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CIRCOR Aerospace Selected by Sikorsky for BLACK HAWK Helicopter Landing Gear

The CIRCOR Aerospace Products Group, a business unit of CIRCOR International, has been selected by Sikorsky Aircraft, a subsidiary of United Technologies Corporation, to execute a multi-year contract, with an initial award of approximately $25 million to manufacture landing gear for its H-60 - BLACK HAWK and Seahawk® Helicopters.

“Our investments in engineering and proprietary product development have resulted in a number of program wins for CIRCOR Aerospace. We remain focused on making organic investments in sales, marketing, product development and manufacturing in order to capitalize on future opportunities across all three of our business segments. “As previously announced on our third-quarter financial results call in November, this contract award is another example of CIRCOR’s ability to win projects with excellent long-term growth potential,” said Chairman and Chief Executive Officer Bill Higgins. “Our investments in engineering and proprietary product development have resulted in a number of program wins for CIRCOR Aerospace. We remain focused on making organic investments in sales, marketing, product development and manufacturing

Boeing Aircraft Returns to San Bernardino International Airport

Boeing Aircraft has returned to San Bernardino International Airport to once again utilize the facilities of the airport in the development of their aircraft.

A spokesperson for Boeing said, “Boeing will be conducting flight tests on a 787-8 aircraft equipped with GE engines.”

Mayor Pat Morris, the mayor of San Bernardino and the president of the San Bernardino International Airport Authority, expressed his delight that Boeing had chosen to return to the airport for their flight tests.

He said, “The return of Boeing to the San Bernardino International Airport will result in expanded economic activity and result in the addition of Boeing

Job Market Up
By Benjamin Wright

Over the past few months, the Inland Empire has seen a sharp uptick in employment with the construction industry—believe it or not—playing a role in that equation.

Construction was, without a doubt, the hardest-hit sector of the recent recession, falling almost 60 percent from its peak employment level. The fact that the industry has begun to turn around is a weighty sign, and speaks to the overall state of the Inland Empire economy.

An overall snapshot of the region shows that after declining steadily for more than four years, the I.E. has added 22,100 jobs since June, a surge of 4.9 percent on an annualized basis. There are now more jobs in San Bernardino and Riverside counties than at any point since August 2009. What’s more, the gains are spread across a variety of industries, including professional and business services, local government, wholesale trade, and construction.

While building activity in the single-family market is still sparse, other segments of the construction market have bounced back strongly—namely, healthy growth in remodels and alterations. Indeed, with large numbers of homeowners still underwater on their mortgages and unable to move, many are instead upgrading their homes with new kitchens, bathrooms and other amenities. The value of these projects has increased by more than 20 percent since late 2009.

At the same time, alterations to nonresidential structures—such as warehouses and office buildings—have increased by 40 percent. These trends have led directly to new construction jobs.

Furthermore, many construction workers who are employed in the Inland Empire work on projects in Los Angeles and Orange County. And while these areas have also seen an upswing in remodeling activity, the real story has been
Quotations on Opportunities

A pessimist is one who makes difficulties of his opportunities; an optimist is one who makes opportunities of his difficulties.

Reginald B. Mansell

Small opportunities are often the beginning of great enterprises.

Demosthenes

The great secret of success in life is for a man to be ready when his opportunity comes.

Benjamin Disraeli

Most of us never recognize opportunity until it goes to work in our competitor’s business.

P. L. Andarr

INDEX

News and Features

5 Ways to Drive Customer Conversion Rates in Your Stores If you don’t track traffic or measure conversion rate in all your stores today, you are missing out on an entirely new way to drive sales. You can’t improve conversion if you don’t measure it.

Estate Planning Mistakes of the Rich and Famous We think celebrities and famous people have their estates in perfect order. Think again. Attorney William Hayes gives us examples of well-known people who did not have their estates in proper order. People from all walks of life make the same mistakes over and over again.

For Effective Leadership, Understand Your Style Glenn Gutek says that style does matter which all leaders must understand. The distinctions of leadership styles could be endless; however, Gutek gives us six styles which are the most prominent in the workforce today.

How to Create a Bully-Free Work Environment State governments have been caving in to public pressure to pass tough anti-bullying laws to make the workplace safer for employees. However, the harder you try to comply with them, the worse the bullying gets.

What Are 3 of the Most Agile Companies in America? Find out the three companies that do better than many others in America. Everyone seems to write about the challenges of the current economy without acknowledging the fact there are companies that are doing quite well.

Columns

Opinion

Sales

Legal Notes

Investments and Finance

Real Estate Notes

The Lists:

Community Colleges in the Inland Empire

Hotel Suites in the Inland Empire

Bauer Bank Financials

Financial Brokerage Firms Serving the Inland Empire

Top Colleges and Universities in the Inland Empire

Banks in the Inland Empire

Management

Executive Time Out

Restaurant Review

New Business Lists:

County of San Bernardino

County of Riverside

Executive Notes

Close-Up

Manager’s Bookshelf

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Chemtura Addresses Business Appraisals in a Volatile Economy

In Chemtura, the U.S. Bankruptcy Court for the Southern District of New York issued a lengthy decision confirming the debtors’ reorganization plan under Chapter 11 of the U.S. Bankruptcy Code. Bottom line: The valuation reports offered in the case fell short in their ability to sway the court.

Valuing the debtors

The case involved Chapter 11 petitions filed by Chemtura Corp., a public company, and 27 of its affiliates (collectively, the “debtors”). With operations in the United States and Canada, the debtors produced specialty chemicals and other products sold worldwide.

The debtors and almost all of their creditors supported the reorganization plan, but the equity holders opposed it. Their objection was that the plan—which carried for distributions of both cash and stock to most creditors—undervalued the debtors. As a result, they argued, the plan overpaid creditors and underpaid equity holders.

In deciding whether to confirm the reorganization plan, therefore, the critical issue for the court was whether the valuation on which the plan was based fell short of the debtors’ actual total enterprise value (TEV). If it did, the creditors would be overpaid. The court concluded that it did not, and confirmed the plan.

Evaluating the valuators

Several valuation experts—all with investment banking firms—prepared reports, but the court focused primarily on UBS, which prepared the equity committee’s analysis, and Lazard, which prepared the debtors’ analysis. Although each valuation report had its weaknesses, the court reserved its harshest criticism for UBS.

UBS estimated that the debtors’ TEV fell within a range from $2.3 billion to $2.6 billion, with a $2.45 billion midpoint. Lazard’s estimate ranged from $1.9 billion to $2.2 billion, with a midpoint of $2.05 billion (the value on which the plan was based).

Both firms employed three valuation methodologies:
1. Discounted cash flow (DCF),
2. Comparable companies, and
3. Precedent comparable transactions.

The firms differed, however, in their application of the methodologies. Lazard considered all three methods, while UBS based its valuation solely on DCF, using the other two methods as a “sanity check” on the reasonableness of its DCF computation. The court criticized this approach, observing that in an uncertain economic environment the comparable companies method—and, to a lesser extent, the precedent transactions method—were more persuasive indicators of value than DCF.

continued on page 14
5 Ways to Drive Customer Conversion Rates in Your Stores

By Mark Ryski

Same-store sales are looking a little flat and you need to find ways to deliver better results. There’s still a scent of the financial melt-down lingering, but you survived that crisis and it’s time to start getting the sales needle to move in a positive direction.

There are only three ways you can drive sales in your stores: (1) encourage more prospects to visit your store; (2) increase your average ticket and (3) increase your conversion rate—that is, sell to more of the prospects already visiting your stores. These are the folks who visit your store but don’t buy.

To a great extent retail sales has been a two-trick pony: drive more prospect traffic and increase average ticket. Driving more prospects into your stores usually requires an advertising or promotional investment of some kind, and increasing average ticket, well let’s just say that most retailers have been and continue to focus on this one – but what about conversion rate? Driving conversion rate is the third trick every retailer needs to learn – it’s another source of sales opportunity that most retailers today completely overlook.

Before I get into the ways you can drive conversion, I need to confirm that you actually track traffic and calculate conversion rate in your stores. First, you need to actually track prospect traffic. This is not the same as transaction counts. Lots of retailers are confused about this. Transaction counts represent the number of people who made a purchase; traffic counts represent the total number of people who came to the store including buyers and non-buyers. Conversion rate is simply calculated by dividing sales transactions by gross traffic counts. For example, if you logged 500 traffic counts in your store and there were 200 sales transactions for the day, your conversion rate would be 40% (i.e. 200/500).

As you can see, without traffic counts, you can’t actually calculate conversion rate.

The fact is, if you don’t track traffic in your stores, you can’t calculate conversion rate. If you can’t calculate conversion rate, well, you can’t improve it.

So for the roughly 35% of retailers who actually track traffic and conversion rates, here are five ways you can improve conversion rates in your stores.

1. Understand why people don’t buy: one of the most important things a retailer can do to improve conversion rates is to understand why people don’t buy. Long till line ups, can’t find sales help, out-of-stocks, poor merchandising, the list goes on. There are reasons why people visit your store and don’t buy and you need to understand it. Every store manager should spend some time observing visitors in his/her store. Resist the temptation to help, just observe the behaviors. Watch customers as they move through your store, and it won’t take long for you to identify some actions you can take to turn more visitors into buyers.

2. Align your staff to traffic not transactions: Sounds simple enough, but one many retailers overlook. Staff scheduling is tricky at the best of times, but aligning your staff resources to when prospects are in your store will help you maximize your chances of converting more of them into buyers. Pay particular attention to lunch time, when store traffic can be way up, but staff lunch breaks can seriously drag down conversion rates. Associates need to eat, but customers need to be served. Matching staff schedules to traffic volume and timing in your store will help improve your chances of converting more.

3. Look for conversion leaks and plug the holes: Traffic volume and conversion rates tend to be inversely related. That is, when traffic is high, conversion tends to go down or sag. When traffic levels are low, conversion rates tend to go up. It’s not hard to understand why this happens. When the store is busy, till lines are longer and it’s harder to get help from an associate. The opposite is true when the store isn’t as busy. So, if you want to improve conversion rates, look at the traffic and conversion patterns in your store by day of week and by hour to look for when conversion rates are sagging – these sags represent the times when sales are being lost.

4. Set conversion targets by store: having goals and targets are important if you want to improve results. If you don’t have a conversion target for your store, you need to set one. It’s important to remember that every store is unique and conversion targets should be set uniquely by store. One store might be doing well with a 15% conversion rate while another may be underperforming even though it has a 30% conversion rate. The trick is to move your own conversion rate up relative to your store’s performance.

5. Make conversion a team sport: it takes the collective effort of all staff to help turn prospects into buyers. From the cashiers and sales associates to the merchandisers – everyone in the store plays a role. So don’t think of conversion as merely some business metric, but rather a simple measure of how well the whole store is doing at helping people buy. A good way to help improve conversion is to ensure all your staff understands what conversion is and that each of them helps influence it. Ask your staff about why they think people don’t buy and what the store can do to improve conversion rate. Discuss targets, get them to buy-in and share results. Get them excited about moving the conversion needle and you will significantly improve your chances of actually doing it.

Everyday prospects visit your stores with the intent to buy, but leave without making a purchase. Getting your store to capture even a few more of these lost sales can have a significant impact on overall sales results. Improving your in-store conversion rate is not hard to do, but it does take focus and attention – the suggestions above will help you drive conversion in your stores.

If you don’t track traffic or measure conversion rate in all your stores today, simply put, you are missing out on an entirely new way to drive sales. You can’t improve conversion if you don’t measure it. The retailers who are focused on driving conversion rate have a significant advantage over those who do not.

For more information, visit www.headcount.com.
LEGAL NOTES

ESTATE PLANNING MISTAKES OF THE RICH AND FAMOUS
Could This Happen to You and Your Family?

By Attorney William K. Hayes

Much that happens in our lives is unpredictable, but the proper planning of your estate affairs will often eliminate a lot of unnecessary problems. Estate planning involves not only the planning of what happens to your assets after you die, it also includes planning for the day to day and for what happens to you and your family in the event of your disability. Because one life usually touches another, how you plan for unforeseen problems can affect not only you but those who depend upon you for emotional, physical or financial support.

The following examples of celebrity estate planning catastrophes are not meant to showcase the problems which occur to the rich and famous. These problems are illustrative of the types of problems which can and do occur to the estates of working people in courtrooms throughout America. People from all walks of life make the same mistakes as these celebrities, over and over again. Remember, there aren’t enough of the rich and famous to keep California probate courts as overwhelmed as they are!

Princess Diana

Princess Diana naively prepared what she thought was a clear and simple declaration of her estate planning intentions. Her “letter of wishes” was meant to leave personal effects to her godchildren. What she obviously should have prepared a trust and named the persons to act as trustees whom she felt confident would carry out her wishes.

Jerry Garcia

Following the 1995 death of this musical icon, lawsuits started flying all over the place. It seemed that the very general nature of Garcia’s will was in part responsible. One lawsuit was brought on behalf of his daughter, another by his ex-wife, and yet another was brought by his widow. The ex-wife sought and was successful in reinstating her divorce settlement. Jerry’s then 19-year-old daughter sued his widow for not properly distributing money from the estate so that the daughter might be properly taken care of. She settled for a lump sum from the estate.

Wang Yung-ching

Wang became one of the world’s 200 richest people by founding a plastic’s company. He died Oct. 15, 2008 in New Jersey at the age of 91. Wang Yung-ching was born poor in Taiwan. From those humble beginnings, he amassed a fortune worth what was believed to be 14 billion dollars. He didn’t have a will. Wang left behind a widow and at least nine children. But none of the nine children are born of his widow. Instead, Wang had long-term relationships with other women that produced nine children of his stepson. In a recent court filing, Mickey Rooney’s stepson had taken control of his finances and the receipt of his mail and even forced him to do entertainment performances which he did not want to do.

While you’re able, it’s important to designate the person or persons who will act on your behalf when you’re unable to act for yourself.

Heath Ledger

Heath Ledger never updated his will. Two years before his little girl was born, the Dark Knight star prepared a will leaving his estate to his parents and sisters. His daughter born after the will’s preparation and therefore not named in the will, initially caused his family to engage in sniping through the media.

