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Cal State San Bernardino Forms Ties With China’s Shandong University

Officials from Cal State San Bernardino and China’s Shandong University of Finance have entered into an agreement that both institutions hope will eventually lead to an exchange of students, faculty and staff for education and research.

Both universities have pledged to promote student exchange programs. They will also develop study abroad programs for Shandong University of Finance students to come to Cal State San Bernardino to study for a full academic year; develop an exchange of faculty members for research, lectures and discussions; and explore the possibility of cooperative international degree programs at the undergraduate and graduate levels.

Cal State San Bernardino has established relationships with universities and colleges around the world including China, Japan, South Korea and Turkey.

For more information, visit Cal State San Bernardino’s College of Extended Learning website at http://cel.csusb.edu.

Stater Bros. Charities Donates $20,000 to Community Action Partnership of San Bernardino County Food Bank

Stater Bros. Charities has again stepped in to help feed low income residents of San Bernardino County by generously donating $20,000 to the Community Action Partnership of San Bernardino County (CAPBSC) Food Bank. Stater Bros. has consistently supported the CAPBSC Food Bank since 1988 with both monetary donations and food donations. On average, they donate 119,000 pounds of food per month.

Every week, Stater Bros. gives bread, yogurt, milk, meats and other items which are then distrib-

Is the “BBB” a Rip-Off? Many Think So!

The Inland Empire Business Journal in 2010 published a story regarding local business owners who contacted us with complaints against the “Better Business Bureau.”

The problems, however, are not limited only to local Inland Empire business owners, but are statewide and national. There is a web site dedicated to the “BBB Rip-
Funding to Expand Victor Valley College Nursing Program Approved

The nursing program at Victor Valley College will be able to accept an additional 20 students after the San Bernardino County Board of Supervisors approved an allocation of $160,000 for the program last month.

“Health care will continue to be a growth industry far into the future and this funding will enable the High Desert to meet that need with local workers,” said Supervisor Brad Mitzelfelt. “With unemployment near 20 percent in some areas of the High Desert, providing education for residents to develop long-term, high-paying careers is a key component to sustainable economic growth.”

The funding is provided by the federal Workforce Investment Act and is administered through the San Bernardino County Workforce Development Department. With this federal funding provided by the county, the college will be able to use other funds to buy equipment, including high-tech mannequins and computer software to provide realistic training scenarios for the students.

Previous county support for the nursing program has already proved successful.

In 2007, Supervisor Mitzelfelt initiated discussions to expand Victor Valley College’s nursing program to address the growing need for health care professionals in the High Desert. That led to a contract with Victor Valley College through the Workforce Development Department to expand the nursing program by 40 students beginning in spring 2008. That funding was used to provide matching funds for another grant in addition to the regular college funding. Of the additional 40 students who completed the program on schedule in December of 2009, at least 76 percent are currently working in local hospitals.

Save The Date
Thursday, October 20, 2011
From 7:30 a.m. to 3 p.m.
For More Information:
www.HighDesertOpportunity.com
(760) 245-7600

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Is the BBB... continued from pg. 1

Off; check out the following web site: www.ripoffreport.com/Search/better-business-bureau.aspx.

These complaints have also been reported by The Los Angeles Business Journal this July. Other media reporting multiple accusations of “fraud” include the L.A. Times, NBC-TV News, “20/20” TV program and the Orange County Register.

The Better Business Bureau is a “franchise” with “The Better Business Bureau of the Southland, Inc.” as the branch for Los Angeles, Orange County, Riverside County and San Bernardino Counties. There are about 110 “bureaus” franchises nationally. The controlling organization, or “parent” is The Council of Better Business Bureaus located in Arlington, Virginia formed in 1970. The Council is presently deciding on what action to take against our local “BBB” and should have its decision during this month of August.

All complaints accuse the BBB of selling an annual membership to get an “A” rating, no $395 membership, and maybe the company will get a rating of “C” or worse. Other claims state the BBB does not ethically handle complaints and also challenges the rating system.

There is another web site which will give you more information than you possibly can use, and it is www.betterethicsbureau.org.

It is interesting to note that 22 banks closed by the U.S. Government in 2010 and all had “A” ratings by the Better Business Bureau. The office of the Attorney General in the states of Washington, Oregon, Connecticut, Florida and Arizona have and are investigating the Better Business Bureau in their states.

The Inland Empire Business Journal will follow-up on this story in our September issue.

A LOOK AHEAD
What’s up with pent up? The secret’s in the change in size of households

Intuitively, we think that tough economic times suppressed household formation and swelled household sizes, which suggests demand is pent up. We haven’t seen a “normal” year for household formation activity for a while, but if and when we do, how will that force impact housing starts? The best math analysis comes from Calculated Risk’s Bill McBride, who reasons through the variables out loud, without resorting to algebraic riddles. On what to expect for starts, McBride writes, “A simple formula would be: Housing Starts + mobile homes needed = Households formed + scrappage + second homes added. So if 1 million households are formed in a year, 200 thousand homes demolished (probably close), and say 100 thousand 2nd homes added, then the total housing starts plus mobile homes added would be 1.3 million.” The big question mark ties to that two-letter word McBride writes, “if.”

EW STRATEGIST PUBLICATIONS
2020 vision — 15 million more will be grandparents within the decade

Grandparents are a special breed. It’s a good thing society loves them, too, because between now and continued on page 21

U.S. Grandparents Percent, by Age, 2010

Source: Projections using Census Bureau population estimates.

Water and Liberty

By: Mike Morrell, Assemblyman of 63rd Assembly District

In his early 19th century travels to the United States, Alexis de Tocqueville noted America’s thriving water resources as a major factor in our country’s prosperity: “These coasts, so well prepared for commerce and industry, those rivers so deep, that inexhaustible Mississippi Valley, that continent as a whole, then appeared a still-empty cradle of a great nation.”

Tocqueville understood the significance of sustainable natural resources to a flourishing society. Oceans, rivers, lakes, and streams were essential to the support system that enabled the pillars of freedom to stand.

However, if you ask the average Californian to identify our state’s most pressing issues, you’re likely to hear about the budget deficit and taxes, border security, or K-12 and higher education. These are clearly all very important issues. But we cannot forget about water.

Only on rare occasions will the average Californian become concerned about the state’s water supply and flood protection. In fact, two-thirds of California residents have little knowledge as to where their tap water comes from, and they remain largely unaware of the growing crisis affecting their supplies in our state. As I’ve learned during my time in office, this shouldn’t be the case.

Water is an enormous issue in California, to a greater degree than most realize. As the state’s population continues to rapidly expand, so do new demands for urban water supply. Among these are reliable water quality, flood protection, and very importantly, the key to building an infrastructure that will work to facilitate jobs, growth, and prosperity in our state.

Unfortunately in the wake of a three year drought, California’s ability to match this population growth with adequate water resources has diminished.

Beyond the potential of future growth lies the issue of existing reliability on current statewide infrastructure. Existing conveyance and storage systems must improve to ensure continued reliability of the water resources that our region depends on, as well as to sustain local groundwater basins.

For example, a recent study conducted by UC Irvine and NASA showed that California’s drainage basins have lost over 30 cubic kilometers of water since 2003. A cubic kilometer is about 264.2 billion gallons or enough to fill 400,000 Olympic-size pools. The effects of this loss threatens Californians across the state, with some of the most endangered being Central Valley farmers, whose crops depend on irrigation from the groundwater wells.

While recent rainfall has certainly helped replenish California’s water supply, our highly unpredictable weather patterns make the future uncertain. Not only must we worry about our lack of a sufficient water supply for our state, but some areas of the state continue to worry about flood control protection. California has some of the most flood-prone land in the nation, much of which has been urbanized. This has rendered a century-old flood control system inadequate. Though we have made strides to make up for our shortcomings, we still have much to do. It is still true that if our state does not update flood protection infrastructure, high-risk flood areas in Southern California and the San Francisco Bay Area continued on page 30
How to Say “No” the Right Way  People who don’t mind saying no may lack the skills to do it gracefully and often instill hard feelings, even when that is not their intent. For those who have no problem saying no, but need a little guidance, Carl Van gives some tips on saying no more effectively.  

10 Tips to Optimize Your Email Marketing Campaigns  With the multitude of laws, spam filters and confusion over the best method in using emails, Gregg Brown gives 10 tips to help you get the best results from your email marketing campaigns. 

Can’t Live With ‘Em (But Can’t Live Without ‘Em): How to Manage—and Motivate—Challenging Employees  Dealing with outstanding performers, but dealing with their idiosyncrasies on a daily basis makes you question whether or not they’re worth putting up with. Michael Feuer gives some welcome advice on how to manage your difficult employees without sacrificing their productivity. 

When Character Counts: Seven Traits and 15 Interview Questions That Will Help You Hire Worthy Employees  Dave Anderson gives us 15 important questions to ask when it comes to evaluating job candidates. Their answers will give you a true glimpse of an individual’s competency, strengths, weaknesses and character.

The Not-So-Secret Secrets to Making It  There’s no easy, top-secret, and foolproof recipe for succeeding in business. Instead, the components of reaching the top are available to everyone, and they evolve around focus, discipline, and follow-up.

Feuer gives some welcome advice on how to manage your difficult employees without sacrificing their productivity.

Questions That Will Help You Hire Worthy Employees  Dave Anderson gives us 15 important questions to ask when it comes to evaluating job candidates. Their answers will give you a true glimpse of an individual’s competency, strengths, weaknesses and character.

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Quotations on Ideas  Daring ideas are like chessmen moved forward; they may be beaten, but they may start a winning game. Johann Wolfgang von Goethe

Wise men put their trust in ideas and not in circumstances. Ralph Waldo Emerson

The test of a first-rate intelligence is the ability to hold two opposed ideas in mind at the same time and still retain the ability to function. One should, for example, be able to see things as hopeless and yet be determined to make them otherwise. F. Scott Fitzgerald
Computer Paranoia and the Lion

By J. Allen Leinberger

Some time ago the Business Journal printed a commentary about the universal use of Social Security numbers as identification—bank accounts, military I.D. and just about anything else that required some code that said who you are. I don’t know how much weight these pages carry but almost immediately everything changed. New password codes were required for just about anything. If you are fortunate enough to have more than one bank account, each one got a separate number. Your pass code at work or for your storage locker changed.

The worst is the password game being played by online services. Now, I’ll be the first to take concern for identity theft. I got hit three decades ago when I applied for a new credit card and somebody in the bank’s mailroom grabbed a handful of them and sold them on the street. The next thing I knew a restaurant I had never eaten at called because I had defaulted on my bill. So for those of you who have also had unordered pizzas delivered at 2:00 a.m., I feel your pain.

That being said, online security has gotten out of hand. The first problem, of course, is having too many codes and passwords. They just won’t let you use your birthday, or anniversary any more. I type those numbers in and they get rejected. Naturally, you can make a list of each random number you chose. But then, what do you do with the list? If you write it down, you might lose it. Or it could get stolen. There is no security in a piece of paper on your desk.

Keep it in your wallet? Maybe. But what happens when you forget your wallet or the paper deteriorates? Or I put it in my pants and then send them to the cleaners? My stuff is secure as heck, but I can’t get into it. I could go on, but let me get to the second point.

Of late, businesses have been asking for e-mail addresses and passwords just to get into their file in the first place. Forget that you’re going in—because they promised that if you did, you would not get a free sample, or a discount on what they were selling, or a free audio book. No password, no entry. So you make up one—2-4-6-0-1. Sorry. It won’t work. You are required to use six dig- its including one upper case letter. What? So you try again. Then they want you to, on the next page, create a PIN number (Personal Identity Code). On the next page you need to reenter both of those numbers.

Now it gets to be fun. You type them in and a red warning comes up, saying that those numbers are wrong. “How,” you ask, “can they be wrong?” —after all, you just created them.

I got this run-around recently, trying to get information on an insurance policy. (Side note: baby boomers turning 65 this year had better check their insurance coverage. If you wait till your birthday, it will cost a lot more.)

Eventually, if you have the patience, you will get a note continued on page 34
We all have to say no at times. Some people find it easier than others. What is interesting is that almost all of us struggle with the right way to say it.

People who hate to say no find it hard to do, and sometimes do something much worse than hurt someone’s feelings. They either don’t say anything, which passively sends an incorrect message of “yes,” or they say no in such a way that the other person doesn’t really know what is being said, sending the message of “maybe.”

People who don’t mind saying no don’t find it hard to do, but can lack the skills to do it gracefully and very often instill hard feelings, even when that is not their intent.

For those of you who have no problem saying no, but need a little guidance on how to say it more effectively, here are some tips.

**Tip #1:** “I’m Sorry” doesn’t have to mean you are really sorry. A little empathy can go a long way.

**Tip #2:** Repeat back to the other person their point of view. That will allow them to listen to yours. Once you prove to someone you understand their point of view, by repeating it back to them, you can stop explaining it over and over again.

**Tip #3:** You don’t have to prove to someone that the situation is their fault. Most people just want empathy, not for you to take the blame. If possible, take their side as much as you can, but return to the situation at hand.

**Tip #4:** Show the other person you wish it could be different. Telling someone, “I wish I could do this for you…however, I just can’t” is much more powerful than, “I won’t do this for you because I don’t have to.”

**Tip #5:** Help solve the problem in another way if possible. Even if alternatives aren’t the answer, the fact that you offered them shows you care. Most people, when being told “no,” can take it a little better if it is coming from someone who seems to genuinely care.

**Tip #6:** Avoid the word “but” when empathizing. When you say, “I understand, but…” what the other person hears is, “I don’t understand.”

Using the tips above, you can say no and avoid conflict. The following examples show how a different approach can save you from an unpleasant situation.

**Scenario 1**

Mr. Donnelly was at fault. She concerned with proving Mr. Donnelly responsible for the situation. The following examples show how Pat does when she applies the tips above.

Mr. Donnelly: Look, I really need a room tonight. You’re the sixth hotel I’ve been to and I’m getting really tired.

Pat: Oh, I’m very sorry, there are no rooms; we have a conference here and we’re completely booked.

Mr. Donnelly: Please? I’m exhausted.

Pat: Mr. Donnelly, I understand that you are exhausted. I know you don’t want to have to keep searching for a room at other hotels. I see how tired you are and understand what you are going through. Believe me, if I had a room, I would definitely give it to you. The truth is... I just don’t have a room available. I’d do it if I could... but just can’t. Can I help you find a room somewhere else?

Mr. Donnelly: Ugh. Okay. Yes, please!

Pat’s approach led to a much better result. Mr. Donnelly isn’t thrilled, but he is ready to move on.

**Scenario 2**

Debbie is a sales person at a department store. The store has a very strict policy about not accepting refunds over 30 days.

Mr. Adam: I want to turn this in for a refund, please.

Debbie: This was purchased over 30 days ago, so I can’t do that.

Mr. Adam: I didn’t know that when I bought it.

Debbie: I understand, but you should have read the return policy then. It’s right there on the sales receipt.

Mr. Adam: Who reads sales receipts?

Debbie: People who want refunds.

Mr. Adam: Come on. It’s been 34 days. What’s the big deal?

Debbie: I understand, but 30 days is the limit. Sorry. You’re going to have to be reasonable about this.

Mr. Adam: (Now angry) I am being reasonable!!

Notice how Debbie failed to empathize with the customer. She blamed the customer for not understanding the policy. She even went so far as to imply the customer is an unreasonable person.

The next example shows what happens when Debbie approaches the situation with the tips in mind.

Mr. Adam: I want to turn this in for a refund, please.

Debbie: I’m very sorry Mr. Adam, but since this was purchased over 30 days ago, no refunds are allowed.

Mr. Adam: But I didn’t know that.

Debbie: I understand that. It’s on the receipt, and often people don’t really read their receipts, so I can understand that you didn’t know about the policy.

Mr. Adam: Well I have to return it. I can’t use it now and it’s expensive.

Debbie: Mr. Adam, I really do understand. This is an expensive item and you are now realizing you can’t use it. I truly wish the store policy were different and wish there was some way to make an exception. The policy is quite firm, however, and there is just no way to provide a refund. Can I help you find something you can exchange it for that might be acceptable to you?

Mr. Adam: Oh... okay. Do you have a catalog or something?

Hopefully that sounds a little better as well. Remember, saying no doesn’t have to create
Email marketing can appear daunting with the multitude of laws, spam filters and confusion over the best method to use. Whether you’re an e-marketing novice or veteran, learning the tricks of the trade can make the process more comfortable and successful. Here are 10 tips to help you get the best results from your email marketing campaigns:

1. **Start with the reader’s point of view in mind.** This may seem obvious, but you have to approach all marketing from a reader’s point of view. This is especially true for email marketing, where the recipient will usually judge within seconds whether they want to open your email. If you wouldn’t open it if it came to you, chances are your subscribers wouldn’t either. But that doesn’t mean it’s hopeless; just think of something that would draw your subscribers’ attention and go with it.

