Big Bear Lake Central Reservations Reaches $2 Million

The Big Bear Lake Resort Association (BBLRA) is pleased to announce its central reservations center has reached $2 million in sales during its fiscal year from July 1, 2006 to present. It is a new record for sales. The previous mark for sales was $1.7 million set in 2006.

BBLRA is a voluntary membership-based organization charged with marketing Big Bear Valley to help drive tourism and tourism spending to Big Bear Valley. One of the key components of BBLRA is its central reservations center, which includes a fully-staffed call center seven days a week and an online booking engine on both www.bigbear.com and www.bigbearinfo.com. Both websites combined gain over 1 million unique visitors per year, and the call center receives approximately 35,000-40,000 calls per year. Combined together, the call center and online booking system, booked $2 million in reservations for accommodations and activities.

“This goes to show Big Bear is a much desired place to visit,” said Ken Brengle. “I would like to acknowledge our staff and members for their concerted efforts of making this a successful year and achieving this great feat.”

New Paddlewheel Boat Will Cruise Big Bear Lake

The largest boat to cruise Big Bear Lake arrived at Pine Knot Marina! The Paddlewheel boat arrived at her new home in Big Bear Lake after a long 2,500 mile journey from the Florida Delta. The journey had been long, entailing sea and land transportation, ultimately up the steep and winding hill to its final destination in Pine Knot Marina.

continued on page 28
ICBA Statement on House Passage of GSE Reform Legislation

Caden M. Fine, president and CEO of the Independent Community Bankers of America (ICBA), issued the following statement after House passage of the Federal Housing Finance Reform Act of 2007 (H.R. 1427) by a 333-104 vote: “ICBA commends the House of Representatives for passing this important legislation that will combine and strengthen the regulatory oversight of Fannie Mae, Freddie Mac and the Federal Home Loan Banks. These government-sponsored enterprises are vital to the nation’s community banks, housing and mortgage markets. They play an important role in helping communities provide credit and innovative products to their mortgage customers. Additionally, the FHLBs provide community banks liquidity and long-term funding for home, small business and small farm loans. “H.R. 1427 will also enhance the Federal Home Loan Banks’ Community Financial Institutions programs, provisions ICBA promoted. The bill makes the CFI programs part of the FHLBanks’ mission and increases the size of community banks eligible to participate to $1 billion. “ICBA was pleased that the House passed the Beattie/Neugebauer amendment to clarify that the new regulator’s authority over the portfolios of Fannie Mae and Freddie Mac should focus on the risk to the enterprises themselves. The amendment passed on a strong 383-36 vote.” “ICBA will continue to work with Congress to improve the legislation as it advances. In particular, we will work to ensure that the Dodd-Frank amendment requiring mortgages acquired or used as collateral by a GSE include a Social Security number does not reduce the ability of community banks to provide home loans to their customers. “ICBA believes providing a strong, bank-like regulator for the GSEs is vital to their continued safety and soundness.”

Relinquishing Work Duties Difficult for Vacationing Executives

Vaccinating creative executives may be spending more time looking at laptops than landmarks, a new survey suggests. Nearly half (47 percent) of advertising and marketing executives said they check in at least daily while away from the office; only 13 percent of respondents said they never attend business matters when taking time off. The national poll includes 250 responses — 125 from advertising executives among the nation’s 1,000 largest advertising agencies and 125 from senior marketing executives among the nation’s 1,000 largest companies. It was conducted by an independent research firm and developed by The Creative Group, a specialized staffing service providing marketing, advertising, creative and web professionals on a project basis.

Advertising and marketing executives were asked, "How often do you check in with the office while on vacation?" Their responses:

- Several times daily........... 19%
- Once daily.......................... 26%
- Two to three times a week. 27%
- At least once a week..... 13%

"Vacations are a time to disconnect from the job, unwind and re-energize," said Dave Willner, executive director of The Creative Group. "While checking in on occasion is understandable, excessive communication can spoil the benefits of being away from the office." Willner noted that for...
Desert Community Bank Presents SBA DAY

Desert Community Bank will be presenting SBA Day on Wednesday, June 6, 2007 from 8:00 a.m. to 2:00 p.m. at the Hilton Garden Inn, 12603 Mariposa Road in Victorville. Sponsored by Desert Community Bank and the High Desert Hispanic Chamber of Commerce and hosted by the County of San Bernardino, Enterprise Funding Corporation and the Inland Empire Small Business Development Center, it will provide information on a variety of programs aimed at business formation and growth. Current and prospective small business owners can meet with lenders, learn about government contracting, learn about no-cost business counseling services and attend informational workshops. The program will consist of the following:

- 8:00 a.m. - Registration & Free Continental Breakfast
- 8:45 a.m. - Welcoming Remarks from D.C.B. and SBA
- 9:00 a.m. - Workshop - Growing & Expanding Your Business presented by Ronald Wilson, Chairman/President CEO of DCB

of D.C.B. of D.C.B.

- 10:00 a.m. - Exhibits & Networking
- 11:00 a.m. - Workshop - Basic Steps to Opening Your Business (on Espanol tambien)
- 12:00 p.m. - Workshop - Marketing Your Business OR Understanding Your Financial Statements (choose one)
- 12:30 p.m. - Workshop - Your Credit Report Is Your Shadow OR Selling to the Federal Government (choose one)

- 1:00 p.m. - Refreshments & Exhibits
- 2:00 p.m. - Raffle Drawing

This is a no-cost event. Complimentary parking, continental breakfast and afternoon refreshments will be provided. For more information and to register contact Desert Community Bank at (760) 243-2140, ext. 1024.

Vacationing Executives...
continued from page 3

do not the sage

thought and planning can help ensure a stress-free vacation. He offered these tips for making a successful break.

Time it right. If possible, schedule vacations when your workload will be light—before major projects begin or soon after they’re completed.

Spread the word. Tell clients and customers about your vacation plans and provide them in your room and leave them in your room and check them periodically.

The Creative Group has offices in major markets across the United States and in Canada, and offers online job search services at www.creativegroup.com.

Establish office hours. If you must check in with the office, plan ahead. Provide your team with the days and times you’ll be checking messages so you can avoid interruptions or the feeling that you’re “on call.”

Unplug. While it’s tempting to bring your laptop or PDA with you, consider leaving these devices at home unless absolutely necessary. If you bring them, leave them in your room and check them periodically.

return the favor. Provide clear instructions on what to expect and how to handle certain types of situations.

For more information and to register contact Desert Community Bank at (760) 243-2140, ext. 1024.

TOP OF THE TRAM OFFERS COMPLETE BANQUET AND MEETING AMENITIES, INCLUDING VIDEO CONFERENCING WITH SPECIAL VIEWS OF THE SAN JACINTO STATE PARK, WILDERNESS AREA.

The Natural Meeting Choice

Inland Empire business journal

PUBLISHED BY
Daily Planet Communications, Inc.
MANAGING EDITOR
Ingrid Adams

EDITORIAL
Julian Nava, Ph.D., Former U.S. Ambassador to Mexico
Barbara L. Crouch, Human Resource Consultant
Cliff Cummings, Toyota of San Bernardino

CORRESPONDENTS AND COLUMNISTS
Francis Dalton, Mary Watson
Bill Leonard, Loren Linscheid
Monica Wolff, Laura Brown
Carolee Bonds, Donna Caruso

STAFF
Administrative Ass. - Charle Foster
Compliance - Colleen M. Prevos

Business Journal!

Inland Empire Business Journal

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The Tram offers a complete banquet and meeting amenities, including video conferencing with spectacular views of the San Jacinto State Park, Wilderness Area.

This June in the Inland Empire Business Journal!

Motivating the Unmotivated
Learn the methods being used to motivate each of your subordinates. The secret is to package what you want from each individual in a way that makes them want to deliver for you. There are seven different individual work styles—and each work style is treated differently...

Tourism: $53 Million Business in the Temecula Valley
Tourism in 2006 pumped more than a half a billion dollars into the Temecula Valley economy, and is responsible for more than 6,000 jobs in the region. The recent report shows that tourism and recreation play a much more vital role in Temecula’s regional economy than previously thought...

5 Dozen Ways to Become an “On-Purpose” Leader
Leadership is all about the followers. A Contagious Leader is the guide on the side, not the sage on the stage. Monica Wofford lists steps you can learn from in order to be an “On-Purpose” leader...

Stop Satisfying Your Customers. Start Going Above and Beyond Their Expectations
The days when companies simply needed to meet customers’ needs to succeed in business are over. Customers are more and more demanding, and the merely satisfied customer is not necessarily going to be a loyal customer...

Appreciate Your Employees Today and Every Day: The Keys to a Happier, More Productive Staff
It’s important to show your employees how much you value them and their contributions—no matter how large or small—to the business. Daisy Saunders lists many tips that you can implement in your office today...

This June in the Inland Empire Business Journal!

