In an exclusive interview with the Business Journal, at press time, Clark Pauley has announced the sale of the property known as Guasti, Cal. LLP to the development company of Oliver McMillan from San Diego. This comes after the death of Pauley’s uncle, which ended a couple of promising joint ventures. It is Pauley’s hope that they will do the property justice.

The current plans call for a 150-room “boutique” hotel, not affiliated with any national chain, which may be attached or otherwise connected to the villa. Much of the design is up in the air at this point.

The post office will continue

Lunar Rocket and Rover, the scientific sub-orbital rocket launch company in Los Alamitos, will be working with Oak Middle School students to assemble the final payload for launch from Cape Canaveral.

All preliminary tests have been concluded and Lunar CEO Robert Kleinberger notes, “We’re ready to open the launch window at Cape Canaveral.”

So far a number of “test” payloads have been built by the students in a project that began last September. Completed units have been dropped from cranes to check for aerodynamics, dropped into a pool of water at the Joint Forces Training Base to make sure the radio transponders would float upright, and dropped into the ocean off Long Beach twice to test the Argos satellite tracking system that will allow the payload to be recovered later this month.

The actual launch from Cape continued on page 16

Inland Empire
Business Journal
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Volume 18, Number 6

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June 2006

“End of an Era” at Guasti

by Joe Lyons

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Special Sections

Close-Up

Major Russell Fritz

Page 6

Special

CAI-“Exporter of the Year”

Page 8

Design Completed for

Gene Autry Trail

Business Center

ware Malcomb is providing architectural design services for two office buildings totaling 46,000 square feet. Gene Autry Trail Business Center is a mixed use office and multi-tenant development near the Palm Springs International Airport. In the spirit of mid-century modernism, the buildings will reflect the color and beauty of the nearby Santa Rosa and San Jacinto mountains; incorporating clean architectural lines and a series of layered concrete masonry walls.

The 29,000-square-foot, two-story office building and the 17,000 square feet, single-story multi-tenant building will serve as a gateway to the neighboring 335 acre residential enclave development Escena; featuring an 18-hole championship golf course by Nicklaus Design and a destination hotel.

Gene Autry Trail Business Center will include public art and a meandering pedestrian bicycle path along Gene Autry Trail, and will be a new focal point of activity in the area. Several “green” features of the development will include solar shading canopies on the south facade, vertical shading fins on the east and west facades, high performance windows, a cool roof and shaded/covered parking. Construction began in March and will be completed in Dec. 2006.
PROSPERITY GIVES BACK!!
PROSPERITY INVESTS IN ITS COMMUNITIES AND GIVES FINANCIAL INCENTIVES TO ASSIST DREAMS OF HOME OWNERSHIP

The San Bernardino housing scene is set to receive a welcome shot in the arm this June 17th, with the release of the Bordeaux Condominiums on Tippecanoe Avenue. Well-known Southern California developer Prosperity Real Estate Investments, Inc. has set their sights on San Bernardino for this quality entry into the city’s unique real estate market.

According to Prosperity CEO Stuart Holtzman, “We specialize in identifying markets like San Bernardino where demand for affordable, high-quality housing is simply not being met. With Bordeaux we’re confident that we’re appealing to a large group of potential buyers who have been frustrated by the lack of this type of housing and are no longer content to rent their homes.”

Prosperity was attracted to the San Bernardino market because the opportunities here meshed with their stated mission to “balance prosperity with integrity.” By making significant upgrades to aspects of the surrounding community as well as to the properties themselves, Prosperity’s product planners hope to revitalize the lives and lifestyles of their customers. The company also works closely with the community and its government and other supporting community groups such as the Kiwanis, City Council, various youth groups and the Chamber of Commerce.

“The goal is to clean up the community and to encourage other property owners and tenants to take better care of their neighborhood. We have made significant improvements to many neighborhoods throughout Southern California, including several neighborhoods in Long Beach, Whittier, Ontario, San Bernardino...continued on page 13

"BANK ON IT"
YOUR RELATIONSHIP WITH

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Bank on it!

June 2006

Claremont Graduate University
Leads Way for Mexico Opportunity Fund

In the face of rising public concern with the flow of immigrants from Mexico, the Venture Finance Institute of Claremont Graduate University is pursuing a novel solution. Leveraging off the ideas generated at a symposium held by the VFI in 2002, the institute is working with Mexican partners to foster the growth of business and employment opportunities in Mexico. Called the Mexico Opportunity Fund, the initiative is gaining footing, and on May 18, representatives of CGU, along with Mexican-based investment banking firm Fausto Garcirodriguez, L.J.C., gathered at CGU to determine the parameters for the fund. The meeting went well, and the May 29 meeting in Mexico City could be a last step toward starting the first-ever successful venture capital fund of this type south of the U.S. border.

Professor Richard Smith, who directs the Institute, said that if the initiative is a success, it could lead the way for other similar ventures. “We are testing a new approach to venture capital investing that is specifically designed to help develop opportunities in emerging economies such as Mexico,” Smith said. “If we can make it work in Mexico, we expect others will be able to copy our solution and use it for the betterment of people in emerging economies throughout the world.”

The entire project stems from a symposium held four years ago by Venture Finance Institute, which is one of several research institutes at CGU's Peter F. Drucker and Masatoshi Ito Graduate School of Management. Professor Smith, who is also associate dean of the Drucker School, will serve as an advisor to the fund. He said helping to launch the Mexico Opportunity Fund is consistent with the institute’s mission, which includes bringing about a real-world test of the concepts that were developed at the symposium.

Mexico, he says, is the perfect place to start. Small businesses there are usually looked over by larger equity funds and the Mexican economy—ranked 13th in the world—is surprisingly stable. “Mexico has one-third the population of the U.S. and an economy the size of China’s, and growing at a similar rate,” Smith said. “While in recent years, the Mexican economy has shown remarkable macroeconomic stability and a developing political structure, the fund is not a bet on economic or political stability. Rather, it will employ modern approaches to managing strategic risk.”

Entrepreneurs aim to launch the $50 million fund after a second focus group that is planned to be held in Mexico City this June. While Smith admits there are many risks involved, he is optimistic that $50 million can be raised, and hopes that about half of that money will be raised from investors in Mexico.

Smith explained that a motivating factor with the fund is to provide a premium return for investors, while fostering the growth of the Mexican economy and encouraging the development of a culture of ownership. This would, in turn, help the U.S. economy as well. Risk factors have been determined, and exit strategies would primarily focus on turning over successful ventures to the original owners. The fund is expected to focus especially on projects that will build the vital infrastructure of Mexico in such areas as education, security, housing and financial systems. Smith along with VFI Advisory Board Director Andy Horowitz and Board Member Kerry Boyle are working with CGU associate Fernando Fabre, who teaches classes with Smith a CGU course in Mexico on managing strategic risks. Fabre is CEO of the Mexican branch of Endeavor, a New York-based, non-profit entity that has as its mission to foster the growth of best-practice neural activity in emerging economies throughout Latin America and Africa.

June 2006

UCR Chemist
Named European Inventor of the Year

Developing the tool to make today’s genetic research possible has brought University of California, Riverside Chemistry Professor Michael C. Pirrung acclaim as a recipient of the European Inventor of the Year 2006 award, announced recently by the European Patent Office.

Pirrung, a professor and the holder of the UC Presidential Chair in Chemistry at UCR since 2004 was lauded for developing what is today known as the DNA chip—a small glass chip that holds vast amounts of biological data and allows medical, scientific and commercial researchers to check tens of thousands of genes at once instead of one at a time.

He was one of 14 recipients in six categories honored at a May 3 ceremony in Brussels, Belgium.

The technology Pirrung pioneered, sometimes called the Rosetta Stone of functional genomics, marries the technologies of semiconductors and microprocessors to give researchers in genomics the ability to analyze hundreds of thousands of genes at once.

"Instead of thousands of transistors on a microchip, we found a way to place thousands of molecules on the microchip," Pirrung said.

"The technology allows us to take an elegant machine to a simpler level and determine what genes are activated and what mutations are created."