Stieg Larsson

Swedish author Stieg Larsson died suddenly of a heart attack at the age of 50 in 2004, before his first novel, “The Girl With the Dragon Tattoo,” was published. His three novels have sold 50 million copies worldwide. The Swedish movies based on the books have also been very pop-

continued on page 11
## DUFF & PHELPS/INLAND EMPIRE BUSINESS JOURNAL STOCK CHART

### Five Most Active Stocks

<table>
<thead>
<tr>
<th>Company</th>
<th>Current Close</th>
<th>Reg. of Month</th>
<th>Point Change</th>
<th>% Change</th>
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<td>Physicians Formula Holdings Inc.</td>
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<td>3.53</td>
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<td>-10.6%</td>
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<td>Watson Pharmaceuticals, Inc.</td>
<td>61.68</td>
<td>64.62</td>
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<td>American States Water Company</td>
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<td>9.83</td>
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<td>0.1%</td>
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<tr>
<td>Hot Topic Inc.</td>
<td>7.11</td>
<td>7.10</td>
<td>0.01</td>
<td>0.1%</td>
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### Monthly Summary 12/21/11

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<th>Declines</th>
<th>Unchanged</th>
<th>New Highs</th>
<th>New Lows</th>
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### NFIB/CA Releases Statement on Waste Connections Leaving California

The National Federation of Independent Business, California released the following statement in response to news that Folsom-based Waste Connections, Inc. will be relocating its corporate headquarters to The Woodlands, Texas:

"It is sad but not surprising that Waste Connections is moving to a more business-friendly state. California leads the way in higher taxes, burdensome regulations, and frivolous lawsuits. Instead of adopting a culture of ‘Welcome,’ our state continues to use the ‘Gotcha’ approach, especially among job creators,” said John Kabateck, NFIB/CA executive director.

"By relocating, Waste Connections is doing the smart thing for the survival of their business. They are fortunate to be able to readily relocate elsewhere. Most California small businesses don’t have the freedom or resources to up and move. They’re stuck with trying to function in the most hostile anti-business environment in the country. Many just give up and close up shop when the costs become too much.”

“We hope that yet another business leaving is a wake-up call to state and local leaders. Use this tragic moment to think how your actions are affecting job creators in California, and do what you can to encourage them to stay and put California on the road to recovery. It is the least you can do.”

---

**Notes:** (H) - Stock hit fifty two week high during the month, (L) - Stock hit fifty two week low during the month, NM - Not Meaningful
Lake Elsinore Walgreens Sells for $591 Square Foot

A private investor from Palm Desert purchased a single-tenant Walgreens in Lake Elsinore for $8.1 million. Located at 31781 Mission Trail Road, the 13.7k square foot ($591/sf) freestanding building (including a drive-thru) is situated on a 1.57-acre parcel of land. The building, which is leased to Walgreens for a 75-year lease term, was built in 2011.

William B. Asher and Jeremy S. McChesney of Hanley Investment Group Real Estate Advisors represented the buyer and seller, a private investor from Seal Beach, in the sale. According to Asher, the deal had a 6.48% cap rate, representing the lowest cap rate for a single-tenant drug store in the Inland Empire in 2011.

“We were able to facilitate a unique sale that included the purchase of the land from the same seller and the building from Walgreens Co. in two separate transactions that closed concurrently,” said McChesney, senior vice president at Hanley Investment Group. “We ensured a seamless transaction by procuring a buyer who fully understood the structure of the purchase and was capable of buying the property all cash.”

Industrial Income Trust Acquires 327k Square Feet Inland Empire Warehouse Project

Mountain View Industrial Center, a 327.1k-square-foot Class A warehouse/distribution project located in the Inland Empire city of Redlands, was acquired by Industrial Income Trust. The property was sold by Canyon Capital Realty Advisors. Although the price was not disclosed, industry pros we talked to estimate the property sold for around $21 million, which would divide out to around $64 a square foot.

Built in 2008, the property is located at 1450 Mountain View Avenue, 2456 Lugonia Avenue and 2466 Lugonia Avenue, on the north side of the 10 Freeway. Major tenants include Iron Mountain and Stater Bros., who occupy a combined 59% of the project.

Jeffrey Cole, Jeff Chiate, Michael Ma, David Hashbrouck, Ed Hernandez and Phil Lombardo of Cushman & Wakefield’s Capital Markets Group represented Canyon Capital Realty Advisors in the sale. Industrial Income Trust handled their side on the negotiations in-house.

Commenting on the transaction, Cole pointed out, “Industrial Income Trust understood that Mountain View Industrial Center’s newer, state-of-the-art industrial buildings would be able to attract discriminating users needing high clearance, ESFR and spacious yards well into the future.”

Leasing Boost Brings Temecula Power Center to 98% Leased

Recent signings for roughly 100k square feet of space at The Commons at Temecula, a 293k-square-foot power center in Temecula, have boosted the retail center to 98% leased. The property is located at 40450 Winchester Road, just west of Margarita Road.

Since 2009, The Commons at Temecula has greatly increased its leasing activity. Major retailers like Pacific Sales and buybuyBaby have joined the tenant line-up, while other new signings include Nordstrom Rack, Freebirds World Burrito (currently under construction) and Five Guys Burgers and Fries.

The property is owned by Inland Pacific Management LLC, a subsidiary of Inland Western Retail

Kaiser Skirting State Regulations in January Rate Hike on 660,000 Californians

The National Union of Healthcare Workers (NUHW) and the Courage Campaign requested that the Department of Managed Health Care (DMHC) “exercise its full statutory authority” to investigate insurance rate hikes that Kaiser Permanente plans to impose on 660,000 Californians on Jan. 1, 2012, due to Kaiser’s failure to provide data required by regulators for their rate review process.

In a letter submitted to DMHC Director Brent Barnhart, the two organizations pointed to “significant deficiencies” in Kaiser’s October rate review filings, and its

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The 2012 State of the County event titled, “Your County, Your Future” will begin at 4:30 p.m. with pre-event networking and registration. The State of the County program will begin at 5:30 p.m. with a presentation by the board of supervisors. The event concludes with business networking. The State of the County will be held on Wednesday, Feb. 29, 2012 at Million Air located at 1100 N. Grand Ave. San Bernardino, CA 92407.

The 2012 State of the County program will include a presentation by the board of supervisors. The event will provide over 1,000 business, community, civic and education leaders with an opportunity to hear how the County is facilitating the implementation, engagement, and the public-private collaboration taking place to maximize the region’s resources. Focus are as identified as critical to the vision of a complete County include jobs, education, housing, public safety, infrastructure, quality of life, environment, among others.

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The demand for new housing in surrounding regions will inevitably migrate to the I.E. The Inland Empire was one of the most over-built during the boom, so currently demand remains low. But over the past few quarters, permits have begun to find a bottom, indicating a level of stabilization in the market. Furthermore, foreclosures and defaults are trending down as the region continues to burn off its “shadow inventory,” and the population continues to expand. Ultimately this will lead to a supply squeeze, and new construction will begin again.

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In the current economic climate, the construction industry can be seen as a bellwether for the overall economy.
Estate Planning... continued from pg. 7

Larsson was never married and had no children. He also didn’t have a will. Although he lived domestically with Eva Gabrielsson for 32 years, they did not have a legally recognized relationship and as a result, his brother and father have been the ones to manage and profit from Stieg’s now very rich estate.

Under Swedish law, Ms. Gabrielsson inherits nothing. She and Larsson’s father and brother are in a very public feud regarding the estate’s literary rights. In fact, she has a laptop which contains Larsson’s final novel and she refuses to turn them over because she believes that although she and Larsson considered marriage a mere formality, she contends that she knew Stieg better than his family and she disagrees with the manner in which the family is handling the legacy of her deceased companion.

If you are concerned about protecting the rights of those you love, you must have appropriately written documents to accomplish your intentions.

Jimi Hendrix

He died without a will. For various reasons, Hendrix’s estate remained in court for over 34 years after he died. Recently dubbed the “world’s greatest guitarist” by Rolling Stone magazine, Hendrix would be twanging a sad tune if he could see what has happened to his family and estate over the years. The estate was managed by a California attorney for 20 years and was later taken over by Hendrix’s father. The father has since passed leaving the estate to the daughter of his second wife, whom he had adopted. The irony is that this $80 million dollar estate went to someone who Hendrix never knew and excluded a number of Jimi’s relatives despite their lifelong closeness to Hendrix.

If you don’t correctly plan, the assets which you’ve spent a lifetime accumulating can be easily lost to unintended persons.

Marlon Brando

Marlon Brando’s housekeeper said Brando made oral promises of a home and continued employment which led to two separate lawsuits after Brando’s death. She claimed that Brando had always told her that she would be able to keep the home which she had been living in for several years as a gift for her loyalty, but the promise was never put in writing. She was ultimately evicted from the home. She sued but only received a small settlement.

Oral promises will not get you very far because they can easily be contested.

Amy Winehouse

Recently, Amy Winehouse passed away at the age of 27. Many people worried that her fortune (which has been valued at differing amounts, from 15 to 30 million dollars), might mistakenly pass to her ex-husband, who is currently in prison for burglary.

The Daily Mail, a British newspaper reported in August 2011, that Winehouse did in fact update her will after her 2009 divorce to make sure that her family would inherit her fortune.

It is important to remember that your will or trust should change to suit your current life’s circumstances. Don’t leave it in a closet and never look at it again.

Robert Atkins

Losing more than fat

The creator of the Atkins Diet did not die cash-rich when he fell on a New York sidewalk in 2003. He left only a modest trust for his wife, Veronica, naming two of his business partners as trustees. Upon the sale of his company by his trustees, Veronica received

continued on page 16

TEMECULA VALLEY BALLOON AND WINE FESTIVAL CHOOSES PRIMARY CONTRACTORS FOR 2012 SHOW

The Temecula Valley Balloon and Wine Festival board of directors recently announced four of the primary contractors who assist with production and promotion of the annual festival.

“The firms we have chosen have displayed exemplary dedication to the festival,” explained Carol Popejoy, festival executive director. 3HM Entertainment will procure and produce the Main Stage and Wine Stage acts in 2012. Based in Hollywood, 3HM has been the festival’s exclusive entertainment producer since 2001. They have been assisting in the selection process from entertainment, negotiations, and producing the show. 3HM has brought Kenny Loggins, Blake Shelton, Sugar Ray, Third Eye Blind, and Peter Frampton to the Main Stage. In addition to the festival, 3HM has provided entertainment production services to many great clients and events including: Hollywood Radio & TV Society (featured guests/performers include Bill Clinton, Jimmy Kimmel, Brian Williams, Ted Koppel, Ted Turner, Bill Maher, Dennis Miller, and more) The International Broadcasting Awards, HRTS/NBC’s Comedy Roast of Jeff Zucker, featuring Jay Leno, Darrell Hammond, Pres. George H.W. Bush, Al Gore, and Bob Costas, Hollywood Kid’s Day Festival featuring Miley Cyrus, Drake & Josh, and Kyle Massey, and NY Detox Project Galas in Las Vegas, Louisiana and New York City, hosted by Tom Cruise in New York City; Leah Remini in Las Vegas, and Eva Longoria in Louisiana.

El Centro-based Conveyor Group (www.conveyorgroup.com) will once again produce the program and assist with graphic design and image development. Conveyor Group is a 15-year-old award-winning brand communications and web development firm. They have been responsible for the festival website design (www.tvbwf.com) for eight years and recreated the website in 2008 with the festival’s 20th anniversary. That website was an award winner. They also work with the festival and its public relations firm to develop the festival theme and imagery each year.

Conveyor Group works with local, regional, national and international clients in a multitude of industries on projects ranging from corporate identity and marketing collateral to large scale advertising campaigns and custom web development.

Melody’s Ad Works, Inc. of Wildomar, (www.melodysadworks.com) will promote the 2012 festival. This is the firm’s 12th straight year for providing public relations and marketing for the event, and has promoted the festival for 18 years. Melody’s Ad Works, Inc., has been responsible for numerous festival awards including their most recent IFEA awards for Best Press Kit, Best Media Relations, Best New Promotion and Best News Event. For the past three years the firm has produced Gold Pinnacle (Top Honors) IFEA awards for the festival as well as CalPest awards.

Melody’s Ad Works, Inc. has been serving the Temecula Valley for 23 years with public relations, event production and promotion. The firm is contracted by the City of Temecula to produce and promote Winterfest, New Year’s Eve Grape Drop, Temecula Bluegrass Festival, Western Days & Chili Cookoff, Old Town Temecula Street Painting and Plein Air Festival, and Old Town Temecula Hot Summer Nights. Company President Melody Brunning serves on the Temecula Valley Convention and Visitors Bureau as secretary.

Sound and staging will once again be handled by Starway Productions of Murrieta. Star Way has quickly and steadily grown into a stellar regional staging and
For Effective Leadership, Understand Your Style
By Glenn Gutek

At the risk of placing substance over style, all leaders must understand this simple truth: style does matter. It is not about matching your belt to your shoes, or accessorizing appropriately for the occasion, but rather understanding the way you go about leading.

Allen rose through the ranks of the military with great ease and retired young with a high rank. Properly prepared for his transition into civilian life, Allen was able to land a great opportunity with an upstart tech firm in the mid-west. Everyone was confident his previous leadership performance would translate to the battlefield of competitive software development. Within months it became obvious that the members of Allen’s team were not responsive to the command and control leadership style that Allen was comfortable exercising.

Allen’s story is not uncommon. Effective leadership in one field or with one team does not always translate to effective leadership with another team or another field. The complexity of the marketplace has prompted the importance of knowing your leadership style and discerning the style that a team will easily respond to. The distinctions of leadership styles could be endless; however, the following six styles are the most prominent in the workplace today.

Charismatic: This is leadership by infusion of energy often embodied in the personality of the leader. This leadership style may encompass a wide swath of personalities, but the common ingredient is that the energy ushered in by the leader is closely connected to the leader herself or himself. Once Elvis leaves the building, so does some of that infectious energy.

Over the years, this style has been both praised and panned, but any study of leadership must recognize that there is value to those who bring energy to an organization by their sheer presence. The downside of this leadership style is the reality that some teams don’t need to speed things up, but rather slow things down. The charismatic leader is an excellent vision-caster and can elicit a loyal and passionate following. Where this style will often fall short is in the attention to details.

Technician: This is leadership by displaying both knowledge and skill. This style is highly valued in cultures where competence is high in economic value. It is leading by simply being the best producer of what your organization produces. This leadership style can influence their arena with an impeccable reputation, and sets the bar for the standard of work quality. There are limits this style has in being replicated throughout an organization. Some leaders who strongly employ this style can in time be a little like the “Wizard of Oz,” hiding behind the curtain, pulling strings, leaving everyone to wonder “how does he/she do it?” Nobody can argue with the value quality plays in any arena. Keep in mind there is a distinction between leading the best, and being the best.

