your group chemistry.

   • How this impacts the group. Be very clear on this. Often, people do not intend any sabotage, but their behavior may, nonetheless, have a detrimental impact. It is perfectly fine to be direct about this impact; often the person really needs to hear it.

   • Your expectations. If you don’t clearly state your expectations for future behavior, this conversation will be a waste of your time. Unclear expectations create needless confusion and can lead to future problems. As a manager, you must say what you expect. Luckily, this can be done in a non-accusatory manner that strengthens the group rather than pulls it apart.

3. Listen.

   A conversation—even one you must have with an employee about their behavior—is just that, a conversation. This means it involves two people. Though you will need to come into the dialogue with an agenda and get your point across, the process will be infinitely more productive if you give the other person a chance to speak and, more importantly, to be heard. This means you must take the opportunity to listen.

   When the other person speaks and feels you have heard them, their tension level goes down. Defensive posturing that might otherwise stand in your way will disappear. The person may even feel grateful for your hearing them out, and appreciate this. It can be crucial to maintaining group harmony. Provided you take the opportunity to clearly state your expectations, there is absolutely nothing to lose in taking a moment and listening.

   Also, if you listen attentive enough, the other person may offer suggestions or solutions you hadn’t considered. You will never know unless they get an opportunity to speak, too.

   Consider these three suggestions the next time you have to confront somebody in the workplace. In most situations, you can preserve group harmony, show respect and appreciation for the other person, and be sure you have clearly stated your expectations. It is indeed possible to become a pro at constructive confrontation. Do it, and your organization will benefit.

For more information, please visit www.garzainitiative.com, email him at tomas@garzainitiative.com, or call 541-230-4477.

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### Meeting Facilities

**Ranked By Total Square Feet of Meeting Facilities**

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<tr>
<td>Fairplex 1</td>
<td>1101 W. McKinley Ave. Promenade, CA 91768</td>
<td>247,000</td>
<td>7,000</td>
<td>N/A</td>
<td>On Site Catering, On-Site Sheraton Hotel, New Restrooms, Ample Parking</td>
<td>Melissa DeMarco-Tapia (909) 623-3111/3685-3612 <a href="mailto:demarco@fairplex.com">demarco@fairplex.com</a></td>
</tr>
<tr>
<td>Palm Springs Convention Center 2</td>
<td>277 N. Avenida Caballeros Palm Springs, CA 92262</td>
<td>245,000</td>
<td>8,000</td>
<td>N/A</td>
<td>Facility Fees Vary By Size Of Space Requested 20,000 sq. ft. Ballroom on-site</td>
<td>James Canfield (760) 325-6611/778-4102 <a href="mailto:jamesfield@palmspringscc.com">jamesfield@palmspringscc.com</a></td>
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<tr>
<td>Ontario Convention Center 3</td>
<td>2001 Convention Center Way Ontario, CA 91764</td>
<td>225,000</td>
<td>6,660</td>
<td>N/A</td>
<td>Business Service, Concierge, Audio Visual Services</td>
<td>Michael Krouse, President/CEO (951) 658-3000/3085-3000 <a href="mailto:altos@ontariocvb.org">altos@ontariocvb.org</a></td>
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<tr>
<td>JW Marriott Desert Springs Resort 4</td>
<td>74055 Country Club Drive Palm Desert, CA 92260</td>
<td>210,000</td>
<td>3,050</td>
<td>884</td>
<td>$179-379 G, P, R, T, S, L</td>
<td>Emily Bird (760) 341-2211/341-1872 <a href="mailto:emily.bird@marriott.com">emily.bird@marriott.com</a></td>
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<tr>
<td>NOS Events Center 5</td>
<td>689 S. &quot;E&quot; St. San Bernardino, CA 92408</td>
<td>130,000</td>
<td>4,450</td>
<td>N/A</td>
<td>Satellite Tele-Theater, Computerized, Drop Down Screens, Wireless Internet Capabilities</td>
<td>Derrick Vasquez (760) 891-1151/891-1152 <a href="mailto:dvasquez@nosevents.com">dvasquez@nosevents.com</a></td>
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<tr>
<td>Ontario Convention and Visitors Bureau</td>
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<td>270,000</td>
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<td>N/A</td>
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<td>Customer Relations Director: Dolores Sizer (909) 937-3000 • Fax (909) 937-3080</td>
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<td>Greater Ontario Convention and Visitors Bureau</td>
<td>Ontario, CA 91764</td>
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<td>9,115</td>
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<td>President &amp; CEO: Michael K. Krouse <a href="mailto:mkrouse@ontariocvb.com">mkrouse@ontariocvb.com</a></td>
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<tr>
<td>Palm Springs Visitor Information &amp; Convention Center</td>
<td>2901 N. Palm Canyon Dr. Palm Springs, CA 92262</td>
<td>270,000</td>
<td>325-6061</td>
<td>N/A</td>
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<tr>
<td>Temecula Temecula Valley Convention and Visitors Center</td>
<td>28690 Mercedes St., Ste. A Temecula, CA 92590</td>
<td>28690</td>
<td>491-6085 • Fax (951) 491-6089</td>
<td>N/A</td>
<td>N/A</td>
<td>President &amp; CEO: Kimberly Adams <a href="mailto:kimberly@temeculacity.com">kimberly@temeculacity.com</a></td>
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<td>Idyllwild Idyllwild Convention Bureau</td>
<td>54325 North Cir., Ste. 103 Idyllwild, CA 92549</td>
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<td>Customer Relations Director: Dolores Sizer <a href="http://www.idyllwildchamber.com">www.idyllwildchamber.com</a></td>
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### Visitors and Convention Bureaus

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- (909) 937-3000 • Fax (909) 937-3080
- President & CEO: Michael K. Krouse mkrouse@ontariocvb.com

**Greater Ontario Convention and Visitors Bureau**
- 2000 Convention Center Way Ontario, CA 91764
- (909) 891-1151
- President & CEO: Michael K. Krouse mkrouse@ontariocvb.org

**Palm Springs Visitor Information & Convention Center**
- 2901 N. Palm Canyon Dr. Palm Springs, CA 92262
- (760) 325-6611
- Manager: Rick Fraley rfraley@palmspringscc.com

**Temecula Temecula Valley Convention and Visitors Center**
- 28690 Mercedes St., Ste. A Temecula, CA 92590
- (951) 491-6085 • Fax (951) 491-6089
- President & CEO: Kimberly Adams kimberly@temeculacity.com

**Idyllwild Idyllwild Convention Bureau**
- 54325 North Cir., Ste. 103 Idyllwild, CA 92549
- (951) 659-3359
- Customer Relations Director: Dolores Sizer www.idyllwildchamber.com

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Protecting Your...

continued from pg. 6

"Ignoring someone else’s bad behavior is just as bad as committing the act yourself. When people see you ignoring these problems, especially when you’re in a position to do something about them, they think you’re approving the bad behavior. They assume you’re the same kind of person as the manager yelling at his employees. Don’t be guilty by association. Speak up and show that you value fairness and respect.”

Communicating in an immature manner. Gossiping at the water cooler. Sniping at your spouse’s expense. Giving a friend the silent treatment without explaining why. Making faces behind the boss’s back. The secretive nature of such communications is what makes them immature—after all, adults confront problems head-on—and indulging in it really eats away at your accountability.

“Always strive to be honest and up-front,” advises Miller. “At best, immature communication fails to produce useful results. And much more often, it causes others’ opinion of your character to drop.”

Failing to take—or give—feedback. When you can’t or won’t take feedback, you communicate to others that you aren’t interested in improving your performance. That’s pretty obvious. But there are also accountability implications associated with being unwilling to give feedback—it shows that you’re concerned with only your piece of the puzzle instead of the big picture. “If you sit back and hope that someone else talks to the team member who’s bringing the whole project down, for instance, you’ve forfeited your right to complain when the finished product fails to meet expectations,” says Bedford.

“The same thing goes for complaining about a decision after failing to offer your thoughts and insights while it was being made.”

Expecting an “A” for effort. Accountability isn’t about following orders. It’s about meeting expectations. If you ever find yourself using the “I did what you said!” excuse, know that you’re killing your accountability. “Expecting to be praised for doing what you were told to do even though the end result completely misses the mark won’t win you many friends in your professional or personal life,” says Miller. “You have the responsibility to speak up when you know or suspect that something isn’t right or won’t end up meeting expectations.”

Forcing others to remind you to act. A colleague sends you several emails prompting you for the feedback you promised. Your spouse is constantly asking when you’ll fix the leaky faucet you said you’d take care of. A friend sheepishly reminds you that you owe her a favor. A friend sheepishly reminds you that you owe her money for several meals she covered. Every other day, your boss has to tell you to act as though serving customers is a privilege, not a chore. “Whenever you force someone else to remind you of an obligation you’re fully aware of, you’re springing a leak in your accountability,” Bedford explains.

Being a victim instead of a solution finder. Sometimes, the bad things that happen to you really aren’t your fault. You couldn’t have foreseen the fact that last night’s storm would cause a tree limb to fall on your car. You didn’t cause the economy to wreak havoc on your retirement account. And you certainly didn’t intend to catch that nasty flu. But guess what? The way you choose to handle these situations can still add to or detract from your accountability.

“If you didn’t grumble, gripe, and complain sometimes, you wouldn’t be human,” admits Miller. “But after you’ve vented your feelings, do what you can to find a solution and move forward. You can either be known as a problem tackler or a problem wallower—the choice is yours. I recommend choosing the former, which shows resilience and maturity. Let others see that you’re willing to take responsibility, even when a problem wasn’t your fault.”

Having a ‘me-first’ attitude. During a night out, Bob zips into the last parking space at a crowded restaurant, conveniently ‘not noticing’ that another driver had been waiting on it. After the meal, he sees that he was undercharged, but decides to simply consider the tip as a problem tackler or a problem wallower—the choice is yours. I recommend choosing the former, which shows resilience and maturity. Let others see that you’re willing to take responsibility, even when a problem wasn’t your fault.”

For more information, please visit www.millerbedford.com.
Want to Change...

continued from pg. 11

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In order to maximize each day, you need to own up to your junk hours. “Junk hours” are a little like junk food: While they provide short-term pleasure, they contribute to long-term imbalance and exhaustion. For instance, junk hours might include chasing rabbit trails on the Internet, shooting the breeze with colleagues at the water cooler, checking email in order to avoid doing other work, or even attending an unnecessary meeting.

“In order to maximize each day, you need to own up to your junk hours,” Core instructs. “You need to identify when you’re going through the motions of work, versus when real work is being done. Don’t be ashamed that your junk hours exist, because everybody needs to take breaks and shift gears. Your task now is to exchange your low-value ‘junk’ activities for ones that build greater health and value into your weekday.

“For instance, I know one woman who, instead of taking an endless string of coffee breaks, sets aside 20 minutes each afternoon to knit. I know another man who decided to spend his lunch hours either cooking or going to the gym, instead of trying to squeeze in more work around bites of a burger. In both instances, these scheduled breaks increased my friends’ energy levels and sense of well-being. They felt less of a need to take low-value breaks and began to experience more productivity.”