News and Features

Columns

Close Up
Real Estate Notes
Investments and Finance
Managing
Commentary
Corporate Profile
Leadership
The Lists: Top Savings & Loans and Federal Savings Banks
Top Health Care Medical/Clinical Groups in the Inland Empire
Inland Empire Motorcycle Dealers
Hospitals Serving the Inland Empire
Executive Notes
Sales
Manager’s Bookshelf
Restaurant Review
Motivation
New Business Lists: County of San Bernardino: County of San Bernardino: County of San Bernardino
Executive Time Out

INDEX

June 2007

Keep

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7 Nights a Week”

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real estate notes

For the second consecutive year, Inc. magazine named San Bernardino County Inland Southern California region the fifth hottest boomtown in the country, based on its strong metropolitan areas. The magazine also ranked the region number one in California. In recent years, the strength and continued growth of San Bernardino County has grown into a nearly $100 billion city, placing it among the top 50 nations. It’s also among the nation’s leading investment and development markets, indicating the region is still on the rise despite the remarkable economic progress of the past decade.

The following are some of the latest real estate activities in the Inland Empire.

H. G. Fontana Investment Company (FICO), RDP Development and DWO Enterprises have joined forces in an effort to redevelop a 210,000-sq.-ft. mixed-use development in Chino Hills. FICO has purchased for $1.8 million and is in the process of repositioning the property into mixed-use space. The clear height, typical column spacing of 60 x 52 bay sizes, 40 truck doors and 65 concrete truck aprons for the convenient manpower of the trailers. Generous vehicular parking of 223 spaces together with on-site trailer parking has also been constructed at the new location. The building features two floors, 25 office suites, and a variety of office and retail spaces.

The development is located on Pomona Rimrock Road and offers a variety of office and retail spaces.

The project will be handled by Roger Rhodes, Jeff White and Mike Arens of Grubb & Ellis. The project is valued at $16 million ($211,500). The deal is a joint venture between CIP Real Estate and Guggenheim Real Estate, which collectively own our three existing Class “A” office buildings on the premier Empire Towns office campus. Empire Towns IV, originally constructed in December, 2003, is a three-story building located at 3900 Concours, at the southeast corner of Inland Empire Blvd. and Mercedes Avenue in a site at the interchange of I-10 and 60 Freeway and is anchored by National General Insurance Co., Citizens Casualty Co., W. O’Neill Construction Co., Rabobank, and National University. The building is managed by the CIP and governed by an affiliate of Lord Baltimore Properties... The Hileman Company, in a joint venture with a local investor, has acquired a Class A multi-tenant office campus in Ontario from The Toren Group for $52 million. The project, located within the Center Court at Development Avenue and Gussi Road consists of two fully leased office buildings: University Plaza & Sterling Center, totaling 175,000 sq. ft. (297,166), plus nearly 80,000 sq. ft. of townhouses; this office campus, which is currently completing a $20 million, 50,000 sq. ft. mixed-use project in nearby Rancho Cucamonga, will invest significant capital to rebrand the property and market its new acquisition to commercial space that is in a First Phase of Montery Marketplace, a 54-acre retail development in Rancho Mirage. The development site is located just west of the existing Monterey Marketplace, south of Dinah Shore Dr. and west of Monterey Blvd, off I-10. The project is shadow-anchored by PGA West, with a Future Phase of 160,000 sq. ft. and a 16-screen Regal Theater. Inland Mortgage Capital Corporation has funded a 15-month first mortgage loan for 100 per cent of total project cost. At clos...
Queen... continued from page 6
of her new men in blue. As for fire and emergency, new sta-
ton on Ayala, just south of the new 210, is already up and run-
ing, serving the north end.
Police, fire, paramedics and public works are now creating a
new bond in order to work, the mayor tells us, "as a team." This
teamwork, she believes, makes each branch stronger and better
able to serve the people.
Was the city had tough
times?
Yes, she agrees, "... but over all
it has been for the best." She
believes that her city is lucky
not having the contention that
Rancho Cucamonga has with the
city conflict with police and
fire.
"The citizens don't want this
stuff going on," she says. "They
want to see the departments
working together so that they
can provide better service."
In her nearly seven years in
office she has never heard a
complaint about the fire and
paramedic teams.
"They love them," she adds.
As for the police, then Chief
Stark told us that four daily
newspapers, all of which over-
lapped in Rialto and all of which
were competing for readership,
generated much of the bad
news. The mayor agrees. There
have been problems but it was
never as bad as some people need
it to sound. And she adds that
the city has gone past all of that
and is moving ahead.
As for downtown Rialto,
along Riverside, the mayor rec-
ognizes that it still needs clean-
ing up but she described for us
her vision of couples walking
together some evening towards
the Dairy Queen. One can only
presume that Mayor Vargas is
either a romantic or she has a
sweet tooth.
She was a member of the
Rialto City Council for a year
before the opportunity came up
to run for mayor. Her seven
children told her that if she could
raise a family that large, she
could run the city.
She tells us, "I am so proud to
be the mayor of Rialto. I have an
open door for everyone who
wants to come and talk with me.
I'm as friendly as I can be, except
that I have a title."
That title is "mayor." We just
added the Renaissance Queen
thing.

Training... continued from page 1
California employers, and targets
firms threatened by out-of-state
and international competition.
Since its inception in 1983, the
E TP program has provided over
$1 billion to train more than
660,000 workers in over 65,000
California companies. Employers
match training funds awarded
through E TP contracts, making
these projects true public-private
partnerships.
To view copies of the proposals
considered by the panel at its most
recent meeting, visit the E TP
Website http://www.etp.ca.gov.
For more information about the
E TP program, please visit
www.etp.ca.gov or call 916-327-
5241.

This Holiday Season, Give The Gift Of A Smile.

Today, millions of children in developing countries are suffering with cleft lip and
 palate. Groomed to a lifetime of malnutrition, shame and isolation.
The good news is that virtually all of these children can be helped. This is
the mission of The Smile Train. We empower local surgeons to provide this
demanding free cleft surgery which takes as little as 45 minutes and costs as
little as $250. It gives desperate children not just a new smile — but a new life.

100% of your donation goes toward programs — 0% goes toward overhead.

Make check out to "The Smile Train."

This holiday season, give the gift of a smile.

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Motivating the Unmotivated

by Francie Dalton

If you’re frustrated in your efforts to elicit the best from each of your subordinates, then it’s not that they’re not motivated, but that the wrong methods are being used to motivate them.

There are several reasons why you want from each individual in a way that makes them want to deliver their best. There are classic work styles, each of which is motivated differently: Commanders, who need control; Druggers, who need flexibility; Attackers, who need respect; Pleasers, who need to be liked; Performers, who need recognition; Avoiders, who need security; and Analyticals, who need certainty. Now here’s how to use this knowledge to better motivate your staff.

Commanders: Results-oriented, aloof, booby and not terribly tactful, Commanders need to be in a position to take initiative. Delegate substantive assignments to them, and employ a hands-off management style. Articulate the desired results clearly, give them enough freedom to let them figure out the “how to’s.” To motivate the Commander, link what you want them to do to how doing so will improve order, control, or results. Most importantly, understand that the Commander wants to be valued and validated for their ability to overcome obstacles, to implement, and to achieve results.

Attackers: Angry and hostile, cynical and grouchy, Attackers are often the most demoralizing influence in the workplace. They can be critical of others in public, and often communicate using demeaning, condescending tones or biting sarcasm. Attackers view themselves as superior to other and often feel threatened and a bit of a moose for others. Granted, these folks aren’t exactly the most lovable of employees, but do you need to be able to motivate them effectively. Start by identifying what they’re really good at, and then put them in positions of using or imparting that knowledge in ways that don’t require them to be critical of others. Value and validate the Attacker for their ability to take on the ugly, unpopular assignments. This one’s not points to touch, and for their ability to work for long periods of time in isolation.

Pleasers: Thoughtful, pleasant and helpful, Pleasers are easy to get along with. They view their work as helping family and friends, and have a high need for socialization at work. Unable to handle conflict, Pleasers can’t say “no” to the requests of others, developing instant migraines or stomach problems to escape the chant of negativity. Motivating Pleasers is pretty simple and direct - just let them know how doing whatever it is you ask will make you happy. The more difficult thing is to manage their tendency to sub-consciously demand even more, valuing and validating your Avoider for their reliability, for their meticulous attention to your instructions, and for getting the job done right the first time, every time.

Analyticals: Cautious, precise and diligent, Analyticals require the personalization of procrastination. This sometimes incapacitates them in times of urgency. Their ability to multitask mentally results in poor eye contact and flat interaction. They scrutinize the ideas of others, and anticipate all that might go wrong, which creates an inaccurate impression that they’re negative. They’re ill at ease socially and prefer that all communications be written or electronic - not in person. Motivating the Analytical requires that you link recognition and other incentives, such as high-profile assignments to your improved teamwork. Value and validate your Performer for their ability to establish new relationships, and for their persuasive and public speaking skills.

Avoiders: Quiet and reserved, Avoiders are the wallflowers of the workplace. They create warm, cozy nest-like environments and prefer to work alone. They fear taking initiative, and they need increased responsibilities because of the attendant visibility and accountability. They’ll do precisely what they’re told - no more, it’s true, but no less either. Avoiders will sacrifice money, position, growth and new opportunities for the safety of status quo. Motivating the Avoider requires that you always provide detailed instructions, in which the Avoider will find safety, and don’t expect to be successful in pushing this fear-basedAvoider toward increased responsibility.

