January 2008

Inland Empire Business Journal

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Indian Wells Art Festival
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A HAPPY NEW YEAR
**Palm report.**

**The 6th Annual INDIAN WELLS ARTS FESTIVAL is scheduled for April 4, 5 & 6, 2008, when the Village of W e l l s Tennis Home of the Pacific Life Foundation.**

P.K. King will be exhibiting some of her many creations. Among them is the painting “Sunkissed” which has the honor of being the poster image for the event.

**Special Sections**

**VOIT Development Company Sells 15 Acres**

VOIT Development Company has sold 15 acres of land at its Waterman Business Park project to the California Housing Consumer. “When we originally purchased the Waterman property, our belief was that based on its location, the site could become more than simply an industrial park. We believed it would be a regional business center,” explained Robert D. Veit, president of the VOIT Companies. “This acquisition for an office campus absolutely validates VOIT’s initial vision for the property. Waterman Business Park is a 500,000-square-foot mixed-use and retail business center situated on 31 acres along Waterman Avenue in San Bernardino.”

The California Housing Foundation is a not-for-profit char­

table foundation founded in 1996 by

**Investors Continue to Eye Inland Empire Office Properties**

Elevated office deliveries, due largely to the Inland Empire’s healthy long-range demand drivers, resulted in a vacancy increase in 2007, although extended forecasts highlight the metro’s strengths, according to a third-quarter “Office Research Report” released by Marcus & Millichap Real Estate Investments, the nation’s largest real estate investment services firm.

While office-using employment growth in Riverside-San Bernardino will rank among the highest in the country last year, builders will boost office inventory more than 9 percent, and the market will outpace absorption.

“Just as the recent rise in vacancies has not deterred builders, investors continue to pursue office properties throughout the Inland Empire,” says Kevin Axel, regional manager of the Ontario office of Marcus & Millichap. “The following are some of the most significant aspects continued on page 20

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The briefings will be held on eight successive Thursdays starting Jan. 24 through March 13. Each session will run from 7 to 9 a.m. at the university’s John M. Pfau Library 4th Floor, Room 4005. The cost is $25 per briefing or $185 per ticket for all events. The cost is $10 for Business Alliance members, CSUSB faculty, staff and students or $75 per ticket for all eight events. The Jan. 31 briefing by Walt Pavlo is $40. A continental breakfast is included.

The list of topics and speakers are:


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**CSUSB Business Alliance Launches Executive Briefings on Leadership Series**

Eight business leaders will share their experiences, insights and perspectives as part of Cal State San Bernardino’s College of Business and Public Administration’s 2008 Business Alliance Executive Briefings series.

“We've assembled a terrific group of individuals to share their knowledge, expertise and business acumen,” said Alvin Samuels, director of the college. “They have helped make the inland region prosper not only in business but in finance, technology and business ethics,” said Karen Dill Bowerman, dean of Cal State San Bernardino’s College of Business and Public Administration. “The Business Alliance is proud to sponsor these executive briefings to help local businesses, entrepreneurs and, of course, our students, who can benefit from these talks.”

The executives come from a variety of industries, including banking, journalism, medical technology, public relations and entrepreneurship, Bowerman said.

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**The Desert Classic Concours d'Elegance**

The Desert Classic Concours d'Elegance, featuring the onetime residence of crime lord's armed guardsmen, will be held at the O'Donnell Golf Course in Palm Springs, CA Saturday, March 10th, 2012.

For details, call (760) 993-9407 or desertclassiconcours.com
High Desert Corridor Takes Major Step

A brand-new expressway that will improve travel safety, spur economic growth across the High Desert and divert truck traffic from Southern California freeways and High Desert highways will gain a major boost. A two-county agency charged with building the High Desert Corridor today released a Request For Proposals to engineering firms to spell out plans for how the project can be financed and built.

"This is a major step for a project that has been talked about in the entire region," said San Bernardino County Supervisor Brad Mitzelfelt, who is chairman of the High Desert Corridor Joint Powers Authority. "We have an opportunity to create jobs, reduce traffic congestion and accidents, and improve the quality of life for High Desert residents." The Board of Directors for the High Desert Corridor Joint Powers Authority includes representatives from San Bernardino and Los Angeles counties, along with the High Desert cities of Adelanto, Apple Valley, Victorville, Lancaster and Palmdale.