Instead of adding to your to-do list, build a new pattern.

Maybe you’re thinking, Sure, I’d like to change my day, but the thought of adding a boatload of items to my already out-of-control to-do list makes me want to crawl back into bed. I can’t handle any more tasks and responsibilities! If that sounds familiar, take a deep breath. The changes that build momentum are rooted in decisions, not additional tasks.

“To build a productive new pattern into your life, you usually won’t have to add new tasks to your day,” Core confirms. “Instead, you’ll simply do what you are already doing, or want to do, in a way that becomes habitual. For instance, if you want to wake up an hour earlier so that you can jump-start the day, you simply have to change the time your alarm rings and the time you go to bed. If you want to be more productive at work, you might have to replace aimless procrastination with scheduled breaks. In both cases, you’re changing once-tedious tasks into automatic, ‘I don’t have to think about it’ behaviors.”

Start with one thing. Then add another. Then another.

Losing weight is one of the most commonly made New Year’s resolutions. It’s also one of the most commonly abandoned. Core says that’s because people think of losing weight as a singular change. It’s not. To lose weight, a person will need to eat healthier, eat smaller quantities, and become more physically active. That’s three changes. And each of those sub-changes has many smaller components; for instance, eating healthier might involve drinking more water and less soda, eating more fruits and veggies, reducing refined sugars, etc. That’s a lot of changes to keep track of!

“The point is, don’t take on more than you can handle,” Core says. “Break each goal down to its smallest components, then pick one of them to tackle. Pursue this change until it becomes a habit, then move on to the next one. Start with one thing and don’t add another until you’re ready. Positive motion creates positive emotion.”

Make a big-box checklist.

It’s a given that you have a to-do list. Maybe it’s on paper, on your smartphone, or just in your head... but you have one. It’s also highly likely that your list isn’t as useful as it could be. Too often, you get stuck doing the urgent instead of the important. Core has a solution: Make an actual, on-paper checklist each afternoon for the following day or each morning. Put a box by each task—the more important that task is for you to complete that day, the bigger its box should be.

“If I focus first on my big-box tasks,” Core explains. “At the end of the day, if most of them have checkmarks, it’s generally been a good day! Yes, prioritizing my daily list by the size of the boxes on it may sound simplistic, but it has made me feel much more accomplished and satisfied with my day. It also has helped me relax in the evenings because it is easier to remember the big boxes I’ve checked off, thereby making it easier to leave work at work. I’m no longer distracted by each shiny ball that rolls by—I’m able to ignore them and train my focus on what’s really important.”

Think about it so you don’t have to think about it.

We all have those tasks and obligations that eat up a lot of our time, that we find difficult and frustrating, or both. For instance, when you come home at the end of each day, maybe you find yourself standing in the middle of your kitchen with no clue what to cook for dinner. Core recalls that as a hunt-and-peck typist, he was once slowed down and aggravated by the need to produce papers and reports.

“Figure out where these areas are for you and commit to learning a new pattern,” he urges. “For me, that meant buying a book and relearning how to type using a two-hand method. In the cooking example above, that might mean getting into the habit of planning meals and shopping for their ingredients each weekend. Yes, learning new patterns can initially be tedious and laborious. But once they’ve taken hold—often in three weeks or less—they’ll speed up your performance, streamline your effort, and lower your stress. By putting in some thought about ‘problem areas’ now, you’ll save yourself from having to think about them later. Eventually, this method changes once-tedious tasks into automatic, ‘I don’t have to think about it’ behaviors.”

Infuse meaning into your work.

First, let’s get one thing straight: Doing meaningful work does not mean that you will “love” every second of it. “Meaning” can simply be a recognition of what you enjoy about your work. With that understanding, though, you’ll be more motivated, productive, and satisfied. Core recommends completing the following exercise:

• Focus on what gives you the greatest joy and meaning at work—be able to define it.
• Reflect on how you are making a difference at work and through your work—be able to give examples.
• Reflect on the meaning of your work as it relates to your core values.
• And then...seek to increase what you enjoy!

“You’ll come to find that the ‘administrivia,’ the mundane and routine chores required of you, and...
### Meeting Facilities

<table>
<thead>
<tr>
<th>Facility Address</th>
<th>City/State/Zip</th>
<th>Meeting Rooms:</th>
<th>Largest Meeting:</th>
<th>Year Built:</th>
<th># of Rooms</th>
<th>Room Rate Range:</th>
<th>Amenities</th>
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<td>15</td>
<td>7,000</td>
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<td>285</td>
<td>$99-249</td>
<td>CR,F,FP,G,GS,</td>
<td>Doug Sears</td>
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<td>Rancho Las Palmas Resort &amp; Spa</td>
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<td>14</td>
<td>12,571</td>
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<td>410</td>
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<td>RP,FP,GS,R,T,F,</td>
<td>Margaret Purnell</td>
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<tr>
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<td>33</td>
<td>17,000</td>
<td>1926</td>
<td>1,607</td>
<td>$175-415</td>
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<td>Ontario Airport Hotel</td>
<td>1200 E. Holt Blvd.</td>
<td>21</td>
<td>5,900</td>
<td>1986</td>
<td>299</td>
<td>$99-350</td>
<td>3 Restaurants, Full Service Health</td>
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Small Business... continued from pg. 5

While room rates are the most challenging to negotiate, there are ways to ensure a more favorable outcome. An effective way to guard against today’s escalating rates is to negotiate a multi-year contract whenever possible. While it’s easiest to do this for meetings that return to the same destination or hotel year after year, it’s also possible to work out multi-year deals at different properties within the same hotel company.

You can save a lot of money with a three-year contract that locks in the same rate each year—if the rate shoots up, you’re protected. Hotels like to have business on the books, so they are often willing to agree to this. Getting a decent room rate is especially crucial for an association planner such as Jill Leimbach, director of meetings for the National Association of Credit Management, whose attendees are often paying out of their own pockets. For her, one of the most important issues to address during negotiation are the resort fees that can make an otherwise affordable room rate soar out of reach.

“The resort fee frequently stands in the way for us, so I either try to get the fee eliminated or the room rate lowered,” she says. “You also have to get it in writing that you are exempt from any resort fees that the hotel may start charging after the contract is signed. With more hotels adding fees these days, you should get this grandfathered in.”

Food and Beverage

After room rate, food and beverage is usually the second most costly aspect of a meeting. Negotiating a realistic food and beverage minimum with the hotel—the amount the group agrees to pay in order to qualify for free meeting space and other concessions—is easier to achieve if it can be based on prior history, according to Leimbach.

“It depends on the food and beverage guarantee helps you in that your business looks sweeter to the hotel. It gives them an idea of what they will make overall.” When negotiating a minimum, Leimbach reviews current menus and not only seeks to lock in menu items that will make them money but also on top of it. Planners who take a close look at service charges in terms of the overall value they’re bringing to the hotel may have some success with negotiation.”

— Meetings Focus

Room Rates

While room rates are the most costly aspect of a meeting, negotiating a realistic food and beverage minimum with the hotel—the amount the group agrees to pay in order to qualify for free meeting space and other concessions—is easier to achieve if it can be based on prior history, according to Leimbach.

“Unless you have dramatically changed your program, the amount you spend on food and beverage tends to be consistent from year to year,” she says. “The food and beverage guarantee helps you in that your business looks sweeter to the hotel. It gives them an idea of what they will make overall.” When negotiating a minimum, Leimbach reviews current menus and not only seeks to lock in menu pricing for the meeting, but asks for a discount, perhaps of 20 percent. In negotiating the food and beverage minimum, Van Every recommends consulting with the hotel chef.

“The profit margins on food and beverage are slim for the hotel, but if you work with the chef, you can sometimes save money off the standard menu choices,” she says. “The chef knows what dishes cost less. If there’s another group meeting in-house, you can sometimes save money by agreeing to the same menu for two groups rather than a different one for each.”

Attrition

Attrition—financial damages owed to the hotel when the room block is not fulfilled—another challenging but critical area of negotiation. In most standard agreements, the group agrees to pick up 80 percent of the room block before facing attrition penalties, according to both Miekiewicz and Leimbach. Along with negotiating for a lower percentage, they also say the damages should be based not on the room rate but on the profit made by the hotel. “And there should also be a mitigated damage clause to assure any resold rooms are credited to the group,” Miekiewicz says.

Technology

Internet access in the meeting rooms, a cost with potential to “blow your meeting budget,” is another important element to negotiate, according to Norman. “There is no pricing standardization across the industry, and rates can be very high,” she says. “So it’s extremely important to understand the specific needs of the group to ensure that you’ll only be paying for what you need. Reviewing Internet usage reports from previous meetings to determine bandwidth and device needs can be very helpful.”

When it comes to audiovisual, Van Every recommends asking the hotel to waive any penalties for groups using their own equipment or contracting with an outside audiovisual company.

Meeting Space

While hotels often provide free function space to groups when they meet a food and beverage minimum, there are ways to negotiate lower costs when this does not apply. For starters, never agree to pay rental for a room that is being used for meal service. Van Every says. “You are already paying for the food and beverage, so why should you be paying to rent the room?” she says. “You can also save by agreeing to have lunch in the same room you are meeting in—do a working lunch.”

LEAVING NO STONE UNTURNED

Here are some meeting elements and possible pitfalls that, according to the experts, often get overlooked at the bargaining table. Addressing them during negotiation can add up to big savings and, in some instances, protect the meeting from disruption and inconvenience.

Parking

Find out if the hotel owns its own parking facility. If it does, parking is likely to be a negotiable item, according to Tricia Van Every of Premier Event Resources. Even if it doesn’t, ask for a discount on valet parking charges, she advises.

Coffee

Coffee is an expensive item that is part of every meal and break, so it’s well worth negotiating the cost per gallon, advises Jill Leimbach of the National Association of Credit Management. To cut down on volume, she also asks for coffee cups that are smaller than the 12-ounce size that many hotels prefer to provide.

Rebate

Ask if the hotel will give a rebate off the master bill, Van Every advises. “For instance, Starwood offers some clients a 5 percent rebate off the master bill, so it may be possible,” she says.

Renovation

If the hotel is undergoing or planning to undergo a renovation, put a clause in the contract that addresses the possibility of noise from the work disrupting the meeting. “This came in handy during a meeting where renovation work that was supposed to have been completed was still going on, Van Every says. “So it was not the nice quiet meeting I envisioned. I worked with the hotel to compensate us for this.”

