Winston Chung Commits to a $10 Million Gift to UC Riverside

Winston Chung, a Chinese battery technology scientist, inventor and entrepreneur, has expressed his intent to give $10 million to support clean battery power, solar energy and sustainable transportation research at the Bourns College of Engineering.

Chung and UC Riverside Chancellor Timothy P. White signed a memorandum of understanding that will lead to the gift, which will make Chung the largest individual donor to the campus in UC Riverside history.

Chung is the founder of Winston Global Energy Limited and inventor of the rare earth lithium yttrium battery.

“The University of California, Riverside welcomes Mr. Winston Chung as an integral partner in our educational and research mission,” White said. “His investment in this university will result in generations of students and faculty sharing their knowledge with local and global communities, and in new materials and new energy sources for an energy-hungry world.”

Reza Abbaschian, dean of the Bourns College of Engineering, said Chung’s work on electric vehicles is a perfect match with the Bourns College of Engineering-Center for Environmental Research & Technology (CE-CERT) and the Southern California Research Initiative for Solar continued on page 18

SOLAR PANELS INSTALLED AT LOCAL IVDA FACILITY

The Inland Valley Development Agency (IVDA), a joint powers authority redeveloping the non-aviation portion of the former Norton Air Force Base, SCRIP, Inc., a non-profit community development corporation, and SPG Solar Inc., a leading commercial solar developer partnered to bring solar power to the San Bernardino (SBD) Corporate Center. The continued on page 11

Inland Empire Economic Partnership Announces Changes

The Inland Empire Economic Partnership (IEEP) announces a sweeping realignment of its efforts to better the employment climate and quality of life in the Inland Empire.

Paul C. Granillo, president and CEO of the Partnership announced several steps to bring this about. They include:

• Creation of the Inland Empire Business Council
• Appointment of Dr. John Husing as chief economist and the development of the Inland Empire Economic continued on page 19

OUTLOOK FOR THE RIVERSIDE-SAN BERNARDINO AREA

The outlook for the Riverside-San Bernardino (Inland Empire) area remains partly cloudy in 2011, particularly with regards to the housing market and the construction industry. The Inland Empire has experienced a long and deep recession. A surge in the number of foreclosures along with plummeting home values in construction and soaring joblessness resulted in the worst ever economic crisis for the Inland Empire.

However, the region began to recover along with the rest of Southern California in 2010. The recovery will be slower for the Inland Empire, as it has continued on page 5

LAEDC Report Says Southern California, California, U.S., Economic Recovery is Underway, Stronger Growth in ’12

The Formation of the Inland Empire Business Council, Dr. John Husing Appointed Chief Economist and Founding Director of the Inland Empire Economic Center of Riverside and San Bernardino Counties, the Restart of the Inland Empire Public Partners and a Strategic Alliance with The Community Foundation Serving Riverside and San Bernardino—

Remembrance of Things Before Computers

LAEDC Report Says Southern California, California, U.S., Economic Recovery is Underway, Stronger Growth in ’12

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SBA Announces Grant to Orange County/Inland Empire Regional Small Business Development Center Network to Support Job Creation

Small businesses in Orange, Riverside, and San Bernardino counties will soon have greater access to critical resources to help them start or grow their businesses and create jobs, thanks to a $957,229 grant to SBA's Orange County/Inland Empire Regional Small Business Development Center (SBDC) Network, hosted by California State University, Fullerton—Auxiliary Services Corporation.

The funding was provided under a key provision of the Small Business Jobs Act of 2010 signed by the President last September, which provided $50 million in grants to SBA's SBDCs across the country to support job creation and retention within the small business community by providing in-depth business consulting and advice to entrepreneurs and small business owners.

The Jobs Act grants are a one-time funding intended to meet the critical need for business expansion and job creation, and are not intended to replace the core funding or the matching funds that the SBDCs require to sustain the program annually. This one-time only grant is awarded to the Lead Center who will then sub-award the grant to its service centers to carry out proposed Jobs Act-related activities, including partnering with a technology incubator to increase the commercialization of technology; hiring a consultant to work on Small Business Innovation Research (SBIR) and Small Business Technology Transfer.

Best & Krieger
Hires Two Attorneys for Business and Labor Practices

Attorneys Join Riverside Offices

One business attorney and a labor litigator have joined Best & Krieger LLP in their Riverside office. The attorneys are:

Lowell M. Zeta, an associate in the business services group in Riverside, where his practice focuses on commercial and environmental litigation and public agencies. Before joining BB&K, Zeta worked at AlvaradoSmith, APC in Orange County, where he successfully secured multiple million dollar judgments on behalf of clients, including in excess of $2 million against a national construction and development firm.

Zeta graduated from Creighton University School of Law in Omaha, Nebraska in 2008. At Creighton, he authored an article recommending improvements to state health care systems by removing anti-competitive barriers. The article, published in the Creighton Law Review, has been cited as an authority in the District Court for the Eastern District of Washington and the United States Court of Appeals for the Ninth Circuit.

Elizabeth A. James, an associate in the labor and employment law practice in Riverside. Primarily a litigator, James represents private and public sector employers in various employment-related claims, including discrimination, wrongful termination, the California Fair Employment and Housing Act, the California Family Rights Act, and the Americans with Disabilities Act, as well as the National Labor Relations Act and Title VII of the Civil Rights Act.

James received her law degree from the University of California, Hastings College of the Law in 2010. During law school, she was a summer associate at BB&K, served as an extern for Orange County Superior Court Judge Jamoa A. Moberly and was named student of the year for Moot Court in 2010.

PACIFICA HOST HOTELS
ACQUIRES ALOFT ONTARIO-RANCHO CUCAMONGA

Hospitality Division of San Diego-Based Pacifica Companies Adds First Starwood Hotels & Resorts Property to Its Portfolio

San Diego-based Pacifica Host Hotels announced it has completed the acquisition of Aloft Ontario-Rancho Cucamonga in Rancho Cucamonga. Located minutes from the Ontario Convention Center and north of the Ontario International Airport, the urban-inspired hotel provides a fresh contemporary way for business and leisure travelers to enjoy sunny southern California.

Celebrated as the first Aloft hotel to debut in the U.S. in June 2008, Aloft Ontario-Rancho Cucamonga boasts 135 loft-like rooms, intuitive and accessible technology and a vibrant, social atmosphere. The hotel is in close proximity to shopping, restaurants and sports venues, including Ontario Mills Mall and Citizens Bank Arena, and provides easy access to Ontario International Airport.

“We are excited to announce the acquisition of our first Aloft hotel and new relationship with Starwood Hotels & Resorts Worldwide, Inc.,” said Ash Israni, chairman of Pacifica Companies. “Aloft Ontario-Rancho Cucamonga further diversifies and invigorates our portfolio of hotels with one of the fastest growing and most successful brands in the industry and increases our presence in southern California.”

Pacifica Host Hotels is the hotel ownership and management arm of Pacifica Companies. Its portfolio comprises more than 30 properties in Arizona, California, Florida, Texas and Utah and represents brands such as Marriott, Hilton, Crowne Plaza, Holiday Inn, Holiday Inn Express, Wyndham and Best Western. Other assets include independent properties at the Grand Canyon, on Catalina Island, in San Diego and Florida.

Americans with Disabilities Act, and Title VII of the Civil Rights Act, which prohibits most workplace harassment and discrimination.

James received her law degree from the University of California, Hastings College of the Law in 2010. During law school, she was a summer associate at BB&K, served as an extern for Orange County Superior Court Judge Jamoa A. Moberly and was named student of the year for Moot Court in 2010.
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LAEDC... continued from pg. 1

more ground to make up due to its exposure to the housing collapse and the dramatic decline in foreign trade volumes in 2009. The construction, manufacturing and trade related sectors are the key drivers of the Inland Empire economy.

The good news is that they all began to pick up last year. The better news is that this year the area should begin to see job gains.

The recovery in the Inland Empire will not progress strongly until the housing market recovers and that is not expected for at least a year or so. The Inland Empire registered more defaults and foreclosures per capita during the economic downturn than any other area of Southern California. However, median housing prices appreciated by +10% in 2010 compared with 2009. Note that the median price of an Inland Empire home is still significantly below where it was before the crisis. In fact, median home prices in the area have dropped to their 2001 price levels.

The region’s construction industry has been hit the hardest and the results show in the employment figures. Construction employment in 2010 dropped by -14.8% from 2009, and was -57% below the peak levels of June 2006. New industrial and office construction permits... continued on page 12

Quotations on “Fear”

The thing in the world I am most afraid of is fear.
  — Michel De Montaigne

He who is afraid of a thing gives it power over him.
  — Moosrih Proverb

A superior man is the one who is free from fear and anxieties.
  — Confucius

Depression, gloom, pessimism, despair, discouragement, these slay ten human beings to every one murdered by typhoid, influenza, diabetes or pneumonia. If tuberculosis is the great white plague, fear is the great black plague.
  — Frank Crane

It is never safe to look into the future with eyes of fear.
  — E. H. Harriman

The worst sorrows in life are not in its losses and misfortunes, but its fears.
  — Arthur Christopher Benson
The Top HMO’s

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<td>Kaiser Permanente Med. Centers</td>
<td>9,981,724</td>
<td>Managed Care: 6,000</td>
<td>31</td>
<td>N/A</td>
<td>17</td>
<td>Green Klein</td>
<td>Public Affairs</td>
<td>(909) 427-6290/427-7195</td>
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<td>PacifiCare of California</td>
<td>3,200,000</td>
<td>Network: 50</td>
<td>21</td>
<td>50</td>
<td>Stephen Henry</td>
<td>CEO</td>
<td>714-932-1121/226-3202</td>
<td><a href="http://www.pacificare.com">www.pacificare.com</a></td>
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<td>Health Net</td>
<td>1,711,000</td>
<td>IPA/Group: 26</td>
<td>23</td>
<td>44</td>
<td>Gene Rapoport</td>
<td>Regional Vice President</td>
<td>(909) 588-6704/941-2500</td>
<td><a href="http://www.health.net">www.health.net</a></td>
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<td>Inland Empire Health Plan</td>
<td>370</td>
<td>IPA: 1</td>
<td>52</td>
<td>44</td>
<td>28</td>
<td>Brenda Willbanks</td>
<td>President</td>
<td>(909) 381-3800/380-3500</td>
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<td>Molina Healthcare of California</td>
<td>4,835,377</td>
<td>Managed Care: 9,925</td>
<td>-</td>
<td>-</td>
<td>1</td>
<td>Dr. Joseph Siruto</td>
<td>President</td>
<td>(909) 465-6200/640-6400</td>
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<td>CIGNA Healthcare of Calif.</td>
<td>700,000</td>
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<td>Universal Care</td>
<td>1,477</td>
<td>Staff/Med: 3</td>
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<td>United Healthcare of California, Inc.</td>
<td>2,581,567</td>
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<td>PacificCare Health Systems, Inc.</td>
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<td>President/CEO</td>
<td>(714) 952-1122/39-3194</td>
<td><a href="http://www.pacificare.com">www.pacificare.com</a></td>
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Pomona Valley Hospital Awarded Primary Stroke Center Certification
From The Joint Commission

Fills gap in San Gabriel Valley and western San Bernardino County

Pomona Valley Hospital Medical Center (PVHMC) has earned its Primary Stroke Center certification. The Joint Commission (TJC) recently notified the hospital that they have earned the Gold Seal of Approval for certification as a Primary Stroke Center after undergoing an on-site evaluation and demonstrating compliance with nationally developed standards for stroke care.

Receiving the Stroke Center designation fills a gap in certified stroke services for a large geographic area in Southern California. No other hospital from Arcadia to Colton is certified as a stroke center.

“In stroke care “time is brain,”” states Richard E. Yochum, president/CEO of PVHMC. “We have invested many hours and resources to earn The Joint Commission’s certification as a Primary Stroke Center. However, it is a certification that is needed within the local area in order to best meet the needs of stroke patients.”

Having earned TJC’s Primary Stroke Center certification, PVHMC now also qualifies as a member of Los Angeles County’s Emergency Medical Services Agency’s Approved Stroke Centers. These hospitals are linked to improve response times, treatment and overall outcomes for people in Los Angeles County who suffer a stroke. A similar network of hospitals in San Bernardino County hopes to have their network of stroke specialty centers operational by mid-year.

“Each year approximately 795,000 people experience a new or recurrent stroke, which is the nation’s third leading cause of death,” reports Neurologist Dr. Bhupat Desai and the medical director for the hospital’s stroke program. “On average, someone suffers a stroke every 40 seconds and someone dies of a stroke every 3.1 minutes. The clinical team at PVHMC is at the ready, 24-hours-a-day, seven-days-a-week to provide unparalleled care for stroke patients.”

There are two types of strokes. An ischemic stroke accounts for about 80 percent of strokes. It is caused by a clot in a blood vessel of the brain that blocks off the flow of blood and oxygen to brain cells. A hemorrhagic stroke is caused by the bursting of a blood vessel in the brain which also interrupts the flow of blood and oxygen to brain cells. The more frequent stroke, the ischemic stroke, responds well to clot busting medicine, known as tPA, which dissolves the clots. Ideally tPA should be administered within the first 4.5 hours of the onset of stroke symptoms. Because stroke injury worsens with each passing second, early identification and rapid treatment of stroke are critical to minimizing morbidity and mortality. If patients, or those who witness a stroke, activate the Emergency Management System (EMS), by calling 911, treatment outcomes can improve significantly with early intervention.

“Stroke Centers provide a continuum of care from initial assessment through hospitalization and rehabilitation,” said William Koenig, M.D., medical director of LA County EMS. LA County’s stroke network couples Primary Stroke Centers with a patient destination policy that will enable the transport of select 911 stroke patients to a Primary Stroke Center – rather than the nearest hospital – in order to optimize care and minimize death or disability from stroke.

“The best thing we all can do to continue on page 39

Dutton Pushes Job-Friendly Legislation

Senate Republican Leader Bob Dutton (R-Rancho Cucamonga) introduced several pieces of legislation as part of his on-going effort to improve California’s business climate and grow the economy.

“We have the second highest unemployment rate in the nation, and a big reason for that is the burdens this state has placed on small businesses,” Senator Dutton said. “These bills will help to keep and create jobs by making California competitive with other states and by easing restrictive policies that add to the cost of doing business. They are also a win-win for employees and employers as they provide greater flexibility to employees in determining work schedules.”

The package of pro-jobs legislation introduced by Senator Dutton includes:

SB 395, which would spur manufacturing and research and development growth by exempting the purchase of machinery and equipment for those uses. California is only one of three states in the U.S. that taxes manufacturing equipment purchases with no credit or exemption. Manufacturing jobs are among the best paid, with an average wage of $60,000. However, since 2001, California has lost over 600,000 manufacturing jobs. SB 395 is a modest step towards restoring this vital sector of the work force.