2. **Choose a compelling subject line.** This is probably the biggest success factor in getting yourself exposed. Remember, no one will see all your brand has to offer if they don’t open your email. They’ll often choose whether to open it based on the subject line. A catchy subject line can be creative or to the point, particularly if you’re advertising a basic need that everyone can use (e.g., “Reliable Local Plumber”). What you might view as your top benefit may not be the best subject line. Subscribers need to trust you in order to open your email; you can get to the rest within the body.

3. **Structure your email body.** This is more complex, but very important. Once again, you need to look at it from the reader’s point of view. Think about their eye flow as they read. This might mean leaving wordy information for the end of the email and starting with a compelling question, offer or benefit sure to capture the reader’s attention. A few images can enhance your email, but remember it’s not a website. Too much content will overwhelm your subscribers and they’ll get bored quickly.

4. **Think strategically.** As a business owner/manager, you must market yourself based on the best reason to do business with you. There might be many impressive aspects to your company, but think about the primary reason people actually choose to buy from you. This can really be different than your first instinct for email marketing.

5. **Lead the reader intuitively to buy.** Some of the best emails I’ve seen give very compelling reasons that naturally convince subscribers to “click here” for more information or to get the stellar offer being advertised. Simply adding a link back to your website won’t give you as many clicks or sales.

6. **Identify your target market.** Choose a large enough market for you to get results in the right areas and with the best demographic information (if applicable). Consider who your current customers are and who you’d like to reach. This might not be simply residents nearest your place of business; it could in fact be a more family-oriented suburb a couple of ZIP codes over, for example. You also might want to consider expanding your radius to really saturate your target area.

7. **Repetition is key.** Email marketing studies have shown that most prospects must see the same or similar email three times to seven times in order to buy. Don’t give up after one or two email campaigns that don’t get the initial results you’re looking for. Remember, it takes time for a prospect to grow used to seeing your offer and to trust you. It won’t happen if they only see your emails once or twice. Persistence and continued relevance can and will pay off.

8. **Make a good offer.** An information or benefit-driven email usually isn’t enough. A good offer will entice readers to act, especially if it’s a limited-time offer. This creates urgency which drives buying behavior. Typical “limited-time-only offers” include a dollar value savings or giving something away for free that’s inexpensive for you but of value to your prospects. If your offer is a percentage off, remember to include the original price. These types of offers aren’t as effective unless the reader knows what the initial cost was so they know how much they’re saving.

9. **Include some information, but not too much.** If your industry is one that people may not know much about, it’s important to educate them. Give them basic information, often what you take for granted, but which might be interesting to them — e.g., benefits of creative child care, key financial information or steps to take when looking for a new car, etc. However, don’t give away too much or your subscribers will simply use your information without having a need to follow up with you first.

10. **Find a convenient sending solution.** Most small-to-medium-sized businesses aren’t set up for mass email marketing, yet email has a pay-off in terms of its reach, efficiency and cost effectiveness. Most mass email providers will
You have some reliable and outstanding performers on your team...but dealing with their idiosyncrasies on a daily basis makes you question whether or not they’re worth putting up with. OfficeMax Cofounder and former CEO Michael Feuer provides some welcome advice on how to manage your difficult employees without sacrificing their productivity.

If you’ve ever watched NBC’s “The Office,” you know that the show makes hilarious use of business-world stereotypes. Granted, the personalities, quirks, and antics of the employees of the fictional Dunder Mifflin Paper Company are taken to extremes, but we find them funny largely because they’re true. We know that guy—the one who cracks terrible joke after terrible joke, unaware that all he’s getting are eye rolls. We’ve also encountered the sanctimonious perfectionist, the attention-seeking prima donna, the unhelpful duty-shirker, and many others. Sure, it’s funny on TV...but in the real world, dealing with these characters can make leaders want to pull out their hair or throw in the towel entirely. Before you resign yourself to living in your own not-so-living in your own not-so

MANAGEMENT

Can’t Live With ’Em (But Can’t Live Without ’Em): How to Manage—and Motivate—Challenging Employees

“First, know that there is no need for you to waste your time with poor performers or high maintenance employees who have an inflated sense of their own importance and ability,” says Feuer (pronounced “Foy”), author of the new book The Benevolent Dictator: Empower Your Employees, Build Your Business, and Outwit the Competition.

“ ‘It’s best to let them know straight-away that they aren’t a good fit for your organization. The dilemma, though, occurs when self-appointed superstars or other difficult types really are terrific and get the job done. And it’s even worse when they believe they’re irreplaceable, along with everybody else—including you.’ ”

Feuer knows what he’s talking about: He has launched a number of successful business ventures, including OfficeMax and his newest business, MaxWellness, a new and unique health and wellness retail chain. The lessons he’s learned, as he writes in The Benevolent Dictator, have convinced him that leaders are most likely to succeed when their management style mirrors that of a benevolent dictator: At the end of the day, the “dictator” side of you calls the shots and makes the difficult decisions, but your “benevolent” side does so while putting the interests of the organization, your team, and your customers ahead of your own. And though it’s not easy, this means reining in your hard-to-handle employees while still developing their talents.

“Once you identify an employee who is good, but whose personality or habits might present a problem, you have two choices,” Feuer shares. “You can simply get rid of the troublesome employee and risk the consequences of lost productivity. Or you can take the more profitable route and find a way for peaceful coexistence by learning how to deal with the performer’s shortcomings while taking advantage of his or her strengths.”

If option number two sounds better to you, then read on to learn about the three most common types of challenging performers, and how best to manage them:

1. The Prima Donna Modus Operandi (M.O.): He might announce a brilliant solution to a long-standing problem, or he might unfailingly woo the biggest customers. But through it all, your prima donna wants to be applauded, coddled, admired, and generally treated like a celebrity. This behavior consumes your time, disturbs day-to-day operations, and alienates other team members.

2. The Mr. or Ms. “It’s Not My Job” M.O.: Technically, this person isn’t breaking the rules. She does everything her job description says she should, and she does it very well. But when she’s asked to go above and beyond, expand her role, or pitch in on another project, she responds with, “It’s not my job.”

3. The Perfectionist M.O.: Nobody can deny that your resident perfectionist is a hard worker. He makes sure every “i” is dotted and every “t” is crossed—every time. He’ll continue to tweak a report or project hours after someone else would have declared it complete.

The Live With ’Em Solution: Normally, an
Rotary Clubs Elect New Leadership

The Rotary Clubs from Temecula, Murrieta, Menifee and Lake Elsinore are pleased to announce the new club presidents for the 2011-2012 year:

Debbie Herrera—The Temecula Noon Rotary Club (meets Wednesdays at noon at Wilson Creek Winery)

Bill Cary—Old Town Temecula Rotary Club (meets Tuesdays at 6:00 p.m. at The Bank of Mexican Restaurant)

Adam Ruiz—Temecula Valley new Generations Club (meets Thursdays at 12:30 p.m. at T.G.I. Fridays)

Jimmy Hsieh—Temecula Sunrise Club (meets Tuesdays at 7:00 a.m. at The Journey’s End at Pechanga)

Jeannette Hartmann—Murrieta Sunrise Club (meets Mondays at 12:10 p.m. Richie’s Diner in Murrieta)

Paul David—Menifee Rotary Club (meets Thursdays at 11:45 a.m. at Menifee Lakes Country Club, Menifee)

Chance Edmondson—Lake Elsinore Rotary Club (meets Wednesdays at 7:00 a.m. at Ortega High School Conference Room, Lake Elsinore)

Rotary is an organization of

continued on page 36
## Inland Empire's Largest Employers

(Ranked by Number of Inland Empire Employees)  
continued on page 19

<table>
<thead>
<tr>
<th>Company Name</th>
<th># Employees (IE)</th>
<th># Employees (Nationwide)</th>
<th>Nature of Business</th>
<th>Employee Services: Van or Carpooled Health Club on Site Days on Site</th>
<th>Marketing Contact Title</th>
<th>Top Local Executive Title</th>
<th>Address</th>
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<td>385,000</td>
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<td>Education</td>
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<td>N/A</td>
<td>No</td>
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<td>Richard Bray</td>
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<td>No</td>
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<td>Brig. General James Rutkowski</td>
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<td>No</td>
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<td>No</td>
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<td>No</td>
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Note: N/A = Not Applicable; IM = Inland Empire  
IE = Inland Empire Employees; N/A = Not Available  
The information in the above list was obtained from the companies listed. In the best of our knowledge, the information supplied is accurate as of press time. While every effort is made to ensure the accuracy and thoroughness of the list, omissions and typographical errors sometimes occur. Please and corrections or additions on company to information to: Inland Empire Business Journal, 1050 E. 15th Street, Rancho Cucamonga, CA 91730-1979. Copyright 2010 by IEBJ.
What do senior leaders of organizations, regardless of size or industry, think when they are asked to commit more resources to messaging and selling?

While those working in the field talk about different disciplines like marketing, public relations, sales, communications and advertising, decision-makers tend to lump them all together and ask:

- Do we really need to do that?
- How much is this going to cost me?
- How will we know if it is working or not?
- Isn’t (Insert name of person or department) responsible for that?

Marketing and messaging professionals are quick to passionately explain why their recommendations are vital to the organization. However, they often do not focus enough on the importance of employees as part of the communication equation. Far too often, the organization’s, entrepreneurs and CFO’s are accustomed to hearing and end up without the buy-in necessary for success.

Senior leaders also tend to lose patience with multiple departments or vendors (PR, sales, marketing, corporate communications, etc.) that rarely communicate with each other as well as they should. Each function or area sees things in their own biased way.

Sales thinks they’re king because they bring in the business. Others find them arrogant and demanding. Advertising sees themselves as cool and full of big ideas. Others see them as full of something else. PR talks about framing the message while other departments wonder what they really do. The list could go on and on. The end result is a perception among senior leaders that these areas are inefficient cost centers with overlapping, duplicative efforts.

Organizations often talk about getting these departments to work together more but become frustrated with mixed results attributed to the type of work and workers involved. Phrases like “You know those creative people,” or “He’s a marketing guy, they’re different,” are used to explain it away.

How can organizations overcome this vicious cycle of frustration?

**Five Steps to Integration**

Senior leaders need to champion the idea of creating a true integrated marketing and PR program and then focus on these five strategic initiatives to make it happen:

1. Develop mutually agreed upon target markets that the organization and its messaging and selling efforts will focus on. Far too often, target markets are described in broad or general terms. Drill down each target audience into manageable market segments then make sure each department knows and agrees on the segmented target markets. For example, Sales often overlooks the importance of employees as a key target market while Corporate Communications clearly sees this group as vital. Marketing/Advertising sometimes focuses so much on the creative message but forgets that the target audience has to see or hear it when they are able to work and workers involved. Corporate Communications should be able to easily survey employees. Your methodology doesn’t have to be perfect. The key takeaway is that you should ask your customers, internally and externally, what they think and act accordingly.

2. Find out what each target market wants by asking them, through multiple channels. While engaging a market research firm is the most formal of research methods, don’t overlook other ways to learn about target markets. Your Sales team can ask customers and prospects what they think and track the results. Corporate Communications should be able to easily survey employees. Your methodology doesn’t have to be perfect. The key takeaway is that you should ask your customers, internally and externally, what they think and act accordingly.

3. Develop a consistent message and require that each department live by it. Be vigilant about message integrity and consistency but also be flexible. For example, your sales team isn’t going to use the slogan from your advertising all the time. Tweak the messaging accordingly for each target market but ensure that the overall theme and key message points are still being conveyed. Consider secret shopping so that you are more aware of what your customers are really seeing and hearing.

4. Work with each department or vendor on clearly defining their goals and the market forces that impact their ability to achieve those goals. Develop a summary of each department or vendor’s specific roles and their strengths. Then, convey these key points to everyone involved. The goal is to increase the level of understanding and respect across functions.

5. Instill a Corporate-Wide Marketing ROI focus. Challenge your marketing and messaging professionals to provide rationale in terms of Marketing ROI. Ask them to work in conjunction with Finance to build the metrics. Then, report the success metrics to leaders and managers throughout the organization. The more everyone understands the marketing, selling and messaging goals and processes, the better.

Developing a true integrated marketing, PR and selling program doesn’t just happen. But once you invest the time and effort, you will reap the benefits of a positive Marketing ROI.
Health Insurance for People Who Can’t Get It
By David Sayen

If you’ve been turned down for health insurance because of a pre-existing condition, or offered coverage only at an unaffordable price, you may have another option: California’s Pre-Existing Condition Insurance Plan.

The Pre-Existing Condition Insurance Plan, or PCIP, is available to children and adults who’ve been locked out of the health insurance market because they have cancer, heart disease, diabetes, HIV/AIDS, asthma, or some other pre-existing medical condition.

With PCIP, you’ll be insured for a wide range of benefits, including primary and specialty physicians’ services, hospital care, and prescription drugs.

Like commercial insurance plans, PCIP requires you to pay a monthly premium, a deductible, and some cost-sharing expenses. But you won’t be charged a higher premium because of your medical condition and your eligibility isn’t based on your income.

When you enroll in PCIP you’ll have access to a provider network that includes 67,000 physicians, 5,906 pharmacies and 354 hospitals throughout the state.

A visit to the doctor will cost you $25. PCIP also covers emergency and ambulance services, surgery and anesthesia, organ transplants, x-ray and lab services, pregnancy and maternity care, skilled nursing care, home health services, orthotics and prosthetics, durable medical equipment, and inpatient and outpatient mental health, alcohol, and substance abuse care.

PCIP is already changing the lives of Americans who don’t have health coverage and need medical care. James H., who lives in Texas, was diagnosed with brain cancer in 2010. Shortly after his diagnosis, his insurance company rescinded his insurance coverage, claiming that his cancer was a pre-existing condition. James knew that his lack of coverage was a death sentence.

Fortunately, he was able to join PCIP, and his cancer care was placed under control. The best part about PCIP is that it’s changing the lives of Americans who don’t have health coverage and need medical care.

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Management

When Character Counts: Seven Traits and 15 Interview Questions That Will Help You Hire Worthy Employees

By Dave Anderson

When it comes to evaluating job candidates, appearances can be deceiving, and trusting your gut can turn out to be a costly mistake. That’s why it’s important to ask questions that will give you a true glimpse of an individual’s competency, strengths, weaknesses, and character.

These 15 questions will help you to accurately assess whether candidates possess seven key character traits that will be assets to your company. These questions are meant to be a starting point, and their words should be changed to fit your organization and your own personality. Remember, you can teach skills and knowledge, but you cannot teach character!

Character Trait: Teachability

- Please name for me some of the books, CDs, or DVDs you have in your personal development library at home.
- What is the last serious book you read? What did you like best about it? What have you applied or changed as a result of reading it?

Character Trait: A Forgiving Spirit

- What is the hardest thing you have had to forgive in the workplace?
- How did you handle it?

Character Trait: Acceptance of Responsibility

- Are you still dealing with it?
- Character Trait: Timeliness and Meeting Deadlines
  - When was the last time you were late to anything?
  - Why? How late were you? How did you handle it?
  - Here is a famous quote: “Being late is the arrogant choice.” Do you agree, or do you feel it is too harsh and judgmental? Do you believe that being late is a sign of arrogance?
  - Have you ever missed a work-related deadline? Tell me about it.

Character Trait: Keeping Commitments

- Under what circumstances is it acceptable to not keep a commitment or to not do what you said you would do?
- What is the last commitment you failed to keep? Why?

Character Trait: Work Ethic

- Could you define for me what you believe doing a good job is? A great job?
- In your last position, what particular task or project do you believe you did a great job with? Be specific. Explain why you feel it was great.

Character Trait: Truthfulness

- Is there anything wrong with telling a caller, vendor, or someone asking for a contribution that someone is not in, even if he or she is?
- Has a former boss ever asked you to tell a white lie? How did you handle it?

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- Are you still dealing with it?
No, there's no easy, top-secret, and foolproof recipe for succeeding in business. Instead, says OfficeMax cofounder and former CEO Michael Feuer, the components of reaching the top are available to everyone, and they revolve around focus, discipline, and follow-up.

Have you ever said to yourself, How in the world did [insert name of powerful business executive] get to where he is? He's not any smarter than I am! Well, chances are you're right. That executive who made it big probably doesn't have more powerful brain cells than you...but what he (or she!) probably does have are three non-glamorous but crucial qualities: focus, discipline, and follow-up.

"These three qualities might not sound extraordinary, but they can truly set you apart," says Michael Feuer, cofounder and former CEO of OfficeMax and author of the new book The Benevolent Dictator: Empower Your Employees, Build Your Business, and Outwit the Competition. "The truth is, there isn't a simple magic bullet that will propel you straight to the top. Success in any endeavor, especially business, really comes down to specific character traits and habits. If you have those qualities, you'll excel. And if you don't, you probably won't."

Feuer (pronounced "Foyer") speaks from experience: He has launched a number of successful business ventures, including OfficeMax and his newest business, Max-Wellness, a new and unique health and wellness chain. And he insists that making sure that you constantly work with focus and discipline, and always, always follow up are crucial ingredients of getting the results you want—whether you're launching a start-up, leading a team of employees, or going after that big promotion.

