June 2011

Inland Empire Business Journal

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City of Coachella and Its Partners Complete CPV Solar Power Plant

The City of Coachella announced that a 420 kW concentrator photovoltaic (CPV) power plant at the City Coachella Water Reclamation Plant has been completed. The solar power installation was developed by Johnson Controls and Solar Power Partners (SPP) using 55 SolFocus SF-1100S tracking CPV systems. The installation will offset 40 percent of the reclamation plant’s daytime energy consumption. The plant has been built on disturbed land which had limited potential use until the City envisioned employing this land for renewable power generation, which would help the City reduce operating costs and its carbon footprint. Using an innovative financing structure, the City leased the land to Solar Power Partners, Inc., who financed and owns the project, and will operate the plant, selling electricity to the Water Reclamation Plant under a long-term power purchase agreement. The project was originated by Johnson Controls who is also designing and constructing the facility under contract with SPP. The plant is connected to the regional electrical grid serviced by the Imperial Irrigation District (IID).

“In Coachella, we have a firm,” continued on page 21
MARKETING AND SALES

Keep Email Marketing Fresh With Engaging Content

By Craig Fitzgerald

Email is a key vehicle for your brand to reach loyal customers with opt-in communications. However, your business has to be aware of inbox blindness. To encourage more consumers to open your emails, it’s important to keep content fresh, engage customers and build a following through meaningful communication.

Engaging Material

A successful email campaign begins with great content that offers value to your subscribers. Cut through the clutter by offering meaningful insights to readers. Think like a publisher and immerse yourself in the content marketing business. Traditional media has to engage and inform in order to sell; it’s the same with digital communications.

By delivering useful and meaningful information, you become one-half of a trusted relationship. Weekly deals and special offers don’t consistently engage your customers, especially when they’re out of a buying cycle. Content should provide added value relevant to your subscribers. It shouldn’t be solely focused on your brand or offerings.

For example, a local bank might pique reader interest in its e-newsletter by including information on converting a traditional IRA to a Roth IRA; a restaurant might tie in interesting community events. Topics like these are related to your line of business, but aren’t blatant marketing or promotional pieces.

Time Your Communications to Avoid Overload

The frequency of email communication is very important—you don’t want to over saturate inboxes. Since email is a very personal channel, be careful not to over communicate. The appropriate number of emails per month depends on your business, but one or two per month is usually a good benchmark. Monitor open and click through rates to judge if you’re properly timing your communications.

The day and time of day your communication is delivered are also critical factors to monitor. Restaurants looking to fill tables on a slow night might find it effective to send on a Monday or Tuesday afternoon, while a motorcycle shop may

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Dutton’s Bill Creating Ontario International Airport Authority Advances

SB 446’s goal is to rejuvenate the Inland Empire’s primary economic engine

A bill by Senate Republican Leader Bob Dutton (R-Rancho Cucamonga) to create an airport authority to oversee operations of Ontario International Airport (ONT) was approved by the Senate Transportation and Housing Committee.

Senate Bill 446 will allow the creation of an airport authority that will be comprised of four directors from the City of Ontario and three directors from the County of San Bernardino.

The legislation authorizes and encourages the authority to enter into an agreement with Los Angeles to facilitate the transfer of management and operational control of ONT from Los Angeles to the Authority. In addition, SB 446 requires the Authority, in cooperation with Los Angeles and Ontario, to develop a transition plan to facilitate the airport transfer, and to develop effective surface transportation access to ONT.

“I am pleased with the bipartisan support this bill has received and believe it represents an important step in increasing local participation in the operation of the Ontario International Airport,” Dutton said.

The legislation has garnered significant bipartisan support with Sen. Gloria Negrete McLeod (D-

* Roy Paulson is the president of Paulson Manufacturing Corporation, founded in 1947 in Temecula. Roy Paulson also served as the chair of the California Inland Empire District Export Council and the National District Export Council Export Control Modernization Sub-Committee.

TEXAS AS COMPARED TO U.S. AND 8 PEER STATES

(NEXT MONTH WE WILL COMPARE TEXAS TO CALIFORNIA)

Top five indicators

Real gross state product
Per capita personal income
Total exports of goods
Manufacturing’s share of real GSP
Real manufacturing output per worker

As the third-largest economy in the United States, Texas contributed 7.8 percent to the U.S. real GDP in 2007. Its annual economic growth rate averaged 3.3 percent from 2000 to 2007, compared with the U.S. average of 2.3 percent. Texas has a large labor force with total nonfarm employment at 10.4 million in 2007. Per capita personal income rose to $37,083—a 31 percent increase over seven years.

Texas had the largest value of exports at $168.2 billion (based on the Origin of Movement series). The state’s top three commodities were oil (non-crude) from petrol and bitum mineral, parts for boring or sinking machinery, and light oil and prep (non-crude) from petrol and bitum. The top three destinations were Mexico, Canada, and China.

Management principle #1—do not punish good behavior or reward bad behavior.

Management principle #2—do not reward bad behavior or punish good behavior.

Think anyone in Sacramento ever heard these rules?

So buckle up—here’s some information to chew on, and between now and next month’s edition, we’ll be interviewing some IE’s business leaders and its politicians.

* Continued from pg. 1

Between now and next month’s edition, we’ll be interviewing some IE’s business leaders and its politicians.

Can Texas...

Leading business and eco-

continued on page 26
### News and Features

**The Galleano Winery—a National Landmark**  
The Galleano Winery remains much the same from 1927 when the land was first purchased by the Galleano family. It is a national landmark right in our own backyard.  

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**Economic Forecast**  
Employment in Riverside/San Bernardino is beginning to show signs of an imminent recovery, per California State University, Long Beach.  

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**The Exchange: Four Tips for Having Conflict-Busting Conversations in the Workplace**  
The trick to moving past office conflicts and on to increased productivity in your organization is knowing how to broach the topics in ways that leads to improved working relationships.  

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**Getting Organized**  
Doing too many things at once can make you feel overwhelmed and stressed out. There just never seems to be enough time to make everything happen. Joelle Jay, Ph.D. gives a five-step process that will help you get it all done, with less stress and greater results.  

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**Does Your Business Really Need an App for That?**  
David Mastovich shows how apps can help companies enhance its mobile presence now and in the future.  

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**Seven Hallmarks of a Great Workplace**  
Norm Spitzig points out what are the specific characteristics common to those very special workplaces.  

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Charter Business – Powering Success for Inland Empire Businesses

Charter Business is all about solutions—helping businesses meet their communications’ needs, improve productivity and reduce costs.

Over the past few years, Charter Business, a division of Charter Communications, Inc., has delivered customized Internet, phone, and TV, solutions to thousands of commercial customers across the country, from small firms to large enterprises, in many different industries and sectors. More and more businesses and organizations in the Inland Empire and surrounding areas are finding that switching to Charter Business provides not only great performance, but also great value.

“Telecommunications network services for 21st century business customers have evolved at an incredibly rapid pace over the last few years, and the need for greater bandwidth, faster Internet speeds and more economical options will only escalate,” said Joe Zichichi, Charter business manager, sales business accounts. Zichichi is part of the local Charter Business team who live and work in Inland Empire communities.

“Something we frequently hear, especially from new customers is that they wish they had made the change to Charter Business sooner,” said Zichichi. “Many business people are apprehensive about making a change, but once they understand the superior performance value we provide, they never look back, and that’s when they tell us they wish they’d switched sooner.”

Charter Business has extremely compelling communications’ services that can be tailored to what each customer’s needs. For example:

• Charter Business Internet with speeds up to 100Mbps which is 16 times faster than continued on page 9
KTGY-designed Workforce Housing Breaks Ground in Riverside County

BRIDGE Housing to Provide 113 Families with Eco-friendly Affordable Housing

Award-winning KTGY Group, Inc., Architecture and Planning, is pleased to announce that construction has commenced on Pottery Court Apartment Homes in Lake Elsinore, a new high-quality, pedestrian-oriented apartment community, located just two blocks from Lake Elsinore’s historic downtown Main Street. Developed by BRIDGE Housing Corporation, a leading nonprofit developer of affordable homes in California, and designed by KTGY, the new residential community offers 113 thoughtfully-planned dwellings ranging in size from one- to three-bedroom units for working families earning between 30 and 50 percent of the area median income. The new 4.4-acre development will cost about $26 million, with the city’s Redevelopment Agency contributing about $9.7 million. Pottery Court is expected to be completed by April 2012.

Constructed in elegant early California Mission style, eight wood-frame residential buildings will feature tuck-under parking garages and green building techniques such as energy-efficient appliances, cool roofs, low-e windows and drought-resistant landscaping. Pottery Court will feature a single-story community building with a study room, a great room for parties, a music practice room, a full kitchen, a pool, barbecues and outdoor play areas.

Pottery Court will include 20 one-bedroom apartments, 48 two-bedroom apartments, and 45 three-bedroom apartments. The apartments will be affordable to families earning between 30 and 50 percent of the area’s median income, approximately $13,650 for a single-person household to $32,500 for a four-person household. The one-, two-, and three-bedroom units will range from 671 to 1,096 square feet with monthly rents expected to range from approximately $316 to $761, depending on the apartment size and household income.

“Pottery Court provides a positive example to the community of quality, affordable housing and is a stepping stone for family advancement,” said Cynthia A. Parker, president and CEO of BRIDGE Housing. “Affordable homes integrated with services give residents more opportunities to increase their education, build skills for better jobs, and plan for homeownership. Children can have more stability in their lives and do better in school.”

Located at 300 N. Riley Street, between N. Langstaff Street and N. Riley Street, the site is close to core amenities, such as schools and grocery stores as well as restaurants, vintage shops and the lake. Previously, the development site consisted of 23 parcels of vacant, underutilized land.

“Not just here, but in this state, affordable housing is very much in need,” said KTGY’s Principal Chris Texter, AIA, LEED AP. “There are not enough places available for the firefighters, the teachers and the dining-room restaurant servers of the community to live. Affordable housing communities are a more viable opportunity for residential development in this economy.

This is the first development in Lake Elsinore by BRIDGE Housing, which has participated in the development of more than 13,000 homes in California since its founding in 1983. A groundbreaking ceremony was held on April 19, 2011. Financing for Pottery Court is continued on page 14

Choosing a Hospital That’s Best for You

By David Sayen

Regional Administrator

U.S. Centers for Medicare & Medicaid Services

You may have read a restaurant guide or review before going out for a special dinner. And you’ve probably read a consumer review or two before spending thousands of dollars on a new car.

Wouldn’t it be great if there was a place where you could get information on the quality of hospitals in your area?

Well, there is. It’s called Hospital Compare and you can find it on the Medicare website, at www.hospitalcompare.hhs.gov/hospital-profile.aspx?pid=050230&lat=33.72227&lng=-118.001&

Hospital Compare contains a wealth of information on how well hospitals perform certain surgeries and treat certain medical conditions. The data varies from hospital to hospital. Because the reality is that some hospitals do a better job of caring for patients than others.

The idea behind Hospital Compare is that making quality-of-care information easily available to the public will motivate hospitals to improve their care. Medicare has similar “compare” websites for nursing homes and dialysis facilities, too.

You can search Hospital Compare by zip code, city, or state. The data you’ll find are intended to provide a “snapshot” of the quality of care at about 4,700 hospitals throughout the United States. You don’t have to be a Medicare beneficiary to use Hospital Compare – it’s open to everyone and it’s free of charge.

If you’re having a medical emergency, go to the nearest hospital. Just get care as fast as you can. But if you’re planning to have surgery, or if you have a condition like heart disease and you know you’ll need hospital care in the future, talk to your doctor about the local hospital that best meets your needs.

Find out which hospitals your doctor works with, and which hospitals he or she thinks give the best care for your condition. If you’re a Medicare beneficiary, ask if the hospitals participate in Medicare.

At that point, you may want to spend some time on Hospital Compare.

Hospital Compare shows the rates at which hospitals provide recommended care for patients being treated for heart attack, heart failure, and pneumonia, and for patients having surgery.

It also displays information on hospital outcome measures. These include the rate at which Medicare patients who were treated for heart attack, heart failure, and pneumonia had to be readmitted to the hospital with complications, and 30-day risk adjusted death rates. (The 30-day period is used because this is the time period when deaths are most likely to be related to the care patients received in the hospital.)

In addition, you can see results from patient satisfaction surveys, such as how well patients thought the hospital controlled their pain and how well doctors and nurses communicated with them.

Hospital Compare is no substitute for talking with your doctor and family members and friends who’ve been treated at a hospital you’re considering. But the website can give you a general idea of how well various hospitals handle certain kinds of patients.

We recently updated Hospital Compare with information on preventable errors that hospitals make. Eight types of errors are listed, including foreign objects being left in a patient after surgery; blood infections that result from catheters; bedsores; air and gas embolisms; preventable falls, burns, electric shock, or broken bones; and blood transfusions with incompatible blood. Such errors injure and kill thousands of people every year.

Medicare stopped reimbursing continued on page 39
CLOSE-UP

Bill Ruh—Working for the Community

Bill Ruh is a man who lives and breathes philanthropy. He works to improve the quality of life for everyone in his community and does what he can to make sure everyone is taken care of. Currently, he is the director of government affairs for the Citrus Valley Association of Realtors. In this role, he manages all the governmental affairs for the board which includes: monitoring local state legislation, advocating on behalf of the realtor community for legislation they support, as well as oppose any legislation they do not support. He also handles building relationships with the different elected officials in the local, state, and federal level. Since 1998, he was elected to be a member of the Montclair City Council. Prior to this, he was on the planning commission since 1988. In 1990, he was elected to be part of the Monte Vista Water Board of Directors. He says, “I loved the fact that I can work to make my community better, the community I grew up in.”

Bill was born and raised in Montclair. Nowadays, he lives very close to the house he grew up in. Bill was the first one in his family to graduate from high school and go to college. Mildred, his mother, raised Bill, his two younger sisters and two younger brothers right here in Montclair by herself. She was a major inspiration to Bill and the family. He said, “My mother was a brilliant lady, she could do a crossword puzzle in ink and be absolutely right. She was part of that World War II generation where a lot of women in that era didn’t finish school because they were busy working in defense plants and had their own careers after the war… I’m very proud of my mother.” Bill is also very proud that everyone in his family has a college degree or better and good jobs. He stated that it was only possible because his mother instilled the belief that you must take responsibility for your own life. You must have a goal and work to achieve that goal and you must understand that if you want something, it’s not going to be given to you; it must be worked for. Education was always emphasized in their house in regards to everything they did.

Bill graduated from the University of La Verne majoring in political science and business. Bill has a long background in politics—for years he worked as a staff member. From 1992 to 1994 he worked for Assembly Member Fred Aguiar. From 1994 until 1998 he worked for Congressman Jay Kim. From 1998 until 2000 he worked for Assembly Member and Senator Nell Soto.

Bill has always been interested in politics. He came from a family where the idea of voting was very important and not something you took lightly. “If you wanted to make change, if you wanted to make a difference… You needed to be involved. You didn’t sit on the sidelines. You got involved.” Bill said. From an early age, he was always encouraged to be as involved as he could be—whether it was political; getting involved with candidates or just philanthropic work; getting involved with charities. It’s all part of the same thing—community service. Bill’s philosophy is—if you’re going to complain about something, then get involved to try and help change it. This ideal has drawn him to be involved with politics and the desire to be in public office or work for legislators where he can also impact public policy and make a difference.

In November 2010, he was re-elected as a city council member. He commented, “I’m much honored that the voters have returned me to office, and I want to continue with many of the initiatives we have in Montclair.”

One of the programs he is most proud of is called Online to College. Students can sign up in 5th grade and they go through the program and graduate from Montclair High School. There are some constant after school activities that the students participate in from the time they start in 5th grade until they finish high school. Once they complete the program, students will receive two years of paid tuition at Chaffey College. Bill says, “I believe it is the best investment we can make for the future because if we have an educated society, we’re all going to be better off.”

In his spare time, Bill likes to be involved with a lot of volunteer organizations such as the community action partnership of San Bernardino County, Foothill Family Shelter, Montclair Hospital Medical Center (board of directors), and volunteering at the Assistance League of the Foothill Communities. Bill loves this area that he calls home. As far as quality of life, he believes this is a wonderful place to live—it is so accessible, and we have great community colleges, universities, and top-ranked hospitals.
The Galleano Winery—a National Landmark

By Jonathan Siu

Right here, in our own backyard, is one of the most famous national landmarks in California. The Galleano Winery is located in Mira Loma’s wineville area, and much remains the same from 1927—when the land was first purchased by the Galleano family.

Galleano is the Cucamonga Valley’s largest producer of wine and the largest shipper of wine grapes in Southern California. The Galleano family cultivates 400 acres of grapes in the Cucamonga Valley which includes the historic Collins Ranch and its old Grenache vines, near the Ontario Airport.

The winery was first envisioned by Domenico Galleano who came to Southern California from northern Italy’s Piedmont region in 1913. Once he saved enough money and found what he wanted in land, he purchased the Cantu Ranch from Ana Cantu, in 1927. The property included the two-story ranch house, a large barn and several outbuildings. That first year, he set out to plant his vines and in 1933 the winery was officially open. Eventually, his son Bernard (also known as Nino) took over and, during this time, the Galleanos expanded their cultivation of acreage and varieties of grapes to include Zinfandel, Grenache, Mourvedre, Muscat of Alexandria, Burger, and local Mission grapes. The historic Cucamonga Basin was once considered the largest wine grape growing region in California with 35,000 acres of vineyards. Between 1930 and 1950, there were about 60 wineries that produced wine from the area’s unique dry land grapes, and Galleano’s survives as one of the few left in this region. Four generations have been born on the ranch and, as a family, they’ve all done their part to make it what it is today.

Currently, Donald Galleano and his wife, Charlene, own and operate the winery. Donald majored in business administration at San Jose State University. One day, Domenico’s great grandson, Domenic, will succeed the Galleano legacy and has basically learned everything there is to know about their daily operation. During the harvest season, the winery employs more than 200 workers. Between early August and October, everyone on the ranch stays busy with the grape harvest and production of the wine. The production continues into December, as well as vine pruning and serving holiday customers. During January, a smaller crew helps to shred the cuttings as well as cultivates and cares for the grape vines. Galleano does not use artificial fertilizers or sprays and only relies on grapevine cuttings and grasses that have been shredded and embedded into the ground between the vines to provide nutrients.

The Galleano Winery mostly produces bulk-wine which they then supply to more than 12 other wineries with dry red and white wines for their varietal production. Donald states, “Of the 100,000 gallons of wine that we produce each year, 90 percent is sold via tanker-truck, mostly in Northern California.” They then have the rest of the wine bottled or sold for private labeling to businesses, or get bottled as one of the 30 varieties and sold in the Galleano tasting room. The tasting room is open to the public seven days a week—and they also sell all their wines online. In their tasting room, the staff pours the latest award-winning wines in a relaxed country atmosphere. Right outside they also have picnic grounds which is a perfect spot to relax and enjoy great food and wine.