Pirrung was teaching at Stanford University when, in 1989, he continued on page 37
**Columns**

- Close-Up. ........................................ 6
- Real Estate Notes .................................. 7
- Corporate Profile .................................. 8
- Investments & Finance ............................ 9
- Opinion/Commentary .............................. 10
- Computers/Technology ............................ 14
- The Lists: Hospitals ................................ 26 and 28
- Top Savings & Loans .............................. 9
- Motorcycle Dealers ............................... 12
- Manager's Bookshelf ............................. 31
- Executive Notes ................................... 32
- Sales .................................................. 33
- Managing ........................................... 38
- New Business Lists ............................... 40
- County of San Bernardino ....................... 40
- County of Riverside .............................. 41
- Executive Time Out .............................. 43

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**LETTER TO THE EDITOR**

**HIGHLY OFFENDED**

by Earl Truss - Radio Station Executive

I grew up in Southern California. When I was a kid, California truly was the "Golden State." Now it is on the verge of becoming a dirty, corrupt, socialist, third-world state.

Once upon a time Los Angeles had medical facilities, schools, and freeways that were the envy of the world. Now, the majority of our emergency rooms have gone out of business, bankrupted by illegal immigrants who don't pay their bills. Now, 50 percent of high school seniors don't meet the minimum qualifications for graduation but they get diplomas anyway, even though they can't read them. As for our glorious freeway system...you can't get across the city (about 26 miles) in less than two hours. Our infrastructure is decayed, overcrowded, and inefficient.

Politicians tell us to pay more taxes in order to solve these problems. But those politically correct-speaking fools refuse to publicly address the actual cause of the problem: We are overrun with illegal immigrants who are sucking out our state's resources dry. I am highly offended by my President (for whom I unfortunately voted, twice) because he keeps saying over and over again that illegal immigrants do jobs Americans won't do. What a crock. There are no jobs that Americans won't do. And they'll do them better than anybody else. Americans won't do. And they'll do them better than anybody else.

Politicians have been trying to portray you as an extraordinary immigrant is not a civil right's issue. It is a financial issue, a security issue, and a criminal issue. If you're here illegally, I want you to leave. Period. How dare you call me a racist! Just to make my position perfectly clear, our politicians have made economic policy by immediately deport every blue-eyed blonde who is living in my country illegitimately.

I am highly offended by what happened at the end of that first illegal immigrant rally in Los Angeles a few weeks ago. Maybe you didn't notice it. At the end of continued on page 12

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**The Natural Choice**

**TOP OF THE TRAM OFFERS CONVERSATIONS, MEETING MEETINGS, ENGAGEMENTS, CONFERENCE, WITH SPECTACULAR VIEWS OF THE SAN BERNARDINO MOUNTAIN RANGE.**

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CLOSE-UP

Major Russell Fritz: “Salvation” Is His Middle Name

You know who the Salvation Army is. Do you know what they are?

Major Russell Fritz, head of the San Bernardino Central Valley chapter has heard this question before.

Fritz says that their coverage is San Bernardino proper, plus Grand Terrace, Colton, Highland, Bloomington and Rialto. Not the shiner parts of the Island Empire.

“That’s why I’m here,” Fritz told the Business Journal. “We’re talking about areas where there are real needs, where people are really, really hurting.”

Major Fritz wants you to know that The Army is much more than the people with the bells and red kettles at Christmas.

Fritz likes to claim that the Salvation Army also has a contract system for people unable to handle their own resources. 

Fritz and the Army handles their money and affairs, rather like a conservatorship.

Both Social Security and The Salvation Army itself monitors and audits this program.

Russell Fritz spent some years in the ‘real’ army when he found he needed some help while stationed in England. The Salvation Army was there for him to help, he says. He’s been paying them back for the last 40 years. He even found a young lady named Jacqueline in The Army who is now married. She is also now a major in San Bernardino.

Russell Fritz still wears his “Coat of Many Colors.” (Jumps boots).

REAL ESTATE

Lake Elsinore Outlets spruces up the center with a beautiful new display. The new picturesque waterfall scene debuts for the summer season, located in the Waterfall Courtyard on the south side of the property directly outside the Liz Claiborne store. The working waterfall sculpture will be on display through September. Waterfalls offer a scenic view, customers are invited to take advantage of this backdrop and snap pictures of loved ones with their own personal cameras. Lake Elsinore Outlets will also utilize the space to incorporate seasonal decor for each holiday such as Easter. Factory Direct To You and Storyland Studios, both located in the Lake Elsinore area, created the waterfall display. Factory Direct To You owns the exclusive rights to the Ultimate Waterfalls line of products. Storyland Studio U.S.A. is the West Coast manufacturer for Factory Direct To You and produced the waterfall display.

In Ontario, The Koll Company has purchased a 13.8-acre property, which includes three existing industrial buildings and one existing R&D building, upon which it intends to build 12 small- to mid-size warehouse/distribution buildings as part of a $30 million industrial/R&D business park.

In the area currently in the process of being designated as a redevelopment district by the City of Ontario.

Prior to starting development on the new industrial buildings, which will total approximately 160,000 sf and range in size from 5,000 sf to 25,000 sf, The Koll Company plans to sell three of the existing buildings, totaling 73,900 sf and occupying approximately 4.3 acres of the site.

The entire 4.3 acres existing structure is obsolete and will be demolished. The development, called Koll Center Ontario, is being marketed by Walt Arrington and John Oden of CB Richard Ellis in Ontario.

Meanwhile, in Palm Springs, 10.07 acres of vacant land was acquired by a Las Vegas entity for the development of time-share condos. The land, which is located on Palm Canyon Dr., Hwy 111 and I-10 near Palm Springs International Airport, sold for $3 million (57.18 sf). Michael Kassinger of Sperry Van Ness represented the buyer, Soleil PS LLC, as well as the seller, Palm Springs-based Westman Holdings LLC.

And in Fontana, the William Fox Group acquired nine acres of land on Redwood Ave., between Valley Blvd. and San Bernardino Ave. The buyer intends to use the site for the development of Redwood Business Park, which will be comprised of 18 freestanding metal buildings ranging in size between 5,000 sf and 18,000 sf. The buildings, which will feature large gated yards, will be available for sale or lease. Ground breaking is scheduled for June 1 with completion slated for the first quarter of 2007. Randy Lockhart and Ryan Abrams of Grubb & Ellis represented the buyer in the transaction.

On the building sales side, the final building in Phase I of Master Development Corporation’s (MDC) Chino Ranch Business Park just
CAI Lights the Business Fires of Corona

The SBA has recognized CAI's background and showed CAI's commitment to the small business community. CAI is one of the "Exporters of the Year". Combustion Associates, Inc. was formed in 1989 with a single mission of providing outstanding solutions for its clients in the energy, process and environmental industries.

If you have any questions on CAI's products or services, please contact CAI at 1-800-441-0100.
Hewlett-Packard—Uses Strong Arm Tactics for Consumers!—Should We Stand for this?

by Ken Garneau, Orthopedic Physician Assistant

Caveat Emptor—Let the buyer beware. In a world of technology, large corporations, telecommunications, the sales and service process has broken down dramatically. We, as consumers are thrown into an endless maze of artificial intelligence, voice mails, e-mails, rude and untrained service personnel. Not to mention, inexpert people, skills, integrity, and the incompetent managers who oversee these people. Whatever happened to the motto “The Customer is King.” Instead of building bridges, relationships, and customer retention? Has this paradigm shifted to include looking at the bottom line first, and walking all over the customer, with minute warranties that’s not even worth the paper it’s written on? Why don’t companies like Hewlett-Packard stand behind their products, with warranties that have value?

Have you ever thought that these companies, through their due diligence, product and development, know their product is vulnerable and subject to early repairs. Why do you think these companies offer extended warranties, so they don’t have to pay for repairs on their own products? In other words, you’re paying for a warranty that they should have given you in the first place. This is like charging my patients extra fee to pay for my malpractice insurance, before I will treat them, in case I screw up.

I am writing this editorial to inform and educate the consumer, and to stand up for those who don’t feel they have a voice when they’re up against a large corporation. Today, I would like to share with you the experience and dialog I had with Hewlett-Packard’s technical support, over the course of a few months.

I purchased an HP IPAQ hx 7407 PDA, and received it last November. When I tried to connect it to my computer, it wouldn’t work. I called HP technical support and explained my problem. I also explained to the tech that I was not computer literate. After working on the problem for approximately 1.5 hours, this gentleman got aggravated and yelled at me saying, “Don’t you know anything about Computers?”

Encounter #1

I reframed my hard drive and tried again to connect the PDA. It still wouldn’t work. I called HP back and we worked on it for about 75 hours, and still couldn’t get it to connect. The tech stated something was wrong with the unit and to send it in for repairs. (Encounter #2)

HP returned the unit and stated there was no problem. I tried again to connect the unit, but no luck. As a last resort I had a computer built, and upgraded to Windows Sync. Finally, I made a connection. However it took four months!