"Before you ever craft a sales strategy or walk into a client meeting, whether or not you have a chance of success has already been decided by how you think about your work, what you have to do, and how you do it," Feuer asserts.

"Outcomes are shaped by your focus, discipline, and commitment to follow-up...or lack thereof. It's important to remember that achievements are often less dependent on your technical know-how and more dependent on how you organize and think."

Read on to learn what these three qualities look like in practice, and how you can make them work for you:

**Take good notes.** Taking notes in business is just as important as it was in your advanced economics class in college. Your brain isn't always as powerful as you think it is, and having a written record of your boss's project analysis or your colleague's sales strategy can save you from having "oh darn" moments, and can set you apart from the pack and put you on a straighter path to success.

"I'll frequently dictate the notes from a meeting the second I walk out, or appoint someone to act as a scribe beforehand," Feuer shares. "I keep all of my past notes in a folder on my computer, and I also always make sure to jot down new steps. These habits ensure that nothing falls off the radar unintentionally, and that I always have a good idea of what needs to happen next. Oh—and I often shock new team members by writing the letters 'FU' and a date at the bottom of my notes. New people are always relieved when they learn that those letters aren't a pejorative, but a shorthand I use as a reminder to 'Follow Up' by a specific date!"

**Do what you say you will, period.** In today's dog-eat-dog environment, a person's word isn't always his or her bond. And that's a shame. When you fail to follow through on promises and commitments, you imply that you lack discipline and—perhaps—shouldn't be trusted with more important tasks and objectives. However, if you cultivate a reputation for being completely reliable, you'll enjoy more responsibility and success as well as better business relationships.

"I routinely tell my employees that I'm not their father and won't babysit them, and that if they tell me they're going to do something, they'd better make good on that assurance," Feuer says. "I can't afford to have people on the team who are unpredictable. However, I do provide alternatives by giving everyone three acceptable 'outs': They can tell me that they can't finish on time, that they don't want to do it my way because they have a better idea, or that they think their assignment isn't worth the effort and can convince me why."

**Give homework assignments.** A leader's job is to make people think and discover alternatives. It's a great way to determine who on your team you can rely on and who is capable of taking a project to the next level. You can afford to invest in developing someone who is interested in developing.

"When I give assignments, I keep a running tally of what happened or changed from previous sessions on the same topic or project," Feuer elaborates. "No matter if you're on the giving or receiving end of homework, remember that the way these assignments are handled is a great way to gauge attitude, commitment, potential, reliability, and whether or not someone is a player."

Scrap your iron-clad five-year plan. Being able to work with focus and discipline is generally a good thing...unless you're focusing on things that won't help you or propel you forward! To help prevent this, Feuer recommends developing a short-term plan with a six-to-nine-month outlook. This plan will help you get through the year. He also recommends creating a longer-term plan with a seventeen- to eighteen-month strategy. It will encompass the goals and benchmarks you need to achieve during this time period. Why have two plans instead of one? Well, the world is simply evolving too fast to rely on a one-size-fits-all five-year plan.

"I've found that many organizations spend too much time thinking about what's going to happen way down the road when all they're doing is guessing. And when their predictions turn out to be inaccurate, they find out too late that they've been focusing their efforts on the wrong things," he says. "You must always be ready to modify your plans when necessary, change quickly, and deal with the unexpected. That's what will make the difference between a company that might get by and one that is good or even great."

**Use a rifle, not a shotgun.** When you fire a shotgun, your shot hits a wider area, but it lacks focused precision. In business, a shotgun approach gets the job done...but usually doesn't yield outstanding results. Sure, you'll hit something with a shotgun, but the price in doing so seldom provides the big payback. Yes, a rifle or laser-sharp approach will take more planning and forethought, but in the end you'll probably save time and resources. It pays to identify exactly what needs to be done.

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Center for Educational Justice at University of Redlands Presents Educational Justice Awards to Two Outstanding Educators

A pioneering African-American educator and an administrator praised for his success with diversity education were honored for their achievements in educational justice at the Center for Educational Justice’s Summer Institute held last month at the University of Redlands.

The 105-year-old Dorothy Inghram was honored for her many decades as a trailblazing educator and received the “Lifetime Achievement in Educational Justice Award.” The university also announced the creation of a scholarship in the alumna’s name to be given to a student in the School of Education.

Inghram, a longtime San Bernardino resident who remains active in the community, became California’s first black school district superintendent in 1953 when she assumed leadership of the Mill Creek School District. She also was the first African-American teacher in San Bernardino County and its first black principal.

Inghram studied music at the university on a scholarship and graduated in 1936. She returned years later and earned a master’s degree in education in 1958.

At the Summer Institute’s luncheon during which she was honored, she talked about her path to becoming an educator—and how grateful she was to the university for its support of her as she pursued a music degree 75 years ago.

“If it had not been for the university, I would have never been able to do anything in life, because I couldn’t go to college,” she said. Her brother was studying to be the first African-American doctor in the city and their family did not have the money to put both of them through school, she recalled.

Inghram is an author of five books and is currently working on a sixth, and has been widely recognized for her success in opening doors to area black educators. A public library branch in San Bernardino is named in her honor, as is an elementary school in the city.

Eliseo Davalos, a former administrator with the Corona-Norco Unified School District who is now the assistant superintendent for curriculum/instruction and accountability for the San Bernardino City Unified School District, received the inaugural “Outstanding Educational Justice Practitioner Award.”

Davalos served as the director of student services in the Corona-Norco district for 11 years. He was a mentor for student cohorts through a program sponsored by the California Association of Latino Superintendents and Administrators and oversaw the district’s diversity education programs. He helped design and implement student transition programs at the intermediate and high school levels as well as UNITY classes, which bring together those from different backgrounds and experiences, at each of the district’s high schools and alternative school campuses.

His work on diversity issues led to the creation of a three-day district-sponsored diversity camp for high school students; more than 2,000 district high school students and 400 district staff and volunteers have since participated in the camp.

“I do the work I do because it’s the right work to do,” he told the audience. “I’m humbled by this award. It’s the work of the children and the work of the community, and all I’ve really been is a good shepherd.”

The work of these outstanding educators was highlighted during the Summer Institute of the Center for Educational Justice. Workshops and presentations at the annual one-day event are designed to heighten the awareness of educational justice and the critical issues facing America’s K-12 schools.

The School of Education at the University of Redlands has a unique focus on educational justice, from the doctoral level with its Ed.D. in educational justice to courses and programs throughout the school. Its Institute for Educational Justice sponsors symposia throughout the year to explore topics on educational justice.
Don’t Lose the Family Home to Medi-Cal

By William K. Hayes, Attorney at Law

The American Association of Retired Persons (AARP) states that close to 20% of the population will incur a significant chronic disability before death and that health costs will continue to be a major factor in the loss of assets developed over a lifetime.

Medical problems caused 62% of all personal bankruptcies filed in the U.S. in 2007, according to a 2009 study by Drs. David Himmelstein and Steffie Woolhandler of Harvard Medical School. And in a finding that surprised even the researchers, 78% of those filers had medical insurance at the start of their illness, including 60.3% who had private coverage which did not include Medicare or Medicaid.

When faced with this issue, many people are very concerned about whether they’ll lose the family home and other significant assets because of health expenses. Many Americans are forced to rely on Medicaid to meet their health challenges.

Medicaid is a federal program which started about 40 years to provide coverage for acute and long-term care to low-income children and their parents, seniors and to people with disabilities. The program currently serves over 50 million Americans and is the nation’s largest supplier of health services. It is governed by both federal and state rules, paid for by state and federal dollars and is state administered.

In California, the Medicaid program is commonly known as Medi-Cal. It is the nation’s largest Medicaid program, in terms of the number of people it serves (approximately 6.5 million), and the second largest in terms of dollars spent (approximately $34 billion).

In order to be a recipient of Medi-Cal benefits, an applicant must meet stringent income and asset requirements. If they exceed these requirements, they may be deemed ineligible. However there are certain assets, including the family home, which are deemed exempt when considering eligibility for this benefit.

At the time that a person feels the need to apply for Medi-Cal benefits, the home is often the only major asset which they still own, which raises the dilemma of how to apply for this benefit and retain this important asset.

The law allows an applicant to obtain Medi-Cal and still retain ownership of their residence under certain circumstances. The term “residence” includes everything from a condominium to an apartment building in which the applicant was a resident. There is no limit to the value of the residence.

If the applicant goes into a nursing home, the residence will continue to be exempt from any Medi-Cal liens as long as the applicant indicates a written intent to return to the residence at some point in time.

The state usually seeks reimbursement for medical expenses paid upon the death of the recipient of the benefits. However, the state of California will generally not seek to enforce any claim against the Medi-Cal recipient’s home in the following instances:

- If a spouse continues to live in the home. Because individual situations may differ, whether or not the home’s title should be placed entirely in the name of the spouse should be discussed with an attorney experienced in such matters.
- An adult child resides in

continued on page 28
Around 400 individuals gathered with SBA on June 2nd to celebrate the achievements of local small business lenders, small business champions, and small business owners as part of the annual Small Business Week celebration. Five small business champions, four small business lenders and two small businesses were honored with awards at the event, which was hosted this year by the San Manuel Band of Mission Indians at the San Manuel Indian Bingo & Casino in Highland.

The event culminated in the playing of the Small Business Week Award winner videos, which allowed each small business owner and champion to share their respective stories. The award winners represented a cross section of this very diverse district—one winner recalled being among the first Vietnamese immigrants to California, and another related the story of how he began his business in the corner of his parents’ garage.

SBA Honors Entrepreneurs

From left: Steve Doss, Regional Sales Manager/VP, Wells Fargo Bank; Michael Owen, COO, CDC Small Business Finance; Lesleigh Claiborne, VP & Business Development Officer, Pacific Enterprise Bank; and Ben Lunee, Credit Administration Officer, Borrego Springs Bank accept awards for their commitment to small business lending.

Top Tenant Improvement Contractors

Listed Alphabetically

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<th># of Licensed Contractors</th>
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<th>Specialties</th>
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<td>Mira Loma</td>
<td>Concrete Tilt-Up, Industrial &amp; Office, Tenant Improvements, Schools</td>
<td>Farmer Bros. Coffee United Parcel Service Santa Ana Unified School District</td>
<td>Al Shankle CEO/President (951) 727-8882/2681-7599</td>
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<td>Capstone Construction Co., Inc.</td>
<td>3631 Third St. Riverside, CA 92501</td>
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<td>Riverside</td>
<td>Office Tenant Improvements Ground up Division Hospital Division</td>
<td>Tri-City Corp. Center Rev. Comm. Hospital University of Phoenix</td>
<td>Bruce T. Heiliger President (951) 682-6223/580-6406 <a href="mailto:bheiliger@capstone-company.com">bheiliger@capstone-company.com</a></td>
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<td>Inland Empire Builders, Inc.</td>
<td>10271-A Trademark St., Ste. 22 Rancho Cucamonga, CA 91730</td>
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<td>Commercial Construction Tenant/Office Improvements</td>
<td>Sacred Heart Church, Rancho Cucamonga Fire Station #175, The Roman Catholic Bishop of San Bernardino, Gloucester Devle. (909) 945-2450/944-7563</td>
<td>Tracy Elefante President/CEO (951) 351-6841/551-6880 <a href="mailto:tracy@inlandempirebuilders.com">tracy@inlandempirebuilders.com</a></td>
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<tr>
<td>J.D. Diffenbaugh, Inc.</td>
<td>6655 Airport Dr. Riverside, CA 92504</td>
<td>2,659,000</td>
<td>1</td>
<td>Riverside</td>
<td>Commercial Construction Construction Management Design, Build, Tenant Improvements</td>
<td>Mountain View Industrial, Aloft Hotel, FedEx Freight, Mission Hills Community Church, Canyon Hills Market Place</td>
<td>Jeff Dale President/CEO (951) 351-6841/551-6880 <a href="mailto:info@diffenbaugh.com">info@diffenbaugh.com</a></td>
</tr>
<tr>
<td>J.G. Construction</td>
<td>15632 El Pazo Rd. Chino, CA 91710</td>
<td>2,100,000</td>
<td>4</td>
<td>Chino</td>
<td>Commercial/Retail Buildings Construction Ground Up Tenant Improvements</td>
<td>Culver City Investment Diamond Plaza Pan Pacific Retail, Longs, Sav-On</td>
<td>June Grothe President (909) 993-9393/939-9394 <a href="mailto:info@jgconstruction.com">info@jgconstruction.com</a></td>
</tr>
<tr>
<td>Oltmans Construction Co.</td>
<td>10005 Mission Mill Rd. Whittier, CA 90601</td>
<td>981,162</td>
<td>2</td>
<td>Whittier</td>
<td>Commercial/Industrial Projects Seismic Retrofit Tenant Improvements</td>
<td>Corp. Storer Bros. Inland Empire Gateway Chino South Industrial</td>
<td>Joe Oltmans II President (562) 948-4260/529-5299 <a href="mailto:jolmansa2@oltmanasco.com">jolmansa2@oltmanasco.com</a></td>
</tr>
<tr>
<td>Panattoni Construction, Inc.</td>
<td>34 Tesla, Ste. 110 Irvine, CA 92614</td>
<td>639,000</td>
<td>1</td>
<td>Sacramento Distribution, Industrial Warehouse Tenant/Office Improvements</td>
<td>Hino Motors Panattoni Development Picemontio of Ontario</td>
<td>Joe Latz Regional Vice President (949) 296-2968/397-4940 <a href="http://www.panattoni.com">www.panattoni.com</a></td>
<td></td>
</tr>
</tbody>
</table>

N/A = Not Applicable WND = Would not Disclose na = not available. The information in the above list was obtained from the companies listed. To the best of our knowledge the information supplied is accurate as of press time. While every effort is made to ensure the accuracy and thoroughness of the list, omissions and typographical errors sometimes occur. Please send corrections or additions on company letterhead to: The Inland Empire Business Journal, P.O. Box 1979, Rancho Cucamonga, CA 91729-1979. Copyright 2011 by IEBJ.
Robert Lawrence Balzer and His Gift to Cal Poly Pomona

Ernest Gallo once said of Balzer: “The California wine industry owes Robert Lawrence Balzer more than you can imagine. Without his writings, California wines would not be where they are today. His work legitimized our industry to the world.”

The man responsible for awarding the coveted Holiday Magazine Restaurant awards has been a wine writer for more than 65 years. He has also been a retailer, an artist, an actor, a restaurateur and even a flight instructor, during World War II. He is also a Buddhist monk.

Robert Lawrence Balzer has always been surrounded by Hollywood celebrities, and, in 1978, he teamed with producer Duke Goldstone and director-writer Dennis F. Stevens to produce a number of wine programs and commercials featuring the leading wineries of France and California.

Robert Lawrence Balzer was also the first serious writer-journalist in America. His love affair with wine began with Repeat, about the time he graduated Stanford and joined Balzer’s, the family gourmet market on Larchmont Boulevard, just south of Paramount Studios, not far from the heart of Hollywood and mere miles from Beverly Hills. Customers included Cecil DeMille, Alfred Hitchcock, Ingrid Bergman, and Marlon Brando.

In 1936, at the age of 24, he was put in charge of the market’s wine department. At the time, he knew nothing about wine, but soon learned. California wines were beginning to find their way onto retail shelves, after Prohibition’s 13-year dry spell.

Balzer put out a customer newsletter praising the wines stocked on the shelves of the Larchmont store: Almaden, Inglewood, and Paul Mason. Will Rogers Jr., a classmate at Stanford, was intrigued by Balzer’s writing and in 1937 asked him to write a wine column for his newspaper, the Beverly Hills Citizen.

After writing the first of his 11 books on wine, Robert Lawrence began branching out. He started writing for Travel Holiday magazine, which published his articles for more than two decades and he was the person responsible for granting the coveted Holiday magazine awards.

Over the years winemakers have made regular pilgrimages to speak to Balzer’s classes, which have developed an almost cult like following among students.


At his annual birthday parties, those lucky enough to be invited, mingle with owners of the world’s greatest wineries, who fly to Southern California for the event. He has celebrated his 99th birthday just a few months ago.

Recently, Cal Poly Pomona was on the receiving end of his generosity when Balzer signed over decades of his personal archives to the university’s Special Collections Library.

In addition to his extensive collection of files and photographs are many unique wine artifacts, including an assortment of antique silver “wine tasters” or “tastevins” used to assess the color and clarity of wine; an ornately carved wine cabinet given to Balzer by Lilian Fontaine (the mother of his longtime friend, actress Olivia de Havilland); and antique Irish crystal wine glasses with rare and unique stem patterns.

“It is such an honor for the university to be receiving the legacy of Robert Lawrence Balzer, who has had such an enormous impact on the California wine industry and the acceptance of California wines worldwide,” says Bob Balzer (no relation), executive director of Cal Poly Pomona’s Capital Campaign. “This historical collection—spanning more than five decades—will position us as a valuable research venue for an industry that has become so vital to the state of California.”