The Galleano Winery produces a wide variety of popular wines and a line of vineyard-designated select wines which include their Zinfandel and Rhone varietals. They also continued on page 39

Top Savings & Loans and Federal Savings Banks

As of Year End 2010

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<th>Bank Name</th>
<th>Address</th>
<th>Tangible Assets ($ mils)</th>
<th>Tangible Capital ($ mils)</th>
<th>Tangible Capital Ratio</th>
<th>Risk-Based Capital Ratio</th>
<th>Year to Date Income ($ mils)</th>
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<td>Steven R. Gardner</td>
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THE GAINERS
Top five, by percentage

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<th>Month High</th>
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<td>-19</td>
<td>6.70</td>
<td>2.90</td>
<td>161.6</td>
<td>NASDAQGS</td>
<td></td>
</tr>
<tr>
<td>Watson Pharmaceuticals Inc. (H)</td>
<td>62.12</td>
<td>62.02</td>
<td>0.2</td>
<td>63.85</td>
<td>39.34</td>
<td>48.8</td>
<td>NYSE</td>
<td></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

THE LOSERS
Top five, by percentage

<table>
<thead>
<tr>
<th>Company</th>
<th>Current Close</th>
<th>Begin of Month Close</th>
<th>% Change</th>
<th>Close</th>
<th>Month High</th>
<th>Low</th>
<th>Current P/E Ratio</th>
<th>Exchange</th>
</tr>
</thead>
<tbody>
<tr>
<td>Outdoor Channel Holdings, Inc.</td>
<td>6.10</td>
<td>7.15</td>
<td>-1.05</td>
<td>7.15</td>
<td>6.10</td>
<td>1.05</td>
<td>-14.7%</td>
<td></td>
</tr>
<tr>
<td>CVB Financial Corp.</td>
<td>9.12</td>
<td>9.74</td>
<td>-0.62</td>
<td>9.74</td>
<td>9.12</td>
<td>0.62</td>
<td>-6.4%</td>
<td></td>
</tr>
<tr>
<td>American States Water Company</td>
<td>33.10</td>
<td>34.91</td>
<td>1.81</td>
<td>35.00</td>
<td>33.10</td>
<td>1.81</td>
<td>-5.2%</td>
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</tr>
<tr>
<td>Kaiser Federal Financial Group, Inc.</td>
<td>12.07</td>
<td>12.56</td>
<td>0.49</td>
<td>12.56</td>
<td>12.07</td>
<td>0.49</td>
<td>-3.9%</td>
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</tr>
<tr>
<td>Physicians Formula Holdings Inc. (H)</td>
<td>5.09</td>
<td>5.28</td>
<td>0.19</td>
<td>5.28</td>
<td>5.09</td>
<td>0.19</td>
<td>-3.6%</td>
<td></td>
</tr>
</tbody>
</table>

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**Charter...**

continued from pg. 5

6Mbps DSL and over 66 times faster than a T1 line

- Charter Business phone, provides unlimited long distance and essential business calling features such as voicemail, call waiting, call hunting, etc., and customers can keep their phone number equipment when they switch.
- Charter Business TV has top news, sports and entertainment channels, plus commercial-free digital music which is perfect for lobbies or waiting rooms.
- Charter Business fiber services are also available, including fiber Internet, data networking, and T1-PRI services.

Customers are quick to say that having a relationship with Charter Business is much different that dealing with providers who are not local. “We know our customers and their needs firsthand because we’re here,” said Zichichi.

Travis Iverson is director of operations for Iverson Dental Labs, Inc., serving California and dentists nationwide, and became a Charter Business customer four months ago. “Charter Business’s higher upstream and downstream speeds have provided immediate value to our business; many times faster than our old T1 lines,” said Mr. Iverson. “We’re experiencing night and day difference in terms of speed and reliability compared to our old T1 which has enabled our business to be more productive and efficient—and saved us money. Charter Business has been great and we know they’ll be here as we grow.”

Charter Business serves family businesses like Iverson Dental Labs, mid-sized and large businesses, media, legal, commercial and public institutions—like

**Duff & Phelps, LLC**

One of the nation’s leading investment banking and financial advisory organizations. All stock data on this page is provided by Duff & Phelps, LLC from sources deemed reliable. No recommendation is intended or implied. (310) 689-0070.

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**Five Most Active Stocks**

<table>
<thead>
<tr>
<th>Company</th>
<th>Ticker</th>
</tr>
</thead>
<tbody>
<tr>
<td>Watson Pharmaceuticals Inc.</td>
<td>WPI</td>
</tr>
<tr>
<td>Hansen Natural Corporation</td>
<td>BWTR.Q</td>
</tr>
<tr>
<td>CVB Financial Corp.</td>
<td>CHNL</td>
</tr>
<tr>
<td>Emris Corp.</td>
<td>EMRI</td>
</tr>
<tr>
<td>Hansen Natural Corporation (H)</td>
<td>HANS</td>
</tr>
<tr>
<td>Hot Topic Inc.</td>
<td>HOTT</td>
</tr>
<tr>
<td>Kaiser Federal Financial Group, Inc.</td>
<td>KFFG</td>
</tr>
<tr>
<td>Outdoor Channel Holdings, Inc.</td>
<td>OUTD</td>
</tr>
<tr>
<td>Physicians Formula Holdings Inc. (H)</td>
<td>FACE</td>
</tr>
<tr>
<td>Provident Financial Holdings Inc.</td>
<td>PROV</td>
</tr>
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</table>

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**Monthly Summary 5/20/11**

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
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</thead>
<tbody>
<tr>
<td>Advances</td>
<td>4</td>
</tr>
<tr>
<td>Declines</td>
<td>6</td>
</tr>
<tr>
<td>Unchanged</td>
<td>2</td>
</tr>
<tr>
<td>New Highs</td>
<td>3</td>
</tr>
<tr>
<td>New Lows</td>
<td>0</td>
</tr>
</tbody>
</table>
Things That Make Me Go Grrrr!

By J. Allen Leinberger

OK. Arsenio Hall used to go “Hmmm.” I go “Grrrr.” Call me Mr. Grumpy.

Many people who read this column think I’m just like a kid when it comes to new technology. Not true. Sure, I still think that the iPod and its feeder program, iTunes, are a part of a true revolution in personal entertainment. That revolution has eliminated everything from scratchy vinyl to jammed tapes and CDs sliding around the floor of your car.

True, there are audiophiles who will tell you that no digital music can replace the sound of analog vacuum tube amplification. I don’t care. (Grrrr.) The White Album sounds just fine to me—especially when I plug a set of Bose Quite Comfort headphones into my iPod Touch. (That, and a good Dominican cigar out on my front porch, helps to cure my case of the grumpies.)

Then there is social networking. Grrrr. Facebook and Twitter and the other communication apps can be fun for kids. Getting test answers on a smartphone has got to be better than passing notes like I did back in high school.

I admit that I use Facebook to keep up with my daughters in Spokane. I can find out what friends of mine locally are up to. But I guarantee you there are no serious conversations taking place on those sites. What you find online isn’t much more than who likes last night’s “American Idol” winner, or who is just back from vacation. There is a lot of the “Can You Top This” one-liner game going on. And a lot of smartphone app games, like Angry Birds and FarmVille, burn up the old megabytes. Grrrr. Worse, there are any number of local businesses that think that since they have a computer and Internet access anyway, why not use Facebook and Twitter to get free advertising.

Well it’s not free. Grrrr.

The idea that you can just type your Red Tag Sale or Father’s Day discount is an exercise in self-delusion. You might just as well write your message on the men’s room wall. Granted, if I tell people that I have posted an important message on the men’s room wall, then they’ll know to look for it. And if Mr. Red Tag Sale runs ads in more conventional media, like radio or magazines, then it won’t be a secret. But the people who are using social media by itself, because it’s free, are using the marketing equivalent of tossing their gum on the sidewalk in hopes that someone will step on it.

Many companies actually do put the little F or T logo on the bottom of their print ad, or tag their radio spot by saying to look for them on Facebook, but you can find a lot more information on a company’s web site. Web sites are designed to have detailed info on the company and what it produces and how you can order it—not to mention how to get in contact with the company itself. At best, the Facebook ads directs people to the website they should have gone to in the first place.

To make it worse, many companies and even non-profit groups are spending big bucks to organize what they consider effective social network marketing. Well, to everyone who is leading that charge, let me put this bug in your ear: this sector in 2012-13. The financial services sector is already casting a return to positive job growth by this summer and will eke out a small net gain in employment (0.5 percent) for 2011 as a whole.

The housing-related sectors have been particularly problematic. Riverside/San Bernardino, with double-digit declines in employment in the area’s construction sector in both 2009 and 2010, along with significant job losses in financial services.

While we think that construction employment will continue to fall this year, it will do so at a rate of less than 1 percent, and we are forecasting a return to positive, but very slight, employment growth for this sector in 2012-13. The financial services sector is already starting to see job growth this year. Our forecast calls for growth in financial services employment of about 1 percent this year and next.

The wholesale and trans-
Charter...

continued from pg. 9

library systems.

Six years ago, Riverside County Library System, which serves 2 million residents in a 7,000-square-mile county, was having trouble keeping up with growing demand for computer access. In the past few years, the number of Internet-connected computers at its 33 branch libraries had risen from 80 to 1,100.

The resulting boom in data traffic was too much for Riverside County Library Systems’ aging network, which relied on Frame Relay circuits purchased from two local telecoms. Not only was the network slow, but working with the two telecoms proved difficult, particularly when there were interconnection problems. For two years, they struggled with poor service and bandwidth problems before checking out Charter Business to see what solutions it could offer.

What Charter Business offered was to build eight optical connections the library systems’ other telecom providers could not reach. Very quickly, Charter Business built out fiber lines on time and performed work as promised, which delighted Riverside County Library System.

That attention to service continues today as the eight branches are up and running utilizing Charter Business fiber solutions. The connection is rock solid and clean, and the customer service is equally reliable.

Servicing the Inland Empire from the High Desert to Long Beach, Charter Business gains a great deal of its new customers through word-of-mouth. “Our customers tell their business associates because they trust us and the relationship they have with us,” said Zichichi. “We adapt to the company’s situation, whether that means growth or sometimes, helping them cut back until better times come along. Charter Business is there for our customers no matter what.” For more information on Charter Business, visit www.charter-business.com or call 888-845-5130.

About Charter Business

Charter Business, a division of Charter Communications, Inc., provides business organizations with scalable, tailored, and cost-effective broadband communications solutions, including business-to-business Internet access, data networking, business phone, TV and music entertainment services and wireless backhaul. Catering to the unique broadband needs of business customers, Charter Business offers competitively priced bundled products over its state-of-the-art, fiber-based network, helping businesses in a variety of industries maximize efficiency while continuing to grow. Charter Business is Metro Ethernet Forum Certified. More information about Charter Business can be found at charter-business.com.

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<thead>
<tr>
<th>$1,250,000</th>
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<tr>
<td>Manufacturer-Cutting Tools</td>
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<table>
<thead>
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<th>$2,217,500</th>
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<td>Bottle Recycling Facility</td>
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<table>
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<th>$485,000</th>
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<td>Manufacturer-Hose Couplings</td>
<td>San Bernardino, CA</td>
</tr>
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<td>April 2011</td>
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<th>$2,000,000</th>
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<td>Managed Care Medical Group</td>
<td>Inland Empire, CA</td>
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<td>March 2011</td>
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<table>
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<tr>
<th>$2,500,000</th>
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<tbody>
<tr>
<td>Real Estate Investor</td>
<td>Santa Monica, CA</td>
</tr>
<tr>
<td>March 2011</td>
<td></td>
</tr>
</tbody>
</table>

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PACIFIC WESTERN BANK

Partner with Strength. Partner with Pacific Western Bank.

If you are looking for a banking partner that is lending to businesses, contact Pacific Western Bank. Our deposit and lending solutions help our customers manage their businesses efficiently and position them for growth.

We are California’s 15th largest bank. With 77 branches and over $5.5 billion in assets*, we have the resources to meet the needs of your business.

---

*As of 3/31/11

www.pacificwesternbank.com

Joe Cecala
President, Inland Empire Region
(626) 852-8223 | jcecala@pwhonline.com

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To learn more about how we can help you reach your goals, please contact:
Riverside/San Bernardino’s economy, and that will again be the case in the near term, as more robust economic growth in the nation and world will stimulate additional trade and transportation activities. Over the last 12 months, these sectors created about 4,000 new jobs in Riverside/San Bernardino, providing a needed boost to this area’s economy.

Our forecast calls for wholesale employment to grow at a pace of 3.4 percent this year, followed by 5.4 percent growth in 2012. On the transportation side, we anticipate growth in employment of over 2 percent each year through 2013. Professional and business services will also see a return to job growth this year, particularly in the area of administrative support services. This sector will add jobs at a pace of 3.1 percent this year, followed by growth in the range of 4 to 5 percent annually during 2012-13. The manufacturing sectors will not be an engine of growth for Riverside/San Bernardino but will see improving performance and eventual job gains by 2012.

Taxable sales have mirrored the overall performance of the Riverside/San Bernardino economy. In 2009, taxable sales fell by 14.7 percent, and we estimate that sales fell another 3 percent last year. This year, improving economic conditions will lead to positive growth in taxable sales of 3 percent, and we anticipate that sales growth will accelerate close to 4 percent in 2012-13.

CalChamber Releases Job Killer List

The California Chamber of Commerce released its annual list of proposed legislation that threatens to hurt California’s job climate and hamper economic recovery.

“The first step in an economic recovery program is to do no more harm to the economy,” said Allan Zaremberg, president and CEO of the California Chamber of Commerce. “Proponents of anti-business legislation who think California’s economy can withstand additional pressure from new regulatory and legislative burdens are simply unwilling to accept the unfortunate reality that California has the second highest unemployment rate in the country.”

This year’s list of “job killers” includes 28 proposed laws which threaten California employers with new costly workplace and employee benefit mandates, economic development barriers, regulatory burdens and inflated liability costs. “More regulations will lead to more litigation, worsening California’s reputation throughout the world,” said Zaremberg. “We simply cannot allow California to continue to be ranked as having one of the worst business climates in the country.”

The 2011 “job killer” bill list is also available at: www.calchamber.com/jobkillers. The 2011 “job killer” list follows:

Costly Workplace Mandates

AB 10 (Alejo; D-Watsonville) Automatic Minimum Wage Increase

Creates uncertainty by imposing an automatic indexing of the minimum wage based on inflation whether or not California is in a recession and increases the minimum wage while California struggles to recover from the recession.

AB 22 (Mendoza; D-Artesia) Hampers Employment Decisions

Unfairly limits private employers’ ability to use consumer credit reports for legitimate employment purposes, unless the information in the report is “substantially job-related” and for a “managerial position.”

AB 375 (Skinner; D-Berkeley) Expands Costly Presumptions

Increases workers’ compensation costs for public and private hospitals by presuming certain diseases and injuries are caused by the workplace.

AB 1155 (Alejo; D-Watsonville) Erodes Workers’ Comp Reforms

Increases costs and lawsuits in the workers’ compensation system by eroding the apportionment provision that protects an employer from paying for disability that did not arise from work.

Economic Development Barriers

AB 448 (Ammiano; D-San Francisco) Split Roll Property Tax

Undermines the protections of Proposition 13 by redefining the term “change of ownership” for legal entities so that reassessment of such property occurs when, cumulatively, there is a transfer of 100% of the ownership interests in a rolling three-year period.

SB 237 (Wolk; D-Davis) Climate Change Tax Increase

Increases costs and discourages job growth by implementing unlimited fees and taxes under a
The Exchange: Four Tips for Having Conflict-Busting Conversations in the Workplace

Putting out fires is an all-too-common job requirement for many managers. If you’re struggling with establishing positive conflict resolutions among your employees or just need a little help confronting these challenges, the National Conflict Resolution Center’s Steven Dinkin, Barbara Filner, and Lisa Maxwell offer their advice on how you can master these tough talks.

A long-time consultant is offended by something a new salesperson said on a conference call and is threatening to leave. And an employee in marketing is furious about being passed over for a promotion in favor of her coworker and is trying to discredit her. These are just a couple of examples of the workplace conflicts that take up 42 percent of the typical manager’s time. The trick to moving past these conflicts and on to increased productivity for everyone at your organization, says Steven Dinkin, is knowing how to broach the topics in a way that leads to improved working relationships.

“Disagreements, disputes, and honest differences are normal in any workplace,” says Dinkin, coauthor along with Barbara Filner and Lisa Maxwell of “The Exchange: A Bold and Proven Approach to Resolving Workplace Conflict.” “When these normal occurrences are treated as opportunities for exploring new ideas about projects, they can become catalysts for increased energy and productivity. Getting to that place starts with an honest discussion.”

Dinkin knows what he is talking about. He, Filner, and Maxwell have spent years heading up the National Conflict Resolution Center. Their new book supplies readers with proven tools for resolving emotionally charged disputes.

The Exchange itself is a four-stage, structured process specifically designed to encourage discussion of all the issues in dispute—even the intense, emotional issues—in ways that are more productive than a gripe session. It derives from the conflict resolution model used successfully by National Conflict Resolution Center mediators for more than 25 years and includes constructive techniques to use in face-to-face meetings with disputing or disruptive employees. You can use this process to break down barriers—and to create changes that have a positive effect on your whole workforce.

“It’s important to note that The Exchange was designed by mediators for managers. Managers learn a structure and skills similar to those mediators know and use, but it also takes into account managers’ responsibilities, both to their companies and their employees.”

“A key difference between managers and mediators,” Dinkin explains, “is that managers are not expected to be neutral. They have the responsibility of reinforcing the interests of the department and the company for which they work. The Exchange teaches managers the right combination of skills and structure, as well as the finesse, to express the needs of the company.”

“The Exchange begins with you—the manager—and ends with employees meeting with the manager to develop effective solutions,” he adds. “Like most managers, you probably did not set out to be a conflict resolver. And you probably find it more than a little frustrating to be your company’s resident fire chief. The Exchange teaches you to resist the temptation to simply tell people what to do. Actively engaging your employees in problem solving helps them take responsibility for the problem and for the solution. When you know how to address workplace conflicts properly, these challenging situations can lead to creative resolutions that re-energize the workplace and bring new ideas to old problems.”

The following tips—excerpted from The Exchange—will teach you how to turn your next meeting with conflicting employees into a productive conversation.

**Start with an icebreaker.** Most people will be ready to complain, debate, or argue at the beginning of any conflict-based conversation. They have marshaled their most compelling arguments and are ready for battle. If you go straight to the topic of controversy, most people will quickly get stuck in defending their positions and attacking their opponents.

“That’s why you need to do something different,” says Dinkin. “The Exchange teaches that you should begin with an icebreaker. This is not just a light introductory activity. It is a way to non-confrontationally initiate a conversation about difficult issues. An ideal icebreaker asks for a person’s own take on something that’s both work-related and positive. For example, if the conflict involves two employees involved in the same project, you might break the ice by asking each of them how they became involved in the project and what they hoped to achieve.”