The engineering firms that respond to the request for proposals will not only outline a preliminary design, but must also spell out a financing plan. Proposals are due back to the JPA in March 2008.

The High Desert Corridor is a giant step closer to becoming a reality," said Supervisor Mitzelfelt. "It is my goal to have this highway built within 10 years, but it can’t happen soon enough. We need to get trucks and congestion off the 15 and 15 Highways and 60, 210, 138 and 18, and this is our best opportunity to do so.”

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ARMC Foundation Receives $1 Million Donation

The Arrowhead Regional Medical Center Foundation, a non-profit entity that serves as the fundraising arm for ARMC, has received its largest monetary gift in its 30-year history, a $1 million donation from Dr. Edward G. Hirschman and wife, Anne, of Newport Beach.

Dr. Hirschman has requested that the donation be used for "general worthwhile purposes" that will aid ARMC in its ongoing efforts to improve the health of residents throughout San Bernardino County. To commemorate the donation, ARMC will rename its Inland Counties Regional Burn Center to the Edward G. Hirschman Burn Center at ARMC.

"For years, Dr. Hirschman has been a strong supporter of the medical center and the services we provide to the community," said ARMC Director Patrick Petre. "We’d like to thank him and his wife, Anne, on behalf of the hospital and patients who will benefit from his generosity. A donation of this magnitude is unique, and we most certainly will put it to good use."

Dr. Hirschman, who lived in Redlands and San Bernardino for 25 years before he moved to Newport Beach, served as the director of Pharmacy Services for the old San Bernardino Medical Center (SBMC) from 1980 to 1997. ARMC, owned and operated by the County of San Bernardino, opened in 1999 as the replacement facility for SBMC. Dr. Hirschman continues to work as an ARMC Pharmacy Services Consultant. A renaming ceremony for the Edward G. Hirschman Burn Center is scheduled for January 2008.

"My heart is at Arrowhead," said Dr. Hirschman, who will also be given a permanent seat on ARMC Foundation’s Board of Directors. "I had wanted to do this for years, and now is the right time.

"I am honored to have my name attached to the medical center’s outstanding burn center, and my hope is that this designation will help the hospital to continue its excellent work in the area of patient care."

ARMC’s Burn Center is a 14-bed unit offering comprehensive burn care for children and adults of all ages. The Burn Center, which has provided burn care to area residents since 1977 when it was opened at the SBMC, is the only burn center in Redlands and serving the four counties of San Bernardino, Riverside, Inyo and Mono.
Investments Resolutions to Follow All Year Long
By Naseem Qader

REAL ESTATE NOTES

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

Duke Realty Corporation has announced the purchase of 16 acres of land in Rancho, its first acquisition in the Southern California market since it established an office in Newport Beach last February. Duke intends to develop a 352,000-sq. ft. industrial building on the site, which is located in Rialto. Plans call for developing the building in the summer of 2008...A new 18,000-sq. ft. building in Lake Elsinore is slated to get underway in February 2008. The project, Fairway Business Park, is tailored to satisfy what project officials say is a need for a "wide range of options for businesses." The development received city council approval earlier this month. Upon final build-out, the $35 million Fairway Business Park will comprise 280,000 sq. ft. of warehouse, light industrial and office space on Pasadena Street, located between Canyon and Chassey Streets, along the key I-15 corridor. The project, which will be the second largest business park in Lake Elsinore, is a venture of Manhattan Beach-based Fairway Development and two multi-tenant buildings on the site. The project, estimated to cost nearly $100 million, is expected to begin construction in the first quarter of 2008. Rick John of Collins Commercial represents the buyer and the seller in the transaction....In the month, Long Beach-based Seventh Street Development sold seven small buildings totaling 120,000 sq. ft., with a combined value of approximately $16.5 million, at its projects in San Bernardino, Pomona and Irwindale. They also have two more buildings currently in escrow. Three of the buildings, of 16,000 sq. ft. each, are located in San Bernardino. A fourth, 19,000-sq. ft. building in Pomona, was sold at Waterman Business Center. The 191,000-sq. ft. industrial building in San Bernardino Seventh Street was represented by Johnson and Alexey Zabolotskih of Lee & Associates and Alexey Zabolotskih of Lee & Associates...A well-known developer and seller, Peter Drucker taught us that nonprofit organizations are often leaders in innovation—doing things with a creative spirit and effectiveness that most businesses can only hope to emulate," said Rick Wartman, director of the Drucker Institute. "This year’s winners underscore just what Peter was talking about." The Drucker Award for Nonprofit Innovation has been given annually since 1991 to recognize existing programs that have made a real difference in the lives of the people they serve. Consideration is based on Drucker’s definition of innovation—change that creates a new dimension of performance. Cash prizes are designed to celebrate, inspire and further the work of innovative nonprofit organizations in the United States. The "Made in NY" PA Training Program impressed the judges, in part, because of the success it has achieved in a relatively short period of time. The program was launched only last year, it has since certified 101 individuals as "Made in NY."
Iran-Mexico Meeting Deepens Ties to Islam