Service Charges

“Services charges are completely negotiable,” says Leslye Norman of CWT Meetings & Events. “I’m not talking about the amount of tax that is set by law, but the service charge that often lies on top of it. Planners who take a close look at service charges in terms of the overall value they’re bringing to the hotel may have some success with negotiation.”
Mike Morrell... continued from pg. 1

through Mike’s commitment to pub-
lic service,” Senate GOP Leader Bob
Huff said in a statement. The 23rd
Senate Districts large parts of Riverside and San Bernardino counties
and a sliver of Los Angeles County’s eastern edge. Since 2010, Morrell
has represented an Assembly district that wrapped from Rancho
Cucamonga to Redlands. Emmerson easily won re-election to the
redrawn 23rd Senate District in November 2012. He resigned Dec. 1,
2013 and shortly later became a senior vice president for the California
Hospital Association. Morrell barely won re-election in 2012 in the
redrawn 40th Assembly District and faced a tough re-election in
November. There will not be a special election to fill Morrell’s vacan-
cy after he resigns the Assembly because the vacancy will come after
the candidate filing date in the final year of Morrell’s two-year term.
Ontario Convention Center Excels in Beauty and Versatility

The Ontario Convention Center is not only one of the Inland Empire’s most beautiful meeting venues, it’s also one of the most versatile.

Contemporary in design, with breathtaking views of the San Gabriel Mountains, the Ontario Convention Center provides an open and elegant setting for any event. With more than 225,000 square feet of meeting space available – including a 70,000 square foot, column-free exhibit area, multiple ballrooms and meeting rooms – the center has the ability to host everything from national conventions to intimate board meetings, spectacular sit-down galas to personalized dinners with the chef. A full range of technology services, including Wi-Fi, Internet, DS3 and video-conferencing capabilities, accommodates any meeting or exhibition need.

The Ontario Convention Center boasts an award-winning staff, recognized in the industry for providing superior service: going above and beyond to ensure the success of events held at the center. Successful Meetings Magazine awarded the Greater Ontario Convention and Visitors Bureau with its prized Pinnacle Award in 2013, a recognition conferred by a vote of meeting industry professionals and based on candidates providing superior service to their clients.

“You and your entire staff have earned this award for going above and beyond to impress the demanding clientele of meeting owners and event and incentive planners with an unwavering commitment to hospitality and service,” Successful Meetings Magazine Publisher John L. DeCesare wrote in announcing the award. “Your continued efforts have been noticed and appreciated.”

Parking and convenience are other amenities that distinguish Ontario Convention Center from other Inland Empire meeting venues. Ample parking, including 1,336 designated spaces and overflow parking at various locations, means meeting attendees never have to walk far to get to their event. A full range of more than 60 name-brand hotels offers over 6,200 rooms, more than half of which are within walking distance of the Convention Center and less than a mile from Ontario International Airport.

The Ontario Convention Center catering staff prides itself on creating a one-of-a-kind experience for any event, whether it’s a sit-down banquet for a gala affair, elegant hors d’oeuvres, specialty buffets or even hot dogs and sodas, the center works with clients to create cherished memories that endure. Its signature and custom-made menus feature an eclectic range of international, regional and heart-healthy fare, which is prepared with the freshest ingredients, premium meats and seafood, and produce continued on page 31
Thrivent Financial Announces Impact in the Inland Empire

Thrivent Financial announced that its 2013 financial results led to a fifth consecutive year of growth for the not-for-profit membership organization. The organization continued to increase its financial strength as assets under management, revenue and surplus all continued to climb in 2013. Thrivent’s outreach funding also continued to grow, as Thrivent and its members contributed $182.7 million in direct support to charitable organizations, schools, congregations and communities across the country. Thrivent members volunteered more than 8.6 million volunteer hours in 2013.

Assets under management, total revenue, total surplus, and life insurance in force all rose as Thrivent experienced one of its best years of performance in its 112-year history. Assets under management grew to $90.4 billion, up 9.9 percent over 2012, while total revenue was up 2.4 percent, climbing to $8.5 billion from the previous year. Total surplus, a key indicator of overall financial strength and stability of a financial services organization, reached $6.9 billion, 12.7 percent higher than 2012, and now stands at an all-time high for the organization.

“We had yet another very strong year,” said Bill Cortus, CFP®, a Financial Consultant with Thrivent. “Our 2013 results not only demonstrate our ongoing strength and stability, but also the difference our members make in our local community as well as communities around the world.”

Community Impact

Thrivent, its members and its employees continue to have a positive impact in communities nationwide as a result of giving and volunteerism. In 2013, the organization and its members gave $182.7 million in direct support to charitable organizations, schools, congregations and individuals in need. The Thrivent Financial Foundation awarded nearly $18.1 million through its Lutheran community and corporate community programs. Thrivent members and others volunteered approximately 8.6 million hours in communities nationwide.

Thrivent Choice

The Thrivent Choice program continued to allow members to have a voice in the way some of Thrivent’s charitable outreach funds are distributed in communities around the world. Nationwide, $49 million in funding was distributed to more than 22,000 congregations and non-profit organizations through the program in 2013. By directing Choice Dollars, eligible benefit members recommended that Thrivent distribute grant funds

continued on page 31

William J. “Bill” Cortus
Located in the heart of Indian country, UC Riverside’s programs in Native American studies rise above others nationwide. UCR reaches out to Native communities, exposing the youth to university life and encouraging them to go to college. Indian perspectives are central to UCR research. Through scholarly work, UCR is helping Native communities write their histories on their own terms.
Night after night, Michelle Raheja watched cigarette smoke curl toward the ceiling as her mother turned the television dial to an episode of “The Lone Ranger” or a Western in which few Indians would fare well. As Raheja grew older, she found it increasingly difficult to reconcile what she knew about the victimization of Native Americans in film with the fascination for Hollywood Westerns she observed in her mother, a Seneca Indian.

Curiosity eventually led to extensive reading, archival research and the discovery that depictions of Native Americans in film were complicated. While some Native actors and directors perpetuated stereotypes, others worked to change them. For some, such as Raheja’s mother, even stereotypical portrayals could be viewed positively; American Indians were not invisible.

For scholars in Native American Studies at UC Riverside, Indian perspectives are central to research that challenges conventional wisdom and illuminates the richness of cultures previously characterized as primitive, or ignored altogether.

“What we do as faculty is to give a different dimensional lens to our students to see their communities in a different way and to challenge ideas of assimilation,” explained Raheja, an associate professor of English. “Whether it’s challenging stereotypes, gathering oral narratives or conducting archival research, faculty here are not afraid to go out on a limb with their ideas.”

Collaboration with Native communities also provides a more complete and nuanced understanding of Indian cultures and sets UC Riverside apart from other U.S. universities. There are many other points of pride: UCR’s Ph.D. in Native American history is one of only three such doctoral programs in the country. And the scholars of Native descent in UCR’s programs — a rarity in American academia — are “the rock stars of Indian Country,” according to an Indian Country Today journalist.

In the Heart of Indian Country
Located in the heart of Southern California Indian Country — a region that is home to 30 federally recognized tribes — UCR is built on Cahuilla ancestral land. Rupert Costo, a Cahuilla, and Jeannette Henry Costo, a Cherokee, were instrumental in persuading University of California regents to locate a campus in Riverside.

In 1986, the couple created the Costo Chair of American Indian Affairs, the first faculty chair in the nation endowed by American Indians. They also established UCR’s Costo Library of the American Indian and Costo Archives, and inspired the creation in 2000 of the California Center for Native Nations, which is dedicated to preserving the history, culture, language and sovereignty of California tribes.

In the past quarter-century, the university has launched programs and initiatives that support scholarship about Native American culture and history and address issues of concern to area tribes. The annual Medicine Ways Conference and UCR Pow Wow are even older.

“Indian Time,” a weekly radio program airing on KUCR-FM, talks about issues such as federal recognition of tribes and religious freedom. Robert Perez, a Lipan Apache and associate professor of Native American Studies, has hosted the show since 1994. The “Red Rhythms” conference in 2004 was the first major gathering in the U.S. to bring together dance scholars, Native Studies scholars and American Indian dancers, and introduced a decade of workshops, guest-artist residencies and performances by traditional and contemporary Native American dancers.

Especially significant are efforts through the Native American Education Program to encourage Native Families to prepare for a college education.

The biggest of these efforts is the successful Gathering of the Tribes Summer Residential Program, which began in 2005 through Native American Student Programs and is the longest-running program of its kind in Southern California.

The weeklong program brings 30 Native American high school students to the campus, where they live in a residence hall, attend various workshops on culture, skill development, empowerment and self-esteem, and learn how to apply for college admission and financial aid.

A majority of the summer program students come from Southern California, said Joshua Gonzales, director of Native American Student Programs, and more than 70 percent of them go on to college. Since the program began, enrollment of students at UCR who self-identify as Native American has grown by 129 percent to a total of 135 in fall 2013.

Preparing the next generation of Indian youth to assume leadership roles in their communities is critical, and a college degree makes a difference, noted Cliff Trafzer, who is of Wyandot descent and holds the Costo Chair in American Indian Affairs. “We need more Native children in college,” he said. “We need Native Americans as professional people in business, engineering, Native American history, law and medicine.”

Three of Sean Milanovich’s children have participated in the summer program, and two enrolled in Southern California universities as a result.

“My daughters would never have gone to college without this program,” said Milanovich, cultural specialist in the Tribal Historic Preservation Office of the Agua Caliente Band of Cahuilla Indians in the Palm Springs area. A UCR alumnus who is enrolled in the Ph.D. program in Native American history, he said the summer program is the first time many Native students are away from home. “It builds confidence that they can be away from home, that they’re smart enough to do this.”

Joshua Thunder Little, a freshman honors student who graduated from Palm Springs High School, said he always planned to attend college. He chose UCR because of its Native American Studies programs, an active Native American student community and proximity to home.

An Ogala Lakota, he wants to change popular misconceptions about Native Americans in ways that will help his community. “Not all Native Americans have casinos,” he said. “It’s important to make sure that our traditions don’t disappear and that we have a voice in society.”

Research From an Indian Perspective
“Native American history is a living history,” said Matthew Sakiestewa Gilbert, a Hopi who earned master’s and doctoral degrees from UCR. Now a professor of American Indian Studies and history at the University of Illinois, Urbana-Champaign, Gilbert says, “Over the years many scholars have conducted their work without involving Native people in the process. They have looked at Native people as subjects to be studied. When you put Native people at the center of their narratives, it honors those people

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As advisors, we often hear from business owners some variation of the following comments:

- I think it is time to back away from my business.
- I’d really like the freedom to do whatever I want, whenever I want.
- I’m tired of running this company, but if I sell, I’m unlikely to get the sale price I want in today’s merger and acquisition marketplace.

“If I could cash out, where could I invest and generate a reasonable rate of return?”

Don’t even think about suggesting that I put my money in the stock market!! Even if I were foolish enough to let you do so, I doubt you could match the return I get on investments in my own business.

Faced with limited prospects, owners often wonder if, rather than exiting, they can back away from their companies. They contemplate treating their companies as investments that they continue to own.

Many owners realize that today’s merger and acquisition market contains fewer cash buyers. Consequently, owners may be reluctant to offer their companies for sale. They may be convinced that there could be less risk in keeping their businesses—at least in the short term.

**Real Estate... continued from pg. 10**

features 4.7k square feet of office space, 23 south-facing, dock-high loading doors and three ground-level loading doors with 24-foot clearances. It also offers a large fenced yard that ensures security for truck trailers and for the building itself.