**Listen.** Conflict resolution is tricky because too many managers ignore the fact that sometimes what they aren’t saying is more important than what they are saying. Often the best resolutions come from listening carefully to what the other person has to say. Being an active listener sends the message that you are genuinely concerned about him or her and the dispute. Put plain and simply, it’s the best way to get good information.

“Ask an open-ended question,” advises Dinkin. “It can be as simple as, ‘So, tell me, what’s going on?’ Then listen carefully to that person’s side of the story. You’ll know it’s time to insert yourself into the conversation when the discussion turns negative.”

“You can acknowledge someone’s emotions without seeming like you are taking his or her side,” says Dinkin. “Especially at the beginning of talking about a conflict, you’re building rapport, even if it’s with an employee you’ve spoken with millions of times before. When there’s a conflict, you’re treading on new ground, continued on page 16
Real Estate... provided by Redevelopment
Agency of the City of Lake
Elsinore, City of Lake Elsinore,
County of Riverside, Wells Fargo Community Lending and
Investment and the California Community Reinvestment Corp.
Wemmers Multi-Family Corporation of San Diego, Calif., is the gen-
eral contractor.

Applications are not yet available, but prospective applicants may
call 951.326.8030 or visit www.bridgehousedc.com/pottery-court to
be placed on an interest list.

**Shield Packaging makes $3.9M investment in Chino**

Shield Packaging of California Inc., a Massachusetts-based man-
ufacturer and distributor of aerosol cans, has purchased industrial
property in Chino from MRC Properties LLC for $3.9 million.

The 1970s metal facility, at 5740 Schafer Avenue, will be used
to store overview product, according to Colliers International, the real
estate services company. The acquisition is the latest in a series of
industrial purchases by Shield Packaging, a company that has a large presence in the Chino area.

**CT Realty Investors Acquires Champagne Building in Ontario**

OC-based CT Realty Investors has acquired the Champagne
Building, a 386k-square-foot warehouse facility in Ontario, for $17
mil ($44/sf). Located on a 15.27-acre site at 1671 Champagne
Avenue, the building was purchased from RGR Development Corp.
The acquisition is expected to enhance CT Realty’s presence in the Inland
Empire region.

**Mark Zorn and Tal Siglar Join Colliers International in Inland Empire**

Colliers International, the second largest global real estate serv-
ces organization, welcomes Mark Zorn and Tal Siglar to its Inland
Empire office. They will both serve as senior vice presidents.

“Mark and Tal are strategic recruits for our Inland Empire office as
they have a combined experience of 22 years and offer extensive
market knowledge,” said David Pinsel, managing director of
Colliers International’s Inland Empire office. “We are thrilled to
welcome them to Colliers and to build a long-term and successful
Colliers International’s Inland Empire office. “We are thrilled to
welcome them to Colliers and to build a long-term and successful
relationship.”
### Top Health Care Medical Clinics/Groups in The Inland Empire

**Ranked by number of licensed beds**

<table>
<thead>
<tr>
<th>Medical Group Address</th>
<th>City, State, Zip</th>
<th># of Physicians Employed</th>
<th>Contracted</th>
<th>Organization</th>
<th># of Physicians</th>
<th>Total Employees</th>
<th>Year Founded</th>
<th>Percentage of Prepaid Patients</th>
<th>Urgent Care Services</th>
<th>Nat. Accredited</th>
<th>Top Local Executive Title Phone/Fax E-Mail Address</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Arrowhead Orthopedics</td>
<td>1901 W. Lugonia Ave, Redlands, CA 92374</td>
<td>13</td>
<td>Medical Group Practice</td>
<td>130</td>
<td>1989</td>
<td>90%</td>
<td>Yes</td>
<td>No</td>
<td>Nabil Razouk CEO (909) 557-1640/557-1740</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. Beaver Medical Group</td>
<td>2 W. Fern Ave, Redlands, CA 92373</td>
<td>170</td>
<td>Multi-Specialty Group</td>
<td>1,000</td>
<td>1945</td>
<td>80%</td>
<td>Yes</td>
<td>No</td>
<td>John Goodman CEO (909) 791-3311/796-0417 <a href="http://www.beavermedicalgroup.com">www.beavermedicalgroup.com</a></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. Cal-Care Industrial Medical Clinic</td>
<td>328 S. Gage Ave, Pomona, CA 91766</td>
<td>3</td>
<td>Occupational Health</td>
<td>12</td>
<td>1998</td>
<td>100%</td>
<td>Yes</td>
<td>No</td>
<td>Tom Ray General Manager (909) 620-8847/620-8817 <a href="mailto:calcare1@earthlink.net">calcare1@earthlink.net</a></td>
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<td></td>
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<tr>
<td>5. Community Medical Group of Riverside Inc.</td>
<td>4444 Magnolia Ave, Riverside, CA 92501</td>
<td>10</td>
<td>Multi-Specialty</td>
<td>99</td>
<td>1975</td>
<td>95%</td>
<td>Yes</td>
<td>No</td>
<td>Richard M. Finn, FACMPE Administrator (951) 682-8661/274-3411</td>
<td></td>
<td></td>
</tr>
<tr>
<td>6. Computerized Diagnostic Imaging Center</td>
<td>4401 E. 14th St., Ste. 109 Riverside, CA 92501</td>
<td>10</td>
<td>MRI, CT, Fluoroscopy, Computed Aneurysmal Doppler, Ultrasound, Color Doppler</td>
<td>38</td>
<td>1976</td>
<td>80%</td>
<td>No</td>
<td>No</td>
<td>Kathy Frosquez Administrator (951) 276-7500/276-4161 <a href="http://www.cdimagingservices.com">www.cdimagingservices.com</a></td>
<td></td>
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<tr>
<td>7. Cucamonga Valley Medical Group</td>
<td>16465 Sierra Lakes Parkway, Ste. 300 Fontana, CA 92336</td>
<td>4</td>
<td>Prime Care, Medical Group</td>
<td>30</td>
<td>2006</td>
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<td>Yes</td>
<td>N/A</td>
<td>Amy Karp CEO (909) 426-2644/262-2884 <a href="http://www.cvmgdocs.com">www.cvmgdocs.com</a></td>
<td></td>
<td></td>
</tr>
<tr>
<td>8. Desert Oasis HealthCare</td>
<td>275 S. El Cielo Rd, Palm Springs, CA 92262</td>
<td>26</td>
<td>Medical Group/IPA</td>
<td>550</td>
<td>1981</td>
<td>90%</td>
<td>Yes</td>
<td>Yes</td>
<td>Marc Høfling, M.D. Medical Director (760) 324-8134/324-2016 <a href="mailto:ketsell@mydohc.com">ketsell@mydohc.com</a></td>
<td></td>
<td></td>
</tr>
<tr>
<td>9. Hemet Community Medical Group</td>
<td>1545 W. Florida Ave, Hemet, CA 92544</td>
<td>4</td>
<td>IPA</td>
<td>176</td>
<td>1985</td>
<td>N/A</td>
<td>Yes</td>
<td>N/A</td>
<td>Paul K. Chadmburi CEO (951) 791-1111/791-1120</td>
<td></td>
<td></td>
</tr>
<tr>
<td>11. Hospitality Dental</td>
<td>4942 Arlington Ave, Riverside, CA 92504</td>
<td>1</td>
<td>Dental Orthodontics</td>
<td>16</td>
<td>1971</td>
<td>90%</td>
<td>No</td>
<td>No</td>
<td>Michael Boyko, DDS Owner (951) 339-4913/339-5153 <a href="mailto:hdusseau@hospitalitydental.com">hdusseau@hospitalitydental.com</a></td>
<td></td>
<td></td>
</tr>
<tr>
<td>12. Hospitality Dental Associates</td>
<td>361 W. Hospitality Ln., Ste. 14 San Bernardino, CA 92408</td>
<td>22</td>
<td>Orthodontics</td>
<td>150</td>
<td>1971</td>
<td>90%</td>
<td>Yes</td>
<td>N/A</td>
<td>Chad Tucker Administrator (951) 800-910-4408</td>
<td></td>
<td></td>
</tr>
<tr>
<td>13. Inland Eye Inst. Medical Group, Inc.</td>
<td>1900 E. Washington St, Colton, CA 92324</td>
<td>6</td>
<td>Ophthalmology</td>
<td>30</td>
<td>1985</td>
<td>90%</td>
<td>No</td>
<td>No</td>
<td>Linda Gregein Practice Administrator (909) 924-6094/924-4775</td>
<td></td>
<td></td>
</tr>
<tr>
<td>14. Inland Faculty Medical Group, Inc.</td>
<td>925 S. Mt. Vernon Ave, Colton, CA 92324</td>
<td>200</td>
<td>IPA</td>
<td>1994</td>
<td>100%</td>
<td>Yes</td>
<td>Yes</td>
<td>N/A</td>
<td>Guillermo Valenzuela President (909) 433-9111/9119-9199</td>
<td></td>
<td></td>
</tr>
<tr>
<td>15. Inland Health Care Group, Inc. c/o Inland Health Organization</td>
<td>1580 Orange Tree Ln., Ste. 200 Redlands, CA 92374</td>
<td>9</td>
<td>IIP/Grouph Practice</td>
<td>50</td>
<td>1993</td>
<td>86%</td>
<td>No</td>
<td>No</td>
<td>Carey Paul, M.D. President (909) 335-7171/335-7140 <a href="mailto:carey.paul@inland.com">carey.paul@inland.com</a></td>
<td></td>
<td></td>
</tr>
<tr>
<td>16. Kaiser Permanente Medical Center</td>
<td>16800 Magnolia Ave, Riverside, CA 92505</td>
<td>245</td>
<td>Multi-Specialty</td>
<td>2,400</td>
<td>1989</td>
<td>100%</td>
<td>Yes</td>
<td>NA</td>
<td>Richard Rajaratnam M.D. Area Assoc. Medical Director (951) 833-2060/931-4611</td>
<td></td>
<td></td>
</tr>
<tr>
<td>17. Loma Linda University Health Care</td>
<td>8525 Haven Ave., Ste. 140 Rancho Cucamonga, CA 91730</td>
<td>3</td>
<td>Dental Orthodontics</td>
<td>15</td>
<td>1988</td>
<td>95%</td>
<td>24 Hour on Call</td>
<td>No</td>
<td>Dholak Graham Office Manager (909) 869-3556/960-8072</td>
<td></td>
<td></td>
</tr>
<tr>
<td>18. Loma Linda University Health Care</td>
<td>11370 Anderson St, Ste. 3000 Loma Linda, CA 92354</td>
<td>400+</td>
<td>Medical School Faculty Practice</td>
<td>1,235</td>
<td>1967</td>
<td>15%</td>
<td>Yes</td>
<td>Yes</td>
<td>David Wren CEO (909) 554-2315/554-2346</td>
<td></td>
<td></td>
</tr>
<tr>
<td>19. Loma Linda University Health Care</td>
<td>25445 Barton Rd, Loma Linda, CA 92354</td>
<td>1</td>
<td>Medical Group</td>
<td>4</td>
<td>na</td>
<td>100%</td>
<td>Yes</td>
<td>Yes</td>
<td>Alfred Quanzoa CEO (909) 453-0842/2588-6221</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

* N/A = Not Applicable; WND = Would not Disclose. No additional information is available for the companies listed. The information was obtained from the companies listed. 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 IEBJ.
**The Exchange...** and showing that person you are willing to see his or her side of the story is how you will set the foundation for working toward a solution.”

Use and encourage positive language. This one might seem like a no-brainer, but any frustrated manager knows how easy it can be to slip into negativity after a conflict has affected a workgroup. Always think before you speak. Use positive, easy-to-understand language. Don’t fall into repeating, verbatim, paragraphs from your company’s HR manual.

“Remember, you’re having a conversation, not a trial,” says Dinkin. “If you keep the language positive, whoever you’re addressing will likely mirror what you’re doing. Even referring to the department’s needs can be stated in very positive terms, which will lead to a more collaborative (rather than punitive) tone in the discussion. For example, if the manager says, ‘This has increasingly affected the entire team, and we need to address it so we can get everyone focused back on the project goals and having a comfortable working environment. I am looking forward to establishing a good working relationship between the two of you and improving morale for everyone on the team,’ it will set a constructive atmosphere. When you keep things positive, you can work toward great solutions efficiently and effectively.”

Work toward SMART solutions. Sustainable solutions are SMART solutions. That means they’re:

**Specific:** Be clear about who will do what, when, where, and how.

**Measurable:** Be clear about how you will all be able to tell that something has been done, achieved, or completed.

**Achievable:** Make sure that whatever solution you agree on fits the situation; that it complies with both the law and organizational policy; that everyone involved has the ability and opportunity to do what is required of them. Don’t set up anyone to fail.

**Realistic:** Check calendar dates for holidays and vacations; look at past performance to predict future actions; allow extra time for glitches and delays; don’t assume that the best-case scenarios will come true.

**Timed:** Create reasonable deadlines or target dates; include a few ideas about what to do if something unexpected occurs; be willing to set new dates if necessary.

“Once you have your SMART solutions in place, immediately put them in writing,” says Dinkin. “Putting solutions in writing is very important, and not just for legal reasons (and for covering your back). It’s a way to honor the work that you and your employees have accomplished. It’s also a way to keep people’s memories from diverging from the agreed-upon solutions. Verbal agreements have a way of being remembered very differently by different people—and then becoming the subject of another conflict. It’s safer and easier for everyone to have the solutions written down, in order to be able to easily verify them later.”

“Disputes, full of emotional complexities and interpersonal histories, are the headaches of the workplace,” concludes Dinkin. “They’re always going to pop up, even in the most cordial of workplace environments. The good news is that when you’re armed with the tools you need to work toward productive resolutions, you and your employees can use them to strengthen your organization rather than harm it.”

To learn more about the NCRC, or to attend one of its upcoming training sessions, visit its Web site, www.ncrconline.com.
GETTING ORGANIZED

The High Achiever’s Guide to Getting Things Done
By Joelle Jay, Ph.D.

High achievers... go-getters... type-A personalities... Whatever you call them, one thing is certain: these people want to do it all, and they want to do it all... right now.

While having many lofty and simultaneous goals is a good thing, doing too many things at once can make you feel overwhelmed and stressed out. There just never seems to be enough time to make everything happen. But that doesn’t stop high achievers. They are determined to make everything happen, even if doing so ruins their day and everyone else’s in the process.

Realize that the answer to getting everything done isn’t about doing less, especially since high achievers gain great happiness from getting many things accomplished. They’re determined to do whatever it takes to meet their objectives. Rather, this is about having a system in place that can simplify the process of doing many things fast—one that will bring you progress as well as peace.

If you’re ready to supercharge the completion of your ‘to-do’ list without becoming overwhelmed or alienating others, the following five-step process will help you get it all done, with less stress and greater results.

1. Make a mess.
If you’re like most high achievers, you likely have numerous sticky notes, lists, files, piles, papers, and a host of other items scattered around your office, on your desk, and in your computer. Each one is meant to help you progress as well as peace.

If you’re ready to supercharge the completion of your ‘to-do’ list without becoming overwhelmed or alienating others, the following five-step process will help you get it all done, with less stress and greater results.

2. Sort and purge.
Now it’s time to roll up your sleeves and start digging. Go through your pile of “stuff” and look at each item to determine what you should keep and what you can toss. For each item, ask yourself these questions:
• Is this idea or information still important to me?
• Can I retrieve this information from elsewhere should I ever need it?
• Is this information duplicated somewhere else?
• Will this information or idea help me reach one of my goals?
• As you decide which items to keep, put them in separate piles or files as they relate to a particular goal or task.

3. Organize your list.
Look through all your “keep” papers and ideas to get clear on which goals are truly important to you and what steps you need to take. Put all your ideas and action items into one organized list, preferably on one page. You don’t have to painstakingly detail every action step at this point; the objective is to simply create one coherent ‘to-do’ list rather than have multiple ones floating around your office.

4. Rank the list in chronological order.
Redo your list one more time, now paying special attention to the order in which you feel you should do things. At this point, you can also add more detail to your action items. In other words, you can list not only what to do, but also how to do it, who to call for help, which resources you may need, etc. You may feel as if you’re wasting time here by going over the same tasks, but trying to rank your initial ideas in chronological order is difficult until you can see them all on paper at once.

5. Get going!
Now that all your ideas are organized, all you have to do is take action and tick off the tasks as they’re completed. No more thinking, planning, and organizing; it’s already done. And most important, no more confusion of what to do when. Just look at the list, take the top task, and knock it out. What could be easier?

Mission Complete
This process works for a variety of scenarios, including special event planning, home and family goals, work and business projects, as well as long-range strategizing for professional and personal objectives. And while it’s designed for high achievers who tend to have many high priority tasks going on at once, it works for anyone who simply wants to end the stress and chaos of having incomplete tasks hanging over their heads. By taking the time to complete this five-step process, you can finally meet all your goals and achieve the results you want.

For more information, go to www.TheInnerEdge.com or e-mail Info@TheInnerEdge.com.
Once in a while a unique new product hits the market and changes the industry for good… Bremach USA is an alternative fuel OEM and offers a new and compelling EV (electric vehicle) with super-car “looks.” The exciting new product line is their T-REX 4x4 trucks which they manufacture right here in the Inland Empire and is seemingly the only EV 4x4 on the market. This vehicle is a class-3 medium-duty truck that’s basically a mix between normal full-size trucks and “tractor-like” work machines such as the Unimog. These trucks are built with a much lower unit cost made possible by radically different EV drivetrain architecture. Their current powertrains include compressed natural gas, traditional fuels, hybrid, and 100% electric. When running on electricity, the vehicle uses a 100kWh lithium-ion battery pack and a 200kW motor.

The company was formed by Ray Hoogenraad in the city of Chino. Along with being the founder of the company, he is also the CEO and chief engineer who has been a long time resident in the Inland Empire and has owned multiple businesses mostly relating to the automotive and manufacturing sector. Surrounding Ray are a few engineers that he guides and funds. He has been operating within these and certain other high tech sector’s out of the Chino area for decades now because it is well suited for manufacturing, resides close to several counties, and is close to major transport hubs.

Bremach has been developing and testing EV technology for over five years. They have invested a bit over $5M of their own money to develop an electric vehicle powertrain system that performs well, is well priced, and complies with all of the state and federal rules and regulations for this type of vehicle. The Bremach T-Rex Hybrid VLV (Very Low Voltage) high performance traction system is able to generate 200kW of power operating on 114 Volts DC. By operating at lower voltages, it significantly improves safety and it does so while able to achieve highway level torque and power. Lower cost is realized through cheaper switching electronics in the controller, charger, and lower series count battery pack requiring fewer balancing circuits and improved battery load distribution which in turn reduces battery stress. This results in higher overall usable battery capacity and an increase in operating life. The Bremach T-Rex Hybrid-VLV motor is compact, only 9.5” in diameter, and provides excellent installation options. Bremach claims an all-electric range of 70 to 150 miles.