Strategic: This is leadership by connecting the dots. This style is embodied in people who tend to be global and conceptual thinkers. They not only are able to see the end destination, but they know the path to get there must be identified and paved. Tragically, this style can be marred by the blues, because not only do strategic leaders see what could be, they see what is not.

Team Builder: Here, leadership is by roles and unity. This style recognizes that you can’t just assemble any group of people and claim you have a team. This leadership style is employed by people who look at people individually and find individual roles for them to fill. At the same time, they align these individuals into a cohesive whole.

Managerial: This is leadership by systems. This style focuses on doing things right. Processes and systems are designed and understood so that current operations function consistently. Though some would argue that managers are not leaders, you have to acknowledge that effective managers have a profound influence on those that surround them. In fact, they have the capacity to lead a culture that prizes management, even at the expense of effectiveness.

Directive: Here we have leadership by control. This style was once enamored with the industrial revolution. In recent years, it has been stated that command and control are no longer cherished. However, any organization in crisis would love to have a directive leader step forward and bring order out of chaos. There is still a need for directive leaders.

How to employ your understanding of leadership styles
The most important thing to be understood when examining the concept of leadership styles is to recognize that there are circumstances where certain styles flourish and others where they flounder. In days of old, the common philosophy was to master all of these styles. “A man for all seasons” was the fantasy of owners, entrepreneurs, and executives.

Today, the world is way too diverse and complex; and truth—
continued on page 39
# Hotel Suites in the Inland Empire

**Ranked by Total Number of Suites**

<table>
<thead>
<tr>
<th>Hotel Name</th>
<th>Address</th>
<th>Number of Suites</th>
<th>Rate Range</th>
<th>Year Built</th>
<th>Owner</th>
<th>Number of Employees</th>
<th>Amenities</th>
<th>Top Local Executive</th>
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<tbody>
<tr>
<td><strong>Hyatt Grand Champions Resort</strong></td>
<td>1900 Frontage Rd, Palm Desert, CA 92260</td>
<td>580</td>
<td>$200-800</td>
<td>1986</td>
<td>Grand Champions LLC</td>
<td>400</td>
<td>B,C,FP,FP,GS,HLL, N,P,R,T,W</td>
<td>Allen Farrell General Manager (760) 341-1000/674-4382 <a href="mailto:afarrell@hyatts.com">afarrell@hyatts.com</a></td>
</tr>
<tr>
<td><strong>Sheraton Hotel Fairplex</strong></td>
<td>601 W. McKinley Pomona, CA 91768</td>
<td>247</td>
<td>$129-229</td>
<td>1992</td>
<td>L.A. County Fair Assoc. Pomona, CA</td>
<td>200</td>
<td>B,FP,AD,CD,CO, CR,LR,F,L,CH,W,X</td>
<td>John Gilbert General Manager (909) 622-2206/622-1028 <a href="mailto:john.gilbert@sheraton.com">john.gilbert@sheraton.com</a></td>
</tr>
<tr>
<td><strong>The Residence Inn by Marriott</strong></td>
<td>2025 Convention Center Way Ontario, CA 91764</td>
<td>200</td>
<td>$99-299</td>
<td>2085</td>
<td>Island Hospitality</td>
<td>56</td>
<td>CB,CHLK,FP,PC,CR,HW, ET</td>
<td>Ron Carter General Manager (909) 937-6794/937-2462 <a href="mailto:ontario09@dc.corp.com">ontario09@dc.corp.com</a></td>
</tr>
<tr>
<td><strong>Embassy Suites Palm Desert</strong></td>
<td>74-701 Highway 111 Palm Desert, CA 92260</td>
<td>198</td>
<td>$99-299</td>
<td>1984</td>
<td>Shansrock Hostmark</td>
<td>100</td>
<td>H,CR,LL,CB,CH,T, FP,GR,FPN,GS,R</td>
<td>Dwight Miyakawa General Manager (760) 340-6602/951-9190 <a href="mailto:d.miyakawa@hilton.com">d.miyakawa@hilton.com</a></td>
</tr>
<tr>
<td><strong>Country Suites by Ayres</strong></td>
<td>1900 Frontage Rd Corona, CA 91720</td>
<td>164</td>
<td>$69-89</td>
<td>1998</td>
<td>Ayres Hotel Group Costa Mesa, CA</td>
<td>28</td>
<td>FP,CP,CH,CR,WF, Carder Fitness Room, Comp. Full Breakfast/Eve. Refreshments, In-Room Referee, Microwave</td>
<td>Jim Kealey General Manager (915) 738-9113/912-9142 <a href="mailto:jkealey@countryhotels.com">jkealey@countryhotels.com</a></td>
</tr>
<tr>
<td><strong>Best Western Inn Suites</strong></td>
<td>4570 Mills Circle Ontario, CA 91762</td>
<td>150</td>
<td>$89-169</td>
<td>1998</td>
<td>Ayres Hotel Group Costa Mesa, CA</td>
<td>67</td>
<td>CB,CR,PO,LL, FP,GR,H,L,N,R,X</td>
<td>Peter Niles General Manager (909) 966-9830/941-1445 <a href="mailto:pmiles@innsuites.com">pmiles@innsuites.com</a></td>
</tr>
<tr>
<td><strong>Motel 6</strong></td>
<td>231 N. Vineyard Ave, Ontario, CA 91762</td>
<td>120</td>
<td>$49-59</td>
<td>1997</td>
<td>Cambridge Group</td>
<td>32</td>
<td>FPC,CHR,LP,F,H, J,LR,SA, Full Kitchens, Eve Social Hour</td>
<td>Pamela Bivard General Manager (909) 937-6000/472-9010 <a href="mailto:m6643576@motel6.com">m6643576@motel6.com</a></td>
</tr>
<tr>
<td><strong>Towne Place Suites</strong></td>
<td>9825 Milliken Ave. Rancho Cucamonga, CA 91730</td>
<td>112</td>
<td>$89-139</td>
<td>2005</td>
<td>Campbell Lodging</td>
<td>8</td>
<td>B, SB, CR, AR, F, FS, GS, H, L, N, P, S, W, X</td>
<td>Shamon Labbe General Manager (909) 466-1000/1011 <a href="mailto:cnpmdm2808@comp.net">cnpmdm2808@comp.net</a></td>
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<tr>
<td><strong>Country Side Suites (by Ayres)</strong></td>
<td>418 N. Vinyard Ave, Ontario, CA 91764</td>
<td>107</td>
<td>$69-205</td>
<td>1991</td>
<td>Ayres Hotel Group Costa Mesa, CA</td>
<td>30</td>
<td>FP,PC,HR,CH,W,X</td>
<td>Dwan Lewis General Manager (909) 978-9780/97-2070 <a href="mailto:dlawrence@aryeshotels.com">dlawrence@aryeshotels.com</a></td>
</tr>
<tr>
<td><strong>Ayres Inn</strong></td>
<td>2266 Griffing Way Corona, CA 92879</td>
<td>101</td>
<td>$79-99</td>
<td>1987</td>
<td>Ayres Hotel Group Costa Mesa, CA</td>
<td>25</td>
<td>Full Buffet Breakfast, Evenings Refreshments, Comp. Guest Laundry, Exercise Room</td>
<td>Scott Smith General Manager (951) 734-2410/734-4416 <a href="mailto:ssmith@aryeshotels.com">ssmith@aryeshotels.com</a></td>
</tr>
</tbody>
</table>

*A/A = Not Applicable *W/D = 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 7976, Rancho Cucamonga, CA 91729-2976. Copyright 2011 by IBJ.
The court found flaws in Lazard’s methods for capturing cyclicality. But UBS failed to even address the issue.

Court's other conclusions

Here are additional highlights of the court’s valuation conclusions:

DCF

Both firms assumed continuously increasing growth over a five-year period, relying on admittedly aggressive projections by the debtors’ management. But UBS calculated the debtors’ terminal value based on projected earnings in the final year of the period, while Lazard tried to “normalize” earnings to reflect the cyclical nature of the business.

The court found flaws in Lazard’s methods for capturing cyclicality. But UBS failed to even address the issue, instead calculating terminal value based on a level of earnings the company had never achieved. Although valuers traditionally base terminal value on cash flows in the last projected year, the court found this approach inappropriate given the cyclical nature of the business and the uncertainty of overly aggressive projections in a volatile economy. Thus, UBS’s analysis overstated the debtors’ value.

Comparable companies

UBS criticized Lazard for excluding DuPont and PPG as comparable companies, but the court agreed with Lazard. Those companies dwarfed the debtors in sales, earnings enterprise value and market capitalization and, therefore, were less risky and traded at higher multiples.

The court also agreed with Lazard’s inclusion of European companies in its analysis, saying UBS was wrong to leave them out. These companies operated in many of the same markets as the debtors did, made similar products, and were subject to similar tax and regulatory regimes. In addition, half the debtors’ revenue came from outside the United States.

Precedent transactions

Again, the court found Lazard’s analysis to be more sound. Among the errors in UBS’s comparable transactions analysis was that UBS included transactions that predated the financial crisis. Using the Lehman Brothers bankruptcy filing on Sept. 15, 2008, as the cutoff date, the court agreed with Lazard that “advanced economies are fundamentally different today, and that relying on multiples from a time period before the crash is inappropriate.”

The court rejected UBS’s contention that comparable transactions that hadn’t yet closed should be excluded. Given their proximity in time, these deals may be the best comparables available, provided the price is fixed by binding documentation.

Two other factors supported the court’s conclusion that the debtors weren’t undervalued. First, vigorous efforts to market the debtors for sale at a price ranging from $2.2 billion to $2.7 billion failed to yield any offers. Second, the creditors had a strong preference for cash distributions, with the majority electing the minimum level of stock. Had they believed the stock was undervalued, the court said, they would have “snapped it up.”

Why valuation methods matter

The Chemtura decision addresses several significant valuation issues, shedding light on the court’s analysis of valuation methods and assumptions as well as its views on the credibility of valuation experts. To help ensure success in cases involving appraising a business’s value, work with a qualified valuation expert.

The above article is courtesy of Royce Stutzman, CPA/ABV, CVA, Chairman of Vicenti, Lloyd & Stutzman located in Glendora, CA.

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Charter to Bring Holiday Greetings From Hometown Soldiers on Demand

As we entered the holiday season, families and communities kept servicemen and women serving overseas in their thoughts. For several years, Charter has facilitated a way for soldiers who won’t be home for the holidays to work their way into their families’ living room celebrations with its “US Soldier Holiday Greetings.”

Charter is again making available soldiers' holiday greetings, featuring men and women from the Southern California area who are serving our country and did not make it home to celebrate the holidays with family and friends. The greetings are now available on Charter’s On Demand service (Channel 1). Segments of the holiday greetings are also being shown on Charter Channel 101 and following Charter Local Edition news briefs on CNN Headline News.

“Seeing and hearing a loved one who is far away during the holidays, even if it’s only for a few minutes on video, is a wonderful gift,” said Jean Simmons, vice president and general manager for Charter in California. “Having access to a greeting On Demand makes it easier for families and friends of our soldiers to view anytime. And there will be those who watch simply because they are uplifted by these true patriots serving our country.”

US Soldier Holiday Greetings are available On Demand at no extra charge to all Charter TV in Digital customers throughout Southern California. Customers should go to Charter On Demand (channel 1), then select “Local Interest,” then “Soldier Greetings.” Greetings will be available through January.

Because “US Soldier Holiday Greetings” is available On Demand, customers can watch it as continued on page 39

Bank Star Ratings


<table>
<thead>
<tr>
<th>Star Rating:</th>
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<tr>
<td>***1/2</td>
<td>American Security Bank</td>
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<td>Bank of America California</td>
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<td>Bank of Hemet</td>
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<tr>
<td>***1/2</td>
<td>Bank of the West</td>
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<td>BBVA Bancorner USA</td>
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<td>California Bank &amp; Trust</td>
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<td>Canyon National Bank</td>
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<td>***1/2</td>
<td>Chino Commercial Bank, N.A.</td>
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<td>First National Bank of California</td>
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<td>ZERO</td>
<td>Palm Desert National Bank</td>
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<td>***</td>
<td>Wells Fargo &amp; Company</td>
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<td>***</td>
<td>Wilshire State Bank</td>
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</table>

Explanation of star-ratings

***** Superior (These institutions are on BauerFinancial’s Recommended Report.)

**** Excellent (These institutions are also on BauerFinancial’s Recommended Report.)

***1/2 Good

*** Adequate

** Problematic

* Troubled

ZERO Stars is our lowest star rating. These institutions are included on our Troubled & Problematic Report and are facing considerable challenges at this time. Please check back as star ratings are subject to change at any time.
$400 million dollars. As often happens, when one comes into wealth, you immediately develop unexpected new friends who were prepared to help her handle her new found wealth. Mrs. Atkins new “friends” convinced her they would be the best trustees for her new wealth. The friendly trustees have earned more than $10 million from the trust since 2004.

Take some time to decide who will handle your affairs. There is plenty of room for abuse in estate administration.

Justice Warren Burger
Former Supreme Court Justice Warren Burger created his own will with 176 words but he left out key provisions and his family paid the price. His poorly drafted will cost his $1.8 million dollar estate over $450,000.00 in taxes, which could have been avoided with proper planning. In addition to many other problems, the will never set forth what authority he was giving to the executor of his estate.

Even if you’re Chief Justice of the US Supreme Court, that does not make you knowledgeable about estate planning.

Anna Nicole Smith
Anna Nicole was 39 years old when she died in February of 2007 due to an accidental overdose. Anna had not updated her 2001 will which named her son, Daniel, who had died of an accidental overdose several months earlier, as her sole heir. It is likely that the probate court will award her assets to her only surviving child, daughter Dannielynn.

As for her sought after share of billionaire husband J. Howard Marshall II’s estate who was 90 years old when he passed away, the case finally came to a close 15 years after it started. The case survived the death of both people who were fighting each other—Anna Nicole Smith and her step-son. The case went all the way to the U.S. Supreme Court where five of the justices ruled that a California lower court bankruptcy ruling was unconstitutional.

Despite having lost the case, Anna received about $8 million in gifts during the brief marriage that lasted just over a year.