Colliers Senior Vice Presidents Mark Zorn and Tal Siglar represented the property owner in the deal. According to Zorn, “It has the right combination of manufacturing and distribution amenities to go along with its location for a mid-sized manufacturer and distributor like the new tenant occupying the space.” Built in 1987, the building has been upgraded over the years by Encino-based Hager Pacific to meet current structural and environmental requirements. In addition to its accessibility to the airport, the building also is directly accessible to Interstates 10 and 15 and to the Pomona Freeway (State Route 60), which allows it a direct route to the ports of Los Angeles and Long Beach, as well. Newmark Grubb Knight & Frank’s John Pomer represented the unnamed tenant in the transaction.

**SMALL BUSINESS HANDBOOK II  Stepping Away From the Store**

In addition to a scarcity of all-cash buyers, except for the top companies in the market, the merger and acquisition market is no longer supporting the valuation multiples of six or seven times EBITDA (Earnings Before Interest, Taxes, Depreciation and Amortization) achievable just a few years ago.

It may be difficult to dispute that the lack of cash buyers willing to pay fair value for successful companies, and poor investment opportunities may certainly be sound reasons for owners to choose to stay in their companies. The issue for many owners then is: how do I back away and let others run the business without transferring ownership and control?

One answer is to engage in Exit Planning as if you were going to exit your business. After all, someday you will exit—even if you are carried out on a shield. As a subscriber to this newsletter, you know that traditional Exit Planning can help to enable you to orchestrate a successful, permanent exit. Intermediate Exit Planning, however, can help to enable you to forge a path toward an exit without giving up ownership.

In order to create an intermediate Exit Plan, you should:

- Establish your (owner-based) on-going business objectives;
- Determine future cash flow needs for yourself and for your business; and
- Build a stronger business—defined as one capable of running without you.

Let’s look briefly at each component.

First, working with your Exit Planning Advisors, establish your timetable for backing away from your business. Communicate your wishes clearly. What does backing away mean to you in terms of time commitment, emotional involvement, financial guarantees, etc.

Second, you must determine the amount of income that you need the business to provide you. Ask members of your Advisory Team to help you make this determination.

Third, the characteristics of a stand-alone business (one that can run without you) may be the same characteristics third party cash buyers look for. A company that can be managed from a distance and that is able to pay adequate cash flow with little risk of nose-diving without its owner at the helm, may be a highly-attractive business. It can be valuable both to third parties and to the owner who wants to step away. To create that type of business, you should have in place critical Value Drivers. They are:

- Increased cash flow;
- Operating systems that improve sustainability of cash flows;
- Improved facility appearance;
- Debt reduction;
- Documented sustainable earnings;
- Growth strategy; and
- Strong management team.

When you work with your advisors to fashion your stand-alone business, pay particular attention to creating repeatable, sustainable internal systems and developing and properly motivating your management team. In order to run successfully without you, your company needs systems and management in place capable of replicating your leadership.

The most valuable businesses are those in which the owners are no longer valuable. Planning to step away using intermediate exit planning can create a more vibrant business. When your day of departure does eventually arrive, both you and your business will be prepared.

This article is provided by Royce Stutzman, president of Vicenti, Lloyd & Stutzman. He is located in Glendora and can be reached at (626) 857-7300 if you have questions or need additional exit planning information.

**TERRY W. THOMPSON NAMED AS COUNTY OF SAN BERNARDINO’S DIRECTOR OF REAL ESTATE SERVICES**

Terry W. Thompson has been tapped to serve as the County of San Bernardino’s Director of Real Estate Services, succeeding the retiring Dave Slaughter. The Board of Supervisors unanimously approved an employment contract with Thompson, who began with the county on March 10. Thompson will oversee 153 employees in architecture and engineering, facilities management and the real estate division with multiple budgets that aggregate to nearly $380 million. Currently, architecture and engineering is managing 275 projects throughout the coun-

continued on page 27
Real Influence: Persuade Without Pushing and Gain Without Giving In,
By Mark Goulston and John Ullman; AMACOM, New York, New York; 2013; 258 pages; $24.95.

There are dozens of business books that address issues of leadership, motivation, and influencing others. From selling to team building, the number of authors on these subjects stretch back nearly a 100 years. Co-authors Mark Goulston, M.D., a business psychiatrist, author, consultant, and John Ullman, Ph.D., a well-known executive coach, have come to the conclusion that there may be good reasons why old ideas about persuading customers and company teams don’t seem to be working well any longer. As they put it:

“Today we live in a post-selling and post-push world. As people grow more aware of manipulative tactics, their guard goes up. The Internet, television, advertising, and wall-to-wall marketing have made us cynical about deceptive tricks and hard sell approaches. Your customers, your co-workers, and even your kids can all recognize ‘pushy’ influence...and when they use it, they’ll push back twice as hard.

Yet, most of the books and business school courses that teach persuasion skills emphasize manipulative tactics and techniques. They conceive of influence as something that you ‘do’ to someone else to get your way. And they focus on short-term gains rather than long-term consequences. We call this outdated strategy disconnected influence.”

The authors believe that on its face ‘disconnected influence’ makes sense. That’s because your agenda places its influence on things you have to get done. Your own priorities are what matters most, especially if you’re the owner or senior manager of a business. There’s just one problem, according to Drs. Goulston and Ullman: “Your people [or customers] aren’t inspired by your vision, and they’re not willing to share your goals. And here’s why: Most people, most of the time, aren’t motivated to do what you want them to do. They don’t feel your urgency, they’re busy with their own priorities and crises, or they have hidden reasons for rejecting your ideas.”

At this point early in the book the authors seem to be confusing. On the one hand they believe that ‘disconnected influence’ appears sensible, but isn’t. If that’s so, why do so many business schools and motivation experts teach this method. Co-authors Goulston and Ullman try to straighten us out. Their view is that ‘disconnected influence’ doesn’t work because it encourages the people you’re trying to influence as objects, targets, and things to be pushed or pulled. They’re not hearing the other person’s message. In other words, the person you’re addressing “either recognizes this immediately or— even if you get temporary compliance—resists it later.”

The opposite of ‘disconnected influence’ is connected influence, state the co-authors. According to their view, people don’t always notice when connected influence is taking place. That’s because no one feels like they’re being pushed, misunderstood, ignored or threatened, so there’s no need to get angry, frustrated, or disappointed. The authors go on to state: “As a result, we don’t push back. Instead, we willingly lean into the influence because we implicitly trust the person who’s influencing us. This makes connected influence as powerful as it is subtle.”

The book is surprisingly non-technical in style, and (once you’ve past the first chapter) easily understood. Chapter One of the first chapter offers a different tack on persuasion, team building, and motivation. Most importantly, it makes you think about important areas and offers a different way to creating a true team with your co-workers and customers. Best of all, it offers a full course banquet of fresh ideas for the price of a modest 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.

1. “The Three Signs of a Miserable Job: A Fable for Managers (and Their Employees),” by Patrick Lencioni (John Wiley & Sons...$38.14)(3)
2. “Strengths Finder 2.0,” by Tom Rath (Gallup Press...$24.95)(2)
4. “Girlboss,” by Sophia Amoruso, (Portfolio Hardcover... $26.95)(5)
5. How a young woman escaped a bad life and achieved a very good one.
6. “Leaders Eat Last: Why Some Teams Pull Together and Others Don’t,” by Simon Sinek (Portfolio Hardcover...$27.95)(4)
7. “Smart Tribes: How Teams Become Brilliant Together,” by Christine Comaford (Portfolio Hardcover... $26.95)(8)
8. How top managers keep their teams involved and moving forward.
10. Former head of the Federal Reserve Board has much to say.

How to become more effective in your business and personal life.

* --- Indicates a book’s previous position on the list.
** --- Indicates a book’s first appearance on the list.
*** --- Indicates a book’s reappearance on the list.
New Voices... continued from pg. 23

This Native-centric research is a paradigm shift from previous research methods that exploited Native Americans to one that respects their oral traditions, a change that benefits scholars and tribes, said William Madrigal Jr., cultural heritage program coordinator for the Morongo Band of Mission Indians near Cabazon. “What was written about Native people early on is the tip of the iceberg,” said the 2010 UCR graduate. “Anthropologists couldn’t fathom the extent of Native knowledge. What they described as a primitive culture could cure any ailment, even do brain surgery.”

Madrigal said he discovered a different view of American Indian history while an anthropology student at UCR. “We were taught in school that Indians would kill each other off,” he recalled. “I came to UCR and found that not only did we get along, we formed strategic alliances that paved the way for Indian sovereignty today.”

Oral tradition, which is the way Native people tell stories of their past and culture, is not the game of “telephone” that people believe it to be, Perez, “Indian Time” host, explained. “It is a rigid, complex encyclopedia of human knowledge. It takes much more to be an elder in the traditional way than to be a Ph.D.”

Challenging the Past

Consulting Native people about their oral traditions can help scholars verify or discount interpretations drawn from archival research, said UCR history professor Rebecca “Monte” Kugel, who is of Ojibwe descent. “It becomes a dialog over what the documents tell us and how tribal cultural knowledge can inform that,” explained Kugel, who studies treaties and tribal leadership. “We are trying to train students to write history from the perspective of Native people whose histories they are researching, not from the interpretation of outsiders like the Spanish, French and British, which is the way Native history was taught for many years. It allows non-Native people to know there is another side of the story, and allows Native people to know their ancestors mattered and did important things, like domesticating corn, which feeds much of the world today, and knew how to live in challenging environments. That is as much a part of their history as land loss that led to being impoverished.”

UCR faculty encourage students to do research that is important to local Native Americans, Trafzer said. “All research doesn’t have to do that,” he said, “but we’re in the middle of Indian Country, they are citizens of California, and they have been overlooked.”

A Connection to the Present

Six dissertations have resulted from research conducted in the archives of Sherman Indian Museum at what is now Sherman Indian High School in Riverside. The government boarding school was established in Riverside as Sherman Institute in 1902 as part of a nationwide effort to force assimilation of American Indians by removing children from their homes, stripping them of their culture and converting them to Christianity. Today Sherman is a four-year high school run by Native Americans teaching their own culture and history, and is one of four off-reservation government boarding schools remaining.

Lorene Sisquoc, whose job as culture traditions leader at Sherman Indian High School includes serving as curator of the museum, says the first UCR dissertation that resulted from the Sherman collaboration began 15 years ago.

That dissertation — an investigation of student health at the boarding school in the early 20th century — led to a 2012 book about the history of Sherman Institute, co-edited by Sisquoc, Trafzer and Gilbert.

Curiosity about how Native communities viewed boarding schools led Ph.D. candidate Kevin Whalen to the Sherman museum archives. He was surprised to find that while the work programs were supposed to Anglicize the students and turn them into workers who wouldn’t cause problems, some students saw value in these programs. One Navajo student he learned about worked for three years, made a lot of money, then went home and bought sheep. “He used the experience to live more in the Navajo way,” he said. Whalen recently was awarded the prestigious University of Illinois Postdoctoral Fellowship in American Indian Studies, the first recipient from a California university.

Sisquoc, who has served on UCR master’s thesis committees, said students like Whalen are uncovering a chapter in Native American history that has gone largely unreported. “For so long the research has been one-sided. These were human beings whose lives were impacted by these schools,” she said.