Overall, the vehicle is very compact, agile, and strong with numerous on- and off-road work applications. The trucks are made-to-order and highly customizable and very easily modifiable. It is a light weight truck that can pull off heavy-duty jobs and work. The truck is rated to handle 3.5+ Ton on-road payloads and features a rigid ladder frame, as well as locking front and rear differential. The vehicle comes in a 4x4 standard, has advanced gearing, and 4 wheel bosch ABS/Brembo disc brakes. The T-REX has high ground clearance and can be submerged up to 900mm of water. By pickup standards, Approach, departure and breakover angles are all excellent. As a work platform, the T-REX is extremely versatile—it can be customized to do almost everything, some examples include: daily driver, camper, delivery, utility, police, EMS, 4x4 off-road, military, and agriculture applications.

Ray Hoogenraad

The pricing of the gasoline GM 6.0L starts at $96,000 and the other powertrains will run between $120,000 for the 100% electric version up to $140,000 for the Electric-Gas hybrid. There are also many options available such as adding on a double-cab, truck bed, running boards, aluminum wheels, custom lockng center console, and custom color exterior paint.

There are so many ways to utilize the T-REX line of trucks and theirs is one of the first big breakthroughs in EV technology. I’m sure people in the public and private sector will be keeping a close eye on what Bremach has to offer in the near future.
Can Texas...
continued from pg. 3

Note: Indices cited were published in 2008, unless otherwise stated. Some index rankings results were reversed from published rank in order to make them consistent across the different indices as presented here. The rankings are among the eight peer states, 1 = best and 8 = worst.

Texas has the strongest rankings among the peer states in taxation, regulation, and competitiveness, and two indices ranked it best in the nation. These rankings reflect a sustained period of aggressive policymaking to reduce overall government intervention. Texas is less successful than its peers on indices benchmarking the knowledge economy infrastructure.

Manufacturing indicators for U.S. and Texas in 2007 and Texas’s ranking among the peer states

Manufacturing plays a major role in the growth of Texas’s economy. Its manufacturing real GSP totaled $143.1 billion, contributing 15.8 percent to the state’s real GSP—second to California—or 9.1 percent of the U.S. manufacturing real GDP in 2007. The state’s manufacturing real GSP climbed 54 percent from 2000 to 2007.

Texas employed 7 percent of the nation’s manufacturing workers in 2007. The state’s manufacturers provided more than 934,400 jobs, adding more than 43,000 jobs since 2004, when Texas manufacturing employment bottomed out. Though the state registered a net loss in manufacturing jobs from 2000 and 2007, both high-tech and non-high-tech manufacturing rebounded after 2004, with non-high-tech jobs growing faster.

Most job gains came from fabricated metal products (architectural/structural metals and screws, nuts, and bolts), machinery (agriculture, construction, and mining machinery), and transportation equipment (motor vehicle and aerospace products and parts manufacturing). Though Texas has added manufacturing jobs in recent years, it has lost more than 133,000 since 2000.

CalChamber...
continued from pg. 12

Cap-and-trade system.

SB 246 (De León; D-Los Angeles) Discourages Emission Reductions

Prohibits finding the most cost effective ways to reduce emissions, creates uncertainty and significantly increases business costs by imposing new and excessively burdensome requirements on the development and use of compliance offsets in a cap-and-trade program under AB 32.

SB 653 (Steinberg; D-Sacramento) Multiple Tax Increases

Creates uncertainty by providing 58 counties and over 1,000 school districts, subject to voter approval, the authority to impose and/or increase a tax on all products and services.

Employee Benefit Mandates
AB 325 (B. Lowenthal; D-Long Beach) Unpaid Bereavement Leave
Adds to California’s reputation of being an overly litigious state by creating a private right of action and mandating an employer to provide an employee with up to four days of unpaid bereavement leave.

AB 400 (Ma; D-San Francisco) Paid Sick Leave Mandate
Unreasonably expands both public and private employers’ costs and liability by mandating employers to provide paid sick leave for employees.

Expensive, Unnecessary Regulatory Burdens
AB 52 (Feuer; D-Los Angeles) Rate Regulation
Imposes implementation fees on health insurers to support additional bureaucracy and to regulate rates without addressing the costs that drive the rates.

AB 638 (Skinner; D-Berkeley) Increased Transportation Costs
Increases costs on consumers and business by mandating an unrealistic reduction of petroleum fuel consumption with an unrealistic increase in alternative fuel consumption to 15% below 2003 levels by 2020.

SB 761 (Lowenthal; D-Long Beach) Regulatory Burden
Creates an unnecessary, unenforceable and unconstitutional regulatory burden on Internet commerce by indirectly regulating virtually all businesses that collect, use or store information from a website.

Inflated Liability Costs
AB 559 (Swanson; D-Oakland) Undermines Judicial Discretion

Unreasonably increases business litigation costs by limiting judicial discretion to reduce or deny exorbitant attorneys fees in fair employment and housing claims that should have been raised in a limited civil proceeding.

AB 1062 (Dickinson; D-Sacramento) Unnecessary, Unenforceable, and Unconstitutional Liability Costs

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Smart phones now account for 27% of the mobile phone market led by nearly 50 million iPhone or Android purchases in the fourth quarter of 2010. Those seemingly smart consumers want to be able to communicate, buy and enjoy, whatever they want, whenever they want. As a result, more than 400,000 mobile applications or apps have been developed in the last three years.

So does your business need a mobile app right now?

The most used mobile apps are for playing games, catching up on news, sports and weather, social networking and listening to music. But there are a number of successful business apps too.

When it comes to food, apps are a natural fit. In its first three months, the Domino’s Pizza app generated more than $2 million in orders. The app made it easy and fast to order and engaged customers with opportunities to win prizes. Restaurants can feature menus and allow users to make reservations. Other apps help people find restaurants and even show photos of dishes people have uploaded.

Nike Training Club is targeted at women and designed to be a full-body training app with workouts and drills focusing on strength, cardio and core training. Local fitness centers post connections. Health and fitness club “finder apps” help travelers locate a gym and get a workout in while on the road.

Entertainment, music, books, magazines, and even birthday, anniversary and holiday gift shopping are increasingly done via mobile. It’s estimated that the value of digital and physical goods will buy with their mobile phones will reach $200 billion globally by 2012. Amazon’s app compares prices from local retailers for over a million products sold on Amazon.com.

These examples and other success stories show how apps can help companies achieve the following:

1. Brand-Many of the “first-to-app” companies were those with famous brands like Nike, Coke and Domino’s, Apple pretty much created the app space. As a result, there’s a cutting edge or coolness factor associated with having an app. If your company creates an app and markets it via multiple channels, the opportunity exists to enhance your brand.

2. Please-Consumers want convenience. You can make or keep customers happy by making their lives easier. If they can learn about and buy from your company quickly and easily, you can please them. When you provide them with valuable, timely information, you keep them happy and your company (and app) becomes a part of their routine.

3. Connect-Think in terms of those health and fitness apps. The user has an ongoing, positive connection with the company. You have an opportunity to achieve regular marketing touches in a non-marketing manner through feel good connections.

4. T.O.-No, not the football player/reality show guy. Track & Optimize. When customers use your app, you have information to track and trend. Plus, your mobile app helps with Search Engine Marketing in that your company name is online one more time.

But before you jump on the mobile app bandwagon, you still need to consider your options.

Today’s smart phones have capabilities nearly to the level of desktops and support both regular websites and mobile versions. As a result, you might be able to achieve your goals in a more cost effective way by creating a mobile version of your website.

Some companies require more capabilities for mobile than their regular website offers. In those instances, a mobile app and the cost associated with it make sense. But for many others, simply developing the mobile version of the website will suffice or be even better than the app. For example, Wikipedia’s mobile site is tailored to fit the size of the screen it is viewed on and seems more user friendly than the app.

If you have weighed the benefits vs. the overhead costs of developing the app and decided it is time to move forward, remember to make it about them—your current and potential customers:

- Begin by identifying the “who” as in who is the target market for the app and why they would use or need it.
- Provide fresh, updated content that adds value for users. The more time sensitive, the better. Announce specials and provide new information.
- Remember it is about convenience for them. Make their lives easier and become part of their routine as much as possible. Build an app for each mobile phone platform so it is available for anyone that wants to use it.
- Make sure the app does something and isn’t just a mobile website. Otherwise, why make the bigger investment?
- Get the word out about the app. Tell current and potential customers about it and give them a compelling reason to use it. Utilize multiple mediums like e-mail, text, Twitter, your website and others to reach them.

Your business may or may not need a mobile app today. But you definitely need to analyze the opportunity and enhance your mobile presence now and in the future.

For more information, please visit massolutions.biz.
2000, mostly from the tech crash and layoffs at Dell and Compaq in 2001. Despite its large manufacturing base, Texas’s share of manufacturing employment, especially in high-tech manufacturing, is slipping. Its piece of U.S. high-tech manufacturing employment was 7.46 percent in 2007, higher than the national average.

Because of the number of workers in high-tech manufacturing, Texas’s average manufacturing wage was higher than in most states. Its average manufacturing wage was $60,400 in 2007, a 30 percent increase from 2000 and a 105 percent surge from 1990. Technological advances coupled with a high-skilled work force made Texas one of the top states in productivity. The value added per production worker was more than $347,557 in 2007, more than the California and U.S. averages.

Texas’s public economic development incentives

<table>
<thead>
<tr>
<th>Public Incentives</th>
<th>Rank</th>
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</thead>
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<tr>
<td>Corporate income tax exemption</td>
<td>Yes</td>
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<tr>
<td>Tax exemption on manufacturing machinery equipment</td>
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<td>State loans for equipment and machinery</td>
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<tr>
<td>Excise tax exemption</td>
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<tr>
<td>Tax exemption on manufacturers’ inventories</td>
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<tr>
<td>Property tax exemption</td>
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<td>Job creation tax credit</td>
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<tr>
<td>Research and development tax exemption</td>
<td>Yes</td>
</tr>
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<td>State sales tax exemptions</td>
<td>Yes</td>
</tr>
<tr>
<td>Long-term state-economic plan</td>
<td>Yes</td>
</tr>
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</table>

Texas depends heavily on the oil sector, which has created economic and fiscal challenges because the commodity is more susceptible to volatility in the global oil markets. To diversify, the state has created several funds to help build manufacturing and other sectors. The Texas Manufacturing Assistance Center, or TMAC, helps identify problems in manufacturing processes, recommends solutions and helps execute projects. Through a concerted effort across state government, Texas has created one of the most robust, diverse, and well-funded economic development funding platforms in the country. For example:

The Texas Capital Fund Real Estate Development Program provides financial resources to communities not in enterprise zones. Funds must be used for real estate development (acquisitions, construction, and rehabilitation) to assist a business.

The Texas Capital Fund Infrastructure Program is an economic development tool designed to provide financial resources to enterprise zone communities.

The Texas Enterprise Fund provides the state’s leaders with a “deal-closing fund.” The fund can be used for a variety of economic development projects, including infrastructure and community development, job training, and business incentives.

The Texas Legislature created a program to help develop large-scale manufacturing, research and development, and renewable-energy capital investment projects. Projects could be eligible for up to $100 million in tax incentives, depending on the level of matching private investment.

The Texas Emerging Technology Program is designed to create jobs and grow the economy over the long term by expediting the development and commercialization of new technologies and attracting and creating jobs in technology fields. The $200 million fund is one of the largest in the country.

Can Texas...
continued from pg. 19

SBA Support You Can Count On

For 65 years, Community Bank has provided Southern California businesses best-in-class financial services and expertise. Our commitment to small businesses isn’t only rooted in our customer service and our active lending, but also in our reputation. Community Bank is an SBA Preferred Lender.

- Up to 90% financing
- Lending up to $5 million under a 7a program for real estate/equipment purchases, business acquisition and working capital
- A dedicated Business Development Officer who works directly with you from start to finish

Controversial...

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MAJOR PROVISIONS OF SB 653

• Local Personal Income Tax. SB 653 would allow each of the 58 counties and more than 1,000 school districts in California to impose a local personal income tax. This new local personal income tax would be a set percentage based on what a resident of a county owes in state personal income taxes (up to 1 percent of state taxable income).

• Local Excise Taxes. SB 653 would allow each of the 58 counties and more than 1,000 school districts in California to impose county-level excise taxes on any and all products or services purchased in that county. SB 653 provides examples of the type of transactions that can be taxed; however, the bill specifically states that local government is “not limited to” the taxes specifically mentioned.

• Local Sales and Use Tax. Each of the 58 counties and more than 1,000 school districts in California could impose additional transactions and use taxes beyond the current local rate limitation of 2 percent.

• Local Car Taxes. SB 653 would allow each of the 58 counties and more than 1,000 school districts in California to impose a new local Vehicle License Fee (car tax), up to 1.35 percent, if the counties agree to contract with the Department of Motor Vehicles for collection purposes. When combined with the state VLF, some motorists could pay up to 2.5 percent annually on the value of their vehicle.

• Local Taxes on Natural Resources. SB 653 would allow each of the 58 counties and more than 1,000 school districts in California with oil and petroleum reserves to impose a 10 percent oil severance tax on the gross value of the product. Counties and school districts also would be allowed to impose a tax on “extractive business activities,” such as those involving minerals and oil.

SB 653 would authorize all counties and school districts on an individual basis to levy, increase or extend the taxes listed above with voter approval, as is currently required by Proposition 13, Proposition 26 and Proposition 218.

CALTAX CONCERNS WITH SB 653

Opens the Floodgates for Higher Taxes

SB 653 would lift decades-old restrictions that prohibit counties and school districts from proposing local personal income taxes, local transactions (sales) and use taxes above the current limits, excise taxes and new local car taxes. SB 653 represents not only a major shift of power from state to local government, but the shift would have major implications for the state’s long-term economic growth. SB 653 would effectively eliminate a business’s ability to plan out long-term
Controversial...

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costs, since businesses would be forced to reckon with more than 1,000 tax jurisdictions, each of which may impose taxes that have different applications, regulations, and rates.

Excise Taxes Are a Regressive and Inequitable Form of Taxation

SB 653 incentivizes a regressive tax structure by allowing counties and school districts to impose excise taxes on virtually all products or services — anything from haircuts to toys — sold in the county. An excise tax is a tax on commodities or services. Generally, excise taxes are imposed under the guise of mitigating a cost that society must pay for (such as a tanning tax for health care services), or as a funding source for a specific purpose (such as fuel taxes for highway construction). The equity of a tax can be measured by whether the responsibility of paying for a tax is shared by all taxpayers, and by a tax’s progressivity and proportionality. Excise taxes generally are regressive, and have a greater burden on lower- and middle-income taxpayers.

The Assembly’s Major Tax Study from 1965 concluded that excises taxes are “an extremely inequitable, if not the most inequitable, type of taxation.” The report continued: “This taxation bears most heavily upon the lower income groups. It takes proportionately more of their income and as a consequence, it reduces their ability to purchase other needed commodities.” By opening the door for local government to impose excise taxes, California would create a reliance on local taxes to fund local government. California’s Constitution requires government in each of the 58 counties and more than 1,000 school districts to provide services in a manner that does not penalize disadvantaged communities. Many lower-income areas throughout California have a smaller tax base, meaning they would not be able to obtain as much revenue from higher taxes as communities with higher-income individuals. Because SB 653 would allow counties and school districts to increase taxes to fund local government, lower-income regions of the state would not be able to provide the same quality of services as communities with a higher tax base.

Allows Counties and School Districts to Exceed Existing Sales Tax Rate Limits

SB 653 would authorize counties and school districts to impose transactions (sales) and use taxes beyond the 2 percent local rate limitation currently authorized by law. Each of the 58 counties and school districts could exceed the existing tax
Keep...

continued from pg. 2

Start Sharing

Social sharing is a must. Connecting your e-communications with your social platforms is a no-brainer these days. Why? If just one subscriber clicks on a “Share” button from your e-newsletter, 133 of their friends will now see the content you’ve provided. It’s another reason your content should be thought-provoking and original—social media sharing equals major exposure for your brand and its content. The viral nature of social media can have a huge impact on your subscribers.

You may be thinking, “Yeah, but what does social media do for my sales?” There are many reporting tools now available that provide insight into who the subscribers are that shared your content and which social media sites were most frequently used. Once you start a dialogue with your subscribers, you’ll get to know their needs, ensuring additional sales and social media buzz.

Suggest a Next Step

Offering a call to action within your email helps consumers decide to visit your business or make a purchase. Incentives and deals are always good for a quick nudge to make that next appointment or dinner reservation. Give consumers a clear path to transact online, request more information or schedule service.

Email is a tremendously powerful tool, but its effectiveness is directly related to the quality of your content. Remember to monitor analytics available to you to determine reader interest in particular content, the optimum frequency of communications, and the effectiveness of social media sharing and call to actions. Continuously measuring open rates will allow you to tailor your communications to your customers’ needs and interests.

Craig Fitzgerald is editorial director at IMN, a content driven e-communications provider. Craig can be reached at www.emarketingandcommerce.com

Controversial...

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rate limit, thus recreating a problem that the Legislature fixed after cities began imposing different tax rates in the 1940s. In order to create tax rate and tax base consistency, the Legislature passed the Bradley-Burns Uniform Local Sales Tax Act – SB 653 would take the state backwards.

Currently, California has the highest sales and use tax in the country, with a state rate of 8.25 percent and the ability of local government to add up to 2 percent. Though the worst of the recession has passed, and California’s economy is beginning to recover, excessive tax rates on sales and use of tangible property will put the state at a competitive disadvantage. Other markets—such as Asia, the European Union and even emerging economies like Brazil and India—can just as easily compete with California’s industries in a global marketplace. SB 653 will hinder economic growth by allowing counties and school districts to increase California’s sales tax to even higher, more excessive rates—with

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Op-Ed: California can learn from Texas

By Assemblyman Mike Morrell

I was born and raised here in California. I love our state. We have the greatest weather and some of the best seaports in the world for trade. To the north, the Silicon Valley leads the world in technology and over the hill from there, the San Joaquin Valley produces over $23 billion in agriculture revenue per year. With all this going for us, how then have we fallen so far behind?

First, our Governor and his fellow law-makers must remember—Americans are agile people. When they see an opportunity, they move toward it. When things go contrary, they look elsewhere. Creativity, industriousness, risk-taking, and adaptability—these are the characteristics that distinguish the American identity.

We inherited this agile spirit from our forefathers. In the 17th century, the English Puritans and Separatists—deprived of their freedom of worship—sought religious liberty in a new land. They settled in the Plymouth and Massachusetts Bay Colony, envisioning the new place as a “city upon a hill.”

In the 18th century, American Revolutionaries rejected the British monarchy of George III to establish a new sovereign nation. Instead of English aristocracy, they favored republicanism. Instead of obedience to a king, they prescribed self-government.

