Panattoni Breaks Ground on a One Million-Square-Foot, Mixed-Use Urban Center

A fully integrated mixed-use urban center, Piemonte at The Ontario Center will include approximately 500,000 square feet of retail; approximately 268,000 square feet of Class A office space; a seven-story, 256-room full service hotel; approximately 800 luxury condominiums, some of which will be adjacent to and above specialty retail; and an 11,000-seat capacity sports and entertainment arena. When complete in 2009, the $900 million development will be a vibrant Main Street-style, central hub serving the interests and needs of millions of residents, employees and visitors. First phase of development includes:

- 252,000-square-foot power retail component that will be anchored by national retailers Target and Best Buy. Completion is expected in fall 2007.
- Approximately 268,000 square feet of corporate office space in six buildings with one to five stories, ranging in size from 6,261 square feet to

Since before the United States entered World War II, the USO (United Service Organizations) has been the bridge between the American public and the U.S. military. In times of peace and war, the USO has consistently delivered its special brand of comfort, morale and recreational services to the military. The USO, a congressionally chartered, private, nonprofit organization, relies on the generosity of individuals and corporations to support USO activities.

K. Hovnanian Homes Honored

The first annual Awards Issue of 50+Builder Magazine has announced that K. Hovnanian Homes was recently selected as their 'Builder of the Year,' a tremendous accomplishment that reaffirms this nationwide homebuilder's commitment to the active adult housing industry.

This significant honor by an influential publication reflects the dominance of K. Hovnanian's Four Seasons communities throughout Southern California and their tremendous popularity among homebuyers 55 and better. "The active adult population is growing, creating demand for quality master-planned environment.
NATIONAL SCIENCE FOUNDATION
AWARDS $500,000 GRANT TO CSUSB

From ice core drillings in Antarctica to the College of Natural Sciences at Cal State San Bernardino, the National Science Foundation funds research and education projects that, according to its Web site, “have been judged the most promising by a rigorous and objective merit-review system.”

The NSF has awarded a $500,000 grant to CSUSB’s College of Natural Sciences to help fund its Mathematics and Science Scholars (MASS) program for the next four years.

The MASS program is designed to serve students from diverse backgrounds with financial need who will study in the science, technology, engineering and mathematics (STEM) disciplines. At Cal State San Bernardino, the federal funding will focus on the fields of biology, chemistry and biochemistry, computer sciences, geological sciences, mathematics and physics.

Program candidates are currently being recruited from the top 2 percent of high school graduates throughout San Bernardino and Riverside counties. This program is not to overlap with the Presidential Academic Excellence Scholarship program which recruits from the top 1 percent of graduates from high schools in San Bernardino County.

There is no time more fitting to say Thank You and to wish you a Happy Holiday Season and a New Year of good health, happiness and prosperity.

INLAND EMPIRE BUSINESS JOURNAL
From ice core drillings in Antarctica to the College of Natural Sciences at Cal State San Bernardino, the National Science Foundation funds research and education projects that, according to its Web site, “have been judged the most promising by a rigorous and objective merit-review system.”

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INLAND EMPIRE BUSINESS JOURNAL
LANL Recognized by the Federal Laboratory Consortium

Los Alamos National Laboratory won the 2006 Federal Laboratory Consortium Regional Award for developing a handheld device for safe, automated sampling of liquids, solids and gases at the scene of bio-hazard crimes and incidents.

The technology was developed at LANL with two grants from Cal State San Bernardino's Office of Technology Transfer and Commercialization. Cal State provided $16,075 to LANL for a marketing study and $75,000 for prototype development, testing and evaluation by LANL, says Greg Zerovnik, communications manager at Cal State.

"There's no monetary award, but it helps establish the credibility of a lab's capability and the products they develop," Zerovnik says. "Laboratories coast-to-coast compete for the award every year."

Penn Bank & Trust Opens New Branch

Penn Bank & Trust is expected to open a new branch in Ontario on Dec. 18th of this year. The branch, the second PPPF facility in the city of Ontario, is located at the southwest corner of Philadelphia and Grove Avenues in the Marketplace on Grove.

The building is a freestanding facility and includes a drive-up ATM, as well as a merchant teller area to accommodate local business owners. Like other PPPF branches, the Ontario Grove office features extended banking of Commerce and its Chino and Greater Riverside chambers.

Kevin McCarthy said, "Ontario at Grove is the first of as many as five new branches PPPF Bank & Trust plans to operate in high growth areas of the Inland Empire, continuing our focus on small business."

The use of quantum dots—nanoparticle-sized semiconductors that emit different intensities of energy depending on their size—is a new approach to detection in this application because they can be more stable than the organic dyes now in use, according to Mulchandani.

In October (2006), the U.S. EPA announced its Ground Water Rule, which refines the 1996 amendments to the Safe Drinking Water Act, requiring regulations that call for measures to protect ground water sources of public drinking water supplies from disease-causing viruses and bacteria. Systems must begin to comply with the new requirements by Dec. 1, 2009.

Digital Tags

LANL Laboratory has won the Federal Laboratory Consortium Regional Award for developing a handheld device that can work in-field situations, while avoiding cross-contamination of infectious agents. The building is a freestanding facility and includes a drive-up ATM, as well as a merchant teller area to accommodate local business owners.
This is the story of a man who, in his hometown of Detroit, must look like a combination of Ray Croc and Ted Turner. The man is Mike Ilitch. Yes, his last name is spelled exactly like the middle name of the Russian composer Peter Ilitch Tchaikovsky.

Mike and Marian Ilitch founded Little Caesars Pizza in 1959. Mike Ilitch was born July 20, 1929, in Detroit, Michigan. He is an American entrepreneur and owner of the Detroit Red Wings and the Detroit Tigers. In addition to his sports ownership, Ilitch is the founder and owner of Little Caesars Pizza since 1959, which has become an international fast-food franchise. He has been at the center of Detroit's revitalization and redevelopment efforts when he purchased and renovated the Fox Theatre, and relocated his headquarters into its offices. Several of his buildings under his ownership, such as the Madison-Lenox Hotel, have been demolished for "new development." "The site of the historic Madison-Lenox Hotel for example, for now serving the city of Detroit as a park lot. Mike Ilitch is a first-generation American of Macedonian decent and is married to Marian Ilitch.

A graduate of Cooley High School, Mike Ilitch entered the U.S. Marine Corps for four years. After his return home to Detroit, the Tigers offered him a $5,000 bonus if he would sign to play baseball, but Ilitch turned down the offer. Instead, he went into the pizza business. With the help of his wife, Marian, the Ilitches opened Little Caesars Pizza in Trenton, Michigan, the first of what would become many thousands of restaurants through franchising.

Today, the Ilitch family's entities remain privately held. In 1999, the Ilitches established Ilitch Holdings, Inc. to provide their various enterprises with professional and technical services. They hold the titles of chairman and vice-chairwoman, respectively. The combined total revenues for these enterprises in 2004 reportedly exceeded $1 billion. Mike Ilitch has routinely shown up on Forbes Magazine's annual list of the 400 Richest People in America, but in 2006 he slipped off the list.

Marian Ilitch reportedly divested herself of any personal interest in the Detroit Tigers' organization in 1998, as a result of a lawsuit concerning the casino gambling industry. (An MLB rule forbids joint ownership of a baseball team and gambling facilities.) She acquired a significant interest in the Motor City Casino and, in 2005, purchased sole controlling interest. According to Forbes Magazine, Ilitch is the 17th richest American of Macedonian decent and is married to Marian Ilitch.

Little Caesars, despite its unique marketing and advertising success, has shrunk by more than 2,000 stores since the early 1990s and slipped from being number three in the pizza industry to number four, behind Pizza Hut, Domino's and Papa John's.

"We did 36 consecutive years of increases in volume and earnings, and then things fell off," says Ilitch. "We've taken a more focused view.

Recognizing that her husband is more of a financial genius and less of a madman she observed that, "If we ever went public, I would have to fire him." 

In his hometown of Detroit, Mike Ilitch and his family are one of downtown Detroit's largest abandoned property owners. Their portfolio of abandoned properties include the Adam's Theater, Fine Arts Building, United Artist, Detroit Life Building, and Bleim Building. While other building owners have successfully renovated a number of buildings or sold their properties, Ilitch Holdings has been behind the carrel
case when it comes to developing their own properties in Detroit. Despite placing development signs on most of the Ilitch-owned buildings in Detroit for the 2006 Super Bowl, he is pushing to demolish most of the structures he owns, and successfully, though controversially, gained the demolition of the Madison-Lenox Hotel in May 2005. 

In 1982, Mike Ilitch bought the Red Wings from Norris for $58 million, and eventually turned the team into a contender for the Stanley Cup. After building the team with the help of Jim Devellano, the Red Wings won back-to-back championships in 15 years since his purchase. "The Detroit Red Wings' success would include another championship in 2002. Prior to the 2004-05 NHL lockout, Forbes Magazine ranked the Red Wings as the fifth most valuable franchise in the NHL despite a $16 million operating loss.

Ilitch purchased the Detroit Tigers in 1992 (ironically from fellow pizza magnate Tom Monahan continued on page 26

Mike & Marian Ilitch

Little Caesars Pizza looks toward barstool

And so the people have spoken.

Now we are being bombarded with commentary about just what it was we said. (This is for all of us who don’t know what we said or the way we did it.)

Was it a vote for or against congressperson really a vote against Bush? Was it a vote against the war? Was it a comment on illegal immigration? People on TV and in the papers would have us believe that it was at least one of these.

One thing is for sure, unless we want Hillary Clinton to make history as the first female president, and the first woman mayor of our great city, the Republican Party had better come up with a strong candidate with a strong policy on everything from Iraq to Social Security. After all, America has always equated its wars with the standing president. There are still people in the South who refer to Mr. Lincoln’s War of Northern Aggression.

For all that is being said about the Democratic victory in the House and Senate, California kept its Republican governor. This leads to a big question. Was California’s vote a vote of support for war or a statement about how weak his opposition was? If that were a fair question, it would not also be asked about the same question about those national votes.

Do you even know who ran against Senator Clinton in New York? Probably not.