And while the archival research is invaluable, UCR students’ collaboration with local tribal communities is even more welcome and necessary. “Every UCR student who has come through here has gone above and beyond,” she said. “They have helped with archives protection and management, and have showed our high school students the importance of their histories. They just join the Sherman family.”

Training and Empowerment

Training students in community-based research gives new knowledge and tools to Inland tribes, and helps them protect cultural resources amid growing pressure from development on ancestral lands.

“When you collaborate with Indian people, you gain knowledge of how the landscape is historical and spiritual, and that remains very strong today,” Trafzer said. “They believe that if you harm these places you can harm their health as well.”

Milanovich, who works in the Agua Caliente historic preservation office, said he returned to graduate school at UCR to learn how to protect and manage tribal lands and cultural resources.

“The land is all we have left that is tangible,” he explained. “We have songs and stories, but the land we see every day, and we can see what’s happening to it. That is our mother, and she gives us everything we need. We don’t see land as a way to make some money, We have a very strong spiritual connection to the land. We want to nurture her and protect her.”

For William Madrigal, the training he received at UC Riverside instilled confidence and enabled him to become an effective guardian of tribal cultural resources.

“UCR directly influenced how I shaped my career,” he said. “A lot of students who grow up on reservations see issues that they want to learn how to deal with. UCR empowered me. Native American Studies classes lifted my spirits and strengthened my sense of pride in who we are.”
Real Estate... continued from pg. 24

ty, facilities management maintains and repairs county-owned facilities, and real estate services manages budgets for rent payments and property management totaling $58.4 million.

Thompson has nearly 30 years of experience in real estate management, development, acquisitions and leasing in the commercial real estate business throughout Southern California. He is a member and past president of the Southern California chapter of the National Association of Industrial and Office Properties (NAIOP), a prestigious commercial real estate development association. Thompson comes to the county from W3 Partners LLC in Aliso Viejo where he was managing principal. Over the years, Thompson has managed assets and portfolios in excess of 13 million square feet of commercial properties, coordinated the marketing of land sales and handled a variety of acquisition activities.

Indian Gaming Facilities
Listed Alphabetically

<table>
<thead>
<tr>
<th>Casino Address</th>
<th># of Employees</th>
<th># of Slot Tables</th>
<th>Year Established</th>
<th>Games</th>
<th>Amenities</th>
<th>Top local Exec.</th>
<th>Title</th>
<th>Phone/Fax</th>
<th>E-Mail</th>
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<tbody>
<tr>
<td>1. Agua Caliente Casino</td>
<td>1,250</td>
<td>1,600</td>
<td>2001</td>
<td>Blackjack, 3-Card Poker, Craps, Roulette, Let It Ride, Pai Gow Poker, Mini Baccarat, World Tour of Poker</td>
<td>Y</td>
<td>CJ Gram</td>
<td>General Manager</td>
<td>(760) 321-2000/202-267</td>
<td>Y</td>
</tr>
<tr>
<td>4. Fantasy Springs Resort Casino</td>
<td>1,100</td>
<td>1,957</td>
<td>1980</td>
<td>Slots, Blackjack, Poker, Asian Games, California Craps, Video Roulette</td>
<td>Y</td>
<td>Paul Ryan</td>
<td>General Manager</td>
<td>(800) 827-2946/218-5966</td>
<td>N</td>
</tr>
</tbody>
</table>

N/A = Not Applicable  WND = Would not Disclose  na = not available. The information in the above list was obtained from the companies 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 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. Copyright 2014 by IEBJ.
CSUSB’s...

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benchmarks in the rating and ranking of graduate programs. “The IGF's aim is to strip away elements such as salary increases, career progression; international and gender diversity in academic boards, the number of doctoral graduates from the school, and how many of them return to teach at said school,” said Alexandra Skinner, CEO Magazine’s editor-in-chief.

“We want to keep CEO Magazine’s M.B.A. rankings simple and look at what is on offer to students once they get to the business school of their choice. Some ‘lesser-known’ schools, which would often otherwise be marginalized, are very well positioned to service post-graduates, and our aim is to highlight this level of quality and value for future students,” Skinner added.

CSUSB’s College of Business and Public Administration is accredited by the Association to Advance Collegiate Schools of Business and the National Association of Schools of Public Affairs and Administration. The college also earned 2014 “Best Grad Schools of Business” ranking by U.S. News and World Report.

Cal State San Bernardino also earned “Best in the West” ranking in 2013 from Princeton Review; ranked as one of 2013 “America’s Top Colleges” by Forbes Magazine; and designated as “Best for Vets Colleges” 2014 by Military Times Magazine.

For more information about CSUSB’s master’s in business administration program, contact the College of Business and Public Administration at (909) 537-5703.

A Brief History...

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uting books in cassette tape in 1969. In today’s world, though things are going digital, talking books still remain very popular. According to a 2003 document from the NLS, using federal funds, NLS annually published approximately 2,000 books and 70 magazines on cassettes, on discs, and in braille.

Meanwhile, back in 1952 a pair of college graduates heard Dylan Thomas reading his poetry in New York. They came up with the idea of having him record his poems, including “Do Not Go Gently Into That Good Night” for posterity. Thus was launched the Caedmon Label, named for an obscure early English poet. Caedmon became the premier publisher of spoken word recordings. Unlike the Books for the Blind, these were licensed for public consumption. They began with the poetry of T.S. Elliot, Robert Frost, Gertrude Stein and more. Then they added prose authors like William Faulkner. When they couldn’t get the original author, they hired famous actors such as Vanessa Redgrave, Vincent Price, Ed Begley Sr., Sir John Gielgud and even Richard Burton.

To be fair, Caedmon was not the first to produce literary recordings. That goes back to Thomas Edison himself. But Caedmon produced quality recordings at a time when Hi-Fi was booming. (No pun intended). What Caedmon managed to do was bring literature to the masses. It is said that J. R. R. Tolkien once recorded one of his poems in Elfish. In recent years Matt Dillon has recorded Jack Kerouac’s “On The Road Again” and rapper 50 Cent recorded his “The 50th Law.”

In the middle of all of this, other popular authors began recording their works. Soon they were showing up in cassette form, some complete and some abridged. Some authors, like Stephen King, insist on being the only one to record their...
### Meeting Facilities

**continued from page 17**

**Ranked By Total Square Feet of Meeting Facilities**

<table>
<thead>
<tr>
<th>Facility Address</th>
<th>Meeting Rooms: Total Sq. Ft.</th>
<th>Largest Meeting: Sq. Ft. Capacity</th>
<th>Year Built</th>
<th>Owner Headquarters</th>
<th># of Rooms</th>
<th># of Suites</th>
<th>Room Rate Range</th>
<th>Amenities</th>
<th>General Manager</th>
<th>Phone/Fax</th>
<th>E-Mail Address</th>
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</thead>
<tbody>
<tr>
<td>Palm Springs-Hilton</td>
<td>10</td>
<td>5,400</td>
<td>1987</td>
<td>The Welles Co.</td>
<td>260</td>
<td>$79-249*</td>
<td>C,F,PPGSJLL, N,PRT,TVXFS</td>
<td>Abaa Dada</td>
<td>(760) 320-6460/320-2126</td>
<td><a href="mailto:john.marshall@hilton.com">john.marshall@hilton.com</a></td>
<td></td>
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<tr>
<td>Lake Arrowhead Resort</td>
<td>10</td>
<td>4,004</td>
<td>1982</td>
<td>Pacific Capital</td>
<td>162</td>
<td>$149-299</td>
<td>CR,FP,PGS,HL, N,PRT,RS,T</td>
<td>Norm Santus</td>
<td>(909) 336-1511/334-3088</td>
<td><a href="mailto:info@lakenet.com">info@lakenet.com</a></td>
<td></td>
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<tr>
<td>DoubleTree Hotel-Claremont</td>
<td>6</td>
<td>370</td>
<td>1996</td>
<td>H.W. All Stars, LLP</td>
<td>190</td>
<td>$129-229</td>
<td>BS, CR, F, P, J, F</td>
<td>Andrew Belinco</td>
<td>(909) 744-2414/1852</td>
<td><a href="mailto:jgbzwilki@doubletreeclaremont.com">jgbzwilki@doubletreeclaremont.com</a></td>
<td></td>
</tr>
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<td>Hilton San Bernardino</td>
<td>14</td>
<td>5,000</td>
<td>1982</td>
<td>S.B. Hotel Corp.</td>
<td>251</td>
<td>$110-495</td>
<td>P,GS,OWRS,CRS, LS,MM,FP,M,Mini Fridge</td>
<td>Tim Jenkins</td>
<td>(909) 381-0042/381-2173</td>
<td><a href="mailto:jbsb-salesadm@hilton.com">jbsb-salesadm@hilton.com</a></td>
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<tr>
<td>The Saguaro in Palm Springs</td>
<td>5</td>
<td>3,128</td>
<td>1969</td>
<td>Barony Hospitality</td>
<td>249</td>
<td>$75-110</td>
<td>Olympic Size Pool, 2 Therapy Jacuzzi, 3 Hole Puttting Green, Massage Therapy,</td>
<td>Steve Rachatum</td>
<td>(760) 320-6868/320-2126</td>
<td><a href="mailto:psl@thesaguaronpalm.com">psl@thesaguaronpalm.com</a></td>
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<tr>
<td>Shilo Hilltop Suites</td>
<td>13</td>
<td>5,500</td>
<td>1985</td>
<td>Shilo Inn, Inc.</td>
<td>0</td>
<td>$99-195</td>
<td>Complimentary Breakfast Buffet, Complimentary Pickup &amp; Delivery to Ontario Airport,</td>
<td>Monica Lopez</td>
<td>(909) 381-7666/381-2173</td>
<td><a href="http://www.shilonet.com">www.shilonet.com</a></td>
<td></td>
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<tr>
<td>Pharao’s Water &amp; Theme Park</td>
<td>4</td>
<td>6,000</td>
<td>1996</td>
<td>Ayana Management</td>
<td>N/A</td>
<td>N/A</td>
<td>Audio, Video, Catering, Free Highspeed, Internet Access</td>
<td>Dave Simon</td>
<td>(909) 381-7666/381-2173</td>
<td><a href="http://www.pharao%D1%88%D0%BA%D0%B8.com">www.pharaoшки.com</a></td>
<td></td>
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<tr>
<td>Spa Resort Casino</td>
<td>11</td>
<td>2,100</td>
<td>1953</td>
<td>Aqua Caliente Band</td>
<td>228</td>
<td>$89-299</td>
<td>CR,FP,PGS,HS,RN, FLS,FS,SA.S</td>
<td>Julie Kasten</td>
<td>(760) 654-6772/702-5638</td>
<td><a href="mailto:kevin@malibu-resorts.com">kevin@malibu-resorts.com</a></td>
<td></td>
</tr>
<tr>
<td>Indian Wells Resort Hotel</td>
<td>7</td>
<td>4,800</td>
<td>1967</td>
<td>L.R.K. West, Inc.</td>
<td>126</td>
<td>$79-329</td>
<td>G,GS,PR,TL,F,E,S, I,R,TVX</td>
<td>Brad Weimer</td>
<td>(760) 654-6772/702-5638</td>
<td><a href="mailto:kevin@malibu-resorts.com">kevin@malibu-resorts.com</a></td>
<td></td>
</tr>
<tr>
<td>Best Western Heritage Inn</td>
<td>3</td>
<td>1,300</td>
<td>1994</td>
<td>Great Western Hotels Corp.</td>
<td>113</td>
<td>$89-159</td>
<td>Heated Pool &amp; Spa, Continental Breakfast,</td>
<td>Jenny Liu</td>
<td>(909) 466-0206/466-4922</td>
<td><a href="mailto:info@bwheritageinn.com">info@bwheritageinn.com</a></td>
<td></td>
</tr>
<tr>
<td>Highland Springs Resort</td>
<td>3</td>
<td>2,450</td>
<td>1971</td>
<td>OneSite</td>
<td>150</td>
<td>N/A</td>
<td>High &amp; Low Ropes Course, Tennis Courts, Hiking Trails, Horseback Rides</td>
<td>Michael Ham</td>
<td>(919) 845-1515/845-8909</td>
<td><a href="mailto:info@hsresort.com">info@hsresort.com</a></td>
<td></td>
</tr>
</tbody>
</table>