“The university has been developing its wine industry collection since 1998, so this gift is a substantial and welcome addition,” he adds.

“The Special Collections Library at Cal Poly Pomona has made it a priority to preserve the heritage of this industry and the people’s work that made it what it is today. There was no other institution who I would entrust to preserve my artifacts, writings and life’s endeavors than Cal Poly Pomona. Now my body of work will be available to others far beyond my lifetime,” says Robert Lawrence.

Today, Balzer’s primary focus is writing his memories, called “Face the Tiger.” Soon, Cal Poly Pomona students and visitors will be able to appreciate the notable materials of this wine legend. Exhibits of the actual items will be announced in the future once the final collection is received, archived and assembled. In the future, the university plans to raise funds.
<table>
<thead>
<tr>
<th>Company Name</th>
<th>Address</th>
<th># Employees (IE)</th>
<th># Employees (Nationwide)</th>
<th>Year Est.</th>
<th>IE Nature of Business</th>
<th>Employee Services</th>
<th>Van or Carpool Health Club on Site</th>
<th>Marketing Contact</th>
<th>Top Local Executive Title</th>
<th>Phone/Fax</th>
<th>E-Mail Address</th>
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</thead>
<tbody>
<tr>
<td>21. Riverside Community College</td>
<td>4800 Magnolia Ave. Riverside, CA 92506</td>
<td>3,753</td>
<td>N/A</td>
<td>1916</td>
<td>Higher Education</td>
<td>Yes</td>
<td>No</td>
<td>Jim Parsons</td>
<td>Assoc. VP Public Affairs</td>
<td>(951) 220-8002/22-8870</td>
<td><a href="http://www.rcc.edu">www.rcc.edu</a></td>
</tr>
<tr>
<td>22. Pomona Unified School District</td>
<td>600 South Garey Ave. Pomona, CA 91766</td>
<td>3,462</td>
<td>N/A</td>
<td>1954</td>
<td>Education</td>
<td>Yes</td>
<td>No</td>
<td>Tim McGillivray</td>
<td>Program Administrator, Communications</td>
<td>(909) 397-4609/397-4811</td>
<td><a href="http://www.pusd.org">www.pusd.org</a></td>
</tr>
<tr>
<td>23. San Manuel Band of Mission Indians</td>
<td>26569 Community Center Dr. Highland, CA 92346</td>
<td>3,271</td>
<td>N/A</td>
<td>1986</td>
<td>Indian Tribe</td>
<td>N/A</td>
<td>N/A</td>
<td></td>
<td></td>
<td>(800) 849-1564/3370</td>
<td><a href="http://www.sambmii.com">www.sambmii.com</a></td>
</tr>
<tr>
<td>24. Kaiser Foundation Hospital - Riverside</td>
<td>10800 Magnolia Ave. Riverside, CA 92505</td>
<td>3,200</td>
<td>N/A</td>
<td>1953</td>
<td>Acute Care Hospital</td>
<td>Yes</td>
<td>No</td>
<td>James Travis</td>
<td>Area Marketing Director</td>
<td>(951) 353-4405/353-611</td>
<td><a href="mailto:vitaw.impact@kaiserpermanente.com">vitaw.impact@kaiserpermanente.com</a></td>
</tr>
<tr>
<td>25. Pomona Valley Hospital Med. Ctr.</td>
<td>1798 W. Garey Ave. Pomona, CA 91787</td>
<td>3,086</td>
<td>N/A</td>
<td>1903</td>
<td>Acute Care Hospital</td>
<td>Yes</td>
<td>No</td>
<td>Katie Roche</td>
<td>Director of Marketing, Public Relations</td>
<td>(909) 685-0900/685-9796</td>
<td><a href="http://www.pmhc.org">www.pmhc.org</a></td>
</tr>
<tr>
<td>26. Vons A Safeway Company</td>
<td>618 Michellina Ave. Artesia, CA 90701</td>
<td>3,082</td>
<td>2000</td>
<td>1996</td>
<td>Grocery/Retail</td>
<td>Yes</td>
<td>No</td>
<td>Gary Rockelleau</td>
<td>Vice President</td>
<td>(626) 511-7000/61-7954</td>
<td><a href="mailto:vons@vons.com">vons@vons.com</a></td>
</tr>
<tr>
<td>27. Chino Valley Unified School District</td>
<td>5130 Riverside Dr. Chino, CA 91710-4130</td>
<td>3,000</td>
<td>N/A</td>
<td>1960</td>
<td>Education</td>
<td>Yes</td>
<td>No</td>
<td>Julie Collins</td>
<td>Superintendent</td>
<td>(999) 642-1210</td>
<td><a href="mailto:edmond.heatley@chino.k12.ca.us">edmond.heatley@chino.k12.ca.us</a></td>
</tr>
<tr>
<td>28. Colton Joint Unified School District</td>
<td>1212 Valencia Dr. Colton, CA 92224</td>
<td>3,060</td>
<td>N/A</td>
<td>1966</td>
<td>Education</td>
<td>No</td>
<td>No</td>
<td>Casey Crichlow</td>
<td>Assistent Superintendent</td>
<td>(909) 567-3808/567-8331</td>
<td>colton.k12.ca.us</td>
</tr>
<tr>
<td>29. Moreno-Cainos, Resort &amp; Spa</td>
<td>49560 Semidee Dr. Cabazon, CA 92230</td>
<td>3,000</td>
<td>N/A</td>
<td>1984</td>
<td>Casino &amp; Resort</td>
<td>No</td>
<td>WND</td>
<td>David Brent</td>
<td>General Manager (Nationwide)</td>
<td>(909) 252-4499/451-781</td>
<td><a href="mailto:drainsb@vacationland.com">drainsb@vacationland.com</a></td>
</tr>
<tr>
<td>30. Arrowhead Regional Medical Center</td>
<td>390 N. Pepper Ave. Colton, CA 92324</td>
<td>2,945</td>
<td>N/A</td>
<td>1999</td>
<td>Acute Care Hospital</td>
<td>Yes</td>
<td>No</td>
<td>Jorge Valencia</td>
<td>Director/Business Dev/Mktg</td>
<td>(909) 580-1000</td>
<td>arrowheadхо.k12.ca.us</td>
</tr>
<tr>
<td>31. City of Riverside</td>
<td>900 Main St. Riverside, CA 92522</td>
<td>2,842</td>
<td>N/A</td>
<td>1870</td>
<td>Municipal Government</td>
<td>Yes</td>
<td>No</td>
<td>Austin Cart</td>
<td>Public Information Office</td>
<td>(951) 787-5800/787-5814</td>
<td><a href="mailto:calcenter@cityofriverside.org">calcenter@cityofriverside.org</a></td>
</tr>
<tr>
<td>32. Temecula Valley Unified School District</td>
<td>22550 Old Towne Rd. Temecula, CA 92592</td>
<td>2,634</td>
<td>N/A</td>
<td>1974</td>
<td>Education</td>
<td>No</td>
<td>No</td>
<td>Danell Clark</td>
<td>Community &amp; District</td>
<td>(951) 245-6391/6393</td>
<td><a href="mailto:davidb@rchs.tusd.k12.ca.us">davidb@rchs.tusd.k12.ca.us</a></td>
</tr>
<tr>
<td>33. Ontario-Montclair School District</td>
<td>350 W. D St. Ontario, CA 91762</td>
<td>2,383</td>
<td>N/A</td>
<td>1984</td>
<td>Education</td>
<td>Yes</td>
<td>No</td>
<td></td>
<td>N/A</td>
<td>(909) 459-2500/459-2524</td>
<td>ontario-montclair.k12.ca.us</td>
</tr>
<tr>
<td>34. Desert Sands Unified School District</td>
<td>45-9510 Dune Palms Rd. La Quinta, CA 92253</td>
<td>2,472</td>
<td>N/A</td>
<td>1965</td>
<td>Education</td>
<td>No</td>
<td>No</td>
<td>Nancy Lowery</td>
<td>Director of Purchasing</td>
<td>(760) 772-4200/772-4295</td>
<td><a href="mailto:desert_sands@desertsands.k12.ca.us">desert_sands@desertsands.k12.ca.us</a></td>
</tr>
<tr>
<td>35. Eisenhower Medical Center</td>
<td>89000 Bob Hope Dr. Rancho Mirage, CA 92270</td>
<td>2,300</td>
<td>N/A</td>
<td>1971</td>
<td>Acute Care Medical Center</td>
<td>Yes</td>
<td>No</td>
<td>Liz Fowler</td>
<td>Director, Marketing &amp; PR</td>
<td>(760) 340-3911/391-1490</td>
<td><a href="http://www.emc.org">www.emc.org</a></td>
</tr>
<tr>
<td>36. Hemet Unified School District</td>
<td>1391 W. Acacia Ave. Hemet, CA 92543</td>
<td>2,220</td>
<td>N/A</td>
<td>1970</td>
<td>Education</td>
<td>No</td>
<td>No</td>
<td></td>
<td>WND</td>
<td>(951) 463-3533/3533</td>
<td>h <a href="mailto:hiding@hemet.k12.ca.us">hiding@hemet.k12.ca.us</a></td>
</tr>
<tr>
<td>37. Moreno Valley Campus Med. Ctr.</td>
<td>26520 Cactus Ave. Moreno Valley, CA 92555</td>
<td>2,155</td>
<td>N/A</td>
<td>1893</td>
<td>Hospital</td>
<td>Yes</td>
<td>No</td>
<td>Ellie Bonetti</td>
<td>Chief Operating Officer</td>
<td>(951) 486-4044/4044</td>
<td><a href="mailto:uc@morenovalley.ca.gov">uc@morenovalley.ca.gov</a></td>
</tr>
<tr>
<td>38. Cal Poly Pomona</td>
<td>3801 W. Temple Ave. Pomona, CA 91712</td>
<td>2,210</td>
<td>N/A</td>
<td>1958</td>
<td>Higher Education</td>
<td>Yes</td>
<td>No</td>
<td>Ron Fremont</td>
<td>President, Superintendent</td>
<td>(909) 869-2290/869-7609</td>
<td><a href="http://www.cpp.edu">www.cpp.edu</a></td>
</tr>
<tr>
<td>39. Jurupa Unified School District</td>
<td>4350 Polych Ble Rd. Riverside, CA 92509</td>
<td>2,100</td>
<td>N/A</td>
<td>1963</td>
<td>Education</td>
<td>Yes</td>
<td>No</td>
<td>Matt Hahn</td>
<td>Network Manager</td>
<td>(999) 360-4168/360-4194</td>
<td><a href="mailto:jpsd@k12.ca.us">jpsd@k12.ca.us</a></td>
</tr>
<tr>
<td>40. Hesperia Unified School District</td>
<td>9144 3rd Ave. Hesperia, CA 92345</td>
<td>2,049</td>
<td>N/A</td>
<td>1967</td>
<td>Education</td>
<td>No</td>
<td>No</td>
<td></td>
<td>WND</td>
<td>(760) 244-4112/244-1104</td>
<td><a href="http://www.hesperia.k12.ca.us">www.hesperia.k12.ca.us</a></td>
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</tbody>
</table>
### Largest Credit Unions in the Inland Empire
#### Ranked by Total Assets

<table>
<thead>
<tr>
<th>Name of Credit Union</th>
<th>Address</th>
<th>Assets $</th>
<th>Capital $</th>
<th>Capital Ratio % (mils)</th>
<th>2009 YTD Income $</th>
<th>Star Rating</th>
<th>Key Executive Title</th>
<th>Phone/Fax E-Mail Address</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1.</strong> SchoolsFirst Federal Credit Union</td>
<td>1210 University Ave. Riverside, CA 92507</td>
<td>8,204,356,000</td>
<td>735,209,000</td>
<td>10.98</td>
<td>6,113,000</td>
<td>****</td>
<td>Mike Fawwell, President</td>
<td>(951) 680-1398/787-6869 schoolsfirstfcu.org</td>
</tr>
<tr>
<td><strong>2.</strong> Altura Credit Union</td>
<td>2419 Campus Parkway Riverside, CA 92507</td>
<td>881,053,000</td>
<td>52,963,000</td>
<td>9.25</td>
<td>-4,550,000</td>
<td>**</td>
<td>Gerry Apps, President</td>
<td>(888) 383-7228</td>
</tr>
<tr>
<td><strong>3.</strong> Arrowhead Credit Union</td>
<td>PO BOX 755 San Bernardino, CA 92420</td>
<td>875,696,000</td>
<td>24,816,000</td>
<td>9.03</td>
<td>2,912,000</td>
<td>*</td>
<td></td>
<td></td>
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<tr>
<td><strong>4.</strong> USA Federal Credit Union</td>
<td>9499 Willow Creek Rd. San Diego, CA 92131</td>
<td>666,705,000</td>
<td>36,860,000</td>
<td>5.520</td>
<td>-4,240,000</td>
<td>*</td>
<td>Tony Clark, CEO</td>
<td>(800) 282-8752/858-7651</td>
</tr>
<tr>
<td><strong>5.</strong> Visterra Credit Union</td>
<td>PO BOX 9500 Riverside, CA 92507-9500</td>
<td>387,284,000</td>
<td>8,033,000</td>
<td>2.08</td>
<td>7,012,000</td>
<td>*</td>
<td>Robert Cameron, President/CEO</td>
<td>(951) 656-4411/807-8224 <a href="mailto:bancorporate@visterra.com">bancorporate@visterra.com</a></td>
</tr>
<tr>
<td><strong>6.</strong> Alta Vista Credit Union</td>
<td>444 S. Waterman Ave. San Bernardino, CA 92408</td>
<td>144,571,000</td>
<td>10,770,000</td>
<td>9.63</td>
<td>-38,000</td>
<td>**</td>
<td>Larry Patschik, President/CEO</td>
<td>(909) 364-7050/366-3444 <a href="mailto:cathy@chaffey.com">cathy@chaffey.com</a></td>
</tr>
<tr>
<td><strong>7.</strong> Chaffey Federal Credit Union</td>
<td>410 S. Lemon Ave. Ontario, CA 91764</td>
<td>108,581,000</td>
<td>8,333,000</td>
<td>8.00</td>
<td>106,000,000</td>
<td>****</td>
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<tr>
<td><strong>8.</strong> Members' Own Federal Credit Union</td>
<td>14250 7th St. Victorville, CA 92395</td>
<td>85,259,000</td>
<td>-38,000</td>
<td>-0.040</td>
<td>-5,429,000</td>
<td>*</td>
<td>Mandy Duhaught, Manager</td>
<td>(760) 446-0401/546-9714 <a href="mailto:manny@membersown.org">manny@membersown.org</a></td>
</tr>
<tr>
<td><strong>9.</strong> Ontario Montclair Schools Federal Credit Union</td>
<td>1520 N. Palmetto Ave. Montclair, CA 91763</td>
<td>82,713,000</td>
<td>7,487,000</td>
<td>10.34</td>
<td>69,000</td>
<td>****</td>
<td>Robert Haman, President/CEO</td>
<td>(909) 946-4096/919-5455 <a href="mailto:rhaman@omsefcu.org">rhaman@omsefcu.org</a></td>
</tr>
<tr>
<td><strong>10.</strong> United Methodist Federal Credit Union</td>
<td>415 W. Mission Blvd., Ste. 104 Ontario, CA 91764</td>
<td>76,253,000</td>
<td>5,225,000</td>
<td>7.07</td>
<td>159,000</td>
<td>***</td>
<td>Ramon Sogeri, President</td>
<td>(909) 987-0690/691-3055 <a href="mailto:memberservices@umfcu.org">memberservices@umfcu.org</a></td>
</tr>
<tr>
<td><strong>11.</strong> La Loma Federal Credit Union</td>
<td>PO BOX 107 Loma Linda, CA 92534</td>
<td>67,082,000</td>
<td>4,046,000</td>
<td>6.39</td>
<td>39,000</td>
<td>**</td>
<td>Gary Nelson, President/CEO</td>
<td>(909) 874-6288/769-2213 <a href="http://www.lfcu.org">www.lfcu.org</a></td>
</tr>
<tr>
<td><strong>12.</strong> San Bernardino School Employees Federal Credit Union</td>
<td>241 N. Sierra Way San Bernardino, CA 92405</td>
<td>61,640,000</td>
<td>8,362,000</td>
<td>14.59</td>
<td>97,000</td>
<td>****</td>
<td>Debbie Barrera, President/CEO</td>
<td>(909) 682-2011/681-4162</td>
</tr>
<tr>
<td><strong>13.</strong> Bramor Employees Federal Credit Union</td>
<td>1210 Columbia Ave. Riverside, CA 92507</td>
<td>49,217,000</td>
<td>5,225,000</td>
<td>13.07</td>
<td>223,000</td>
<td>****</td>
<td></td>
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<tr>
<td><strong>14.</strong> Inland Empire Credit Union</td>
<td>435 W. Mission Blvd., Ste. 104 Pomona, CA 91766</td>
<td>40,557,000</td>
<td>4,218,000</td>
<td>11.96</td>
<td>-78,000</td>
<td>****</td>
<td>Rick Hoffman, CPA</td>
<td>(909) 882-2911/881-4162 <a href="mailto:rhaman@inlandempcu.org">rhaman@inlandempcu.org</a></td>
</tr>
<tr>
<td><strong>15.</strong> Inland Valley Federal Credit Union</td>
<td>3950 Cherry Ave. Fontana, CA 92334</td>
<td>40,048,000</td>
<td>2,833,000</td>
<td>7.09</td>
<td>21,000</td>
<td>*</td>
<td>Charles J. Pagliusi, President/CEO</td>
<td>(909) 384-4545/916-7081 <a href="mailto:info@inlandempcu.org">info@inlandempcu.org</a></td>
</tr>
<tr>
<td><strong>16.</strong> 1st Valley Credit Union</td>
<td>401 West 2nd St. San Bernardino, CA 92401</td>
<td>35,823,000</td>
<td>4,123,000</td>
<td>12.11</td>
<td>-16,000</td>
<td>****</td>
<td>Gregg Stockdale, Manager</td>
<td>(760) 446-2815/446-9934 <a href="mailto:gregg@1stvalleycu.com">gregg@1stvalleycu.com</a></td>
</tr>
<tr>
<td><strong>17.</strong> Desert Valleys Credit Union</td>
<td>1900 14th St. Ridgecrest, CA 93556</td>
<td>20,353,000</td>
<td>1,075,000</td>
<td>6.40</td>
<td>39,000</td>
<td>**</td>
<td>Erik Brown, Manager</td>
<td>(760) 446-3558/446-9934</td>
</tr>
<tr>
<td><strong>18.</strong> Rialo Federal Credit Union</td>
<td>437 Magnolia Ave. Riverside, CA 92506</td>
<td>17,305,000</td>
<td>1,139,000</td>
<td>6.00</td>
<td>6,000</td>
<td>*</td>
<td>Bonnie Wann, Manager</td>
<td>(951) 622-15506/628-4223</td>
</tr>
<tr>
<td><strong>19.</strong> Fontana Federal Credit Union</td>
<td>17235 Arrow Blvd. Fontana, CA 92335</td>
<td>10,439,000</td>
<td>1,176,000</td>
<td>11.98</td>
<td>12,000</td>
<td>****</td>
<td>Judy Bohon, Manager</td>
<td>(909) 622-4487/822-2035 <a href="http://www.fontanafcu.org">www.fontanafcu.org</a></td>
</tr>
</tbody>
</table>