Not everyone has your best interest at heart. Have your estate prepared to include protections against undue influence.

James Brown
Six adult children of James Brown, who died on Christmas Day in 2006, filed suit against the trustees of James Brown’s estate for mismanagement. Furthermore his death left his widow, facing an ugly court battle. First, the trustees of the estate locked her out of the mansion which the couple shared on Beech Island, S.C. Then came the will that did not include their son, 6-year-old James Brown Jr., and further states that: “Any person not provided for in this Will, my Irrevocable Trust or other such instrument, shall not have standing . . . as I herewith disclaim and disinherit such persons.”

The widow also faced the difficult question of whether she and James were legally married. She was not divorced from a previous husband when they exchanged their vows.

Ensuing court battles devastated his estate so much that his charitable trust had dwindled in value all the way down to $14,000, with $20 million of debt, until a 2009 settlement. This was quite a drop in value, because original estimates of the size of Brown’s estate came in at over the $100 million mark.

Finally, a professional manager was brought in to manage the recording and literary rights and the estate was replenished. A settlement reached in 2011 called for about half of Brown’s assets to pass to a charitable trust, with one-quarter going to his widow and the rest passing to all of his children.
Real Estate... continued from pg. 9

Real Estate Trust, Inc (“Inland Western”). Wilson Commercial Real Estate has handled leasing duties for the ownership. Scott Burns of Wilson represented the landlord in each of the leases.

The Commons at Temecula is a 25-acre power center located in the heart of Temecula. The high-end retail destination is anchored by Lord & Taylor in each of the leases.

Clarity Entertainment Signs Letter of Intent for 70-Acre Development Site in Redding

Clarity Entertainment Inc signed a non-binding Letter of Intent (LOI) to purchase of approximately 70 acres at Stillwater Business Park in the city of Redding, on which the firm would construct a film production facility. The Redding City Council gave approval to continue discussions with Clarity, which allows the City and Clarity to begin negotiations on a binding purchase and sale agreement for acquisition of the property.

Under the LOI, Clarity would purchase Lots 13, 14 and a portion of Lot 12 from the City for $6.15 million. Clarity will deposit $100k earnest money with the City upon acceptance of a formal purchase and sale agreement.

Clarity plans to develop an ini-

continued on page 20

### Financial Brokerage Firms Serving the Inland Empire

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<thead>
<tr>
<th>Company</th>
<th>Address</th>
<th>City/State/Zip</th>
<th># Offices</th>
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<tr>
<td>Edward Jones</td>
<td>5420 Philadelphia St., Ste. D</td>
<td>Clarks, CA 91710</td>
<td>37</td>
<td>10,000</td>
<td><a href="mailto:EdwardJones@edwardjones.com">EdwardJones@edwardjones.com</a></td>
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<tr>
<td>Merrill Lynch &amp; Co.</td>
<td>4141 Inland Empire Blvd., Ste. 150</td>
<td>Ontario, CA 91764</td>
<td>4</td>
<td>18</td>
<td><a href="mailto:MerrillLynch@merilllync.com">MerrillLynch@merilllync.com</a></td>
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<tr>
<td>Wells Fargo Advisors</td>
<td>1801 Vine St., Ste. 100</td>
<td>Riverside, CA 92507</td>
<td>2</td>
<td>15</td>
<td><a href="mailto:WellsFargo@wellsfargo.com">WellsFargo@wellsfargo.com</a></td>
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<tr>
<td>UBS</td>
<td>456 W. Foothill Blvd.</td>
<td>Redlands, CA 92373</td>
<td>3</td>
<td>201</td>
<td><a href="mailto:UBS@ubs.com">UBS@ubs.com</a></td>
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<td>Bishop, Fuller &amp; Associates (Amertfest)</td>
<td>615 N. Mountain Ave.</td>
<td>Upland, CA 91786</td>
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<td>Chino, CA 91710</td>
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<td>RPM Investments &amp; Financial Services</td>
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<td><a href="mailto:RPMInvestments@rpminvestments.com">RPMInvestments@rpminvestments.com</a></td>
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<td>Thomas &amp; Associates, Inc.</td>
<td>42 E. State St., Redlands, CA 92373</td>
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<td>4</td>
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How to Create a Bully-Free Work Environment

By Israel “Izzy” Kalman

The job of a leader has become more difficult and dangerous than ever courtesy of anti-bullying laws. State governments have been caving in to public pressure to pass tough anti-bullying laws to make the workplace safer for employees. However, they are a Catch-22: the harder you try to comply with them, the worse the bullying gets.

There is a good chance that you, too, have supported the passage of anti-bullying laws, in the belief they will get rid of bullying in the workplace and make your job easier. What you may not have realized is that anti-bullying laws do not make bullying magically disappear. What they really do is make you legally responsible for making the bullying disappear. When Jane feels bullied by John, the law makes it your fault and Jane sues you—not John. Furthermore, since the great majority of alleged workplace bullies are bosses, you are the one most likely to be prosecuted for being a bully.

Now, not only must you run your department well, you are also required to know how to make all employees happy with the way they treat their coworkers. Do you wonder how anti-bullying laws imbedded you with this incredible ability? Don’t you wish you knew how to create complete harmony at home? Moreover, research has shown that the leading bullying prevention programs rarely reduce bullying and often result in an increase. Absurdly, you can now be brought to court for failing to accomplish what the bullying experts don’t know how to do.

Being a defendant in a bullying lawsuit is a losing proposition because even if you win, you will spend lots of money, experience tons of stress, and lose sleep. Hostilities among the parties involved will grow. They will spend less time on work and more on fighting legal battles. This process is likely to decrease the company’s efficiency, hurting the bottom line and even pushing it into bankruptcy.

So what should you do to avoid bullying lawsuits? The answer is simple: be a great leader. The company environment is a trickle-down affair; you set the tone for everyone under you.

Wise people have known for thousands of years that the secret formula for harmony is the Golden Rule: treat others the way you would like to be treated if you were in their situation. You may think you know what this means, but you may not fully understand it. The message is radical. It is contrary to our nature.

Our nature is to treat others the way they treat us. When others are nice to us, we feel like being nice back. When they are mean to us, we feel like being mean back. However, if you treat others the way they treat you, you are putting them in control of you. Their behavior determines your behavior.

The Golden Rule puts you in control. It means you should be nice to people even when they are mean to you. Before long, they will be nice to you because they are programmed to treat you the way you treat them.

In short, when you respond to hostility with hostility, hostility escalates. When you respond with kindness, hostility disappears.

The following are some practical guidelines for operating by the Golden Rule.

1. Don’t come across as a bully. Social science experiments have demonstrated unequivocally that when people are placed in positions of power, they very quicklystart abusing their power without necessarily being aware of it. Don’t be fooled by your title. Just because you are a boss, it doesn’t mean you are any better or smarter than the people who work under you.

2. Don’t look to blame problems on others. If you want people to like and respect you, take responsibility for solving the problem. You are the boss.

3. Don’t you like to feel appreciated? Well, so do your employees. Appreciation is a more powerful motivator than hope for a raise.

4. The number one destroyer of relationships is anger. No one will like and respect you for getting angry. If you find yourself getting angry often, you are accomplishing the opposite of what you want. You create a poisonous work environment. You are letting people defeat you, and unwittingly encouraging them to do what you don’t want them to. When employees do something wrong, instead of getting angry, correct them calmly and respectfully.

5. Be forgiving. No one is perfect, even leaders. We all make mistakes sometimes. When we forgive people, they feel better and so do we.

6. Just because you are treating your employees like friends, it doesn’t mean you have to give them everything they want or to let them do whatever they want. We often need to say no to people and to put firm boundaries. But we should treat them like friends when we do so, not like enemies. If you have to turn down a request, preface it with “I wish I could,” and give them a reasonable explanation why you can’t. If you need to reprimand someone, make it clear you are trying to help them do a better job. If you have to penalize someone, do it with regret, as in, “I wish we didn’t have to do this to you, but...” and explain why.

7. Don’t defend yourself from criticism. Other people see our faults better than we do. When we defend ourselves from their criticism, we are treating them like enemies, and we automatically lose because the defensive position is the weaker one. They won’t respect us and are likely to continue attacking us to get us to defend ourselves. Even if they are wrong, criticism is their attempt to help us. So appreciate it. You might learn something valuable.

8. Do not play judge between employees. Even if anti-bullying policies require you to do this, it is a mistake. You will increase hostility between them as each one tries to convince you that they are right and the other is wrong. And the one you judge against will hate you, too. If employees have a conflict, instruct them to talk to each other directly, and guide them to do it like friends, without anger.

Good luck! Let the Golden Rule be your guide and people will be happy to work for you.

For more information, please visit www.bullies2buddies.com or call 866-983-1333.
California Weekend Getaways

By Cary Ordway

If there is a more beautiful city in California than Santa Barbara, we have yet to find it. Broad beaches are set against lush vegetation and a hilly landscape that is nestled just in front of the picturesque Santa Ynez Mountains. An abundance of Spanish architecture completes a panorama that could just as well be a beautiful city on the Mediterranean.

In fact, Santa Barbara marketing gurus like to refer to their little piece of California as the American Riviera because of its resemblance to other warm, coastal areas in other parts of the world.

But like any thriving city in an idyllic location—and especially one that has development geographically restricted by lack of buildable space—the real estate prices are high in Santa Barbara. In fact, the cost of living means that many people who work in Santa Barbara can’t actually afford to live there and they end up commuting from the more affordable cities and towns nearby.

The beautiful thing about visiting Santa Barbara is you don’t have to stay in less expensive nearby towns. You can live—if only for a few days—in one of the most beautiful places on earth.

There are many fine hotels in the city and you can choose how much you want to spend during your stay. The beach hotels are spectacular, and you’ll find comfortable boutique hotels available on State Street in the city’s colorful main shopping district. But we found you don’t even have to pay a lot for your room if you don’t mind staying in a smaller inn.

We had seen a $79 rate advertised for the Cabrillo Inn, located on East Beach in one of the city’s most popular locations. We found out that’s true—it’s possible to pay bargain basement rates and still be on the beach in Santa Barbara. Go to any city or town in California and it’s often hard to find a good room for just $79—forget about a beach. Getting that rate on the beach in Santa Barbara really is extraordinary.

The only small catch is that this rate doesn’t give you a unit facing the ocean—but for just a few more dollars more you can get the ocean-facing unit and, even if you don’t, how tough is it to walk out the door, turn the corner and see East Beach and the vast Pacific Ocean in front of you?

Most of the units at the Cabrillo Inn are relatively small, motor-inn style and there is a small swimming pool and comfortable deck area where you can bask in the sun or read the Santa Barbara News Press or catch up on whatever book you’re reading. The ocean stretches out before you—on the other side of a road and public park—and you’ll enjoy the same ocean breezes as the major hotels close by. The deck also is an ideal location to enjoy the rather elaborate breakfast (for the price) that all guests get free with their room.

If you want more space and maybe the best ocean view of any Santa Barbara hotel room, check out the Cabrillo’s third-floor suite with its panoramic picture windows and full ocean view, as well as a living room area, a small kitchen and a dining room.

But whether you stay at the Cabrillo or one of several high-end hotels nearby, the East Beach area is a good choice and definitely our favorite part of the city. During our short visit we went on endless walks along the beach, enjoying lots of sunshine and a brilliant sunset. Close by is Stearns Wharf, a 130-year-old structure that was built originally to serve passenger and cargo ships. During World War II it became a naval installation and, today, has been turned into a shopping mecca for tourists with several stores and restaurants in a gorgeous setting out over the Pacific Ocean.

Also in the East Beach area is the Sunday Arts and Crafts Show, an eclectic mix of artwork and household items sold by street vendors, many of whom are the actual artists. Visitors and local residents spend hours shopping the fair, which stretches what seems like miles down Cabrillo Boulevard. Got someone with you who isn’t as excited about crafts or shopping? Turn them loose to walk the nearby beach, one of California’s most scenic.

There is plenty else to see in Santa Barbara and a fun way to do it is aboard the Santa Barbara Trolley Tours. These trips are fully narrated and you can catch one of the trolleys about every 60 minutes. For $16 ($8 for kids) you can ride the Trolley all day and get off at any of several attractions included on the route. Among those are Butterfly Beach, the Moreton Bay Fig Tree, Stearns Wharf, the Dolphin Fountain, Mission Santa Barbara, Santa Barbara County Courthouse and the Andrea Clark Bird Refuge.

One place maybe you haven’t thought about visiting is the Susan Quinan Doll and Teddy Bear Museum and Library, one of the largest doll museums in the U.S.—and the largest Teddy Bear museum. Guests enjoy personal tours given by owner Susan Quinan and, in addition to the dolls continued on page 23
Real Estate... continued from pg. 17

A new family entertainment facility of approximately 50k square feet that should be ready for occupancy in spring 2013. The firm plans to employ a minimum of 100 full-time positions within the first three years of operation. The firm produces family programming, including feature length movies, episodic TV programming, and live action/animation features.

Under the City of Redding’s Industrial Development Incentive Policy, the company would receive incentives through Redding Electric Utility, credits of $1,500 per job created, and state tax benefits from Stillwater Business Park’s location within the Shasta Metro Enterprise Zone. Stillwater, a 678-acre fully entitled business park, is unique in that it is City-developed and owned, and is designed specifically for large-parcel manufacturing needs.

Logistics Company Subleases 350k Square Feet of Warehouse Space in Chino

NFI Network Logistics Solutions, a third party logistics company, has inked two short-term sublease deals for 350k square feet of industrial space in Chino from AMCOR Rigid Plastics USA Inc. The leases are for space in adjacent buildings and are part of AMCOR’s existing lease for 550k square feet from Majestic Realty.

The transactions consist of a nine-month, 200k-square-foot sublease at 4281 Edison Avenue, as well as a 150.7k-square-foot, 13.5-month sublease at the adjacent property, located at 4361-4371 Edison Avenue, between Ramona Avenue and the 71 Freeway. AMCOR will still occupy 200k square feet in one of the industrial warehouses. Both warehouses are 100 percent occupied after these two subleases.

Walt Chenoweth, Frank Geraci, continued on page 25
part of spreading cheer through the local Toys for Tots Program. The Stater Bros. "Family" of Employees and Stater Bros. Charities proudly presented a $26,000.00 check to representatives from the United States Marine Corps Reserve Toys for Tots Program last month. With toy requests being at an all time high, Stater Bros. Charities increased its donation gift to help meet the needs for the Southern California community kids. Representatives from the United States Marine Corps and ROTC Cadets attended the check presentation ceremony at the Stater Bros. Corporate Offices.