**Notes:**
- N/A = Not Applicable
- WND = Would not Disclose
- * =May Be Seasonal
Nearby Resorts & Vacation Spots

Ranked By Number of Rooms

<table>
<thead>
<tr>
<th>Resort Address</th>
<th># of Rooms</th>
<th># of Suites</th>
<th>Rate Range</th>
<th>Owner Headquarters</th>
<th>Amenities</th>
<th>Top Exec. Phone/Fax/E-Mail Address</th>
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<tr>
<td>JW Marriott Desert Springs Resort &amp; Spa 74955 Country Club Dr. Palm Desert, CA 92260</td>
<td>884</td>
<td>51</td>
<td>$150-450</td>
<td>Marriott International, Inc. Washington, DC</td>
<td>36 Holes Golf (Special Package), Shopping, 2 Tennis Courts, 5 Pools, Spa, 11 Food/Beverage Outlets</td>
<td>Emily Bird (760) 342-2211/34-1872</td>
</tr>
<tr>
<td>La Quinta Resort &amp; Club 49-499 Easthaven Dr. La Quinta, CA 92253</td>
<td>796</td>
<td>24</td>
<td>$175-415</td>
<td>KSL Recreation Corp. La Quinta, CA</td>
<td>2 Adjacent Championship Golf Courses, 7 Tennis Courts, 8 Pools, Spa &amp; Fitness Center, 5 Golf Courses, Golf &amp; Tennis Schools, Boutique Shops</td>
<td>Gary Sims (760) 564-4177/568-8096</td>
</tr>
<tr>
<td>Arizona Biltmore Resort &amp; Spa 2401 E. Missouri Road Phoenix, AZ 85012</td>
<td>738</td>
<td>86</td>
<td>$195-1,850</td>
<td>CNI Resorts Florida</td>
<td>215 $150-450 Destination Hotel 36 Holes Golf (Special Package), Miramonte Resort &amp; Spa Palm Springs, CA 92262 na 2007 Refrigerator <a href="http://www.sparesortcasino.com">www.sparesortcasino.com</a></td>
<td>David Kirklen (602) 955-0690/554-2571</td>
</tr>
<tr>
<td>Renaissance Esmeralda 44-400 Indian Wells Ln. Indian Wells, CA 92210</td>
<td>560</td>
<td>22</td>
<td>$194-399</td>
<td>CTF Business Service, Concierge, Restaurant, Fitness Facility Golf Course</td>
<td>300 $175-415 Destination Hotel 36 Holes Golf (Special Package), La Quinta Resort &amp; Club La Quinta, CA 92253 na 2009 <a href="http://www.renaissanceesmeralda.com">www.renaissanceesmeralda.com</a></td>
<td>Tom Tabler (760) 773-4444/36-9168</td>
</tr>
<tr>
<td>Hyatt Grand Champions Resort 44-460 Indian Wells Ln. Indian Wells, CA 92210</td>
<td>480</td>
<td>54</td>
<td>$150-500</td>
<td>Grand Champions, LLC Indian Wells, CA</td>
<td>36 Holes Golf, 12 Tennis Courts, 20 Private Villas</td>
<td>Doug Sears (760) 341-1800/2236</td>
</tr>
<tr>
<td>Paradise Point Resort &amp; Spa</td>
<td>1404 W. Vacation Rd. San Diego, CA 92109</td>
<td>460</td>
<td>103</td>
<td>$259-5,000</td>
<td>Noble House Resorts Kirkland, WA</td>
<td>18-Hole Putting Course, 6 Tennis Courts, Beach, 6 Pools, Spa, Fitness Center, Volleyball, Marina, Bicycle Rentals</td>
</tr>
<tr>
<td>Riviera Palm Springs Resort &amp; Spa</td>
<td>44-400 Indian Wells Ln. Indian Wells, CA 92210</td>
<td>406</td>
<td>39</td>
<td>$249-4,800</td>
<td>Noble House Resorts Kirkland, WA</td>
<td>Business Service, Pool, Restaurant Room Service, Tennis</td>
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<tr>
<td>Doral Palm Springs Resort</td>
<td>107-405 Vista Chino Cathedral City, CA 92234</td>
<td>285</td>
<td>15</td>
<td>$89-235</td>
<td>Mission Hotels &amp; Resorts Washington, DC</td>
<td>27 Holes Golf (Special Package), 10 Tennis Courts (Special Package), 18,000 Sq. Ft. Meeting Space</td>
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<tr>
<td>The Boulders Resort &amp; Spa 3400 N. Tom Darlington Dr. Carefree, AZ 85377</td>
<td>160</td>
<td>64</td>
<td>$175-525</td>
<td>Carefree Resorts <a href="http://www.paradisevalleydoubletree.com">www.paradisevalleydoubletree.com</a></td>
<td>36 Holes Golf (Special Package), 8 Tennis Courts (Special Package), Pool, Spa, 5 Restaurants, Desert Tours, Museum</td>
<td>Steven Arai (488) 490-9000/36-4188</td>
</tr>
<tr>
<td>Indian Wells Resort Hotel 79-773 Palm Canyon Dr. Indian Wells, CA 92210</td>
<td>155</td>
<td>29</td>
<td>$89-299</td>
<td>L.R.K. West Palm Desert, CA</td>
<td>27 Holes Golf (Special Package), 2 Tennis Courts (Complimentary), Pool, Spa, Fitness Center, <a href="http://www.thephoenician.com">www.thephoenician.com</a></td>
<td>Brad Weaver (760) 345-6404/34-7203</td>
</tr>
<tr>
<td>Temecula Creek Inn 44501 Rainbow Canyon Rd. Temecula, CA 92592</td>
<td>119</td>
<td>10</td>
<td>$149-209</td>
<td>JC Resorts, LLC La Jolla, CA</td>
<td>Exec. Golf, Weddings, Business Service, Gift Shop</td>
<td>Tom Demott (877) 517-1823/951-6769/861</td>
</tr>
<tr>
<td>Miracle Springs Resort &amp; Spa 10625 Palm Dr. Desert Hot Springs, CA 92240</td>
<td>113</td>
<td>6</td>
<td>$199-599</td>
<td>Michael Backford Spa, Pools, Restaurant, Pool, <a href="http://www.miraclesprings.com">www.miraclesprings.com</a></td>
<td>Nick Segalitis (760) 251-6000/251-0400</td>
<td><a href="mailto:host@miraclesprings.com">host@miraclesprings.com</a></td>
</tr>
<tr>
<td>Two Bunch Palms Resort &amp; Spa 67-628 Two Bunch Palms Dr. Desert Hot Springs, CA 92240</td>
<td>28</td>
<td>24</td>
<td>$180-575</td>
<td>King Ventures San Luis Obispo, CA</td>
<td>100 Spa Treatments (World Class Spa and award-winning restaurant)</td>
<td>John Truesdelle (760) 288-7600/32-1874</td>
</tr>
</tbody>
</table>

NA = Not Applicable, N/A = Not available. The information in the above list was obtained from the companies 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 thoroughness of the list, omissions and typographical errors sometimes occur. Please send corrections or additions on company letterhead to: The Empire Empire Business, P.O. Box 1979, Rancho Cucamonga, CA 91730-1979. Copyright 2014 by IBI.
Want to Change... the not-so-exciting aspects of your work become easier to do and get completed more quickly if you have a strong focus on what you do find exciting, rewarding, or fulfilling,” Core promises. “Personally, thinking about how I hope to help people with my next speech, presentation, or coaching session helps me to get through the parts of my workday that I don’t enjoy as much, like paperwork, scheduling, and staff issues.”

Seek to serve, not shine.
To some extent, it’s human nature to look out for Number One. We all want to rack up accomplishments, receive accolades, and garner recognition. But in many situations, the desire to shine can cause you to get in your own way. Just think of the overeager salesman whose desire to exceed his quota makes him come off as pushy. Instead of convincing you to buy his product, his self-serving attitude just makes you want to cut the meeting short.

“Ironically, the key to shining is putting others first,” Core explains. “People who channel their efforts toward making others’ lives easier are nearly always respected, included, and considered valuable. When you help others reach their goals and become their best, you’ll usually find that the same things happen to you.”

Fill up your energy bank account so you can make withdrawals when you need them.
Throughout life, circumstances arise that are beyond our control. You may experience a major illness, lose a loved one, or be forced to relocate. You may have to occasionally work long days and go without sleep. The list goes on. It’s because of these out-of-our-hands circumstances, says Core, that we must all focus on controlling what we can.

“What I mean is, know your needs and capacities and try not to exceed them on a regular basis,” he says. “In other words, get enough sleep. Eat nutritionally. Exercise when time permits. That way, when you do find yourself needing to push the limits, you’ll have a healthy margin of energy, motivation, or whatever to draw on. Manage what you can manage as often as possible in order to compensate for what you cannot manage.”

Forget the future. (Really!) The future can be an inspiring thing…but it can also be a scary and misleading one. Awfulizing, what-ifs, and doomsday thinking can plunge you into paralyzing anxiety. And making incorrect assumptions can send you down the wrong path. That’s why, aside from setting goals for yourself, Core says you should try not to let your mind wander into future outcomes.

“Thrivers trust in an execution mindset and focus their attention and efforts on the here and now,” he says. “That’s because nobody can predict when or under what conditions the future is going to unfold. The only thing a person truly can do is to focus on the processes of today—and live them out to the max. That’s not only going to produce personal peace in the present tense, it’s going to be the best possible preparation for whatever the future holds. Enjoy the process and take great joy in the rewards!”

Forgive yesterday so you can work on today. Core says most successful, hardworking people are often hard on themselves to an unproductive level. They are their own worst critics and spend valuable time lingering on mistakes and slip-ups. Long after the event—whatever it was—is over, they beat themselves up relentlessly instead of spending their time in a more productive state.