This agile spirit carried on through our country’s history. It attracted millions of newcomers from all over the world. It inspired an industrial revolution and a digital revolution, the automobile and the Internet.

It is no surprise, then, that when a large number of Americans become dissatisfied with their current environment, they do something about it. Adjustments are made and solutions conceived. The wheels of the American imagination begin to turn, and the intrinsic human desire for prosperity becomes a motivator for change.

This is America’s story, and it is also California’s story. We remember the Gold Rush of 1849, when hundreds of thousands from Oregon, Hawaii, Mexico, and Peru risked everything for a monumental chance of discovery and wealth in the Golden State. Inversely today, millions of Californians—deprived of their freedom of worship—sought religious liberty in a new land. They settled in the Plymouth and Massachusetts Bay Colony, envisioning the new place as a “city upon a hill.”

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This is America’s story, and it is also California’s story. We remember the Gold Rush of 1849, when hundreds of thousands from Oregon, Hawaii, Mexico, and Peru risked everything for a monumental chance of discovery and wealth in the Golden State. Inversely today, millions of Californians—discouraged by the loss of jobs, tax spike, and crumbling state infrastructure—are leaving the state for new horizons. Californians are doing what Americans have always done—observe, react, and proceed. And they’re doing it in droves.

Where are they going? As I found in a recent trip with fellow California legislators, they’re going to Texas. We sat down with Texas Governor Rick Perry, and learned what Texas does to attract businesses, jobs, and economic prosperity.

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

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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!
Real Estate... continued from pg. 14

building was 100% occupied at the time of sale. Co-tenants not a part of the sale within the shopping center include Lowe’s, Blimpie, El Pollo Loco, Juice It Up, McDonald’s, Panda Express, RedBrick Pizza, SportClips and US Bank.

“The demand from investors seeking quality multi-tenant retail investments in southern California continues to gain momentum in 2011. The sale of the Ontario property is a prime example that was driven by the strength of location, tenant mix and co-tenants within the shopping center,” said William B. Asher, managing director at Hanley Investment Group Real Estate Advisors. Asher and Hanley colleague Edward B. Hanley represented the seller in the sale.

Overton Moore Picks Up 192k Square Feet Inland Empire Industrial Property

Overton Moore Properties (OMP) has acquired Citrus Business Park, a 192.4k square foot Class A industrial project located within Hunter Business Park in Riverside. The two-building, multi-tenant industrial park was sold by Lincoln National Life Insurance Company.

Completed in late 2009, Citrus Business Park is currently 50% occupied. “All of the vacant units are completed and ready to occupancy. The acquisition of Citrus Business Park fits into OMP’s strategy of acquiring well located assets below replacement costs,” noted Timur Tecimer, president of OMP. OMP is actively acquiring assets with value add potential as well as land for future industrial development.

Things... continued from pg. 10

they are coming in and spending money? Grrr. Even with traditional marketing media like TV and radio and print, you can’t sell the people what they don’t want. Everything from the Edsel to New Coke has proven this.

The computer, the Internet and most recently the smartphone have made themselves indispensable. Of course, in another decade or two there will be new technology, but until then, making what we have work wisely will go a long way.

A tech sergeant I served under, back in the Air Force, taught me to always use the right tool for the job. Social networking is for fun and personal communication. Even e-mail is better for deeper messages and conversation. Just as your camera that comes with your cell phone is for snapshots, you still need a qualified photographer with good equipment to capture your daughter’s wedding.

We can all enjoy the computer and the assorted devices that it has spawned. They make life easier and they make business more efficient.

But in business, education and life, you always have to fall back on the fundamentals. Don’t lie to yourself just because it sounds convenient. Grrr.

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Magazine performed a survey of the best places to conduct business. California, which the magazine dubbed “the Venezuela of North America,” ranked last. Texas ranked first. California lost 112,000 jobs in 2009. Texas, by contrast, created 129,000 new jobs during the same period – over one-half of all the new jobs in the United States. Texas’ unemployment rates have remained below the national average (9% as of April) for decades; California’s current unemployment rate is 12.2%.

Consequently, from 2000 to 2009, the Census Bureau estimates a domestic outflow of 1,509,000 people from California, and a domestic inflow of 848,000 U.S. citizens to Texas. As Gov. Perry explained, it’s not the Texas humidity or flat-

Duttons... continued from pg. 3

Ontario) as the principal coauthor. Coauthors are Senator Bob Huff (R-Diamond Bar), and Assemblymembers Wilmer Amina Carter (D-Rialto), Tim Donnelly (R-Twin Peaks), Curt Hagman, (R-Chino Hills), Kevin Jeffries (R-Lake Elsinore), Steve Knight (R-Antelope Valley), Brian Nestande (R-Palm Desert) and Norma Torres (D-Ontario).

Passage of the bill came following testimony from Gary Ovitt, Fourth District Supervisor of San Bernardino County, and Alan Wapner, Ontario City Councilmember and liaison to Los Angeles on aviation matters under a Joint Powers Agreement between the two cities.

Marcus & Millichap
Real Estate Investment Brokerage Company

Beginning of Job Market Recovery Sets Stage for Office Sector Turnaround

Expansion in the Inland Empire labor market will take root in 2011, but the lag between job creation and office absorption will delay substantial vacancy improvements until later in the recovery. As the year begins, nearly these times more space stands vacant than prior to the recession. While it will take a considerable amount of time to lease underutilized space, emerging signs of stabilization, including positive net absorption and a drop in vacancy last year, indicate the sector is moving in the right direction. Leasing activity will strengthen in a few urbanized areas along the western boundary of the metro, but owners will still employ steep incentives, particularly in the Rancho Cucamonga/Ontario/Fontana submarket, where vacancy will not likely fall below 30 percent until at least the end of 2011. The High Desert region and areas east of Interstate 215 will endure a slower turnaround until a broader job recovery can stimulate demand for space left empty by real estate-related firms.

The region’s volume of nonperforming properties will lure value-add buyers, spurring increased deal flow in 2011. Assets built since 2005 will comprise a large share of ROI deals, as many of these properties were underwritten at no longer affordable rents. While location will remain key, with many buyers only considering assets in dense office hubs, investors will increasingly place higher importance on per-square-foot prices. As such, attractively priced distressed assets in secondary areas will attract more bids and trade with cap rates averaging in the mid-8 percent to mid-9 percent range. Risk-averse buyers will continue to scout the western edge of the metro due the area’s perceived safety and projections for a quicker recovery. The few buildings that become available in denser business districts will sell with returns in the high-7 percent to mid-8 percent range.

- 2011 NPII Ranks: 37, Up 3 Places: Strengthening occupancy conditions in the Inland Empire supported a three-spot rise in the 2011 NPII, though a full recovery remains distant, keeping the market near the bottom.
- Employment Forecast: Total employment will expand by 16,300 jobs this year, or 1.5 percent. Office-using employers will hire 2,900 workers, a 1.6 percent gain.
- Construction Forecast: Builders will add 42,000 square feet of office space in 2011, over 90 percent less than the volume delivered during the years of heavy building between 2004 and 2008.
- Vacancy Forecast: Vacancy will improve 90 basis points this year to 23.9 percent, building on the 140 basis point drop registered in 2010.
- Rent Forecast: In 2011, asking rents will dip 1.1 percent to $21.12 per square foot as effective rents fall 1.3 percent to $16.64 per square foot.
- Investment Forecast: Increased sales activity will slowly improve price clarity, which will encourage banks to clear their books of troubled assets. With more than $400 million of properties in distress at the close of 2010, investors should have the opportunity to acquire assets with considerable long-term revenue upside potential.

Market Forecast: Employment: 1.5% UP Construction: 42% UP Vacancy: 90 basis DOWN Asking Rents: 1.1% DOWN
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<th>Hospital Name</th>
<th>Address</th>
<th>City, State, Zip</th>
<th># of Lic. Beds</th>
<th>Total Staff # of Doctors</th>
<th># of R.N.s</th>
<th>Current Operating Budget</th>
<th>Specialties</th>
<th>Owner</th>
<th>Top Local Executive</th>
<th>E-Mail Address</th>
<th>Phone/Fax</th>
<th>Top Local Executive Title</th>
<th>Phone/Fax</th>
<th>E-Mail Address</th>
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<td>Loma Linda University Medical Center</td>
<td>11234 Anderson St.</td>
<td>Loma Linda, CA 92354</td>
<td>939</td>
<td>7,430</td>
<td>706</td>
<td>2,336</td>
<td>$990 million</td>
<td>Internal Heart Institute, Cancer Treatment Institute, Over 300 Other Specialties</td>
<td>Loma Linda University-Adventist Health Sciences Center, Non-Profit</td>
<td>Ruth B. Fike CEO/Administrator (909) 535-6000/535-5100</td>
<td><a href="http://www.lomahealth.org">www.lomahealth.org</a></td>
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<tr>
<td>St. Bernadine Medical Center</td>
<td>2101 W. Waterman Ave.</td>
<td>San Bernardino, CA 92404</td>
<td>463</td>
<td>1,425</td>
<td>400</td>
<td>562</td>
<td>$217 million</td>
<td>Full Service Regional Medical Center</td>
<td>Catholic Healthcare West</td>
<td>Steven R. Barron President (909) 881-4571/881-7502</td>
<td><a href="http://www.sbernalmemonline.com">www.sbernalmemonline.com</a></td>
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<tr>
<td>Pomona Valley Hospital Medical Center</td>
<td>3078 E. Holt Ave.</td>
<td>Pomona, CA 91767</td>
<td>453</td>
<td>3,295</td>
<td>460</td>
<td>1,023</td>
<td>N/A</td>
<td>Cancer Treatm., Cardiac &amp; Intensive Care, Cardiac Catheterization, Heart Surgery, Regional Kidney Stone Center, Women &amp; Children’s Services</td>
<td>Non-profit facility by Community BDO</td>
<td>Richard E. Yochum President/CEO (909) 881-9500/863-9706</td>
<td><a href="http://www.pvhm.org">www.pvhm.org</a></td>
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<tr>
<td>Kaiser Permanente Medical Center</td>
<td>9961 Sierra Ave.</td>
<td>Fontana, CA 92335</td>
<td>444</td>
<td>6,088</td>
<td>500</td>
<td>1,613</td>
<td>N/A</td>
<td>Full Service Medical Care</td>
<td>Kaiser Permanente</td>
<td>Greg Christian Executive Director (909) 477-1714/1721</td>
<td><a href="http://www.kp.org">www.kp.org</a></td>
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<tr>
<td>Desert Regional Medical Center</td>
<td>1150 N. Indian Canyon Dr.</td>
<td>Palm Springs, CA 92262</td>
<td>384</td>
<td>1,500</td>
<td>250</td>
<td>450</td>
<td>$178 million</td>
<td>Geriatrics, Rehabilitation, Oncology, Women &amp; Infants, Trauma/Emergency, Inpatient Surgery, Heart Services, Home Health/Hospice</td>
<td>Desert Hospital Dist., Tenet Healthcare</td>
<td>Karide Sowie CEO (760) 323-6511/323-6451</td>
<td></td>
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<tr>
<td>Arrowhead Regional Medical Center</td>
<td>600 N. Pepper Colton, CA 92254</td>
<td>546</td>
<td>N/A</td>
<td>3,100</td>
<td>380</td>
<td>1,143</td>
<td>$362 million</td>
<td>Family Medicine, Outpatient Surgery, Cancer, Maternity, Neonatal, Burn, Kidney Transplant, Cancer, Cardiac, Orthopedics, Emergency, Trauma</td>
<td>County of San Bernardino</td>
<td>Patrick Petr CE0 (909) 561-1000/561-6136</td>
<td><a href="mailto:valencia@ccr.eversynergy.org">valencia@ccr.eversynergy.org</a></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Riverside County Regional Med. Ctr.</td>
<td>26520 Cactus Ave. Moreno Valley, CA 92555</td>
<td>594</td>
<td>1,800</td>
<td>1,400</td>
<td>350</td>
<td>300</td>
<td>$240 million</td>
<td>Neurosurgery, Child Abuse, Orthopedics, Surgery, Fam. Practice, Obstetrics, Level II Adult &amp; Pediatric Trauma Units</td>
<td>Riverside County</td>
<td>Douglas Bagley CEO (951) 486-4706/486-4735</td>
<td><a href="http://www.rccmc.org">www.rccmc.org</a></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Riverside Community Hospital</td>
<td>4445 Magnolia Ave.</td>
<td>Riverside, CA 92501</td>
<td>573</td>
<td>1,790</td>
<td>506</td>
<td>775</td>
<td>N/A</td>
<td>Heart Care, 24-hr. EKG/Telemetry, Inpatient/Outpatient Surgery, Intensive Care, Kidney (Kidney-Pancreas Transplant, Orthopedics Physical/Occupational/Environmental Medic</td>
<td>BCA</td>
<td>Patrick Stainless President/CEO (909) 748-3000/748-7941</td>
<td><a href="http://www.rvhs.org">www.rvhs.org</a></td>
<td></td>
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<tr>
<td>Community Hospital of San Bernardino</td>
<td>1805 Medical Center Dr. San Bernardino, CA 92411</td>
<td>321</td>
<td>1,200</td>
<td>250</td>
<td>250</td>
<td>N/A</td>
<td>Full Service Medical Center, Obstetrics/ Neonatal Intensive Care, Comprehensive Rehab, Mental Health, 24-Hr. Emergency, Outpatient Surg.</td>
<td>Catholic Healthcare West</td>
<td>Diane Nitta VP of Operations (909) 877-6333/677-6648</td>
<td><a href="http://www.chsb.org">www.chsb.org</a></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Eisenhower Medical Center</td>
<td>2720 N. Holton Mirage, CA 92270</td>
<td>289</td>
<td>2,218</td>
<td>400</td>
<td>643</td>
<td>N/A</td>
<td>Emergency, Cardiology, Orthopedics, OBGYN, Pathology, Pediatrics, Urology, Dermatology, Alcohol and Drug Treatment</td>
<td>Community-Based Non-Profit</td>
<td>Abbe Serfling President/CEO (760) 340-3917/373-1425</td>
<td><a href="http://www.eimh.org">www.eimh.org</a></td>
<td></td>
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<tr>
<td>San Antonio Community Hospital</td>
<td>999 San Bernardino Rd Upland, CA 91786</td>
<td>279</td>
<td>2,018</td>
<td>500</td>
<td>677</td>
<td>N/A</td>
<td>Medical/Surgical, Critical Care, Obstetrics, Neonatal, Pediatrics, Cancer Treatment, Cardiac, and Outpatient Services, Radiology &amp; Physical Therapy</td>
<td>Independent Non-Profit</td>
<td>Vince Lent President/CEO (909) 985-2011/985-1699</td>
<td><a href="http://www.sach.org">www.sach.org</a></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hemet Valley Medical Center</td>
<td>1117 E. Devonshire Ave. Hemet, CA 92543</td>
<td>244</td>
<td>1,000</td>
<td>200</td>
<td>287</td>
<td>N/A</td>
<td>Emergency Department, Cancer, Treatment, Maternity &amp; Women’s Services, Cardiac Care, Outpatient Lab</td>
<td>Valley Health Systems</td>
<td>Joel Bonderfeld CEO (909) 652-2811/651-4615</td>
<td><a href="http://www.valleymh.org">www.valleymh.org</a></td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>LLI Children’s Hospital</td>
<td>11234 Anderson St. Loma Linda, CA 92354</td>
<td>244</td>
<td>107</td>
<td>107</td>
<td>287</td>
<td>N/A</td>
<td>Pediatrics, Cardiology, Oncology, OBGYN, Gastroenterology, Neurology, Radiology, Pathology, Radiology</td>
<td>Loma Linda University-Adventist Health Sciences Center</td>
<td>Ruth B. Fike President/CEO (909) 535-4000/535-1018</td>
<td><a href="http://www.lomahealth.org">www.lomahealth.org</a></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Corona Regional Medical Center</td>
<td>810 S. Main St. Corona, CA 92870</td>
<td>228</td>
<td>921</td>
<td>918</td>
<td>227</td>
<td>N/A</td>
<td>Full Service Medical Center/ Rehabilitation Hospital, Behavioral Health, Comprehensive Cancer Center</td>
<td>Vista Hospital Systems, Inc.</td>
<td>Kevan Metcalfe CEO/President (951) 736-6240/736-8410</td>
<td><a href="http://www.coronaregional.com">www.coronaregional.com</a></td>
<td></td>
<td></td>
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<tr>
<td>Kaiser Foundation Hospital</td>
<td>1080 Magnolia Ave. Riverside, CA 92505</td>
<td>215</td>
<td>3,800</td>
<td>400</td>
<td>635</td>
<td>N/A</td>
<td>Full Service Medical Care</td>
<td>Kaiser Foundation Hospitals</td>
<td>Vita Willweit Executive Director (951) 353-4000/353-4611</td>
<td></td>
<td></td>
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<td></td>
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<tr>
<td>Redlands Community Hospital</td>
<td>37337 Tamarack Blvd. Redlands, CA 92373</td>
<td>206</td>
<td>1,500</td>
<td>340</td>
<td>250</td>
<td>N/A</td>
<td>Cardiac Rehab., Radiation/Onc., Geriatric, Physical Therapy, Pediatrics, Behavioral Medicine, ICU, Urology, Gastroenterology</td>
<td>Community Non-Profit</td>
<td>James R. Holmes President/CEO (909) 335-5300/335-6497</td>
<td><a href="http://www.redlandshospital.org">www.redlandshospital.org</a></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Parkview Community Hospital</td>
<td>1300 N. Magnolia St. San Bernardino, CA 92405</td>
<td>193</td>
<td>889</td>
<td>426</td>
<td>264</td>
<td>N/A</td>
<td>In/Out Surgery, Imaging, Bariatric Intensive Care, Neonatal Level II, Occupational, Yogurt &amp; Physical Therapy, Trauma, Infectious Disease, Emergency Care, Critical Care</td>
<td>Arlington Health Services Corp.</td>
<td>Douglas Drumwright President/CEO (909) 352-4000/354-5427</td>
<td><a href="http://www.pchmc.org">www.pchmc.org</a></td>
<td></td>
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<td></td>
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</table>

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ongoing commitment to enhancing the City’s infrastructure to accommodate growth and improve the quality of services for our residents and businesses,” said Mayor Eduardo Garcia. “By installing the new solar energy system utilizing the latest technology available at our water reclamation facility, the City and SPP will power this critical city resource in a manner that will greatly reduce our operating expenses and help our environment at the same time. I’m proud of our team here at the City and our project partners for all the effort and support they have provided to enable us to celebrate this transition to clean, renewable power at the plant.”

“It’s exciting to see innovative projects like this new solar plant at the Coachella water plant,” said Congresswoman Mary Bono Mack, who represents California’s 45th district. “By making better use of our region’s abundant solar resources we can help achieve stronger American energy security and reduce our dangerous dependence on unstable foreign oil supplies.”