SB 357, would increase investment in California by providing businesses with the necessary certainty that recently purchased equipment would not be made useless by new regulations. Specifically, this bill would prohibit a government entity from establishing regulations that would render equipment obsolete before the equipment had been fully depreciated unless businesses receive a refundable tax credit equal to the equipment’s depreciation value.

SB 367, would allow companies with 25 or fewer employees to more easily adopt flexible work week schedules. This bill would introduce greater flexibility into employee schedules, allowing them to adjust their work schedules to fit their needs. Along those same lines, SB 378 would clarify existing law as it relates to workplaces with approved flexible work week schedules, making it easier for employees and employers to change the schedule if the need arises.

SB 389 would clarify how employees are allowed to take their meal and rest breaks during the work day. Confusion surrounding existing law has led to costly litigation and administrative costs for businesses, and has removed any flexibility for the employee to voluntarily skip the meal or take it at a more convenient time. Eliminating this confusion will make it easier for employers and employees to operate.

“We have more than two million people in California who need a job,” Senator Dutton said. “This package of bills not only helps those who are currently employed be more flexible in the work place, it relieves some of the burdens on small businesses that have restricted them over the years.”
Change is inevitable; growth is optional… the future belongs to those who prepare for it.

Many companies are making the move that everyone with customers will be expected to become involved in the sales process. There are quite a number of people who took jobs in a technical support function and, as a result, these employees are especially nervous about these new responsibilities. Their response is quite interesting. The company would develop and natural interface with their customer base, speed along the customer service experience and manage costs more efficiently. The CSR would have an opportunity to experience some personal/professional growth, while developing marketable skills for future career enhancement. Here’s the challenge, many of these employees are ready to quit because they got into this work to help people, not to sell them. Change is not easy. Although many companies will be planning some basic sales training for this situation, if they don’t help the CSR’s get over their fear, the project will fail.

If your company is pursuing this type of state-of-the-art business tactic, the theory is that everyone, no matter what his or her job, has some role is selling the product. Following this theory, your department would naturally become more involved on the front-end of a sale because your employees have such close contact with customers on a second-by-second basis.

The problem is that your employees are being asked to do a job for which they weren’t hired. In addition, sales has an unfortunate reputation as being a profession for pushy extroverts. Your task becomes one of building their confidence while convincing them that they do not have to change their personality to become solid sales professionals—good salespeople are helping people by leading them to the right product.

Try these tactics:

1. **Show your enthusiasm for their new roles.** Enthusiasm is contagious. Every time the subject comes up, tell you employees how excited you are about it. Emphasis how their skills and knowledge make them perfect. Tell them you know how well they’ll do because sales is just a small extension of customer support. Leave no doubt in their minds that this is exciting, fun and a chance to grow.

2. **Use role-plays.** In our Sales Advantage course, role-play exercises are a crucial part of the training. The participants can practice new skills in a safe, non-threatening setting. They can work together to develop “scripts” for overcoming objections unique to their industry. They naturally begin to support each other and pass along tactics they’ve found successful.

I would encourage you to have weekly role-play meetings where your staff brings in especially sticky problems they’ve had to deal with. See how several people would continued on page 32

**Another CA manufacturer gone, but we fail to acknowledge the problem**

By Gino DiCaro

The other day the Inland Daily Bulletin wrote about a California-based hydrogen-powered fuel cell company, Bing Energy, deciding to locate its manufacturing, along with a headquarters and a technology lab, in Tallahassee, Florida. Bing officials indicated clearly that it was 15 percent cheaper to operate in Florida and that the Sunshine state unequivocally wanted them there.

In the same article, Chris Thornberg of Beacon economics countered, “we’ve lost a lot of manufacturing jobs, but a lot less than in other states. California (manufacturing) is weathering the storm better than the nation overall.” The Public Policy Institute of California similarly countered that, “only a small fraction of the state’s job losses are due to businesses leaving the state.” Brad Kemp, also of Beacon Economics, indicated that any statements about California’s negative business climate become a self-fulfilling prophecy.

What? These are highly respected economists and institutions, but we can’t just will this problem away.

I offer the following retort:

**To Thornberg’s “CA losing less” remark:** California lost 37 percent of its manufacturing base since 1990 while the country lost 34 percent. This period included the high technology boom in California so we are really losing ground in traditional manufacturing employment. But more important—look at recent manufacturing investment and facility growth compared to other states. This tells us our future. It’s not good. Since 2007, California is among the worst in investment dollars and new facilities.

New manufacturing investment has come in at only $235 per person in California but a whopping $1,335 per person nationally. New and expanded manufacturing facilities have been built or expanded at only 3.7 facilities per million people in California compared to 28.7 per million nationally.

This tells us all we need to know about the climate for manufacturing in California. We are near the bottom in new manufacturing growth.

**To PPIC’s “fraction of job losses due to leaving” remark:** California businesses actually picking up and moving entire operations to other states has always been just a part of the equation. The important question is who is expanding in the state? It’s the lack of new growth that is the most troubling.

**To Kemp’s “self-fulfilling prophecy” remark:** If mere words repeated again and again could improve the business climate for California manufacturing, this blog would be shouting to the rooftops. Sadly, investors actually run the numbers prior to putting millions of dollars at risk. I don’t think Bing Energy, the subject of the article, looked to comments made in the news about California’s business climate to make their decision.

This raises a troubling question: If we can’t count on economists to avoid magical thinking, how can we expect legislators to govern with a higher standard?

Gino DiCaro is vice president of CMTA (916-498-3347).
DUFF & PHELPS/INLAND EMPIRE BUSINESS JOURNAL

STOCK CHART

THE GAINERS
Top five, by percentage

<table>
<thead>
<tr>
<th>Company</th>
<th>Current Close</th>
<th>Reg. of Month</th>
<th>Point % Change</th>
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<tbody>
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</tr>
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<td>54.52</td>
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</tr>
<tr>
<td>Hot Topic Inc.</td>
<td>5.46</td>
<td>5.43</td>
<td>0.03 0.6%</td>
</tr>
</tbody>
</table>

THE LOSERS
Top five, by percentage

<table>
<thead>
<tr>
<th>Company</th>
<th>Current Close</th>
<th>Reg. of Month</th>
<th>Point % Change</th>
</tr>
</thead>
<tbody>
<tr>
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<td>56.64</td>
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<tr>
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<tr>
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<tr>
<td>Hot Topic Inc.</td>
<td>5.46</td>
<td>5.43</td>
<td>0.03 0.6%</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

SAVE THE DATE
Montclair 2011
STATE OF THE CITY
featuring
A Taste of Montclair
Montclair deliilvers
ON PROGRESS
Hosted by the Montclair Chamber of Commerce
Montclair Community Center, March 23, 2011
11:30 a.m.—1 p.m.
For information 909-624-4569

Duff & Phelps, LLC
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Five Most Active Stocks

<table>
<thead>
<tr>
<th>Company</th>
<th>Volume</th>
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<td>Hansen Natural Corporation (H)</td>
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<td>4,351,250</td>
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<td>American States Water Company</td>
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D&P/IEBJ Total Volume Month | 43,765,720

Monthly Summary

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<tr>
<td>Declines</td>
<td>4</td>
</tr>
<tr>
<td>Unchanged</td>
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</tr>
<tr>
<td>New Highs</td>
<td>5</td>
</tr>
<tr>
<td>New Lows</td>
<td>0</td>
</tr>
</tbody>
</table>
Jack and Jill met at work and fell in love. They both were earning mid five figure salaries and on a fast track to advance with the company. Jill married Jack. The following year Jill got pregnant and within two years they had two children. Jack agreed with Jill that she should stay at home and raise their children. Three years later Jack left Jill. Jack and Jill no longer went up the hill together—Jill became a single mother with no savings, no child support and no career and her life came tumbling down.

I call this the Jack and Jill Syndrome. More than five million divorced, single-mother families live in the United States today according to the Census Bureau’s 2010 Population Survey. Over half of these mothers receive no child support. Although greater than three-quarters of single-mothers work, they and millions of children as well, are living at or below the poverty level. A single-mother’s money woes are actually a double whammy because she has to support herself and her children. This profoundly impacts this generation of national treasure—our children, who are among the most vulnerable.

The Jill’s of the world, regardless of whether they are educated and formerly held good jobs or are high school drop-outs, all suffer from society’s prevailing view that raising children is not a valued occupation that carries with it an economic benefit. So what’s a Jill to do?

As a lawyer who has handled matrimonial matters, (not by choice but as an accommodation to corporate clients), and prepared prenuptial agreements, it dawned on me that women could benefit from the protection afforded by a “prenup” type of agreement signed before marriage that was devised to avert the Jack and Jill outcome.

A little background might be helpful here to put prenuptial agreements in context. Historically, marriages were arranged by families who wanted to protect their inherited property that was handed down from generation to generation to the first son. The romantic notion of marriage is a relatively contemporary phenomenon which has interjected a seemingly disparate ingredient (love) that complicates the ability to reach an agreement. It is no wonder that women try to avoid any discussion of an arrangement that involves love, children, money and property concurrently. But that is exactly what they must do if they want to preserve their wellbeing and that of their future children.

I believe a newly fashioned “family-prenup” that includes compensating stay at home mothers who raise the couple’s children and take care of the home and appointments the cost of providing for their children until they are 18, would produce an equitable solution. Three primary subjects need to be settled and documented to start the ball rolling.

continued on page 29
The County of San Bernardino Workforce Investment Board Funds Innovative Program

Attention Business Owners
San Bernardino County Workforce Investment Board Funds

Improve Business...Create More Jobs!

5 Months of World Class Business Coaching at NO COST to you. Funded by the County WIB to help YOU improve your business and create more jobs in our county!

This is a VERY intense program suited for the business owner driven by success!

Program includes:
• Business Health Assessment
• Goal Alignment Consultation
• Operational Plan Development
• Weekly Coaching to ensure plan implementation
• DISC Communication Assessments to improve teamwork
• Opportunity to grow profits save jobs

Program Funds are EXTREMELY Limited! Call 951.543.9901 to see if you qualify!

The County of San Bernardino Workforce Investment Board and Workforce Development Department is ready to assist your business at no cost with the following services:

• Recruitment assistance
• Funds to train new employees
• Labor market information
• Pre-screened qualified applicants
• Access to a large applicant pool
• Facilities available for recruitments
• Layoff prevention assistance
• Outplacement of laid-off workers
• Hiring tax credits

FREE BUSINESS WORKSHOPS
9650 9th St., Rancho Cucamonga
To Register Call 951-781-2345 or visit www.iesmallbusiness.com

Small Business Recognition Program Honors First Recipient

Every month Supervisor Gary C. Ovitt will be accepting nominations of small businesses that are successfully working to improve our local economy and are making a difference in the community.

The initial winner for the month of January was Rosa Rangel, owner of Montclair Florist. The business has operated continuously close to 20 years serving the needs of the community.

Rosa is being honored for her commitment and contributions to her community. She has served for many years as a Montclair Chamber of Commerce board member and for the past two years as chairperson, a position requiring long hours and selfless devotion to the local small business community while simultaneously running her own business.

“Rosa has demonstrated the true values of entrepreneurship and leadership,” said Supervisor Ovitt. He added, “From the businesses that are chosen for business of the month, one will be recognized as the Fourth District’s “Small Business of the Year.”

“Small businesses are vital to the economy of San Bernardino County,” said Supervisor Ovitt. “Owners of small businesses should be commended and recognized for their hard work and entrepreneurial spirit, especially now when the economy makes things difficult for them.”

Nominated businesses need to be located within the cities of Chino, Chino Hills, Montclair, or Ontario. Small businesses can be nominated by e-mailing: supervisorOvitt@sbcounty.gov or contact the district office at (909) 465-1895. Please include the name of the business, business owner’s name, address, and the reason why you are nominating that small business.

Solar Panels...

448-kilowatt commercial solar system will offset up to 55 percent of the facility’s electricity bill and create green jobs and sustainable development in the region.

“Solar-generated electricity is an important part of our economic development plan. Both the economics and the environmental benefits make sense,” said Michael Burrows, assistant director of IVDA. “We are committed to green energy initiatives throughout the region.”

The installation, including American-made solar panels, adds nearly 20 clean-tech jobs to the community, provides an annual savings of $90,000 and offsets the emission of 7,825 tons of pollutants over 25 years.

“The IVDA installation is a great example of how solar is creating jobs at the county and municipal levels, while cutting future operating expenses and supporting initiatives for reduced carbon emissions,” notes SPG Solar President and CEO Chris Robine.

The new solar system has been constructed on the former Defense Finance and Accounting Service facility, which was acquired and rehabilitated by the IVDA. The building, now identified as the SBD Corporate Center, is home to a number of county offices. The Sustainable Communities Reinvestment Partnership, SCRIP Inc, acted as the developer responsible for the overall coordination and management of the project. SCRIP Inc., formed in 2008, was created to advance the development of energy efficient projects, sustainable development techniques and a healthier living environment in the San Bernardino valley.

“This project brings us another...continued on page 39
declined dramatically during the recession but 2010 saw slightly better activity. Nonresidential construction should continue to improve in 2011, but will remain well below peak levels reached prior to the recession.

Total nonfarm employment dropped by -31,900 jobs in 2010. After construction, the sectors that suffered the biggest job losses in the Inland Empire were wholesale and retail trade, state and local government, and manufacturing. All were impacted by the severe decline in employment, consumer spending, and the housing market.

The unemployment rate in the Inland Empire reached 14.5% in 2010 and is expected to drop to 14.1% by the end of this year. Persistently high unemployment has been really difficult for the Inland Empire to overcome and the results can be clearly seen, as retail sales have suffered. However, retail sales are expected to improve throughout 2012 as unemployment declines and personal income increases.

It is important to point out that the recovery in the Inland Empire will lag other parts of California and the U.S. as the area is attempting to come up out of a very deep hole. The good news is the dramatic declines seen in 2009 have ended and the area has begun the process of recovery. Still, the recovery in the Inland Empire will seem slow as unemployment and housing remain significant issues during the forecast period. Nonfarm employment is expected to remain stable in 2011 and then increase by +1.5% in 2012.

The stellar recovery at the twin ports had positive results for the Inland Empire’s transportation and wholesale trade sectors in 2010, particularly in the latter half of the year. The area will begin to see even more positive results in the coming months. The Inland Empire plays a pivotal role as a distribution center for many of the goods flowing through the ports of Long Beach and Los Angeles. World trade volumes rose by +16% in 2010 and are projected to increase by +6% to +7% in 2011. In fact, imports from Asia to the U.S. are expected to rise by nearly +8% in 2011. It is important to remember that over 40% of the U.S.’s imported containers come through the ports of LA and Long Beach and roughly 50% of these imports are bound for Southern California. All of this will translate into positive results for the transportation and logistics sector in the Inland Empire.