“Treat yourself with the same compassion and generosity you’d extend to another person who’d messed up or fallen short of a goal,” urges Core. “If it helps, follow the two-hour rule I learned from one of my past coaches: When you have a bad performance or make a mistake, you have two hours to pout, scream, cry, wallow, or do whatever you think will help you deal with the disappointment. But when 120 minutes have passed, it’s time to start moving forward again. “Remember, nobody is perfect,” he adds. “We all make mistakes. What sets Thrivers apart is the fact that after a fall, they forgive themselves faster, get back up, and continue the journey forward.”

“By making small changes in how you approach your day, you can begin to take back your to-do list and accomplish the big goals that will really help you thrive,” Core concludes. “It’s time to stop allowing your quest for success to leave you feeling tired, stressed, and disillusioned. So, how will your tomorrow look different from your today? What is one small change you can make right now to start rewire the patterns that define your life?”

To learn more, please visit www.andycore.com.

Thrivent... to congregations and Non-profit organizations the Inland Empire area.

Inland Empire Economic Impact
A total of $285,000 in Thrivent Choice Dollars were received by organizations in the Inland Empire in 2013. In addition, Thrivent chapters in the Inland Empire provided an additional economic impact totaling more than $394,000 with about 58,000 volunteer hours in 159 Thrivent-sponsored projects in 2013.

About Inland Empire by the Inland Empire Financial Consultants
Thrivent Financial is represented in the Inland Empire by the Inland Empire Financial Consultants, which includes Bill Cortus at 3333 Concours St, Building 8 Suite 8100 Ontario, CA 91782, phone: 909-943-4906, website: www.thrivent.com/plg/inlandempire. Facebook: www.facebook.com/BillCortusThriventFinancial. Facebook: www.facebook.com/BillCortusThriventConsultants. CA Insurance ID #0D96803

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For more than a century it has helped its nearly 2.4 million member-owners make wise money choices that reflect their values. Thrivent also provides opportunities for members to be even more generous where they live, work and worship. For more information, visit www.thrivent.com/why. You can also find us on Facebook and Twitter.

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BUSINESS JOURNAL • PAGE 32

April 2014

All Hail the Ale Events

Beer is, of course, more fun when it’s enjoyed with others, and BC has plenty of great beer-centric events year round.

Come spring, locals in wine country pause from their worship of the grape to raise a glass to the grain at the Okanagan Fest-of-Ale in Penticton — an unbeatable opportunity to sample craft brews from all over the Pacific Northwest. Also in the spring is Vancouver Craft Beer Week, a nine-day festival celebrating all things craft beer and culture. This year, VCBW will kick off with their opening night extravaganza May 30, bookending the event’s festivities with the toast-worthy VCBW Beer Festival.

October promises to satisfy, too, thanks to its designation as B.C. Craft Beer Month. Among the key events is the B.C. Beer Awards & Festival, which recognizes the best brews in the province at a signature tasting event.

Thirst been quenched? If not, there’s Cornucopia up in Whistler in November, a signature 11-day-long event of seminars, dinners, parties and tastings that feature wine, food, spirits and, of course, beer. And come the new year, you can combine your love of craft beer tastings with downhill powder pursuits during Apex Resort’s Brewski in February or opt instead for a March “break” of frothy proportions, courtesy of the RED Mountain Beer Goggles Craft Brew Festival.

Brewpubs

Finally, it’s all fine and well to sample craft beer, but really, wouldn’t you prefer to sit down and enjoy a round or two, perhaps with a burger or nachos to go with? Well, you’re in luck, because BC is also home to a growing number of brewpubs that not only make their own beer, but serve it alongside gourmet pub fare.

Canada’s oldest brewpub — and one that’s still pouring with the best of them — is Spinnakers Gastro Brewpub, housed in a rambling old Tudor-style house with magnificent views across Victoria Harbour. Known for a long list of year-round ales as well as seasonal faves, it also serves exceptional casual fare based on local ingredients, such as the irresistibly creamy seafood chowder. Other Island brewpubs to check out include the Canoe Brewpub in Victoria and Craig Street Brew Pub in Duncan.

In Vancouver, the city’s original brewpub, Steamworks, is still among the most popular, but it has been joined by a host of others, especially once you venture out further afield. In Surrey, for instance, Central City Brewing is scooping up multiple awards for its Red Racer range of beers, including its signature IPA, perfect with the pub’s popular weekend brunch.

Along the Sea-to-Sky Highway on the way to Whistler, it’s worth a stop in Squamish, which is both an outdoor adventure hot spot and home to the Howe Sound Inn and Brewing Co. Try any of the huge selection of ales, carefully paired with a hearty but sophisticated pub menu. Another good reason to continue the exploration is the Noble Pig Brewhouse in Kamloops. Its cask nights, terrific ales and a menu of mouth-watering nibbles like bacon caramel corn and pulled pork poutine are all good reasons to contemplate a visit to the sunny Thompson River Valley. But no matter where you are in British Columbia, there’s a brewer, a pub, a festival or restaurant nearby, where the beer is cold, the taps are many and the barman is waiting to pull a refreshing pint just for you.

While visiting Vancouver, don’t miss the following restaurants:

Joe Fortes (See Restaurant Review pg. 38)
777 Thurlow Street (near Robson Street) Phone: (604) 669-1940
For more on British Columbia’s destinations and travel information, visit HelloBC.com.

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Green Automotive Company Teams up With Ol Pejeta Conservancy in Kenya and the Royal College of Art to Create the Electric Safari Vehicle of the Future

Green Automotive Company (OTCQB: GACR) enters into a partnership with one of the largest wildlife reserves in the world, the Ol Pejeta Conservancy in Kenya and the Royal College of Art in London to create the all electric Safari Vehicle of the Future.

“Vehicle Design at the RCA is dedicated to sustainable mobility solutions. We very much welcome this chance to support wildlife conservation, enhance the safari experience and enable emerging designers to make a real difference in an unique and significant environment.”

Ol Pejeta Conservancy is a 90,000-acre home to East Africa’s largest Black Rhino Sanctuary and holds some of the highest predator densities in Kenya. Four of the last seven northern white rhinos in existence live along with populations of Grevy’s zebra, Jackson’s hartebeest, elephants, chimpanzees, lions, leopards and cheetahs. Ol Pejeta is always looking out for new and better ways to protect the wildlife and environment, whilst at the same time engaging with over 80,000 visitors a year. Robert Breare, chief commercial officer of Ol Pejeta Conservancy: “We live with the constant struggle to balance the wilderness wildlife with tourists’ requirements. Vehicles are vital for going around but are polluting, noisy and intrusive. It is time for change. Why not create vehicles that intrude less on the wildlife, allowing you to get closer with minimal impact and with zero emissions? A silent safari vehicle that makes you feel as if you are outside on foot, face to face with a lion or an elephant.”

Ol Pejeta has already produced a brief for this innovative vehicle. The aim is to create an all-electric solution that will allow silent safaris with zero emissions and which can travel off-road with a minimum foot-print. An improved cabin to sit in, with an all round uninterrupted line of sight should make visitors feel as if they are on foot or horseback and close to nature. Visitors should be able to experience the fascinating flora and fauna with all their senses and get the most out of their Safari Tour.

Green Automotive, selected due to the company’s leading electric vehicle design and engineering accomplishments, will be responsible for the overall project management, development of the electric drive train and integration with the unique body structure. Design ideas and styling of the vehicle are being developed at the Royal College of Art (RCA), the world’s leading postgraduate centre for vehicle design.

“Vehicle Design at the RCA is dedicated to sustainable mobility solutions. We very much welcome this chance to support wildlife conservation, enhance the safari experience and enable emerging designers to make a real difference in an unique and significant environment.” – Professor Dale Harrow, dean of the School of Design and head of Vehicle Design. Ian Hobday, CEO of GAC: “The project’s ultimate goal will be to successfully develop a pure electric Safari Vehicle that optimizes safety, performance and comfort features while integrating all the benefits of a lightweight unique body construction. Thanks to our know-how, we’ll advise on the best materials to be used throughout the vehicle body construction and the precise manufacturing methods. The project also aims to successfully reach a high level of energy efficiency and we will look into the most appropriate charging methods for that type of environment. This is a great opportunity to protect some of the most beautiful wildlife on our planet. And we have already received requests for similar projects in other parts of the world.”

Ol Pejeta is using Crowdfunding (indiegogo.com/projects/be-part-of-developing-the-safari-vehicle-of-the-future) to finance the project. The first tranche of $50,000 will guarantee the design of the vehicle whereas the second tranche of $100,000 will allow the creation of the first prototype.

Perry Design + Advertising Moves West With Focus on Lifestyle Moves

Since 1997, perry design + advertising has provided award-winning creative design, advertising, integrated marketing and public relations services to businesses throughout the Inland Empire. In January, Perry relocated its offices from Rancho Cucamonga into a creative studio at Harvard Square in the Village of Claremont.

The new location is not the only change the agency has made. As a boutique agency, its main focus will be on lifestyle brands.

On Thursday, April 3, perry design + advertising plans to host a Claremont Chamber of Commerce Ribbon Cutting and Open House from 4 to 7 p.m. to introduce the studio to local and regional businesses. To benefit non-profit, Helping Out Pets Everyday (HOPE), guests are encouraged to bring a donation of canned dog or cat food to the open house to help feed homeless animals in HOPE’s care.

After 17 years, Perry has rebranded her agency with a new logo featuring a more contemporary look and color scheme, website and creative culture. “The emphasis is on a higher level of personalized service, a collaborative process and client experience.”

“Serving ‘lifestyle brands’ such as health and fitness, beauty, luxury goods, restaurants, hospitality, we can focus on building awareness for businesses in the industries we are passionate about,” Perry noted. “We feel the new location in Claremont will open the door to greater opportunities allowing us to continue our relationships with our Inland Empire clients and give us the visibility to build new relationships there as well as in the San Gabriel Valley and Orange County,” she said. Perry design + advertising plans to offer workshops to educate small businesses in areas of branding and marketing trends. The first of these workshops is scheduled to take place in the coming weeks.

For information visit perryadvertising.com/happenings, perry design + advertising is located at 206 W. Bonita Avenue, Suite K2, Claremont, CA 91711.
Top 10 Cities and States for Job Growth

Unemployment and job growth continue to capture attention as the U.S. economy rebounds from the Great Recession. At the end of March, the final, revised numbers on state and city job growth for the year 2013 as a whole are out. Research Professor Lee McPheters of the W. P. Carey School of Business at Arizona State University provides rankings and analysis of the winners and losers, based on the latest figures from the U.S. Bureau of Labor Statistics.