As the number of elections, the Rancho Cucamonga and Montclair Chambers of Commerce held the regular monthly meetings. Speakers at both meetings commented that California had voted positively for the infrastructure initiative New York’s Long Shot. At the same time we voted down such anti-business propositions as the cigarette and gas taxes and “out of state” initiatives. Put yourself on the head.

Monday morning quarterbacking will continue. The campaign signs by the side of the road will fade and deteriorate and eventually blow away. Candidates who have been voted out are probably running for re-election, and new people will be replacing them come January. Two years from now we can look back and decide how these results have worked.

Please remember what I have said here before. I truly believe that the real issues are local issues. The streetlights, the potholes and the utility tax impacts more of us in our daily lives than any war on the other side of the world.

You may not be happy with the results of this year’s elections, but our representatives have made mistakes. In 2003, we, the people, in order to establish a more perfect union, get to run the whole system again in the hope of getting it right.

Is this a great country or what?
Illegal Immigration and Crime

James R. Edwards, Jr.

Immigrant criminality represents perhaps the worst abuse of the liberty aliens enjoy in the United States. Increasingly, the government closest to the problem — either finds its hands tied or bravely resists its responsible fellow Americans within its jurisdiction. Moreover, the illegal element exacerbates the economic and other burdens caused by legal immigration.

The current high rate of sustained, mass immigration — more than one million legal immigrants plus half a million illegal aliens every year — forces many states and localities into turmoil. The illegals certainly live outside the obligations those who live under the "consent of the governed" owe to each other. While the principles of the Declaration of Independence guarantee all human beings certain natural and unalienable rights, only parties who have consented to our government can have rights. While American citizens have not given their consent to higher taxes, education, and other burdens their state and local government imposes on them, illegal immigrants do.

The national government has exclusive power over immigration, and it has mandated certain public benefits for immigrants, legal or illegal, such as public education (see the 1982 Supreme Court case, Plyler v. Doe). States and localities then bear the costs and consequences of all immigration. And they respond differently, with differing consequences for their people.

For example, the Florida legislature rejected a bill issuing driver's licenses to illegal aliens. Kansas state legislators voted to give illegal aliens instate college tuition, and Alabama and Florida state police work closely with federal immigration enforcers. New York, Los Angeles, and Chicago have "sanctuary" policies that keep city employees, even police, from asking about immigration status. An Idaho county commissioner billed Mexico for the $2 million illegal aliens owe for county services. The impact is seen particularly in crime: Record-high auto thefts in Arizona, drug trafficking in Salt Lake City, human smuggling rings in Los Angeles, D.C. sniper Lee Malvo, money laundering, prostitution, gang murders, and even slavery. Immigration authorities estimate that 84,000 state inmates are aliens, though state and local figures on foreign-born prisoners are hard to come by. At least three quarters of these immigrant state inmates are in Arizona, California, Florida, Illinois, New York, New Jersey, and Texas — the top immigrant destinations.

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D&F/EBJ Total Volume Month 143,580,453

Monthly Summary 11/20/06

<table>
<thead>
<tr>
<th>Stock</th>
<th>Month Volume</th>
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<tr>
<td>Hansen Natural Corp.</td>
<td>85,292,741</td>
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<tr>
<td>Hot Topic Inc.</td>
<td>24,281,199</td>
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<tr>
<td>Watson Pharmaceuticals Inc</td>
<td>15,851,700</td>
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<td>Fleetwood Enterprises Inc</td>
<td>8,795,400</td>
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<tr>
<td>D&amp;F/EBJ Total Volume</td>
<td>143,580,453</td>
</tr>
</tbody>
</table>

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

"Laws were made to be broken"
Christopher North, May, 1830

"Had laws not been, we never had been blam'd; for not to know we sinn'd is innocence"
Sir William Davenant 1666-1668

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IEHP Chief Appointed to Olmstead Committee

As part of an advisory committee to the governor, IEHP's chief marketing officer joins advocates for people with disabilities in developing strategies to improve the state's long-term care system.

Kim Belisle, secretary of California's Health and Human Services Agency, recently appointed Carl Maier to the state's Olmstead Advisory Committee. Maier serves as chief marketing officer for IEHP—the Inland Empire Health Plan. He oversees member services, direct marketing management, sales management, advertising, public relations, market research, and community events.

IEHP prides itself on more than a decade of linking people with disabilities to quality health care and wellness options—not just treatment. More than 12,000 of IEHP's 300,000 members are seniors or have disabilities.

As a member of the Olmstead Advisory Committee, I get to work with advocates for people with disabilities from across the state,” Maier notes. “I'm excited about the opportunity for enhanced dialogue and working together to increase options for people with disabilities that ensure health, wellness, and independence.”

The Olmstead Advisory Committee focuses on improving the state's long-term care system and creating opportunities to support individuals with disabilities in the community. Members serve on a volunteer basis and represent consumers, family members, providers, and advocates.

The Olmstead Advisory Committee represents California's effort to implement a 1999 U.S. Congress directive, which upholds a core principal of the Americans with Disabilities Act (ADA). In Olmstead v. L.C., the Court ruled that unjustified, institutional isolation of people with disabilities violates the ADA.

Confirming the ADA's integration mandate—that people should live in the least restrictive setting possible, the decision challenged federal, state, and local governments to develop cost-effective, community-based services to prevent institutionalization of people with disabilities. "As a leader in accessible health care, IEHP is excited about the opportunity to offer our expertise to the Olmstead Advisory Committee and to learn from the other members," notes IEHP CEO Richard Bruno. "We want to make sure we're doing all we can to help our members maintain their independence and achieve the best quality of life possible.

My wife calls them cops. They are the third party devices that we all like to use so we can have real computers in order to make them do new and exciting things. In this age of computer music, music, and TV downloads, many toys are designed to enhance our entertainment pleasure.

Some of the items that have not passed across my desk, but have been shown up in catalogs and magazines, include devices to play music and videos on your desk.

Your MP3 music device can be converted into a boom box or a musical alarm clock. Such systems, along with carrying cases, headphones and earplugs, have practically become an entire subcategory. A company called iLuv (they all start with a small "i" these days, except for some, like zCover) makes Bluetooth Hi-Fi audio system and alarm for your player and includes Bluetooth wireless headphones.

Your player can also become a very tiny TV with a big speaker system. Recently the Business Journal reported on a unit made by the Inland Empire's Cal Spas, which was built for the backyard and included a waterfall, a light show and a flat screen TV running off of a video iPod. At the flick of a switch, the screen rises up out of the top of the unit like Ursula Andress rising out of the surf in "Dr. No."

Yes, Sonic makes an adapter that allows a person who has an iPod to beam music to other Zune users. It will let you play your iPod off of your computer in the house and beam music to other people as well. It is actual-

It hits the market.

Many companies that we have heard on in these pages before, like Dr. Borr and XtremeMac make a lot of wraps, carriers and protective covers for your music device, many with belt clips or arm bands. Others add gimmicks, such as iFrogz custom color and artwork and icon skin or iSkin's compact holder. The iFrogz people have also told me they have a new way of taking your phone and turning them into wheel art to go on their iPod's control wheels. Now your wife can stick her finger in your eye.

One company called Scosche featured a backpack at Ontario's recent Podcast Expo. It can play your iPod off of amplified built-in speakers. It runs on 6 AA batteries. The company is in Ontario, but you can find them at www.scosche.com. Dr. Borr features a canvas brief case satchel from Musak that will play your MP3 device as you walk through the parking lot.

For some time now I have sung the praises of the Podflyer by Sonnet, an Orange County company. It allowed me to play my iPod from my FM radio in my car. Now I have a different device from Kensington called the Digital FM Transmitter/Auto Charger. It looks like a big plug for your cigarette lighter. It has a small window with a digital read-out and three buttons on it that allows me to preset three empty FM frequencies to, for iPod playback. While the FCC requires any of these devices to not interfere with licensed broadcasts, and the broadcasters signal come in, this new device still has a bigger, better sound. It is actual-

ly clearer. The base sounds are sharper. The overall sound is fuller. Even the stereo separation is better defined. I get no static buzz in the car's engine sometimes, but it's nothing to worry about.

There are, in fact, an amazing number of items to use in connection with your iPod, or computer, Mac or Windows. According to the Apple Web site, there are "more than 3,000 accessories made specifically for iPod that range from fashionable cases to speakers systems. Meanwhile, Microsoft has released their own Mzaudio music player. Zune, designed to compete with the iPod.

Zune has a bigger screen than the video iPod, and it will let you beam music to other Zune users like info from a Palm Pilot, but it is not compatible with Macs. Microsoft also has a new operating system called Vista, coming out in January. Apple is expected to release OSX 10.5, named Leopard, in the spring.

You can visit the local computer stores or shop online. Most of the companies I have mentioned have web sites. Simply Google the name and you should find them.

My personal recommendation, and it's not too late, is to check one of two online/catalog companies. They are MacMail and PCMail. They offer new "toys" almost as soon as they are available, and often you get better prices and/or additional goodies, such as a free printer or RAM upgrade with their purchase.

Happy shopping.

Oh, and one last thing. Leave your wife alone if you didn't give you anything for Christmas, here's a bit of free advice from Mac Addict Magazine.

"There's all kinds of Wi-Fi access available in most office park parking lots."
he'll be successful selling widgets here. But just because someone was successful in a past company doesn't mean he or she will be successful in your company. And just because someone has the technical skills to do the job you have available doesn't mean she'll like working at your company. That's why you need to go beyond skills and technical expertise if you want an organization filled with productive people who actually like their job and stay with you.

So if you sometimes feel that your company has a revolving door of talent, consider the following suggestions for hiring and retaining the staff you need.

Enhance your hiring process.

Gone are the days when hiring an employee meant reading a few resumes, conducting a couple of interviews, and then hiring the person with the best professional and/or academic background. Today's companies and managers who "fit" don't exist. But since most interviewers and managers don't have a background in psychology to really understand what's going on inside a job candidate's head, pre-hiring behavioral and/or psychological assessment tools are vital to any hiring decision.

One simple assessment tool—many of which people can complete in less than 15 minutes—can reveal a wealth of information that can help you better determine the person's strengths, weaknesses, communication style, work style preferences, etc. While you can't use the assessment tool's results as your only hiring criterion, you can incorporate the tool into your informal interviews and answers to get a clear understanding of the job candidate's preferences and tendencies.

Get a good fit.