President Calderon welcomes Khatami in effort to bypass confrontational West

By Jerome R. Corsi

In a little notice meeting reflecting growing ties between South America and the Islamic world, Mexican President Felipe Calderon welcomed former Iranian President Mohammad Khatami to Mexico City. The two leaders met last month at Los Pinos, Mexico's official presidential residence, to discuss deepening cultural bonds with the Islamic world in the face of Western notions of "a clash of civilizations."

The visit drew virtually no mention in the press outside of Mexico, even in Iran. Khatami came at the invitation of the International Center for Dialogue between Civilizations, established in 2006 at the Colegio de San Luis in the Mexican state of San Luis Potosi.


Similarly, a statement by Khatami, emphasized in the diplomatic language, that Khatami was promoting an exchange of opinions "concerning the roads available to promote peaceful co-existence among cultures and cultures."

The Mexican newspaper La Jornada echoed the presidential statement: "The government of Mexico always has the conviction that dialogue and negotiation should be promoted as the preferred means to advance agreements."

The radical leftist La Voz de Azteca in Los Angeles char-

terized the Khatami-Calderon meeting as "part of a growing alliance between Mexico, South America and Islam."

La Voz de Azteca also noted "President Calderon has been worried about the growing racist hostility against Mexicans and Mexican-Americans in the USA."

The online publication said the visit "may signal the beginning of a new international alignment that may bring into reality what Patrick Buchanan wrote in his new book, "Day of Reckoning."

In July, Venezuelan President Hugo Chavez met in Tehran with President Mahmoud Ahmadinejad, reflecting Tehran's recent campaign to develop closer relations with the Islamic world.

The upcoming January 11 meeting between President George W. Bush and Iran's President Khatami is the result of efforts by President Calderon, President Chavez, and President Mohamed ElBaradei, the outgoing director of the International Atomic Energy Agency, who has been internationally acclaimed for his work in combating nuclear proliferation.

President Bush is expected to make a big push on the issue of Iran's nuclear weapons program, which has not been resolved since the 1979 Islamic revolution in Iran. However, the two leaders will also likely discuss Iran's support for terrorist groups in the Middle East.

Despite the growing ties between Mexico and Iran, the U.S. government remains wary of Iran's nuclear program and its support for terrorist groups in the region.

The meeting in January is expected to be a significant step towards stronger bilateral ties, but it is unclear whether the two leaders will be able to overcome their differences on key issues such as Iran's nuclear program and its support for terrorism.

In the meantime, the U.S. government continues to pressure Iran to abandon its nuclear program and to stop supporting terrorist groups in the region.
Ever had a customer experience that left you with a genuine sense of delight? On the other hand, have you ever had an encounter with a company that left you gnashing your teeth and gripping about the event for weeks? You're not the only one who's listened. If you're like most people, you can answer both questions (especially the second one!) with a resounding yes. But did you ever stop to wonder why it was that thing went so right—or in the second case, so terribly, horribly wrong?