Finally, I was ready to use my PDA. I installed some medical references and memory cards and began to use it. I used it sparingly for approximately 3-4 weeks. At which time I never dropped the unit. It was stored in a case or my medical bag at all times. One day, I went to sync the unit and it went dead. I called HP, they said they had no repair for a unit needed repairs, So, I sent it back in. (Encounter #3)

Strong Economy Fills State Coffers

by Senator Robert Dutton

A stronger-than-expected economy has meant billions more in tax revenues for the state of California and those figures were revealed when Governor Schwarzenegger released the May revision of the 2006-07 budget.

The newly released $131 billion budget shows that the state will realize $7.5 billion more than expected. For years, the Governor has been on the hook to build bridges, programs and projects through tax increases. When I arrived in Sacramento in Dec. 3rd before the state faced a $36 billion deficit, I have always believed the way to increase revenues is not by raising taxes but by growing the economy. I’m proud to say that those in my party have held the line of tax increases, and as a result, the state deficit has shrunk to a workable number—less than $4 billion this next year—and revenues have increased. In just two years state revenue to the general fund has grown from $76 billion to nearly $94 billion in this budget. I’m glad to see Governor Schwarzenegger has decided to use a substantial portion of this budget for two areas I hold dear—education and paying down the state debt. The Governor’s budget calls for increasing education spending to $55.1 billion this new year, that’s $8.1 billion more than two years ago, a 17 percent increase. He is also proposing to pay down the state debt by more than $3 billion and increase the state’s reserves (our saving’s account) to more than $2 billion. While there is a lot more work to do to balance the budget, we need to move forward with caution these next few weeks and not make the mistakes that took place in 2000 and 2001. That’s when legislators spent out the last of the surplus, which would never end. However, we ended up near bankruptcy just a few years later.

I’m going to approach this budget cycle like I have every other knowing that making sure we spend the money wisely is critical. We have a lot more work to do on this budget to get it done in a timely and efficient fashion before the end of June which is the deadline) but you can rest assured that I’ll be paying close attention to how your money is being spent and vote accordingly.

Bonds Move to the Ballot

After months of negotiation, I’m proud to announce that the Legislature came together in a bipartisan way and agreed to a $37.3 billion bond package that will go before the voters in November. The bonds would be voted on in a take-it-or-leave it fashion, but will be separated into four categories for voter approval. (See page 34)

There will also be an issue on the November ballot that I fought hard to ensure was put before the voters. If approved in November, the future Proposition 42 dollars—approximately $2 billion a year—can’t be raided by the Legislature to balance the budget like they have in the past. Instead, these funds will be used for what they are intended to improve and preserve transportation and transit.

This will be the pay-as-you-go mechanism that many of my conser­vative friends like to see. Over the life of the proposition, this will mean more than $100 billion in transportation improvements over

I-LEAVE

Next, consider leaving the disaster zone. When and how will you leave (evacuate)? Where will you go and how will you get there? Will you use family or fellow evacuees meet somewhere you leave or when you arrive at your destination? The decision to leave makes communica­tion and your contacts outside the disaster zone critically important. How will you communicate while you evacuate and after you arrive at your destination? What was your plan before to evacuate? When you arrive at your destination? What was your plan before to evacuate?
Inland Empire Motorcycle Dealers
Established By Great saints

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Highly offended continued from page 5

the day...not the end of the "school day," but at the end of the "Protest day!" School buses arrived in downtown LA to give free rides to foreign- ers who are concerned about their country.

I am highly offended by the waving of American flags by thousands of illegal immigrants at their most recent protest rally. Don't get me wrong. I love my flag. I have to hold back tears when I sing the national anthem at a high school football game. What I find offensive is the dishonesty of everyone involved in the illegal immigration protests. At the first protest they showed their true colors by waving Mexican flags. Their "handlers" soon determined that was a bad move. For subsequent events they switched to American flags. Excuse me. My flag is not to be used as a marketing tool by illegal invaders who do not respect our laws, institutions, and culture.

Go back to your own country (where you send the money you make in the U.S.) and wave your own flag all you want.

I am highly offended that people, who are in my country illegally, have the audacity to demand for their "rights." In most countries of the world you would have already been deported, or worse. Understand this. I do not have a problem helping someone who, through no miscalculation, needs emergency assistance. We all need a little help from our friends. By what stretch of the imagination do you think you have the right to spend the money you have to live your daily life, without paying for your food, housing, education, transportation, and medical care? I am highly offended that our so-called "leaders" let them get away with it. Even worse...they try to justify it! To read the entire opinion, go to Earl Trout <woodbridge_ media@prodigy.net>.

June 2006

Business Owners React to Kelo Decision

Lost in much of the anger surrounding last year's U.S. Supreme Court decision in the Kelo v City of New London case, which allowed for the seizure of private property for private commercial development under the guise of economic improvement, was the fact that justices allowed states to limit such takings. If the sentiments from a survey of small-business owners are any indication, a ballot initiative that would not only prohibit such seizures, but also go the extra step in regulatory actions that would diminish the value of any property as a result of a government edict, would pass handily.

Every year, America's largest small-business advocacy organization, the 600,000-member NFIB (35,000 of whom are in California), surveys its members on the issues vital to their survival. The results become the official lobbying positions of the organization. When asked if government's power to eminent domain be restricted, 90 percent of California small-business owners said yes. The remainder said no, was undecided, or made no reply. Currently, an initiative for the November ballot that would limit the government's power of eminent domain is pending signature verification.

On three other questions in the survey, which drew 1,352 respondents, 84 percent of Main Street, California small-business owners believe state tax laws should conform to the federal code in order to allow deductions for health savings accounts; nearly 78 percent are against mandating large businesses to provide health insurance for their employees (so-called Wal-Mart bills); and 90 percent opposed raising taxes in specific income groups to finance specific government programs, which does not model for property owners. A reasonable step for large rentals owned and 48 percent rent- ers are suspicious of the city's large rental population is attempting to make the swing in regulations, but is being held back from doing so by the relative lack of available housing options.

Looking deeper, we find that housing in San Bernardino has an average value of $96,000, with only 12.5 percent of available properties valued at $150,000 or more. With prices ranging from $180,000 to $290,000, and the average cost per condo home at $220,000, the 100-plus homes at Bordeaux will go a long ways towards filling that gap. Moreover, Bordeaux will establish a distinct value level in the San Bernardino real estate market, providing buyers with luxury features and abundant amenities, yet still within reach of the majority of renters who are looking to move up to home ownership.

Bordeaux provides a secluded sanctuary for residents with out sacrificing needed convenient access to the outside world. Located at 1025 Tippecanoe Avenue near school, shopping and entertainment options, and the 10 and 215 freeways, Bordeaux offers residents a combination of luxury living, lifestyle features and commuting ease that eager buyers will find hard to resist.

CAl Lights the Business Fires of Corona

Continued from page 8 and applicable. These features make CAl's packaged power generation systems extremely efficient, cost-effective, and environmentally sound. Additionally, CAl power generation systems meet California AB 29X and SB5X Peak Load Reduction Program requirements. They offer complete packages and a la carte services consisting of engineering, manufacturing, integration, testing, installation, and after service.

Selective Catalytic Reduction (SCR) Systems
- ammonia vaporizing skids
- ammonia injection pump skids
- injection grid headers
- AGU manifold
- lances and duct work

Business Owners React to Kelo Decision

Continued from page 2 and applicable. We have seen crime rates drop measurably once we begin to control the area. We have also seen new construction spring up around us in response to rising home values that are partly the result of the work we do in the community, as well as a result of our renovation and conversion projects.

"Even during times when the number of homes sold in the real estate market is showing our projects are showing continued success, with average sales rates above the industry norm. This is because we offer affordability and quality. Because of the price range and cash incentives that we offer, we often offer the only first-time buyers can afford to buy a quality-built home, rather than settle for a tined and plain option for living."
This is not the first time I have written about the little plastic earpiece that I have been sporting recently. It won’t be the last.

The little thing that blinks blue and hangs from my right ear is a simple device that allows me to use my cell phone without opening it up or dealing with wires. It is called a “wireless device.”

Actually, the Bluetooth device can be used with your Treo or PDA, with your computer or just about any other digital device. I would not recommend it for iPods or digital cameras.

The Bose Quiet Comfort 2 Audio Noise Canceling headset that I wrote of recently does a much better job of playback. Still for most voice control, the Bluetooth does the job.