The severe downturn of the Inland Empire economy brought migration into the area to a halt. Again, what formerly was a part of the Inland Empire’s competitive advantage has become a detriment to recovery. Rapid population growth, particularly from 1998-2008 was one of the key economic drivers for the area. However, the economic recovery in 2011 should end...
Five Ways to Make the Most of the Recovering Economy at Your Company

The economy is beginning to improve, but is your company poised to take full advantage?

Dan Adams offers advice on how you can make the most of the economic recovery.

The U.S. economy is finally on an uptick. According to Federal Reserve Chief Ben Bernanke, the economy is set to grow by 3-4 percent in 2011. That’s great news for businesses that have been seeing decreasing or stagnant numbers on their revenue reports for the last couple of years. But now that more growth is possible, Dan Adams warns that it’s time to make sure your company is poised to get its share of the economic recovery.


“Specifically, you need to develop differentiated products that provide benefits your customers crave. Products they can’t get anywhere else at a comparable cost. Doing so will accelerate your growth in the upturn and insulate you from the worst of the next downturn,” Adams notes that you must keep in mind that your competition won’t be standing idly by while you innovate and grow during the improving economy. To stay ahead of your competition, you should keep a targeted focus on what sets your company apart in your industry.

“There could be any number of marketable differences,” explains Adams. “Are your scientists smarter? Do you spend more on R&D? Do you have a longer time horizon? These things can give you an incremental edge, but the best way to deliver substantial new customer value is this: Don’t approach the problem the same way your competitors do.”

Adams recommends using a differentiated approach for differentiated products. He says most competitors approach product development with a supplier-centric mentality, meaning they develop new products based on what they think their customers need. Instead, suppliers should use a customer-centric view, focusing on what their customers know they need.

To avoid this trap, he suggests following the five tips below:

• Implement your customers’ ideas, not yours. Do you have a new product development process, perhaps with stages and gates? Is the first stage labeled “New Idea”? If so, that’s fine, but here’s the question: Whose ideas are listed in this stage—yours or your customers’?

“I’ve trained clients in hundreds of B2B industries and find suppliers nearly always begin product development with their ideas rather than their customers’,” says Adams. “The result is that they don’t know if they are truly meeting their customers’ needs until they can watch the sales results of their new product!

“Most companies make the critical mistake of starting with the supplier solution and ending with market needs,” he continues. “But what if they inverted their process by starting with market needs and evolving supplier solutions? Actually, two things would happen. First, because B2B customers are more insightful, rational, and interested than their B2C counterparts, suppliers would learn much more about customer needs than their competitors.

Second, they’d prime those B2B customers to buy their new product by engaging them with highly interactive interviews.”

• Conduct B2B-optimized interviews. Of all the ways to learn about customer needs—telephone, mail survey, Internet—nothing comes close in effectiveness to face-to-face customer interviews. If the information being sought is new, complex, or ambiguous—as with B2B product design—the advantages of interviews become even greater.

So is the customer interview a key fixture in most new product development processes? For many producers, the answer is no.

Perhaps with so many routine customer interactions, it’s assumed much of it must be interviewing. But if you examine the call frequency of your sales and technical service staff, you will likely find that over 90 percent of face-to-face customer communication is of the “tell-and-sell” variety. Some might protest, “But we get lots of input from our customers on what they want in new products.” The reality, though, is that most new product discussions are actually customer-reactive meetings, not market-proactive interviews.

“You’ll know a market-proactive interview when you see it,” says Adams. “First, a team targets an attractive market segment. Then it schedules interviews with customers, prospects, and their customers’ customers. Two-or-three-person technical-commercial teams prepare their questions and interviewing roles in advance. During the interviews, these teams use advanced listening, probing, and interviewing skills

Continued on page 18
Victorville City Update
By Collette Hanna, Business Development Manager
City of Victorville Economic Development

Dr. Pepper Snapple and Industrial Wastewater Treatment Facility

When Dr. Pepper Snapple (DPS) first approached Victorville as a possible location for its facility for manufacturing and distribution to the Western United States, the Southern California Logistics Airport (SCLA) was an ideal spot for their state-of-the-art facility. The land was adequate and the City of Victorville was able to address its site location issues. Infrastructure improvements were to be made to handle its operation, with a significant issue being the need to handle discharge of up to 750,000 gallons of wastewater a day. The City approved a $31 million Industrial Wastewater Treatment Facility (IWTF) to handle DPS’ needs as well as other high wastewater discharge uses.

Working with the City of Victorville Economic Development and Development Departments, the permit issuance was fast tracked and construction on the state-of-the-art 850,000 square-foot manufacturing and distribution facility started in March 2009. The warehouse portion of the facility was opened by December 2009 and the manufacturing portion of the facility opened in February 2010. Running at full capacity, the plant will have the ability to produce up to 40 million cases of product annually.

The IWTF is a testament to the City of Victorville’s proactive business stance and innovative problem solving ability. The IWTF can handle up to 2.5 million gallons of wastewater a day. With the location of DPS and the City’s new IWTF, Plastipak Packaging followed with a site location at SCLA. As DPS’ bottling supplier, Plastipak moved into a 290,000-square-foot facility to support DPS production. DPS, IWTF, and Plastipak combined have created approximately 300 high quality, living-wage jobs in the Victor Valley.

DPS has invested over $120 million on the design and construction of its facility. The investment shows the confidence and trust the company has in Victorville’s economic stability. DPS and the IWTF projects have created a domino effect which has brought in Plastipak and interested other potential users to SCLA.

Neighborhood Stabilization Program

The City of Victorville has been actively looking to address the foreclosure problem that has plagued the nation over the past two years. The City’s Economic Development Department Housing Division has used the American Recovery and Reinvestment Act to fight the foreclosure and abandoned properties problem throughout the city.

The Neighborhood Stabilization Program (NSP) gives funding to local governments to purchase homes that have been foreclosed. The homes are then rehabilitated and placed back on the market for prospective homebuyers. The City of Victorville was awarded $5.3 million in NSP funding and has used the funding to purchase 14 properties. All the purchased properties have gone through a rehabilitation program and eight houses either have been sold or are currently in escrow. Two properties purchased were deemed unsafe for living and were demolished.

The NSP funds have not only put newly rehabilitated affordable homes on the market but have also boosted the local economy. Approximately 38 local contractors and companies have benefited from the funding. The City had a preference to hire local contractors and companies to ensure the local economy benefited from this program as well.

Victorville has dedicated 97% of all NSP funds—95% of committed funds has been spent on upgrading homes throughout the city. The money spent has allowed those entering the housing market affordable and reliable housing and eliminated vacant foreclosed properties in Victorville neighborhoods while boosting the local economy by working with local entities throughout the program.

SCLA Aviation

Aircraft and engine testing continues at SCLA, with the Boeing 787 Dreamliner and the Air Force’s Predator Planes being some of the new projects.

The Boeing 787 Dreamliner started its testing at SCLA in March 2010. The flight-testing schedule includes six planes flying a total of 90 hours per week at the peak of testing. Boeing will be mass producing the new 787 Dreamliner at a faster rate than any other large airplane. Its goal is to produce 120 new 787s a year by 2013. Boeing has approximately 300 employees located in Victorville to flight test around the clock in 12-hour shifts.

The Air National Guard had been temporarily leasing a hangar at SCLA for its training missions with the Predator. In September 2010, the Air National Guard broke ground on a new $4 million hangar. The new hangar is expected to be completed within a year. The Predator plane is an unmanned aerial vehicle (UAV) that is commonly used for reconnaissance missions. Predator aircraft is remote controlled by operators and carries cameras and continued on page 39...
Cardenas Markets Inc. Scholarship Foundation Announces a $150,000.00 Dollar Scholarship Donation to Assist Students in the Inland Empire

The Cardenas Markets Inc. Scholarship Foundation announced that it will donate $150,000 towards educational scholarships to assist economically disadvantaged students in the communities near or in the service area of their stores.

In a process of partnership development, Cardenas Markets Inc. Scholarship Foundation established a scholarship agreement with the University of California Riverside, California State University San Bernardino and Inland Empire Scholarship Fund. The $150,000 one-time scholarship donation will be divided equally between the three organizations and will be implemented this academic year.

Students will be selected by the universities and the Inland Empire Scholarship Fund and must meet the minimum requirements established by the Cardenas Markets Inc. Scholarship Foundation:

- Have a cumulative Grade Point Average of 3.0
- Demonstrate a sincere desire to pursue a college education
- Provide two letters of recommendations from school counselors, teachers or administrator

The Cardenas Markets Inc. Scholarship Foundation has also made prior donations to other educational institutions in or around the immediate service area of their store locations.

Prior recipients of the Cardenas Markets Inc. Scholarship Foundation include Loyola Marymount University, Imperial Valley Community College, College of the Desert, Chaffey Community College, Mt. San Antonio Community College, College of Southern Nevada, The Esperanza Scholarship Foundation and the Inland Empire Scholarship Fund—all organizations mentoring and assisting students in reaching their academic success.

Cardenas Markets Inc. is a family-owned business, headquartered in Ontario, with 25 operating stores throughout the Inland Empire, Pomona, Coachella Valley, Riverside, Imperial County and three stores in Las Vegas Nevada.

<table>
<thead>
<tr>
<th>Marcus &amp; Millichap</th>
<th>2011 Real Estate Investment Research</th>
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<tbody>
<tr>
<td>Inland Empire Slow to Recover; Core Pockets to Steady in 2011</td>
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Limited job creation, ongoing housing challenges and a robust retail building cycle prior to the last recession will remain drags on operating conditions in the Inland Empire this year, though some well-traveled shopping areas will start to stabilize. Strong professional and business services job growth will increase store visits for retailers near white-collar job centers like Ontario, Upland, Montclair and Chino. In addition, major projects in the Moreno Valley/Riverside/Corona submarket, including the March LifeCare campus and Skechers distribution facility, will create thousands of construction jobs and elevate daily traffic counts. With rising daily commutes increasing retail sales and few stock additions anticipated, vacancies will steady in heavily trafficked shopping centers west of Interstate 25, allowing owners to hold the front on concessions. Without the support of stronger job growth, however, retail properties in cities farther from the western boundary and those servicing hard-hit suburban housing communities will continue to weaken this year.

Multi-tenant sales velocity staged a modest upturn last year, and the pace of closings will gain momentum in 2011 as buyers expand holdings ahead of a full recovery. Investors, no longer timing the market, view current price points as a rare opportunity to achieve outsized returns once the metro rebounds. REO deals will continue to drive sales velocity, but many investors will remain selective, preferring newer turnkey assets along corridors anticipated to recover first. As such, properties listed in Chino, Rancho Cucamonga and Ontario will clear the market quickly. Assets farther from major job centers will attract long-term, yield-seeking buyers, though only properties that can be re-leased at current market rents will merit consideration. Anchored centers will trade with cap rates between 8.25 percent and 9.0 percent this year, while unanchored strip centers will close with returns in the low-9 percent to low-10 percent range.

2011 Market Outlook

- **2011 NRI Rank:** 30, Up 2 Places. The Inland Empire improved two spots in the NRI behind renewed employment.
- **Employment Forecast:** Following four years of cuts totaling 170,000 jobs, employers will expand payrolls by 16,300 workers, or 1.5 percent, in 2011.
- **Construction Forecast:** Developers will complete 173,000 square feet this year, down from 200,000 square feet in 2010. Between 2004 and 2008, annual output averaged 4.4 million square feet.
- **Vacancy Forecast:** Slower hiring in tertiary communities will continue to weigh on retailers, causing the local vacancy rate to rise 20 basis points in 2011 to 11.9 percent. In 2010, vacancy dipped 10 basis points.
- **Rent Forecast:** Asking rents will slip 0.5 percent this year to $22.43 per square foot as effective rents dip 0.1 percent to $17.50 per square foot.
- **Investment Forecast:** Single-tenant sales volume will strengthen, aided by the return of 1031-exchange buyers leaving the apartment investment arena. Cap rates for corporate-backed single-tenant assets will average between 5.5 percent and 6.5 percent and extend about 100 basis points higher for franchise properties.

<table>
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<th>Market Forecast</th>
<th>Employment: 1.5% Construction: 173 Rent: 20 bps Vacancy: 1031 Exchange: 0.1%</th>
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</table>
declines in migration, leading demand for housing, retail and services to grow again albeit very slowly.

Eventually, the region’s competitive advantages will lead to a resurgence in economic activity. The availability of abundant undeveloped land had been the major economic driver propelling the area’s economic growth. The recession reversed that advantage as the downturn negatively impacted the industries that most rely on cheap land. However, the Inland Empire will recover strongly when new home construction, manufacturing, industrial development and logistics make a comeback. In the short-term, however, the only sector that will witness any real improvement is logistics and warehousing as trade volumes continue to make a robust comeback.

Note also that the Inland Empire economy will undoubtedly perform well in the long run due to its position as the central hub for logistics related to international trade and as the area where the most significant population growth is expected. Then, the key advantages for the Inland Empire will once again be the affordability of housing, population growth and available low-cost land for additional warehouse construction. For the Inland Empire it is just a matter of time and patience, as the region is not expected to see the pre-recession glory days for at least three to four years.

**Positive Forces through 2011 and 2012**

- Housing affordability: Although home prices have rebounded slightly, housing affordability is much greater than before the recession. Going forward, we expect housing in the area to remain extremely affordable relative to earlier years and to the rest of Southern California.

- Goods Movement: Trade volumes at the local ports have experienced an outstanding recovery. They are expected to grow again this year (albeit not as strongly) and into 2012. The projected levels will not match the records set in 2006 and 2007. However, the increase in activity will positively impact the Inland Empire warehouse and distribution system network.

- Transportation projects: Federal stimulus funds will boost infrastructure construction in the area and help create new jobs in the region’s long suffering construction industry.

- Healthcare and education sectors: These were the only two areas that grew in 2009 and they experienced growth in 2010 as well. Expectations are for this trend to continue in 2011.

- Tourism: The leisure and hospitality sector lost -3,300 jobs in 2010. Tourism should begin to see a comeback this year as consumer spending and personal income increase.

- Industrial Real Estate: Skechers will complete a 1.8 million square-foot facility in Moreno Valley and Castle & Cook will move into its new 520,000-square-foot center in Riverside this year. Meanwhile, WinCo Foods is planning on building a two million-square-foot facility in Beaumont. Also, the industrial vacancy rate in the Inland Empire, while high, did improve from 12.4% in 2009 to 10.0% in 2010.

**Negative Forces through 2011 and 2012**

- Housing: High rates of defaults and foreclosures will still pressure home values this year.
Success in business is all about finding the money. In today’s economy, the private sector is reeling, but governments, both federal and state, seem to have money to spend and the desire to do so. The problem is that being a contractor or vendor to the government is a tough club to join. If you jump through the right hoops, and if you qualify, there are plenty of opportunities, but dealing with the bureaucracy can be a mind blowing experience.