Wayne Harkley, MSgt, USMC (Retired) and local ROTC Cadets from the Fontana High School Marine Corps Junior Officers Training Corps received the check on behalf of the Marine Corps Reserve. The United States Marine Corps Reserve used the donation to purchase thousands of toys. These toys were distributed to community-based organizations in San Bernardino and Riverside Counties, and these organizations donated the toys to local children and families who were in need of a helping hand this past holiday season.

"The Stater Bros. 'Family' believes in giving back to the communities we serve," said Jack H. Brown, chairman of the board and chief executive officer of Stater Bros. Markets. "We were very proud to help make the holiday wishes of so many children come true last year."

This generous donation was made possible through a partnership between Stater Bros., Stater Bros. Charities, and the manufacturers of Stater Bros. brand products. Stater Bros.' customers support the United States Marine Corps Toys for Tots Program every time they purchase a Stater Bros. brand product.

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“Community Bank gave us the tools to build our business.”
—Steve Tuccinardi, CFO of TMI Products

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Source: World Gold Council
California...
continued from pg. 19

Teddy bears, there are many hand-painted murals throughout.

The Santa Barbara Museum of Art is another option—you’ll find a concentration of Ancient Art, Asian Art, French and English 19th and early 20th Century, 19th and early 20th Century American Art and much more.

Or how about an elaborate garden with more than 3,000 plants from all over the world? You can visit Lotusland, where Madame Ganna Walska dedicated more than 40 years to creating this living masterpiece. The garden is located in a residential neighborhood and does require reservations before you visit.

If East Beach isn’t enough for you and you want to find one of Santa Barbara’s most remote beaches, check out 1000 Steps Beach or, as it is called, Camino Al Mar—the way to the sea. While most Santa Barbara beaches are easily accessible, this beach is more isolated and requires a long walk down a narrow stairway to the beach. But once you get there, you might as well be on some deserted island because there are seldom other people around and there are tide pools galore for your exploration. To reach the beach, drive to the corner of Santa Cruz Boulevard and Shoreline Drive—then turn toward the ocean where you will find limited parking.

Yes, the treasures of Santa Barbara seem endless and it’s great to know you don’t need endless financial resources to visit one of California’s most picturesque coastal cities.

AT A GLANCE

WHERE: Santa Barbara is just a hundred miles north of downtown Los Angeles and the drive to this gorgeous city is scenic from either the north or the south. From the north you’ll pass through such popular des-
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<th>Students: Total Enrollment</th>
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<th>Type of Institution Year Founded</th>
<th>Tuition &amp; Fees: Calif. Resident Non-Resident Om Campus: Rooms &amp; Board (Avg. Yearly Cost)</th>
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<td>Public 4-Year and Graduate $189 $1,825 Per Semester $2,171 Per Semester</td>
<td>$5,800-8,140 per yr. depending on 10-12 mos. occ. in single/double</td>
<td>Karen S. Haynes President (760) 752-4008/750-4013 <a href="http://www.csusm.edu">www.csusm.edu</a></td>
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Patrick Wood and Juan Gutierrez of Voit’s Inland Empire office, along with Greg Kloiber with TG Corporate Real Estate Advisors, represented AMCOR, a global company that manufactures and distributes plastic bottles. NFI was represented by Chuck Belden of Cushman & Wakefield. NFI plans to use the space for overflow of surplus product from its other warehouses in Chino.

PRG Spends $65 Million on Two Inland Empire Multifamily Assets
Phoenix Realty Group (PRG) closed on two Inland Empire apartment acquisitions with a combined price of approximately $65 million. The transactions consisted of the Windrush Village Apartments in Colton for $34.5 million ($94k/unit) and the Galleria at Towngate Apartments in Moreno Valley for $30.8 million ($115k/unit). With these deals, PRG has now acquired 10 apartment communities in Southern California over the past year.

Galleria at Towngate Apartments
PRG now owns more than 3,200 SoCal rental units for a total value of approximately $387 million, acquired on behalf of its institutional real estate fund. “We continue to be bullish on the Inland Empire’s Riverside and San Bernardino counties due to their close proximity to employment centers in higher-priced Los Angeles and Orange counties,” commented Edward Ratinoff, PRG managing director and head of national acquisitions.

“These value-added investments are uniquely positioned to meet a growing demand for quality, well-located rentals near top schools, retail malls and jobs in a region key to the recovery of California, the eighth-largest economy in the world,” said Ratinoff.

According to PRG managing director Alex Saunders, the 268-unit Galleria at Towngate is a best-in-class asset purchased well below replacement cost. Built in 2006, the community offers an extensive amenity package including a pool and spa, fitness complex, clubhouse with business center and children’s playground. “The apartments attract families affiliated with the University of California Riverside and March Air Force Base as well as major manufacturing hubs including the new 1.8 million-square-foot distribution center for Skechers USA,” he explained.

Windrush Apartments
Saunders added that the 366-unit Windrush Village, spread across 30 buildings on 11 acres, will benefit from $2.6 million in capital improvements including a renovated clubhouse and gym, and new appliances in the two-thirds of apartments due for renovation. With average rents below $1,000/month, Windrush stays almost fully occupied thanks to major nearby employers including Arrowhead Regional Medical Center, Loma...
This review will highlight the best restaurants of 2011 (in my opinion, of course) in Riverside and San Bernardino Counties. Each opinion will be short, and I am only mentioning places you should definitely try:

Best New Italian Restaurant.....Pasta Cucina Rustica in La Verne at 2086 Foothill Boulevard. Best dish....eggplant parmesan with soup or salad (about $12)—it’s a huge portion.

Best Pizza still is Belagio in Montclair off Mountain Avenue. It has been around almost as long as me, and is worth the trip if you do not live near Montclair.

Best New and Inexpensive Old Style Coffee Shop is Norms off the 10 Freeway in Claremont. It is open 24-7 and it’s good.....fresh....fast and will cost less than eating at home. It is family owned with 18 locations in Southern California.

Best Sandwiches is Simple Simon’s Bakery in Riverside on 3639 Main Street located besides the Mission Inn. They bake all their bread on premises. Try the lamb or veggie sandwich. Beware—there is a long line at lunch time every day.

Best French Food.....for over 51 years Jean’s in Colton located at 592 North La Cadena—(909) 825-0905. Jean’s has been serving the finest French food—you have to be doing something right to be doing it for 51 years! Yes, same name and same family and same recipes with the same menu. Try the veal sweetbreads ($17.95) and the frog legs ($17.95)....and please don’t miss the crepe suzettes.

Best Sunday Brunch.....Taps Fish House and Brewery at the Promenade Shops at Dos Lagos located on 2745 Laneshore Drive in Corona (951-277-5800). At $31.99 this can easily be your Sunday breakfast, lunch and dinner....oysters on the half shell....giant shrimp (yes, I know an oxymoron)....smoked salmon. Start with pancakes, waffles....eggs with ham....and don’t miss the fish and fresh pasta before going to the carving station (choose beef, lamb, pork or turkey), or if you are like me, try a little of each before the finale bananas foster.

continued on page 33
Christopher D. Myers, President and Chief Executive Officer of Citizens Business Bank, has announced the following appointments:

- Eric Fey to the position of associate vice president, implementation support officer, operations center in Ontario. Fey’s professional career of 11 years incorporates a position of commercial product implementation and training specialists, office for Bank of the West. Fey began his career as a customer service manager, officer at Wells Fargo Bank. He received his bachelor of arts from California State University, Pomona.

- Christine H. Choi to the position of vice president, assistant controller, accounting and finance department in Ontario. Choi’s professional career of 13 years incorporates a position of senior vice president/controller at Commonwealth Business Bank. Choi began her career as a treasurer officer for Center Financial Corp., in Los Angeles 1998, and subsequently held senior audit positions at Deloitte & Touche, LLP in Los Angeles. She received her bachelor of science degree in economics from University of California, Berkeley.

- Trey P. Weatherill to the position of associate vice president, relationship manager, Riverside business financial center in Riverside. Weatherill’s professional career of 13 years incorporates a position of account executive for IKON Office Solutions. Weatherill began his career as a national sales manager for Advanta. He received his bachelor of arts degree from University of Northern Colorado.

- Terry L. Smith to the position of vice president, chief auditor in the risk management department in Ontario. Smith’s professional career of 27 years incorporates a position of senior vice president/deputy chief auditor at Rabobank. Smith began his auditing career as an employment tax auditor with Oregon Employment Department in 1983, and subsequently held senior audit positions at several companies, including Farmers Insurance Group, California Federal Bank, Imperial Capital Bank and Community National Bank.

He received his bachelor of science degree in business administration with an emphasis in accounting from Oregon State University. Terry is a certified internal auditor, certified fraud examiner, certified financial services auditor and certified internal control auditor. Smith is also certified in governance of enterprise information technology and risk and information system controls.

- Samuel Magisa to the position of vice president, credit officer in Ontario. Magisa’s professional career of 12 years incorporates a position of vice president for Bank of America in Pasadena. Magisa began his career as a vice president and senior portfolio banker for Community Bank in Pasadena. Magisa received his bachelor of arts degree in economics and a bachelor of science degree in education from La Salle College and completed a financial management program at Stanford University Graduate School of Business.

Riverside County hires new chief for information technology and Oasis financial system

A high-ranking information technology administrator for the City of Los Angeles has been chosen as Riverside County’s new chief information officer.

Kevin Crawford, 51, has served as assistant general manager in Los Angeles’ infrastructure and communications bureau since 2008. In that position, he directed a 300-person bureau assigned to 28 teams and was instrumental in implementing Google apps for mail service, a change that saved the city millions of dollars. Previously, he was chief information officer for the Puget Sound Transit Authority from 2003 to

Executive Notes...

Bettencourt

The L’Oreal heiress and second richest woman in the world, Liliane Bettencourt, was declared mentally unfit to manage her affairs by a court in France. The decision grants control of her financial affairs to her only child, daughter Francoise Bettencourt-Meyers, and grandsons Jean-Victor and Nicolas. Bettencourt-Meyers has been fighting for years to protect her elderly mother, who has been the victim of financial exploitation to the tune of more than one billion dollars, according to an earlier lawsuit.

Bettencourt suffers from “mixed dementia” and “moderately severe” Alzheimer’s disease. Her mental decline sparked a court fight when Bettencourt-Meyers started a lawsuit to protect her mother from photographer Francois-Marie Banier, who she claimed had charmed the elder Bettencourt out of assets worth almost one billion euros (about 1.4 billion dollars). Bettencourt was so furious with her daughter for the lawsuit that she vowed never to see her again. She said that Banier was a close friend and nothing was wrong with the gifts which included naming Banier as sole heir in a new will and as beneficiary to vast life insurance policies.

Your estate planning should govern what is to occur in the event of mental and physical disabilities.

Martin Luther King, Jr.

Martin Luther King, Jr.’s three children had been fighting with each other in court over the control of his estate. Two of the three children had sued Dexter King, their brother, who had the legal authority to make decisions regarding the King Estate.

The King family fight included disagreements over a movie deal with Stephen Spielberg’s DreamWorks Studio and a $1.4 million book deal about their famous father’s life.

The three children settled and agreed to allow a neutral person to act as “temporary custodian” to manage the King estate.

So now a stranger will be left to make decisions about how to protect and uphold the all-important contribution of Martin Luther King, Jr. If he had created a basic will before he died (or better yet, a revocable living trust), King could have hand-picked the person or people to manage his affairs and specified what role his children would play in preserving the civil rights icon’s legacy.

If you prepare a trust, consider including a special trustee to referee disputes and avoid costly litigation.

Nina Wang

Nina Wang was the chairwoman of real estate developer Chinachem Group in Hong Kong. Ms. Wang was known for presiding over meetings while wearing pigtailed and miniskirts. She was worth an estimated $4 billion when she died of ovarian cancer in April, 2006 at age 70. Her late husband, Teddy, had previously died in 1999. Upon his death, three different wills were produced, resulting in a major court battle between Wang and her father-in-law that Wang won in 2005.

Even with the experiences she had with her husband’s estate, there were two wills which appeared upon Mrs. Wang’s death. One of the wills named her charitable foundation as her major beneficiary, the other named Chan Chun-chuen, a real estate developer and former feng shui expert to the rich and famous. Hong Kong law would grant Wang’s fortune to her siblings if no one can produce a convincing will, in which case the charitable foundation would lose out. Chan ultimately lost the lawsuit after the will naming him as

Estate Planning...

The language of your estate planning documents should be broad enough to encompass uncounted for heirs as well as will/trust contests, without causing a conflict that prevents the rightful inheritance of a loved one.

Liliane Bettencourt

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Estate Planning...

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Companies that lack agility can’t compete. Agility is the bottom-line competitive advantage in these days of unprecedented turbulence, uncertainty and volatility.

That’s the opinion of Mike Richardson, a former corporate manager and author of “WheelSpin: The Agile Executive’s Manifesto” (www.mvdrivingseat.com), and his point is that it’s agility that drives a company’s ability to compete in the business world.

“Everyone in the business press today seems to write endlessly about the challenges of the current economy without acknowledging the fact there are companies that are doing quite well, thank you, despite the economic downturn,” Richardson said. “There are some companies and executives that don’t rely on a healthy economy to make money. In fact, there are a few who simply rise to the occasion. That’s what being agile in business is all about.”

According to Richardson, the three companies that do that better than many others in America are:

- **Apple Corporation** – The passing of Steve Jobs, while tragic, will not end Apple’s reign at the top. In his time at the company, he instilled a culture of agility that will not go away. Apple began at the dawn of the computer industry and it survived as a computer manufacturer even though its operating system was arguably mimicked by Microsoft to become the standard for PC computing. Instead, Apple set out to achieve excellence in the areas that Microsoft and other manufacturers did in a mediocre fashion. It carved out a niche for itself in the graphics and publishing industry, where it is still a standard. After being ousted at Apple (and forming Pixar, which revolutionized the film industry), Jobs would return to use iTunes to revolutionize the way music publishers distributed music, even as he introduced iPods to revolutionize the way we would all listen to that music. Apple then set the new standard with mobile devices with its iPhones, and finally returned to computing to revolutionize portable computers with the iPad. Apple never met a storm it didn’t weather nor an industry it couldn’t change.