But now, people have heard that you want employees who "fit." What does exactly a "good fit" mean? It means that the person will be able to work within your organizational culture, not that he or she is technically competent to do the job. For example, is this person someone who enjoys being around others, or does he prefer to work alone? Does this person like to do things the "official way," or are they flexible in a fast work environment?

Knowing more than just someone's skill set is important, because chances are that someone who was successful in a structured environment will not be successful in a flexible environment. And while few employees will ever pinpoint the disconnect in work style preferences as the root of their job dissatisfaction, any employee in continued on page 13

Hilton - USO...

continued from page 2

On Friday, Nov. 17, the Hilton Ontario hosted a complimentary gourmet lunch, prepared by Executive Chef Doug Kohn, for the volunteers to show their appreciation for their service to our country. Complimentary dinners for two at Cafe Catalina were given to several outstanding volunteers in recognition of their commitment to the center. The Hilton will continue to be involved and support the center and does so out of a sense of commitment to the community and to our men and women in service.

For 65 years, the USO's mission has remained the same. This year, the USO will support U.S. troops and their families wherever they are based around the world. The American military knows that the USO is there for them. By supporting the USO, the community can show their appreciation and express their gratitude to the men and women who defend us.

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710,000 sq. ft. along with associated sites and streets improvements. The project is estimated to start this month and finish in 2010. In 2007, Dickenhoff's project manager was John Murray, and RGA Associates is responsible for the design.

Diefkenhoff to Build Redlands and Rancho Mirage Office Projects

PGP Partners, Inc. has named J.D. Diefkenhoff, Inc. as the general contractor for the new 38.45 acre industrial development called Mountain View Industrial Center, located in Redlands off Mountain View and Lotus Avenue. The project consists of five new, light industrial, tilt-up warehouse buildings totaling around 120,000 square feet.
UCR Studying Self-Organizing Smart Wireless Networks

UC Riverside engineering professors are researching a wireless computer network that reconfigures itself with every new connection to maximize its effectiveness and reach.

For wireless multihop networks to be used by thousands, the networks need to be able to self-organize, which is what University of California, Riverside researchers are developing at the Bourns College of Engineering.

Self-organization means that each wireless node is aware of its neighborhood and can make intelligent decisions about whom to communicate with. Multihop means the network allows a single connection to let many other users "hop onto" the network using the most efficient wireless routes. Creating essentially a wireless web of wireless networks is especially useful where traditional hardwired systems are limited in reach, such as in developing countries or in sparsely populated areas.

Computer science and engineering faculty members Srikrishna Srikant, Michalis Faloutsos and Neil Young are working to develop a smart wireless network that reconfigures itself with each connection to optimize its quality and effectiveness. The project has received a three-year, $388,000 grant from the National Science Foundation.

Using the third floor of the Engineering II Building at UCR as their test network, they will determine what the realistic footprint of the wireless signal coming from each node is and how to best design the network that will constantly reconfigure itself to maximize the quality of signals between neighboring transmitters and receivers.

"When you see representations of the reach of a wireless signal, they usually show you a circle radiating from the antenna, but with walls, poles and other interfering devices, you rarely have a circular footprint," said Krishnamurthy, one of the principal investigators. A goal of the research team is to use realistic assumptions and models.

The work will examine emerging physical layer technologies such as the use of smart antennas while facilitating this reconfiguring of neighboring nodes. The investigators will also develop a wireless teaching laboratory at UCR for both graduate and undergraduate students to perform experiments and understand the practical issues that arise with the network's implementation.

Three Strategies for Dealing With Change

Getting Ready for Anything

Those business professionals who want to be successful and lead a sane, healthy, and happy life need a new kind of training— one that business schools don't provide. To take an analogy from Robert Pirsig's "Zen and the Art of Motorcycle Maintenance," most of today's leaders (not you, of course), like institute-trained mechanics, are ready for everything—except a new situation.

If you are to be ready for anything, your training must focus more on the person, not just the business. That means focusing on you and your personal and professional development rather than focusing on the situation. It's about becoming more optimistic and resilient, more creative and energetic.

How do you actually do that? Well, consider the following:

Tell Yourself A Good Story After Any Defeat

Renowned author Peter Drucker once said, "A leader is a person who controls his own energy and orchestrates the positive energy of the people around him." Realize that everywhere you go, you leave an "emotional wake." If it's negative, your company produces less quantity and certainly less quality. In any situation, you can be angry or you can solve problems; rarely can you do both.

Dr. Seligman, Ph.D., author of "Learned Optimism and Authentic Happiness," has correlated the best psychologists in America to study positive emotions. His research proves what a lot of us suspected: Positive emotions help you become more productive at work, healthier, longer-lived, and happier. The results of Seligman's research give us the answer as to what and how to change in order to be more consistent.
No More Mind-Numbering Number Slides: 5 Easy Steps to Bring Your Presentation to Life

by Jerry Weissman

Business people are perpetually faced with the challenge of one of life's greatest burdens: presenting number slides without numbing their audience into a soporific stupor. This narcotic effect is the result of four common mimetic mistakes perpetuated by most presenters:

1. The presenter starts each slide by saying, "Now I'd like to talk about..." forcing the audience to re-start the presentation with each slide.

2. The presenter reads the words on the slide verbatim, causing the audience to feel patronized and become resentful, thinking "I can read it myself!"

3. The presenter discusses the general subject of the slide rather than focusing the specifics on the slide, splitting what the audience sees and what they hear, forcing them to start back and forth between the screen and the person, causing complete confusion.

4. The presenter recites only the data on the slides, adding no value.

Therefore, the problem is in the presenter's narration rather than in the design of the slide itself. Of course, it is important to wield a sharp razor ruthlessly in the graphic design, slashing and extracting extraneous data, Keeping It Simple, Stupid. But even the most minimal design must be accompanied by a clear and consistent narrative.

Here is a simple solution for each of the four common errors, one for each error, plus one bonus solution, linking your slides into a fluid story narrative.

For a table, say, "The vertical axis represents speed from low up to high, and the horizontal axis represents costs from low on the left to high on the right."

In addition to making it easy for your audience to follow and understand, this navigation technique has an extra benefit: it displaces the ubiquitous pointer. For some incomprehensible reason, whether the retractable fixed type or the frenetic laser dot model, have become standard equipment in presentation environments around the globe. Presenters then brandish the pointers as an antiquated weapon, navigation is user-friendly.

4. Add value.

Financial prospectuses have a boilerplate section called, "Management's Discussion and Analysis." Make this the theme for every presentation. Discuss and analyze beyond the information depicted on your slides. Don't settle for mere recreation. Add value, dimension, and depth to your discussion.

5. Bonus:

Linking words. You can create continuity from slide-to-slide with a technique writers use to create continuity in their narratives. Writers chose a word or a phrase from one paragraph and repeat the word or phrase in the subsequent paragraph to connect the two paragraphs. The same technique can be applied to two consecutive slides, where the first is titled Significant Revenue Growth and the second is titled, Margin Improvement.

When you click to the margin slide, say, "Our impressive revenue growth has helped us improve our margins." Or if the first slide is titled Broad Product Line and the second is titled Leading Market Share, when you click to the market without number slide, say, "The ABCs of the art-products have made us the market leader.

Four Steps for Solving Your Problems

by Sue Dyer

How many times have you sat through meetings only to walk away wondering if your team could resolve any of the problems it faced? The ability of a team to identify and resolve problems is a critical skill. Many teams never learn how to do this. Those who do always outshine their counterparts.

Of course the best problem solving technique is to prevent the problem from occurring in the first place. But we all know that stuff happens! Here are four steps to help you address root cause instead of your problem so that you resolve the underlying issue. Over time, if your team follows these four steps, they will begin to build "problem solving muscles" and become more adept at tackling problems, and trust will grow.

1. Refuse to Get Stuck

You need to be a part of the solution, but if you become emotionally charged, you will focus on your emotions and not on the issue at hand. Once you are upset, you become part of the problem.

• It gets harder the longer you wait.
• While a cooling off period can be beneficial when tempers flare, putting off problems only makes the solution more difficult. Over time people become more invested in the problem and in winning. This makes it much more difficult to resolve the problem.
• Listen between the lines.
• Arguments are not usually about what people say they are about—most have to do with the ego involved. With listening by empathy, between the lines, you will hear that people are telling you what they need.
• Lead, don't manipulate.
• You don't have to have authentic power to lead a problem-solving effort. You just need a sincere desire to find a solution that gives everyone what they need. Manipulation tries to lever power over others. Leadership seeks to give hope that a true dialogue can occur.

Step 2. Resist Playing the Blame Game

When confronted with a problem, it is only natural to want to find out "who is to blame." The problem with the "blame game" is communication stops as everyone becomes protective. In the meantime, no one is working on solving the problem! So keep focused on a solution.

• You can't create good solutions in a vacuum.
• The more you learn about the needs and constraints of the various people on your team, the better you will be able to create good, and possibly great, solutions. So ask.
• Work to get off to a good start.
• How a team starts a project is a pretty good indicator of how the project will end. So it is well worth the effort to make sure that yours starts out well. Open up communication and start teamwork from the beginning.

Silence your inner judge.

When someone is talking to you and you hear that little voice in your head say..."I can't do it!"

continued on page 20

By Jon Web and Oden Morse, The Passing Zone

If you often feel like a juggler, trying to balance all the different responsibilities of your life, you’re not alone. Between work demands, home and family obligations, interests and hobbies, community involvement, and personal/professional development pursuits, many people feel that they have too many balls in the air at once. And unfortunately, the situation is only getting worse.

With the proliferation of PDAs, cell phones, and other technologies, we often have no escape from the barrage of intrusions: clients calling after hours, the boss assigning yet another project, and friends needing help…now. People expect us to be always reachable at a moment’s notice. For many, the very tools that were supposed to make our lives easier have only made us more stressed.

1. Allow yourself to focus on one thing at a time (or, pay attention to the chain saw)

During juggling routines, a juggler must pay attention to many different things—the items he or she is juggling, the speed in which the items are moving in the air, the size and weight of each item, etc. However, there are certain times or certain objects that demand all the juggler’s attention at once—such as a buzzing chain saw falling into their hands.