Top 10+ cities and surrounding metro areas (1 million or more workers) for non-agricultural job growth, comparing 2013 to 2012:

1. Riverside, Calif. – up 4 percent
2. San Francisco – up 3.9 percent
3. Denver – up 3.6 percent
4. Houston – up 3.5 percent
5. Orlando, Fla. – up 3.2 percent
6. Seattle – up 2.8 percent
7. Phoenix – up 2.7 percent
8. Dallas – up 2.6 percent (four-way tie)
9. Los Angeles – up 2.6 percent
10. Miami – up 2.6 percent
11. San Diego – up 2.6 percent

Top 10 states for non-agricultural job growth, comparing 2013 to 2012:

1. North Dakota – up 3.6 percent
2. Utah – up 3.2 percent
3. California – up 3 percent
4. Colorado – up 2.9 percent (tie)
5. Texas – up 2.9 percent
6. Nevada – up 2.7 percent
7. Idaho – up 2.6 percent
8. Florida – up 2.5 percent
9. Washington – up 2.2 percent
10. Arizona – up 2.1 percent

Analysis:

Overall, the job-growth rate for the United States in 2013 was an increase of 1.7 percent, the same pace we saw in 2012. The number of jobs added nationwide last year was 2.26 million. On the state list, North Dakota continues to dominate, having ranked No. 1 for multiple years in a row, largely thanks to its oil and gas production. However, a total of 12 states showed job growth of at least 2 percent last year. “Several newcomers made the Top 10 job-growth states list this time,” says McPheters, director of the JPMorgan Chase Economic Outlook Center at the W. P. Carey School of Business. “Nevada, Idaho, Florida and Washington all hadn’t made the Top 10 in 2012. Nevada, in particular, is finally demonstrating a good rebound, cracking the Top 10 for the first time since the recession and taking the biggest leap up from No. 19 to No. 6. It led all states in the rate of new construction-job growth, with a gain of nearly 10 percent.” The bottom 10 states for 2013 are South Dakota, Virginia, Maine, New Mexico, Vermont, Wyoming, Alaska, Pennsylvania, Arkansas and West Virginia. The only state that actually lost jobs was West Virginia at No. 50. Mining employment there fell by 5 percent, and they also had losses in construction and manufacturing.

McPheters notes very high interest in state economic performance right now because 31 governors are up for reelection, including those in Top-10 states: California, Nevada, Idaho and Florida. Incumbents are also eligible for reelection in seven of the bottom 10 states: South Dakota, Maine, New Mexico, Vermont, Wyoming, Alaska and Pennsylvania.

On the Top 10 cities list, certain states have multiple winners. “California is well-represented among the fastest-growing major metro labor markets with four cities, including Riverside and San Francisco in the top two spots,” explains McPheters. “Florida and Texas each have two large metro areas in the Top 10.” Five big metro areas achieved job growth of at least 3 percent: Riverside, Calif.; San Francisco; Denver; Houston and Orlando, Fla. McPheters says the Riverside area was one of the most dynamic in 2013, leading all metro areas in the job-growth rate for construction, wholesale trade, warehousing and health care. McPheters adds the biggest surprise may be what drove 2013 growth in the No. 7 Phoenix area, which was hit very hard by the recession. Phoenix led all large metro areas in information-sector and finance job-growth rates. In fact, Phoenix created the same number of information jobs in 2013 as the San Francisco area (2,000). Phoenix was also first nationwide in both the growth-rate percentage (5.6 percent) and absolute number of finance jobs added (8,400). “Metro Phoenix economic-development efforts seem to be paying off, since both of these industries pay nationally competitive salaries and attract college-educated workers,” says McPheters. “This growth is happening in Phoenix much more rapidly than anywhere else.” The bottom cities for job growth in 2013 were Pittsburgh, Philadelphia, St. Louis and Cleveland, which all added less than 1 percent. Pittsburgh took last place.

The full 50-state ranking and other job-growth data from McPheters can be found at the W. P. Carey School of Business “Job Growth USA website: www.wpcarey.asu.edu/jobgrowth. IMPORTANT: For the annual numbers, select “Total Nonfarm,” “12-Month Moving Avg,” “December” and “2013.”
<table>
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<th>Name</th>
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<td>ADVANTAGE AUTO CENTER</td>
<td>32077 OUTER HWY 10 YUCAIPA, CA 92599</td>
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<tr>
<td>ABE PENNY SHORT</td>
<td>8200 VINEYARD AVE. STE 11 CONCORD, CA 94520</td>
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<td>RANCH CUCAMOGA, CA 92301</td>
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<td>ALBERTOS MEXICAN FOOD</td>
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<td>ALPHA OMEGA</td>
<td>1071 W. 9TH ST. UPLAND, CA 91786</td>
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<td>1219 WILLIAM MCRATHI ST. COLOMBIA, CA 92324</td>
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One of Joe Fortes many unique qualities is the immediate sense of character and personality that guests recognize the moment they step inside. The large, bright room feels instantly powerful yet inviting, and it’s no coincidence that these qualities were also embodied by the legendary figure that the restaurant takes its name from Seraphim “Joe Fortes.”

In 1895, this burly seaman landed upon Vancouver’s shores and settled into a cabin in English Bay. There Joe quickly became one of Vancouver’s most popular citizens, serving Vancouverites in a variety of ways —first as a bartender and later as Vancouver’s first official lifeguard. Today, he is remembered by a monument near the site of his home and his popularity lives on inside the welcoming walls of Joe Fortes Seafood Chop House.

While the restaurant’s name is inspired by a local legend famous for his warm, welcoming nature, the owners believe that hospitality is a key ingredient in creating a memorable dining experience for its guests. They also firmly believe in engaging in fresh thinking throughout the restaurant, and nowhere more so than on its menus. Such is its commitment to freshness that the kitchen receives daily local deliveries, ensuring that its customers are guaranteed to find the freshest ingredients on their plate every day.

Publisher’s Note:
Since 1985, Executive Chef Wayne Sych has offered 50 kinds of fresh fish….more than 16 raw oysters. Don’t miss the Miso Marinated Sablefish or the Truffle Frites. All meals start with a hard crust Italian bread served with lobster oil and Balsamic vinaigrette….what more can you want? I enjoyed the pleasure of a meal here with my daughter in the early 1990s, and it has not changed—almost 30 years of perfection!

By Bill Anthony

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Presents Second Annual Southern California

Saturday

April 19, 2014
8:00am to 5:30pm

Meet the Keynote Speakers:

Dr Sharron Stroud
Topic: The Seven Signs of Success

Ardice Farrow
Topic: “True Women Are Changing the World”

Nadine La Joie
Topic: “From Roadblocks to Champion”

Susan Clarke
TOPIC: The Fundamentals of Believing, Achieving and Succeeding

Panel Speakers:

Tracy Repchuk
Topic: Mastering Facebook & Twitter to Increase Your Bottom Line.

Rhonda Sher
Topic: Get “Linkedin” or Left Out – Learn How to Use Linked in Social Networking Site in Your Offline Networking

Michelle Bergquist
Topic: How to Build a Million Dollar Database™ which will increase your Bottom Line.

Kelly Breaux
TOPIC: She will have us “HOOPING IT UP”

Conference includes:
• Coffee & Lunch
• 5 Keynote Speakers
• 3 Panelists
• Fun event with Hula Hoops
• Plus a silent auction

Robbie Motter, Chair 951-255-9200 for information and/or tickets or Menifee Valley Chamber 951-672-1991

Menifee Lakes Country Club: 29875 Menifee Lakes Dr - Menifee, CA 92584
Call it beer-vana. For those who like to unwind with a pint of the best (and really, who doesn’t?), British Columbia is a paradise of cozy brewpubs, craft breweries, beer festivals and all things hoppy, yeasty and fizzy.

With its traditional British heritage, it’s no surprise that the province has long been home to a vibrant pub culture. But now a new generation of artisans is brewing up creative ales, bitters, lagers, stouts and porters, and dishing up great eats and lively events along the way. After all, beer culture is all about enjoying life, especially here in beautiful British Columbia.

Here are some of the best ways to raise a pint glass in BC.

Cheers!

The Craft Brewers

Travelling around BC, the beer lover will discover craft brew in every corner of the province from the islands to the mountains and the verdant valleys in-between.

In Vancouver, the new Brassneck Brewery on Main Street offers up to 10 ever-evolving styles of beer crafted by one of the city’s most revered brewers, Conrad Gmoser. Drop by for a pint in the tasting room, fill your growler and be sure stop for a snack at the food truck parked outside. The best part: each day, a different truck sets up shop, meaning beer and food are always close at hand.

Back on the Mainland, up the coast to Powell River, the Wreck Beach Brewing Company offers popular tours of its Creston facility. Visitors can taste the brewery’s famous Earth Force Stout, a perfect accompaniment for a lazy day of houseboating on nearby Shuswap Lake.

For a change of scenery, head to Thompson Okanagan wine country, where you’ll discover plenty of barley amid the grapes, including Tree Brewing in Kelowna, Cannery Brewing Company in Penticton and Crannóg Ales in Sorrento, the heart of the Kootenay Rockies, where the mountains are home to several craft brewers, including the all-organic Nelson Brewing Company and Mt. Begbie Brewery in Revelstoke, the brainchild of a former nuclear physicist who decided he’d rather make beer than war. Take the tour, try the High Country Kölsch, and you, too, will be set to solve the world’s problems.

The Big Boys

These days, craft brewers are getting most of the attention, but the big brewers can still throw a pretty cool shindig.

In Vancouver, the Molson Coors Brewery—Western Canada’s biggest and most high-profile craft beer producer—recently started allowing tours for the first time since it opened in 1953. They’re run through Vancouver Food Tour, and are an irresistible opportunity to see what’s going on in that bunker-like building at the foot of the Burrard Street Bridge.

Meanwhile, over in the southeast corner of BC, nestled between the Selkirk and Purcell mountains, the Columbia Brewery offers popular tours of its Creston facility. Visitors can taste the brewery’s famous Kootenay beer, pick up kitschy memorabilia in the gift shop and perhaps even catch sight of its elusive mascot, the aptly named Sasquatch.

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Anderson Graduate School of Management in 2007. He left the post in 2011 amid conflict between him and university administrators. His four-year stint was the longest in the past decade at the school.

In March 2013, Stewart filed suit, accusing the university and former Chancellor Timothy White of “misallocating and misusing the professional degree fees” paid by students in the school’s master of business administration program.

In a recent statement UCR officials said, “Both parties expressed regret regarding the manner in which (Stewart’s tenure) ended. The University recognizes the achievements under Dr. Stewart’s leadership.”

There was no mention of the accusation of diverted funds. Stewart is now the president’s professor of marketing and law at Loyola Marymount University.

**Editor’s Note:** More next month—

**UCR Settles...**

continued from pg. 1

from applying online the day before. The window for online applicants was limited to the first 1,000 and was filled within 12 minutes, according to Capt. Jay Hausman. Hausman said they had received tens of thousands of hits on their website where information and materials were available for interested job seekers.

County Fire intends to hire approximately 30 Fire Academy trainees to begin in September and an additional 20 who could begin in spring 2015.

“This is a testament to people’s willingness to step forward,” said Battalion Chief John Chamberlin, “even with the recent loss of two firefighters in Boston and 342 during 9/11. I think we’re going to have an outstanding group of candidates. I see a very diverse mix, a varying degree of experience and education that’s offering us an opportunity to diversify the department a little better.”