I have tried driving with a cell phone attached to my belt. When I speak, I have to turn to the seat belt. If I am wearing a jacket, that makes it even more difficult. Then to open it to talk and watch the road is asking for trouble.

I have tried to use a wire microphone. The cord gets tangled under the seat belt or the jacket and it hooks on my pin if I turn to the seat belt. It is not something I am used to handling.

In states without laws, a number of municipalities have passed their own local regulations. For example, Shelby Township in Michigan has an ordinance that makes it a civil violation to drive with a cell phone in one hand and use your hands-free device with the other hand.

In states with laws, a number of municipalities have passed similar laws. In California, for example, a bill was passed that allows drivers to use their cell phones while driving.

In November, 2000, in California, the state legislature passed a law that makes it a civil violation to drive with a cell phone in one hand and use your hands-free device with the other hand.

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Lunar Rocket 

continued from page 1

Canaveral will be at 55 degrees, which means that Lunar "Shadow 1" rocket will get to about 27 miles altitude.

The change to a shallower launch angle means that the rocket and the payload dart will be expected to be exposed to higher temperatures than our previous missions, says Kleinerberg, "but we anticipate a successful launch and recovery.”

The payload dart redesign was made possible by a grant from the Office of Technology Transfer and Commercialization (OTT) at Cape Canaveral. For more information, call 362-366-7847, or visit the company’s Website at http://www.lunar-rocket.com.

About the Office of Technology Transfer and Commercialization (OTT)

OTT (http://www.otc.csbuh.edu/) is the management office for a grant program known as CCAT, Center for Commercialization of Advanced Technology, funded by the Office of Naval Research (ONR) through Congressmen Jerry Lewis’s office. OTTC provides grants intended to be used to help companies develop commercial applications for technologies that have been developed in government laboratories; and also help the government find markets for promising technologies and homeland security needs.

OTT is a two-way conduit that acts as a virtual incubator for advanced technology.

The Harvest of the Wine Country 

continued from page 15

first settled in. The popularity of the area now known as the wine country has made things more competitive. Restaurants, bed and breakfasts and music festivals have all added to the business that the area already had. Wine has it added to the burden, according to Hart, who told the Business Journal that it is still an uphill battle.

Even so, he is glad to see that his neighbors are all family-owned and operated businesses. He believes that the personal involvement makes for a better product. He is glad that there are not corporate run facilities in the area. Hart Winery has won several medals in the New World International Wine competition and Joe Hart is glad for that.

"Gold Medals," he tells us, "are good marketing tools."

CAI Lights the Business Fires of Corona

continued from page 13

vaporizing skid with electric heaters, vaporizers, blowers, control panel, and transmitters.

Dual Fuel and Low NOx Burners

CAI's Dual Fuel and Low NOx technology emphasizes the combustion processes required to establish stable combustion and low emissions. CAI burners are specifically designed for commercial and industrial boilers with low NOx burners using multiple fuel lines. We have also engineered and packaged simple cycle 10 MW Power Generation Systems using GE's LM1500 jet turbine engine integrated with generator and auxiliary systems.

CAI consistently provides a focused effort starting from the initial preparation to the proposal to the successful completion of the project. CAI systems are designed with a strong emphasis on the end-users.

They have a "work hard" ethic to ensure a technically superior design, highest quality products, accurate and detailed documentation, timely completion of milestone commitments, and, continued on page 18

How to P.L.A.N. for Disaster

continued from page 11

location? If you get caught in traffic, will you have enough gas to evacuate successfully?

What if something happens that you didn't anticipate? If you go through this process enough times and really work on your plan, then you will be able to adapt to the failure. You’re mind will be primed and you'll be ready to think of alternatives, even if the failure isn't anticipated beforehand.

N - NEEDS

In any disaster situation, you must be ready to go for 72 hours without assistance. Those first 72 hours are critical because emergency relief will be overwhelmed during that time. Fire departments, police, and medical personnel won’t have the resources to get to everyone on time.

After Katrina, many died simply because they ran out of food and water in those critical three days. However, four days before Rita hit Texas, the community leaders were on the television warning people that if they decided to stay, they needed to be prepared for 72 hours because no one would be able to help them.

When working on your plan, make sure you account for all your needs for 72 hours. Be prepared to be self-sufficient during this time. Each one of your family members must have personal ID and photos of you, your plan, two quarts (liters) of drinking water, 72 hours of food, one to two packages of medications, two weeks of toiletries, a supply of cash (credit/debit cards can’t be verified if phone lines go down), a flashlight, a portable radio, batteries, a signal whistle, white/silver duct tape, a first aid kit, prepaid calling card, and a list of emergency phone numbers.

These needs should be kept in a rolling backpack that stays with the owner. Keep this bag, your Disaster Pack, readily accessible. And if a disaster is imminent, keep the Disaster Pack with you at all times.

Are You Ready?

Once you have taken an inventory of your family, made arrangements for evacuation, anticipated and accommodated failures, and gathered all your needs for 72 hours, you need to review and practice your plan each year.

Hurricane situations are timely because of what happened on the gulf coast, but regardless of what disaster situation you face, you must have a plan. In a tornado, tsunami, terrorist attack, or whatever, you need to take steps to make your disaster plan and ensure the safety of your family and your business.

CLOSE - UP

He mentions that he was once stationed in Pocatello, Idaho, and the Snake River was so cold it froze the clapper on the bell.

As for the "salvation" work of the network, hard work is necessary to keep their social work separate from their faith. Some parts of the world see them as a first group and foremost, but here in the U.S. the social work comes first. This is especially significant as much of their funding comes from state and local tax support, as well as the Arrowhead United Way. There is even a local attorney who regulates caged stuffed animals for traumatized children.

Still, Major Fritz stresses that they are a "faith-based" group (If you don’t get the joke, their first name is "The").
Executive Reluctance by Sam Manfer

What goes through your head when your boss or your inner-self says you’ve got to get to the top decision maker for this deal, contract, renewal or sale? It’s probably not great. However, the executive suite is where you have to be to increase your chances of success.

Most sales people quickly boost that they can get to or have “no problem” meeting with the top executives of their prospects or customers. However, when I ask, “What does that leader want from you?” they stumble for an answer. Now if they knew that, it would be great, right?

So if there is no problem getting and meeting these key decision makers, why don’t more sales people do it?

1. It’s scary. That’s why.

Yet, it’s natural. We fear people in authority positions—those with power over us and others. Think of your boss or judges or police or customers. They all put you on guard. As you get to know them, it’s less stressful, but the tension is always there.

2. It’s a hassle to get to these senior decision makers.

They are protected from anyone getting to see them, including you. Many buyers give that impression and the rest of the time you assume it to be true.

3. Add to above past rejections and you begin to act as your own gatekeeper saying “consciously or unconsciously. "Let’s stick with the purchasing people collecting the bid information.”

No matter what you hear or how you spin it, the big dog makes final decisions for your sales. He is briefed before the purchase because he needs critical information and guarantees before he gives his approval. If he’s happy with your proposal, he gets the contract. So who better than you to deliver your message?

Here are five tips to help you overcome the anxiety and make it easier to push upwards.

1. Admit you feel uneasy.

Then you can deal with it. Otherwise you will subconsciously avoid the challenge and stick with your rationalizations, i.e., he’s too busy. This is technical and she’s just a rubber stamp. She doesn’t see sales people. Ask yourself, “Why am I anxious?” Maybe it’s past associations or fear of rejection. There’s something going on. So keep asking until you find an answer. Eventually you’ll realize your projecting a negative outcome—something will happen—subdu­mente’s annoyance. Your sales skills involved, whatever. The antit­dote is to accept that you don’t know the future or what others are thinking. You won’t get rejected. The subordinate may really want you to meet his boss.

2. Positively Visualize the Outcome.

The most common technique among all professional golfers is to visualize their shot before they hit. With this positive outcome pro­grammed, their muscles and mind compute the biomechanics to make it happen. Try it. It’s easy but it takes an effort to do it. See, pos­continued on page 33

CAl LIGHTS the Business Fires of Corona

continued from page 16

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Use Your Influence continued from page 30

understanding your boss requires a good pair of ears and some patience, so really listen to your boss’s expectations and challenges. On a regular basis, ask your boss what he or she expects from you, then summarize back what you’ve heard. You may feel silly at first, but you will experience far fewer misunderstandings and missed connections. Your boss will know that you have correctly heard what’s been said.

Don’t stop with your boss.