Performers: Witty and charming, jovial and entertaining, Performers are often the most popular personality in the workplace. They’re the first to volunteer in public venues, and the last to deliver on their promises. Performers can often be charming, but also condescending, which creates an inaccurate impression that they’re negative. They’re ill at ease socially and prefer that all communications be written or electronic - not in person. Motivating the Performer requires that you link recognition and other incentives, such as high-profile assignments to your improved teamwork. Value and validate your Performer for their ability to establish new relationships, and for their persuasive and public speaking skills.

Motivating the Unmotivated

A brave warrior lost his life on the mean streets of the Island Empire last month. That soul was my old Palm Pilot, the Tungsten T3. It slipped out of my case and clicked to the pavement. Even as its work was ending, it struggled bravely, trying to get information into some readable form in its badly damaged screen. Alas, it failed.

Fortunately I not only write the articles, I read them. Thus I had already backed up all of my material.

At this point you should understand that the basic Palm device holds your calendar as you enter events into it. Birthdays, lunch appointments, and when the next Harry Potter movie is coming out. Whatever you put into the calendar is there to remind you when the time comes. The Tungsten T3, however, even when the phone numbers you may enter into the contact function. If you get in when you first acquire target, you can no longer go to those scrap of paper that you first wrote them on. Even contacts you made years ago are still in there, in alphabetical order, by either last name or by company name. What the desktop calls “To Do’s” is now listed as “Tasks.”

Click on a name and the default word “Call” will be added to their name on the date the task is due. On the desktop it also defaults a hot-link to the contact page for that person. Thus if you click on William J. Anthony, it will go to the page that tells me he is publisher of the Island Empire Business Journal. (I should have remembered.)

There are also the notes, lists of phone numbers, and other features that your kid’s size or favorite recording artists, telephone numbers, your kid’s size or favorite recording artists, telephone numbers, your kid’s size or favorite recording artists, telephone numbers, your kid’s size or favorite recording artists. Telephone numbers. If you have your child’s size or favorite recording artists, telephone numbers, your child’s size or favorite recording artists, telephone numbers, your child’s size or favorite recording artists, telephone numbers, your child’s size or favorite recording artists, telephone numbers, your child’s size or favorite recording artists, telephone numbers, your child’s size or favorite recording artists, telephone numbers, your child’s size or favorite recording artists, telephone numbers, your child’s size or favorite recording artists, telephone numbers, your child’s size or favorite recording artists.

There are also important numbers that you can never forget, like the number you write in, stays in.

Memos are important numbers that you can scribble on the screen on the fly. Losing all of this information is like losing your nine-teenth century equivalent the day planner.

In search of a replacement I tried the new Treo 700. You may remember the Treo 200, which was actually a Treo 500 at some time ago and was not satisfied with the many people have units like this or its cousins, the BlackBerry and other single- and multi-functional devices.

One thing I noticed was the need to operate the 700 on a touch screen. There is, I found out, a second version of the 700 that runs the Palm Desktop programs with a ‘‘cross-platform.’’ That means that Mac users can run it as well.

There is also the expense news. Yes, you can get CNN news, The Weather Channel or ESPN Sports highlights, but there are additional subscription charges.

Besides, call me old-fashioned but, even if I look like I don’t want music, I prefer the utility bell look. I want a cell phone that makes me calls. I want my iPod to play music and I want my Palm Desktop to VADe (Virtual Assistant Digital Assistant). If any one of those goes bad, the others can still do their jobs.

Thus I found to find the Palm TX.

The TX is the direct descendant of the late lamented T3. But it has one very unique addition. It can connect to the Web. Understand please, if I am going to surf the Web or download tunes, I will go to my desktop. But to check e-mails on the fly, or get scores and standings of my beloved Cleveland Indians, this is what I need.

This also means that I can sit in my favorite cigar club or one of those ubiquitous coffee shops and check to see whose looking for me. You may say this point why I don’t go back to the office, but I like to fall back on the phone as well. Thomas Drucker, of the Claremont Institute, who said that the fax, the phone and the modem are the office of today. It used to be that any place I hung my hat was home. Now, any place where I can log on is work.

Even the e-mail function is not perfect. It works like a charm sometimes but is not convenient to my way of doing things. The TX does have to do with the availability of decent Wi-Fi signals out there.

As for the lost information forever, I had the thought that this all sync’d the desktop into the new TX just fine. So did most of my third party problems like my invaluable solitary game and other electronic folly that I have acquired.

I did have to purchase a new sync-charge-cradle. The old one is not compatible. It was worth it.

All I need now is a belt clip holder for the new Palm TX so it doesn’t crash to the ground like the old T3. I only hope this new one can serve me as well and as long as my noble predecessor.
California State Senator
Bob Dutton Comments:

As many of you know, Governor Schwarzenegger released his revised budget for the 2007-08 fiscal year that begins July 1. With the release of the revised budget, negotia­
tions support will continue to hope that we will present the people of California an on-time budget before July 1.

The revised budget doesn’t go through the budget line by line but I’m glad to see that the gov­
ernor has dropped his spending from the January budget that may help us with a spending plan that doesn’t raise taxes on the hard working people of California.

There are some areas of concern and it again has to do with the state’s tendency to spend more money than it receives. The revised budget indicates revenues will be down nearly $500 million when compared to the governor’s original spending plan.

I’m sure that in January, revenues to the governor’s original fund are still projected to top $100 billion for 2007-08 and that over $2 billion more than when the governor took office nearly four years ago. So it’s clear to me that this state doesn’t have a problem generating revenues.

The bad news is despite lower revenue expectations, the governor’s budget proposes spending more than last year and increases spending by over $1.5 billion more than compared to the January budget.

It’s clear to me that with more projected spending and less anticipated revenue, we are going to have to make some tough choices to balance this budget or we will continue to be dozed by the fiscal crisis that has hung over the state for too many years.

I’d also point out that school spending in this budget increased to $57.6 billion, up from $56.8 billion despite state­
taxes that may help us in budgeting efforts.

However, the federal stimulus package is unlike any other, and I believe the state government needs to continue to pressure Congress to provide more funds that are specifically designated for California’s schools.

I am surprised by the gover­
nor’s proposal to privatize the state’s lottery. While that prop­
osal doesn’t have any impact on current this budget cycle, it’s the kind of out-of-the-box thinking that may help us manage our on-going budget deficits.

For this year, however, it seems we will continue down that road where we are spending more than we are taking in — by more than $2.5 billion according to the governor’s own numbers. In order to balance the budget we must control spending and there is no better time to do that than now!

Take the Budget Challenge

As we begin budget negotia­tions for the 2007-08 fiscal year in earnest, I’d like to invite anyone interested to take the California Budget Challenge. Last year in the district of San Diego County, District 7 took the Budget Challenge than anywhere else in the state.

This nonpartisan group has put together an excellent education tool that gives Californians a chance to try their hand at bal­
ancing the state budget. The online version challenges users to set priorities for the next five years by creating a budget that reflects their values and vision for the state’s future.

Those interested in taking the California Budget Challenge can visit www.next70.org.

From WWII until the 90s, Southern California lived well off of government, especially milita­
cy contract work. Names like General Dynamics, Lockheed and Rockwell appeared on pay­
check throughout the Inland Empire.

Those days are gone, as there are many military bases and defense contractors who have moved to other areas. Even live in

There are also any number of private or independent non­
profit organizations, which have dedicated themselves to helping those in need.

These noble operations should have only the best of intentions and only the most dedicated of people working for them.

If only.

I can tell, right here in the Inland Empire, waste, mis­
management and ego run rampant.

There are hundreds thousand­dollar-a-year directors who don’t come to work. Some don’t even live in this state! They’re paid by for a few days, upset the operating apple carts and then leave a cloud of chaos behind.

Another local charity, part of a respected national organiza­tion with a specific policy against nepotism, has a young man whose mother runs the HR department. Thus he never works. He actually tells people that he runs his warehouse from the office.

In his one is also one of a number of groups who, upon finding that some generous dis­
tribution center has donated pallets of unclaimed food he refuse to accept the merchandise, and then trashes it. That’s if he’s willing to take the time out of his day to even pick up the load.

It’s easier that inventorying, I guess.

If Americans, as it has been said, have the most expensive garbage, what can we say about such groups who toss out hundreds of shoes simply because they don’t want to check them over?

Some organizations are funded by the city, county or state on a per client basis. Thus they allow the people they work with to get away with anything short of capital crimes. Theft, sexual harassment, malinger­
ing are all tolerated because sending their people home will cost them money. These same groups are not afraid to charge these same clients up to a $1 for a candy bar.

Many of these organizations employ fund-raisers whose job is to collect those restaurant coupons and shoes and cash donations. These people have expressed their frustrations to me because they are the frontline for the needy. They expect that what they bring in will actu­
ally do some good.