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**Note:** Not Applicable (NA) would not disclose. The information is to the best of our knowledge the information supplied in accordance of of press time. While every effort is made to ensure the accuracy and thoroughness of the list, omissions and typographical errors sometimes occur. Please send corrections or additions on company letterhead to The Inland Empire Business Journal, P.O. Box 1979, Rancho Cucamonga, CA 91729-0979. Researched by June & Anthony Bellagio | BDO Securities. Copyright 2011 by BBO.
7 Steps... continued from pg. 44

meet them. If she continues to resist or deflect, be prepared to calmly lay out an ultimatum, including specific rewards for meeting objectives and consequences for missing objectives.

Step 7: Validate And Anchor Their Commitment And New Behavior

Praise the person for his positive behaviors during your meeting, and honor the commitments he made. Follow up with a short note or e-mail confirming and affirming the person’s commitments. Ideally, ask them to create a summary of your meeting that includes their specific agreements. People live up to what they write down.

Once you’ve done these seven steps, you have done the hard work. Now you can redirect your energy toward the collaborative, meaningful projects that you enjoy doing, and work in an office free from drama.

For more information visit their web site at www.DramaFreeOffice.com.

2020 vision... continued from pg. 3

2020, there’ll be about 15 million more of them in the United States. According to Cheryl Russell, editor for New Strategist Publications, “Most of today’s grandparents are aged 45 to 64. As the baby-boom generation ages, however, so will the nation’s grandparents. And when do people become grandparents? The median age of new grandmothers is 50. The median age of new grandfathers is 54.” Russell’s source: MetLife Mature Market Institute, The MetLife Report on American Grandparents.

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Five hundred underserved families to benefit from Wells Fargo’s gift to Financial Literacy Program

Five hundred underserved youth and families will take home life changing skills in self-sufficiency and resilience through a county-wide financial literacy program that has earned the support of Wells Fargo Bank.

Wells Fargo recently contributed $10,000 to Knotts Family Agency, the founder of an empowerment initiative called Vibrant Life: Strengthening Family Resilience.

“Wells Fargo’s gift will go toward coaching on personal financial management skills and improving economic security,” said Gwen Knotts, the founder and CEO of Knotts Family Agency.

“This is part of Knotts and Vibrant Life’s wider mission: to empower children, youth and families and transform communities.”

Added Knotts: “We are extremely excited and grateful for Wells Fargo’s support of community agencies that implement quality programs.”

Bruce Gordon, Wells Fargo, senior vice president, Inland Empire Region, said: “Wells Fargo’s philanthropic efforts target health and human services as well as community development. With the state of the economy and the great challenges faced by families in San Bernardino, we are very pleased to have selected Knotts Family Agency as a recipient of our philanthropic initiative, which will have an important impact on the community.”

The Knotts Family Agency has a track record of almost 20 years serving the community. Initially focused on foster care and adoption services the mission has widened to supporting stable families and communities. More than 2,500 vulnerable
DESERT HEALTHCARE DISTRICT AWARDS NEARLY $930,000 TO SIX AREA ORGANIZATIONS

Funds Support Hidden Harvest, F.I.N.D. Food Bank, Mizell Senior Center, CSUSB Palm Desert, Desert AIDS Project and United Cerebral Palsy of the Inland Empire

At their July 26 meeting, the directors of the Desert Healthcare District approved $929,752 in grants to help fund programs offered by six area organizations, including Hidden Harvest, F.I.N.D. Food Bank, Mizell Senior Center, Cal State University San Bernardino (CSUSB) Palm Desert, Desert AIDS Project, and United Cerebral Palsy of the Inland Empire (UCPIE).

“In the midst of our current economic struggles, so many wonderful organizations in our Valley are faced with insurmountable financial challenges,” says District board member and Program Committee Chairman Sidney Rubenstein. “While the need for funding seems to grow exponentially, so does the need for these important services, and the District is glad to provide the support that is critical for the health of District residents.”

The District’s 12-month grant of $202,482 to Hidden Harvest will help support its ‘Fresh and Healthy,’ program, a food assistance and distribution initiative that provides a steady stream of fresh, healthy produce to agencies within the District including Food Now, The Well in the Desert, Salvation Army, and Bridges of Hope. Almost half of the 45,495 people served by Hidden Harvest each month reside within the District or are served by agencies within the District. They include the homeless, those affected by HIV/AIDS, women and children seeking safe shelter from abusers, children in low income childcare programs, and others.

The District also granted $72,763 to F.I.N.D. Food Bank to fund the administrative costs of distributing three million pounds of healthy emergency food to agencies in the Desert Healthcare District. The money will help offset the cost of labor to procure, handle, and distribute the food to all 45 agencies within the District. F.I.N.D.’s mission is to mobilize the resources of the community through education and awareness to relieve hunger, the causes of hunger, and the problems associated with hunger.

The District awarded a $175,068 grant to the Mizell Senior Center to fund the organization’s Meals on Wheels program. The funding will help stabilize the program and bring it back to full capacity. The center has had to institute fewer operations.

continued on page 31
Stater Bros... continued from pg. 1

uted through CAPSBC’s food network.

“This donation and the continued support from Stater Bros. is so important to our Food Bank operations. We are serving 35,000 San Bernardino County households with food donations each month. These are the elderly, the disabled, the unemployed, families with young children and others with very low-income who need help with the basic necessity of food,” stated Community Action Partnership of San Bernardino County Chairperson Nancy Ruth White.

The $20,000.00 donation was part of the “Harvesting Hope” campaign held over the 2010 holidays. Donations were collected through the Stater Bros. Charities Customers Care Program. At every checkout stand, store customers are encouraged to purchase “Harvesting Hope” scannable donation cards or donate their loose change in the “Harvesting Hope” canisters. Stater Bros. employees also donated to the program. Additionally, every Stater Bros. store manager placed food barrels in all Stater Bros. stores and collected more than 35 tons of food to redistribute to the needy in Southern California.

Jack H. Brown, chairman and CEO of Stater Bros. Markets added, “We are in the business of helping out neighbors and right now, some of our neighbors need a little bit more help than the rest... so it’s our hope that this donation will have a major impact in their lives.”

Patricia Nickols, CEO for Community Action Partnership of San Bernardino County stated, “The donation will definitely have a significant impact on the services we provide to the 35,000 households we serve monthly. We are grateful for the continued support of our food bank by Stater Bros. charities and Stater Bros. markets.”

Stater Bros. has donated over 20 million pounds of food to the CAPSBC Food Bank since 1988. They donated 1.4 million pounds of food in 2010. These donations are redistributed through a massive food network with the assistance of countless volunteers. The distribution network supports over 200 agencies, including Catholic Charities of San Bernardino & Riverside County, Salvation Army, Lighthouse for the Blind, the ROCK church, Set Free Christian Fellowship, Desert Manna Ministries, St. Paul A.M.E., Boy’s & Girl’s Club, local schools, community and senior centers, domestic violence shelters and countless other faith-based organizations just to name a few.

CAPSBC is the designated Community Action Agency for San Bernardino County charged with providing programs and services for low-income individuals and families to help lift them out of poverty. As one of the largest non-profit human services agency in San Bernardino County, CAPSBC, provides resources and opportunities to the low-income to improve their lives, contribute to their communities and offer a return on investment for our communities, cities and county. Programs include Weatherization, Home Energy Assistance, Family Development, Assets for Independence/Individual Development Accounts, Volunteer Income Tax Assistance, Homeless Management Information Systems and the CAPSBC Food Bank.
Peggy Kelly sees the differences whenever she steps into the Quad. Jack Fong does as well from his classroom. And Ray Wang has perhaps the best vantage point of all — the second floor of the library. What they are witnessing is one of the most significant changes at Cal Poly Pomona in its 73 years. It isn’t the new buildings, the environmental initiatives or even the hiring of some of the best minds in academia.

It’s the students.

Today’s undergraduates are significantly different from their predecessors. They study differently. They socialize differently. They interact with their professors differently and see the world differently.

It’s folly, of course, to make sweeping comparisons among generations. “Modern students” have been assessed and critiqued since the time of Socrates, and each generation claims its unique place in the world. It’s also folly to assume that any two students among the nearly 20,000 now on campus have an identical story. With nearly 20,000 now on campus and world views. It is now a majority-minority campus that has an identical story. With the new approach to learning, it is gaining momentum with the more male than female.

Asian and white, and slightly is more than a quarter Latino, a largely white, all-the dynamics of education have changed in the 20 years since he was an undergraduate.

Technology magnifies the assembly of knowledge, and students today are greater experts at that assembly,” he says. Often, when Fong lectures on a theorist or topic, one or two students with laptops serve as volunteers to search Google Scholar for additional works by the thinker, as well as specific sociological concepts or issues that can enhance their understanding. Students are then given a few minutes to read the abstract and search the University Library’s databases since the abstract frequently lays out the hypotheses, methodologies and findings of the research.

“When they find the particular target article, they send it to me via email and I employ the smart classroom’s media to immediately open up the article for further discussion,” Fong says. “This approach brings a sort of immediacy, even urgency, to the topic.”

When Fong looks out at his class in Building 5, he sees students fixed on their laptop or tablet computers recording what he’s saying, fact-checking online, looking up a word or phrase they’re unfamiliar with, seeing what others in the field are thinking—and messaging their friends or checking Facebook. “Students today are greater experts at getting information, but they also have a lot more recreational avenues with technology that can pull them away. Ultimately, it boils down to the ethos that the student has.”

The library has bent over backward, Wang says, to engage the modern student. Make no mistake, part of the building still looks and even smells like a traditional repository of knowledge, with row after row of books and areas for quiet contemplation, but an increasing amount of space is dedicated to interaction and active learning.

Wang points to the open-air, window-lined reading area, the 43 rooms with Smart Boards, the ubiquitous network connections and discussion areas. And it’s no accident that Starbucks is right downstairs. “We say treat this as your living room—not your dining room, but your living room,” Wang says with a smile. “We will not say no. Come to this place. It’s a vibrant part of academic life.”

Modern students not only think differently, they infuse the campus with new ways of looking at the world. Cal Poly Pomona, a largely white, all-male bastion 50 years ago, is home to a rich diversity of cultures, backgrounds, experiences and world views. It is now a majority-minority campus that is more than a quarter Latino, Asian and white, and slightly more male than female.

“When I was here, diversity meant a white population with continued on page 29
Marketwide Retail Recovery
Undercut By Housing Struggles

The following is the Marcus & Millichap 2nd Quarter Retail Market Report for the Inland Empire:

Even as renewed job growth fuels Inland Empire retail sales this year and helps stabilize operations in high-traffic shopping centers, ongoing housing challenges will moderate the retail sector recovery for a while longer. As employers cautiously rebuild staffing levels in 2011, particularly in densely populated business communities along Interstates 15 and 215, increased traffic counts will further bolster store visits for western gateway cities. This trend took shape in recent quarters, with operators in the Rancho Cucamonga/Chino submarket reporting steadier rent rolls and both Riverside and Corona posting modest vacancy improvements. While these infill employment hubs stand to benefit from rising daily commutes and stalled building efforts, shopping centers in suburban areas still struggling through pronounced housing market distress will endure another year of weakening retail performance. For the most part, national retailers remain reluctant to commit to leases in troubled areas where shifts in demographic trends have yet to fully play out. As such, operators of unanchored centers in the Coachella Valley and High Desert region will face challenges attracting tenants this year, generating more substantial rent declines than elsewhere in the metro.

With current market conditions presenting unique prospects for strong revenue streams once the metro’s retail sector recovers, more local buyers with a hold horizon of between five and 10 years are entering the market. Seasoned investors remain selective, however, preferring newer properties near employment centers anticipated to stage a quicker recovery. Buyer risk tolerance appears to have increased, though, and multi-tenant sales activity in tertiary communities has gained momentum, driven by attractive price points and outsized long-term return potential. In general, cap rates for stabilized, unanchored strip centers average in the low-9 percent range, though properties farthest from the western boundary commonly trade with higher yields. Buyers will continue to favor single-tenant assets, but demand will likely far surpass supply due to stalled development activity constraining the for-sale pipeline.

2011 ANNUAL RETAIL FORECAST

Employment: Following four consecutive years of layoffs, including the loss of 5,700 jobs last year, Inland Empire employers will expand payrolls by 16,300 workers, or 1.5 percent, in 2011. The largest gains will come from the trade, transportation and utilities sector, which will add 6,000 positions this year for a 1.6 percent increase.

Construction: Building activity will remain minimal through 2011, with builders expected to complete just 175,000 square feet of retail space, up slightly from 125,000 square feet last year. During the metro’s peak building cycle between 2004 and 2008, annual output averaged 4.4 million square feet.

Vacancy: Slower hiring in tertiary communities and continued housing woes metrowide will weigh on retailers this year, causing the local vacancy rate to rise 20 basis points to 11.7 percent. During 2010, vacancy dipped 30 basis points.

Rents: Asking rents will retreat 0.5 percent in 2011 to $20.41 per square foot as effective rents drop 0.1 percent to $17.49 per square foot. Last year, owners reduced asking and effective rents by 1.9 percent and 2.1 percent, respectively.

Real Estate...
continued from pg. 12

Magellan Explores Another Inland Empire Industrial Buy

The Magellan Group, a real estate investment and development firm, has purchased a vacant 235k-square-foot industrial manufacturing building at 1400 Victoria Avenue in San Bernardino for $5.5 million ($23.40/sf). The transaction reflects the ongoing interest by Magellan to acquire value added industrial buildings in Southern California, with particular emphasis in the Inland Empire. Finn Comer and Vince Anthony of Lee and Associates represented The Magellan Group in the transaction.

Speaking about his company’s plans, Kevin Staley, principal and co-founder of The Magellan Group, said, “We continue to seek out industrial buildings for sale in the Inland Empire where we can add value through property upgrades, leasing and management”

“This acquisition presents an excellent opportunity for us to improve a very well-located property near the 10 and 215 Freeways for a new industrial user,” added Magellan principal and co-founder Martin Slusser.

The property is located directly across the street from the San Bernardino UPS distribution facility and less than one mile from the interchange of the 10 Freeway at Tippecanoe Avenue. The building has above standard electrical power suitable for a variety of manufacturing uses. It also has an abundant yard and it is rail served.