- **Ford Motors** – When the auto industry fell so hard that it had to turn to the government for a bailout, Ford Motors turned the corner. They took the bailout, and then took over. After ceding the top sales spot to Toyota and falling near bankruptcy, the company bounced back with new models, a new strategy and an earnings year that returned them so resoundingly to profitability, the company paid back its government loan in full. When Toyota stumbled after having to recall millions of cars, Ford stepped back in, surpassing their Japanese rival as a quick follow-up to its post bail-out resurgence. After all, agility isn’t always about being able to dodge the bullet, but rather, it is also about how quickly you come back after it strikes you squarely in the chest.

- **Yahoo!** – Over the last few years, the media has not been kind to Yahoo! As it has dwindled in prestige next to Google, the punditry has dwindled in prestige next to major search engines. However, there are some who have faced adversity, not with panic, but with poise,” Richardson added. “They deserve to be recognized not only for what they’ve done, but also to be used as an example of what all American corporations should strive to become—Agile.”

Mike Richardson used to be part of the corporate management team of a British public corporation (Spirent PLC) which made it into the top 100 list of public companies, with Mike running the aerospace division. He is an experienced CEO of businesses ranging from electronics to enterprise software, involving turnarounds, acquisitions and disposals. Mike lives in San Diego, California.

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**Top Colleges and Universities in the Inland Empire**

*Ranked by 2010 Enrollment*

<table>
<thead>
<tr>
<th>Institution</th>
<th>Address</th>
<th>Students: Total Enrollment</th>
<th>Faculty: Full-Time</th>
<th>Type of Institution</th>
<th>Year Founded</th>
<th>Tuition &amp; Fees: Calif. Resident Non-Resident</th>
<th>On Campus: Room &amp; Board (Avg. Yearly Cost)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Harvey Mudd College</td>
<td>301 E. 126th St, Claremont, CA 91711</td>
<td>735</td>
<td>79</td>
<td>Privately supported</td>
<td>1855</td>
<td>$36,315</td>
<td>$11,971</td>
</tr>
<tr>
<td>Brandman University (Victor Valley Campus)</td>
<td>13241 Hesperia Rd., Ste. C-9, Victorville, CA 92395</td>
<td>630</td>
<td>3</td>
<td>Private (Non-Profit)</td>
<td>1861 (Orange)</td>
<td>$345 per Unit/Undergrad.</td>
<td>$415 per Unit/Grad.</td>
</tr>
<tr>
<td>Western State Univ. College of Law</td>
<td>1111 N. State College Blvd, Fullerton, CA 92807</td>
<td>450</td>
<td>22</td>
<td>ABA Provisionally Approved Private Institution, 1966</td>
<td>Summer Session 8072/Unit (Non-Resident Same)</td>
<td>$15,800 Full Time</td>
<td>$10,400 (Per Semester)</td>
</tr>
<tr>
<td>Chapman Univ. (Coachella Valley Campus)</td>
<td>42-6200 Creek St., Ste. 134, Palm Desert, CA 92261</td>
<td>350</td>
<td>13</td>
<td>Private</td>
<td>1861 (Orange)</td>
<td>$345 per unit/Undergrad.</td>
<td>$415 grad.</td>
</tr>
</tbody>
</table>

*Note: 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.*
### Banks in the Inland Empire

**Ranked by Total Assets, 3rd Quarter Data 2011**

<table>
<thead>
<tr>
<th>Bank Name &amp; Address (Headquarters)</th>
<th>City, State</th>
<th>Tangible Assets $</th>
<th>% Change</th>
<th>Tangible Capital (R.O.A.E.)</th>
<th>% Tangible Capital Ratio</th>
<th>% Risk Based Capital Ratio</th>
<th>Income $</th>
<th>Top Executive/Title</th>
<th>Address (I.E.)</th>
<th>Phone/Fax if different</th>
</tr>
</thead>
</table>
| **1. JPMorgan Chase & Co.**  
270 Park Ave.  
New York, NY 10017 | 100 N. Tryon St.  
Charlotte, NC 28255 | 2,289,240,000,000 | 7.56% | 9.71% | 5.84% | 16.52% | 15,248,000,000 | James Dimon/CEO  
601 7th St.  
Rancho Cucamonga, CA 91730  
(909) 544-2852/720-1648  
www.genroanchase.com | 2,221,388,576,000 | -7.68% | 11.21% | 7.05% | 15.86% | 544,531,000 | Brian T. Maurer/CEO  
Rancho Cucamonga, CA 91730  
(909) 945-1200  
www.bankamericabank.com | **2. Bank of America California**  
100 N. Tryon St.  
Charlotte, NC 28255 | **3. Citibank**  
399 Park Ave.  
New York, NY 10043 | **4. Wells Fargo & Company**  
420 Montgomery St.  
San Francisco, CA 94104 | **5. U.S. Bank**  
425 Walnut St.  
Cincinnati, OH 45202 | **6. Unum, N.A.**  
400 California St.  
San Francisco, CA 94104 | **7. Bank of the West**  
180 Montgomery St.  
San Francisco, CA 94104 | **8. City National Bank**  
555 S. Flower St.  
Los Angeles, CA 90071 | **9. East West Bank**  
501 S. Flower Ave.  
Pasadena, CA 91101 | **10. First-Citizens Bank & Trust**  
239 Fayetteville St. Mall  
Raleigh, NC 27501 | **11. Rabobank, N.A.**  
3800 Concours St.  
Ontario, CA 91764 | **12. FirstBank**  
12345 W. Colfax Ave.  
Lakewood, CO 80215 | **13. California Bank & Trust**  
11022 El Camino Real  
San Diego, CA 92130 | **14. Citizens Business Bank**  
700 E. Colando Blvd.  
Pasadena, CA 91101 | **15. Pacific Western Bank**  
401 W. A St.  
San Diego, CA 92101 | **16. Wisconsin State Bank**  
1220 Woburn Blvd.  
Step. 1400  
Los Angeles, CA 90010 | **17. Community Bank**  
700 E. Colando Blvd.  
Pasadena, CA 91101 | **18. East West Bank**  
501 S. Flower Ave.  
Pasadena, CA 91101 | **19. First-Citizens Bank & Trust**  
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Step. 1400  
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Pasadena, CA 91101 | **27. East West Bank**  
501 S. Flower Ave.  
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Raleigh, NC 27501 | **29. Rabobank, N.A.**  
3800 Concours St.  
Ontario, CA 91764 | **30. FirstBank**  
12345 W. Colfax Ave.  
Lakewood, CO 80215 | **31. California Bank & Trust**  
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700 E. Colando Blvd.  
Pasadena, CA 91101 | continued on page. 38

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N/A = Not Applicable  
High = 100% of Assets  
M = Market  
N/A = Not Available  
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Estate Planning... continued from pg. 28

sole heir was determined to be a forgery and Chan was criminally charged. The court declared as valid a will from 2002 that left Wang’s estate to a charity that she and her late husband founded in 1988.

Make sure that all estate planning documents are clear as to which of the documents was the last one prepared. Notarizations and witnesses are essential for properly drawn estate documents.

Michael Jackson

Michael Jackson created a trust that was all of 21 pages and it was never fully funded, defeating a primary purpose of having a trust. To be effective, title to assets have to be transferred to the trust or they may be deemed subject to the jurisdiction of the probate court.

Estimates of the value of this estate have ranged from Michael being heavily in debt to reports from Billboard magazine that the estate earned almost one billion dollars in the year after his death. The executors of his estate report that approximately $315,000,000 was earned in the year after Michael’s passing.

If Michael had had a more comprehensive trust, many of the issues which have resulted in ongoing disputes for his estate would have been avoided. In addition, costs to the estate could have been better controlled. Salary caps could have been established for the managers of this estate. Instead, as a result of a recently signed contract with Sony, the estate executors will make $25,000,000 on that single deal and there are many more deals to come.

It’s important that you take the time to plan the estate that you have spent a lifetime accumulating. There’s not much point in working to build the assets of your estate if you don’t put some time into making sure that the assets are protected for you and those whom you love and wish to assist.

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. Please call to request a free seminar for your business or organization. You may contact attorney Hayes at 626-403-2292 or visit The Hayes Law Firm website at LosAngelesTrustLaw.com.

Executive Notes... continued from pg. 28

2008, a senior manager for the Port of Seattle from 2000 to 2003, and a regional support manager for the Weyerhauser Company from 1993 to 2000. Crawford received his master’s degree in computer information-al systems from Boston University in 1993 and a dual bachelor’s degree in psychology and political science from the University of Washington in 1983.

The chief information officer oversees a staff of about 200 employees in the Riverside County Information Technology Department and OASIS, the county’s financial system.

GEORGE SEVERSON NAMED NEWS DIRECTOR

George Severson, an accomplished journalist with 18 years experience in some of the most competitive markets in the country, has joined KMIR6.

Most recently, Severson was an executive producer at KOIN-TV in Portland, Oregon. Prior to that, he spent 10 years as the executive producer at KTXV in Salt Lake City, one year as an assignment editor at KCP in Los Angeles, and four years at Minneapolis’ KMP and KARE-TV. He also did a two-year stint in Anchorage, Alaska, to make the transition from assignment editor to producer in the late 1990s. He has prior experience leading newsrooms in interim situations.

Attention Business Owners
San Bernardino County Workforce Investment Board Funds Innovative Program

Improve Business...Create More Jobs!

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

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

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

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

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

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

FREE BUSINESS WORKSHOPS
9650 9th St., Rancho Cucamonga
To Register Call 951-781-2345 or visit www.iesmallbusiness.com
Executive Notes... continued from pg. 31
Severson graduated from St. Cloud State University in Minnesota with degrees in journalism, political science and German.

"George is known for his creative storytelling, excellent writing abilities and innovative newscast production," said Journal Broadcast Group Vice President and General Manager-Palm Springs Operations Raul Rodriguez. "He has been a frequent visitor to the Coachella Valley and we are excited to hire such an experienced and creative news manager."

"I’m very excited to be joining the talented news people and the entire group at KMIR 6 and MY13. I look forward to leading our dedicated news team in producing engaging and relevant newscasts and quality local programming," Severson said.

LONGTIME UNIVERSITY SUPPORTER BAYLESS PRESENTED WITH HONORARY DOCTORATE AT DECEMBER COMMENCEMENT

Glenda M. Bayless, a highly respected businesswoman, philanthropist and longtime supporter of California State University, San Bernardino, was presented an Honorary Doctor of Humane Letters degree by the university at its fall commencement ceremonies on Dec. 10, at Coussoulis Arena.

A certified public accountant who has practiced in Southern California for more than 40 years, Bayless has served as a role model through her generosity and her counsel to family and clients regarding charitable giving. She has been a personal donor to Cal State San Bernardino since the mid 1990s, when the university began its first campus-wide fundraising campaign. She and her husband, Gerry, were among the leading contributors through their establishment of an endowment to benefit business students with scholarships.

"Glenda continues to sow the seeds of philanthropy through her personal and professional activities, and she’s both a model philanthropist and extraordinarily qualified candidate for an honorary degree," said CSUSB President Albert Karnig. "Her kindness and generosity to our university have been beyond remarkable, and we are proud to honor her with this extraordinary recognition."

A devotee of the arts, Bayless has supported CSUSB’s Robert and Frances Fullerton Museum of Art and started an endowment to award scholarships to students in the university’s College of Arts and Letters.

She created an endowment to support the President’s Academic Excellence Scholarship program, which was established to attract the top 1 percent of high school graduates in San Bernardino County to attend CSUSB.

The Baylesses, who live in Apple Valley, also committed a large personal gift for the new Murillo Family Observatory on campus, which includes a large observation deck named in their honor. They also have continued to offer major scholarship support to the university’s College of Business and Public Administration. In addition, the Baylesses have included CSUSB as part of a bequest and through an in-kind gift of land.

Bayless has served as an estate planning adviser and has spoken at seminars hosted by the university. She regularly counsels clients about the value of charitable donations for tax benefits and for the potential quality of life benefits those gifts could bring to the region.

Bayless has chaired the Inland Community Bank board of directors for the past 20 years. In 1992, she was named Business Leader of the Year by the San Bernardino County Sun, and she was the first to earn the Rialto Chamber of Commerce’s Athena Award, a national distinction that is one of the highest honors available to women in recognition of their work to help advance the goals of professional women.

She has served Cal State San Bernardino as a member of its Philanthropic Foundation Board of Directors, the President’s Advancement Council and the Advisory Council to the College of Business and Public Administration.
Best Restaurants... continued from pg. 26

Best Steak House......Cask n’ Cleaver Steak House which opened in 1967. Dollar for dollar, ounce for ounce, pound for pound and without having to mortgage the house, this affordable steak house is my favorite....my favorite steak is the top sirloin baseball cut grilled black and blue (charred on the outside and medium rare inside) with baked potato and cheese sauce ($18.95). Start with the salad bar (included with entree and also the best salad bar around). My wife and I have been enjoying the steaks at the Cask n’ Cleaver for more than 25 years. Rancho Cucamonga location is located at 8689 9th Street and phone number is (909) 982-7108. Other locations are located in San Dimas and Riverside. Please note that all steaks are custom cut in-house and aged 28-35 days.

Next month I will send you the best restaurants between Palm Springs and Indio.

May I also wish each of you, and your family, a Happy, Healthy, and Prosperous New Year!

Best Restaurants...

continued from pg. 26

and the chocolate bar. While dining, don’t miss trying an award-winning Taps beer (my favorite is the Bock).