In the fiscal year 2008, the federal government spent $550 billion for contracted goods and services. That’s a lot of money! Twenty-three percent (23%) went to small businesses. In fact, the federal government is the largest single buyer of goods and services in the U.S. The bottom line is that governments have money to spend. In addition to the more traditional “annual contracting process,” special programs such as the American Recovery and Reinvestment Act (ARRA or the Stimulus Program) are pumping huge sums of money into the American economy. And, because not every business is qualified, the field can be a little less crowded. It sounds like a great place to do business, and it can be. But, beware! It isn’t for everyone.

To get started working with government follow these basic steps.

1. Get qualified. If your business qualifies for one of the many socio-economic disadvantaged business programs such as the Minority Business Enterprise (MBE), the Women Business Enterprise (WBE), or the Disabled Veteran Owned Enterprise, you should certainly seek those designations. The numerous set-aside programs especially for those groups can give you a huge leg up with competing for contracts. If you aren’t one of these special groups, you must still get qualified. Start by getting registered with the Central Contracting Registry or CCR. Then get entered in the Dynamic Small Business Search guide. Finally, go to the Fed Biz Opps web-site at www.FBO.gov to search for those opportunities that best match your goods and services. All of these contacts can be made through either the Small Business Administration (www.sba.gov) or the General Services Administration (www.gsa.gov).

2. Be patient. As compared to the private sector, government agencies have many more rules to follow and levels of approval before any decision can be made. Remember that the government has the extraordinary challenge of dealing with the change of leadership that occurs every four or eight years. Imagine a huge company in the private sector that has not only a new CEO every four years, but a completely new executive group with new ideas, new agenda, and the desire to make their mark.

3. Become familiar with the cultural differences in government. Unlike the private sector where the budget is a guideline, government decisions on spending are restricted by an intricate budgeting process. If the government can’t afford something in this fiscal year, they just wait until the new fiscal year and spend it then. It’s as if they have a certain amount of money in the bank, can only spend that amount, and know that more money will be put in the “bank” at the beginning of the next year.

4. Market to the government just as you would to any other market segment. Do your research. What do the various government agencies with whom you want to work need? Who are the principle contacts? How can you network with them and others who have worked with them? Remember too, that many large contracts are let to the private sector with the caveat that small businesses and disadvantaged business get a lion’s share of the sub-contracts. Find out who is getting the large contracts and market your product or service to them. It’s a great way to get started working with the government and build your experience base and reputation.

5. There ARE smart and hard working people in government. The myth that there are no such people is perpetuated by the difficulty government units have in building the documentation required to get rid of non-performers. As a result, there seem to be a few people in every department who don’t pull their weight and are not held accountable for it. The whole department then gets a reputation for being inefficient, ineffective, or lazy. Unfortunately, that reputation then tars some really dedicated and passionate people who may, in fact, be the large majority of the department. Your job is to find those smart, hard working people. Keep looking, they’re there.

6. Be patient, again. Even though government can be very slow to react and very slow to make a decision, when they do, the expectation is that the private sector can turn on a dime and carry out the directive. Accept it. Live up to it. They will appreciate it and your reputation as a good firm with which to work will be built.

Success in business is all about finding customers who want what you have to sell and can afford to buy it. Governments, both federal and state, have all kinds of needs and a lot of money to spend. While it can be difficult to get your foot in the door and get qualified, it makes no sense to ignore the largest single pur-

Where Is the Money? (psst, the government has it!) by Jim Bain

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Get qualified
Five Ways... continued from pg. 13

Get everyone listening to the voice of the customer.

Large firms keep a small staff of highly trained VOC (voice of the customer) experts poised for action. These folks parachute into a project as dawn streaks the morning sky, interview your customers and hand you a report of “what the customer wants.” This is a flawed model, says Adams. Most businesses chalk up thousands of face-to-face customer meetings during the course of a year, as sales reps, technical service reps, and others go about their normal duties—so why not train these people to become VOC experts?

“They’ve already gained the customer’s trust, they know the customer’s language, and there’s no extra travel cost,” he points out. “Best of all, you’ll develop a reputation among customers as ‘that supplier who really listens to us.’ Now that’s how to protect today and position for tomorrow. So keep that handful of experts…but let them become trainers and coaches for the masses, not primary interviewers.”

Get quantitative.

After you perform great qualitative customer interviews, you’ll have dozens and dozens of customer ideas you could work on. But which ideas do you target in your new product design? At this point in the process, it’s time to get quantitative.

“You need to understand which customer outcomes are most important and least satisfied today,” explains Adams. “Themetric I’ve developed for this is called the Market Satisfaction Gap. It tells you precisely which ideas the customer is eager for you to pursue. The Market Satisfaction Gap prevents a fortune from being spent on developing supplier-centric products that will make customers yawn. Skip this step if you’ve got extra R&D resources you’re trying to keep busy. But make this a priority if you want everyone working on projects that will catapult you out of the recession faster than competitors.”

Research your customers’ alternatives.

We often talk about competitive products. That’s okay, but it’s actually healthier to think in terms of customers’ alternatives. For example, if your company makes structural adhesives, alternatives for you might be other adhesives, but they could also be welding or mechanical fasteners.

“In my experience, suppliers don’t look at customers’ alternatives rigorously or early enough during product development,” says Adams. “Proper side-by-side testing requires answers to four key questions:

1) Which attributes should I test?
2) What test procedures should I use?
3) What test result is barely acceptable?
4) What test result leads to total satisfaction?

“The good news for the B2B supplier is that your customers are smart enough to answer all of these questions. Well-designed, customer-centric side-by-side testing will help you properly price your product and avoid getting blindsided by competitors’ products.”

“Research shows that only one in four new products succeeds once a project enters the costly product development stage,” says Adams. “I doubt there is any other function within your company where this level of failure and waste is tolerated. And supplier-centric product development is at the heart of the problem. The key to taking advantage of the recovering economy is in changing the way your company approaches offering new products.”

For more information, visit www.newproductblueprinting.com

Winston... continued from pg. 1

“Mr. Chung has created a clean and efficient energy storage that is an expression of a sustainable future,” Abbaschian said. “We are talking about vehicles that go for 180 miles on a single charge and can be recharged in the time it takes to stop and drink a cup of coffee.”

When an endowed fund is created in Chung’s name, UC Riverside will:

• Name the building currently known as Engineering Building II as Winston Chung Hall.
• Support two named professorships in the Bourns College of Engineering: the Winston Chung Professorship in Energy Innovation and the Winston Chung Professorship in Sustainability.
• Establish the Winston Chung Global Energy Center within CE-CERT. The center will initially focus on Life Source Rare Earth Lithium batteries, which Chung invented, bio-inspired technology and the development of clean energy and energy storage.

Since arriving in the United States, Winston Global Energy Ltd. announced it will provide $310 million to MVP RV, which is based in Riverside, to promote motorhome exports to China. Additional money will fund development of all-electric RVs and fast-charging electrical systems.

The deal was one of about 70 between the U.S. and China announced in connection with the official state visit by Chinese President Hu Jintao, in what was called a demonstration of cooperation between the two countries.

MVP RV expects to export more than 30,000 motorhomes, valued at approximately $5 billion, to China over the next three to four years. The joint venture will push the number jobs at MVP RV from 130 to more than 1,400.

For more information, visit www.newproductblueprinting.com
The Ninth Circuit Holds
Pharmaceutical Sales Representatives Exempt From Overtime Pay Under the Fair Labor Standards Act

On Feb. 14, 2011, the United States Court of Appeals for the Ninth Circuit affirmed a district court opinion holding that SmithKline Beecham Corporation d/b/a GlaxoSmithKline ("GSK") properly classified its Pharmaceutical Sales Representatives as exempt employees under the Fair Labor Standards Act ("FLSA").

Generally speaking, an employee is entitled to receive overtime compensation unless he or she qualifies for an overtime exemption. For instance, the FLSA exempts from overtime any employee employed “in the capacity of outside salesman.” Although the FLSA does not define “outside salesman,” it defines “sales” as “any sale, exchange, contract to sell, consignment for sale, shipment for sale, or other disposition.” The Department of Labor’s ("DOL") 2004 regulations define “outside salesman” as an employee whose primary duty is “making sales” within the meaning of the FLSA and who is “primarily and regularly engaged away from the employer’s place of business in performing such primary duty.”

Many pharmaceutical companies, including GSK, classify their sales representatives as exempt from overtime requirements. This case was one of many filed against pharmaceutical companies over the last several years alleging that sales representatives were misclassified and, accordingly, are entitled to be paid overtime. Although GSK argued that it properly classified the Plaintiffs as exempt from overtime pursuant to both the “outside sales” and “administrative” exemptions, the Court’s analysis turned exclusively on the “outside sales” exemption.

In this case, GSK’s sales representatives made “calls” on physicians to encourage them to prescribe GSK products. In so doing, they presented physicians with information about GSK’s products, provided samples, and asked for a “nonbinding commitment from the physician to prescribe the [sales representative’s] assigned product when medically appropriate.” Plaintiffs typically worked outside of their assigned GSK office and spent much of their time travelling to physicians’ offices.

Due to federal law regulating the pharmaceutical industry, the sales representatives “cannot sell samples, take orders for medications, or negotiate drug prices or contracts with either physicians or patients.” Consequently, Plaintiffs argued they did not “sell pharmaceuticals,” and therefore, are not outside sales representatives within the meaning of the FLSA.

The Ninth Circuit disagreed, finding that the Plaintiffs’ argument “ignored the structure and realities of the heavily regulated pharmaceutical industry.” Because federal law prohibits pharmaceutical manufacturers from directly selling prescription medications to patients, the appropriate focus of the “sell/buy” inquiry is on the physician. The Court noted that more than 90,000 sales representatives make daily calls to physicians “for the purpose of driving greater sales.” The Ninth Circuit further rejected Plaintiffs’ contention that they did not sell products because no transfer of goods for money occurred. Rather, the Court found that sales representatives attempt to obtain an “absolute maximum commitment” from the physician to prescribe the assigned product when medically appropriate, which is “for all prac-
Winners and Losers in the “New Normal” Economy—The Top 10 Differences
By Stuart Morley

How is it that companies that have been around for more than 100 years failed in this economic downturn while other younger companies like Apple, Facebook, WalMart and The Huffington Post continued to grow? Is it a similar picture for many lesser-known, mid-sized companies: some have failed and others have thrived, irrespective of their industry, size or location.

It is the best of times and the worst of times. Too many businesses are reacting in fear, pulling back and struggling. There are 10 key differences between a thriving company and a floundering one in this economy. Ask yourself, are you:

**Sticking to your industry or crossing the boundaries?**
The struggling businesses spend a lot of time trying to copy the “big guys” in their industry and wonder why this approach does not work for them. Successful businesses seem to ignore the big guys and focus on current and prospective customers. When probed further, it was found that many of these successful businesses are finding opportunities at the overlap of two or more industries. These businesses try to follow the example of companies like Cirque Du Soleil who combined elements of both the circus and theatre industries in better venues than the average circus. Is your company looking for opportunities at the boundaries of your industry?

**Focusing on economists or customers?**
Embellished businesses seem to be consumed by watching and reading about bad economic news trying to understand the mind of economists. The successful businesses seldom have time to watch TV or read a newspaper. It does not mean they don’t hear the bad news; it is everywhere. They just don’t dwell on it. They are busy watching and reading about their customers and going to customer events, customer trade shows and customer seminars to better understand their mind of the customer.

When did you last go to a customer trade show or event rather than events for your industry?

**Focusing on price or value?**
We all know stories of airline passengers paying ten times the price of other passengers. This approach works in many industries. Service can be escalated based on value and delivered to some clients who would pay ten times as much for the added value. The struggling businesses are stuck in commodity-type situations with very little price flexibility. The successful businesses find ways to get price control and avoid competition because they are better at articulating their value and using different ways to price their services.

How much control do you have over your pricing?

**Talking to industry leaders or to employees?**
It is amazing how much time business leaders will devote to their industry events. They sit on committees and attend conferences for their own industries, spending more time talking to competitors and industry gurus than they do talking to employees who are in daily contact with customers. The successful businesses seldom send people to events in their industry. They spend more time reviewing employee surveys than industry surveys.

Have you recently asked employees about what customers are saying that could open the door to new products and services?

**Preparing for best of times or the worst of times?**
The struggling businesses are clinging to their existing products and services and focusing on cutting costs in all areas to protect cash in the short term. These businesses assume things are only going to get worse. However the successful businesses say they are seeing more volatility and they are having some of their best months and some of their worst months all in the same year. Thriving businesses are focused on finding things that will help them in the good months and the bad months. They are breathing life into more experiments with new product and service ideas than ever before. Analysis has shown that most of their revenues today come from products and services they did not offer a few years ago.

How much of your revenues and profits are products and services you did not offer a few years ago?

**Focusing on jobs or projects?**
The most dynamic companies today have 80% of their employees spend more of their time on projects and only 20% doing routine work. It seems the struggling businesses are caught up in traditional management hierarchies where employees are viewed as having routine job descriptions. Management wants employees to do the routine work faster, rather than finding the next breakthrough opportunity. Successful businesses seem to recognize and manage projects carefully, as they find this is where they generate most of the new ideas and breakthroughs.

How much of your company is project focused versus routine focused?

**Doing more or less?**
We are so busy we tend to stick with existing methods because we don’t have enough time to stop, reflect, research, and implement better methods. The struggling businesses add new work to employees’ to-do lists. The successful businesses have regular exercises to find things to stop doing, so that employees can find free time to do new things.

When is the last time your company had an exercise to see what you could stop doing?

**Standardizing or living at the edge of chaos?**
The struggling businesses seem to love installing new, complicated (often computer-based) accounting, manufacturing or supply chain systems because that is what the big companies in the industry have done. They hope this will be the “silver bullet” to solve all their problems. These large complicated systems work well in situations where all the variables are known. However, successful businesses tend to avoid these large complicated systems because they felt they were not in control of all the variables that impacted their business. Complicated systems cannot function in complex environments where many variables are unknown. Successful companies use a wide range of smaller, flexible systems focused on tracking customers and trends rather than tracking employees and continued on page 28
SELLING YOUR BUSINESS

Beyond Market Multiples: Increasing the Value of Your Company Before the Sale

By Kenneth H. Marks

Great news! After a long drought of M and A activity, the market for private companies is showing signs of life and recovery. If you own, operate or advise a middle-market company, $5 million to $500 million in revenue, what does this mean for you and your clients when thinking about shareholder liquidity or selling the business? And how can you improve the odds of getting a deal done?

From a private equity perspective, the dollars invested in middle-market companies more than doubled from 2009 to 2010. Publicly traded strategic buyers like the S and P 500 companies have historical levels of cash, and are seeking to deploy part of this hoard to generate significant revenue through external growth initiatives like acquisitions, which can provide access to new customers, higher margin product lines, new technologies and entrepreneurial talent. The same concept applies to what private equity refers to as tuck-in or bolt-on acquisitions for larger existing portfolio companies.