The new owners plan up to $1 million in improvements to refurbish the building, including upgrades to the property’s yard area, electrical work, and new paint and landscaping. The proposed repairs are scheduled for completion in approximately four months and the owners are actively marketing the building for lease or sale to a user.

“Our low cost basis puts us in an advantageous position to offer the refurbished building at a competitive price and provide outstanding value for a new user,” added Staley.

The Magellan Group purchased the property with equity partner Penwood Real Estate Investment Management, a group with whom Magellan also purchased 400k square feet of industrial buildings in Riverside in October 2010. The company is also in escrow on another acquisition that, when closed, will increase its Inland Empire holdings by approximately 750k square feet in less than one year.

The Magellan Group is a Southern California-based real estate investment and development firm with in-house acquisition, development, finance, leasing and property management expertise. Co-founded by Martin Slusser and Kevin Staley in 1990, The Magellan Group has acquired and developed more than 4 million square feet of industrial, self-storage and aviation properties with a total value in excess of $500 million. The Magellan Group utilizes its Magellan Industrial Fund to acquire properties. The firm also operates Magellan Storage, a regional leader in self-storage facilities, and Magellan Aviation, one of the top providers of hangars and services at McClellan-Palomar Airport in Carlsbad.

VOIT REPORTS HIGHEST POSITIVE NET ABSORPTION IN 16 QUARTERS IN INLAND EMPIRE INDUSTRIAL MARKET

In the second quarter of 2011, the Inland Empire industrial market posted over 6.6 million square feet of positive net absorption—the highest figure seen in the market since the second quarter of 2007, according to the Second...
For almost a decade, the Los Coyotes Band of Cahuilla and Cupeño Indians and the City of Barstow have been working together to pursue a casino development project that could provide jobs and revenue to both communities who are in desperate need of economic opportunities.

In 2006 the tribe filed an application to take land into trust for the purposes of gaming in the city of Barstow. The project has taken many twists and turns over the years, but now looks poised to move forward.

Los Coyotes Band of Cahuilla and Cupeño Indians

Los Coyotes Tribal members are descendants of the Cahuilla and Cupeño Indians who originally occupied two villages near the reservation, which is located in a remote area 70 miles north-east of San Diego and 105 miles south-east of Los Angeles. The reservation is extremely rugged and mountainous, and is surrounded by state park and national forest lands.

Tribal members living on the reservation live in 12 single-family homes and 10 mobile trailers. Though electricity was brought to a part of the reservation 12 years ago, the service is substandard at best. Living conditions and the lack of economic opportunity on or near the reservation have forced tribal members to find work and housing in other areas scattered throughout southern California. In fact, 51% of the adult tribal members living off the reservation live within a commutable distance (70 miles) of the city of Barstow.

With economic development opportunities almost impossible on the reservation, the tribe was left with little choice but to pursue off reservation development to provide for the needs of the tribe and the tribal members.

Working with Barstow

Working with the city of Barstow, the tribe chose the 23-acre parcel in Barstow that is the subject of the Los Coyote Band’s fee-to-trust and two-part determination application. The site was selected with the city’s direct input as the most appropriate gaming location near shopping and commercial outlets and away from residential neighborhoods and schools.

State approval

In 2005, then Governor Schwarzenegger signed a compact with the Los Coyotes to develop their casino in Barstow. But that was only one step in the process. The state legislature also had to approve the compact and the federal Department of Interior had to allow the tribe to take the land into trust for the purposes of gaming.

However, even with the governor’s support, the tribe and the city of Barstow could not convince the legislature to pass and approve their land into trust application first. In September of 2007, the compact expired and the tribe decided to focus their efforts on the land into trust process.

The Casino Project

In 2008, the tribe re-submitted the application that is being considered today. The project includes:

- 57,000 square feet of gaming space
- 100 room hotel
- 2-3 restaurants
- entertainment venues
- convention and meeting room space.

Economic Impact

The casino project is expected to have a tremendous positive effect on the Barstow community. The project development costs are expected to be $160 million. The project will provide more than 1,000 construction jobs and more than 1,000 permanent jobs in the community once the casino/resort is open.

The casino location is designed to capture the more than 20 million cars per year carrying 45 million passengers along the I-15 corridor. Given that most of the traffic is heading to and from Las Vegas, the location is key to the success of the venture. The casino/resort is expected to generate more than $135 million per year for the community and 82% of the revenue will come from patrons from outside the Barstow community.

The tribe and the city have also signed a municipal service agreement that will provide the city with a revenue sharing stream of 4.3% of the net win of electronic games at the casino. The city is expected to receive $4 million in the first year of the casino’s operation. The tribe will also share the cost of a new emergency service vehicle, a fire truck and provide the city with an acre and one half to build a new fire station. The Municipal Service Agreement is a unique agreement among tribes and communities in California.

The Approval Process

Five years after the tribe submitted its first application, the Bureau of Indian Affairs (BIA) published the Tribes Draft Environmental Impact Statement (DEIS). The BIA held a public hearing on July 27th to hear the public’s reaction to the DEIS.

The BIA will continue to compile comments for the DEIS for 75 days. They will then add the information to the record for the Department of Interior to consider before they make their final decision that is expected sometime in 2012.

The tribe will need to negotiate a new compact with Governor Brown and have it continued on page 34.
employee who thinks that a half-baked effort is unacceptable would be an asset. The problem is, when it comes to not accepting anything less than perfection, there can be too much of a good thing. As a leader, you must make sure that your employees don’t sacrifice too much time—or end up failing to achieve anything at all—in a quest for the best.

“Don’t get me wrong—I’m not saying that you should encourage lackluster performances or tell your team that they shouldn’t worry about getting it right the first time,” Feuer clarifies. “After all, it can cost your organization quite a bit if time and energy aren’t used wisely. Remember that if you’re putting out a fire in a garbage can, you need only a few gallons of water—not an entire water tanker!

“Try to help resident perfectionists distinguish between tasks that must be done to the letter, and those that can be done just adequately enough to move on to the next step or support another initiative. This is often a learned skill that can be difficult for people—especially those who are fearful of making a misstep—to embrace at first! Therefore, be very clear and cautious when you’re explaining what must be done…and how much time and energy each task is worth.

“Remember that most major personnel problems within organizations get that way because leaders have ignored a series of smaller issues along the way,” Feuer concludes. “You should absolutely deal with your most difficult personality types—and watch out for budding prima donnas, perfectionists, and unhelpful types in the making! You just need to be able to occasionally dance with them.”

Don’t Lose...
continued from pg. 16
the home and has provided essential care to an ailing parent for two years prior to the parent’s application for benefits.
• There is a title transfer of the residence to a trust for the applicant’s child who is under the age of 21.
• There is a transfer of the residence to a blind or disabled child of the applicant.
• There is a transfer of the residence to a sibling of the applicant who already has an ownership interest in the home and was residing in the home for a period of one year prior to the applicant’s entering a nursing home.

It is true that the estate recovery unit of the Department of Health Care Services has become more assertive in enforcing the reimbursement of state expenditures for citizen health needs, but as illustrated here, there are exceptions which applicants are entitled to receive. You do not necessarily have to lose your home because of major health expenses. It is important that you make a plan for how you’ll handle this issue should it arise in your life.

William K. Hayes is a member of the prestigious American Academy of Estate Planning Attorneys. The Hayes Law Firm specializes in Trusts, Probate and Asset Protection Planning. For free information or to attend an upcoming seminar, you may contact attorney Hayes at 626-403-2292 or visit The Hayes Law Firm website at LosAngelesTrustLaw.com. This article is provided for educational purposes only and is not meant to provide legal advice as the circumstances for each individual will differ. Please seek the advice of experienced legal counsel.
Marketwide... continued from pg. 26

ECONOMY
The Inland Empire labor market has found its footing. During the last six months, 4,200 jobs were created in the metro, with more than half of the major employment sectors reporting gains; in the preceding two quarters, local companies cut 7,200 positions.

Retail employment increased by 1,000 workers over the past two quarters, affirming retailers’ improving outlook for future sales. In the preceding six months, retailers cut 1,700 jobs.

Driven by the release of pent-up consumer demand, retail sales increased 3.4 percent during the 12 months ending in the first quarter, a reversal from the 6.2 percent drop reported one year earlier. Improving economic conditions will support rising sales through 2011.

Outlook: After slashing 5,700 workers from head counts last year, local employers will expand payrolls by 16,300 workers, or 1.5 percent, in 2011.

CONSTRUCTION
Developers demonstrated considerable caution over the past year, delivering just 135,000 square feet of retail space. During the preceding 12 months, retail completions totaled more than 880,000 square feet.

Less than 300,000 square feet of retail space is under construction in the metro. The planning pipeline, however, currently holds more than 21 million square feet.

The first phase of the SuperTarget-anchored High Desert Gateway in Hesperia is nearly complete, though several small outparcels are still in planning. With occupancy at the center above 80 percent, its builders have begun to seek pre-leasing commitments for the second phase. Upon final build out, the development will contain more than 500,000 square feet.

Outlook: Building activity will remain minimal this year, with developers expected to complete just 175,000 square feet of retail space, up from 125,000 square feet in 2010. During the metro’s peak building cycle between 2004 and 2008, annual output averaged 4.4 million square feet.

VACANCY
Slowing store closures and a modest increase in small lease signings pushed down the average vacancy rate 30 basis points over the past year to 11.6 percent. The recovery remains choppy, however, as indicated by a vacancy increase of 10 basis points during the first quarter of 2011.

Operations among shopping centers are settling, but vacancy remains near historic highs remain due to still-soft tenant demand for centers in communities hard-hit by the housing downturn. During that stretch, the local neighborhood/community center vacancy rate held steady at 10 percent, which is 340 basis points above the 10-year average.

Leasing activity within power centers continues to make headway, fueled by tenants migrating toward newer, high-traffic centers. In the last year, the metro’s power center vacancy rate dropped 130 basis points to 8.9 percent.

Outlook: A more gradual rate of hiring in tertiary communities will weigh on retailers over the coming quarters, causing the local vacancy rate to rise 20 basis points in 2011 to 11.7 percent. Last year, vacancy fell 30 basis points.

RENTS
While owners continued to trim rents over the past year to attract tenants, the rate of decline slowed. Asking rents fell just 13 percent in that time to $20.52 per square

Assemblymembers Mike Morrell and Holly Mitchell Bring Caylee’s Law to California

Assemblymembers Mike Morrell (R-Rancho Cucamonga) and Holly Mitchell (D-Culver City) have announced their introduction of AB 1432 known nationwide as Caylee’s Law. This bill will make it a felony not to report your child (14 years or younger) missing within 24 hours if there is reason to believe that the disappearance is as a result of a crime, without evidence of a crime failure to report will be a misdemeanor. In addition, AB 1432 will make it a felony not to report the death of a child under the same circumstances.

“Our children are our highest priority and it is our responsibility to protect them from the predators that would harm them. Caylee deserves justice and out of this horrific tragedy, a need has been made clear,” stated Morrell, “What accountable guardian wouldn't immediately report a missing child? Therefore, we must realize the irresponsible negligence of some parents and the need for bipartisan agreement to take corrective action.” The idea came in the wake of public outcry when Florida’s high profile murder suspect, Casey Anthony, was acquitted for the murder of her two-year-old daughter Caylee. Casey neglected to report her daughter missing for 31 days. As a result, legislators across the nation are introducing legislation named after the two-year-old victim.

“Is it a well-known fact that authorities have the greatest chances of locating a missing child within the first 24 hours of disappearance. We have answered the call from our constituents to make it a legal priority to enable our law enforcement to bring justice to those who would cause harm to our most vulnerable.”

Why This... continued from pg. 25

Fong says, though he is concerned that some people might become complacent. “I see a retreat back to cultural comfort zones, with cultural pockets and grudging acceptance of the unknown,” he says, perhaps of the suspicions and apprehensions that were stirred after 9/11. With that said, he sees tremendous opportunity in the changing face of the university.

“Diversity is an opening for people to learn diplomacy,” he says. “Why go to Stanford and study international relations when you can go to a classroom with such a variety of students?” One stereotype that is hard to avoid on campus is the image of students crossing campus, eyes fixated on an iPod while listening to music, checking text messages or perhaps talking on their cell phone. How can they have a social life when they’re plugged in 24/7? Kelly says relax, the kids are all right. “Most of our students are every bit as social as students 10 or 15 years ago,” she says. “They have even more interaction because of texting and social media. And for those who are socially awkward, texting has become a good thing because some people are better with the written word.”

So, who is the modern student? Wang says he or she is not only a very different learner, but a model for the future of education. “We are in an amazing time in that we can really learn from them: how they process information, how they view the world, how they connect with each other.” They can show us a thing or two. We used to know better because we’ve been there, but we haven’t been here. They live in the future.”
Health...
continued from pg. 12

PCIP in Texas and is now receiving the treatment he needs. To qualify for PCIP, you must have been denied health insurance within the past 12 months. You also have to live in California and be a U.S. citizen or legal resident. In addition, you must have been uninsured for at least six months before applying for PCIP.

Your premiums will be based on where you live and the amount you’d pay if you had no pre-existing condition and were able to purchase individual insurance in the open market.

For example, a Central Valley resident aged 50-54 would pay $481 per month for PCIP. A San Francisco Bay Area resident aged 45-49 would pay $377 per month. Someone 18 years old or younger living in Del Norte, Humboldt, Siskiyou, or Shasta counties would pay $145 monthly.

You’ll pay a 15 percent coinsurance for most in-network services after meeting a $1,500 annual medical deductible. PCIP also has a $500 annual deductible for brand-name drugs. There are no out-of-pocket costs for preventive care, including regular physical exams, cancer screenings, immunizations, and well-child care.

As a PCIP subscriber, you’ll pay no more than $2,500 a year out-of-pocket. When you reach this $2,500 cap, PCIP pays all costs for covered services received within the PCIP network for the remainder of the calendar year (although you have to keep paying your monthly premium to stay enrolled.)

And this is important: PCIP has no cap on annual or lifetime benefits.

The Pre-Existing Condition Insurance Plan was created under the Affordable Care Act. It’s a transitional program until 2014, when all Americans—regardless of health status—will have access to affordable health insurance as the nation shifts to a new marketplace.

For more information, visit www.pcip.ca.gov or call 1-877-428-5060 Monday through Friday from 8 a.m. to 8 p.m., or Saturday from 8 a.m. to 5 p.m.

Water...
continued from pg. 3

Case-in-point: the San Joaquin Delta. The hub of our state’s water system, the Delta is responsible for transferring water supplies to over 25 million Californians. It consists of thousands of miles of generally inadequate levees that protect a vast area mostly located below sea level. According to Tim Quinn, the executive director of the Association of California Water Agencies, “A major catastrophe in the Delta like an earthquake or a Katrina-like flood could wipe out California’s water supplies that are coming from the Delta for a period of up to two years, and that could be disastrous for the California economy.”

Adequate infrastructure is necessary to fulfill the Constitutional obligation of the State to provide sufficient, clean, and dependable water to its citizens.

It took Tocqueville nine months to diagnose and articulate the sources of America’s success. California, in contrast, has anticipated its impending water crisis for decades, but has failed to respond with real solutions.

We should learn from Tocqueville’s wisdom before it’s too late. Maintaining a vibrant economy in California will forever depend on responsible water management. Our governor and legislature must rise to the task at hand with bi-partisan ideas and reform: our water and our liberty depend on it. I’ll keep you posted...

Real Estate...
Quarter Market Report by Voit Real Estate Services.

“The industrial market in the Inland Empire has demonstrated tremendous improvement,” commented Walt Chenoweth, executive vice president in Voit’s Inland Empire office. “With nearly 10 million square feet of positive net absorption for 2011 thus far, it’s evident that the market is moving again, particularly in the larger building product.”

Voit reported that vacancy in buildings above 100,000 square feet was down to 7.75 percent for the second quarter of 2011, a significant decrease from 9.67 percent in the first quarter of 2011 and an even more substantial decrease from 2010’s second quarter rate of 12.13 percent.

“Year over year, vacancy in the 100,000 square-feet-plus range has descended 36 percent,” said Chenoweth. “A decrease of that size in just a year demonstrates just how rapidly this market is recovering.”

In buildings with less than 100,000 square feet, vacancy is down to 7.04 percent, down from the 7.63 percent in the first quarter of 2011 and a decrease of nearly 20 percent, year over year.

In addition, availability for buildings both above and below 100,000 square feet was 12.22 percent in the second quarter of 2011, lower than 2011’s first quarter rate of 13.03 percent and 23 percent lower than 2010’s second quarter rate of 15.86 percent.

“These substantial declines in vacancy and availability are resulting in more confidence in the market,” said Chenoweth. “We’re seeing speculative development in larger size ranges for the first time in three years, and there is more movement regarding transactions throughout the market as institutional capital is being deployed.”

Industrial sales and leasing activity for the Inland Empire market totaled 9.3 million square feet in the second quarter, a decrease from the previous quarter’s total. Average asking leasing rates in the industrial market continued to convey a stable trend, posting a triple-net rate of $3.44 per square foot per month for the seventh consecutive quarter.