Everybody loves to work with somebody who listens, cares and understands. It’s an essential part of being a great influence. Listening in a purposeful, skilled way will give you the opportunity to really know what your boss is about. Though these tips are specific for tough bosses, you can easily use them in all of your relationships, including those with your colleagues, customers, spouses, kids, parents and friends. When you practice these skills and experience the positive changes, you’ll want to use your influence to turn all of your relationships from tough to terrific!

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Los Angeles World Airports Appoints Ontario International Airport Manager

by Joe Lyons

Los Angeles World Airports (LAWA) has named Paul Pal­lort manager and assistant man­ager to oversee Ontario International Airport (ONT). The appointments became effective May 29.

Jess Romo, ONT’s new man­ager, has over 17 years experi­ence with the City of Los Angeles, eight of which were at LAWA as property manager at Los Angeles International, ONT and Van Nuys Airport. He has extensive experience in lease administration and property manage­ment, having worked at the Bureau of Engineering, Department of Water and Power, and General Services.

Romo, a Claremont resident, holds a master’s degree in indus­trial psychology from the University of California at Irvine. He is also a state licensed certified public accountant with two degrees from the Building Owners & Managers Institute National (BOMI) as a real property administrator and facilities man­agement administrator.

ONT’s new assistant man­ager, Kim Ellis, has over 17 years experience with LAWA. He was ONT’s acting airport manager since April 2005 and previously served as assistant airport manager, chief of airfield operations, landside operations manager, and airport operating manager.

Ellis was recently profiled in a feature here in the Inland Empire Business Journal. He also worked for America West Airlines and Lockheed Air Terminal, Inc., and served in the United States Marine Corps.

Ellis serves on the Ontario Chamber of Commerce board of directors. He teaches graduate and undergraduate courses at an airport planning and management at Embry-Riddle Aeronautical University.

Ellis holds a master of business administration degree in aviation management from Southern Illinois University. He is also an airport executive with designation American Association of Airport Executives.

ONT is one of four airports owned by LAWA, a Los Angeles City department that oversees an airport system in the nation’s sec­ond largest metropolitan area. The other airports owned and operated by LAWA are Los Angeles International Airport, Palmdale and Van Nuys. ONT handles over 7.2 million annual passengers and 575,000 tons of cargo.
Exposing the Inexcusable Excuses for Not Handling Conflict With Tips on How to Improve

By Francie Dalton

One of the most pervasive problems within executive ranks is the frequency with which they avoid conflict. This article presents a compendium of their excuses and attempts to dismantle each by revealing the flaws embedded within.

**Excuse #1:** I’m just not good at handling conflict.

So GET good at it.

Needing to improve your skills with conflict doesn’t just avoid it in the present. Try this 4 step formula when addressing your adversary: ‘When you _____, I feel _____ because _____; therefore _____.

**Excuse #2:** If I’m not feeling it, it doesn’t exist.

If you’re refusing to act because you’ve experienced no ill effects from others’ conflict, understand that your immunity doesn’t invalidate others’ pain.

As the boss, you have a fiduciary responsibility to facilitate resolution among feuding subordinates whether it’s affecting you or not.

**Excuse #3:** If I ignore it, it’ll go away.

I call this the ostrich mentality. You can certainly stick your head in the sand, but not without simultaneously offering up what for most of us is a much larger problem: the increased activity and resulting in considerable productivity losses.

**Excuse #4:** If I confront, the confrontation will get worse.

When executives tell me why they think confronting conflict will make it worse, their reasons are more often based on assumptions than on actual experience. Are you making negative assumptions about what would happen if you confronted conflict in order to justify inaction?

**Excuse #5:** It’s not urgent, and I have other priorities.

Are you feigning other priorities to justify not having to deal with conflict? Understand that conflict doesn’t have to be urgent to poison the work environment. As the boss, you have a fiduciary responsibility to facilitate resolution without waiting.

**Excuse #6:** Solving their inter-personal problems isn’t a good use of my time.

Then perhaps you should consider giving up the managerial function.

**Excuse #7:** Executives should be able to solve their own conflicts without involving me.

Telling those at an impasse they should be able to solve themselves isn’t helpful. Try getting each party to answer briefly the following questions regarding their conflict. What’s true right now? What would be the impact of nothing changes? Now what continued on page 39
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**BLSINESS JOURNAL • PAGE 24**

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**END OF AN ERA** at Guasti

continued from page 1

mer at least. One possibility would be for Saffron's to become incorporated into the hotel. Similar possibilities exist for the Homestyle Cafes.

Altogether the Guasti property encompasses about 50 acres from just south of I-10, south to the railroad track property line. All of the historic buildings are included in this tract.

Does Pauley believe that the opening of the new Ontario Airport terminals gave new value to the site? "If you have," he responded quite simply.

...demand for the land is at hand. There have been, in recent years, efforts, through entitlement funding, to make Guasti into the image that Ontario seemed to want and need at that time. An artist colony idea was put together. There was even a jazz concert, which failed to draw a crowd. The market, it appeared, simply was not there then. Now, however, as Pauley observes, the educated professionals are finally coming out to the Inland Empire and discovering that they can live and work here much cheaper than they can in Orange County."

Pauley tells the story of his grandfather who, back in the fifties, saw the value of investing in property in what would become known as the Inland Empire. Growth and development in Orange County, even then, dictated a need to look east for room to spread.

As others in our area have indicated to the Journal recently, the growth of white-collar jobs in the west end of the Inland Empire have created equal demand for high-end office space and high-end retail, as well. Pauley sees this as the classic idea whose time has come. He has the land, and Does Pauley feel nostalgic about turning over the family site? "I sure do!" he told the Journal. "I had hoped to see this project through to the end but sometimes circumstances don't allow that to happen." He confesses that, over the years, he has not felt ownership so much as personal prospects.

In Orange County, excavation began on the Archibald property 10 years ago. Altogether the history buildings are included in this tract. Docs Pauley's personal prospects are solid. He has learned much in the areas of planning and development, and there is a great demand for such talents in this area today. Still you have to figure that he'll always feel the pull when he drives past the Archibald exit of the 10 freeway and looks to the south towards the airport and the company town that Mr. Guasti founded 106 years ago.

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See Page 11

**Rancho Specialty Hospital Expands Services**

With Opening of Its New "Wound Care Advantage Program"

Care for patients suffering from chronic, non-healing wounds is now available through The Wound Care Advantage at Rancho Specialty Hospital. A grand opening and tour of the new program is expected to take place in mid-July.

The Wound Care Advantage offers a comprehensive interdisciplinary approach to wound care and provides advanced wound healing techniques, wound assessment, testing and treatment for individuals suffering from acute and chronic non-healing wounds. The Wound Care Advantage is a service of Rancho Specialty Hospital in collaboration with Healing Wounds Consulting.

When you consider the facts, consider why so many of us might require a Wound Care Advantage Program to heal complex or chronic non-healing wounds.

- The annual cost of treating patients in the U.S. with problem wounds is estimated at more than $16.0 billion and is growing.
- Every year, chronic wounds caused by diabetes, poor circulation, or other conditions, keep 5 million people from doing the things they love to do.

The Wound Care Advantage is designed to treat wounds associated with diabetes, venous stasis, circulatory problems, pressure, burns, and those resulting from post operative incisional breakdown. "The addition of a Wound Care Advantage Program will offer our patients incredible benefits and ultimately improve their quality of life," says Chief Operating Officer and Chief Nursing Officer, Barbara Schneider, RN. According to Schneider, "Among the many benefits we hope to provide are increased healing time, a higher level of limb salvage, less hospitalization and the prevention of permanent disability." Upon admission to the Wound Care Advantage, patients can expect to undergo a diagnostic assessment by a team of medical professionals with advanced training in wound care. The assessment may include a medical history and physical, vascular, wound assessment, neuropathic risk assessment and nutritional screening.

For additional information, call 1-888-9-WOUNDS.
June 2005,

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Safety — Passenger safety was a top priority in the development process. Camry's extensive list of active and passive safety features includes no less than seven standard airbags. The 2007 Camry body was engineered and reinforced with numerous protective components and design features to enhance frontal and side impact protection for passengers.

QUALITY, DURABILITY & BEAUTY — Inside and out, quality has never been more evident in the 2007 Camry. Pit and finish, a Toyota trademark, along with the use of quality materials and finishes distinguish Camry's fresh, new interior design. While on the exterior, tight-fitting body panels and special sound-dampening materials further reduce road noise and offer an exceptionally quiet, comfortable ride.