While the number of transactions is increasing and appears to be rebounding, the character of the market and deals is different from that of the pre-great-recession vintage. In the period of 2004 to early 2008, there was significantly less scrutiny in underwriting and financing transactions. Today, the performance bar has been raised high with a flight to quality. Transactions are being done with only the very best industry players within a market; and these companies are able to garner valuation multiples at nearly 2008 levels. However, the average and lower performing businesses will likely find greatly depressed multiples, or worse, no interest from buyers or investors at all.

Thus the quandary—what is the typical middle-market company to do to create a partial or complete exit for its owners? Here is an approach that has proven successful in increasing the value of a company before the sale and enhancing the likelihood that a transaction will occur: continued on page 31
COMPETITIVE THINKING: RIGHT OR WRONG?

By Dr. Linda Seger

For the last few thousand years, we have learned to think through a linear thinking model. We have competed with each other, first for food or mates, then for the corner office and the coolest car. We compete over who has the greenest lawns and smartest children, and we have learned to decide who’s important, or who’s not, by who’s on top and who’s on the bottom of the corporate ladder. This has defined how we relate to each other, how we conduct business, and how we set our goals.

This form of thinking goes by a number of different names—“linear thinking” since it’s defined by a line that ranks and divides; “hierarchical thinking” as it’s defined by who’s on the top of the hierarchy and who’s at the bottom; “competitive thinking” since it demands that we compete with each other, or sometimes “patriarchal thinking” since the male patriarch got the respect and was considered the head honcho.

Recently, a new form of thinking has been emerging called “team thinking” or “collaborative thinking” or sometimes “web-thinking” since it focuses on the team rather than one individual, and, like a spider web, uses the metaphor of the line to connect us, rather than separate us.

But why does it seem necessary to change our thinking model in business and in our lives? What’s wrong with the concept of linear thinking?

THE LINE IS NOT NATURAL

If you look at nature, you’ll notice that there are no straight lines. Rivers meander, trees bend, galaxies swirl in spiral shapes. Even our DNA is a spiral, not a line. Some of the few straight lines in nature are in crystals, which grow in a straight line. But crystals can become rigid and break, just as we can break by getting ill, or getting too stressed out when we are too rigid and always stay within the lines. Our rigidity diffuses our ability to be innovative and to free up our imagination.

THE LINE IS TOO ONE-DIMENSIONAL

We live multi-dimensional lives and the skills and gifts we have are not easily defined...
CVB Financial Corp. Chief Financial Officer Retirement Announced and Replacement Appointed

Christopher D. Myers, president and chief executive officer of CVB Financial Corp. (NASDAQ:CVBF) announced the retirement of Edward J. Biebrich, Jr., executive vice president and chief financial officer for CVB Financial Corp. and Citizens Business Bank and the appointment of Richard C. Thomas to those positions.

“Ed has assembled and led a first-rate team of financial accounting and investment professionals. He has also made a significant contribution in terms of his overall leadership related to strategy, teamwork, and ethics,” commented Myers.

“Ed Biebrich has enjoyed a very successful 13-year career with Citizens Business Bank,” stated Chris Myers. Mr. Biebrich joined the bank in February of 1998, bringing extensive experience and expertise in banking and finance, as well as the private business sector. Over the past 13 years, the bank has grown from $1.8 billion to $6.4 billion in assets. Net earnings have grown from $24.1 million in 1998 to $62.9 million in 2010. “Ed has assembled and led a first-rate team of financial accounting and investment professionals. He has also made a significant contribution in terms of his overall leadership related to strategy, teamwork, and ethics,” commented Myers.

“We are pleased to announce that Richard C. Thomas will assume the position of executive vice president and chief financial officer to replace Ed,” continued Myers. “Rich has been serving in the bank’s finance and accounting... continued on page 31
Remembrance of Things Before Computers

By J. Allen Leinberger

Some things went out with buggy whips. Some things went out with high button shoes. But since the advent of the computer age, many other things are dead, or at least dying.

Let me begin with Superman. Oh, the Kryptonian hero is as popular as ever. “Smallville” is building up to the exciting climax of the 10-season show. There is talk of a new movie, “Superman: Man of Steel.”

But when was the last time you saw him duck into a phone booth. Thanks to the pandemic of cell phones and smartphones, the need for any public phones has disappeared. If you don’t believe that, visit Dave and Buster’s in the Ontario Mills Mall. They used to have a bank of phone booths just to the right as you came in. I think they keep the floor polisher in one of them now. All of the public phones at the Ontario Hilton are gone too. Clark Kent will just have to change in a closet.

Speaking of phones. I once hosted a TV show in Spokane, Washington, called “Dialing for Dollars.” Even back in the seventies I suggested that they change the title to “Pushing for Dollars.” Dials had already begun to disappear. While technically correct, it was decided that the new title made no sense.

In fact the ceramic phone is just about gone completely. And so is the satisfaction of slamming the receiver down on someone. Try hanging up emphatically on an iPhone.

Not only have phones morphed into something new, the wires and cables are gone. You no longer need to hook up your speakers to your music player. Your Bluetooth lets you drive hands free. Even printers can make copies from across the room with no wire plugged into your computer.

Likewise, keys are going fast. Many new cars have keyless entry and keyless ignition. Now what will my wife misplace in her purse?

Of course, by now you’re saying, what about the cathode ray tube? Some call it a CRT. You know it as the old TV

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**The Ninth...**

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critical purposes... a sale.” To further support its conclusion, the Ninth Circuit noted that sales representatives share more similarities than differences with salespeople in other fields. For instance, “[sales representatives] are driven by their own ambition and rewarded with commissions when their efforts generate new sales.” As such, they are exempt from the FLSA overtime- pay requirement.

The DOL supported Plaintiffs by filing an amicus brief, in which it argued that sales representatives are not exempt employees because they only promote pharmaceutical products. The Ninth Circuit criticized the DOL’s attempt to bypass the Administrative Procedures Act’s notice-and-comment period by, in effect, crafting new regulatory language in a case-specific amicus brief. The Court further concluded that the new DOL interpretation could not overcome the seventy years of DOL “acquiescence” to the pharmaceutical industry’s classification of sales representatives as exempt employees.

The United States Court of Appeals for the Second Circuit recently addressed other sales representatives’ challenge to their status as exempt employees. In re Novartis Wage & Hour Litigation, 611 F.3d 141 (2d Cir. 2010). In Novartis, the Second Circuit deferred to the DOL interpretation and held that sales representatives did not meet the requirements of the outside sales exemption. According to the Second Circuit, “where the employee promotes a pharmaceutical product to a physician but can transfer to the physician nothing more than free samples and cannot lawfully transfer ownership of any quantity of the drug in exchange for anything of value, cannot lawfully take an order for its purchase, and cannot lawfully obtain from the physician a binding commitment to prescribe it,” the employee does not engage in the act of sales.

Novartis has filed a petition of certiorari asking the United States Supreme Court to hear the case. As always, however, employers should carefully examine their overtime exemption classifications.

**The Employment and Labor Practice of Sidney Austin LLP**

Our Employment and Labor Practice has decades of experience in litigating virtually all types of employment and traditional labor claims before federal and state courts and agencies, ranging from single-plaintiff cases to complex class actions. We also provide comprehensive counseling to our clients on a wide variety of employment and labor issues.
Elizabeth Beaubien Returns to the Coachella Valley to Anchor at KMIR6

Elizabeth Beaubien has been named anchor of KMIR6 News, it was announced by Raul Rodriguez, vice president and general manager of the local NBC affiliate. Beaubien returns to the Coachella Valley to anchor KMIR6 News at 5 p.m., 6 p.m. and 11 p.m. weeknights with Gino LaMont.

“We’re excited to welcome Elizabeth Beaubien back to the Coachella Valley,” Rodriguez said. “She will be an integral member of the KMIR6 family and her knowledge of the community is a great asset to our team.”

Beaubien formerly anchored newscasts for Palm Springs’ ABC affiliate KESQ-TV from 2004 to 2009 before moving to Monroe, La., for a job at KNOE-TV.

KMIR6 News Director Kate Glover welcomes the arrival of Beaubien. “We are excited to have Elizabeth Beaubien joining our KMIR6 team. She is a fantastic anchor who already has a sizeable following here in the Coachella Valley,” she said.

A self-described “news junkie,” Beaubien is looking forward to returning to the Coachella Valley and to working with the Emmy-award winning team at KMIR6, a station owned by Journal Broadcast Group.

Besides performing anchoring duties, Beaubien will also produce news segments to help solidify KMIR6 News’ “Right Here, Right Now” branding promise.

NAACP—Riverside Branch to Honor 16 Great Community Leaders

The National Association for the Advancement of Colored People (NAACP) Riverside Branch celebrated great accomplishments of various community leaders at the 61st Annual Freedom Fund Awards Banquet on Feb. 24th at the Riverside Convention Center. The keynote speaker was Chief Sergio Diaz of the Riverside Police Department. The theme of the event was “NAACP: Fabric of our Future—Bold Dreams, Big Victories, New Challenges.”

Community leaders who were honored were:

- León Tillman (Tillman Riverside Mortuary)—Business/Entrepreneur Award
- Thelma Adams King—Community Service Award
- Riverside Assistance League—Community Service Award
- Dave Wright (Riverside Public Utilities)—Corporate Award
- Timothy Wright, Ph.D. (University of Riverside, Riverside)—Education Award
- Bertha Hale (Solutions 2 Etc.)—Education Award
- Sergeant Halford Webb (Riverside Police Department)—Law & Justice Award
- Paulette Brown-Hinds, Ph.D. (BPC Media Works)—Media & Journalism Award
- Phyllis Clark (Healthy Heritage Movement Inc.)—Medicine & Health Award
- Master Petty Officer Joe Reed (U.S. Navy)—Military Award
- Tim Tucker (U.S. Navy)—Military Award
- Ennette Morton (Riverside Metropolitan Museum)—Political/Government Award
- Yolanda Moses, Ph.D. (University of California, Riverside)—Political/Government Award
- Phyllis Louder, Pastor (New Jerusalem Christian Center)—Religion Award
- Robin Woods (Riverside Unified School District)—Roy Wilkins Award
- Jack Clarke, Attorney at Law (Best Best & Krieger)—Omar Stratton Award

The mission of the NAACP is to advocate for political, educational, social and economic quality of rights for all citizens, as well as eradicate racial injustice. The NAACP-Riverside Branch has been fulfilling this mission serving the community for over 70 years. The organization has been recognizing significant contributions at this gala affair since the mid-1950s when the first Freedom Fund Dinner was held.

Real Estate... continued from pg. 34

an 82-unit multifamily property in the Inland Empire city of Redlands, for $11,625 million or about $142k/unit. The deal came in at about $625k above the list price.

The property contains 89.2k sq. ft. of rentable space and is located at 301 E. Cypress Avenue, on the southwest side of Redlands Boulevard and I-10. It is also within one mile of the University of Redlands, History Downtown Redlands, the Redlands Mall and Prospect Park.

Built in 2004, Cypress Villas is a gated community situated on 4.68 acres. The property features a mix of one-, two-, and three-bedroom apartments that were 100% occupied at the time of sale. It also includes a large leasing office, community room, fitness center, and a resort style swimming pool and spa.

Kitty Wallace, executive vice president, based in Colliers International’s West Los Angeles office, represented the buyer and the seller, MJW Receivers. According to Wallace, they received 21 offers in just eight days, 19 of which were above asking price.

“What so many offers on Cypress Villas, it is clear that there is investor demand for the Inland Empire,” added Wallace. “Positive third quarter statistics indicate that the Inland Empire may have found its way out of the recession.”

MBK Collects $27 Million From Sale of Temecula Senior Living Community

Washington D.C.-based CSH spent $27.15 million to acquire The Sterling at Vintage Hills, a 152-unit ($178.6k/unit) senior living community in Temecula. Located at 41780 Butterfield Stage Road, the complex was 95 percent occupied at the time of the sale.

The Sterling at Vintage Hills is situated on 10 landscaped acres and offers independent living, assisted living and memory care living. The transaction included an adjacent nine-acre parcel for future development.

David Rothschild, Matthew Whitlock and Mary Christian of the CB Richard Ellis National Senior Housing Group represented the seller, an affiliate of MBK Senior Living out of Irvine. The team also procured the buyer.

“This was a smooth transaction as the buyer and seller have a strong previous relationship,” Rothschild said. “There was a tremendous amount of interest in the asset and bidding was very competitive due to the location in Southern California, the institutional quality of the asset and the overall lack of performing Class A senior housing assets in the marketplace for sale.”

MBK owns and operates a portfolio of senior living communities in California and Washington, including the management of Crown Cove in Corona Del Mar, CA and Raincross in Riverside, which are also owned by CSH.

Palm Desert B of A Sells for Near $500/sf

A 5.6k sf, single-tenant net-leased property in Palm Desert traded hands in a recent sale valued at $2.68 million ($479/sf). The building is leased to Bank of America and is located at 34420 Monterey Avenue, south of I-10 and Dinah Shore Drive on a prime outparcel to the Desert Gateway Power Center.

Bank of America N.A. is under a 20-year NNN ground lease that commenced in 2006 and includes fixed rent increases every five years. Bank of America is one of the world’s leading wealth managers with approximately $1.8 trillion in assets under management and offices in some 30 countries around the world.

Alan Krueger and Kevin Boeve of Marcus & Millichap’s Ontario office had the exclusive listing to market the property on behalf of the seller, a limited liability company.
Rancho Mirage has committed $32.2 million in redevelopment agency funding to a cornucopia of civic projects, following the path taken by other California cities since Gov. Jerry Brown first proposed eliminating the agencies. The projects don’t have to be completed in any particular order, and the budget for each item can be adjusted to some extent as projects are designed.

Most are road-related projects, including covering the city’s $1.74 million share of the cost of expanding the Bob Hope and Date Palm interchanges on Interstate 10, and $1.4 million to upgrade the intersection of Highway 111 and Frank Sinatra Drive.

For more information about this project and more, contact the city of Rancho Mirage. Call (760) 324-4511 or visit www.ranchomirage.ca.gov.

The Montclair Chamber of Commerce presented a check in the amount of $2,500 to the Chaffey College Foundation in support of “Online to College.” Funding was made possible through the Montclair Chamber of Commerce’s Street Banner Program. The banners are purchased by Montclair businesses and displayed throughout the city.

Created in 1998, Online to College is offered to all fifth grade students in Montclair’s public schools. Students that graduate from Montclair High School and complete the program requirements are given a two-year scholarship to Chaffey College.

In the picture above, top L-R: Nick Nazarian and Dr. Henry Shannon, bottom L-R: Aref Fakhoury, Jazmin Morales, Darleen Curley and Paul Gomez.

For more information about this scholarship and more, contact the Montclair Chamber of Commerce at www.montclairchamber.com.

Supervisor of San Bernardino County, Gary Ovitt has begun a program to recognize small businesses within his District in San Bernardino County. On March 1st, Gary Ovitt presented the very first award to Rosa Rangel, Montclair Florists, in recognition of her 25 years at Montclair Florists. While creating works of art for the members of her community she has always remembered to give back.