“As occupancy increases, lease rates will rise,” said Chenoweth. “We anticipate that real estate owners and buyers will remain cautiously optimistic for the remainder of 2011. As rising rental rates do not bode well for tenants, we’re advising tenants to take advantage of the current market and make deals now.”

HFF Arranges $61 Million in Financing for The Shoppes at Chino Hills

HFF has arranged $61 million in financing for The Shoppes at Chino Hills, a 388k-square-foot, trophy lifestyle center located in Chino Hills. HFF worked on behalf of Chino Hills Mall LLC to secure the 5.2 percent, 10-year fixed-rate loan through Citigroup Global Markets Realty Corp. The investment group purchased the property all cash in June 2010, in a sale also arranged by HFF, with the intention of securing financing after initial stabilization and defining what the merchandising and marketing direction of the asset would be.

The Shoppes at Chino Hills was originally developed by Opus West in 2008. Located at the intersection of Grand Avenue and Peyton Drive off the 71 Freeway in Chino Hills, The Shoppes at Chino Hills is part of a larger master-planned project that includes the Chino Hills Civic Center, Chino Hills City Hall, Chino Hills Police Station and the public library. The 90% leased property was designed by Altoon + Porter architects and is anchored by Forever 21, H&M, Trader Joe’s, Banana Republic, Victoria’s Secret and Barnes & Noble.

Tim Sotoodeh, managing director...
CVB Financial Corp. Reports Record Second Quarter Earnings for 2011
CVB Financial Corp., and its subsidiary, Citizens Business Bank, reported net income of $21.0 million for the second quarter of 2011. This figure represents the highest earnings in company history for a fiscal quarter. Earnings increased $2.0 million, or 10.64%, when compared with net income of $19.0 million for the second quarter of 2010. Diluted earnings per share were $0.20 for the second quarter of 2011. This was up $0.02, or 11.11%, from diluted earnings per share of $0.18 for the same period last year.

Hidden Reality of Payroll & HR Administration Costs—found that many organizations can achieve greater efficiencies and cost savings by outsourcing payroll and HR administration functions, rather than performing them in-house.

Specifically:
- Organizations managing payroll, workforce administration, time and attendance, and health and welfare benefits in-house using premise-based or hosted software solutions spend 18% more, on average, administering these functions than organizations that outsource.
- Large organizations actually spend 27% more to manage payroll, workforce administration, time and attendance, and health and welfare benefits in-house than similar-sized organizations that outsource.
- Organizations using multiple software vendors to administer software vendors to administer payroll, workforce administration and time and attendance functions in-house spend 32% more, on average, than organizations that outsource.

Based on data collected from 279 participating large (those with more than 1,000 employees)
SBA Lending Update

Loan volume since Jan. 1 continues to reflect a general upward trend after the record-setting first quarter, even though the last two quarters since then are the first in two years in which no loan enhancements were made available on 7(a) and 504 loans. Weekly loan volume remains solid nationally, averaging more than $1,100 loans and more than $364 million per week in the 3rd quarter. That is in line with weekly averages before the recession.

As of June 24, 2011, 1,106 small business loans were approved to borrowers in the Santa Ana District, which includes the Inland Empire, for a total of $689,348,200 in government guaranteed financing. Currently the Santa Ana District is ranked third out of 68 district offices in terms of dollar volume and 14th in number of loans.

CDC Small Business Finance, headquartered in San Diego, was recently approved to start offering Community Advantage loans, making it the first CDC in the State of California to acquire the status. As a Community Advantage Lender, CDC Small Business Finance will now be able to offer 7(a) loans of up to $250,000 in addition to its microlending and 504 programs. The three-year pilot program allows mission focused financial institutions such as CDCs and CDFIs to offer 7(a) loans as long as they keep at least 60 percent of their SBA portfolio in underserved markets.

Above are our top 20 lenders ranked by dollar volume of SBA loans for the period beginning Oct. 1, 2010 and ending June 30, 2011. A complete lender rankings list, updated monthly, can be obtained from the district website.

Upland Resident Appointed to Serve on SBA Advisory Council on Underserved Communities

Hilda Kennedy, executive director of AmPac TriState CDC, was recently appointed to serve on the SBA Advisory Council on Underserved Communities (CUC). As the only member of the Advisory Council that resides in Southern California, Hilda’s role in the Advisory Council will be to provide input, advice and recommendations to strengthen competitiveness for small businesses in underserved communities.

As the executive director of AmPac TriState CDC, based in Grand Terrace, Hilda has provided more than $60 million dollars in commercial real estate financing to small businesses, particularly those owned by women and minorities. In addition to this experience, Hilda previously worked for 12 years in local government, holding positions as chief of staff to...
Marketwide...

continued from pg. 29

foot, while effective rents slid 1.2 percent to $17.51 per square foot. In the preceding 12-month period, asking and effective rents contracted 3.4 percent and 5.8 percent, respectively.

Operations in the Palm Desert submarket were particularly hard-hit by the recession, with shopping center vacancy rising above 15 percent. During the past year, asking rents for neighborhood/community centers in the area retreated 1.2 percent to $24.83 per square foot as effective rents dropped 1.5 percent to $22.24 per square foot. Since the onset of the downturn, local asking and effective rents have fallen 7.5 percent and 8.5 percent, respectively.

Average property revenues decreased by 0.9 percent in the last year, a shallower decline than the 7.8 percent drop reported 12 months earlier. In the first quarter of 2011, average revenues were in line with early 2004 levels.

Outlook: Asking rents will retreat 0.5 percent this year to $20.41 per square foot as effective rents dip 0.1 percent to $17.49 per square foot.

SINGLE-TENANT SALES TRENDS**

Despite growing buyer demand, fewer builder-initiated deals weighed on single-tenant transaction volume over the past year. As a result, single-tenant deal flow slowed 15 percent in that time, following a 19 percent deceleration one year earlier.

The median price fell 22 percent year over year to $196 per square foot, due in large part to owner-users acquiring vacant bank-owned assets.

Cap rates for single-tenant properties with a corporate-guaranteed lease average in the low- to mid-6 percent range, while outlying properties secured by private guarantors trade more than 100 basis points higher.

Outlook: Buyer demand for single-tenant assets will become influenced by the return of 1031-exchange investors seeking more passive investment vehicles. With listings expected to stay limited this year as the bidding climate intensifies, however, cap rates for the most sought-after single-tenant assets will compress further before interest rates rise more significantly.

MULTI-TENANT SALES TRENDS**

Multi-tenant sales velocity increased nearly 30 percent over the past year, as seasoned buyers re-entered the market for long-term value-add plays. Despite the rise, transaction volume remained significantly below peak levels recorded toward the middle of the decade.

With buyers targeting distressed assets, the median price for multi-tenant properties dropped 14 percent year over year to $122 per square foot.

Cap rates for anchored shopping centers average in the 8 percent range, while stabilized strip centers continued on page 39

When Planning Your 2012 Advertising Budget, Consider...

THE INLAND EMPIRE BUSINESS JOURNAL

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2011 EDITORIAL SCHEDULE

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Senator Dutton Recognizes Six Area Businesses

Recognizing small businesses that are not only successful but are also invested in their community, the California economy and committed to providing private sector jobs, Senate Republican Leader Bob Dutton (R – Rancho Cucamonga) will present Business of the Year Awards to six (6) businesses located within the 31st Senate District.

Looking to acknowledge some good news in the otherwise tough business climate here in California, the senator has chosen the following companies: Sorenson Engineering – YUCAIPA; Hanger 24 – REDLANDS; the Ahmed Team – UPLAND; Riverside Truck & Equipment – RIVERSIDE; Saddleback Inn – LAKE ARROWHEAD; and, Burt’s Jewelry & Repair – Grand Terrace.

“Businesses have been having a tough go of it for some time,” said Senator Dutton. “These six businesses have weathered the pressure of California’s regulatory climate and at the same time have chosen to keep operating and providing jobs here in California.”

Following are brief comments on the 31st Senate District’s Businesses of the Year.

Sorenson Engineering – Yucaipa:
In 1956 Frank Sorenson, continuing a lifelong passion for creative ingenuity applied to precision machining, acted on his dream to start a small business in which he would be free to fully pursue his ambitions. In 2006, Sorenson Engineering celebrated a milestone marking the 50 year anniversary of the company. Sorenson Engineering integrates the most advanced micromachining technologies with over 50 years of expertise in machine innovations and unsurpassed quality standards. Their commitment to excellence is the pursuit and achievement of the respective goals of key customers, employees, suppliers, community and shareholders by continuously advancing their capabilities in the realm of precision machining technologies. Their commitment to excellence extends to their support of community events and organization, giving back to the community in which they do business.

For more information, visit http://www.sorensoneng.com.

Hanger 24 – Redlands:
Ben Cook, founder and master brewer, has been brewing for six years. While learning about quality assurance/quality control at the Anheuser-Busch Brewery in Van Nuys, and majoring in biology at California State University San Bernardino, Ben fell in love with beer and its culture. Wanting to learn more, he attended and graduated from the Master Brewers Program under Professor Emeritus Dr. Michael Lewis and Dr. Charles Bamforth at the University of California, Davis. Following graduation Ben sought out and found the perfect brewing equipment, a great location adjacent to the Redlands Airport and aptly named his brewery Hangar 24. Ben and his buddies used to meet at Hangar 24 after an afternoon of flying to trade stories, talk aviation, play music and share a few cold ones that Ben just finished brewing at home. These days, the location of where these fine beers are brewed has changed, but the quality time spent enjoying a delicious, handcrafted beer and conversation with friends is the same as ever.

For more information, visit continued on page 36
We’ve been waiting for the past year to let our new winemaker David Vergari settle in, find his groove and show us what he can do with Temecula grapes. Let me tell you, it was worth the wait.

Experience counts for a lot. Thoughtful appreciation for land stewardship, a focused mindset to mentor grape quality, and a “do what it takes” attitude to bring about a quality finished wine is definitely in residence at Thornton Winery. We’re lucky to have a man who has worked on four continents.

According to Vergari, his diverse experiences working abroad... has taught me to appreciate what makes a piece of land ideal for grapes and how to take it from there. After a while you can just look at some land and sense that it has what it takes, but it took a lot of travel and experience for this to sink in. Yup, I get it, and am very glad he’s bringing all that and more to the Temecula Valley wine scene.

Recently, I sat down to taste 14 of David’s new releases. A person can get a very good idea of a winemaker’s style after going through 16 of his wines. These are David’s wines from grape to glass, and rings in a new era of style and grace to the Thornton lineup. What comes to mind overall are stylish well balanced wines with cultured structure, varietal fruit expression, soft tannins, and elegance. I love that each wine has its own voice, but does not need to shout to get your attention. My guess is a whole new level of sophistication has arrived in Temecula.

Drink these wines now, or lie them down for a few years. Barbera - $28. French and American cooperage help frame the raspberry and blueberry aromas. Vibrant fruit character.

Chardonnay - $19. Fruit driven stainless steel beauty with notes of green apple, lemon, citrus and spice.

Cabernet Franc - $24. Nose has hints of pepper, as well as violets, raspberry and cedar. Cabernet Merlot - $22. A gorgeous blend presenting cherry, blackberry, currant and blueberry nose with a fruit driven entry that is complemented by oak cooperage from France, Eastern Europe and North America.

Cabernet Sauvignon - $29. Classic blueberry and red currant aromas along with some barrel spices. Small quantities of Cab Franc and Petit Verdot bring complexity and nuance.

Estate Syrah - $22. Berry and plum aromas aged in limited new oak by design brings a subtlety that will surprise and delight you.

Estate Petite Sirah - $22. Aromas of blackberry and plums along with soft tannins make it ready continued on page 36.
Senator... continued from pg. 34

The Ahmed Team – Upland:

The Ahmed Team is passionate about serving families because they are a family. Anis and Ruby have for many years imparted their high ethic dynamic into their daughter, Siama, whose first words were “Open House,” and who now is part of the team. Together, they continue to live what they believe by providing a real estate service that exceeds the standards set by the industry. Their goal is to continue to maintain a disciplined, organized and detail oriented business that is committed to personal care, superior results and bettering the community. They seem always to find time to volunteer in the community or help others. “Through ongoing education, goal setting and self-improvement, we will never become complacent and will remain loyal to the ideals of justice, honesty and success through giving of ourselves to others,” says Ruby.

For more information, visit http://www.theahmedteam.com.

Riverside Truck & Equipment – Riverside:

Owned by Ron and Sue Nelthorpe, Riverside Truck & Equipment, Inc. has been selling trucks and trailers to businesses across the United States and internationally for over 20 years. Riverside Truck & Equipment has and is continuing to grow their business and reputation as a recognized premier truck dealer in California. Both Ron and Sue understand the importance of a thriving economy, and through the chamber and other community organizations work hard to support efforts to grow our economy.

For more information, visit http://riversidetrucksales.com.

Saddleback Inn – Lake Arrowhead:

Owned by Kurt and Bonnie Campbell, the Saddleback Inn is today a charming historic inn and landmark at the entrance to the Lake Arrowhead Village and has become a well-recognized part of the community. Over the past 65 years many famous people have frequented this historical inn. Howard Hughes was a visitor along with Charles Lindbergh plus the exciting Hollywood and entertainment communities. Thus, several guest rooms are reminiscent (and named after) many of these heroes and heroines.

For more information, visit http://www.saddlebackinn.com.

Burt’s Jewelry & Repair – Grand Terrace:

Owners Burt and Deborah Seuylemezian are very well known and respected in Grand Terrace. They have lived there for 22 years and have owned Burt’s Jewelry & Repair for the last 17 years. Both are long time “active” board members of the Grand Terrace Lions Club. Burt has served as president and currently serves as the parliamentarian. Burt is currently serving as the treasurer for the Grand Terrace Chamber and Deborah served on the chamber board for several years until last year. Deborah is a long time member of the Grand Terrace Woman’s Club.

For more information, visit http://www.burtsjewelry.com.

U.S. Air... continued from pg. 1


Vice President, Bud Weisbart and his wife of 44 years, Carmen, president of A&R, own and operate the 48-employee manufacturing firm in Fontana.

Rotary... continued from pg. 9

business and professional leaders united worldwide, who provide humanitarian service, encourage high ethical standards in all vocations, and help build goodwill. There are approximately 1.2 million Rotarians, members of more than 29,000 Rotary clubs in 160 countries.

The object of Rotary is to encourage and foster the ideal of service as a basis of worthy enterprise and, in particular, to encourage and foster:

- FIRST: The development of acquaintance as an opportunity for service;
- SECOND: High ethical standards in business and professions; the recognition of the worthiness of all useful occupations; and the dignifying of each Rotarian’s occupation as an opportunity to service society;
- THIRD: The application of the ideal of service in each Rotarian’s personal, business, and community life;
- FOURTH: The advancement of international understanding, goodwill, and peace through a world fellowship of business and professional persons united in the ideal of service.

Wine... continued from pg. 35

to drink right now. Mourvedre $22. Complemented by red fruit aromas, this wine has a gamey, earthy quality to it.

Muscat Canelli - $22. A refreshing aperitif with aromatic and floral aromas of orange blossoms, pear and ginger spice. The right pairing for spicy Asian foods or a fruit salad.

Nebbiolo - $22. Great example of this Italian-style varietal with California influences. Expect finesse and nuance.

Tempranillo - $25. Enjoy the aromas of strawberries, cherries, tobacco, and some soft earthy notes.

Thorny’s Coat Red - $17. A food-friendly blend of Zin, Syrah, Tempranillo, Petite Sirah and Barbera makes a wine that has a lot of fruit as well as soft tannins as a counterpoint.

Zinfandel Huis Vineyard $29. Pronounced red raspberry aromas with some spicy notes in the background. Ideal complement to game, red meats and aged cheese.

Concert Facts

The concert series is in its 23rd year. It has developed from informal bands to world renowned Smooth Jazz artists. There are 21 total concerts running from May - October. It is held outside on the fountain patio. The capacity is 600 guests, of which 200 can experience a gourmet supper. Doors open an hour before show time. Parking is free. Most shows sell-out. Guests are encouraged to order tickets in advance. There is not a bad seat in the house. There is a dance floor for guests to get their groove on. There is always a “wine special” discount offered on selected wines by the bottle and the case.

General admission tickets run from $55 - $95 (depending on the guest talent). This gives guests a non-reserved seat. General admission guests can buy wine by the bottle and can purchase food from an outside grill. The grill offers several options, including grilled entrees, salads, a cheese and fruit plate, Sangria, and ice cream. The grill is under the direction of Executive Sous Chef Anthony Bartolotta.

The gourmet supper package runs $120 - $170 (depending on the guest talent) and includes a reserved table and a three-course gourmet dinner under a patio cover. Guests may purchase wine or other beverages from their server. The gourmet supper package is under the supervision of Executive Chef Steve Pickell.