I have spoken to members of the board of some of these groups who say nothing about the offenses because the directors are painting rosy pic­tures for them. I have spoken to elected officials who are supposed to fund these groups but simply haven’t a clue as to what is being done with the taxpayers’ money.

I have spoken to middle man­
agement people in these groups who will give officers a dressing­
down for public consump­tion and then ignore the continu­
ing offenses. (Wink-wink.)

Those who are sucking the system dry, either by fat salaries that they don’t earn, or jobs that they are simply too lazy to do, are of no help at all for those who are supposed to be helping, and they also are wasting the donations and the heartfelt for­
care.

I continued on page 38
Tourism in 2006 pumped more than a half a billion dollars into the Temecula Valley economy and is responsible for more than 6,000 jobs in the region, according to a benchmark economic study completed by the Temecula Valley Convention & Visitors Bureau and City of Temecula.

The study, conducted by Dean Runyan Associates of Portland, estimated that visitor spending in the Temecula Valley in 2006 reached $537.7 million, a four-fold increase from $131.2 million six years earlier. The 36-page report attributed the dramatic growth in large part to the soaring popularity of Temecula’s Wine Country and to expansions at Pechanga Resort & Casino.

“This report clearly shows that tourism and recreation play a much more vital role in Temecula’s regional economy than previously thought,” said Kimberly Adams, executive director of the Temecula Valley Convention & Visitors Bureau. “That’s why it is so important that we continue to get the message out about Wine Country, Pechanga and the many special events in our area to the estimated 25 million people who live in Southern California and the thousands of business travelers who flock to the region each year.”

Other study highlights:
- One out of nine employees in Temecula work in hospitality and leisure services.
- Temecula captured $1 of every $10 spent by visitors in Riverside County in 2005.
- The Temecula Valley attracted nearly 2.2 million visitors in 2006.
- Each visitor spent about $245 a day ($352 per party) while in Temecula.
- Tourism supports an estimated 6,520 jobs in Temecula.
- Travel spending resulted in $186.3 million in income to Temecula businesses and workers.
- Tourism-related spending created $5.2 million in local taxes and $15.9 million in state taxes.
- Hotel room sales reached about $40 million in 2006.
- Temecula now accounts for 4 percent of Riverside County’s transient occupancy tax (TOT) receipts, double what it was in the mid-1990s.

The robust growth of TOT revenue, even in the face of a post-September 2001 travel slump, showed that tourism is exceptionally strong in the Temecula Valley.

“No local industry could show the same level of revenue and employment growth from 2000 to 2006,” said Dean Runyan, president and founder of Dean Runyan Associates. “It’s even accelerated over the last couple of years.”

The key to continued growth will be how well the region nurtures Wine Country - one of its biggest assets, he said.

People can go elsewhere for casinos but they cannot go somewhere else for this wine experience,” he said.

Earlier this year the bureau approved a marketing plan that is projected to boost revenue at area hotels and motels by at least $4.7 million over the next five years. The projection was part of an 84-page report put together by Strategic Marketing Group of South Lake Tahoe that will serve as the blueprint for the bureau’s efforts to brand and market the Temecula Valley.

The Temecula Valley Visitors & Convention Bureau, formed two years ago, is a non-profit organization whose mission is to stimulate economic growth and tourism by promoting the Temecula Valley as a premier destination to meeting planners, tour operators and leisure travelers.

The bureau is the first in Inland Southern California to use marketing assessment fees rather than taxpayer money to market the region.

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- Golf Courses
- Substance Abuse Programs
- Largest Banks
- Largest Hotels
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Loma Linda University Medical Center Partners With New Murrieta Physicians Hospital

Loma Linda University Medical Center, one of the nation’s leading teaching and research hospitals, has agreed in principle to pursue a joint venture with Physicians Hospital of Murrieta, LLC, for a $200 million full-service, physician-owned hospital that will span two counties.

The 106-bed, state-of-the-art hospital and medical office buildings will be located near the Clinton Keith Road intersection on the 215 Freeway.

"Loma Linda University Medical Center is pleased to work with Physicians Hospital of Murrieta, LLC, to extend our mission of providing quality health care services to a wider Baja California community," said Ruthia L. Fike, chief executive officer for Loma Linda University Medical Center.

LLUMC operates some of the largest clinical programs in the nation in neonatal care and is recognized as the international leader in heart transplantation and proton treatment for cancer. LLUMC is the only Level I Regional Trauma Center in the Inland Empire, serving a population base of approximately 3,000,000 residents. Loma Linda has over 50,000 emergency room visits a year and admits more than 33,000 inpatients.

The pioneering joint venture will ensure easy access to world-class medical care for the hundreds of thousands of residents of Riverside and San Diego counties, which stretches from Temecula to Murrieta to Lake Elsinore to Perris and Menifee.

Loma Linda University Medical Center will offer general, acute-care services and medical specialties including obstetrics, pediatrics, and cardiovascular care and will be a full-service, physician-owned hospital, which will provide complete emergency room care, will be joined by two 120,000-square-foot medical buildings, which will house specialists and encourage other doctors to open new medical practices in the community.

"Our communities deserve to have access to exceptional health care services and technology right here in our area, near their downtowns and families without having to travel hours to an outlying facility," said Dr. John Piconi, a retired local physician who is leading the physician’s investor group. "This partnership ensures that the medical needs of the community will be met in a more effective and quality manner by affiliating with a academic major medical center.

The physicians investor group includes 70 board-certified doctors who have been providing quality medical care to patients in Southwest Riverside County for years. In addition, Surgical Development Partners, Nashville, Tennessee-based hospital developer, is a partner in the project. The company has a long history of helping physicians construct and manage healthcare facilities to meet their communities’ needs.

Approval for the project is pending from the Office of Statewide Health Planning and Development and City of Murrieta.

Piconi expects construction to begin in early 2008 with completion scheduled two years later.

COMMUNITY VALLEY BANK (IN ORGANIZATION) ANNOUNCES SERIES OF COMMUNITY RECEPTIONS FOR PUBLIC TO MEET BANKING TEAM AND ORGANIZERS

For almost two years, a group of local businesses and community leaders have been working to organize the Imperial Valley's first new community bank in over 25 years. At opening, Community Valley Bank will be the region’s only locally owned and headquartered bank.

The organizers, board of directors and management team of Community Valley Bank (in organization) are excited to announce a series of five community receptions to meet businesspeople and members of the community. The receptions will be attended by many of the members of the bank’s directors and organizers of the bank, which include business and community leaders from throughout the county. All of the receptions are open to the public.

Tom Topuzes, chairman of the board states, "These receptions give everyone in the Imperial Valley the opportunity to tell us what we can do to help their businesses and make their financial dreams come true. We are extremely excited to have this unique opportunity to learn what we can do to make the services the community would like to have prior to opening.

Bob Hahn, president and chief executive officer of Community Valley Bank, says, "In my 30-year career in community banking, this is the first time I have been part of a team that is taking the time to learn about what products and services mean to the most members of a region before opening."

The following is the reception schedule:

- Tuesday June 5, 2007 El Centro
- Wednesday June 6, 2007 Coachella
- Thursday June 7, 2007 Cathedral City
- Friday June 8, 2007 Indio
- Saturday June 9, 2007 Brawley

Kudos to Assemblyman Michael Duvall (R-Chula Vista) for holding the Department of Education’s feet to the fire. The San Diego Union-Tribune report that Duvall has been pressing the department for details how they are paying for the attorneys that he found to be prevailing against a department whistle blower. The department says $4 million has been set aside just to pay for private attorneys to defend the department and former Superintendent of Public Instruction Delaine Eastin. The story is as follows:

Lawmaker questions education department's pursuit of lawsuits

By JULIET WILLIAMS

Associated Press Writer

SACRAMENTO - The state Department of Education finds itself in the hot seat as it is preparing to defend itself and the former superintendent in a class action lawsuit. Duvall, Rorida Linda, to question who is authorizing the case to continue and where the money is coming from to pay for it.

At a committee hearing last week, he asked one of school Districts' lawyers, who is a member to report on the legal costs of defending the department. He also wanted to know why the department was appealing again, as one of the attorneys has indicated. Duvall expressed frustration when he had not heard back from the department by this week's meeting, held Tuesday. "I figure that when an Assembly member asks you for some information in a public hearing, that they would take it a little more seriously," he said later. "I'm not going to let this go. It's very important to me."

McLean, also a spokesman for O'Connell, said Wednesday that the department had agreed to pay more than $3 million to the U.S. Department of Education. He said she initially contacted with the private attorneys that she could be held personally liable. She told them that the department had not uncovered the fraud and suffered no harm.

"She called the ongoing case "pathetic."

"It's the most unfair abuse of the system I've ever seen," said Eastin, who is now a visiting professor of education at Mills College in Oakland. "It really is taking money away from children to give to a guy who's really no more entitled to it than a man in the street."

She defended the legal fees paid to date. The costs are necessary to pursue the case aggressively to prevent a bad precedent if Lindberg were allowed to collect a large judgment to which he is not entitled, she said. The state has said that Lindberg has argued that亏损er suffered from pre-existing medical problems and other stresses, and deny that he was the one who alerted high-level officials to the fraud.