The same thing happens in everyday life. There are times when you’re swamped with work, for example, and for a large part of your day you have to focus on work, not on your kids, your vacation, your finances, etc. When that time comes, don’t fix it. Allow it to happen, knowing that you’ll have to focus on something else exclusively at another time. If necessary, arrange your day so that you have that focused time. Tell others your schedule so they know they can’t disrupt you during that time. You may even have to leave the office early or turn off your cell phone. Do what you must to keep your focus on the item at hand. By doing so, you’ll be more effective when you later address the other areas of your life. And you’ll avoid a nasty mishap with that chain saw!

2. Focus a little bit on everything at once (or, keep all the plates spinning)

When a juggler is spinning plates, he or she must focus on and tend to all the plates at the same time. In order to only focus on one spinning plate, all the others would quickly come crashing down.

At times, life is a lot like plate spinning. You know how it goes:

Your child’s school is on the phone, the repair man is at the front door, a call is coming on your cell phone, and now the meal you were cooking on the stove burned. You have to jump from one thing to another just to keep the fires out (literally). The problem is that many people feel the need to do too many things at once, and then they wonder why they have no life balance. Therefore, know that you really can do your time constraints and get rid of the rest, at least for now. Your juggling will have fewer drops once you simplify your pattern.

3. Simplify wherever you can (or, know your juggling limits)

Just because a juggler can juggle five balls effortlessly doesn’t mean he can juggle 10 balls. And just because someone can juggle flaming torches doesn’t mean she can also juggle chain saws. Every juggler has limits. Your life, too, has limits.

Look back over your calendar or daily planner and analyze where you spend your time. Get rid of any commitments, or at least put something on the back burner temporarily. If you’re involved in too many committees or trying to learn too many hobbies, or if your children are a part of too many after school activities, you’ll need to decide what’s not necessary so you can simplify and get in balance.

Realize that some cuts may only be temporary. Do a regular evaluation of your time so you can see when you can take something new on and when you have to put things aside. Too many people today get overwhelmed by too many things, and then they wonder why they have no life balance. Therefore, know that you really can do your time constraints and get rid of the rest, at least for now. Your juggling will have fewer drops once you simplify your pattern.

4. Don’t stress when interruptions occur (or, improvise when the spotlight is on)

In the entertainment business, things change on a dime. For example, you may be committed to your daughter’s piano recital tomorrow night, but then “The Tonight Show” calls and wants you as a guest…tomorrow night. In that case, you may have to drop everything, change your plans, and take the lucky breaks as they come. Or, during a performance, a juggler may have to improvise and make some changes to his or her routine…while in front of a live audience.

“The Tonight Show” may not be calling you, but last-minute changes like these happen to everyone. For instance, you may set aside your entire morning to finish that big project. Ten minutes into your work, you get a call from your child’s school saying that your son is sick and you have to pick him up immediately. When that happens, accept the interruption and don’t get upset. Feeling angry, resentful, or annoyed by the disruption, whatever it may be, will only cause you to feel more stress than necessary. Realize that things happen to everyone. Being nimble and able to change gears on a moment’s notice will keep you in balance, no matter what happens.

For more information, please visit: www.passingzone.com.

Hovnanian Homes...

continued from page 23.

Three Strategies... continued from page 18

visits. Your team members will see it, but the change happens within you.

Change The Company Environment from Headquarters to Headquarters. Look at the average company (not yours, of course). Most, if not all, meetings are set up in the left-brained, logical, linear, sequential-thinking mode. Position titles are left-brained as well: CEO, CFO, COO, and CIO. We have budget meetings, operational meetings, and technology meetings. But where’s the committee for creativity and innovation? Who gets rewarded for the most innovative customer save or creative sale? These are topics you can bring up at your next meeting.

Additionally, from a Feng Shui perspective, most of our offices are “hindquarters,” designed around where we put our desks.

Celebrate A Season Of Wishes with our partners
Step 3. Agree on the Problem

It is easy to assume that you understand the problem, but is this the problem or just a symptom of the real problem? How can you tell? Others on your team may see the problem very differently than you do and have information that you don’t have. It is important to create an atmosphere that allows everyone on your team to openly discuss the issue so you can find and agree on the core problem. Because if you don’t agree on the problem... you are never going to agree on the solution!

• Make conflict constructive not destructive.
• Conflict need not be destructive, destroying relationships and communication. Conflict can be constructive, spurring discussion and pointing out areas in need of work, helping the team to improve. It’s all a matter of attitude and approach.
• Focus on the present - don’t rehash the past.

When you analyze what happened and why it happened and who was responsible, you are trying to deal with your problems by focusing on the past. You have no power when you deal with issues in the past you can’t change the past. So bring your problems into the present; you’ll be surprised how quickly you can resolve them.

• Everyone owns the problem.

Everyone owns the problems that pop up equally. It’s not their problem and it’s not my problem, it’s our problem. It’s everyone’s job to understand the problem and cooperate to work out a way to quickly solve it. Pointing fingers only stops conversations very rapidly.

Step 4. Co-Create Solutions

People don’t argue with what they help to create, and there truly is a collective wisdom in a team. Tap into that wisdom by offering your team a chance to help create the solution(s) to the core problem that you’ve identified.

• Allow the people closest to the problem to resolve the issue.

Quality decisions come from those closest to the issue. Quality goes down as issues move away from the team, and the issues tend to grow in cost and time.

• Build on common ground.

When creating objectives, focus on those things that you all have in common. This will get everyone moving in the same direction—working together instead of against each other. Keep focused on those things you have in common, not on your differences.

• Do the impossible.

Keep yourself open to possibilities. Try to look at old things in new ways, through new lenses. That’s what seeing problems through the eyes of the others involved can help you do. It really is possible to create a solution that gives everyone what they need, and to walk away with a new level of respect and understanding.

Now you are ready to implement the solution(s). You can use the same process for identifying potential problems and preventing them from becoming actual problems!

Sue Dyer can be reached at (925) 449-830 or by e-mail at SueDyer@ScorecardProgram.com.
Mission Oaks National Bank has long been the preferred choice for those looking for loans to purchase real estate, start a business or finance an expansion. Now it hopes to become the lender of choice for pilots shopping for airplanes. Mission Oaks has hired veteran aviation lender Juan Alonso III to manage the newly-formed aircraft lending department. Alonso has specialized in aircraft finance for the last two decades. He started the aircraft lending department at Riverside National Bank in the mid-1980s and most recently was vice president and aircraft department manager at Community National Bank. There he oversaw a loan portfolio of about $32 million. He also made aircraft loans while working at First Pacific National Bank...Stephen Walden, a veteran SBA lender, has joined Mission Oaks National Bank as a senior vice president and manager of the Small Business Administration loan department. Prior to working at the Temecula-based community bank, Walden was assistant manager and regional loan officer for La Jolla Bank in San Diego County. The Rancho Bernardo resident also held lending positions at El Dorado Bank and Bank of America......George Frahm, group senior vice president of retail operations and administration for Stater Bros. Markets, was elected California Grocers Association secretary for 2006-2007. Frahm oversees the day-to-day operations of the human resources, labor relations, insurance, workers’ compensation and support services departments for the 162-market chain operating in Southern California. He began his grocery career in 1973 at Stater. In 1986, he was promoted to grocery supervisor and to senior vice president of administration in 2001. Cynthia Duffy has joined Kiner Communications as senior account executive, announced the agency’s chief executive officer, Scott Kiner. Duffy will develop and manage marketing communications programs for a range of agency clients. Formerly with Desert Springs, a JW Marriott Resort & Spa, and Rancho Las Palmas Resort & Spa (now a KSL property) as director of leisure marketing, Duffy’s background also includes serving as senior project/database marketing manager for Marriott’s western region, and in segment marketing, advertising, and promotions at Starbucks Coffee Company in Seattle.

The Inland Empire Ad Club
ADDY Awards Competition Now Open

The 2007 Inland Empire Ad Club's American Advertising Federation ADDY Awards Competition is now open. All work is eligible if it first appeared in the media or was used from January 1 through December 31, 2006. The ADDYS are the advertising industry's largest and most representative competition, attracting over 50,000 entries every year.

Conducted annually by the American Advertising Federation, the Inland Empire Ad Club ADDY Awards are the first of a three-tier, national competition. Concurrently, all across the country, local entrants vie for recognition as the very best in their markets. At the second tier, local winners compete against the other winners in one of 14 district competitions. District winners are then forwarded to the third tier, the national ADDY Awards competition.

For information contact:
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Regency Centers Reaches Agreement

Regency Centers, a national owner, operator and developer of grocery-anchored and community shopping centers, has recently reached an agreement with the city of Murrieta to re-locate the Swing the most exciting New Year of the New Years Celebration ever! T00 in the hip fomo~ movie swinging with sounds of the Most: "Hey Correy), Reuter.

December

Reaches Agreement

owner, operator and developer of grocery-anchored and community shopping centers, has recently reached an agreement with the city of Murrieta to re-locate the Swing the most exciting New Year of the New Years Celebration ever! T00 in the hip fomo~ movie swinging with sounds of the Most: "Hey Correy),

According to Jim Reuter, vice president of investments for Regency Centers, partnering with the city to help build the regional public off-site improvements was a key component to allow this project to move forward. Regency is ready to pres- ent this mutually-beneficial agreement to the city council for final consideration and proceed with development on this project in the near future.

Regency is the leading national owner, operator, and developer focused on grocery-anchored, neighborhood and community retail centers. As of Sept. 30, 2006, the company owned 399 retail properties, including those held in joint ventures. Including tenant-owned square footage, the portfolio encompassed 53 million square feet located in top markets throughout the United States. Since 2000, Regency has de- veloped 163 shopping centers, including those currently in process, representing an investment at completion of approxi mately $2.4 billion.

Jumping...

continued from page 30

Regency Centers Reaches Agreement

at the request of the Second District Supervisor Paul Biane, the Board of Supervisors approved a $2,500 allocation to The Unforgettables Foundation in October.

In the first six months of this year, The Unforgettables Foundation helped 18 low-income families in the Second District cope with the loss of a child by helping them with funeral expenses," Bian said. "The Unforgettables Foundation provides a fundamental service in my district and throughout San Bernardino County, and this funding will help the group carry on its mission."