There is a surprisingly simple answer: Great customer experiences happen when companies keep their word. Below are examples from both ends of the spectrum: brilliant brands (who consistently create the ultimate customer experience) and wolf criers (who claim they do but actually don't).

**The Brilliant Brands: How They Do It**

Businesses fail for any number of reasons, but there is only one foolish way to build a truly successful one. Stumped? The key to business success is to consistently deliver on your promise, over-deliver—on your brand promises. That's exactly what the following companies do, day in and day out.

"These companies know that even ahead of sales numbers and profits, the most important part of your business is the relationships you build with people—your customers and employees. It's that simple. Deliver on your promises to your employees and they'll be sure to deliver on your company's promises to your customers. The resulting ultimate customer experience turns your customers into loyal, raving fans who will talk about your company to the promised land."

1. **Saturn**
   - Saturn, the little car company that could, has built its business around a promise to surprise and delight people in all aspects of the automotive experience. The Saturn brand survives because it delivers on this promise by providing hassle-free sales, excellent service, and honest, down-to-earth transactions. It tells sumers that it's a "different kind of car company," and it is.
   - As evidence of that, one man shared his Saturn ultimate customer experience in a 2005 BusinessWeek Online article by Diego Rodriguez. The author's wife put a deposit down on a Saturn in Arizona after her Honda (yes, that's right) broke down. When it came time to ask for help, the man called a Saturn customer service center. According to the article, in order to give the man an excellent automotive experience as they promise in their brand promise, the customer service rep arranged for the Honda to be towed and the woman, being picked up. They then let her family know that she was okay. The reason Saturn succeeds is not because they make a better car than say, Honda, but because they over-deliver on their brand promise. It's not the car, it's the company.

2. **Ben & Jerry's**
   - From its inception in 1978, Ben & Jerry's set out to create a special customer experience and a socially-conscious company. When their first store opened, the pair immediately dedicated their relationship with the Burlington, VT community where it was located. Their first summer there, they held a free movie festival by projecting movies onto the outside wall of the store. Throughout its existence, the company has been dedicated to creating jobs for Vermonters. Ben & Jerry's seems to be built around the idea that you can have a thriving business and still give back to your customers, community, and employees. As the company has grown, it has continued to strive to put out the highest-quality products while still being good citizens.
   - Rather than throwing away excess milk byways their cows began feeding a Stove, VT, pig farm ice cream ice cream.
   - The founders of Ben & Jerry's broke this promise to their customers by using Bovine Growth Hormone (BGH), refusing to use milk from cows that were given the hormone.
   - The company has created unique (and delicious!) flavors that helped bring attention and funding to everything from rain forest preservation, to disadvantaged people, to Farm Aid.
   - These are only a few of the ways Ben & Jerry's gives back. Their social and environmental identity is bound up with their brand promise. It's not the car, it's the company.

3. **Costco**
   - Through their excellent employee retention plan, Costco shows that finding the ultimate customer experience starts with treating your employees well. Costco is a general merchandise company that sells high quality, low-cost items from many sources, to automobile tires, to crystal chandeliers. A crucial component of its success is employee loyalty, which translates to employee evangelism. In fact, Costco has the lowest employee turnover rate in retail.
   - The average wage for a Costco employee is more than 40 percent higher than its closest competitor, Sam's Club. And the company provides excellent benefits, contributing to employee (401k) plans after two years and providing health insurance to part-time employees after six months of employment. Employees say they want to work at Costco until retirement—a rare thing in the retail sector. Naturally, the effects of the company's approach to employees ripple outward as the company has grown.
   - The company has created unique (and delicious!) flavors that helped bring attention and funding to everything from rain forest preservation, to disadvantaged people, to Farm Aid.
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**Budget Deficit Now $14 Billion**

For the last several weeks, I've been urging the governor and legislature to take whatever steps are necessary to begin addressing the state's budget situation that seems to be getting worse by the day. Since the passing of the 2007 budget situation the only thing that is getting better is the amount of money that the state is spending. The state is now facing a fiscal emergency that it must address immediately.