The 2002 jury found Eastin "acting negligently" when she hired Lindberg, a 20-year department employee, and held her personally liable for nearly $1.4 million in fraud damages and $150,000 in punitive damages.

The department appealed. The California District Court of Appeal upheld the finding of fraud, but reversed the damage award, which was retried last month in San Bernardino County. That trial led to last month's $7.6 million verdict.

Lindberg’s attorney, Garson Gabriel, concedes he offered to settle the case several times, including before it went to trial, but was rebuffed by attorneys for the state.

McLean said attorneys have a record of only one settlement discussion, but they believed their client was told and winnable at the time.

Still, the department has continued to set aside hundreds of dollars, mostly to pay bills from the Sacramento law firm Stevens & O’Connell, which charges the state a discounted rate of $335 per hour. The law firm partner is in no relation to the current school superintendent.

The state’s lead attorney in the case, David Chait, said he agreed with state education officials that the case was worth continued on page 38
LEADERSHIP

5 Dozen Ways to Become an “On-Purpose” Leader

by Monica Wofford

What you do as a leader is extremely important. Why? Because you are contagious! Leaders have an attitude that others want to catch. Leaders have a charisma that others want to catch. They have skills that others want to rub off on them and on and on and on. So what you do, more so than what you say, rubs off on those that follow your leadership abilities. And since the one critical thing one has to have in order to be a leader is...well, you guessed it, FOLLOWERS, then let’s keep the focus on those folks and make sure that as leaders we are doing what makes the most difference to them. After all, leadership is all about the followers!

Just think, what would you be if you had a great many leadership skills that made you tremendously effective, but no followers? Well, if I am thinking straight here, you would be incredibly skilled standing out there all by your lonesome. Not exactly how we picture a leader. A Contagious Leader is the guide on the side, not the sage on the stage and that is what any number of these steps will help you to achieve!

1. Call employees “those that work WITH you.”
2. Stop calling employees “my employees,” “my people.”
3. Set goals with others.
4. Teach others to write his (or her) own goals down.
5. Ensure goals are measurable.
6. Create goals that are both realistic and unrealistic.
7. Hire the right people for the right jobs.
8. Encourage mentors at all levels.
9. Provide value to someone before you need value from them.
10. Be genuinely interested in the needs of others.
11. Have sincere desire, authenticity, and integrity in what you do or you will fail.
12. Know that all endeavors will not be easy and will not happen the way you wish.
13. Recognize that all followers will not agree with “or be on board” with what you want.
14. Allow for the opinions and ideas of others in all matters.
15. Find the leaders on the team you lead that have no leadership title.
16. Cultivate the natural gifts, skills, and abilities of those individuals.
17. Inluse a need to grow by teaching, rather than giving, the answers.
18. Allow for errors and mistakes at many levels.
19. Inspire persistence even after the first, second, and third rejection of an attempt.
20. Keep a cool head even in times when the world is falling apart.
21. Avoid engaging emotions until all angles have been examined.
22. Communicate assertively, but not in an overpowering fashion when issues are heated.
23. Remember that your body continues talking long after your lips stop moving.
24. Adhere to the ratio that you have two ears and a mouth and use them proportionately.
25. Seek input from those closer to a problem than you are.
26. Be interested in the growth of others even more than the others are at times.
27. Listen to the grapevine often and regularly.
28. Build support with someone by finding overlapping frames and reference.
29. Fuss over others’ events, achievements, families, and friends.
30. Be entertaining, humorous, or at the very least, fun to be around.
31. Engage serious behavior on serious subjects when necessary.
32. Communicate with others in a language that they understand.
33. Avoid assuming that your communication or personality is the one everyone else has.
34. Inspire creativity.
35. Promote impromptu brainstorming sessions with the leader present.
36. Engage in active learning every day.
37. Encourage all those you lead to have and or get a LIP.
38. Reinforce the idea that work and life must be balanced or both will be out of whack.
39. Share your expectations clearly and consistently and long after your lips stop moving.
40. Give yourself permission to leave things undone.
41. Let go of needing to be perfect.
42. Let go of needing every one else to be perfect.
43. Reclaim the need to always have others like you.
44. Recognize those who perform their job consistently day in and day out.
45. Learn the different types of recognition: public, private, tangible, and intangible.
46. Avoid giving a public person private recognition; they will see little or no value in it.
47. Share kudos and praise in public, yet discipline and reprimand in private.
48. Give tangible people stuff they can feel, hold, and hang on to.
49. Be spontaneous, as well as scheduled in your recognition efforts.
50. Spend most of your time with those who are performing the way you have asked.
51. Observe what people do for others to learn what they would like done for them.
52. Focus on the end result: Motivation for performance.
53. Remember that money does not motivate for the long term and becomes expected.

continued on page 27
Cell Phone Charges Are Forever

We all know that there are limitations on your liability if your credit card is stolen. So there must be a similar limit if someone steals your cell phone and begins calling China, right? Wrong. Jill found out the hard way:

Dear Boxy,

I thought that I had misplaced my cell phone several months ago. It has happened before, so I did not go through the hassle of reporting it lost. The only difference was that it did not turn up this time. Apparently, someone had stolen it and now the cell phone company is trying to hold me liable for $6,323 in calls I never made.

There must be some kind of cap on the amount of my liability, but I cannot find anything of the sort in my original contract.

What can I do?

Jill, Victorville, CA

Dear Jill,

A cell phone contract is a financial agreement, and the terms and conditions of the agreement are interpreted according to state contract law. There probably should be some kind of cap, but there is not one presently. So many people, including myself, find that astonishing. You can review your service agreement to see whether or not there is a provision making you liable for all calls made if the cell phone is lost or stolen, but you are probably still liable for the telephone calls even if there is not an express provision. Furthermore, I am unaware of any cell phone insurance plan that protects against wrongful charges from a stolen telephone.

Some cell phone companies will work with you if you go through the fraud process, you remain a customer and you have a police report number, but others are really hard-nosed about it. Cingular made headlines for telling one woman to file bankruptcy due to a $26,000 bill from charges made when her telephone was stolen while she was on vacation.

Basically, your cell phone is like a credit card, only the product that you can purchase is limited to telephone calls. Unlike a credit card, there are frequently no statutory limits on your liability for a stolen cell phone or calls made without your permission.

The lesson is to guard your cell phone with as much diligence as you do your credit cards. There are several things you can do to limit your exposure.

Protect your cell phone by using the "password" or "lock" feature. Most cell phones have this option. Although the password or lock can be circumvented by knowledgeable thieves, it is generally too difficult for most of them. Also, a telephone that is locked cannot be readily sold if stolen.

Another good idea is to limit your cell phone account by asking your cell phone company to block any international calls. The big charges frequently come from calls made out of the country.

If you are going away on vacation, make certain to put your cell phone in a safe place. Better yet, take the SIM card out and hide it in a separate place. The huge bills that have made headlines have involved people who were careless with their cell phone when they went on vacation.

Common sense also demands that you do not leave your cell phone in your car and in plain view of a thief if you are going to the market. Ditto if you step away from your desk at work. That is just asking for trouble.

One other idea is to consider a pre-paid cell phone. This is a good option for parents who want their children to have a cell phone.

By the way, you should note that the entire event helped to raise money for several area charities, including the Unfortunates, The Simpsons and the San Antonio Community Hospital Foundation. Bon Appetite.

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sell-out...

continued from page 15
both in Washington and, with a whirlwind tour of individual states, and is available for talk shows and interviews on the topic of the vital importance of putting border security first in the new Senate immigration reform measure.

The bill is being criticized from every direction including the Munizeten, U.S. Border Patrol, labor unions, Hispanic groups, Presidential candidates and even many politicians.

The bill is not even completely written and now the Senate, feeling the heat, puts off final action on the deal until June trying to stop any opposition from making changes to the incomplete legislation.

Millions of Americans are demanding real border security, while our President, Chertoff and the U.S. Commerce Secretary join with open border lobbyists and liberal senators to cut deals in a smoke-filled back room and give BLANKET AMENITY to 12 million illegal alien intruders!

Kennedy says President Bush will sign the bill. While McCain keeps his hands open margin from the GOP rank-and-file on the White House campaign trail, he’s behind Ted Kennedy all the way on the illegal alien AMENITY SELL-OUT.

Add Arlen Specter as a RINO leader helping Dems and President Bush push forward an “immigration overhaul” that would grant IMMEDIATE legal status or AMENITY to virtually all 12 million illegal aliens confirmed to be already in the U.S.—plus countless more to come through on this new welcome mat—and border security is an empty promise!

The battle is on in Senate! “Secure the Border First” is the issue. Do not let this important national security debate in Washington become instead an “AMENITY-TEST” with the security of our nation hijacked by alien gangs and derailed with Z-cards. The Amnesty-Bill reportedly calls for security measures to be promised, enacted and enacted over the next 18 months, and 350 miles of border fence and cameras to be authorized. Similar promises have been made before, but never followed through on with real enactment.