“This solar plant by Solar Power Partners, Johnson Controls, and SolFocus exemplifies the kind of visionary renewable energy development that will bring jobs and clean energy to our desert communities and the state of California,” said Assemblyman V. Manuel Perez (Assembly District 80).

According to the U.S. Environmental Protection Agency, energy costs can account for 30 percent of the total operation and maintenance costs of wastewater treatment plants, which account for approximately 3 percent of the electric load in the United States. Demand for electricity at such plants is expected to grow by approximately 20 percent over the next 15 years.

“The Coachella Water Reclamation Plant is a prime example of how California can reduce its dependence on traditional energy sources and incorporate renewable energy for its power needs,” said Claudio Andreetta, regional VP and GM, Energy Solutions at Johnson Controls. “Johnson Controls strives to deliver solutions that reduce carbon dioxide emissions as well as develop and build projects that make energy efficiency and sustainability a top priority.”

“Through such projects, IID continues to demonstrate it is a committed partner in the growth and development of renewable energy within our service area. IID’s Solar Solutions Program serves as a powerful tool to government entities, like the City of Coachella, in helping to meet environmental goals and reducing long-term costs,” said John Pierre Menvielle, vice president of the IID board of directors.

“This project exemplifies how smart public policies are encouraging the deployment of solar projects. Under Senate Bill 1 the ‘Go Solar California’ initiative laid the foundation for programs like IID’s Public Benefits Charge, to fund solar incentive programs,” commented SolFocus CEO Mark Crowley.

“Solar Power Partners is proud to be working with the City of Coachella to bring solar-generated energy to their Water Reclamation Plant. As a recipient of the California Association of Sanitation Agencies’ 2009 Capital Improvement Award for another water treatment plant’s solar project, we are thrilled to bring this highly innovative and leading-edge solution to Coachella,” said Bob Powell, CEO of Solar Power Partners.

SolFocus CPV technology employs a system of patented reflective optics to concentrate sunlight 650 times onto small, highly efficient solar cells. The SolFocus SF-1100S system being deployed at the water reclamation plant features dual-axis tracking for consistent energy delivery. It also offers...
# Top Health Care Medical Clinics/Groups in The Inland Empire

**Ranked by number of licensed beds**

<table>
<thead>
<tr>
<th>Medical Group Address</th>
<th>City, State, Zip</th>
<th># of Physicians: Employed Contracted</th>
<th>Organization: (IPA/Gp. Prac.)</th>
<th>Total Employees</th>
<th>Year Founded</th>
<th>Percentage of Prepared Patients</th>
<th>Urgent Care Services</th>
<th>Nat. Accredited: Surg. Centers Clinic/Group</th>
<th>Top Local Executive Title Phone/Fax EMail Address</th>
</tr>
</thead>
<tbody>
<tr>
<td>Magnolia Health Care Management</td>
<td>4096 Magnolia Ave., Ste. 206 Riverside, CA 92503</td>
<td>181 IPA 0 1995 N/A No N/A</td>
<td>IPA</td>
<td>0</td>
<td>1995</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>John Mukherjee CEO (951) 399-0739/689-6644</td>
</tr>
<tr>
<td>Mission Valley Eye Institute</td>
<td>8270 Bob Hope Dr., Ste. 109 Rancho Mirage, CA 92270</td>
<td>16 Ophthalmology Group Practice 60 1980 80% 24 Hour on Call</td>
<td>IPA</td>
<td>60</td>
<td>1980</td>
<td>80%</td>
<td>Yes</td>
<td>Yes</td>
<td>Tim Milauskas, MD Administrator (760) 340-9774/340-1640</td>
</tr>
<tr>
<td>NAMM California</td>
<td>3281 E. Guasti Rd., Ste. 7th Floor Ontario, CA 91761</td>
<td>21 IPA Multi-Specialty 750 1983 95% Yes N/A</td>
<td>IPA</td>
<td>750</td>
<td>1983</td>
<td>95%</td>
<td>Yes</td>
<td>N/A</td>
<td>Leagh Hutchins CEO (800) 681-0808/681-8011 <a href="http://www.nammmcal.com">www.nammmcal.com</a></td>
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<tr>
<td>Pinnacle Medical Group</td>
<td>855 N. Riverside Ave. Rialto, CA 92376</td>
<td>8 Medical Group 50 2003 WND Yes Yes</td>
<td>N/A</td>
<td>50</td>
<td>2003</td>
<td>WND</td>
<td>Yes</td>
<td>Yes</td>
<td>Charles Sabbagh, MD President (909) 421-2700/421-2902 <a href="http://www.pinnaclemedical.com">www.pinnaclemedical.com</a></td>
</tr>
<tr>
<td>Pomona Valley Health Center</td>
<td>1770 N. Orange Grove Ave., Ste. 101 Pomona, CA 91767</td>
<td>8 Premier Family Medicine Associates 36 1996 N/A No Yes Yes</td>
<td>IPA</td>
<td>36</td>
<td>1996</td>
<td>N/A</td>
<td>No</td>
<td>Yes</td>
<td>Gregory Dahlquid, M.D. Medical Director (909) 863-0480/863-2982 <a href="http://www.pvhn.org">www.pvhn.org</a></td>
</tr>
<tr>
<td>PVHC at Claremont</td>
<td>1401 Monte Vista Ave., Claremont, CA 91711</td>
<td>N/A 2 Premier Family Medicine Associates 27 2007 N/A Yes Yes</td>
<td>N/A</td>
<td>27</td>
<td>2007</td>
<td>N/A</td>
<td>Yes</td>
<td>Yes</td>
<td>Karen Levine Director of Operations (909) 997-7946/6166 <a href="http://www.pvhn.org">www.pvhn.org</a></td>
</tr>
<tr>
<td>PVHC at Crossroads</td>
<td>3110 Chino Ave., Ste. 150 A Chino Hills, CA 91709</td>
<td>4 Premier Family Medicine Associates 27 2009 N/A Sleep Disorders</td>
<td>IPA</td>
<td>27</td>
<td>2009</td>
<td>N/A</td>
<td>Sleep Disorders</td>
<td>Yes</td>
<td>Michael Deanda, M.D. Medical Director (909) 630-7956/630-7491 <a href="http://www.pvhn.org">www.pvhn.org</a></td>
</tr>
<tr>
<td>Prime Care of Redlands</td>
<td>1520 Barton Rd. Redlands, CA 92373</td>
<td>3 150 IPA 50 1982 90% Yes No</td>
<td>IPA</td>
<td>50</td>
<td>1982</td>
<td>90%</td>
<td>Yes</td>
<td>No</td>
<td>Sandie Derryberry Executive Director (909) 724-7766/335-0006</td>
</tr>
<tr>
<td>ProMed Health Network</td>
<td>4150 E. Concours St., Ste. 100 Ontario, CA 91764</td>
<td>0 IPA Multi-Specialty 87 1985 80% No N/A</td>
<td>IPA</td>
<td>87</td>
<td>1985</td>
<td>80%</td>
<td>No</td>
<td>N/A</td>
<td>Jeeridli Prasad, M.D. President (909) 932-1041/932-1065 <a href="mailto:info@promedhealth.com">info@promedhealth.com</a></td>
</tr>
<tr>
<td>Rainbow Medical Group, Inc.</td>
<td>4646 Broughton Ave. Riverside, CA 92506</td>
<td>0 Multi-Specialty 70 1996 60% No N/A</td>
<td>IPA</td>
<td>70</td>
<td>1996</td>
<td>60%</td>
<td>No</td>
<td>N/A</td>
<td>Deborah Novellino Executive Director (951) 774-2800/774-2846</td>
</tr>
<tr>
<td>Rollandus-Yuccap Medical Group</td>
<td>255 Tarmacue Blvd., Ste. 10A Redlands, CA 92373</td>
<td>10 Medical Group 50 2003 WND Yes Yes Yes</td>
<td>IPA</td>
<td>50</td>
<td>2003</td>
<td>WND</td>
<td>Yes</td>
<td>Yes</td>
<td>Walter Jones, MD President (909) 746-6696 <a href="http://www.rpmg.com">www.rpmg.com</a></td>
</tr>
<tr>
<td>Riverside Medical Clinic</td>
<td>3660 Arlington Ave. Chino, CA 91710</td>
<td>123 Multi-Specialty Medical Group 725 1935 95% Yes Yes Yes</td>
<td>IPA</td>
<td>725</td>
<td>1935</td>
<td>95%</td>
<td>Yes</td>
<td>Yes</td>
<td>Judy Carpenter President/CEO (951) 783-9744/974-9749 <a href="http://www.riversidemedicalclinic.com">www.riversidemedicalclinic.com</a></td>
</tr>
<tr>
<td>Riverside Physician Network</td>
<td>1605 Iowa Ave., Ste. 220 Riverside, CA 92507</td>
<td>0 IPA 55 1984 n/a No N/A</td>
<td>IPA</td>
<td>55</td>
<td>1984</td>
<td>n/a</td>
<td>No</td>
<td>N/A</td>
<td>Howard Saner CEO (951) 784-9400/784-6008 <a href="http://www.rpns.com">www.rpns.com</a></td>
</tr>
<tr>
<td>San Bernardino Medical Group, Inc.</td>
<td>1800 N. Waterman Ave. San Bernardino, CA 92404</td>
<td>25 120 Multi-Specialty Practice Group 188 1954 65% Yes No</td>
<td>IPA</td>
<td>188</td>
<td>1954</td>
<td>65%</td>
<td>Yes</td>
<td>No</td>
<td>James W. Malin CEO/Administrator (909) 833-8411/881-3797 <a href="mailto:administration@sbmg.com">administration@sbmg.com</a></td>
</tr>
<tr>
<td>Stanley Trammel, DDS</td>
<td>1 Dental Orthodontics 1 1984 98% 24 Hour on Call No N/A</td>
<td>Dental Orthodontics</td>
<td>IPA</td>
<td>1</td>
<td>1984</td>
<td>98%</td>
<td>24 Hour on Call</td>
<td>No</td>
<td>N/A</td>
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<tr>
<td>U.S. Health Works Medical Group</td>
<td>6485 Day St., Ste. 302 Riverside, CA 92507</td>
<td>1 Occupational &amp; Industrial Medicine 4 1991 100% Yes No</td>
<td>IPA</td>
<td>4</td>
<td>1991</td>
<td>100%</td>
<td>Yes</td>
<td>No</td>
<td>Carmen Wells Center Manager (855) 632-2415/632-4440</td>
</tr>
<tr>
<td>U.S. Health Works Medical Group</td>
<td>15341 Central Ave. Chino, CA 91710</td>
<td>15 Family Practice, Industrial Medicine 35 1983 35% Yes No N/A</td>
<td>IPA</td>
<td>35</td>
<td>1983</td>
<td>35%</td>
<td>Yes</td>
<td>No</td>
<td>Algerine Jackson Medical Director (909) 621-6126/7881</td>
</tr>
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<table>
<thead>
<tr>
<th>Hospital Address</th>
<th># of Lic. Beds</th>
<th>Total Staff</th>
<th>Current Operating Budget</th>
<th>Specialties</th>
<th>Owner</th>
<th>Top Local Executive Title</th>
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<tr>
<td>St. Mary Medical Center</td>
<td>186</td>
<td>1,450</td>
<td>N/A</td>
<td>General Acute Care</td>
<td>St. Joseph Health System</td>
<td>David O’Brian; President/CEO (760) 242-231 (242-2994) <a href="http://www.sjmhs.org">www.sjmhs.org</a></td>
</tr>
<tr>
<td>Apple Valley, CA 92307</td>
<td></td>
<td>266</td>
<td>400</td>
<td>CT Scan, Cath, Lab, Open Heart, Neonatal ICU, Transitional Care, MRI, 24-Hour Emergency</td>
<td></td>
<td></td>
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<tr>
<td>Hi Desert Medical Center</td>
<td>179</td>
<td>485</td>
<td>N/A</td>
<td>$32 million Medical, Surgery, ICU, SNF, Subacute, Home Care, Hospice 24-Hour Hosp, Outpatient Surgery, Imaging, Health Care District</td>
<td>Hi Desert Memorial Hospital</td>
<td>Lionel Chadwick; President/CEO (760) 366-6206/66-6251 <a href="http://www.hdmh.org">www.hdmh.org</a></td>
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<tr>
<td>Joshua Tree, CA 92252</td>
<td>98</td>
<td>98</td>
<td>114</td>
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<tr>
<td>J.F.K. Memorial Hospital</td>
<td>145</td>
<td>650</td>
<td>N/A</td>
<td>Surgery, Orthopedics, OB/GYN, Gastro, Oncology, Renal Care, Cardiac Care</td>
<td>Dan Bowers; CEO</td>
<td></td>
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<tr>
<td>Indio, CA 92201</td>
<td></td>
<td>150</td>
<td>n/a</td>
<td>Pediatrics, Internal Medicine, Neurosurgery, Urology, 24-Hr. ER, Cardiac &amp; Vascular Care, Lab, Outpatient, Prenatal Svs, ICU</td>
<td></td>
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<tr>
<td>Chinle Medical Center</td>
<td>126</td>
<td>560</td>
<td>280</td>
<td>N/A 24-h ER, Same-Day Surg., ICU, Transitional Care, Chest Pain Ctr. Induct Care, The Birth Place, Pediatrics, Acute Care</td>
<td>Prime Healthcare Services Inc.</td>
<td>Dr. James M. Lally; CEO (909) 464-4614/4614-8532 <a href="mailto:dmlally@fsms.org">dmlally@fsms.org</a></td>
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<tr>
<td>451 W. Walnut Ave. Chino, CA 91710</td>
<td>240</td>
<td>280</td>
<td>250</td>
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<tr>
<td>Victor Valley Community Hospital</td>
<td>115</td>
<td>530</td>
<td>250</td>
<td>N/A Outpatient Surgery, Med./Surg. Units</td>
<td>Community Owned</td>
<td>Catherine Polley; CEO (760) 940-6205 <a href="http://www.vvvch.org">www.vvvch.org</a></td>
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<tr>
<td>15248 Elstven St. Victorville, CA 93592</td>
<td>75</td>
<td>175</td>
<td></td>
<td>Inpatient &amp; Outpatient Behavioral Health Unit, MIC/ICU/CICU</td>
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<tr>
<td>Cypress Hospital</td>
<td>106</td>
<td>170</td>
<td>8</td>
<td>N/A Behavioral Health, Alcohol/Drug, Acute Care, Outpatient Programs, 24-Hr</td>
<td>Psychiatry Solutions, Inc.</td>
<td>Jeff McDonald; CEO (909) 590-370040-4019 <a href="mailto:kbd@mendocinohospital.com">kbd@mendocinohospital.com</a></td>
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<tr>
<td>Chino, CA 91710</td>
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<td>30</td>
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<td>Montclair Hospital Medical Center</td>
<td>102</td>
<td>475</td>
<td>300a</td>
<td>N/A 24 hr. ER, Family Centered</td>
<td>Prime Health Care</td>
<td>Lex Reddy; CEO (909) 254-8062/254-4777</td>
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<tr>
<td>5000 San Bernardino St. Montclair, CA 91763</td>
<td>145</td>
<td>145</td>
<td></td>
<td>Birth Program, OB/GYN, Pediatrics, Outpatient Surgery, Medical/Surgical, ICU/CICU, CT Scan, MRI, Cardiac &amp; Pulmonary</td>
<td></td>
<td></td>
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<tr>
<td>Moreno Valley Community Hospital</td>
<td>101</td>
<td>356</td>
<td>154</td>
<td>N/A Spine Center, OB Services, ER, Acute Care Facility</td>
<td>Kaiser Foundation Hospitals</td>
<td>Vita Willett; Executive Director/CEO (951) 243-1021-2605</td>
</tr>
<tr>
<td>25100 Medical Center Dr. Murrieta, CA 92642</td>
<td>116</td>
<td>116</td>
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<td></td>
</tr>
<tr>
<td>Rancho Spring Medical Center</td>
<td>99</td>
<td>500</td>
<td>250</td>
<td>WND 24-Hour Emergency, Acute Care, ICU Infusion Therapy, Inpatient &amp; Outpatient Surgery, Maternity Care, Imaging Treatment, Total Joint Replacement Program, Cardiac Care Center, Outpatient Services</td>
<td>San Diego Hospital Association</td>
<td>Ken Rivers; President/CEO (951) 677-9710-857-4556</td>
</tr>
<tr>
<td>25100 Medical Center Dr. Murrieta, CA 92642</td>
<td>200</td>
<td>200</td>
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<tr>
<td>1350 W. Covina Blvd. San Dimas, CA 91773</td>
<td>150</td>
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<td></td>
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<tr>
<td>Kindred Hospital</td>
<td>94</td>
<td>310</td>
<td>275</td>
<td>N/A Acute Care-Long Term, Intensive Care</td>
<td>Kindred Health Care Corp.</td>
<td>Robin Rapp; CEO (909) 391-0333/99-2892 <a href="mailto:peter.adiano@kindredhealthcare.com">peter.adiano@kindredhealthcare.com</a></td>
</tr>
<tr>
<td>550 N. Monterey Ave. Ontario, CA 91764</td>
<td>70</td>
<td>70</td>
<td></td>
<td>Cardiac Pulmonary, Rehabilitation Services</td>
<td></td>
<td></td>
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<tr>
<td>Desert Valley Hospital</td>
<td>83</td>
<td>780</td>
<td>201</td>
<td>$347 Million OB, Imaging, Med./Surg., Cardiac, ICU Lab, ER, Step-Down Unit, Outpatient Surgery, Diagnostic Catheterization Lab, Birth Place</td>
<td>Prime Care Services</td>
<td>Margaret Peterson, President/CEO (760) 241-8000 <a href="mailto:info@pricemhcare.com">info@pricemhcare.com</a></td>
</tr>
<tr>
<td>19850 Bear Valley Rd. Victorville, CA 92585</td>
<td>117</td>
<td>117</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Robert H. Ballard Rehabilitation Hospital 60 1760 W. 16th St San Bernardino, CA 92411</td>
<td>250</td>
<td>250</td>
<td>65</td>
<td>$14.3 Million Physical Acute Rehabilitation, Industrial Medicine, Pain Management, Physical Rehabilitation Services</td>
<td>San Healthcare Group</td>
<td>Edward Palacios; CEO/President (909) 473-127453-1276 <a href="mailto:robertkemick@sdhhs.com">robertkemick@sdhhs.com</a></td>
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<td>Barstow Community Hospital</td>
<td>56</td>
<td>255</td>
<td>76</td>
<td>WND Inpatient &amp; Outpatient Surgery, OB/GYN, CCU, 24-hr Emergency Dept, Anesthesia, Cardiology, Family Practice, Gastroenterology, Neurology, Internal Medicine, Neurology, Obstetrics, Oncology, Ophthalmology, Orthopedics, Pediatrics, Pulmonary, Urology</td>
<td>Community Health Systems</td>
<td>Michael Stewart; President/CEO (760) 957-320-957-3204 <a href="http://www.barstowhospital.org">www.barstowhospital.org</a></td>
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<td>WND Full Service Comm. Hospital/ Adult/ Pediatric Acute Care, Inpatient/Outpatient Surgery, Emergency, Maternity, Women’s Health, Home Health</td>
<td>Palo Verde Health Care District</td>
<td>Peter Judge; Executive Director (909) 921-315-921-9211 <a href="http://www.paloverdehospital.org">www.paloverdehospital.org</a></td>
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<td>$15 Million Skilled Nursing Unit, Lab, Radiology, 24-Hr. ER, OB, Physical Therapy, Rural Clinic, Med./Surg. Wing</td>
<td>Hospital District</td>
<td>Charles Harrison; Executive Director (909) 336-365 x2200#6-1739 <a href="http://www.maceras.com">www.maceras.com</a></td>
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The Anxious New Supervisor

Getting a promotion and moving up in an organization is a goal the majority of the workforce is striving to achieve. The path to reach this goal is often times more clearly defined. It is after I achieve my goal of becoming a supervisor/manager that I may find the greatest difficulty. After all, the new position will require I get more done, stay on budget and produce high-quality results. The hard work and skills that helped me get the promotion may no longer serve the needs of my new position.