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<td>29101 Arrow Rd., Riverside, CA 92506</td>
<td>250</td>
<td>235</td>
<td>$2,000,000</td>
<td>Medical, Surgery, ICU, Obstetrics, Neonatology, Critical Care</td>
<td>Desert Medical Center</td>
<td></td>
</tr>
<tr>
<td>Valley Hospital</td>
<td>2400 N. Main St., Riverside, CA 92501</td>
<td>500</td>
<td>450</td>
<td>$3,000,000</td>
<td>Medical, Surgery, ICU, Obstetrics, Neonatology, Critical Care</td>
<td>Valley Hospital</td>
<td></td>
</tr>
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Inland Empire Business Journal

June 2006

Hewlett-Packard

continued from page 10

I sent the script back. Several days later I called to get an update. The technician said that the motherboard switch was broken and it would cost me $275.00 to repair. I stated that this should be covered by warranty. He transferred me to a lady and, after I informed her that it was not covered under the warranty, that it was human error. I explained to her that it was impossible, because I had never dropped or banged the unit up, nor were there any scratches on it. I further stated that I had only used it sparingly for no more than 4 weeks. I asked her how she knew it was human error, she could not answer me. She said it had to be because it was classified that way. I asked to speak to a supervisor, she informed that I could not, and one will get back to me in no later than 48 hours. I explained that I was in an Orthopedic Residency and that I worked approximately 60-80 hours a week and I "wouldn't be able to reach". She didn't seem to care.

Let's think about this for a moment. A PDA is called a handheld device. Why is it that a handheld device that you carry around with you is so delicate? Why do they break down so easily? Sounds like an oxymoron to me.

I called back and explained I wanted the name and number of the regional manager. The tech said she didn't know who this person continued on page 37

I Singing the BlueTooth Electric

continued from page 12

say it isn't clear that restrictions on cell phones are having an effect on the number of accidents; others say it is hard to enforce the restrictions.

Safety researchers advise lawmakers to give guarded credence to data on the role of cell phone use in crashes, since they say many drivers are unwilling to admit that they were on the cell phone before a crash, for fear of being fined or charged with a violation.

The crash data are taken "right off the police report," says Lisa Block, a spokeswoman for the Texas Department of Public Safety. But, she says, people don't always own up to the fact that they were talking on the cell phone. They're not always truthful about that.

That a hands-free phone can be a distraction sounds strange to me. Like many of us, I have gotten drowsy out on the road and

I have found that a call home can help get me back up to par. Cars are made to carry more than one driver and the diamond lanes are designed for us to car pool, so the distraction of conversation in the car is, to me, simply a fact of life.

It would never be advisable to wear headphones for a CD player or an iPod, but the BlueTooth device does not block outside sounds like sirens or breaks.

Do I look strange when I stand in the hallway talking to myself? Of course! But modern technology allows for the convenience.

You may recall when mobile phones were black "bricks." That was not even 20 years ago. There is not telling what we will be talking into in another two decades.

In the meantime, the BlueTooth earpiece appears to me to be the best, safest and most convenient piece of communic­ations' equipment out there today.

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Managing means getting results through people. We do this in many different settings—from workplace to household. If you are alive, you have already been a manager. You've managed delivery people, repair people, your in-laws, spouses and more.

One myth is that you need to throw money at people to motivate hard work and loyalty. Not entirely true. Management has less to do with charisma than with consistently doing the right things to depend on effective interpersonal communication skills to get things done.

Empower and Motivate

Many of you are called "boss." To avoid "boss" becoming another four-letter word, follow these four steps:

Step 1: Tell the person clearly what you expect them to do.

Easier said than done. In management training environments, this is called "delegation." My definition of "delegation" is to empower and motivate a person to accomplish results for which you are ultimately responsible. Delegation includes these guidelines: choose a person capable of doing the job; explain the result you want; give the authority to get it done; monitor the activity; give recognition or praise along the way.

Set the climate. Be sure you're in a place conducive to concentration at a time when the person can concentrate. Listen to your words as you set the tone. Over the years, I've heard many a harried manager unwittingly say, "You're a simple, handleless task...that's why I'm giving it to you." Not very motivating.

• Give the big picture. Describe the overall objectives.

People need to see where their part fits into the whole to feel the part of the larger goal.

• Describe steps of the task. This is the meat of the delegation discussion. Sometimes these are already printed in an instruction or procedures manual. You still need to go over these, however briefly, with the capable person to assure yourself of the person's understanding. If the steps are not already written out, have the person take notes as you say them. This increases understanding.

• Cite resources available. Point out where there are other references, if any, on the task. Resources include people who have done the task of parts of it before.

• Invite questions. Even if it feels as if you don't have time to do this, it's worth it. Better to spend the time up front than be unnecessarily surprised later. Invite them to write the steps, to include prompting such as, "What questions do you have?" Not "You don't have any questions, do you?"

• Get the person to summarize what they will do to get the job done. This takes some courage on your part, your risk being answered with a defensive "Do you think I'm stupid?" I use this sentence: "These are compuliving tasks...I need to have you summarize how you will get this done."

• Review the person's understanding. Redefine the responsibilities for the person.

• Agree on a date for follow-up. How soon will depend on the complexity and value of the task. You may need time and practice to develop the fine art of follow-up without hovering.

Is it on the Test?

Step 2: Give them a reason to do the task.

This is the fine art of motivating. Motivating people is impossible...they have to motivate themselves. There must be something in it for them.

Remember when you were in grade school, or perhaps even now, in class, listening to the teacher. He or she was droning on and on, boring you to tears, and all you wanted was the obvious kid in the back row yelled out, "Hey, teacher, this gonna be on the test?" You were to experience that question and actually ask that question. But you listened very carefully to the answer. If the answer was "no," your reaction was probably to relax—it's not on the test. But if the teacher said, "yes," you straightened up, borrowed a pencil, started taking notes—it's on the test. Ever since then, we have been anticipating what we perceive is on our test.

Put Your Money Where Your Mouth Is

Step 3: Give the person the tools and resources they need to do the job.

This requirement can range from a desk and pencils to on-the-job training and enough time to get it done. This is the "put your money where your mouth is" step. Teamwork means individuals of varied backgrounds, experience and human interactive skills does not just magically happen. If managers want people to be productive and happy, they must put time and effort into training themselves and their people in technical skills and communication skills.

Step 4: Give feedback.

All people, when accomplishing a task, want to know how they're doing. Even your "stars." There are two types of feedback:

• Positive feedback: It must be specific, correct and sincere. You risk being answered with a defensive "You use it as an introduction to another discussion."

• Tell them why their accomplishment is important to you and others.

• Don't be surprised if the person is embarrassed or suspicious. This may not be your only reason to praise and need more correct feedback.

• Never attack the person. Attack the problem, whether it's performance such as inaccuracy, or a work habit such as lateness.

• Keep calm. It's a problem-solving mode you are seeking.

• Be prepared to tell the consequences if the problem continues and be prepared to carry them out.

• Don't be surprised if the person reacts with hostility. Even if already taken notes—so what we perceive is on our test.

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Correct feedback:

• Never attack the person.

• Attack the problem, whether it's performance such as inaccuracy, or a work habit such as lateness.

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EXECUTIVE NOTES

Pacific Mercantile Bank announced that James R. Medeiros has joined the bank as senior vice president, regional manager of its Ontario Financial Center. He has lived in the Inland Empire for over 30 years and has worked for several local banks such as Citizens Business Bank and Golden State Business Bank... Pacific Mercantile Bank also announced that Frank A. Rozzio has joined the bank as vice president, aviation manager.

REAL ESTATE NOTES continued from page 7

500,000 sf. Construction on Phase I is complete and the buyers, which include a diverse array of users such as a home furnishings company, civil engineering firm, foam mattress company, and a bowling equipment manufacturer, are currently occupying the acquired freestanding buildings.

Linda Carlson to the position of vice president and manager of the bank’s Real Estate Services... The Planning Center, a full-service consulting firm that specializes in community planning and design, environmental studies and educational facilities planning announced that Keith McCann has joined the firm in a dual role as chief operating officer and chief financial officer.

ARE YOU A SAVVY ADVISOR OR AN ORDER-TAKER?

As a sales professional, you must strive to stay in control of every situation. That is, you must guide your clients to the best decision and ensure your clients know the advantages and disadvantages of every buying decision. This is a practical skill that those in the top 3 percent have honed. The rest of the salespeople out there unknowingly rely on the buyer to tell them what to do. As a result, they have poor results, for both themselves and their clients.