For Planning 2012 Advertising, Marketing, and Publicity With The Inland Empire Business Journal

2012 EDITORIAL SCHEDULE

| February | • Commercial R.E. Developers | • 2012 Economic Forecast | • Banks |
|          | • Residential Real Estate    | • Building and Development-Who’s Building | • Commercial/Industrial Contractors |
|          | • Architecture/Land Planning | • Business Banking | • Residential Builders |
|          | • Redevelopment              |                                               | • Architectural Engineering, Planning Firms |
| March    | • Major/MultiEvent Venues    | • Environmental | • MBA Programs |
|          | • Economic Forecast          | • Executive Education | • HMOs/PPOs |
|          | • Banks                      | • City Economic and Demographic Data | • Residential R.E. Brokers |
|          | • Commercial R.E. Developers |                                               | • Women-owned Businesses |
|          | • Architects/Land Planning   |                                               | |
|          | • Business Banking           |                                               | |
|          | • Residential Real Estate    |                                               | |
|          | • Building and Development   |                                               | |
|          | • Hotels                     |                                               | |
| April    | • Meetings/Conventions       | • Environmental | • MBA Programs |
|          | • Airports                   | • Executive Education | • HMOs/PPOs |
|          | • Travel/Hotels/Tourism      | • City Economic and Demographic Data | • Residential R.E. Brokers |
|          | • Commercial R.E. Brokers    |                                               | • Women-owned Businesses |
|          | • Small Business Handbook    |                                               | |
| May      | • Economic Development (Riverside Cty.) | • Women-owned Businesses | • Environmental Firms |
|          | • Marketing/PR/Advertising   | • Human Resource Guide | • Employment/Service Agencies |
|          | • Insurance Companies        | • Chambers of Commerce | • Law Firms |
|          | • Who’s in Law               | • Small Business Handbook | • I.E. Based Banks |
| June     | • Economic Development (1st Quarter, ‘12) | • Women-owned Businesses | • Environmental Firms |
|          | • Economic Planning         | • Health Care & Services | • Employment/Service Agencies |
|          | • Economic Development (San Bernardino County) | • High Technology | • Law Firms |
|          | • What’s New in Hospital Care | • Golf Resorts | • Medical Clinics |
|          | • Employment Agencies       | • Senior Living Centers | • Medical Clinics |
|          | • Home Health Agencies      | • Savings and Loans | • Medical Clinics |
| October  | • Telecommunications        | • Building Services Directory | • Medical Clinics |
|          | • Office Technology/Computers | • Internet Services | • Medical Clinics |
|          | • Internet Services          | • Long Distance/Interconnect Firms | • Medical Clinics |
|          | • Holiday Party Planning     | • Private Aviation | • Medical Clinics |
| November | • Human Resources Guide      | • Commercial R.E. Development Projects | • Medical Clinics |
|          | • Executive Gifts            | • Commercial R.E. Brokers | • Medical Clinics |
|          | • Building and Development   | • Fastest Growing I.E. Companies | • Medical Clinics |
|          | • New Communities            | • Mortgage Companies | • Medical Clinics |
|          | • Title Companies            | • Title Companies | • Medical Clinics |
| December | • Financial Institutions (3rd Quarter, ‘12) | • Health Care | • 2013 “Book of Lists” |
|          | • Top Ten Southern California Resorts | • Professional Services Directory | • Business Brokerage Firms |
|          | • Temporary Placement Agencies |                                               | |
|          | • Commercial/Industrial Contractors |                                               | |
|          | • Residential Builders       |                                               | |
|          | • Architectural Engineering, Planning Firms |                                               | |
|          | • MBA Programs               |                                               | |
|          | • HMOs/PPOs                  |                                               | |
|          | • Residential R.E. Brokers   |                                               | |
|          | • Women-owned Businesses     |                                               | |
|          | • Environmental Firms        |                                               | |
|          | • Employment/Service Agencies |                                               | |
|          | • Law Firms                  |                                               | |
|          | • I.E. Based Banks           |                                               | |
|          | • Environmental Firms        |                                               | |
|          | • Employment/Service Agencies |                                               | |
|          | • Law Firms                  |                                               | |
|          | • I.E. Based Banks           |                                               | |

Best Restaurants...
Kaiser... continued from pg. 9
Kaiser seeks to boost rates for individual and small group plan subscribers by an average 9.0% and 8.2%, respectively. The rate increases would yield an additional half-billion dollars in revenues for Kaiser.
In its filings to DMHC, Kaiser provided incomplete data on the company’s rate of return, financial surpluses and executive compensation, among other factors that would militate against an economic justification for the increases. The ostensibly not-for-profit HMO has made more than $5.6 billion in profits since the beginning of 2009, and Kaiser’s CEO, George Halvorson, received nearly $9 million in compensation in 2010.

This is the second time in less than a year that Kaiser has attempted to push through a rate hike without submitting crucial data required by the state. This summer, Kaiser imposed a rate increase on 300,000 rate payers in California after submitting a rate review filing with many of the same missing data as in its October filing.

Then, as now, NUHW and the Courage Campaign urged DMHC to investigate the economic justification for Kaiser’s rate hike, based on its inadequate rate review filing. In September, after discussions with DMHC regulators and at their urging, Kaiser retroactively rolled back its increase by 1.2 percentage points, yielding an estimate $30 million in savings for California consumers. A recently obtained letter describes DMHC’s “deep disappointment” with Kaiser’s July rate hikes in the midst of California’s ongoing recession as well as Kaiser’s failure to justify hikes on consumers.

“Despite DMHC’s clear rebuke of Kaiser’s failure to justify its rate increase from earlier this year, Kaiser administrators have elected to do the same thing once more,” said Rick Jacobs, founder and chair of the Courage Campaign. “This is becoming par for the course with Kaiser: rip off policyholders when they’re hurting the most, ignore state regulations, and funnel even more patient care dollars into obscene executive salaries. Governor Brown and DMHC need to let Kaiser know they’ve got Californians’ interests at heart, and bring some accountability to an HMO that’s increasingly out of control.”

“It’s unconscionable for Kaiser to boost its massive profits and exorbitant executive compensation on the backs of California’s small businesses and non-profits, which are struggling to stay afloat, and at the expense of individual consumers still staggering under the impact of the Great Recession,” said Sal Rosselli, president of NUHW. “Kaiser’s finances make clear these rate hikes are excessive, and its repeated failures to meet the state’s reporting requirements show its complete contempt for California’s current rate oversight process.”

Real Estate... continued from pg. 25
Linda University Medical Center, University of Redlands and major retail centers along the intersection of I-215 and I-10 Freeways.

The sale of both properties was brokered by John McCulloch, principal with ARA Pacific in San Francisco, with financing arranged by Brandon D. Smith, senior analyst with CBRE Capital Markets in Los Angeles.

Two Manufacturing Firms Take 200k Square Feet at Ontario Industrial Facility

Two firms, Pacific Urethane LLC and Precision Foam LLC, recently signed deals for close to 200k square feet at an Ontario industrial facility owned by CT Realty Investors. CT acquired the 386k-square-foot property, located at 1671 Champagne Avenue, west of Etiwanda Avenue and south of Jurupa Street, earlier this year.

Pacific Urethane signed for 150.3k square feet and Precision Foam took 43.5k square feet of space in separate five-year transactions worth $3 million and $1 million respectively. Pacific Urethane will occupy the majority of the northern half of the Champagne building and use the space to manufacture polyurethane foam buns to supply mattress, bedding and furniture manufacturers. Precision Foam will use its space to fabricate foam products to be sold in the furniture and bedding industry.

The building was constructed in 1988 and is served by a Union Pacific rail spur which will be actively used by Pacific Urethane. The property has seen significant renovation and retrofitting since its acquisition by CT. Amcor PET Packaging, a global manufacturer of polyethylene terephthalate (PET), leases the remaining half of the building.

Aliso Viejo-based CT Realty has been actively purchasing existing industrial product in the Inland Empire for the past 12 months, with almost 5 msf currently under ownership. “The Champagne building is strategically located in the heart of the Inland Empire in what is known as the Inland Empire West Submarket,” said Carter Ewing, executive vice president of CT Realty.

Jeff Smith of the Ontario office of Lee & Associates represented CT Realty in the lease transaction. Scot Kelly of the Saywitz Co in Newport Beach brokered the leases on behalf of Pacific Urethane and Precision Foam.

PRG Closes $29 Million Inland Empire Multifamily Buy

In a large Inland Empire multifamily buy, Phoenix Realty Group (PRG) has acquired Portofino on the Park Apartments, a 235-unit asset in Upland, for $29 million, or about $123k/unit. The purchase marks PRG’s 10th SoCal apartment buy in the last year.

Portofino on the Park consists of 32 buildings spread across 11 acres with easy freeway and commuter rail access to downtown Los Angeles, Orange County and the Inland Empire. Built in 1976, the garden-style apartment complex offers residents two pools, a spa, fitness center, clubhouse, playground and picnic areas that will be upgraded as part of a $2.8 million improvement package over the next two years, according to Edward Ratinoff, PRG managing director and head of national acquisitions.

“Portofino on the Park offers quality rental housing in one of the nation’s largest industrial markets. It’s an area on the forefront of the economic recovery because new jobs are being created in manufacturing and warehousing,” said Ratinoff.

“We see a great deal of upside potential in a location adjacent to major shopping, parks, schools, employers and the prestigious Claremont Colleges,” according to PRG managing director Alex Saunders, who pointed out that the firm’s portfolio of rental properties in the Inland Empire is current-
Sitting by the pool on a scorching hot Sunday, I admired the swimmers as they prepared for an upcoming triathlon. My gaze gradually wandered off and fell on an old friend: Anna, who was 62 but still a strong swimmer, had been certified blind in her right eye for many years. I was amazed as I watched her read with that right eye and a patch on the other. My curiosity got the better of me as I walked over to her wanting an explanation for this seemingly miraculous healing.

Anna explained to me that she had undergone surgery with a passionate eye surgeon, Dr. Rajesh Khanna, who was using technologies of the 21st century combined with decades of experience to revisit and fix the untreatable eye maladies of the 20th century. Anna also told me that she had met Dr. Khanna through a close family of friends. The family had suffered for years from very poor eyesight due to a variety of ailments that until recently were unfixable. For example, the father, Tom, a movie actor, had to wear contact lenses in front of the cameras. The glare from the bright stage lights made his eyes dry and irritated causing the contact lenses to feel like sharp stones in his eyes. He underwent activetrak Superlasik which removed his need to wear contact lenses ever since.

Dr. Khanna’s offices boast the latest kinds of lasers, as he believes that different eyes may have a different “best laser” for them and there is no universal best laser. Many accolades have followed him: with him being selected for Congressional order of merit, chosen as amongst the best ophthalmologists in the United States, with readers of newspapers having consistently voting him as the best doctor in Los Angeles, the list is too long to write.

Dr. Khanna has not forgotten his humble roots and beginnings. He regularly donates his services to the less fortunate and even gives them free glasses and is currently working with Wounded Warrior and Watering Seeds Projects to help the people who protect this country. He has recently donated Lasik to Impact, which helps rehabilitate kids. All this stems from passion for his work, love for his patients, and a belief in positive thinking. Each day is a new opportunity for helping someone see better.

Thank you Dr. Khanna, for generating hope and spreading eyesight!

Dr. Rajesh Khanna can be reached at: 1-877-2KHALINA, lasik@khannainstitute.com, www.khannainstitute.com
The Big Thirst: The Secret Life And Turbulent Future of Water,”

It’s a pretty safe bet that if you said the phrase “an essential energy resource,” most Americans would say that you’re talking about oil, gas, or coal. According to author Charles Fishman, we’re not even aware of the largest uses of fresh water: the generation of electricity.

To help draw our attention to his premise that we rarely have the foggiest idea of where most of our water goes, Fishman puts forward a surprising point:

“The largest single consumer of water in the United States, in fact, is virtually invisible. Every day the nation’s power plants use 201 billion gallons of water in the course of generating electricity. That isn’t water used by hydroelectric plants—it’s the water used by goal, gas, and nuclear power plants for cooling and to make steam. U.S. electric utilities require seven times more water than all U.S. homes. They use 1.5 times the amount of water used by all the farms in the country.”

Fishman sees us as viewing water as we did a century ago. He calls it the “early era” of water, when America had an abundance of it available nearby or pumped in from many miles away. Most of us still think we live in that early era when water was truly clean, inexpensive, and easily available. Fishman sees the situation differently. He notes:

“We are entering a new era of water scarcity—not just in traditionally dry or hard-pressed places like the U.S. Southwest and the Middle East, but in places we think of as water-wealthy, like Atlanta and Melbourne. The three things that we have taken to be the natural state of our water supply—abundant, cheap, and safe—will not be present together in the decades ahead. We may have water that is abundant and cheap, but it will be ‘reuse water,’ for things like lawn watering or car washing, not for drinking; we will certainly have drinking water that is safe, and it may be abundant, but it will not be thoughtlessly inexpensive. We are on the verge of a second modern water revolution—and it is likely to change our attitudes at least as much as the one a hundred years ago.”

Much of Fishman’s book is an analysis of the projected lack of water in both the developed and developing portions of the world. The outlook according to most government and university based studies isn’t good. At our current rate of use, there will be less and less water for more and more people, and the result can easily become more ugly with every passing year. The author believes that the ugliness is just beginning:

“What the century-long golden age of water has done is create an incredibly sophisticated system for gathering water and distributing it—an engineering system. But the engineering system assumes one thing: plenty of water. What we don’t have, in Australia, the United States, and in most of the world, is an equally sophisticated system for figuring out how to allocate the water, particularly when there isn’t enough.”

Fishman goes on to state:

“That’s where economics comes in. Economics is a way of managing scarcity, and market economics-pricing is a way of letting the people who want something that’s scarce participate in deciding who gets it.”

The author concludes by saying, “Many civilizations have been crippled or destroyed by an inability to understand water or manage it. Everything about water is about to change. It is our fate that hangs on how we approach water—the quality of our lives, the variety and resilience of our society, the character of our humanity.”

It’s likely that a resource like water (or lack of it) will change how we view economics, how we do business, how we govern ourselves, and how we choose to survive. The Big ‘Thirst’ forces us to take another look at all four of these and make our decisions in an orderly, well thought way.

--Henry Holtzman

MANAGER’S BOOKSHELF

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. “Steve Jobs,” by Walter Isaacson (Simon & Schuster…$35.00(1))

The story of a modern Thomas Edison,

One possible roadmap back to fiscal and market stability.
3. “Strengths Finder 2.0: A New and Updated Edition of the Online Test from Gallup’s Now, Discover Your Strengths,” by Tom Rath (Gallup Press…$22.95(2)

Discover your strengths and integrate them with your career.

Why some people succeed against all the odds.
5. “The Little Book of Leadership: The 12.5 Strengths of Responsible, Reliable, Remarkable Leaders That Create Results, Rewards, and Resilience,” by Jeffery Gitomer & Paul Hersey (John Wiley & Son…$22.00(3)

A concise look at the fundamental traits of leadership.