How I treat people, once I am in my new position, will often times determine my success or failure. Here are two concepts that will help improve your communications skills:

1. If your employees are telling you something, it’s important. There are no unimportant little things when it comes to dealing with people. If they’re constantly complaining, it might be a sign that they feel they’re not being listened to. If they have excuses for not getting work done, it’s possible there are real reasons hidden behind those excuses. If they talk about their personal problems, it could be they feel you’re treating them as cogs in a wheel and not as individuals.

Consequently, my first recommendation is to sit down and write a vision of how you’d like to manage these people. Do you want to be controlling, asking them to do their physical tasks and nothing else? Do you want to work as a team, where you seek their input on all decisions to do with work processes? Or do you want something in-between, where you solicit some ideas when you think it’s necessary, but really just want them to show up and stuff baskets with stuff as they’re told?

Keep in mind that the less you seek their input, the less motivated they will be to go above and beyond when you need them. If you view them as cogs, that’s how they will view the job - as something they can replace as soon as something better comes along.

I’m not saying you have to have a completely egalitarian workplace. In fact, some people like working in jobs where they aren’t responsible for any decisions. It could be that’s the type of workers you want. However, you must know what you’re looking for.

2. Communicate. However you decide to manage, it’s important to communicate with your employees. At the least, tell them why you want them to do something a certain way, don’t just give a direct order and walk away. Entertain serious requests for change and - even in a more hierarchical structure - ask the experts (the people doing the job) how things could be improved.

Another important aspect of communication is praise. People want to feel important, that they’re doing a good job and that they matter to the workplace. There’s no harm in telling them—constantly and sincerely - that they did a good job meeting a deadline and that the baskets look great. In fact, a great deal of good can come from showing appreciation. You’ll find that they like coming to work!

At the same time, you must communicate exactly what you expect from these workers. There is no room for vague language here. Delineate exactly what will be done and what you expect the outcome to be. Since these are new positions, I’d seek the input of the workers after a few weeks. It’s not uncommon that a job looks good on paper but isn’t practical in the real world.

In summary, know what you want then communicate it. That will get you started on a path toward successfully managing.
Seven Hallmarks of a Great Workplace

By Norm Spitzig

What exactly makes a workplace “great”? What are the specific characteristics common to those very special workplaces that are universally recognized as the indisputable signs of a superior operation?

If there is a more basic (or fascinating) question for a workplace and the people who inhabit it, it hasn’t been found. A workplace that successfully attains the following characteristics—whatever size it might be or industry it may be in—can proudly and accurately call itself “great.”

1. A clear mission and purpose for being

The very best workplaces in the world know—really know—who they are and what their core purpose is. They have a straightforward, concise mission statement (i.e., “who they are”) that is readily understandable and enthusiastically embraced by each and every employee. Such great workplaces have carefully identified those factors critical to their long-term success (i.e., “those services and/or facilities they must do, and continue to do, exceptionally well”) as well as their specific vision for the future (“what our workplace will likely be in three to five years”) that is readily understandable, and, perhaps, even a little bit of a sky dream.

2. Forward thinking, creative senior management and a caring, well-trained staff

No workplace can remain superior over any meaningful period of time without quality leadership at the top as well as a caring, well-trained support staff. At great workplaces, everyone from the president/chief executive officer to yesterday’s hire are fully committed to doing whatever it takes to ensure the company’s ongoing success year-in and year-out. Equally as important, great workplaces attract people from myriad backgrounds and with varying arsenals of professional and personal skills—talents that complement and enhance each other to the benefit of all employees as well as the customer base.

3. Meaningful work

A great workplace allows—better yet, encourages—its employees to do what they deem meaningful. Of course, the term “meaningful” denotes different things to different people. What is meaningful work for a chief executive officer of a multi-billion dollar company may, but not necessarily, differ significantly from that of a solo entrepreneur working at home. Both can—or cannot—be genuinely viewed as meaningful work, depending on the perspectives of the individuals involved. Having said that, Malcolm Gladwell is correct when he notes in *Outliers* that, for most people, work is meaningful when it is sufficiently autonomous, appropriately complex, and has a perceived direct relationship between the effort invested (i.e., “time on the job”) and the accompanying return (i.e., “compensation”).

4. Reasonable, understandable, and uniformly enforced work rules

Great workplaces have rules and policies that are reasonable, understandable, and, perhaps most importantly, fairly and uniformly enforced. (If, for example, smoking is prohibited in the work environment, that means, plainly and simply, no one smokes: not the president, not the chief operating officer, not the new dishwasher.) The rules and policies at great workplaces are neither capricious nor arbitrary. They are not written in language so arcane that any-one but a senior tax attorney can comprehend. Ideally, they are not written to prevent employees from doing something, but rather to set appropriate standards whereby all employees are assured the opportunity to maximize their potential.

5. An appropriate blending of tradition and innovation

While great workplaces are environments where employees devote a significant amount of time to improving current products and services as well as creating new ones, they are also places where tradition and continuity are highly valued. Longstanding products and services are not whimsically eliminated to the detriment of loyal customers; rather, they are continually improved as circumstances dictate to the benefit of all concerned. At great workplaces, all are aware and proud of their company’s origins and heritage, its growth and evolution, its positive reputation in the community, its quality products and services, its mission for the present, and its vision for the future.

6. Open communication among all vested parties

Great workplaces have regular, honest communication between everyone involved with, and interested in, the long-term success of the company. Staff and customers are always...
Local Twelve-Year-Old Goes to Carnegie Hall

Carnegie Hall in New York is one of the most prestigious venues in the world for both classical music and popular music. It is an honor for any musician to perform at such a historic place let alone attend a concert there. This year, on May 7th and 8th the American Fine Arts festival invited promising musicians from young kids to amateur adults to come perform at their music festival held at Carnegie Hall.

Meet Jeffrey Siu. During the day, he’s a regular 12-year-old kid that you’d find hanging out with his friends at school telling Chuck Norris jokes or talking about recent movie trailers. But, after he gets home from school, finishes his schoolwork and sits down at the piano—his whole persona changes. He lives in Diamond Bar with his mom, June, his dad, Ta, and two sisters—Jasmine and Joanna, aged 10 and 6 respectively. He usually practices the piano about an hour or two a day. When he isn’t playing piano, his hobbies include video games, astronomy, and Legos. Recently, he has also started learning to play guitar in school and seems to really enjoy it.

At age 8, Jeffrey started to get serious about playing piano and started attending lessons at the Moscow Center School of Music located in Rowland Heights. Currently, he meets once a week with his instructor, Lilit Cabayan, who originally came from Russia.

For those who do not know the history of Carnegie Hall—it was named after Andrew Carnegie who financed the construction. It was designed initially by the New York City architect William Burnet Tuthill as a venue for the Oratorio Society of New York and the New York Symphony Society. The design was inspired by the Italian Renaissance combined with architectural notes derived from various European models. Construction began in 1890 and was finished April 1891. The official opening night was on May 5th with a concert conducted by maestro Walter Damrosch and composer Peter Illich Tchaikovsky.

Many legendary jazz and popular music performers have also given memorable performances at Carnegie Hall including Benny Goodman, Judy Garland, Shirley Bassey, Harry Belafonte, James Gang, Nina Simone, Stevie Ray Vaughan, The Beatles, and Bob Dylan. A few years after Carnegie Hall opened, the studio towers, on the south and northeast sides of the hall were completed on page 37.

Jeffrey Siu

For Planning 2011 Advertising, Marketing, and Publicity With The Inland Empire Business Journal

2011 EDITORIAL SCHEDULE

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RESTAURANT REVIEW

What’s to Eat in Puerto Vallarta?

By Donna Hoerning

Mexican resort cuisine has changed dramatically over the last 20 years. My husband and I first visited the Mexican Riviera in 1983—we stayed at the Princess Hotel, which was then rated as the finest resort in Latin America. We ate all of our meals at the hotel, and it was an experience we have not forgotten—not that the food wasn’t good, it was good, but at the same time it was different—a hamburger did not taste like a hamburger and Montezuma’s revenge was very real with both of us getting sick.

If you have not been to Puerto Vallarta in the last decade, you will find many changes—some good, some not so good. Let’s begin with the “not so good” (at least for me). You will now find that American chains have migrated south and, as a result, you can feast at everything from Carl’s Jr. to Bubba Gumps. So, if you have a hankering for good old American food—you’ll find it.

This year because of the possibility of crime (read Executive Time Out), we elected to stay and eat at our resort; however, we preferred to sample the local cuisine. To accomplish this we did some asking around—once it was the concierge at the Villas Vallarta who gave us wonderful advice, and at other times it was other Americans who were now living in Puerto Vallarta. My personal Puerto Vallarta favorite is Coco Tropical (www.cocotropical.com)—it’s in the old section of Puerto Vallarta and is best arrived at directly by cab. A word of caution—make sure your cab driver knows exactly where the restaurant is—the old town section is very dark and not some place you want to stroll around for long periods of time. Coco Tropical sits right up against the beach and is a wonderful place to watch the sun go down. The owner, Heinz Reize, is an accredited Swiss chef and we have never been disappointed with any entrée we have tried—they make the best Tortilla soup I have ever tasted. When we were there last, we had a table on the terrace that faced the beach—many vendors stroll by, and on this last occasion, four young men serenaded us (for a few pesos) as we ate—a very romantic memory. Coco continued on page 35

Inner Design Studio Challenges Design Norms With Loma Linda University Medical Center in Murrieta

Walking into the new Loma Linda University Medical Center in Murrieta, it seems like you’ve entered the lobby of an exclusive resort instead of a hospital.

Nestled in the stunning Hogback Hills in Southern California, the new medical center welcomes patients with a bright environment contrasted against a color palette of sky blues and dark wood veneers that mimics the qualities of a luxury hotel.

This 248,000-square-foot medical center was intended to be a calm, caring oasis for guests who seek a more elegant experience than is typically found in healthcare facilities. LUMC leadership envisioned a high-tech, high-touch healing facility with specific color schemes and design aspects that challenged the norms of healthcare interior design.

“When we sat down with Loma Linda leaders, they described a clean, white environment with a technologically advanced appearance that evoked the feeling of visiting a five-star hotel,” said Rebecca Donner, managing principal of Inner Design Studio and head designer for the Loma Linda project. “This was a new challenge for me as a healthcare interior designer. We re-considered many of our industry’s design norms and reinvented products to meet the clients’ requests. We also made sure that the client was aware that using such a light color would require a greater commitment to maintenance to keep the facility looking pristine, which is a commitment they were willing to make.”

About Loma Linda University Medical Center-Murrieta

Loma Linda University Medical Center-Murrieta (LLUMC-M) is the fulfillment of a vision shared by dedicated local physicians, community members, LLUMC leadership, local and state governments to create a world-class community hospital.

The campus serves the community with a new, state-of-the-art medical facility that blends the best of the local medical community and the 105-year legacy of the Seventh-day Adventist owned and operated, Loma Linda University Medical Center. LLUMC-Murrieta is home to a 248,000-square-foot acute care hospital with 106 inpatient beds, and a 160,000-square-foot professional office building. The facility blends the latest technology with high-touch care, and a calm, healing environment.
What’s...

continued from pg. 34

Tropical is moderately priced and very much worth finding.

This year we again vacationed in Puerto Vallarta where we stayed at the Grand Mayan in Nuevo Vallarta. The resort is on a property so big that they have electric carts running at all hours to get you from one end of the property to the other. We had 11 wonderful restaurants to choose from just at the resort itself and all had slightly different themes and menus. Of the 11, we sampled six. We arrived on Sunday afternoon and were hungry—our taste buds were more than satisfied at Ola Mulata. It’s classified as a snack bar and isn’t open for dinner, but is situated right against the beach and is a perfect setting for a margarita and lunch. Lots of selections to choose from and oh, so tasty!

If you like breakfast buffets, you will really love Café Del Lago—it is, by far, the largest and the best breakfast buffet we have ever experienced. It is set in a beautiful location and is priced like a great buffet back home would be. We ate there twice. We took a turn at their Italian restaurant Tramont for dinner one night (www.mayan-resorts.com/the-grand-mayan/nuevo-vallarta/trimonto) and were pleasantly surprised—hey, who know they knew Italian? We ate most of our lunches by the pool at a wonderful outdoor poolside Mediterranean restaurant called “Samba” — great hamburgers, nachos, tacos, and all set in paradise.

On our next to last evening were had dinner at Punta Arena, the resort’s seafood restaurant—the setting is right on the beach and is literally “to die for”—especially at sunset; however, of all the meals we had, this was our least favorite. There are many GREAT seafood restaurants in Puerto Vallarta; they will grill an entire fish for you with a choice of preparation methods—Punta Arena was not among them.

Our last evening found us at the newest restaurant on the resort located at the Grand Luxxe—they call it a Mexican restaurant, but it was unlike any Mexican food I had ever tasted—it was elegant, scenic, and the food was beyond delicious—oh, and did I mention the desserts?

Mexico has changed and especially in Puerto Vallarta—and particularly at the Mayan resorts the opportunity to treat one’s taste buds to wonderful food is now in line with the beauty of the local area.

Tour the Historic Winery weekends from 2:00 pm to 4:00 pm or by appointment
Listed in the National Register of Historical Places
SAN BERNARDINO COMMUNITY COLLEGE DISTRICT AWARDED $5 MILLION, 5 YEAR GRANT TO ASSIST STUDENTS WITH DISABILITIES

The San Bernardino Community College District (SBCCD) Technology and Educational Support Services (TESS) offices will be the new fiscal and oversight home, if not the physical location, of the Alternate Text Production Center (ATPC), currently housed at Ventura College. Awarded the $5 million grant by the California Community Colleges Chancellor’s Office, the ATPC is the first public-funded, system-wide resource dedicated to serving the alternate media needs of the largest post-secondary educational system in the world. There are 112 community colleges in California and each of them has equal access to the media services provided by the ATPC.

From existing print or electronic documents, the ATPC creates alternate media products for use by California Community College (CCC) students with print-related disabilities. These products consist of electronic text files, electronic Braille files, Braille books and documents, and Tactile Graphics. Using state-of-the-art technologies, the ATPC last year processed over 5,000 E-Text and 140 Braille textbook requests for the CCCs. As part of their fee-based option, the Center can also provide alternative textbooks and music to students with disabilities to all educational levels K-12, UC, CSU and private educational institutions. Last year more than 40 other educational institutions were served.

SBCCD Chancellor Bruce Baron said “The primary purpose of this grant is to improve the capacity of the California Community College system to serve its disabled student population, specifically the print-disabled students, a group comprised of the visually impaired, learning disabled, physically disabled and those with acquired brain injuries. Given the statewide fiscal cuts to the colleges’ Disabled Students Programs and Services (DSP&S), and the numbers of service people returning from overseas conflicts with acquired brain injuries, the ATPC program is more critical than ever. We are very pleased to be part of that important effort.”

Dr. Glen Kuck, executive director of TESS, noted that “The SBCCD is committed to ensuring that a coordinated and comprehensive approach continues to the provision of equal and immediate access to print information in alternate formats to individuals with print disabilities who are enrolled in the California community colleges. Under Title 5 regulations, colleges must promote and support the maximum independence and integration of students with disabilities. Those students must have an equal opportunity to benefit from the instruction offered by the institution. The ATPC works in conjunction with the DSP&S offices to make those goals attainable for students with disabilities.”

The ATPC was located on the Ventura College campus from its inception in 2001 until this year, when the program grant was awarded to the SBCCD beginning July 1, 2011. Given the specialized nature of the staffing requirements and the production facilities, the program facilities will stay in Ventura for the time being. At some later date, it may be relocated to San Bernardino.

ATPC Director Michael Bastine said, “The ATPC team is thrilled to remain intact as a production resource for our CCC students with print-related disabilities. The entire SBCCD staff has been extremely proactive and supportive in drafting a winning proposal and nurturing our center’s ongoing transition into the District. The ATPC staff is looking forward to having as many SBCCD people as possible attend our Open House later this year.”

Controversial... no limit in place.

Higher Car Taxes Hurt the Economy

SB 653 would allow each of the 58 counties and more than 1,000 school districts to impose a new Vehicle License Fee (car tax) up to 1.35 percent. The VLF is intended as an “in-lieu” property tax (to ease administration) and, therefore, should not exceed the 1 percent cap imposed for other property taxes. If the rate varies by jurisdiction, some counties and school districts will charge different rates based on the use of the vehicles (commercial versus non-commercial use) or the type of vehicle (different rate based on emissions, cylinders, size, or weight). These issues not only raise concerns for taxpayers subject to the tax, but raise costs to the state for administering potentially divergent rules in each of the counties and school districts. In addition, a local VLF would directly impact the sales of vehicles. The auto industry has been hit particularly hard by the recession, and this proposal will substantially compound the industry’s difficulties.

Provides Counties and School Districts More Taxing Authority Than Cities

Under current law, general law cities and charter cities have similar taxing authority (Government Code Section 37100.5). However, a city’s taxing authority is much broader than a county’s taxing authority, since cities can tax anything not prohibited by law, while counties and school districts are limited to tax what is specified in the law. Distinctions between city and other local government taxing authority has been outlined in numerous court cases that employ the theory of “Dillon’s Rule,” which says that a local government – in the case of SB 653, county and school district governments – have only the express power granted to it by the Legislature. California does not need more than 1,000 new and different taxing approaches.