Think about it: as a salesperson, you are trained in the specifics of your firm. You know how the industry works, you have experience with your product or service, and you have access to information your clients do not. So why let a client, who is not as knowledgeable as you in this particular field, take the lead in the transaction? Doing so is a recipe for disaster.

Smart and successful salespeople view themselves as advisors. The other 97 percent think of themselves as order-takers. The client says, “I want this, and this and I want to do that.” And the salesperson says, “Okay, no matter what the request. Those who take on the advisor role listen to what their client wants, and then they determine if those requests make sense for the client. If they don’t, the advisor offers alternatives, shows why those alternatives are necessary, and confidently makes his or her case. The client, who senses the salesperson’s knowledge and expertise, usually see that the original requests were unreasonable or not to his or her advantage.

DEVELOPING THE ADVISOR MENTALITY

Many salespeople claim to be advisors, but really they are not. Sure, they may put titles on their business cards, like “Sales Advisor,” but they still have an order-taker mentality. Simply writing a title on your business card is not enough. To truly believe you are an advisor, you do the following:

1. Use Affirmations

Affirmations confirm your beliefs by ingraining them into your subconscious. That’s why the first step to thinking like an advisor rather than an order-taker is to tell yourself every day, “I am an expert sales advisor.” I advise my clients on the buying decisions to make.” But remember, simply saying the words is not enough. You must truly believe them. Once you believe them, they will become reality.

2. Know Your Information

The other part of the advisor mentality involves the information you’re able to provide, because at some point you’re going to have to prove your advisor status by actually advising your client and giving reliable information. That’s why you must know your information, but also how to share it to your clients.

When many salespeople talk with a prospect, they over-prepare. They find every fact and figure available to prove why their product or service is superior and they overanalyze the data. As a result, they want to impress their client with data rather than show the client the product or service can actually do to improve his or her life. The client soon feels bored in data and tries to get control of the situation just to get out from under the information overload.

The key here is to realize that different personality styles exist. For example, suppose the client you’re meeting is an engineer. By nature, engineers are analytical and want to see data. They rely on facts and figures in their day-to-day job, so offering them facts and figures in their sales transaction makes sense. However, if you’re meeting the CEO of a major company, he or she is busy, and likely only wants bottom line information—just the end results of what he or she will get. On the other hand, if your client is a psychologist, he or she will likely want to know more about you and will want to develop a relationship with you first before getting into the meat of the matter.

3. Be Adaptable

To be a successful advisor, you must be able to recognize the different personality styles and be versatile in your approach to each. You need to identify immediately whether you’re dealing with an amiable kind of person who likes to talk like his or her time, or if you’re dealing with a fast-paced, to-the-point kind of person, because how you relate to each, and the kind of information you give, each will be different. So being a good advisor is really about knowing how to read people, both in person and over the phone.

Then, it’s about adjusting your style to match the other person. A great question to ask that will help you identify a person’s personality is: “What are some of the things that are important to you and that you need to know for us to work together?” That one question will tell you more about people than anything else. Right away an analytical type will say, “Before I buy I need to know the exact specifications of the product, how it works, what warranties are available, and any other data that’s pertinent.” However, a more bottom line thinker would say, “I just want to know what results this product will give me.” Do you see the difference in responses and how each response reveals different information about the person? Unfortunately, most salespeople wing it when they’re meeting with clients. They don’t adjust their information for their audience, and their results show it. These same people always appear nervous, and they lack confidence. As a result, their clients run the show, and all the salesperson does is take orders.

If you want to get a better understanding of the different personality styles you will encounter, and the best approach for dealing with each, read books about the Myers-Briggs Type Indicator or the DISC Personal Profile System. Both of these assessment methods are great tools for understanding people. Simply do a search online or visit your local library for the information.

BECOME AN ADVISOR TODAY

In the end, it’s up to you to take control of every situation and guide your clients to better decisions. Really get to know the kind of people you’re working with, and truly believe you can help them with their needs. The more you view yourself as a true advisor, know your information, and stay adaptable, the more sales you’ll make, which ultimately benefits both you and your client.

About the Author

Jerry Pujals is a renowned real estate trainer, speaker and helps agents nationwide increase their production, efficiency and sales. Visit his Web site at www.jerrypujals.com
Strong Economy continued from page 10

Transportation - $19.9 billion
Education - $10.4 billion
Levee Repair - $4.09 billion
Housing - $2.85 billion

the next several decades.

I’m also very proud of the local money set aside in these bonds—particularly in the transportation bond. If approved, counties and cities will share $2 billion in bond funds. Riverside and San Bernardino would receive approximately $100 million (more than $50 million for San Bernardino County and nearly $50 million for Riverside County) for transportation projects important to their region. Also, cities would share $1 billion—meaning cities like Riverside would be eligible for $9.1 million in funds, Rancho Cucamonga $5.2 million, San Bernardino $6.4 million and Fontana $5.1 million. There is another $1 billion set aside for 17 counties in California that already have a portion of their sales tax earmarked for transportation projects. Both Riverside and San Bernardino Counties have this tax and will be eligible for millions more in matching funds. I would encourage everyone to be as informed as possible about the bonds before the November election. A good place to get started is www.strategicplan.com. This Website outlines how the money will be spent should the bonds be approved.

Executive Reluctance continued from page 18

Executive projection takes more energy than negative thinking. It is tougher to think prosperously than subsist. Consequently, we default to the easier path—limiting and worst case thinking. It requires mental effort to turn negative projections around. However, if your projections gravitate towards getting nowhere, you’ll get no where—guaranteed. Here’s a better way to think. “The meeting will go great. He’ll want to introduce me to others because he’ll feel good about me and my message.” Before you make any calls, project in your mind that your target will be happy and open to talk with you. Project positive and positive outcomes will start happening. Even if things don’t work out, you’ll understand the reasons and take comfort that it wasn’t about you. This is rewarding feedback to yourself and will encourage you to think positively the next time.

3. Practice Your Introduction.

What will you say? "Hi, my name is Sam Manfer and I work with companies such as yours creating sales and improving the productivity of sales teams. Would you answer a few questions?" or for another situation, “John, I understand you are investigating hiring a sales consultant, what are the issues that are causing you to think of hiring someone from the outside?” When you know what you’ll say, it helps you to visualize the situation in a positive frame. Your focus is on you and your opening rather than the anxiety of wishing the encounter was over or didn’t have to happen.

4. Develop Confidence by Preparing.

Get information about the executive and the company. Talk with people who know the executive and the company. Use your Golden Network—those people with whom you have credibility. Talk with people in your company and urge them to help you prepare for the meeting or for an effective approach to get credibility. Remember it is OK to ask for help. The more you prepare, the more confident you’ll be.

5. Get Over the Holler Than Thou Syndrome.

Realize this person is human just like you. You both get up and get dressed and go to work each day. You both have jobs to do. You’re both busy, value your time and don’t want to waste it. Neither wants to be sold. You both want resources to help you with problems. So disregard the “level to level,” “better than you” thinking. Think of how you would like to be approached and the type of conversation you’d like to have with someone in your position. Chances are you’re similar, but be careful with assuming. Let him tell you that.

It’s mentally tough to setup meetings with senior executives. However, without their information, you are relying on others to tell you what’s happening with your proposals. Subordinates don’t want to push their bosses so they ignore you by not returning your calls, or feed you crumbs so you don’t feel badly for all your efforts. This line—your sale’s decision lies in the executive suite. So set your sites for the top. Get your network to make the introduction for you. Prepare for the meeting and you’ll have a wonderful experience—guaranteed.
One Red Hot Pizza Parlor
by Joe Lyons

There are almost as many pizza parlors around here as there are fancy Seattle coffee shops. Many are good. Some are outstanding. The Red Brick Pizzas are not only outstanding, they are unique. The first point to make here is that the Red Brick Pizzas are prepared differently. Instead of your standard black 300-degree ovens back in the kitchen, the ovens here are made of red brick, or clay and tile with red mosaics. These gas-fed ovens are set to 675 degrees and run up to 1,000 degrees inside. Still those tiles on the outside remain cool to the touch. Pizzas in these ovens are ready in three to five minutes. This is very much like the tandem ovens that you find in East Indian restaurants. Prepared hot and fast gives them a different taste. Perhaps better. I was impressed, but you would have to decide for yourself. As for selection, you can have traditional pizza, like sausage or pepperoni, or you can have one of those at-to-go "California-style" pizzas, like Thai chicken or Hawaiian, with pineapple and cashews.