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

Doing something about the negative impact of globalization.
8. “EntreLeadership: 20 Years of Practical Business Wisdom from the Trenches” by Dave Ramsey (Simon & Schuster…$26.00(6)

Experienced advice on business leadership.
9. “Back to Work: Why We Need Smart Government for a Strong Economy,” by Bill Clinton (Knopf Doubleday…$23.00) (**)

Why our political system hasn’t done a better job.
10. “Nothing to Lose, Everything to Gain: How I went from Gang Member to Multimillionaire Entrepreneur,” by Ryan Blair (Penguin Group…$16.00) (9)

How goal setting and total focus takes you from zero to 100%

*(1) -- Indicates a book’s previous position on the list.
** -- Indicates a book’s first appearance on the list.
### Banks in the Inland Empire

#### Ranked by Total Assets, 3rd Quarter Date 2011

<table>
<thead>
<tr>
<th>Bank Name Address (Headquarters)</th>
<th>City, State, Zip</th>
<th>Tangible Assets $</th>
<th>% Change</th>
<th>% Tangible Capital (R.O.A.E.)</th>
<th>% Tangible Capital Ratio</th>
<th>% Risk Based Capital Ratio</th>
<th>Income $</th>
<th>Top Executive/Title Address (if different)</th>
<th>City, State, Zip</th>
<th>E-Mail Address</th>
</tr>
</thead>
<tbody>
<tr>
<td>Manufacturers Bank</td>
<td>515 S. Pennsylvania St.</td>
<td>Los Angeles, CA 90017</td>
<td>2,006,145,000</td>
<td>17.08%</td>
<td>1.61%</td>
<td>13.77%</td>
<td>20.00%</td>
<td>3,250,000</td>
<td>Michael Sorriaza Chairman &amp; CEO (213) 680-0248</td>
<td>Los Angeles, CA 90017</td>
</tr>
<tr>
<td>Pacific Mercantile Bank</td>
<td>3251 East Gurnett Rd, Ste. 110</td>
<td>Ontario, CA 91764</td>
<td>1,007,527,000</td>
<td>8.60%</td>
<td>5.30%</td>
<td>9.39%</td>
<td>13.39%</td>
<td>4,655,000</td>
<td>Raymond E. Deleha Exec.Officer (909) 577-7200/909-694-8814</td>
<td>Ontario, CA 91764</td>
</tr>
<tr>
<td>Bank of Hemet</td>
<td>5715 Stanton Dr.</td>
<td>Riverside, CA 92506</td>
<td>446,743,000</td>
<td>-4.89%</td>
<td>20.87%</td>
<td>11.95%</td>
<td>15.41%</td>
<td>8,558,000</td>
<td>Kevin R. Farrenkopf Exec.Officer (951) 246-8400/840-6600</td>
<td>Riverside, CA 92506</td>
</tr>
<tr>
<td>American Security Bank</td>
<td>1401 1st St.</td>
<td>Newport Beach, CA 92660</td>
<td>410,975,000</td>
<td>-8.96%</td>
<td>7.35%</td>
<td>9.99%</td>
<td>13.44%</td>
<td>1,963,000</td>
<td>Tom J. Doby Exec.Officer 2633 Compton Ave. Corona, CA 92880 (951) 730-7131/749-263-1200</td>
<td>Corona, CA 92880</td>
</tr>
<tr>
<td>Security Bank of California</td>
<td>5603 Teah St, Ste. 100</td>
<td>Riverside, CA 92501</td>
<td>397,564,000</td>
<td>-42.52%</td>
<td>5.85%</td>
<td>12.44%</td>
<td>16.57%</td>
<td>1,051,000</td>
<td>James A. Robinson Exec.Officer (951) 666-364-2284/2271</td>
<td>Riverside, CA 92501</td>
</tr>
<tr>
<td>Community Commerce Bank</td>
<td>595 W. Foothill Blvd.</td>
<td>Claremont, CA 91711</td>
<td>329,420,000</td>
<td>-12.47%</td>
<td>4.00%</td>
<td>12.05%</td>
<td>14.59%</td>
<td>2,074,000</td>
<td>William M. Lander Exec.Officer (909) 872-6084</td>
<td>Claremont, CA 91711</td>
</tr>
<tr>
<td>CommerceWest Bank, N.A.</td>
<td>2111 Business Center Dr</td>
<td>Irvine, CA 92612</td>
<td>305,905,000</td>
<td>-10.18%</td>
<td>2.50%</td>
<td>13.44%</td>
<td>22.49%</td>
<td>1,004,000</td>
<td>Ivy A. Tja Chairman &amp; CEO (949) 251-6892/251-6739</td>
<td>Irvine, CA 92612</td>
</tr>
<tr>
<td>Commerce National Bank</td>
<td>4040 McCarran Blvd., Ste. 100</td>
<td>Newport Beach, CA 92660</td>
<td>242,520,000</td>
<td>-15.16%</td>
<td>1.80%</td>
<td>11.54%</td>
<td>18.92%</td>
<td>459,000</td>
<td>Mark E. Simmons/President &amp; CEO</td>
<td>279 E. Orangehaven Ave. Fullerton, CA 92832 (714) 451-8080/376-8277</td>
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<tr>
<td>Inland Community Bank, N.A.</td>
<td>3591 E. Inland Empire Blvd.</td>
<td>Ontario, CA 91764</td>
<td>240,440,000</td>
<td>-22.57%</td>
<td>-7.01%</td>
<td>11.52%</td>
<td>18.01%</td>
<td>143,000</td>
<td>James Willard/(909) 884-7844</td>
<td>Ontario, CA 91764</td>
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<tr>
<td>Canyon National Bank</td>
<td>1711 E. Palm Canyon Dr</td>
<td>Palm Springs, CA 92264</td>
<td>210,859,000</td>
<td>-17.80%</td>
<td>-197.73%</td>
<td>1.49%</td>
<td>3.09%</td>
<td>10,006,000</td>
<td>Mark A. Cottam Executive Officer (760) 836-7171</td>
<td>Palm Springs, CA 92264</td>
</tr>
<tr>
<td>First National Bank of California</td>
<td>1571 E. Armstrong Ave.</td>
<td>Riverside, CA 92506</td>
<td>170,596,000</td>
<td>-6.74%</td>
<td>2.38%</td>
<td>11.57%</td>
<td>16.05%</td>
<td>197,000</td>
<td>John R. Clanton President &amp; CEO (951) 350-7113</td>
<td>Riverside, CA 92506</td>
</tr>
<tr>
<td>Premier Service Bank</td>
<td>1571 E. Armstrong Ave.</td>
<td>Riverside, CA 92506</td>
<td>145,084,000</td>
<td>-4.52%</td>
<td>-4.87%</td>
<td>7.94%</td>
<td>11.15%</td>
<td>1,366,000</td>
<td>Kevin L. Pendergast Exec.Officer (909) 274-2341</td>
<td>Riverside, CA 92506</td>
</tr>
<tr>
<td>Desert Commercial Bank</td>
<td>44-801 Village Ct.</td>
<td>Palm Desert, CA 92260</td>
<td>146,037,000</td>
<td>-4.04%</td>
<td>-12.28%</td>
<td>10.36%</td>
<td>13.77%</td>
<td>1,346,000</td>
<td>Tony J. Swartz Exec.Officer</td>
<td>(760) 340-7090/340-7099</td>
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<tr>
<td>Mission Oaks National Bank</td>
<td>41300 Enterprise Circle</td>
<td>Temecula, CA 92590</td>
<td>141,257,000</td>
<td>-14.99%</td>
<td>-19.65%</td>
<td>9.67%</td>
<td>13.78%</td>
<td>2,084,000</td>
<td>Gary W. Votapka President &amp; CEO (951) 372-3701</td>
<td>Temecula, CA 92590</td>
</tr>
<tr>
<td>First Mountain Bank</td>
<td>22500 Rock Hill Blvd.</td>
<td>Big Bear Lake, CA 92315</td>
<td>118,485,000</td>
<td>-7.80%</td>
<td>-10.69%</td>
<td>10.66%</td>
<td>12.83%</td>
<td>185,000</td>
<td>John G. Briner Exec.Officer (909) 866-3616/866-5627</td>
<td>Big Bear Lake, CA 92315</td>
</tr>
<tr>
<td>Palm Desert National Bank</td>
<td>73-745 El Paso</td>
<td>Palm Desert, CA 92260</td>
<td>126,239,000</td>
<td>-49.63%</td>
<td>-162.81%</td>
<td>3.26%</td>
<td>5.66%</td>
<td>2,868,000</td>
<td>Richard D. Schneider Exec.Officer (760) 836-7171</td>
<td>Palm Desert, CA 92260</td>
</tr>
<tr>
<td>Chino Commercial Bank, N.A.</td>
<td>151 S. Grove Ave.</td>
<td>Ontario, CA 91764</td>
<td>106,025,000</td>
<td>5.86%</td>
<td>6.85%</td>
<td>9.70%</td>
<td>16.16%</td>
<td>445,000</td>
<td>Dan H. Bowman Exec.Officer (909) 301-8102/909-301-3483</td>
<td>Ontario, CA 91764</td>
</tr>
<tr>
<td>Commerce Bank of Temecula Valley</td>
<td>25220 Hacienda Ave.</td>
<td>Murrieta, CA 92562</td>
<td>81,541,000</td>
<td>39.05%</td>
<td>-1.80%</td>
<td>18.07%</td>
<td>28.73%</td>
<td>212,000</td>
<td>Donald W. Murray President &amp; CEO</td>
<td>(951) 575-1040/951-3841</td>
</tr>
</tbody>
</table>

**Note:** % is not Applicable (N/A) - Would not Disclose (ND) as not available. The information in the above list was obtained from the companies listed. 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, grammatical errors sometimes occur. Please send corrections or additions to company information to The Inland Empire Business Journal, P.O. Box 1979, Rancho Cucamonga, CA 91729-1979. Referred to by Michael Berneti with Concept, Blossom & Co. / SSG Securities. Copyright 2012 by IEBM.
**Temecula...**

continued from pg. 11

production vendor, providing services to major artists such as Blake Shelton, Elton John, Lady Antebellum, Metallica, Matchbox 20, Drake, Miley Cyrus, Neil Diamond and area venues for more than 26 years.

Star Way has built its reputation and a proven track record working with top quality entertainment handling all event needs and sizes from intimate events for 100 people, to full festival concerts for 65,000.

The 2012 Temecula Valley Balloon and Wine Festival is June 1-3, 2012 at Lake Skinner. For information call (951) 676-6713 or visit the award winning website at www.tvbwf.com.

**Real Estate...**

continued from pg. 34

ly 95 percent leased. PRG has purchased 10 apartment communities with 1,960 units in Southern California since late 2010 for a total investment of approximately $216 million in Los Angeles, Orange, Riverside and San Bernardino counties.

2012 State of...

continued from pg. 10

San Bernardino International Airport located at 295 N. Leland Norton Way in San Bernardino. Tickets are $50.

To register go to www.sbcountyadvantage.com/SOF2012.aspx

**CIRCOR...**

continued from pg. 3

in order to capitalize on future opportunities across all three of our business segments.”

CIRCOR Aerospace will perform the manufacturing, final assembly and testing of the landing gear at its Corona, California facility. CIRCOR Aerospace has extensive experience in the successful execution of similar programs. The award of this landing gear package positions the CIRCOR Aerospace team as a major partner to Sikorsky Aircraft.

“The CIRCOR Aerospace team is proud to be a key supplier to Sikorsky. We look forward to continuing to expand the partnership between CIRCOR Aerospace and the Sikorsky companies,” said Michael Dill, CIRCOR Aerospace Products Group vice president. “CIRCOR Aerospace would also like to express its appreciation to Oxford Industries for their support on this winning effort.”

**Boeing...**

continued from pg. 3

workers and investment to our city. It further demonstrates the value of the airport to the San Bernardino economy.”

The San Bernardino International Airport provides a 10,000 foot runway and extensive clear zones providing an excellent setting for the testing of aircraft. Large hangars remaining from its days as the Norton Air Force Base provide proper storage and security for aircraft engaged in the tests.

**California...**

continued from pg. 23

WHAT: Santa Barbara is a perfect combination of location, architecture and climate, making the city feel in some ways like it really is on the Mediterranean. A lot of care and attention goes into keeping the city in tip-top condition and visitors come away with the

**Job Market...**

continued from pg. 10

economy. During a recession, hard-pressed industries tend to overshoot to the downside, careening past any reasonable equilibrium. So when trends in those industries turn around, it is a sign that broader conditions are improving and employers must bolster their payrolls to meet new demand.

This is what we see happening in the markets of San Bernardino and Riverside counties as evidenced by recent increases in employment across a wide array of sectors.

Aside from creating new, much-needed jobs, changes in the construction industry point to a broader recovery that is firmly in place and that is more than welcome as we head into 2012.

Benjamin Wright is an economist at Beacon Economics, an independent economic research and consulting firm and presenter of the University of California, Riverside annual economic forecast. His impression that every-day life there must be idyllic.

WHEN: Blessed with year-round good weather, there’s no bad time to visit Santa Barbara.

WHY: Santa Barbara has a certain sophistication that sometimes may be lacking in a beach town. While the city doesn’t feel stuffy, it does offer a multitude of cultural attractions for those who want a more “civilized” stay at the beach. But a lot of people visit not so much for the culture as for the natural beauty that is so abundant.

HOW: For more information on Santa Barbara, please visit www.santabarbaraca.com. For more information on the Cabrillo Inn, please visit www.cabrilloinn.com or phone 1-800-648-6708.

**For Effective...**

continued from pg. 12

fully, nobody was ever excellent at all styles. Most writers on the subject these days encourage you to know your style and function in an environment where your style will flourish. As a leader, not only should you know your natural style, but you should also know the “shadow side” of that style: How does your winning formula undermine your effectiveness?

Typically, a leader’s inexperience will not be exposed, even if one of their weaknesses is revealed. Ineffectiveness will show when your strength runs amuck. There is an old saying that if the only tool you have is a hammer, than the whole world looks like a nail. Some of the biggest mistakes in leadership are when you are using a hammer when sand paper is required.

Effective leadership in today’s diverse culture will require a team approach, and teams require diverse leadership styles. By not only employing the best leadership style for you, but also knowing when to adapt to other styles, you can effectively lead your team to success.

For more information, please visit www.awakeconsulting.com or contact Glenn at glenn@awakeconsulting.com or 407-901-4357.

**Charter...**

continued from pg. 15

many times as they wish, rewind and fast-forward through the program to search for the greetings they want to see, or sit back and enjoy watching greetings from California soldiers stationed throughout the world. Each greeting is listed with the soldier’s name, rank, military branch and hometown.

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