New! Guests may go online to continued on page 39
Individual leadership skills can often be refined and improved. Few people would debate the point. There is, however, a difference of opinion about whether it can be taught. Author Terry Bacon, holder of a Ph.D. from American University and a West Point graduate, doesn’t join the discussion. Rather, he fineses the differences between overall leadership and leadership skills in his many books, articles, and white papers.

He has written extensively about the individual skills a leader must possess, telling what they are and how to acquire them. This time in “Elements of Influence,” he seems to be drawing closer to the view that “good leaders can be made, not born.”

Here’s one example. He notes:

“Influence is a skill like any other. Each of us learns influencing skills as we develop from childhood to adulthood, but few of us are masters at influencing. Although some people are born with an innate capacity to influence others — just as some people are born with musical, mathematical, or linguistic genius — even their gifts need to be nourished and developed.”

Dr. Bacon then goes on to state:

“Most people do not naturally excel at influencing, in part because influencing effectively requires a great deal of adaptability, perceptiveness, and insight into other people, and in part because influence has cultural variations, and we learn to influence almost exclusively from within our own cultural lens. If we are fortunate to have lived in many different cultures during our childhood, we may have grasped that power and influence differ tremendously from one culture to the next, and we may have learned to adapt accordingly. But few people have this advantage.”

He adds, “Influencing is a skill. It can be learned. You can influence others more effectively, including people in other cultures.”

With this as the background for the book, keep in mind that the author’s goal isn’t to resolve whether or not leadership is born, made, or a combination of the two. Don’t get diverted by what appears to be the author’s initial confusion. He’s not concerned with philosophy, but with presenting you a way to learn how to influence others, whether you’re a born leader or not. Also, don’t be put off by the technical jargon such as “socializing,” “appealing to relationships,” and “consulting.” The author uses these words more as descriptive memory joggers as you learn the methods of influencing others instead of their more commonplace meanings.

Dr. Bacon offers a great deal of well thought out, valuable information. In fact, there are times when it is a truly scholarly approach to the subject of influencing people. That can be both a strength and a weakness. Its strength rests on offering a comprehensive view of the subject from the standpoint of executives, managers, business owners, salespeople. The weakness comes from offering the information in such depth, that some readers may simply jump to the more interesting aspects of learning how to influence others successfully. It’s not that the book is boring, because it isn’t. The issue is that in today’s time-scarce world, people want to learn how to do a task (and why it should be performed in a certain way) rather than learning the inherent value of each step along the way.

“Elements of Influence” is a good book filled with excellent ideas and worthwhile techniques. It’s well worth the price. You will have to decide for yourself which methods of influencing others you will have to master and which you would prefer to skip entirely. Whether you’re a natural leader or one who has to work hard to become and stay a leader, “Elements of Influence” can help refine your goals and your approaches.

Henry Holtzman

Best-selling Business Books

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

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

Discover your strengths and integrate them with your career.

2. “The Little Book of Leadership: The 12.5 Strengths of Responsible, Reliable, Remarkable Leaders That Create Results, Rewards, and Resilience,” by Jeffrey Gitomer & Paul Hersey (John Wiley & Sons…$22.00)(3)

A concise look at the fundamental traits of leadership.

3. “EntreLeadership: 20 Years of Practical Business Wisdom From the Trenches,” by Dave Ramsey (Simon & Schuster…$26.00)(4)

Experienced advice on business leadership.


Creating savings and equity in a new world of investment.

5. “Reckless Endangerment: How Outsized Ambition, Greed, and Corruption Led to Economic Armageddon,” by Gretchen Morgenson (Times Books…$30.00(**)

The why and how of America’s fall from economic grace.


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


A case study of the rise, fall, and the rising future of GM.


How to succeed in business as a mentoring superconsultant.


Why the end of debt piled on debt changes how we buy and invest.


Laws that apparently change very little over the years.

*(1) -- Indicates a book’s previous position on the list.

** -- Indicates a book’s first appearance on the list.
How to Say...
continued from pg. 6
bad feelings if you show a little empathy. Follow these simple
tips and you might just get a lit-
tle less resistance from people.

Carl Van can be reached at
504-593-4570 or www.carl-
avan.org or www.facebook.com/**

Marketwide...
continued from pg. 33
trade with returns closer to 9 percent.

Outlook: Assets in Chino, Rancho Cucamonga and Ontario will garner strong buyer interest this year as investors target centers with a high proba-
bility of tenant preservation. Properties farther from major job centers will draw yield-seek-
ing buyers with a penchant for risk, though only centers that can be re-tenant at or below current market rents will receive offers.

** Data reflect a full 12-
month period, calculated on a trailing 12-month basis by quar-
ter.

Robert...
continued from pg. 18
for an endowment to display and help maintain the collection.

Publisher’s Note: It has been a gift from God for me to have known Robert as a friend and fellow judge for the past 23 years......William J. Anthony

The Not-So...
continued from pg. 14
and then focus relentlessly on
accomplishing those objectives.
“Trying to cover a wider
area and hoping that something
resonates is inviting your efforts
to fall short of the mark or even
backfire,” Feuer asserts. “A
laser-sharp strategy is much
more practical, productive, and
economical. So make sure that
you’re ready, and that you aim
well before you fire!”

When you take the time to
focus, have discipline, and
require follow-up, whether
you’re a business owner, a man-
ger, or an employee moving up
the ladder, you’re creating a
road map that documents what
has to be accomplished and by
when,” Feuer concludes. “Few
things ever fall through the
cracks when you follow this
process. It is the most direct way
I know to set yourself up for
success!”

About the Author:
Michael Feuer cofounded
OfficeMax in 1988 starting with
one store and $20,000 of his
own money, a partner, and a
small group of investors. As
CEO, he grew it to more than
1,000 stores worldwide with
annual sales topping $5 billion.
He is also CEO of Max-
Ventures, a venture capital and
retail consulting firm, and
founder and CEO of Max-
Wellness, a comprehensive
health and wellness retail chain
that launched in 2010. After
opening initial laboratory test
stores in Florida and Ohio, a
national roll-out is now under-
way.

When Character...
continued from pg. 13
If you had to list three factors
that have prevented you from
being even further along than
you are now, what are they?
(Note: Do your interviewees
accept responsibility by blaming
their own internal decisions, or
do they shift blame to outside
conditions?)

• We expect anyone work-
ing for us to take some risks,
seize the initiative, and make
mistakes from time to time.
Describe for me some of the
bigger mistakes you have made
in past jobs and what you
learned from them.

Dave Anderson is the author
of How to Lead by THE BOOK:
Proverbs, Parables, and
Principles to Tackle Your
Toughest Business Challenges.
For more information, please
visit www.learnntolead.com.

Upland...
continued from pg. 32
the mayor and city administra-
tor, public information officer,
and economic development
director.

The group will have its inau-
gural meeting this month, and
the Advisory Council will meet
regularly to advise SBA on ways
to increase capital access, job
growth, and sustainability. Ken-
dy led a “listening ses-
ton” hosted by the Santa Ana
District Office on June 29th to
hear from small business owners
and members of the community
about what they need from the
SBA.

What Ever...
continued from pg. 43
ing in it and all but two of the
buildings on the grounds were
gone, but one of the two housed
the night club (The Emerald
Room – back in the day com-
plete with hanging chandeliers
and emerald curtains) where we
performed our Saturday night
concerts. The front of that build-
ing was gone and the local kids
have turned what remains into a
skateboard/bike park complete
with ramps. Our stage was still
there and we had a chance to
stand in place again and to sing
while the kids on their bikes
stood by in amazement. I asked
one of them if he knew anything
about the building, or their his-
tory—he didn’t. I told him that
at one time this was where the
big entertainers had performed
their shows, and where we had
40 years ago entertained as
well—don’t quite think he got
it.

Wine...
continued from pg. 35
see what is being served at the
gourmet supper they are con-
sidering purchasing tickets for.
$2.00 service charge per tick-
et. 10% discount for all active
duty Military. Concert Tickets
On Sale Now! Call (951) 699-
3021 or Online at
Congratulations Champion Financial Services on their grand opening. Champion Financial Services offers payday loans, check cashing, money transfers, money orders, bill payment, DMV car and truck registration, tax assistance and more.

While some people may think opening a new business in today’s economy would be foolish or difficult at best, Felizardo Gaxiola would disagree.

Gaxiola has launched three businesses in three years, all in Cathedral City. He refuses to allow the poor economy to stand in his way. Gaxiola is recognized by Cathedral City for his dedication and hard work in supporting the local community.

For more information on Champion Financial Services call (760) 321-4000.

The Cathedral City Fire Department has been selected to receive a $7,900 check for its fire prevention program from PrideMark-Everest Insurance. The company has donated funds to fire departments for the past six years.

For more information on PrideMark-Everest Insurance visit www.pridemark-everest.com.

Guillermo Mendoza Jr., principal of the Coachella Valley Adult School, will be honored by the ACSA Region IX. Mendoza was named Adult Education Administrator of the Year by the Association of California School Administrators.

For more information about the Coachella Valley Adult School visit www.coachella.k12.ca.us.

The Indio clubhouse of the Boys & Girls Club of Coachella Valley is getting a $345,510 donation from The Indio Community Development Block Grant Program and grants from the Indio Youth Task Force and the LA84 Foundation.

This donation will help with remodeling of the program areas, games and art rooms, technology and education center and bathrooms.

For information or to donate, call (760) 836-1160, or visit www.bgcofcv.org.

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

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

FREE BUSINESS WORKSHOPS
9650 9th St., Rancho Cucamonga
To Register Call 951-781-2345 or visit www.iesmallbusiness.com
Ah, the New York metropolitan area in the summer: The Big Apple, Brooklyn, Queens, Long Island, Staten Island, New Jersey—mile after mile after mile of unrelenting concrete and macadam; sweltering humidity and scarcely a breeze anywhere. “Hot town, summer in the city.” No place quite like it!!

It’s where I, and many of you, traced our roots. For my family getting away was a traffic jammed trip on the Garden State Parkway “down the shore.” For those in the boroughs, it was Jones Beach, Coney Island and maybe a trip further out on Long Island; anything to escape the heat.

There was also a third option—a trip to the nearby Catskill Mountains, also affectionately known back then as “The Borscht Belt or The Jewish Alps.” I had the good fortune to spend three glorious summers in Sullivan County at Swan Lake, New York at a Bible Conference that was originally known as “The Commodore.” Built in 1912, and directly on Swan Lake, this resort of 100 plus acres had a hotel with accommodations for 400, which included tennis courts, an Olympic-size swimming pool, a night club—and even boasted of having the longest bar in the state of New York. After 40 years and a few weeks ago, I along with several of those who once worked on staff at The Commodore (later renamed Day’s of Decision), gathered for a reunion and visited the now all but deserted “Borscht Belt.”

First some history—“E Pluribus Unum”—from the many one—the American ideal that set us apart as a nation, became a destination for the oppressed—and made us great—played out better on paper than in reality. Immigration into and assimilating as an American was tough—it didn’t matter if you were Irish, Italian, Jewish, German or Armenian (as my grandfather was)—you were faced with prejudice and the nationalities tended to settle into areas where you faced the outside world together. Assimilation did take place, but it usually happened in the second generation.

Between 1880 and 1924, over 2,000,000 Jews immigrated to American with nearly half settling in the greater New York City area, and as they prospered, they faced increased discriminations in all areas including their use of “resorts.” They solved this problem by turning the Catskill Mountains area of Sullivan County into a summer resort Mecca with everything from bungalows to top-of-the-line resorts. Train transportation from New York City to Sullivan County made the commute easy and pleasant. From the 1920s through the 1960s Sullivan said to have accommodated 150,000 guests a year.

Resorts like Grossinger’s (championship golf course that is still operating, and the first to offer man made snow for skiing—with 35 buildings and 1,200 acres of land) and The Concord Resort Hotel (2,000 acres, 1,500 guest rooms, a dining area that could seat 3,000 and home to The Monster golf course), Kutcher’s Hotel and Country Club (1,400 acres, golf course, two lakes, to name just a few) offered luxury accommodations, fabulous dining and top name entertainment (a partial list included: Joey Adams, Woody Allen, Milton Berle, Shelley Berman, Mel Brooks, Lenny Bruce, Myron Cohen, Sid Caesar, Rodney Dangerfield, Phyllis Diller, Shecky Greene, Buddy Hackett, Moss Hart, Danny Kaye, Alan King, Robert Klein, Jack E. Leonard, Jerry Lewis, Jackie Mason, Carl Reiner, Don Rickles, Joan Rivers, Jerry Seinfeld, Allan Sherman, Neil Simon, Jonathan Winters, Henny Youngman) all of it top of the line. Monticello Raceway was a major part of the activities to be enjoyed, and remarkably it is still going strong (along with the famous Trotter’s Kosher Deli).

Beginning in the ‘60s, railroad lines cut commuter travel to Sullivan County and airlines gained popularity. The younger generation wanted more, or at least a different experience, and the popularity of the resorts declined year after year until today when they literally turned into ghost towns.

My trip down memory lane to The Commodore after 40 years was rewarding—Swan Lake is as beautiful as ever. Our Olympic-size swimming pool now sits empty with trees growing.
If you work with other people (and who doesn’t?) reflect on the last week and notice how much time you wasted in drama: the energy-draining behaviors or exchanges that keep you from what you really want to be doing. Think about all the infighting, water-cooler talk, meaningless meetings, turf wars, pouting, rants, and other behaviors that blocked positive, productive interactions in your organization.

Now, think about how many creative projects you could have completed, or how much time you could have spent having fun with friends and family if you had that time and energy back.

By following these seven steps, you can shift yourself (and your team) away from drama to more enjoyable and productive tasks!

Step 1: Get Out of Your Own Drama
One of the most difficult challenges for aspiring leaders is to “own their stuff”—to acknowledge their own responsibility for relationship shortcomings. So, before you can guide others, you must take inventory of both your interaction strengths (i.e., where you uplift relationships) and the ways you sabotage relationships. The strength inventory is usually easy. The sabotage inventory is more difficult. It requires the vulnerability and courage to seek others’ candid observations and advice about your behavior. To find out your own drama tendencies, you can use self-reflection, ask your colleagues, or take a drama-assessment (http://www.dramaoffice.com/self-assessment-survey). You can only help others when you are curious yourself. Take a deep breath, get re-centered and get out of your own way.

Step 2: Diagnose the Type of Drama in the Other Person
Once you are committed to authenticity and curiosity yourself, you can determine what kind of drama the other person is displaying. There are four primary drama roles that emerge most frequently in office settings: the Complainer, the Controller, the Cynic and the Caretaker. You’ll need to use different strategies for different personality types—there is no “one size fits all” antidote for drama. Notice the kind of person you’re dealing with. Will they respond more to direct confrontation and setting boundaries (better for Controllers and Cynics), or to appreciation and encouragement (better for Caretakers and Complainers)? Know who you’re dealing with and tailor your approach to maximize your chance for shifting their behavior.

Step 3: Assess The Risk of Confronting the Other Person
Before meeting with drama-prone colleagues, you must identify and evaluate the potential downsides of a confrontation. Without objectively assessing these risks, you might be tempted to either accept a dysfunctional relationship you could have salvaged or make a misstep you could have avoided. So, before launching into a direct conversation with your boss or a team member, consider the possible side effects (e.g., nothing happens, it gets worse, they abruptly leave) and whether you’re willing to face them.

Step 4: Develop Rapport with the Drama-Prone Person
It’s important to establish rapport with the other person so he is best prepared to receive your message. Try opening with a blend of connection, appreciation, ground rules, and expectations. Your goal is to get the person’s full attention and to set him up to be receptive to your ideas. People prefer to collaborate with those they know and like, so this step is powerful in setting the tone for the rest of the conversation.

Step 5: Have a Direct Conversation
While an entire article could be written about direct conversations, when confronting a person about their drama, stay dispassionate and state “the facts” clearly and concisely. Also present the meaning you derived from the facts (i.e., your perceptions), and any emotions you experience—usually some combination of fear, anger, guilt or embarrassment.

This next part is a little tougher. Share with the person how you contributed to the situation (why it’s your fault, too). Then, end with a specific request. Usually these conversations end with an agreement about what will happen next to make sure the drama ends.

While this may sound simple, each component outlined above is worth practicing and mastering so that the entire conversation flows smoothly. For instance, it’s very easy to mix facts and derived meaning. People often say, “The facts are, you are being difficult.” When, in fact, the level of cooperation or difficulty of an individual is derived meaning or perception. One person may consider challenging an idea as difficult behavior and another might appreciate it as a commitment to improvement.

Step 6: Get Their Commitment
The last step of the direct conversation in Step 5 is your specific requests or expectations of the person. A commitment to realize these expectations without excuses, sarcasm, self-pity, or martyrdom is often difficult to obtain from drama-prone people. They’ll dance around the expectation or rephrase them in vague terms. These deflection or evasion tactics are a self-protection mechanism that helps the dramatic person avoid both change and accountability. Don’t get hooked. Reiterate both your specific expectations and your need for the drama-prone person’s commitment to...