The $2,500 allocation comes from the board's priority policy needs budget, which was estab-lished to meet unbudgeted needs identified by supervisors throughout the year. The Unforgettables Foundation is a non-profit organization based in Redlands. In addition to helping low-income families cover funeral expenses when a child dies, the group educates families and caregivers about children's health and safety issues.

For more information about The Unforgettables Foundation Business Journal readers are invited to call (909) 446-9535 or visit the group's Web site at www.unforgettables.com.
PIZZA MOGUL... continued from page 6
who founded Domino’s Pizza), for baseball was a sport that he had played as a child. However, under his ownership, the team had lost 12 of 13 seasons. In 2006, the Tigers made the playoffs for the first time in 19 years under the legendary Jim Leyland. Forbes Magazine ranked the Tigers #22 out of 30 teams in its 2005 list of most valuable teams. The franchise is highly leveraged, with only two teams carrying higher debt to value ratios on their ledgers.

Ilitch moved the struggling team from Tiger Stadium (which was built in 1912) into newly-built Comerica Park. He financed approximately 50% of the $350 million facility and bought the other half of the Detroit/Wayne County, along with federal grants, covered the balance. Various Ilitch enterprises, Inc. enterprises own and operate Comerica Park and its concessions. In 2005, the Detroit Tigers hosted MLB’s 76th All-Star Game at Comerica Park. All-Star Week in Detroit produced the highest grossing revenue in the history of the All-Star game. However, although his previous Tigers’ teams did not enjoy much success, enduring 12 straight losing seasons, the 2006 Tigers made the playoffs and defeated the Oakland Athletics, four games to none, in the 2006 American League Championship Series to make it to the 2006 World Series, which they lost to the St. Louis Cardinals.

Ilitch was one of the early team owners in the Arena Football League, starting up the Detroit Drive in 1988, somewhat as a filler team for summer dates in the Joe Louis Arena, although Little Caesars was also one of the major sponsors of the AFL during that period and time Ilitch owned the Drive. The Drive was one of the most successful teams in the early days of the AFL, both on and off the field. They generally had strong attendance (although much of that was due to discounted or giveaway tickets), and the Drive was in the Arena Bowl in every year of their six-year existence, going 4-2 in the title games. After Ilitch bought the team in 1993, he decided he didn’t want even another franchise that would take away fans from the Tigers, so he sold the team off and they moved to Worcester, Massachusetts.

Some critics have stated that Ilitch was unwilling to spend money on both of his franchises, allegedly favoring the Red Wings. This claim is supported by the fact that the Tigers started to spend real free agent money only during the 2004-05 NHL lockout season, which is one of his highest as a baseball owner, a claim supported by the fact that he held on to General Manager Randy Smith for far too long. Smith was the GM who acquired the players on the 2005 Tigers, which set the American League’s record for most losses in one season (119). Another opinion is that he didn’t even try to field a competitive team during the Red Wings glory years.

However, although his previous Tigers’ teams did not enjoy much success, enduring 12 straight losing seasons, the 2006 Tigers made the playoffs and defeated the Oakland Athletics, four games to none, in the 2006 American League Championship Series to make it to the 2006 World Series. Mike Ilitch was inducted into the Hockey Hall of Fame in 2003 as well as the United States Hockey Hall of Fame in 2004.

In Stanley Cup history, only eight teams have had their names engraved on the trophy: Marius and his three daughters have each had locks engraved on the cup for three times.

Bitch Charities for Children (ICC) is a charitable foundation established by the Ilitch family. Among other things, the ICC sponsors Little Caesars AAA Hockey Scholarship to encourage amateur sports.

Marian and Mike Ilitch have seven children: son, Christopher Ilitch, (born June 1965) is CEO and president of Ilitch Holdings, Inc., daughter, Denise Ilitch (born November 1955) is an attorney, other children are Ron Ilitch, Mariana Ilitch Murray, Aata Ilitch, and Carole Ilitch Trepeck.

It has been reported that there is no apparent heir to either the Little Caesars Pizza, Motor City of the sports teams. In fact they have hired an estate-planning consultant. There is no telling how this may affect the Barstool sports’ casino. Still, Ilitch insists, “This will remain a family business. We are not planning on selling anything.”

Immigration... continued from page 8
officials most likely to encounter illegal aliens. Local residents are the crime victims of these aliens. Local, county, or state jails house many of the foreign criminals. Local, county, or state criminal justice systems try these lawbreakers. And local, county, and state taxpayers pay the costs of law enforcement and criminal justice associated with the crimes that immigrants, legal and illegal, commit.

For example, for 1999 State Criminal Alien Assistance Program compensation showed claims for $3.15 billion in documented costs incurred by state corrections and local jails for covered aliens. County governments face a special burden, a 2001 report by 24 Southwest border counties calculated. They spent, from general funds, $894 million in law enforcement and criminal justice in fiscal year 1999. Many of the costs of that enforcement impose on all state, county, and municipal jurisdictions are not represented in such figures. To cite just one example, San Diego County in 1999, more than $20,000 a year, spent $5 million a year to handle illegal criminal aliens.

The underworld network built up by millions of alien lawbreakers, who by and large have no fear of capture or of being deported, enabled the Sept. 11 terrorists to operate undetected. Latino illegal aliens in Northern Virginia helpfully showed several of the terrorists the ropes on how to secure Virginia driver’s licenses fraudulently.

The advancement of “political correctness” and multiculturalism convinced politicians to be less willing to challenge limitations on their authority over resources. Local and state politicians in heavy immigrant-receiving areas have instead expanded immigrant eligibility for public benefits, welfare, assistance programs, health care programs for those without private insurance, and other licenses.

Some states and localities have begun to accept the Mexican matricula consulara ID card, although it has been determined to pose a risk to U.S. national security. Even before the recently reported crossing of 25 Chechens showed several of the terrorists the ropes on how to secure Virginia driver’s licenses fraudulently.

Dealing with current levels and quality of legal immigration is an immense problem by itself. It is likely that small criminal economies of all kinds will continue to flourish in the future, lower quality of life, higher threat of drug use, and less actual safety.

James R. Edwards, Jr., a 1969 Lincoln Fellow with the Claremont Institute, is also an adjunct fellow with the Hudson Institute and counselor of “The Congressional Party of Immigration Reform (1999).”
Shiver me timbers mates, learn to plan like pirates. Build greater commitment through shared decision making. Focus on your best opportunities. Innovate to create bold, successful strategies. Then set sail for your best year ever.

Bob can be reached at info@pirateleadership.com

REAL ESTATE NOTES
continued from page 25
with an adjacent three-story, 300-unit parking structure. ... Kearney
Real Estate Company has acquired Redlands Industrial Centre, a
three-building, 585,000 sq. ft. industrial development located on San
Bernardino and Almond Avenues in Redlands. It was sold for $39.5
million ($505/sf) by a joint venture of Borstein Enterprises and
Alameda 24th Street LLC. ... In other sale news from the region,
Systems Material Handling Company purchased a 53,700 sq. ft.
industrial building at 3519 Grapevine Street in Mira Loma for $1.6
million ($964/sf). The buyer, a distributor of fork lifts, plans to relocate
their California distribution facility from Rancho Cucamonga to the
Mira Loma building. The property was sold by Grapevine Street
Mira Loma Properties LLC. ... In the Coachella Valley town of
Cathedral City, a CA-based investment group paid $2.55 million for
Cathedral Canyon Plaza, a 23,200 sq. ft. ($130/sf) office property
on 1.53-acres at 6477 Palm Canyon Drive along the Highway
111/Palm Canyon Drive main thoroughfare.

This column provides a review of the latest commercial real estate
activity throughout the Inland Empire. It is produced in a joint media
effort between the Inland Empire Business Journal and Rentv.com.
For more commercial real estate information from around California,
go to www.rentv.com

Workers' Comp...
continued from page 14
Addressed the denial of care issue by providing for a new administra
tive penalty of up to $400,000 for insurers or employers that were sys
tematically withholding appropriate treatment. Regulations allowing
the Division of Workers' Compensation to levy fines are close to being
finalized.

Independent Medical Review (IMR):
If these regulations are not sufficient to deal with a documented
denial of care problem, the state should consider adopting an
independent medical review system for medical care disputes. My
original bill had an independent medical review component similar
to the system used by most medical plans today. Unfortunately, that
provision was stricken during negotiations. An effective IMR could expel
diagnostic error and eliminate many of the legal medical claims
pending in the system today.

Permanent Disability (PD) System
During the 2006 Legislative session, the Legislature passed SB 815
(Pera) which would have increased the PD schedule on a partisan
vote. Despite the governor's veto, legislative efforts to alter the PD
schedule are expected to continue.

Background on PD System:
Prior to April 2004, California's disability system was arbitrary and subjective, resulting in workers with similar injuries being granted vastly
different awards. SB 899 standardized impairment ratings by requir­
ing the use of the American Medical Association impairment guide­
lines.

continued on page 39
Boolo. previously
humans equivalents of those picky primates might be those customers who produce good results for them, even if they're not officially your customer. And trusting. Trainers behave predictably so as not to frighten, confuse, or customers minds. And while these activities won't necessarily be immediately day, you can rather easily make yourself a more valuable resource to all of animal the attention he or she needs.

Build a Relationship

Animal trainers spend two to three hours a day building the relationship with the animal they're training. This time is essential to building trust. Trainers make contact of some sort that the animal especially loves, from playing fetch with a dog to rubbing the belly of an affection-loving monkey. They determine as the relationship grows how well to give each animal the attention he or she shows.

Though it’s probably best if you don’t rub your customers bellow at all, you can rather easily make yourself a more valuable resource to all of your customers. It’s important to add value to each of them. Find a way to build your relationship with each of them, such as regularly passing along information via e-mail, even on a daily basis, that will benefit the customer. Relationships grow from the kindness you show in the forefront of customers minds, and while these activities won’t necessarily be immediately income-producing, they will have a positive impact down the road when the customer thinks of you and the value you added to routine service.

Impress With Consistency

Animals, like children and many adults, need routine to feel secure and trusting. Trainers behave predictably so as to not frighten, confuse, or upset the animal. From a sales standpoint, you need to be consistent with your customers, so they know what to expect from you and how much they can depend on you. For example, you should always return their calls with in an hour or two of leaving a message, not three days later. Or, if you commit to meeting with an animal involves knowing what its needs are. For example, one prime may love vegetables and despise fruit, while another won’t touch his veggies but can’t get enough bananas and apples. Customers also have needs, and they do business with you because you can meet what you really want.