Higher Energy Costs Hurt Commuters

SB 653 would allow counties and school districts that have oil and petroleum reserves to impose an oil severance tax. Increased costs for oil production would be passed along to all of California’s consumers at the pump, and the new taxes likely would reduce in-state oil production. Because gas prices will rise as a result of increased oil production costs, costs of doing business likewise will increase. As the general costs of doing business in California increase, business activity will slow, leading the state deeper into recession.
Local Twelve... continued from pg. 33

added, which is basically what we see today when we think of Carnegie Hall. In addition to the main hall, Tuthill included two other performance spaces: a small recital hall, known today as the Weill Recital Hall, and a mid-size venue. In 2003, Carnegie Hall re-opened it as Zankel Hall, which is a newly renovated area dedicated to jazz and world music.

After passing the audition with the American Fine Arts Festival judges, Jeffrey was chosen to play at one of their winners’ concerts where the performers would also be awarded certificates of excellence. This would be his first time visiting New York so he was really excited for the opportunity he was given. Jeffrey was chosen to perform Rachmaninov’s Moment Musical op.16 no.4 inside of Weill Recital Hall. Alongside Jeffrey, there were also 37 other performers that were awarded at the May 8 performance and award ceremony who came from all over the U.S. including: California, Georgia, Illinois, Massachusetts, New Jersey, and Pennsylvania.

There is an old joke that has become part of the folklore of the hall. One of the earliest print versions of the joke tells:

Rumor is that a pedestrian on 57th Street, Manhattan, stopped Jascha Heifetz and inquired, “Could you tell me how to get to Carnegie Hall?” “Yes,” said Heifetz. “Practice!” Practice has definitely given Jeffrey the once-in-a-lifetime opportunity to play at Carnegie Hall. In addition to the hall. One of the jokes that have become part of the folklore of Carnegie Hall is a newly renovated area dedicated to jazz and world music.

Publisher’s Note: During the past 23 years since we have published the Inland Empire Business Journal, we have never printed stories benefiting a personal friend. We have made an exception with Jeffrey Siu. Because of his extraordinary musical talent, we thought our subscribers would like to read about this 12-year-old and his accomplishments.

Executive... continued from pg. 14

Zorn specializes in the leasing, sales and development of warehousing, distribution and manufacturing facilities throughout the global industrial real estate market place. Previously, Zorn was a principal of DAUM Commercial Real Estate Services in Inland Empire where he was a top producer producing broker for past nine years.

Siglar specializes in sales and leasing, sale-leaseback, tax deferred (1031) exchanges, leased investments, build-to-suit, and site search and acquisition, land development, and landlord and tenant representation. Prior to joining Colliers, he was the top producing industrial specialist at DAUM.

Op-Ed... continued from pg. 26

lands that attract people from the California coasts and pastures; it’s an environment that cherishes innovation and productivity. It is a welcoming spirit that generates creativity and opportunity.

Perhaps Texas’ most significant competitive advantage is the absence of an income tax, whereas California has a steeply progressive income tax that amounts to 55.5% of our general fund revenue. In “Competitive States: Texas vs. California,” economists from the Texas Public Policy Foundation write: “When hard economic times arrive, progressive income taxes intensify the loss of revenues that naturally occur. The higher spending obligations created during good times pressure states to raise taxes higher than economical optimal in an attempt ‘close the revenue hole.’”

Because Texas does not suffer from the progressive revenue rollercoaster, its budget and economy have exhibited a remarkable stability compared to California. Stability, combined with a unique economic independence for families and investors, gives Texas the edge.

If California hopes to rise again as a destination, rather than become a residential scrapyard from which to flee, we should pay attention to Texas. Otherwise, Californians will do as they’ve always done, and find new ways to improve their lives.

It’s the American way.

Note: Assemblyman Mike Morrell can be contacted at the State Capitol, Room 4102, Sacramento, CA 95814. Phone (916) 319-2063, Fax (916) 319-2163.

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Top Health Care Medical Clinics/Groups in The Inland Empire continued from page 29

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<th>Medical Group</th>
<th>Address</th>
<th>City, State, Zip</th>
<th># of Physicians: Employed</th>
<th>Organized: (IPA/Corp. Pract.)</th>
<th>Total Employees</th>
<th>Year Founded</th>
<th>Percentage of Preventative Patients</th>
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Publisher’s Note: During the past 23 years since we have published the Inland Empire Business Journal, we have never printed stories benefiting a personal friend. We have made an exception with Jeffrey Siu. Because of his extraordinary musical talent, we thought our subscribers would like to read about this 12-year-old and his accomplishments.
It has been a tough three years financially for most of us, and we’re not yet out of the woods. Even so, there are hopeful indicators that the situation is turning around. Among these are the growing number of “how-to” books that are once more targeting business owners and managers. More importantly, books like “Full Engagement!” have re-focused on the real engine of growth: motivated employees who keep customers coming back by satisfying them.

Author Brian Tracy isn’t breaking any new ground. In fact, one of his first key information sources is Aristotle. What may seem to be a new approach to motivating people is actually one of the oldest. Tracy puts it this way:

“Human beings, including yourself, decide emotionally and justify logically. We make emotional decisions instantaneously, sometimes with a single glance of a single piece of information, and then we often spend several hours or months underpinning our emotional decision with logical justifications.”

Tracy goes on to note:

“Aristotle talked about this in his work Nichomachean Ethics. He said that behind every human motive there is a further motive until you finally arrive at the basic motive for everything, and that is to be happy.”

The author isn’t talking about the mindless happiness expressed in the movie, “The Stepford Wives.” What he’s talking about is an intelligent approach that depends on the hard work of senior and mid-level managers. As Tracy states:

“Organize the work, from the first step in the hiring process through to the final step in the retirement ceremony, so that people are happy with you, their work, their coworkers, as well as in their interactions with your customers, suppliers, and vendors, and in everything they do that has an effect on your company.”

Sound like an approach out of the 1970s, or even the 60s? Perhaps, but from 2006 through 2010 much of today’s business management, from owners to junior managers, seem to have developed a serious case of amnesia about the need for motivating employees. It’s not unusual to hear a manager say about his employees, “What are they griping about? They’ve got jobs, haven’t they?” As Tracy often implies throughout the book, this type of comment begs the question: There is no surer way to measure business success than by comparing employee happiness and subsequent motivation with a balance sheet. Employees who don’t care about customers’ needs being met, soon find themselves without customers, and the company without cash flow. No cash flow, no profits. No profits, no business.

There are three areas of importance in “Full Engagement!” First, the book reminds us that motivating employees to satisfy clients is an historically tested way of building a business. When your employees and managers forget this, you and they are doomed to re-learn that lesson the hard way.

Second, there must be an organized approach by owners and managers to achieve the goal of building motivation among employees, suppliers, and other stakeholders in the business. The book offers plain written methods and techniques to make this possible.

Third, Tracy lists 17 management principles to help owners and managers become more effective planners, communicators, leaders, and motivators. Those are ambitious goals and not easy to achieve, especially in uncertain economic times.

There’s one piece of advice Tracy offers that isn’t often seen in “how-to” business books. It’s this:

“When you learn a new ideal, resolve to take action on it immediately. There is a direct relationship between how quickly you take action on a new idea and how likely it is that you will ever take action on any new idea at all.”

“Full Engagement!”
Seven...
continued from pg. 32
kept informed of, and are encouraged to appropriately participate in, the company mission, vision, policies, and procedures as well as any significant changes under consideration. In other words, they are given adequate opportunity to convey their ideas and suggestions to company leadership. Managers at great workplaces are unwavering in their commitment to “management by walking around,” because they know that this time-tested practice promotes open communication and minimizes potential problems. Great workplaces typically have company newsletters, both electronic and print, that regularly and effectively communicate the various opportunities available to staff and customers.

7. Fiscal responsibility
Last, but certainly not least, great workplaces are fiscally prudent in the manner they operate. They have detailed multi-year business plans that feature accurate income and expense projections, conservative cash flow estimates, sufficient funding for research, development, infrastructure maintenance, renovation and expansion, and realistic cash flow projections.

In addition, great businesses rigorously monitor and adjust their financial plans on a regular basis and as circumstances dictate. The know exactly how much money will be required to operate. They have detailed multi-year business plans that feature accurate income and expense projections, conservative cash flow estimates, sufficient funding for research, development, infrastructure maintenance, renovation and expansion, and realistic cash flow projections.

It takes constant effort and vigilance to be a truly great workplace, but the end result is well worth it.

For more information, please contact Norm at normspitzig@hotmail.com, 1-352-735-5693, or visit www.MasterClubAdvisors.com.

The Anxious...
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people.
Richard Bonar is manager of the Dale Carnegie of the Inland Empire. Bonar, and the IE Dale Carnegie team have designed and delivered performance-based learning programs for hundreds of companies in the Inland Empire during his 20-year tenure in the IE.

If you have a question or need advice on a certain topic, please visit our web site at www.ie.dalecarnegie.com or e-mail us at rbonar@ie.dalecarnegie.com 909.978.3422.

Choosing a...
continued from pg. 46
hospitals for these errors in 2008. But that’s not all we’re doing. Just last month we launched a new initiative called the Partnership for Patients, which we hope will save 60,000 lives by stopping millions of preventable injuries and complications in patient care over the next three years. Already, more than 1,200 hospitals have pledged to support the Partnership for Patients. Ask your local hospital to sign up, if it hasn’t already.

Full...
continued from pg. 58
proof that long-tested business approaches are worth re-learning because they continue to prove their value.

―Henry Holtzman

Executive...
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Commercial Real Estate Services for the past 12 years.

Siliken Solar Moves Operation to Tijuana
Siliken Solar, a firm located near San Diego, has moved its manufacturing operation across the border to Tijuana, Mexico. The facility assembles solar panels, and the move was prompted by lower labor costs in Tijuana – $4 to $5 an hour, compared to $15 in San Diego – and a lack of interest in American-made products, according to a company spokesman. The Mexican factory, which uses equipment moved from the San Diego plant, opened in March and employs about 250 people. It is twice the size of the U.S. facility, which will be converted into the company’s distribution and logistics center.

Galleano...
continued from pg. 8
duce a number of multi award-winning dessert wines. Galleano stores and ages the wines in 50-gallon barrels. The stored wines include some port or sherry wines, or wine fortified with brandy to lock in natural sugars and raise the alcohol content. Their most famous and best-selling wine would be their Zinfandel. The grapes began in Domenico’s time and the end product is deep raspberry in color and is full of character with a full fruit flavor with a hint of currant. This is their house wine and is what Don drinks daily. Their Zinfandel symbolizes the valley’s fascinating history.

In 2010, they’ve received numerous awards for their wines and to name a few: Ancient Angelik awarded gold at the LA County Fair Wine Competition, Los Rancheros Zinfandel awarded silver at the Pacific Rim Wine Competition, and their Sherry Cremia Cask III was a silver medal winner at the Jerry Mead New World International Wine Competition.

The Galleanos never hesitate to share with visitors: their family history, hospitality, or their consistently great wines…. So find some time to stop by and visit their winery and enjoy what they have to offer. The directions are easy: Get off the Cantu-Galleano Ranch Road Exit on Interstate 15.

City of...
continued from pg. 28
environmental benefits including no water usage for energy production, a small land foot-print with dual use potential, and no permanent shadowing or wildlife corridor disruption. Additionally, SoiFocus CPV provides the shortest energy payback and lowest greenhouse gas (GHG) intensity of any solar technology in solar-rich regions like Coachella.

Duttons...
continued from pg. 26
Ovitt said he supported SB 446 because “as a long-time resident and former Mayor of Ontario, I know the importance of Ontario International Airport to the Inland Empire’s economy. I also understand the crucial role the airport must play in meeting the long-term demand for air travel in Southern California.”

Earlier, the Southern California Association of Governments Regional Council endorsed transferring ONT to a regional airport authority. The Council – comprised of 84 elected officials representing 189 cities and six counties in Southern California.

Other endorsements have come from the Los Angeles Times, the Alliance for a Regional Solution to Airport Congestion (ARSCA), and a growing number of city governments including Inglewood, Long Beach and Montclair.
The weather in Los Angeles was typical for March; one day cold and the next day hot. Not so south of the border, in Mexico. We boarded our flight at LAX, and two and a half hours later, a warm tropical breeze greeted us as we exited the airport for our vacation destination in Puerto Vallarta, Mexico.

My wife and I took our first vacation in Mexico in 1983 and have continued to go back every few years. Most all of our trips have been time-share trades. In previous stays in Puerto Vallarta we’ve stayed at the Westin, Villas Vallarta, The Sheraton Buganvillias and the Mayan Palace—this would be our third trip to one of the Mayan property resorts.

We took a taxi directly from the airport for a short ride to The Grand Mayan Resort in Nuevo Vallarta. Because of all the drug-related violence occurring in Mexico, we were somewhat apprehensive about taking this trip in the first place. We had last visited Puerto Vallarta in 2008 and were cautious even then. We stayed at the Sheraton Buganvillias, which is located close to downtown. We were told by many Americans we met that no significant crime was taking place, and we found this to be true. However, since 2008, the crime situation in Mexico has gotten worse, so we had decided we would spend most of our time at the resort itself.

The Mayan resorts in Nuevo Vallarta sit on a self-contained, very private gated and guarded piece of property that includes an 18-hole golf course and a half mile of private beach. They have continued to evolve this property from the original Mayan Palace to now include the Mayan Sea Garden, The Grand Mayan, The Grand Bliss and The Grand Luxxe.

Our unit in The Grand Mayan was a spacious one bedroom suite on the third floor overlooking acres of pools, gardens and the Pacific Ocean. Our unit had a full kitchen, dining area, living area, full spa bathtub in the bedroom, walk-in shower and a double-sinked bathroom. It opened up to a large balcony with its own private “plunge pool” and two fully reclining beach chairs; a perfect place to sit with a book, a glass of wine and watch the sunset.

We did venture out to the local Wal-Mart via cab to buy groceries—you were able to cook and eat all your meals in the unit—however, we just bought breakfast goods, bottled water (not a necessity) and snacks. After eating our breakfast in our suite, we ate our other meals at the restaurants located at the resort. The resort property has 11 restaurants to choose from and offers a wide variety of cuisines that included Mexican, Italian, Asian, Mediterranean, and Caribbean. The food selections were great and reasonably priced—drinks on the other hand were overpriced. We were content to take our daily beach stroll, sit at one of the many pools, read books, take naps and relax.

Oh, and did I mention the “Lazy River?” On the property of the Grand Mayan and surrounding the huge pools was an artificial river with an artificial current and some small rapids that allowed you to sit in a big comfortable inner tube and gently float around for as long as you wish—to add to my relaxing vacation, I took several laps each day.

Those with children or grandkids would find this resort especially delightful in that there are wave pools for swimmers and wading pools for the little ones.

The crime situation has hurt these wonderful resorts; however, if you have a time-share, trading is fairly easy besides being of great value. You can also book rooms and suites as you would a hotel—I went online and found suites at The Grand Mayan for as low as $140 per night.

A word of caution—be prepared for humidity year-round in Puerto Vallarta. Weather is very tolerable from mid-February until mid-May, and unbearable most other times of the year.

Last thought—the Internet provides immediate updates on the safety issues you may face when traveling—especially helpful is a government State Department site at www.travel.state.gov. I suggest registering on this site before taking your next vacation. While our trip was trouble free, there is, of course, no guarantee it will be the same in the future. Hopefully Mexico will get its crime issues under control, and Americans will again feel safe and be able to enjoy the beauty of the area and its friendly people.
Combustion Associates, Inc. (CAI) Receives Presidential “E” Award for Exports

CAI was awarded the Presidential “E” Award for Exports by U.S. Department of Commerce Secretary Gary Locke at the department’s headquarters in Washington, D.C. The “E” Awards are the highest recognition any U.S. entity may receive for making a significant contribution to the expansion of U.S. exports.

“Exporting continues to be the foundation of our sales growth, and we are honored to receive the “E” Award,” said Mukund Kavia, CAI’s president and CEO. “When we first began exporting in 1995, export sales accounted for 10 percent of our total sales. Over the past four years, export sales grew to nearly 90 percent of our total sales, enabling us to sustain and create jobs as well as move our operations to a brand new larger facility.”

CAI, located in Corona, is a manufacturer and systems integrator of modular electric power plants. The CAI Spirit 1, 3, 5 and 10 Mega Watt line of gas turbine generators are designed for scalability, easy to transport and install, saving construction time and costs. These units have multiple fuel options, including green fuels for added environmental benefit. CAI power plants come in simple, combined heat and power as well as cogeneration cycles for added fuel efficiency. CAI power plants are used by public and private sectors globally where there is a need for reliable, continuous 24/7 electric power either connected to the national grid or distributed generation.

CAI has demonstrated a consistent growth in exports of United States products, and growth in job creation and quality of life in the countries it does business with. CAI credits part of its success to working proactively with the U.S. Commercial Services Ontario office and proven four-year track record for reaching international markets. The company has implemented its single mission of providing outstanding custom-engineered solutions and building long-term relationships.

“Exports are a key driver of America’s economic recovery,” said Secretary of Commerce Gary Locke. “President Obama’s National Export Initiative (NEI), which aims to double U.S. exports by 2015 in support of several million American jobs, is a robust, forward-looking trade agenda with an emphasis on domestic job growth. CAI is being honored for making significant contributions toward fulfilling that agenda.

“I congratulate you on your significant export achievement. It is businesses like yours that will help us meet or exceed the President’s NEI goals. Your firm provides an example we hope more American companies will follow,” Locke added.

A business client of the Department’s U.S. Commercial Service, CAI has benefited from export counseling, trade shows, market research, and business matchmaking to greatly expand its export sales. While Africa represents a significant portion of the company’s foreign market sales, the firm does business in several other regions of the world as well. CAI demonstrated a substantial increase in the volume of exports over a four-year period, a major criteria for the award.

U.S. companies are nominated for the “E” Awards through the U.S. Commercial Service office network in 108 U.S. cities and more than 75 countries which helps U.S. companies export. Criteria for the award is based on four years of successive export growth, usually accompanied by a rising percentage of export sales within total sales. An applicant’s demonstration of an innovative international marketing plan that led to the increase in exports is a significant factor in making the award.

All nominations are reviewed by the “E” Award Committee, which is chaired by the Department of Commerce, and includes representatives from ExIm Bank, and the Departments of Labor, State, and Transportation.

President Kennedy revived the World War II “E” symbol of excellence to honor and provide recognition to America’s exporters. Thus, the “E” Award Program was established by Executive Order 10978 on Dec. 5, 1961. A total of 27 U.S. companies were presented with the “E” Award at the May 16, 2011 World Trade Week ceremonies in Washington, D.C.

UFC GYM celebrated its grand opening with a ribbon cutting held on May 14th. The Corona facility will also house 4,330-square-feet of space dedicated specifically to kids, bringing families together in a fun atmosphere. Under this platform, parents can get an ultimate workout experience, knowing that their children are getting great exercise, learning the importance of health and nutrition and developing invaluable character building skills. With a wide range of activities for youth, from MMA classes, to birthday parties, UFC GYM makes health and fitness fun for the whole family.

For more information about the Corona UFC GYM visit www.ufcgym.com or call (951) 808-3850.