Minuteman Civil Defense Corps says we need ENFORCEMENT FIRST NO AMENITY FOR LAWBREAKERS! DO NOT HAND OUT ID CARDS to illegals until the border is secured! SAY NO TO LEGAL ALIEN AMENITY and YES TO BORDER SECURITY FIRST.

Senators Cornyn and DeMint walk away from the sell-out! Well, at least SOME folks have a good head on their shoulders! It looks like Sen. John Cornyn doesn’t want anything to do with the President’s deal to grant amnesty to millions of illegal aliens, and neither does Sen. Jim DeMint.

Sen. Jim DeMint (R-SC):

“This rewards people who broke the law with permanent legal status continued on page 15”
**Top Health Care Medical Clinics/Groups in The Inland Empire**

<table>
<thead>
<tr>
<th>Medical Group</th>
<th># of Physicians</th>
<th>Employed/Contracted</th>
<th>Organization (HPA/CA: PRA)</th>
<th>Total Employees</th>
<th>Year Founded</th>
<th>Percentage of Prepared Patients</th>
<th>Urgent Care Services</th>
<th>Nat. Accrediting Organization</th>
<th>Specialty Group</th>
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<td>1982</td>
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<td>Sandra Ivery&lt;br&gt;Director</td>
<td>800-766-7333/333-0006</td>
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<td>Yes</td>
<td>Mark Kramer&lt;br&gt;Manager</td>
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<td>Yes</td>
<td>Rosemary Loreto&lt;br&gt;Manager</td>
<td>714-227-0591</td>
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**REAL ESTATE NOTES... continued from pg. 7**

...ing, the project was effectively 38 percent pre-leased and 31 percent sold, with a signed lease with DSW for 15k sq. ft. of retail space and a space contract to Plummers Furniture, who will build a 15k sq. ft. building on the site.

**Inland Empire Bucks Steady Trend by Showing Sales Gains**

Despite a March report from the California Association of Realtors, showing a statewide drop in median home sales of a little more than 8% from February 2007 in the Inland Empire sales in March were up 10.9% from the month before. Bearing out these statistics, 38 homes in the Inland Empire communities of 24-Seven at Victoria Gardens, one of the most successful lifestyle centers in Southern California—and we offer a variety of home designs that appeal to a diverse group of buyers, including first-time homeowners, young professionals, families and move-downs. He said that Victoria Gardens was a huge draw for visitors to the area, noting that before its completion there was a lack of high end amenities, retailers and restaurants in the region.

Yoder notes that homes in the Inland Empire are still an excellent value compared with L.A. and Orange County. “It’s still relatively affordable—especially being in Southern California.” According to CAR, the median home sale prices in Riverside and San Bernardino Counties was $394,370 in March as compared to the month before. The average price of a home in 24-Seven at Victoria Gardens is approximately $440,000 and $480,000 at Three-65 at Victoria Gardens.

The review provides a latest of the current real estate activity throughout the Inland Empire. It is published in a joint media effort between the Inland Empire Business Journal and Remax.com, a leading Internet real estate news site which has been covering the industry in California for over eight years. For more commercial real estate information from around California, go to remax.com.

**EXCLUSIVE NOTES**

City National Bank announced that Matthew J. Taylor has been promoted to senior vice president for the company’s Ontario Commercial Banking Services (CBS) unit. Taylor most recently was a vice president and senior relationship manager in the bank’s north Orange County CBS unit. “Michael Brandman Associates (Environmental Services) announced the recent hire of John Donnell as a senior project manager in the environmental services division of the San Bernardino office and Jeremy Kinney as senior project manager also in the San Bernardino office.”

Bank & Trust announced the opening of a new branch in Palm Desert located at the southwest corner of Calle Norte and Gerald Ford Drive in the Village at University Park. The manager of the new Palm Desert branch is Benjamin Vasquez. Vasquez is also an alumni of the Leadership Coachella Valley organization as well as a current member of the Palm Desert Chamber of Commerce.

**continued from page 18**

54. Address only areas of behavior and performance when being critical.
55. Maintain clarity on the fact that attitudes are not taught or changed without the owner’s consent.
56. Criticize someone at your own risk.
57. Micro-manage only those who need it and only until they prove that they do not.
58. Believe that people do what they get paid attention for.
59. Recognize that managers have to have a title and leaders do not.
60. You become what you think about.

Monica Wofford brings more than 17 years of experience as a business consultant and speaker to Monica Wofford International, Inc. www.monicawofford.com. (909) 882-0121.
Get Your Customers to Sell For You

By Brian Tracy

Fully 84 percent of sales in America take place as the result of word-of-mouth advertising. Some of the most important sales promotion sales activities are those that take place between customers and prospects, between friends and colleagues, in the form of advice and recommendations on what to buy, or not buy, and who to buy from.

The only way you can be among the top 10 percent of salespeople in your industry is by having your existing customers selling for you on every occasion. Because of the importance of mega-credibility in selling, your customers must be happy to open doors to new customers for you wherever they go. All top salespeople eventually reach the point where they seldom have to prospect because their customers do much of their selling for them. One important point with regard to vision, values and mission statements: be gentle with yourself. It has taken your whole life to become the person you are today. If you are like everyone else, you are not perfect. You have lots of room to grow and improve. There are many changes that you can make in your character and personality in the course of becoming the excellent human being that you aspire to. But change in your personal- ity will not come easily, and it won't come overnight.

Remember, it is only your actions if he is going to real change that other people that really demonstrate the kind of person you have become. And if you persist long enough, you will eventually shape yourself into the exact person that you have imagined.

Now, here are two things you can do immediately to put these ideas into action.

First, treat every customer as if he is going to be a great source of word-of-mouth advertising for you. Remember that every person knows about 300 other people.

Second, resolve to become better and better in your dealings with others but be gentle with yourself. Behave every day in every way the best you can and you will be sure to get results.

For more information visit PineKnotMarina.com
Stop Satisfying Your Customers: StartGoing Above and Beyond Their Expectations

By Laura Brown

Recently, Francine went to her favorite restaurant, Pesca, on the beautiful river walk in San Antonio. The staff was warm and friendly, and the food was amazing. She was being waited on by a new server who was very nice but a bit slow. After her meal she walked up and started a conversation with her. Francine told him how much she loved her restaurant and that after her last meal at Pesca, she went home and tried unsuccessfully to recreate her favorite dish on the menu. The manager then asked her for her e-mail address. To her surprise and delight, he sent the recipe. Though she didn’t ask for it, she knew she would love it.

The manager wanted to prove those extras that truly delight his customers. His approach to staying in touch with customers and listen for opportunities to meet or exceed their needs. He listens carefully for the clues that his customers give him.

He admitted that he couldn’t always find the “right” thing that would “satisfy and delight” but it was still worth a lot of time. The days when companies simply needed to keep customers and listen to them and offer opportunities are over. Customers are more and more difficult to satisfy, and the merely satisfied customer is not necessarily going to be a loyal customer. Service needs to be taken to a higher level to keep satisfying customers. Their expectations need to be exceeded. Studies have shown that when a company does that, they are far more likely to create loyal customers.

What will get a customer to remain loyal? Better yet, what will turn a loyal customer into your best source of advertising? Someone who will tell their friends and family about your products and services? Simply put, you need to exceed their expectations. The following steps will help you:

1. Satisfy your customers
   Before you even begin to try to surprise and delight, you need to make sure that you are doing a good job of satisfying your customers. Too often people rush into doing all the extras before laying the basic. Make sure that you keep your promises and provide good basic service. How can you be sure that you are doing what you need to do to simply satisfy your customer? You need to ask them. Survey your customers to see if you are providing the kind of service that your customer expects. Surveys can be really useful.
   Make sure that you make it easy for your customers to answer. Four or five questions are usually sufficient. Also leave room for comments. Often times, customers may need to tell you things that they may not be able to tell you if you get a negative comment, make sure that you follow-up with the customer and fix the problem.

2. Find out what your competitors do
   Learn everything you can about what they do and how they do it. This is perfectly acceptable to use them as a benchmark.
   Find out what your customers want
   Once you are sure that you are meeting your customer’s needs, you need to learn more about your customers. Your employees are in the best position to learn about your customers. Every time you get a chance, engage your customer in a discussion about what they want and need. If you discover something that you can do right away, do it. If you are not empowered to do what should be done, seek out a manager or owner and see if they will help you get the results.
   Make it your mission to surprise and delight
   When asked, the people who provide great customer service say that it’s their personal mission to provide great service to each and every customer. If you decide that your personal mission is to satisfy and delight each and every customer rather than “make a sale” or “reach your quota”, you will have a much higher success rate. Write out your mission statement and post it in your office, so that you are constantly reminded of how important customer service is to you.