For more information about this project and more, contact the San Bernardino County at www.co.san-bernardino.ca.us.

The 2011 SCAG Regional Conference & General Assembly “Getting Back to Golden: Jobs, Transportation & Sustainability” promises to be as exciting and informative as ever. This year, activities include a presentation of the Draft Economic Growth Strategy and the Compass Blueprint Awards Dinner. Hear transportation leaders discuss next steps on federal and state legislative actions impacting the region.

To secure your place, please register online at www.scag.ca.gov/ga2011 and send payment by April 29, 2011.

For more information, please contact Linda Jones at (213) 236-1912 or jonesl@scag.ca.gov.
However, foreclosures may finally begin to slow down. The housing recovery is expected to continue in 2011 and 2012.

- Unemployment: The Inland Empire still has one of the nation’s highest unemployment rates among urban areas. However, joblessness is expected to lessen somewhat in the coming months and in 2012.

- State and Local Government sector: Local governments will continue to face significant financial issues over the next few years as property and sales tax revenues decline. State and local government employment declined in 2010 and should decline this year as well due to revenue constraints.

- Problems in commercial real estate: Office vacancy rates are still very high and will continue to be a concern this year and into 2012.

LAEDC...
continued from pg. 16

How much do you share and celebrate with employees?

Winners...
continued from pg. 20

How much do you share and celebrate with employees?

Working long hours or take more holidays?

Business owners and managers in struggling businesses seem to work longer hours in the vain hope that putting their head down and doing more of the same is the solution. The successful businesses focus on doing things differently. Successful businesses owners and managers work fewer hours and take more holidays; they have realized that when times get tough, it is usually because customers are buying less. They need an answer to why customers are buying less from them. The successful business owners and managers tell us they find their best thinking is done away from the office in situations that are less stressful.

When last did you work fewer hours in the week or take an extra holiday?

Do you have what it takes to thrive, and not just survive, in this “new normal” economy? Keep your business in mind, and see how many of these 10 questions you have addressed lately. It may give you a clue as to how well you are turning these worst of times into the best of times.

For more information e-mail Stuart Morley at stuart@brsjump.com, visit his website at www.brsjump.com or call (705) 646-7722.
The Mommy...

continued from pg. 10

rolling:

Discuss money, property and children. Mothers need to encourage their daughters to initiate a serious discussion with their future husbands prior to the marriage and urge them to resolve all of the important money, property and child rearing issues—culminating in a signed agreement—before they walk down the aisle. This course of action is critical because once the romance fades all of a bride’s leverage evaporates.

Thrash out every “what if” about raising children. A young couple just starting out is inclined to discount the importance of talking about what if’s involving children that they may have someday in the future. This, more times than not, is a fatal mistake, evidenced by the staggering number of single-mothers who are the sole providers for their children. The future bride and groom should make a list of all the “child issues” and reach an agreement as to how the costs and household duties should be shared.

Advance the concept of “One Financial Pot” With Shared Money Management. Money matters are one of the thorniest topics for couples to discuss, but it is much easier to talk about finances when you are young, in lust, have few assets and are both working. This is the only time that this discussion has a possibility of leading to a satisfactory arrangement. After marriage, especially when you are pregnant and planning to be a stay at home mother, it’s too late! So, open up a conversation about sharing everything and putting it in a collective pot. If you are good at handling money, as many women are, suggest that you be the partner to pay all the bills. If not, work out an understanding where you share money management responsibilities.

So what happens if your intended refuses to talk about these matters? Here comes the moment of truth. Knowing what you already know about the large percentage of divorced, single-mothers who are living at or below poverty level—will you back down and leave these matters unsettled just to avoid an argument? If your answer is yes, you are likely to end up as one more Jill, who tumbled down the hill, and became a new casualty of the Jack and Jill Syndrome.

Susan T. Spencer is the author of “Briefcase Essentials: Discover Your 12 Natural Talents for Achieving Success in a Male-Dominated Workplace.” She is the only woman who was GM of an NFL team and an entrepreneur who successfully navigated the male-dominated world of meat processing. Visit www.Briefcase-Essentials.com for more information.

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Rememberance...

continued from pg. 24

The flat screen has replaced it just about as fast as FM overpowered AM back in the late seventies. Rumors persist that someone keeps trying to bring them back, but don’t count on it. For the last 10 years I have covered the settes. Gone also are vinyl records, 4-track and 8-track tapes and cassette. Many people still look forward to being able to go back to the way things were done. (Remember what Don McLean sang about the day the music died, and how the record stores were silent?)

You can still get a map from AAA or the gas station, but why would you bother. You have MapQuest and Google maps on that smartphone. Newspapers continue to be their own enemy by putting their news up on their website. This eliminates papers that get wet in the rain or land up on the roof. Magazines are the same way. Why wait till Tuesday for TIME to arrive in the mail. By then you’ll have seen everything in it on one website or the other. You don’t even need TV Guide any more. They have an app that tells you about tonight’s shows.

MARCH 2011

BUSINESS JOURNAL • PAGE 30

Women-Owned Businesses

Ranked by Revenue

<table>
<thead>
<tr>
<th>Company Address</th>
<th>2010 Revenue</th>
<th># of Employees</th>
<th>Percent Owned by Women</th>
<th>Year Established</th>
<th>Type of Business or Entity</th>
<th>Top Local Executive</th>
<th>E-mail Address</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Faust Printing</td>
<td>$4,000,000</td>
<td>29</td>
<td>52%</td>
<td>1863</td>
<td>High Quality-4-6 Color Printing</td>
<td>Rose Mary Faust</td>
<td><a href="mailto:faustprinting@gmail.com">faustprinting@gmail.com</a></td>
</tr>
<tr>
<td>2. U.S. Colleges of Health &amp; Svc., Inc.</td>
<td>$3,500,000</td>
<td>40</td>
<td>100%</td>
<td>1994</td>
<td>Vocational School</td>
<td>Kim Esquire</td>
<td><a href="mailto:kim@uscmed.com">kim@uscmed.com</a></td>
</tr>
<tr>
<td>3. Imagin That</td>
<td>$3,500,000</td>
<td>150</td>
<td>100%</td>
<td>1990</td>
<td>Special Events, Banquet Facilities, Catering</td>
<td>Cynthia Richardson</td>
<td><a href="mailto:mail@imaginethat.com">mail@imaginethat.com</a></td>
</tr>
<tr>
<td>4. A &amp; R, Inc.</td>
<td>$1,450,000</td>
<td>46</td>
<td>52%</td>
<td>1976</td>
<td>MPG of Inquired Fabric Products</td>
<td>Carmen Weisbart</td>
<td><a href="mailto:carmen@archtech.com">carmen@archtech.com</a></td>
</tr>
<tr>
<td>5. Karen Allen Salon &amp; Spa, Inc.</td>
<td>$3,800,000</td>
<td>62</td>
<td>100%</td>
<td>2000</td>
<td>Salon, Spa, Aveda Store</td>
<td>Karen Nguyen</td>
<td><a href="mailto:karen@karennelassalon.com">karen@karennelassalon.com</a></td>
</tr>
<tr>
<td>6. Pacific Coast Tool &amp; Supply</td>
<td>$2,000,000</td>
<td>19</td>
<td>51%</td>
<td>1985</td>
<td>Industrial Tools and Supplies</td>
<td>Ken Murgiari</td>
<td><a href="mailto:kmp@pctools.com">kmp@pctools.com</a></td>
</tr>
<tr>
<td>7. Arellano Associates</td>
<td>$1,969,321.29</td>
<td>10</td>
<td>100%</td>
<td>1994</td>
<td>Public &amp; Community Outreach Consultant</td>
<td>Genoveva L. Arellano</td>
<td><a href="mailto:garellano@arellanoassociates.com">garellano@arellanoassociates.com</a></td>
</tr>
<tr>
<td>8. Printing Resources, No. Cal.</td>
<td>$1,529,000</td>
<td>10.5</td>
<td>67%</td>
<td>1970</td>
<td>Commercial Printer</td>
<td>Nancy DiDienar</td>
<td><a href="mailto:nancy@printingresources.com">nancy@printingresources.com</a></td>
</tr>
<tr>
<td>9. Impressions Gourmet Catering</td>
<td>$1,500,000</td>
<td>12</td>
<td>100%</td>
<td>1983</td>
<td>Catering/Special Events</td>
<td>Sandra Forney</td>
<td>sandra@<a href="mailto:impressionsfood@aol.com">impressionsfood@aol.com</a></td>
</tr>
<tr>
<td>10. International Day Spa</td>
<td>$1,000,000</td>
<td>42</td>
<td>100%</td>
<td>1990</td>
<td>Day Spa</td>
<td>Mini Barnes</td>
<td><a href="mailto:mini@dayspas.com">mini@dayspas.com</a></td>
</tr>
<tr>
<td>11. Clarrus Management Solutions</td>
<td>$815,000</td>
<td>7</td>
<td>100%</td>
<td>1999</td>
<td>Environmental Consulting, Bookkeeping</td>
<td>Maria Diakos</td>
<td><a href="mailto:mariek@clarrus.com">mariek@clarrus.com</a></td>
</tr>
<tr>
<td>12. L.J. Environmental Inc.</td>
<td>$805,000</td>
<td>12</td>
<td>100%</td>
<td>1993</td>
<td>Environmental Consultant</td>
<td>Leslie Nay Irish</td>
<td><a href="mailto:leslie@ljenvironmental.com">leslie@ljenvironmental.com</a></td>
</tr>
<tr>
<td>13. Perry Design &amp; Advertising</td>
<td>$250,000</td>
<td>5</td>
<td>100%</td>
<td>1997</td>
<td>Advertising Agency</td>
<td>Janine Perry</td>
<td><a href="mailto:janine@perryadvertising.com">janine@perryadvertising.com</a></td>
</tr>
<tr>
<td>14. Medi-Cal Consulting Svcs.</td>
<td>$250,000</td>
<td>7</td>
<td>100%</td>
<td>2003</td>
<td>Information Specialist regarding Medical Facilities, Medi-Cal</td>
<td>Lisa Ramsey</td>
<td><a href="mailto:lisa@medhelp.com">lisa@medhelp.com</a></td>
</tr>
</tbody>
</table>

N/A = Not Applicable | N&D = Not Disclosed | * = not available. The information in the above list was obtained from the companies. To the best of our knowledge the information supplied is accurate as of press time. While every effort is made to ensure the accuracy and thoroughness of the list, omissions and typographical errors sometimes occur. Please send corrections or additions on company letterhead to: The Inland Empire Business Journal, P.O. Box 1979, Rancho Cucamonga, CA 91729-1979. Copyright 2011 by IBJ.
Beyond... continued from pg. 21

1. Start the process by clarifying the objectives and desires of the owners. The game plan for creating an exit needs to be aligned with the ambitions of the shareholders. For example—are any of the shareholders active in the business, and if so, do they want to continue with the company? An important part of this step is to align the expectations of the shareholders by gaining a realistic understanding of the current value of the business based on the reset rules of the economy and the company’s recent performance.

2. Determine how the company really compares to the industry—in terms of financial performance (i.e. profit margins, sales growth rates, productivity, etc.), competitive position, growth strategy, customer base and concentration, and talent. In effect, conduct what a buyer may call “strategic due diligence” on your business and grade your performance.

3. Shore-up the fundamentals. Why sell your company and leave untapped value for the buyer? Value that you can realize by making some of the predictable improvements that a buyer will make, but do it before you sell. Develop and implement initiatives to address the gaps and weaknesses uncovered by the diligence mentioned above. This step, by itself, can create a significant premium in value for the average business. Keep in mind that making performance improvements takes time it may take from a few months to over a year to complete; so plan a head.

4. Think about your business from the buyer’s perspective. Your company is an investment. What is the growth opportunity and strategic value beyond today’s numbers? Even with your house in order and a strong foundation, what investments could be made by management if more capital was made available to further increase the value of your business? What actions can the business take to validate this new investment opportunity and to reduce the associated risk? Being prepared to answer these questions, having prethought the outcome and taking steps to make it real, can allow the shareholders to sell the business not just on the value of today, but to capture and participate in the value creation moving forward.

The overall objective in positioning for an eventual sale, recapitalization or ownership transition is to address the low hanging fruit, in terms of operational performance and strategic position, and shore-up the critical value drivers, fundamentally making the business stronger. And, in the process identifying the longer-term investment opportunities for the business; the break-out strategies; and the initiatives that will allow for geometric increase in value if the company has access to additional capital. This then allows you to lead the sale process with a robust investment opportunity beyond the foundation that exists today.

You can reach Kenneth Marks at kmarks@HighRockPartners.com for further information.

CVB... continued from pg. 23

division since December 2010. His experience working with Ed over the past few months and his strong business background will make for a smooth transition.”

Thomas’ professional career incorporates over 33 years of financial audit and accounting experience primarily serving the financial services industry. He was an audit partner in the Los Angeles office of Deloitte & Touche, LLP for 22 years leading teams in auditing financial state- continued on page 36

Competitive... continued from pg. 22

and don’t easily fit within a role. The person who’s a junior executive during the workweek might look, on the surface, as if his abilities are limited, but that’s rarely true. He might fulfill many other roles when not at work: he might coach the youth basketball team in the evening, plan a complicated vacation with the spouse, and sing in the church choir on Sundays. The abilities developed for one job are often transferable to another, yet, often, the junior member of a team is asked: “Don’t be too assertive,” and to “Remember your place!” The project suffers because everyone must hold back and fit within their roles, rather than using their many skills and talents for the good of the team and to bring success to the project.

The Line Can Lead to Imitation, not Vision

The Line encourages us to fit into a box. We are asked to be similar to the person who last held our job, to fit neatly into a job description, and are pushed to achieve by being the same as others. In spite of the different ways we can achieve a goal and do a project, we are asked to imitate, rather than innovate. As a result, we learn to define ourselves not by our individual gifts and individual potential, but by trying to be like others. We can easily hide or split off the abilities that are most needed, because these gifts aren’t welcomed, aren’t part of the job description or don’t fit neatly into the mentality of the company.

This can lead us to comparing ourselves with the person just ahead of us, and we try to be like them. We envy them, often have ill feelings toward them, even find ways to do them harm. As a result, we diffuse our identity and limit ourselves rather than expand ourselves.

The Line Guards Information, rather than Shares Information

In the linear model, the person at the top has power because he or she is privy to information that others don’t have. This information is guarded, doled out slowly, with the person at the top deciding who needs it and making sure no more is given to others than is needed. The one who knows the most has the power, and it’s essential that others never know as much as the person at the top. But, this is no longer a viable model for the future since, in the age of the Internet, almost everyone has access to information. Even the military has changed from the stovepipe model of leadership, recognizing that holding power and knowledge in the hands of just the generals does not give the necessary information to the captains and lieutenants who might have to carry on. For many, the concept of power has changed to empowerment: sharing knowledge so everyone has what they need to do the job.