We started with a basic four-cheese pizza. This is always a good test because, whatever you put on it, the basic pie has to be good by itself. This one is. Then we tried the combinations, bacon cheeseburger, veggie gourmet works and a "works." I've been here before and the same problem arises. I eat too much.

Following the pizzas we tried a couple of the flanzani sandwiches. The publisher of the Business Journal, himself a sandwich connoisseur, said he was very impressed with the "amenities."

Still, the cheese they told me, is the most expensive grade available from Wisconsin.

The pizza dough is made from a proprietary mix that includes a secret ingredient. The secret ingredient is a powdered olive oil. I wasn't supposed to mention that. The pizza dough is mixed and weighed to make sure each pizza is the same. The dough goes into a press, it is not tossed. This not only standardizes the crusts but also makes preparation quicker. Fresh ingredients are added, as you ordered, and in less than five minutes, you're eating fresh fire-roasted gourmet pizza.

The facilities themselves are different. Walk into one of the 10 stores here in the Inland Empire and the staff shouts out a hearty hello. You normally only get that in a sushi bar. That big red brick is continued from page 19

Hewlett Packard continued from pg. 29

was! She said if I would hold, she would find a supervisor. She returned to the phone and told me she would transfer me; I made it clear to her that I wanted only a supervisor. She assured me it was. I was transferred to a lady named Lena employee #44047. I stated the purpose for my call, and received the same round run around. I asked her what her title is; she told me she was a customer service rep. in the billing department. Now, I was agitated and explained I didn't appreciate being lied to again. I asked for the regional manager's name, she said she didn't know! Then I asked her if she had a company directory, she said she did not. I then asked who the CEO was, she said she didn't know that either! OK, I said, then give me the phone number to the home office! She said she didn't know that either! OK, I said, then tell me what state it's in? She said she didn't know and for me to look it up on the Internet. She then hung up! (Encounter 45.)

After 4-5 days, a supervisor named Isaac employee #4039 called. He expressed to him how unappiah with the treatment I was given and that there was no human error involved with my PDA. I also informed him that I had been having problems from the start. I confronted Isaac, and asked how he knew this so called human error was my fault. I stated, "it could be a manufacturing problem, it could have been damaged when you shipped it back and forth twice, and it could have been damaged by your service technicians!" Isaac, replied, and I quote "He didn't Care, Who, What, When, or, How, the Unit Was Damaged, It's Still Human Error." Now agitated, I informed him I would pursue this issue further, even if I have to go public. Isaac's response to me was he didn't care, and threatened me, that if I didn't let him talk he'd rule against me. (Encounter 86)

Two days later, he left a message informing that the damage was my fault. However, for customer satisfaction, he would take 35 percent off the cost of repairs, or they would send the unit back and charge me $49, (Encounter 87)

In reflection, I was yelled at for my lack of knowledge of computer, I was lied to, I was communicating with employees who didn't know who their management team was, or for that matter who the CEO of the company is, I was told by customer relations that Hp didn't care who was responsible for damages of my PDA, that I would be stuck with the bill, and I was threatened by a customer relations rep. One interesting fact I discovered in my research, is that these switches could be replaced for a fraction of the cost. However Hp will not do piece work, just stick them in the customer

Ken Garneau Ortho PA-C

For the full story visit my Website: caveateupdateditor.com on Facebook

INLAND EMPIRE LOCATIONS ATTRACT Film Shoots

Locations in the Inland Empire were used for several notable and recently released films, announced the Inland Empire Film Commission.

"Mission Impossible: III," starring Tom Cruise, Ving Rhames, Keri Russell, Laurence Fishburne, Philip Seymour Hoffman and Bahar Soomekh, which just opened on the big screen May 5th, was filmed partially in the Inland Empire. Film crews spent 27 days filming at the wind turbine generators near Palm Springs, and 32 days at the Kaiser steel plant in Fontana. Both were used as location doubles for sites in Germany.

"One Part Sugar" just finished one month of filming in the small desert community of Trona in San Bernardino County. Produced by Robin Bissell and Clifford Berger, "One Part Sugar" stars Danny DeVito, Dylan Walsh, Justin Long, Jonah Hill, Anika Noni Rose, Tracy Middendorf, Melissa McCarthy and Katelyn Sagal.

The International Travel Show from Japan "Chi Kyu Kaider" (Roads of the World) filmed for one day on the National Trails Highway (Route 66) at Anboy in San Bernardino County.

And finally, an independent film called "Unidentified" was recently finished filming at a limited run of theaters in Riverside and Murrieta. The production company filmed almost entirely in the cities of Riverside and Redlands.
Exposing the Inexcusable contained from page 16

are your recommendations? This process usually unravels similar suggestions.

Excuse # 8: I don't want to be the "heavy.

Being the "heavy" is part of their weight, you may want to step aside, talk, what they need to know in order to feel comfortable and let someone lead who's willing to lead responsibly.

Excuse # 5: I don't care enough about the company in this conflict to want it to fix it.

Then work somewhere else. Don't try to make yourself think that others can't sense your toxic dissonance. Realize that your passive aggressive behavior is now a major part of the problem.

Excuse # 10: If I were to confront the company, I may not be able to control my emotions.

Maturity involves giving up the luxury of behaving the way you feel. Learning to subordinate emotions to the achievement of targeted results is a key requirement for successful management and leadership.

Still feeling fear and trepidation about handling conflict?

Then get to a bookstore and purchase "Effective Phrases for Conducting Effective Performance Reviews" by James Neal. Insert the word "does not," It's not front of any of the phrases you provide, and you're equipped to address any conflict. So no more excuses!

You can visit Francie Dalton's Web site at daltonaffines.com for additional information regarding behavioral management and communication sciences.

One Red Hot Pizza Parlor continued from page 16

Pizzas are a very personal taste. You owe it to yourself to try a convenient, local Red Brick Pizza to see if it's what you like. Even if you like the Thai Chicken.

There are at least 10 Red Bricks Pizzas here in the Interior Empire. There will be 15 by the end of the year. Look on the Web at www.redbrickpizzavc.com.

Wolf at the door:

Don't just rely on your nose. There are at least 50 different personal pizzas in this area. You can find them up in every neighborhood, from street opening, even as I write this.

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Fruit of the earth:

The glorious Blue Mountains is the center of the room. Always an interesting experience. Every restaurant offers great photographic opportunities while learning about local history and Aboriginal culture. This is a "must see and do" adventure. If you are in the vicinities, call 0413-976-752 for reservations and information or visit www.trealdlightyeco.com.au.

Quintas will get you there in style with fine service and nonstop flights from Los Angeles and San Francisco.

Camille Brown is the travel editor for Sunrise Publications and Inland Empire Business Journal.
As stated last month, Sydney is more than a destination; it is a true experience to be savored slowly. There is so much to do and see that good planners and visitors are necessary to get the feel and flavor of the city and its Outlook offerings.

**Markets galore**

Shopping at the various Sydney markets is a fun, enjoyable adventure. "Paddy's Market" is located at the end of George Street near the Harbord Bridge. On weekends you can find quality arts and crafts, jewellery, wooden toys, and a multitude of fine merchandise. Rockdale was originally instituted for Sydneyans but visitors have found it a place to find special ingredients to carry home.

"Paddington Market" showcases off the latest fashion and trends—you can see it here before it comes to the store. Lots of silver jewelry, leather goods, children's clothes and novelties are displayed and sold. "Paddy's Market" in the Haymarket is Sydney's oldest market. It boasts 500 stalls all year round. There is a variety of market stalls selling fresh produce, there is everything and so much to do for offering exceptional modern Australian cuisine and the finest Australian and New Zealand wines in a beautiful tranquil setting. A magnificent meal topped off by a heavenly raspberry sorbet is a most memorable occasion. On the return the Southern Cross Seaplane pilot will give the guests an eagle's eye view of the Harbour Bridge and the Sydney Opera House before landing at Rose Bay.

A fish market like no other The Sydney Fish Market is not a likely spot to spend a morning, but you will never think of buying fish the same way again after you visit this unique place. Here is the largest fish market in the world. The "Clock Auction" sells 65 tons of fresh fish of a hundred species everyday. The system starts high and gradually descends on a computerized clock until a bid is made. All bids are final and the auction goes on to another batch of fresh fish. All the fish are sold at an amazing breakdown speed twice three times a week. There is a viewing area for the public to watch this remarkable phenomenon. A spirited location is needed for the best shopping experience. It is a delightful adventure.
Discover the artistry of The Summit at Sunset Drive.

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