Tigers don’t jump through rings of fire in the wild, but when they’re properly trained, they do so willingly, even happily. Why? Because day-by-day, animal trainers do the things that are required of them. When an animal is taught to get out of an animal. When they develop the training program, they break it into manageable pieces, each building toward a goal of creating a lasting relationship with the animal. Without this relationship, and the patience approach to each step along the way, the animal is to a point where it will not perform, possibly even withdraw or become unresponsive.

In sales, you can train your customers by building a relationship that will ultimately yield tremendous rewards. If you don’t train them, your new customers may forget you’re out there and go instead to your competition, even if they were happy with you and the service you provided. Similarly, simple won’t even try to talk to you about their current needs. That’s why you need to develop a level of familiarity and presence that makes you unforgettable, even indispensable.

Generate more sales by using this plan to train your customers to always think of you first.

Learn From Your Tigers

Tigers are solitary and territorial animals. They don’t want to be around each other, so getting two to lie down side by side in a circus act, can prove to be a huge feat. Trainers have to learn which ones are more likely to remain friendly to another tiger by learning their individual preferences.

As you learn your customers’ needs, learn as much as you can about the intricacies of their business, the individuals on their staff, and their relationships with other businesses within the organization. Especially if you’re selling to different industries, being to go into their businesses and learn the idiosyncrasies of the industrial manufacturer, the habits of the healthcare facility, or the routines of the cleaning supply company. Pick up every detail you possibly can that will help you build that relationship and show you how to better serve those customers. The payoff is that you begin to look like one of them, and they perceive you as being a part of their inner circle, which is where you really want, as opposed to being perceived as a salesperson who just comes in to make a sale.

Become a Resource

When trainers have developed a relationship with the animals they train, the animals become completely dependent on them for their particular needs. They know that if you can demonstrate that you understand them and that you’re committed to meeting all needs equally, you will be the first person they think of when they need something.

The author initially suggests a series of questions that prospective sellers ask of themselves. First and foremost among these is, "Why are you selling?" This is quickly followed by "What do you want out of the deal?" These two questions are supplemented by "Who do you want to sell to?"

Sometimes the answers to these questions are obvious. According to Rickertsen, this doesn’t make the selling process any easier. One of the most interesting suggestions the author makes is to devote two pages to discern what kind of seller you want to deal with. He suggests:

"One of the best ways to maintain some perspective on the business and keep family issues from dominating it is to create an advisory board stocked with experienced and good people, in key areas as can be a great way to test ideas and keep the operation and governance professional.

It’s not necessary to be a public company to benefit from the advice of a board. You will need to compensate your board members, but it will generally be worth every penny. If your only advisory board is other family members, you will never be able to step back from the business to see family issues that need to be addressed. For the company to prosper, wise directors can play a vital role in offering this sense of perspective.

"Sell Your Business Way..." is well thought out and clearly written. It is certainly well worth the price of admission for all successful business owners and will wind up considering the author has extensive first-hand experience on the subject, as well as knowing the type of attorney, accountant, bankers, and other businesspeople.

As you might expect from anyone’s "how to..." resource book, over 25 percent of it consists of anecdotes of checklists, self-questionnaires, and organizations (accountants, law firms, business brokers, investment bankers, and many more that might be invaluable resource for anyone starting up or running business. There’s even a chapter on how to do what you’ve closed the deal. In short, "Sell Your Business Way Your Way" offers a banquet of ideas for the price of a good dinner.
CONSTRUCTION KEEPING PACE WITH RENTER DEMAND IN RIVERSIDE

The Inland Empire economy has slowed from the robust growth recorded in recent years, but the local apartment market remains strong and continues to attract investor interest. The area is forecast to register modest population and employment increases while home prices, which have accelerated rapidly in recent years, will once again outpace income growth, further supporting renter demand for apartment properties. A combination of higher home prices and rising mortgage rates will result in further widening of the gap between mortgage payments and average rents. As a result, owners continue to increase asking rents and withdraw tenant concessions, despite a recent uptick in vacancies. Developers ramped up activity in 2005 and will once again bring a significant number of new units to the market, particularly in the University City submarket. The result will be stable vacancy in 2006, while rising mortgage rates will increase vacancy more than 6 percent.

Rising prices and the corresponding decline in cap rates since the last quarter have caused sales velocity to slow, resulting in a build-up of inventory. Although the fundamentals of the local apartment market remain strong, cap rates have begun to reach a normalized rate in the high-5 percent to low-6 percent range. Institutional buyers, looking for an alternative to high-priced coastal cities, are accounting for an increasing amount of investment activity. Rapidly expanding areas such as the High Desert and Coachella Valley continue to attract investor interest, while buyers may want to investigate opportunities in the Southwest Riverside County submarket, where the cities of Temecula and Murrieta have recently approved plans for each city's first condo conversions.

2006 ANNUAL APARTMENT FORECAST

Employment: Employers are forecast to add 12,200 positions in 2006, a 1 percent increase, but down from the 44,000 positions added in 2005. Job growth will continue to be concentrated in the professional and business services, and trade, transportation and utilities sectors.

Vacancy: While developers are adding a significant amount of new inventory this year, renter demand remains strong, which will keep vacancy at 4.6 percent at year end, the same rate posted at year-end 2005.

Asking Rents: The delivery of new Class A units is contributing to mark-to-market rent growth. In 2006, asking rents are forecast to increase 6.5 percent to $1,039 per month, while effective rents will gain 6.3 percent to $1,012 per month.

ECOLOGY

• Inland Empire employers added 8,100 jobs in the first half of the year, an increase of 0.6 percent. Growth is slowing considerably, however, as only 1,200 positions are forecast to be added in the third quarter.

• Employment growth is being driven almost entirely by the professional and business services, and trade, transportation and utilities sectors, the metro's largest employers. These two sectors have accounted for nearly 60 percent of jobs created in the metro over the past 12 months, adding 14,600 positions.

• Big-box retailers are expanding rapidly in Hemet, with five major commercial projects along Main Street and 1-15 under way. More than 1,000 permanent jobs will be added as a result.

• Marcus & Millichap

continued on page 37

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Inland Empire Business Journal

Here are 15 things to get cooking on before 2007 rolls around:

If you like most business owners, you've got a huge list of "to-dos" that spill perpetually over the back burner. You know, like fixing the filing system that currently consists of two piles labeled "at least in your mind" and "Hot" and "Procrastinate." Or addressing that long-neglected employee problem. Or bringing your embarrassingly outdated telephones up to speed. Whatever your problem, the key is to "get on the list" before you can no longer ignore it.

If you're like most business owners, you've got a huge list of "to-dos" that spill perpetually over the back burner. You know, like fixing the filing system that currently consists of two piles labeled "at least in your mind" and "Hot" and "Procrastinate." Or addressing that long-neglected employee problem. Or bringing your embarrassingly outdated telephones up to speed. Whatever your problem, the key is to "get on the list" before you can no longer ignore it.

"There's something psychologically satisfying about starting a new year unencumbered by old issues," says Freyvogel, founder of Entrepreneurlab.com. "I advise business owners to set aside several days toward the end of 2006 to address those issues that usually get crowded out by the day-to-day problems. Things are usually slower in December, anyway, so it's a good time to start purging your back burner. For me, it's a good way to talk about how much more smoothly your company will run next year."

If you're feeling overwhelmed, take a deep breath. Freyvogel has put together a checklist of items that every business should take a look at now to ensure they won't be getting the same problems in 2007. Here it is:

Review all your systems from top to bottom.

Carefully examine what is working and what isn't. Decide where the problems are and figure out what can be fixed. You might be able to fix them yourself, or you might need outside guidance. Is there a computer expert to help you use the technology more efficiently? Maybe you need a financial expert to improve the way you do your books. Whatever you do, don't assume anything," says Freyvogel.

Don't assume by just looking at your bank statements that you have a certain system in place from day one that is adding value to your business or your customers. A system review can be an eye-opening experience for business owners. They are usually surprised to find that their business has fallen into habits that are hindering them from being more successful.

Review all vendor contracts.

Take a look at how much business you are doing with each vendor. Are you getting optimum pricing based on how much you are working together? Is the relationship mutually beneficial for you and for them? If not, don't be afraid to make a change. If you're happy with your vendors, on the other hand, take the time to tell them. "Let vendors know that you want to create a great relationship with them," says Freyvogel.

"They will appreciate that you are taking the time to make sure that they are happy in the relationship," she says. "Let them know that you want to be their favorite customer!"

Determine who your best customers are.

You may be surprised to find out that your best customers aren't who you think they are. Examine all your customers through a profitability lens. "When I do my end-of-year review, I am always surprised to see who my best customers really are," says Freyvogel. "Just because you always seem to be doing something for certain customers doesn't mean they're the most profitable. During my own end-of-year review, I often find that my needy customers and my most profitable customers are two different groups. When I tell my employees about the distinction, they are always surprised. Of course, you should treat all customers well—but when you find out who your best ones are, you'll want to really give them the VIP treatment."

Touch base with your best customers.

Be sure to tell them you appreciate their business and ask if there is anything you can improve on or do differently to help them grow their business. "I always like to send an end-of-the-year letter to my customers," says Freyvogel. "It is a quick and easy way to let them know we care about their needs and to encourage them to give us constructive feedback."

Hold annual performance reviews.

Discuss with your employees what they can do to help the company run more smoothly. Also, take the opportunity to find out what they feel most passionate about in their work, and ask if there is another part of the business in which they'd like to play a larger role. "I've always found that performance reviews are a great time to ask my employees "What can I do for you?" says Freyvogel. "Their responses always surprise me. Sometimes they want something as simple as getting their chair fixed, and sometimes they request something that I simply can't do. Regardless, always be honest with them and take the time to listen to their concerns one-on-one."

Engage your employees as partners.

Tell your best people to help you solve problems, particularly those involving customers, are the ones who experience them on a daily basis.

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Are you getting optimum pricing based on how much you are working together? Is the relationship mutually beneficial for you and for them? If not, don't be afraid to make a change. If you're happy with your vendors, on the other hand, take the time to tell them. "Let vendors know that you want to create a great relationship with them," says Freyvogel. "They will appreciate that you are taking the time to make sure that they are happy in the relationship," she says. "Let them know that you want to be their favorite customer!"