Why Change Our Model Now?

The strange duality of our times occurs partly because of the clash between our multi-dimensional humanity and a linear metaphor that ranks, separates, and divides. It’s not necessary. Many of the best businesspeople have moved from a linear business model to become more collaborative thinkers. They are finding new thinking models, including the more inclusive circle model of teamwork and the web model of mutuality and interdependence that values all the people on the team, and creates synergy between its many parts.

Visit Dr. Linda Seger’s web site at www.lindaseger.com for additional information.
Mayor Randon K. Lane
Appointed to National League of Cities’ Finance, Administration and Intergovernmental Relations Steering Committee

National League of Cities President James Mitchell, Jr., has announced the appointment of Randon K. Lane, mayor of Murrieta, to the National League of Cities’ (NLC) 2011 Finance, Administration and Intergovernmental Relations Policy and Advocacy Steering Committee. This committee has the lead responsibility for developing NLC federal policy positions in the areas of national economic policy, intergovernmental relations, municipal bonds and capital finance, and municipal management and administration.

“I am very honored to have been reappointed to this Steering Committee and look forward to working with the National League of Cities in Washington, DC to help form policy to address issues at the national level that will affect policy at the local level,” said Mayor Lane. “I also look forward to working with my fellow councilmembers across the nation in this coming year.”

As a member of the committee, Mayor Lane will play a key role in shaping NLC’s policy positions, while advocating on behalf of America’s cities and towns on Capitol Hill, with the Administration, and at home.

The chair of this year’s Finance, Administration and Intergovernmental Relations Committee is David Hooks, council member, Homewood, Alabama. Serving as this year’s vice chairs are Robert Broom, council member, Aurora, Colorado, and Randy Riggs, council member, Waco, Texas.

For more information on NLC’s other committees and councils, visit http://www.nlc.org/inside_nlc/committeescouncils.aspx.

The National League of Cities is the nation’s oldest and largest organization devoted to strengthening

Richard Bonar is president of Dale Carnegie of the Inland Empire. Dale Carnegie is a global company with local delivery of soft-skills training solutions that are essential to the success of all businesses, such as Effective Communications & Human Relations/Professional Sales, High Impact Presentations and Customer Service. Their fully accredited programs are available to open enrollment or custom onsite delivery.

When Planning Your 2011 Advertising Budget, Consider...

- Change... react to the situation, and then discuss what seemed to work best.

- 3. Coach them carefully. Even with good training, your employees will be nervous when they enter the real world of sales. The best way to help them conquer fear is to work with them side-by-side for a while. Coach them while they work and give them nothing but positive reinforcement. Eliminate all criticisms, even constructive criticism, until they are comfortable with their new tasks.

- 4. Keep them focused. All successful salespeople work a plan. They know what their goals are and work backwards from them, defining exactly what tactics to pursue to meet the goals. This includes helping them prioritize accounts and providing tools, such as sales literature and scripts that can increase efficiency. It also means developing a departmental vision and ensuring every activity flows from that vision. Your task is not easy, but these tactics are a strong cornerstone for building your sales management skills.

Richard Bonar is president of Dale Carnegie of the Inland Empire. Dale Carnegie is a global company with local delivery of soft-skills training solutions that are essential to the success of all businesses, such as Effective Communications & Human Relations/Professional Sales, High Impact Presentations and Customer Service. Their fully accredited programs are available to open enrollment or custom onsite delivery.

When Planning Your 2011 Advertising Budget, Consider...
Remembrance...
continued from pg. 30

to the Sunday paper for the coupons. Why? Apps like Groupons and others give you all kinds of discounts on line.

Let’s talk about cameras. Remember when you had to carry enough rolls of film for your vacation? And you had to change the rolls in the dark, probably in the same closet as Clark Kent? Then you had to wait for the film to get developed. (Remember the little booth in the parking lot?) We thought 1-Hour Photo was neat. We thought Polaroids were even neater. Now every smartphone takes pictures and most also take video. Granted, some of the things I shot five years ago looked a little grainy, but the quality has gotten better by leaps and bounds. And you can see them instantly on that same smartphone, or on your computer, or on that flat screen TV.

Also on that flat screen TV are movies as big as you could want right in your living room. Many now come in 3D just as this column predicted nearly a year ago. This is why the video rental stores are closing up. Even movie theaters are having trouble. Sure, people will line up for the last Harry Potter movie or that next Superman film, but even more will line up to get the Blu-Ray disk when it comes out three months later.

Since we are writing about change, let’s note that living rooms are becoming entertainment dens. Shall I continue here? Books are giving way to eBooks and audiobooks. Cookbooks and tech manuals are now online. The U.S. mail will raise prices again this year because we are all e-mailing or Facebooking or tweeting. Communications has caught up with instant gratification. What’s next? Money. Already smartphones are being programed to act like debit cards. And for small change transactions, at that. Things like candy bars and parking meters can be paid for with a simple click of the old cell phone. And many predict that the desktop computer itself may become a thing of the past. What you can do on a laptop, a notebook or tablet device will make my beautiful 22-inch iMac a thing of the past. And my time may not be far behind.
MARCUS & MILLICHAP SELLS A 5,600-SQUARE-FOOT SINGLE-TENANT NET-LEASED BUILDING

Marcus & Millichap Real Estate Investment Services, the nation’s largest real estate investment services firm, has announced the sale of Bank of America, a 5,600-square-foot single-tenant net-leased property located in Palm Desert according to Douglas J. McCauley, regional manager of the firm’s Ontario office. The asset commanded a sales price of $2,680,000.

Alan Krueger, senior vice president investments and Kevin Boeve, vice president investments in Marcus & Millichap’s Ontario office, had the exclusive listing to market the property on behalf of the seller, a limited liability company.

Bank of America is located at 34420 Monterey Avenue on a prime outparcel to the Desert Gateway Power Center. The property is leased to Bank of America, N.A. under a 20-year NNN ground lease that commenced in 2006 and includes fixed rent increases every five years. Bank of America is one of the world’s leading wealth managers with approximately $1.8 trillion in assets under management and offices in some 30 countries around the world.

Regency Adds New Toys “R” Us/Babies “R” Us at Indio Towne Center

National retail owner/operator Regency Centers has locked up a new Toys “R” Us/Babies “R” Us store at the firm’s Indio Towne Center in Indio. The new 46.8k-sq.-ft. store will replace the retailer’s existing outlet in Palm Desert and become its only location in SoCal’s Coachella Valley.

The new Toys “R” Us/Babies “R” Us store is slated to open in fall 2011 and will bump up Indio Towne Center’s retail offerings to 425.3k sq. ft. of space. The center, located at I-10 and Jackson Street also features a 94.6k sq. ft. WinCo Foods, the grocer’s only location in the Coachella Valley. Other large retailers at the center include a 141.2k-sq.-ft. Home Depot, plus other national retailers such as CVS/pharmacy, PETCO, 24 Hour Fitness, Panda Express, Subway, Taco Bell, McDonald’s and KFC.

Regency will construct a turnkey, build-to-suit box for the store. Toys “R” Us Inc is the world’s leading dedicated toy and baby products retailer. The company currently sells merchandise in more than 1,550 stores, including 849 Toys “R” Us and Babies “R” Us stores in the U.S., and more than 700 international stores in 33 countries. In the transaction, both parties were represented by Bill Bauman, Bryan Norcott and Lee Clay Park with Studley.

“Located 30 miles east from Palm Springs, Indio Towne Center serves as part of a major retail hub in East Coachella Valley,” notes Regency Centers Vice President Gregg Sadowsky. “In the past, this area has been underserved for shopping and entertainment. Before 2007, many residents travelled to La Quinta and Palm Desert to dine and shop. Residents had asked the City for new retail and the City Council responded as quickly as possible.”

Redlands Multifamily Community Sells for Over $11.5 Million

Sequoia Equities, a Walnut Creek-based real estate investment firm, has purchased Cypress Villas, continued on page 26
Johannes Bacher, the owner of Johannes Restaurant in Palm Springs, may be one of the best chefs of Austria or maybe he’s not; however, in Palm Springs, I can tell you he is the best Austrian chef—performing food magic on a continuous basis. Don’t believe me........well, go experience Johannes and then you tell me. He has achieved success in converting the comfort foods of Austria to casual California fusion, and his restaurant is on another level—maybe even on another planet. Planet GREAT!

Let me share an example........mushroom soup with cream fraiche, roasted shallots and truffle oil, menage a trois lobster, shrimp and scallops in dressing------sounds simple, not so----all of these dishes are very complex. Another example—try the roasted beasts with Wisconsin blue Bill goat cheese, hazelnut oil, pistachios, pink grapefruit, tiny greens, and yellow bell pepper puree. For only $9, it is labor intensive (the cost of labor to prepare such a dish must be at least $9). What a bargain!

How about a spread for the bread. Rather than the usual butter, Johannes serves its customers an artichoke, barbanzo beans, basil, olive oil, salt and pepper combination—all blended together to form a tasty and delicious spread. Main dishes include oven roasted duck breast with sautéed spinach, roasted Bosc pear, alba truffle oil, star anise honey plum sauce; Australian grass fed beef tenderloin steak with Yukon gold mashed potatoes, creamed spinach, green Madagascan peppercorn brandy sauce; seared rare spice crusted ahi with pineapple guava apricot and truffle yaki reduction, stir fried Napa cabbage, sweet peppers, shitake; and pancetta wrapped monkfish with pineapple sauce vinaigrette, roasted fingerling potatoes, chicken mango sausage, passion mango mustard sauce.

The restaurant is small with less than 25 tables inside and an enclosed sidewalk patio. Our centerpiece on the white linen tablecloth was an apple—the decor hip and high end as described on their Web site. The 58 degree wine cellar sits in the dining room holding a selection of over 300 wines from around the world. There is a wine to please everyone—even the most demanding wine snob. Don’t care for wine—no problem—chose a martini from apple strudel to the wild zone.

Johannes is not for everyone. It’s for those who wish to dine and not just to eat. My advice for an exceptional two hour dining experience: share gourmet dishes with others who also like to share and drink their fine wines—all with exceptional service to boot.

Now the best part—the price. Johannes is very affordable. You might even say cheap compared to the food value served—big city taste and small village cost. That is my kind of restaurant. The complete package.

Johannes is located at 196 South Indian Canyon Drive in Palm Springs. Since reservations are a must, call (760) 778-0017.
Women... 
continued from pg. 23

miss an opportunity to make a great initial impression by using your natural skill of being engaging, it can be the most powerful “Briefcase Essential” that you carry.

Being Inclusive
Businesswomen are “people persons” — they fill this role naturally because they are comfortable relating one-on-one with people at all levels of an organization. We make it a point to know the names and faces of people we are working with; we want to feel comfortable with them as well. Sometimes, your customers or suppliers will feel so comfortable with you that they share personal information which brings the relationship closer and gives you the opportunity to be candid and straightforward with them about business problems when they arise.

Businessmen tend to act impersonally and do not interact at all levels; in other words they are exclusive not inclusive. For women the term “inclusive” carries with it an implicit acknowledgement that “people come first.” By being inclusive with every business contact—whether customer, supplier, or employee—the natural talents that women apply to business give them a decisive edge. Never underestimate the strength of leadership that we possess by championing the maxim of being inclusive which carries with it an implied understanding that people come first.

Being Resourceful
Every business has its ups and downs and in one of my companies the downs seemed never ending. One of the most important business skills—and a talent that women seem to be able to handle better than men, is juggling lots of balls in the air at one time. Women problem solve the same way—they think about several options instead of zeroing in on one, toss them around in their head, weigh alternatives, consider several points of view, and come up with more than one way to proceed. Here’s how being resourceful temporarily solved my business problem when I discovered I couldn’t cover payroll for the 200 employees that worked in my company.

My solution was to stretch payment to my large suppliers past their seven-day terms one day at a time until my company was actually paying them in 14 or 21 days. I figured out that if they demanded payment in full immediately, and we could not pay it, they’d eventually force my company into bankruptcy, which would end their chance of getting paid in full. Their only other option would be to accept my offer and extend my payment terms—and it worked!

For more information visit www.briefcasedessentials.com.

CVB...
continued from pg. 31

ments and internal controls certifications, accounting, regulatory compliance, system and cost reduction strategies, public filings including registration statements and mergers and acquisitions. Prior to his appointment with CVB Financial Corp. and Citizens Business Bank, Thomas was chief risk officer with a California-based community bank, where he was responsible for internal control documentation and testing, internal audit, regulatory compliance, credit review, policy and procedure reviews and advising and consulting with other members of senior management and the board of directors.

Recycle, Reduce, Reuse, Rebuild!

The ReStore is a discount home improvement center, open to the public, that sells new and used building materials and furniture. All items sold at the ReStore are donated by local businesses and residents. All proceeds are used in funding the construction of Habitat homes.

For delivery or pick-ups call 909.399.0202

Visit the ReStore today at 4609 Holt Blvd. Montclair, CA 91763
Open: Tuesday—Friday, 10 am—6 pm
Saturday, 9 am—5 pm

Women... 
continued from pg. 31

management, and internal controls certifications, accounting, regulatory compliance, system and cost reduction strategies, public filings including registration statements and mergers and acquisitions. Prior to his appointment with CVB Financial Corp. and Citizens Business Bank, Thomas was chief risk officer with a California-based community bank, where he was responsible for internal control documentation and testing, internal audit, regulatory compliance, credit review, policy and procedure reviews and advising and consulting with other members of senior management and the board of directors.
Readers... continued from pg. 44

a true luxury resort and has earned a Triple A 5-star designation. That puts the resort in a pretty exclusive club because only a few resorts in California have achieved that status.

“As a golfer I really appreciate their great championship course,” writes Michael Baker from Santa Barbara. “Their spa is incredible for my wife, and the kids love Camp Ojai! Plus there are great hiking and biking trails and the cute town of Ojai is so charming.”

Sydney, Australia resident Mark Coyne remembers the quality service. “The staff were absolutely fantastic and could not do enough for us. I tried the spa for some exercise, massage and jacuzzi and came out floating in the clouds. The Monday night footy at the pub was great with fantastic buffalo wings.” He recalled how the resort’s general manager’s wife volunteered to take his wife shopping at the nearby premium outlets.

Jodie Brescia of Alamo Bay wrote that she and her husband are empty-nesters always looking for unique getaways. They have lived in California 30 years and had never heard about Ojai. “We just couldn’t believe why we hadn’t heard about this place before. The white washed buildings surrounded by a brilliant green golf course took our breath away. This is exactly the atmosphere we were looking for,” she wrote.

“For the valet staff to the reception, the check-in service was impeccable. Just when we thought it couldn’t get better, we open our room door. WOW.....it was the most beautifully designed, spacious hotel room we’d ever stayed in (and we’ve stayed in many 5 star resorts).”