5. Make it personal
   Although you can and should have some customer service processes and procedures for all of your customers (i.e., phone warm greeting, lettering, etc.), in order to really provide exceptional service you need to make it unique to the customer. This means that you need to listen carefully to the clues your customer gives you. Then find creative ways to give them something they may not have expected. Always listen to your customer’s tone of voice and watch their body language to make sure you are properly gauging their reaction.
   When you hear the words “surprise and delight”, is the first thing you think, “Okay, what’s an employee going to do?” Do you assume that the only way to “surprise and delight” them is to spend, spend, spend?
   Some of the most effective surprises and delights your customer will cost you little or nothing. All you need is just the right intent and a bit of creativity. Start by thinking about the small things you do for your customers. You might consider how you can add a personal touch to your customers’ experience.

Here are some low-cost ways to “surprise and delight” your customers:
   Thank your customer for your business by handwriting a note on your invoice or sending a personal thank you. With the advent of a handwritten personal note has an amazing impact.
   Follow up with a phone call to ask how did they make the most of the product or service? "Tell me about your most pleasant surprise or delight.
   Contact the customer on their birthday with a phone call.
   Warm, welcoming and excited to provide service. Your exuberance will be contagious.
   Have a great customer service recovery process. And make sure that you don’t quit out your customer’s problem until they are fully satisfied.
   It’s clear that the more you know about your customer the more personal the service you can provide. It’s this personal touch that will make your business unique.
   Start engaging your customers, learn what will “surprise and delight” them – and then do it!

Management In Print

The Employer’s Legal Advisor: Handling Problem Employees Effectively, Knowing When and How to Work With an Attorney, Staying Out of Court – or Winning Your Case if You Get There,
by Thomas M. Hauss, AMACOM,
New York, New York; 2007; 211 pages; $24.00.

If you’re a restaurant owner, the odds are you’ll be sued by a disgruntled customer or former employee. Win, lose or draw it’s likely that it will cost you money. In legal terms that is called your former employee. Youtest, you, your managers, and a fair number of your employees will lose valuable productive time with your attorneys. In both cases, neither the plaintiff nor defendant wins a lawsuit brought by a disgruntled employee. When a small business loses, it may take years to recover from the impact of hard cash spent or unearned revenue. Even in large companies the amount of money can be quite significant. It’s not exactly a bed of roses for the plaintiff, even if he or she wins. No matter how much money a plaintiff ultimately receives, the odds of him or her working in a similar capacity within the same industry are remote. Employers are understandably reluctant to hire people they consider to be suing their company. A simple, quick, and effective way to prevent an lawsuit is to provide a personal touch to your employees. The author, a labor and employment attorney for more than 44 years, believes that the best defense is a good offense. In the case of employers that means doing a considerable amount of homework before a lawsuit even happens in writing about workplace policies, procedures, and evaluations after the person is hired. As author Hanna states early in the book: “No one wants to get sued by an disgruntled employee.” If you seriously enjoy the demands on their time, the strain on the company, the financial burden, and the enormous distraction. Yet some litigation happens, and since you don’t know the facts, there are three important points for all employers to keep all the time:

1. Document every employment decision, including decisions to hire, not hire, discipline, promote, and demote.
2. Communicate the true and actual business-related reasons for every employment decision you make.
3. Avoid making promises, and maintain records of your investigations.

That may sound like a lot of work for your human relations (HR) department but that is precisely what HR departments (even departments staffed by one or two people) should be doing. An HR department has among the longest working hours of any members of your corporate team. The reason for this is that HR people who work professionally and with great attention to detail are as important to your business as your accounting department. They are responsible for calling 24/7. You can begin to learn you seriously trouble any of the week, including Christmas, New Year’s Day, and Easter.

Most attorneys these days, including those involved in employment law, advise both sides to reach a settlement. The costs and time involved are generally far less, and that’s true for both the employers and the disgruntled employees. A successful settlement in this case is the most important decision to be reached by the employer is whether or not the company settle a suit brought by an employee.

The book is comprehensive and not overly long. Best of all it’s easily readable and understandable. It even includes advice to employers and their attorneys about how to present themselves when they are called upon to testify in court.

Author Hanna adds a nice little touch at the end of each chapter. It is a very brief summary he calls Employer’s Legal Pass. This consists of key points made in the chapter and how each should be considered.

“The Employer’s Legal Advisor: Handling Problem Employees Effectively, Knowing When and How to Work With an Attorney, Staying Out of Court – or Winning Your Case if You Get There,” by Thomas M. Hauss, AMACOM, New York; 2007; 211 pages; $24.00.

Bestselling Business Books

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

2. "The Long Tail: Why the Future of Business Is Selling Less of More," by Chris Anderson (Houghton Mifflin; $25.95) (Why a growing number of products are generating unsold)
3. "Freakonomics: A Rogue Economist Explores the Hidden Side of Everything," by Steven D. Levitt & Stephen J. Dubner (William Morrow; $25.95) (Why you shouldn’t accept the official version of anything)
4. "Execution: The Discipline of Getting Things Done," by Larry Bossidy & Ram Charan (Crown Publishing; $27.50) (The key to it all)
6. "How Full Is Your Bucket: Positive Strategies for Work and Life," by Tom Rath and Donald O. Clifton (Gallup Press; $19.95) (How to understand that your bucket is half full, not empty)
7. "The Five Dysfunctions of a Team: A Leadership Fable," by Patrick M. Lencioni (John Wiley & Sons; $22.95) (6 Common problems that prevent teams from working together)
8. "Do You! 12 Laws to Access the Power in You to Achieve Happiness and Success," by Russell Simmons and Chris Morrow (Penquin; $22.95) (How to fulfill your dreams)
9. "The World Is Flat (Updated and Expanded): A Brief History of the Twenty-First Century," by Thomas L. Friedman (Farrar, Straus & Giroux; $27.50) (Why business globalization has arrived and is likely to stay)

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

Book previously on the list on the list once again.
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<th>Total RNs</th>
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<th>Current year (in $)</th>
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<td>1,000</td>
<td>616</td>
<td>$125 million</td>
<td></td>
<td>Foundation Hospital</td>
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</tr>
<tr>
<td>Parkview Community Medical Cent.</td>
<td>10555 Hesperian Boulevard</td>
<td>CUC</td>
<td>152</td>
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<td>776</td>
<td>$130 million</td>
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<td>Parkview Community Medical Cent.</td>
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<tr>
<td>St. Mary Medical Center</td>
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<td>CUC</td>
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<td>616</td>
<td>$1 million</td>
<td></td>
<td>St. Mary Medical Center</td>
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<tr>
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<tr>
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<td>550</td>
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<td>$245 million</td>
<td></td>
<td>Rancho San Juan Medical Center</td>
<td>Not-rated</td>
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### BAE Systems (continued from page 13)

delivery and support of advanced defense and aerospace systems in the air, on land, at sea and in space. Headquartered in Rockville, Maryland, BAE Systems, Inc. employs some 45,000 employees in the U.S., U.K., Israel, and South Africa generating annual sales in excess of $10 billion. BAE Systems Inc. consists of three operating companies that provide support and service solutions for current and future defense, intelligence, and civil systems; design, develop, and manufacture a wide range of electronic systems and subsystems for both military and commercial applications; and design, develop, produce, and provide service equipment of advanced combat vehicles, artillery systems and intelligent munitions.

BAE Systems North America was formed November, 1999 through the merger of British Aerospace Systems, a major shareholder in North America, as part of the global merger of British Aerospace and Marconi Electronic Systems. BAE Systems North America's legacy at the time included such hallmark of the U.S. aerospace and defense industry as Leighton Astronautics, Hazeltine, Trace, Reflection, General Dynamics Electronic Division, and CEC-Marconi — just to name a few. Although the names of these companies have all been retired, the shared traditions of excellence that they brought to the company serve as the foundation for today's BAE Systems Inc. Through its legacy companies, BAE Systems Inc. has a proud tradition of innovation and technology, and is responsible for a number of technological advances and firsts.

It is not uncommon for our troops to visit BAE before they head to the war zone. Thus BAE is sensitive to needs of the troops and their families. Accordingly, BAE has committed itself to supporting the USO. The USO mission is to provide morale, welfare and recreation services to American uniformed military personnel, with the belief that spirit is just as important as physical well-being in any conflict or mission. The USO supports troops and their families through family support centers at military installations, mobile canteens, care packages for deployed soldiers, and the entertainment tours made famous by Bob Hope.

### BAE SYSTEMS

BAE SYSTEMS continued its partnership with the USO in 2008 following the terrorist attacks on Sept. 11 with a donation of $1 million made in the name of the three BAE SYSTEMS employees who perished that day. This donation was in addition to the $1 million, four-year commitment made in 2000. Meanwhile security remains solid down on Vineyard. Visitors must make an appointment and bring along a passport or birth certificate. You will get escorted in and out. The motto is, "We protect who protects us." The company has another motto, just in case you wonder where all the other government contractors went.

"Our name may be new, but you know us for a long time..."