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Businesses are a key focus of the June 2006 issue of Inland Empire Business Journal.

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RESTAURANT CLOSURES

San Bernardino County (within the last two months)

Adelanto
JOHN ROWLAND'S AMVEYS 17960 Adelanto Rd.
Date Closed: Oct. 23, 2006
Reason for Closure: Other unsafe conditions due to fire damage.

Big Bear Lake
LOG CABIN RESTAURANT 39976 Big Bear Blvd.
Date Closed: Oct. 31, 2006
Reason for Closure: Vermin infestation; unsafe food temperatures; insanitary conditions; other unsafe conditions; lack of a valid health permit.

Chino
SONORA MEXICAN FOOD 11738 Central Ave.
Date Closed: Oct. 18, 2006
Reason for Closure: Unsafe food temperatures; insanitary conditions; other unsafe conditions
Date Reopened: Oct. 19, 2006

Chino Hills
HONG KONG EXPRESS 15942 Los Cerritos Country Club.
Date Closed: Oct. 20, 2006
Reason for Closure: Lack of hot water
Date Reopened: Sept. 27, 2006

Chinatown
FONTANA PESCADERIA MR. FISH 16339 Arrow Blvd.
Date Closed: August 1, 2006
Reason for Closure: Lack of hot water
Date Reopened: August 2, 2006
Comments: Hot water restored.

Hesperia
DE GARCIA'S 14343 Main St.
Date Closed: Sept. 13, 2006
Reason for Closure: Sewage contamination
Date Reopened: August 31, 2006

Ontario
SAN ANTONIO MARKET 1117 E. Holt Blvd.
Date Closed: Nov. 8, 2006
Reason for Closure: Other unsafe conditions
Date Reopened: Nov. 13, 2006
Comments: Food from unapproved source disposed of.

VILLA TOROS 627 W. Holt Blvd.
Date Closed: August 30, 2006
Reason for Closure: Insanitary conditions; other unsafe conditions; vermin infestation
Date Reopened: August 31, 2006

MARY'S MEXICAN FOOD 1437 N. Mountain Ave.
Date Closed: August 15, 2006
Reason for Closure: Unsafe food temperatures; insanitary conditions; other unsafe conditions; vermin infestation
Date Reopened: August 18, 2006
Comments: Critical violations corrected

IITO ATIN 9625 W. Foothill Blvd.
Date Closed: August 15, 2006
Reason for Closure: Other unsafe conditions; other unsafe conditions; vermin infestation
Date Reopened: August 18, 2006
Comments: Critical violations corrected

PANDERIA FALISCO 1825 4th St.
Date Closed: August 11, 2006
Reason for Closure: Other unsafe conditions
Date Reopened: Nov. 3, 2006
Comments: Exhaust hood functional

Ranoa Cucamonga
ALBERTSONS DELI 9775 Baseline
Date Closed: Nov. 15, 2006
Reason for Closure: Lack of hot water
Date Reopened: Nov. 16, 2006
Comments: Hot water restored

Redlands
OPEN KITCHEN 402 Orange St.
Date Closed: Nov. 3, 2006
Reason for Closure: Sewage contamination
Date Reopened: Nov. 6, 2006
Comments: Sewage problem has been cleared.

DEL TACO 8055 Monet Ave.
Date Closed: Oct. 31, 2006
Reason for Closure: Lack of hot water
Date Reopened: Oct. 31, 2006
Comments: Critical violations corrected

PAPA JOHN'S PIZZA 8710 19th St.
Date Closed: Oct. 20, 2006
Reason for Closure: Lack of hot water; unsafe food temperatures; insanitary conditions; other unsafe conditions
Date Reopened: Oct. 20, 2006
Comments: Critical violations corrected

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MIDLAND'S 24078 Lake Drive
Date Closed: Oct. 5, 2006
Reason for Closure: Lack of hot water
Date Reopened: Oct. 5, 2006
Comments: New water heater installed and hot water returned to facility at 5:45 PM.

Los CACHETONES MEXICAN RESTAURANT 7750 Palm Ave., Unit S.
Date Closed: Nov. 9, 2006
Reason for Closure: Unsafe food temperatures; other unsafe conditions
Date Reopened: Oct. 20, 2006
Comments: Hot water restored.

SABROSSO GRILL 27141 Baseline St.
Date Closed: Oct. 30, 2006
Reason for Closure: Other unsafe conditions
Date Reopened: Nov. 3, 2006
Comments: Exhaust hood functional

LA CITA MEXICAN FOOD 9863 Central Ave.
Date Closed: Sept. 27, 2006
Reason for Closure: Unsafe food temperatures; other unsafe conditions
Date Reopened: Sept. 28, 2006

TACO TE MECULA 948 8663 G O T - T O N E R Dr.
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We Gift It Wrap!
Joe's Crab Shack may belong to somebody named Joe, but that's not me. It's not Joe Kennedy, either, although he is the manager at Joe's in Rancho Cucamonga.

To picture Joe, his thinny Buffet meets Bubba Gump. His décor successfully projects a captain's bridge, deck of the boat, and a roof, dock-of-the-bay atmosphere and the menu consists of all sorts of crab, instead of shrimp.

To be fair, Joe's has a lot of shrimp and seafood, and his langoustine lobster is a tad overcooked. Nonetheless, I think his menu has more variety than your average seafood shack.

My first visit was on a quiet Monday at lunchtime and the noise could be measured on a decibel meter. The noise was palpable.

Highlighting the first visit was the snow crab and lobster pasta dish. It was rich and creamy and delicious. The lobster fondue was a treat as well. (Who knew that fondue would come back?) Next will be wide collar lox, 20.95 (bottom pans.)

Actually, the first thing that you are greeted with is a dish of corn bread biscuits. Something free to nibble on is considered a Southern hospitality treat. The biscuits are not as good as some restaurants serve. Nor are they crumbly as others are. To quote Goldilocks, "These are just right."

The crawfish etouffee was also a delight. I have discussed with you before that restaurants have different spellings for "etouffee." This is Joe's spelling.

No longer on the menu is a treat called pineapple shrimp, although my waitress told me that you can get both pineapple and shrimp in other dishes. One item that they do well in the crab dip is the crab salad with Parmesan cheese. My waitress ventured that this is her favorite dish. One could get into trouble ordering this too often.

On any given day, Joe's carries Snow, Dungeoness and King crab. Actually, they have a variety of crabs that are served. For example, there is no Joe in the Seattle, WA, area who flies in salmon and tilapia, subject to availability. The crab can be prepared BBQ, garlic or steamed. The other seafood can be grilled blackened or lemon peppered. Joe's also has signature Sicilian or Poinsettia sauce topping.

My biggest disappointment was the fish and chips. Oh, it was hot enough and the portion size was great, but it just didn't have the flavor I expected. In fact, it had almost no flavor.

The menu at Joe's Crab Shack is extensive. So much so that after two visits, I still have not been able to enjoy the key lime pie, and I so dearly wanted to. Perhaps if you go, you can call the journal and let me know how it is.

Joe's Crab Shack is at the southeast corner of Day Creek and Foothill Blvd in Rancho Cucamonga, just south of Victoria Gardens. You can find their website on the Web at www.joescrabshack.com.

### 2006 ANNUAL APARTMENT FORECAST

by Marcus & Millichap

2006 ANNUAL APARTMENT FORECAST continued from page 32

- The gap between Class A asking rents and the mortgage payment for the median-priced home is expanding. Currently, the monthly mortgage payment for the median-priced home in the metro is $1,315 more per month than the average Class A rent; one year ago the gap was $951 per month.

- Outlook: Apartment demand will continue to be supported by high housing costs. While home price appreciation is slowing, mortgage rates have risen and income growth has not kept pace with recent price increases.

### CONSTRUCTION

- Developers have been actively bringing new properties to the market as the metro’s population grows. First-half deliveries totaled 1,700 rental units, up from 1,500 units delivered in the first half of 2005, and an increase to inventory of 1.4 percent.

- Approximately 2.500 apartment units are under construction in the metro, of which 1,650 units are expected to be completed by year end. Developers have roughly 5,600 units in the planning pipeline.

- Developers are most active in the University City/Morro Valley submarket, where deliveries are scheduled to increase inventory 10 percent this year.

- Outlook: Local developers will complete 3,350 units in 2006, after bringing 4,400 units online in 2005. Although deliveries are declining, construction is up considerably from the annual 1.900 units brought online during the past five years.

- Developers are most active in the Cahuenga A/B/C vacancy has experienced growth has not kept pace with the increase in rental demand.

### VACANCY

- Vacancy in the Inland Empire rose 50 basis points over the past 12 months, ending the second quarter at 4.8 percent. The trend may be leveling off.

- Delivery of competitive new supply in the first half contributed to a 50 basis point spike in Class A vacancy to 6.8 percent. Class A vacancy is 100 basis points more than one year ago and at its highest level of the decade.

- Class B/C vacancy has fared better, remaining unchanged so far this year at 3.7 percent at the end of the second quarter. Over the past two years, vacancy in the lower tiers has inched up 20 basis points.

- Outlook: While developers are adding a significant amount of new inventory this year, renter demand remains strong, which will keep vacancy at 4.6 percent at year end, the same rate posted at year-end 2005.

### RENTS

Declining home affordability and elevated rents at newer properties are pushing rents higher. Asking rents increased 6.5 percent over the past 12 months to $1,006 per month, while effective rents gained 6.4 percent to $978 per month. Effective rents are forecast to increase to $1,012 per month in the third quarter.

- Rent gains are most significant in Class A properties, where the average asking rent has increased 7.3 percent in the past 12 months to $1,193 per month. Asking rent gains have been less robust in the lower tiers, advancing 4.8 percent to $893 per month over the past year.

- Despite a rise in vacancy, owners continue to realize revenue gains. Average revenues are up 5.9 percent from one year ago.

- Outlook: The delivery of new Class A units is contributing to marketwide rent growth. In 2006, asking rents are forecast to increase 6.5 percent to $1,039 per month, while effective rents will gain 6.3 percent to $1,012 per month.

### SALES TRENDS

- Sales velocity has slowed during the past 12 months, dropping 36 percent from the level of activity one year earlier. While the number of deals is declining, sales volume has remained steady, the result of higher property prices.