Kareen O’Brien recently moved to Ojai and stayed at the inn for a few weeks while waiting for her new house to be ready. “The staff was fabulous, our room was gorgeous and the whole property was spectacular. There was lots to do for the kids, my husband loved the golf course and I could not go past the spa. It is only a short drive to Santa Barbara and the biggest outlet shops I have ever seen in Camarillo.”

Los Angeles resident Lauren Linde was also impressed with the Ojai Valley Inn: “Aside from its beauty and the park-like grounds, the entire experience is luxury all the way. The service is impeccable, and you are always welcomed in your room by some fruit, wine, bottled water, etc. You do not feel nickel and dimed. “The advantage of this remarkable place is that you have the feel of a private B&B with all the amenities of a great hotel. I love going there, and have been many times. Each has been special in its own way. Finally, it is enclosed and safe. I can allow my 12-year-old to walk around the grounds without fear. And so close yet so far from L.A.—Heaven!”

For more information on the Ojai Valley Inn & Resort, go to www.ojairesor.com or phone 1-888-697-8780.

Aurora Park Cottages

Aurora Park Cottages is in the beautiful wine country city of Calistoga, and Aurora Park offers individual cottages, each with a spacious, private deck. Aurora Park pampers their guests with luxurious down-filled beds, cozy overstuffed chairs, a mini-fridge, coffeemaker and a morning basket of scones, croissants and fresh fruit. “We’ve been there several times and have always had wonderful service from the innkeepers, Joe and Celeste,” wrote Carole Peterson from Pleasanton. “The cottages are very comfortable and I like that they are separate cottages instead of a room in someone’s house.”

Ohio resident Luanne Johnson writes that the location is ideal: “It’s close to downtown Calistoga but far enough away to be peaceful and quiet. Each cottage has a private deck with a spectacular view of the Palisades and the furnishings in the charming cottages are both comfy and deluxe. But what makes it really special are the innkeepers, Joe Hensley and Celeste Ford. They are definitely the host and hostess with the mostest.”

For more information on Aurora Park Cottages, visit their website at www.aurorapark.com or call 1-877-942-7700.

Rankin Ranch

Rankin Ranch, located 40 miles from Bakersfield, California and near the famous Kern River Valley recreation area, is what used to be called a dude ranch. Nowadays it’s called a guest ranch and guests continued on page 39
By Terry R. Bacon; Amacom, New York, New York; 2011; 304 pages; $27.95.

Author Terry Bacon believes there are several different kinds of power, but all share one common factor. Each type permits the person who wields power to get things done. Sometimes the things that are done help improve life, profits, education, and the arts. Sometimes they don’t. In short, our ability to create power to lead a variety of human activities is the dynamo that drives in multiple directions.

Bacon puts forward that there are three major sources of power: organizational and personal. He further explains...

“People have five sources of organizational power (role, resources, information, network, and reputation), five sources of personal power (knowledge, expression, attraction, character, and history), and one meta-source of power (will).”

In case you may at first think that this book is dry theory at best and, therefore, dull as a result, Chapter One would be a good time to put on your seatbelts. It not only bristles with names such as Nobel Peace Prize winner Aung San Suu Kyi to Ann Coulter, who may be as far away from a Nobel Peace Prize as it’s possible to get.

Each chapter highlights the “Key Concepts” it contains as well as “Challenges for Readers” where you’re asked to answer five or more questions about your experience with using one of the power dynamos or simply recalling seeing the effectiveness a power technique used on you.

The chapters grow in interest as you read through the book, until you reach the segment on the “one meta-source of power” (will). This is “Chapter 12, Increasing Your Voltage—How to Become More Powerful.” This is where he challenges his own “batteries” and other electrical power metaphors. Bacon states:

“There is one important difference, however, between batteries and people. Unless a battery is recharged, it begins its useful life with a maximum voltage rating and its power is depleted as the battery is used. People like it is the opposite. We start life with relatively little power but have the ability to increase our ‘voltage’ throughout our lives. In this chapter, I describe ways you can increase your sources of power, as well as some of the ways those power sources can be diminished. At the end of the chapter, I include a Power Sources Self-Assessment to help you measure the relative strength of your power sources.”

It’s in this portion of the book that Bacon highlights what not to do if you want to boost your power, as well as what you should do to generate it. In this respect the book focuses on the power of positive thinking to help you reach a goal, and how negative thinking will divert you from it. Bacon expresses his attitude toward will power this way:

“What diminishes this power source? You do. This power source depends entirely on your will. You can choose to make a difference or not. You can choose to lead or to follow, to be at the front of the room or at the back, to stay silent or to speak up, to take the initiative or wait for someone else to do it. Nobody can give you will power and no one can take it away. It is entire up to you.”

There’s far more to “The Elements of Power” than meets the eye. It’s designed to be more of a resource for multiple re-readings than a “read-through and forget” book. The people he cites as examples (some in a negative sense) are mostly alive and successful, even those that you and the author may heartily dislike.

His point is that each of these people learned how to use (or misuse) power for their own purposes. And some even learned how to use power for the good of humanity.

“The Elements of Power” is a banquet of ideas on the use of power for the price of an inexpensive dinner for two. It even has the added advantage of being both tasty and healthful.

--Henry Holtzman

Best-selling Business Books

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

1. “Strengths Finder 2.0: A New and Updated Edition of the Online Test from Gallup’s Now, Discover Your Strengths,” by Tom Rath (Gallup Press…$22.95)(2)*
Discover your strengths and integrate them with your career.

A business book that’s so juicy Hollywood made it a movie.

The last time so few people controlled the U.S. economy was 1928.

4. “All the Devils Are Here: The Hidden History of the Financial Crisis,” by Bethany McLean & Joe Nocera (Penguin Group…$32.95)(1)
The 20-year road to financial meltdown.

The reality behind The Great Recession.

Why integrity is always a competitive advantage.

Moving an online shoe retailer from survival to $1.2 billion.

What you thought you knew about motivation may be wrong.

Does the size of a failing company dictate government rescue?

The prominent economist who saw the financial crash coming.

* (1) -- Indicates a book’s previous position on the list.
** -- Indicates a book’s first appearance on the list.
Solar Panels... continued from pg. 11

step closer to achieving the Partnership’s goals,” said Emil Marzullo of the City’s Economic Development Agency.

About IVDA
The Inland Valley Development Agency (IVDA) is a regional Joint Powers Authority comprised of the County of San Bernardino and the Cities of San Bernardino, Colton and Loma Linda. The purpose of the IVDA is to effectively redevelop and reuse property in and around the former Norton Air Force Base; revitalizing the area for the economic benefit of the east valley.

About SPG Solar Inc.
SPG Solar Inc. is a leading developer of distributed solar projects for large commercial, government and public energy users. Located in Novato, California, SPG Solar Inc. has been providing unique solar solutions to its customers for nearly a decade. SPG Solar Inc. currently manages more than 1,500 solar system installations in Arizona, California, Colorado, Florida, New Jersey, Oregon, Pennsylvania, and Texas. For more information on SPG Solar Inc. and distributed solar power, please visit www.spgsolar.com.

About SCRIP
SCRIP, Inc. is a non-profit 501 (c)(3) community development corporation. This corporation was formed for the purpose of lessening governmental burdens by providing assistance to public and private sector entities in their efforts to promote the green development and redevelopment within the East Valley Region of San Bernardino County, but only to the extent that such purpose constitutes exclusively charitable, scientific and educational purposes.

Readers... continued from pg. 37
are treated pretty darn well at Rankin Ranch, where 75 percent of the clientele are people who have stayed at the ranch before and just keep coming back for more.

It’s a family-run operation, with Bill Rankin and his kids rolling out the red carpet—or the hay, as it were—to welcome guests of all stripes and persuasions. Some are “horse people” and others just revel in the atmosphere that includes some of the best scenery in California. The meadows and pine forests are picture-perfect and there are plenty of recreational opportunities in the immediate area.

For guests, you can be as busy or laid-back as you want it to be. It’s easy to stay busy with daily horseback rides, hiking, swimming and lots of social activities that go along with the home-cooked meals. You won’t be sitting in your room watching TV because there is no TV.

Los Angeles resident Shawn Harrington wrote to tell us that the Rankin Ranch offers the “friendliest staff on earth” and that the Rankins immediately make you feel like family. “It’s the best food imaginable and offers the rest and relaxation we all need now and then. Once you arrive, you don’t want to leave.”

Teresa Phillips wrote that Rankin Ranch is her family’s favorite getaway and, again, pointed out how the Rankins treat their guests like family. “It’s the best hospitality ever!!! And the best food too!!!”

For more information on Rankin Ranch, go to www.rankinranch.com or phone (661) 867-2511.

Mayor Randon... continued from pg. 32

ing and promoting cities as centers of opportunity, leadership and governance. NLC is a resource and advocate for 19,000 cities, towns and villages, representing more than 218 million Americans.

Victorville... continued from pg. 14
other sensors whose signals are sent back to a base. Newer Predator models are now fitted with missiles and other types of ammunition.

The testing of the Dreamliner and Predator at SCLA are just a few of the many exciting, new projects. GE continues to test its engines at SCLA. Cal Fire’s DC-10 Super Tanker plane is currently stationed at SCLA as well and is instrumental in fighting wild fires in the San Bernardino area and beyond. The open air space and clear weather are just some of the many reasons why companies are choosing SCLA as the place to test, maintain, and house their aircraft.

Where Is the... continued from pg. 17
chasers of goods and services in the U.S., just because you don’t know the rules. Learn the rules and get in the game. Your profit and loss statement will be glad you did.

For more information, please visit www.fpiteam.com or call 352-854-4015.

Winston... continued from pg. 18
In November, Balqon Corporation, a California developer and manufacturer of zero-emission heavy-duty electric vehicles and drive systems, and Winston Battery jointly showcased their drive systems and battery technologies at The World Electric Vehicle Symposium and Exposition in China. The companies demonstrated the world’s first all-electric recreational vehicle, with a range of 200 km on a single charge. The 45-foot RV can be fully charged within 20 minutes, as compared to 8 hours using traditional methods.

Pomona... continued from pg. 7

minimize the effects and deaths from stroke is to memorize the acronym “F-A-S-T” and know what it stands for, said Karen Tse-Chang, RN, stroke coordinator. Stroke is an emergency and requires FAST action. Know the symptoms and signs of stroke—F for Face—a facial droop or uneven smile; A for Arm—arm numbness or arm weakness; S for Speech—slurred speech or difficulty speaking or understanding others; and T for Time—Call 911 quickly and get to your nearest certified Primary Stroke Center.

SBA... continued from pg. 2
(STTR) proposals with new clients; collaborating more closely with California’s Centers for International Trade Development (CITD) and U.S. Export Assistance Centers; and opening a new satellite location in North Orange County.

“This is yet another example of the Small Business Jobs Act putting proven tools in the hands of America’s entrepreneurs and small businesses,” said SBA Regional Administrator Elizabeth Echols. “SBA’s network of 900 SBDCs continues to play a critical role in helping them grow businesses and create jobs. I’m pleased these resources will foster innovation and increase the exporting activity of companies in Southern California.”

“Our resource partners like the SBDCs are an integral part of the SBA family,” added SBA District Director Adalberto Quijada. “By bringing on consultants with expertise in targeted areas like exporting and technology commercialization who can provide hands-on technical assistance to small businesses, they will continue to be a true resource for small businesses looking to grow their customer base, increase profits, and create jobs.”
Inland Empire ADDY Awards Gala Coming on March 11

AAF-Inland Empire’s Premier Event to be held at the Historic Mission Inn

The winners have been notified and the excitement is building for the 2011 AAF-Inland Empire ADDY Gala. The awards will be given at the Historic Mission Inn in Riverside on March 11. The reception where you can view all the entrants will begin at 6:00 pm, followed by dinner and the awards show. Reservations need to be made in advance. You can download the order form from: aaf-inlandempire.com/addys/

With over 100 categories covering all aspects of advertising, the AAF-Inland Empire ADDYS® are the first step in the advertising industry’s largest and most representative competition, attracting over 50,000 entries every year in local ADDY competitions. Conducted annually by the American Advertising Federation (AAF), the local Inland Empire ADDY® Awards is 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 other winners in one of 14 District competitions. District winners are then forwarded to the third tier, the national ADDY® Awards competition. Entry in the Inland Empire ADDY® competition is the first step toward winning a national ADDY®.

Inland Empire...

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Our alliance will allow the Inland Empire Business Council and the Inland Empire Public Sector to work with The Community Foundation to expand the resources available to fill the numerous needs of our region. It will give us a greater opportunity to convince outside grant groups and agencies that they should put greater funding into our region. This Partnership is based on extensive input from regional stakeholders and represents the best model for serving the needs of the businesses and residents of Riverside and San Bernardino Counties,” said Granillo.

“It is ambitious, but the needs of the Inland Empire make it a necessity,” said Dan Rendler, chairman of the board of IEEP and regional director of The Gas Company.

The Mission of the Inland Empire Economic Partnership is to help create the two-county region’s voice for business and quality of life. The Inland Empire Film Commission and the Inland Empire Small Business Development Center are other key divisions of the Partnership.

For more information go to http://www.IEEP.com/
Readers select their top three getaways for 2011

By Cary Ordway

The readers of CaliforniaWeekend.com have chosen their favorite California getaways going into 2011. The top three vote-getters couldn’t be three more different experiences so there is no doubt there is something for everyone in this year’s winners.

Topping the field this year was the luxurious Ojai Valley Inn & Spa, located in the small community of Ojai, not far from Santa Barbara along the Southern California coast. If bed-and-breakfast inns are your preference, the second-place winner this year is Aurora Park Cottages, a wine country retreat in Calistoga. And rounding out the top three was Rankin Ranch, a family-run Southern California guest ranch that has been popular with visitors for generations.

Among the getaways receiving the most nominations this year were Curry Village at Yosemite National Park, the Pink Mansion, an intimate bed-and-breakfast in Calistoga, and El Capitan Canyon, a unique luxury tent-camping experience. Also nominated were the famed Bacara Resort of Santa Barbara and Honor Mansion, a wine country getaway in Healdsburg.

The top rankings were tallied by combining reader response with other reputable rankings, giving special weight to the readers who took time to send in their nominations and comments about the various getaway experiences they have had throughout the state of California. This is the first of what will be an annual ranking by CaliforniaWeekend.com.

If you’re wondering just why the top three ranked so highly, here are some of the comments along with information about each of the award-winners:

Ojai Valley Inn & Spa
The Ojai Valley Inn & Spa is a luxury resort, long known as a golfer’s haven but now also renowned for many other major resort amenities. It’s a little off the beaten path, about 13 miles off Highway 101 near Ventura. It’s located in the spectacular Ojai Valley—only about 10 miles long and three miles wide, but famous as an artists’ enclave. The resort is on 800 sprawling acres including the inn, its village and the golf course.

The Ojai Valley Inn & Spa is continued on page 37