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**NATIONAL ASSOCIATION OF WOMEN BUSINESS OWNERS**

**Friday, June 1, 2007**

**Orangefield Room**

**Pasadena City College**

**SAVE THE DATE**

**August 11, 2007**

5:30-10:00pm

Starting June 4th, Children's Fund will be selling tickets for evening of dinner, dancing under the stars at Annual Haffi Family Foundation Concerts Under the Stars Fundraiser For Information Call (907) 387-4949

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**Hospitals Serving The Inland Empire**

**Ranked by number of licensed beds**

<table>
<thead>
<tr>
<th>Hospital Address</th>
<th>City, State, Zip</th>
<th>No. of Beds</th>
<th>Adt. Daily Rev. Cfg.</th>
<th>Total Staff</th>
<th># of RNs</th>
<th>Current Operating Budget</th>
<th>Specialties</th>
<th>Owner</th>
<th>Top Local Executive</th>
<th>Phone/Fax</th>
<th>E-Mail Address</th>
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| Hi Desert Medical Center | 313 8 22 8 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22 22
A Taste of the Business Journal
By Joe Lyons

Over the last decade or so the Inland Empire Business Journal, along with its radio, TV and Internet efforts, has covered a lot of interesting dining facilities. Once a year we call on the ones we like and the ones we believe we want to donate their food samples for a good cause.

This event, which we gathered together on May 6 at the Ontario Airport Hilton for the 17th Annual Wine Extravaganza and Gold Medal Showcase. This is the public celebration of the New World International Wine Competition, which was held back in February.

While the wineries shared tastes of their award-winning wines, the restaurants circled the walls of the banquet hall to give out tastes of bacon.

One of the first restaurants to set up was Tutti Mangia Italian Grill from the Harvard Avenue village area of downtown Claremont. The New York Grill, best known for its East Coast red meat fare, brought meatballs with Marsala and tomato wine sauce (very spicy), pork ribs with a barbecue glaze and penne with a spicy marinara sauce. They were a visual hit as well as a popular station. Manager Richard Joos missed the event, but somebody had to run the restaurant, and it fell to him.

Ed’s BBQ also known as the Change Smoker, actually doesn’t exist. Ed runs a traveling service, which competes in area BBQ competitions. Ed has been at this event for several years. All the catering attendees enjoyed his smoked brisket, smoked sausages, and southern style fried corn. They’ve won three state championships and three county championships.

One could sample the wines and enjoy the food treats at this event—until your doctor called to say your blood sugars were beginning to register at Cal Tech.

Oh, well.

Perhaps the best matching that we found was the Angelica Sherry of Galleano Winery in Mira Loma, with the wonderful Red Brick Pizza.

The Red Brick was represented by the store at foothill and Haven. They brought out Hawaiian pizza, along with traditional pepperoni and also margarita pizza. They also brought out a sampling of their Italian gelato desserts.

The truth of the matter is wine is meant to complement the foods— even if it’s a sherry and a pizza. It can also make for a wonderful sensory experience.

Juan Polo (on Euclid Avenue in Upland) donated their juicy and very tasty chicken as they do every year; the Ontario Airport Hilton pleased the attendees with ravioli; and Graber Olives, of course.

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Bill Leonard...

from continued on page 17

fighting. "I think they believed correctly
that it was a case that was worth
fighting. I hope people who are look ing at that see,
too," he said of lawmakers who are
questioning the strategy.

Some of the documents obtained by the AP indicate the department authorized the trans­
fer of more than $400,000 in 2001 from adult education and special education programs for Indian and other special­
need children to cover costs gen­
erated by the Lindberg case and other
issues.

McLean said the money actu­
ally came from the department’s general fund but had been coded incorrectly in the original entry.

"It is truly in fact a clerical error," she said.

One memo said specific­
able advice is needed and that the department’s internal legal department is understaffed. It notes that the department "cannot be open to about $14 million in liabilities."

Chelt said the work for the
department in the last year has already been almost exclusively on Lindberg’s case, his previous bills to cut
state budget
ratios related to the fraud
Lindberg claims he uncovered.

"They are related to the
generally acknowledged in that they all come out of the same group of people," he said.

State legal costs are
funded on general state
budget observations that are reviewed by state
legislators.

For example, in the proposed
2007-08 state budget, Gov. Arnold
Schwarzenegger set aside
$330,000 in legal fees stemming from
the settlement of a lawsuit from the
California Teachers Association, as well as $127,000 in ongoing legal costs to invest­
ment a previous settlement over
access to school resources.

Davall, chair of the Senate
Judiciary committee on education,
also questioned why hundreds of
thousands of dollars in spending are not separately identified in the state budget so it
would be clear where the money is going. He said 
with a straight face that the
fighting over the high school exam
was noted separately in later
years’ state budget documents.

"What I really need to know is
where did that money come from
for the fight?" Davall said. "I did not
make the decision that it was to
do the appeal and who gave the authori­
ty to do that," he said at last week’s hearing.

Juliet Williams AP

If I find nothing incredible
about the statement by the
department, and in particular, Delaime Eastin, who
along with the department was found
liable by two juries. The first jury found that Eastin “acted
with malice” and held her personally
liable for $1.45 million in damages. That jury awarded the
whole $4.5 million in local money
appealed the decision at public expense.

Last month, a second jury upheld
the same verdict.

In the Mercury-News article
last week Eastin was quoted saying,
“If it really is taking money
or worse, I would appeal the decision at public expense.

Where accommodation
and other associated
in
continuing from Bill

William is an aspiring attor­
ey and has been working as a
legal assistant in a prestigious
firm for the past 18 months. She
loves the idea of fulfilling his
dream but is deterred by the
national efforts of being asked.

When she finally did agree
to go a bit of her just to get
these are still significant
elements of dissatisfaction.

Her, he has no knowledge of
the specific agreements that
never been achieved. Of the two,
the new hotel manager would
always nod and smile when he
asked her name. Unconvinced,

William was asked to be
concerned about the other
employees. He was asked to take
over the company and was
expected to be more
apportioned to the
.

William

The...
Nestled between volatile Nicaragua and commercial Panama lies a little country where there is no winter, no army; it has two vice presidents; the citizens are ecologically aware; no welfare as we know it; everyone has medical coverage; illiteracy is unacceptable; they actually like Americans; and the country has fantastic coffee. Where is this place? Camelot? Eden without the serpent? Try Costa Rica.

Ecological heaven
This delightful tiny country is made up of beaches, (white and black), palm trees, grassy savannas, active volcanoes, grassy slopes and steamy jungles filled with an array of birds and wildlife to keep any bird watcher, naturalist and animal lover in ecological heaven for an eternity.

A stable democracy
The country covers about 200 miles and the distance between oceans is around 80 miles. You can slip Costa Rica, with its area of around 20,000 square miles into Nova Scotia. The smallest Central American country next to El Salvador, it is probably the most stable democratic country in this area.

The Rich Coast
Christopher Columbus discovered Costa Rica in 1502 on his fourth and last journey to the New World. History tells us he took shelter from a storm at what is now Uvita Island, just off the port of Limon. The crew noted gold jewelry worn by the natives and assumed a mother lode was to be found here, so they nicknamed what they thought was a fortunate landfall “Costa Rica” - the Rich Coast, the Spaniards named it Veragua. There were no large mines of gold, and centuries later the gold of Costa Rica came from a little coffee bean which has become the main export of this enticing little country.

Get fined for not voting
The population of Costa Rica is approximately four million. It has a constitutional government, (voting is mandatory and fines are imposed for those that do not vote). Roman Catholic is the principal religion and Spanish is the primary language. However, English and French are taught in schools and education through high school is compulsory.

Visit part of “The Pacific Rim of Fire”
Ridges of mountains and volcanoes separate Costa Rica--an extension of the Andes/Sierra Madre chain, which runs along the western side of the Americas. The country has four different mountain ranges--Tilaran and Guanacaste in the north; and Central and Talamanca in the south. Costa Rica is considered a part of the Pacific “Rim of Fire” and has seven of the areas 42 active volcanoes plus many dormant or extinct cones. Tremors and tiny quakes with an occasional great shaker (April 22, 1991 - 7.4 on the Richter scale) get the attention of the population. The highest point can be found at Mt.Chirripo at about 13,000 feet.

Industry abounds
Costa Rica’s capital is San Jose. Close by, major cities of Ajauela, Caertago and Heredie, and many smaller towns, hold two thirds of the population, who live in this middle fertile area called the “Central Valley” or “Valle Central.” This area dominates most areas of governmental and social life and industry abounds in this Central Valley area. It also boasts the richest farmlands whose main crop and export, coffee, grows in abundance.

No winter - a great “Green Season”
Costa Rica is a tropical country with several different climatic zones. It has a rainy season, which the Tourist Board calls the “Green Season” from May to November (when everything is very green) and a dry season from December to April. There is much to be said for the “Green Season.” It usually does not rain all day---only for a short spell and then it clears up. River rafting is at its exciting best, the fields are gloriously green, and best of all, the hotel rates go down and it is less crowded.

Call me a cockeyed optimist
Actually you can have your weather any way you like with the weather zones just next to each other. A short car ride can take you to just about any climate you might fancy.

Something for everyone
There is much to do in Costa Rica--this happy and friendly place. Snorkeling, nature hiking, sightseeing, horseback riding, windsurfing, hiking, kayaking, river rafting, deep sea fishing, daily one-day cruises, and of course, golf.

continued on page 38