- While transaction velocity has slowed, sellers are still receiving top dollar for properties at closing. The median price increased 21 percent in the past 12 months to $131,000 per unit, after increasing 22 percent one year ago.

- Properties are selling at average cap rates in the 5.3 percent to 5.8 percent range, down approximately 50 basis points over the past 12 months.

- Outlook: Transaction activity will continue to slow as smaller investors priced out of the market by rapidly appreciating property values. Cap rates are just high enough to obtain financing, but future price growth will be driven by NOI improvement.

### OVERVIEW

- The Southwest Riverside County submarket could offer condo conversion opportunities going forward. Temecula and Murrieta city officials are reportedly moving ahead with plans for the first condo conversions in each city. The 180-unit Villas at Alta Murrieta, one of the properties scheduled for conversion, sold during the second quarter for $175,000 per unit.

- Owners in the Riverside/North Magnolia submarket have realized the metro's most impressive revenue gains as tightening vacancy has supported rent growth. Properties in the submarket can sell at a median price of $122,000 per unit, a 9 percent increase from one year ago.

- The San Bernardino submarket, traditionally one of the more active submarkets due to its significant drop in property sales. Sales velocity has declined 43 percent over the past 12 months, with volume decreasing 21 percent. Prices continue to post gains, however, spiking 16 percent to $85,000 per unit during the past 12 months.

- Marcus & Millichap
Your “Back Burner” continued from page 33

That’s right. Your employees are a (possibly unwitting) wellspring of ideas on how you can make your customers happier. Hold an end-of-the-year forum asking your employees to share ideas on how to fix and implementing your employees’ suggestions is a great way to make them feel like valued business partners,” says Freyvogel. “It will motivate your staff for what they do and encourage them to work harder in the coming year.”

Do an early spring cleaning!

Purge your office. It’s time to get rid of all of that stuff that you either don’t need or that doesn’t work anymore. Your employees will like working in a cleaner environment. Chances are they—and you—will be happier and more productive. And don’t limit your efforts to the inside of your building. Take a look outside. Are there things that you could do to make it look nicer? You might even freshen things up with a new coat of paint or some potted plants. “I am a firm believer that our mental processes are influenced by our external environment,” says Freyvogel. “It’s depressing to be surrounded by clutter. Clean up and everyone may enjoy a boost in energy and creativity.”

Review your marketing campaign.

The end of the year is a great time to take a look at which marketing efforts are driving business and which are not. Do not hesitate to make changes if you think your current efforts aren’t paying off. “Keep in mind that a lot of ads will automatically make changes if you think your current efforts aren’t paying off. I often see ads that were developed last year that may only run for a year and then go out of date. “One way every time you go online you will notice your way may change, but the layout may not,” says Freyvogel. “People expect your Website to be up-to-date in today’s world.”

Overhaul your Website.

In the same way that retail stores move around their floor sets, you may want to freshen things up with a new layout of your Website. It serves as a constant reminder that you need to keep making updates and improvements.

Take a look at your business cards.

Chances are you are handing out your business cards to all kinds of people: your customers, your vendors, potential customers, everyone. Make sure all of the information is updated. Are all numbers and e-mail addresses correct? In addition, be sure to go online and you will notice your membership is for human resources professionals, and give the seminar ‘Reforming the American Compensation System’". For program information call (951) 827-7838.

25 The revitalizing of post World War II suburbs is an important national issue as we work to reduce auto and foreign dependence. As a result, there is a fresh look at Southern California’s older suburbs downtowns from Ventura to Redlands that encourages their redevelopment into pedestrian-friendly, transit-accessible urban villages. This conference at the Historic Mission Inn in Riverside is a perfect opportunity to get to know the people who are making changes there. It’s especially important if changes have taken place in your company during the past year that affect your liability.

Update your minute books.

Keeping your minute books up-to-date can save you problems in the future. If the minutes are not up-to-date, they may not want to do it take a look at your minute books. If your books are already updated, it will help you get your legal case off to a good start and will allow your attorney to focus on the important details of the case.

Meet with your accountant.

The end of the year is the perfect time to meet with your accountant to plan your taxes for the current year and even for next year. You will want to do this a look at your minute books. If your books are already updated, it will help you get your legal case off to a good start and will allow your attorney to focus on the important details of the case.

24 On Saturday, Feb. 4th the 41st Annual Awards Gala hosted by the Temecula Valley Chamber of Commerce, will be held at Pechanga Resort & Casino. The evening will include welcoming the newly appointed board of directors and the 2006 Awards, along with the recognition of businesses on the list, the service/charitable organization of the year, a citizen of the year nom­inee. The event will also honor an outstanding individual within the community for the lifetime achievement award. We will be honoring recipients for the year 2006 in a variety of categories. The awards ceremony will conclude with a silent auction items, fascinating entertainment, and an outstanding awards presentation. Event reservations are $25 per person. A corporate table of 10 guests may be purchased for $315. Black tie optional.

To make reservations or for more information, please contact the chamber at (951) 676-5090 or e-mail info@temecula.org.

January 2007

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Dece mber 2006

25 CALIFORNIA SPEEDWAY INVITES YOU TO THEIR FIRST ANNUAL MULTI-CHAMBER MIXER Thursday, Dec. 14, 2006 with California Speedway, 9300 Cherry Avenue, Fontana. In addition to table exhibit space, chamber members may also purchase tickets for $14.00. For more information on how to attend. Contact: Viridiana Moreno, vmoreno@california-speedway.com, or 429-5108, or Angela Barber, abarrera@california-speedway.com, or 429-5134.

The Business Success Forum will be held on Tuesday, December 12, 2006 in the Temecula Valley Chamber of Commerce Board Conference Room, sponsored by Community Little Book of Big Business Advice. The luncheon will begin at 12:00 p.m. and includes lunch, compliments of Costco. The chamber is located at 26790 Ynez Road in Temecula. To reserve your seat or for more information contact Michelle at (951) 676-5090 or e-mail michelle@temecula.org. No cost to attend this event.

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The end of the year is the perfect time to meet with your accountant to plan your taxes for the current year and even for next year. You will want to do this a look at your minute books. If your books are already updated, it will help you get your legal case off to a good start and will allow your attorney to focus on the important details of the case.

24 On Saturday, Feb. 4th the 41st Annual Awards Gala hosted by the Temecula Valley Chamber of Commerce, will be held at Pechanga Resort & Casino. The evening will include welcoming the newly appointed board of directors and the 2006 Awards, along with the recognition of businesses on the list, the service/charitable organization of the year, a citizen of the year nom­inee. The event will also honor an outstanding individual within the community for the lifetime achievement award. We will be honoring recipients for the year 2006 in a variety of categories. The awards ceremony will conclude with a silent auction items, fascinating entertainment, and an outstanding awards presentation. Event reservations are $25 per person. A corporate table of 10 guests may be purchased for $315. Black tie optional.

To make reservations or for more information, please contact the chamber at (951) 676-5090 or e-mail info@temecula.org.
To many, Cabo San Lucas has certainly changed—part for the better and part for the worse depending on your views and pocketbook. Years ago Cabo San Lucas was a SLEEPY small fishing town. Many who visited this quaint spot years ago remember it as such. To go fishing and have the local restaurant cook your catch-of-the-day was a piece of heaven on earth. Everything was affordable and uncrowded for the tourist who didn’t particularly care for other tourists getting in their way. Today, one can find not only a McDonald’s, but Costco and Home Depot. It is just for the local which lacks the economy, but for the visitor, this sleepy town just does not exist anymore. And speak about drastic changes—now the local puka shell necklaces, which you buy on the beach from a strolling entrepreneur, costs around $45! On a brighter and more positive note, however, Los Cabos is now a sophisticated travel destination for honeymooners and those who want to get away to bask in the sunshine—which is 360 days a year. The resorts are packed with spectacular swimming pools, gorgeous beaches, spas and fitness centers—and countless gourmet meals. While still at one of these splendid resorts, the only decision you have to make is the day you should pool to swim in, which restaurant to select, and what sumptuous dish to pick out from the menu. These are the decisions I wanted to make. The best part—all of this is just two hours away by plane from the Los Angeles area.

As mentioned in last month’s article, I wanted to bask, enjoy and reengage myself in a sunny and warm climate—free from drafts, rain and moisture. I wanted six days of uninterrupted sunshine, and that is why I chose to travel to Cabo San Lucas. It was the city’s trademark.

For the first three days I enjoyed the accommodations at the Westin Resort & Spa which was covered in last month’s issue (November 2006). This resort was close to the town of San Jose del Cabo.

For the next three days, I traveled further south and stayed at the Sheraton Hacienda del Mar Resort & Spa. It was ready to visit The Cactus Spa and Fitness Center at the Sheraton. Although it was being renovated during my stay, I was not disappointed with my hot stone massage. I was almost ready to come back for my treatment, as this was my first experience with having hot rocks rubbed on my body. Having a massage is such a luxury, that I’m often afraid to try something beyond the beloved Swedish. The hot stone massage was so relaxing, I fell asleep. I now have a new favorite and would encourage everyone to have the rock treatment. The spa renovation is scheduled to be completed by this fall, and I am quite certain that it will be world-class.

The restaurants at the Sheraton were all just as wonderful. The staff was friendly and the food was delicious. I could not get enough of the champagne served, the buffet offered Bloody Marys and, of course, tequila. Yes, tequila even at breakfast. The Tequila Bar La Concha offers more than 100 varieties of tequila—it must be a favorite drink in Mexico, you think?

Dinner at D’Cortez Grill was my favorite meal eaten during my stay. D’Cortez specializes in grilled meat and seafood; and I especially enjoyed my steak. After being a vegetarian for almost four years, I have just recently started to eat meat again. After an order of steak and steak at D’Cortez, I have no regrets with my choice.

The Sheraton Hacienda del Mar Resort & Spa is also surrounded by the Jack Nicklaus signature golf course known as “The Pebble Beach of Baja.” Five other courses make this hotel a favorite for golfers.

Although the resorts offer every luxury and convenience, a trip to the city of Cabo San Lucas itself has developed with more restaurants and shops—even an indoor mall. It is a popular spot for cruise ships, which just brings more and more visitors to continued on page 29
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