**If This Doesn't Open Your Eyes...Nothing Will**

1. **40% of all workers in L.A. County (L.A. County has 10.2 million people) are working for cash and not paying taxes. This was because they are predominately illegal immigrants, working without a green card.**

2. **95% of warrants for murder in Los Angeles are for illegal aliens.**

3. **75% of people on the most wanted list in Los Angeles are illegal aliens.**

4. **Over 2/3 of all births in Los Angeles County are to illegal alien Mexicans on Medi-Cal, whose births were paid for by taxpayers.**

5. **Nearly 25% of all inmates in California detention centers are Mexican nationals here illegally.**

6. **Over 300,000 illegal aliens in Los Angeles County are living in garages.**

7. **The FBI reports half of all gang members in Los Angeles are most likely illegal aliens from south of the border.**

8. **Nearly 60% of all occurrences of HUD properties are illegal.**

9. **21 radio stations in L.A. are Spanish speaking.**

10. **In L.A. County 5.1 million people speak English. 3.9 million speak Spanish. (There are 10.2 million people in L.A. County.)**

11. **Less than 2% of illegal aliens are picking our crops, but 29% are on welfare. All of the above from the Los Angeles Times.**

When planning your 2008 advertising budget, consider the INLAND EMPIRE BUSINESS JOURNAL for advertising. Don't miss this opportunity. Call Bill Anthony at (909) 483-4700 or visit our website: www.busjournal.com
How Have Your Customers Changed in the Last Five Years?

By Ross Shafer

First of all, forget the tired old adage: “The customer is always right.” It’s just not true...or even relevant, anymore.

Replace it with, “The customer is always vulnerable.”

Customers feel vulnerable, helpless, and emotional. That was the clear message we got from them when we dissected 1,000 random customer complaints we found on customer complaint Web sites, blogs, and chat rooms. We didn’t edit the complaints. We didn’t solicit them or try to manipulate them. We just read what customers typed into cyberspace. We then whittled those down to the one complaint, which we considered to be the most extreme example of customer frustration.

What’s Caused This Drama?

Customers get emotion- al about the transaction because they need something in a hurry. And, sometimes, they need something in a hurry because they are not feeling secure about something else. They feel so vulnerable to someone else’s action. Someone else has the control. Someone else has the power.

While customers are feeling vulnerable, helpless, and emotional, face it, you know everything about your business — the costs, the hidden expenses, and the time of delivery...but your customer doesn’t. All the customer feels is that you have his/her needs and wants bread and buttered. That you don’t care if he/she is happy or not. He/She feels like a number.

He/She needs to keep his boss happy. He/She needs to make it look good to his boss...so he/she can get some sleep at night. (I realize using the “he/she” is annoying but let’s face it, he may be a very powerful she!) Then, There is the Human Matter of Self Sufficiency

Ah, don’t let me forget to mention that. The Produce Purchase/Kiosk/ATM/Self Checkout economy is doggedly dogged by the fact that some of your most important relation- ship building tool; you. While you are spending all your time maintaining a lot of bids, busi- ness, or service calls over the Internet today, count on it to infiltrate your business soon. Online inquiries, bidding sub- missions, progress reports, sales, and evaluations are already becoming popular. Saves time, right? Short term, yes. But, there is an enormous lost opportunity cost when your customer no longer needs you. Because so many business people have learned to complete the transac- tion themselves with a computer-or through an automated kiosk. it actually makes them feel stupid. And a promise kept. But more importantly, they make them feel like they are getting what they asked for you. Positive “final moment feelings” are what will not only bring them back, but eliminate your need to com- pete on price alone. Customers will pay a premium price to keep your goods and services in front of their. Learn how to interpret your customer’s emotional state and respond accordingly. The transaction is not difficult.

First, assume your customer’s emotional state. And that’s almost always they are not feeling secure. Secure yourself a security guard.

Much of the blame for this advance goes to advertisers and gamers. The laptop costs to function without a flat screen. Gamers demanded better, sharp- er pictures for their action.

About the Author

Ross Shafer is an Emmy® award winning writer, TV host, and author who has published more than 200 magazine articles on the digital television. He has a unique ability to explain complex technical issues to laymen in clear and easy-to-understand language.

Current Issues

Critics have described HD pi- ctures as the equivalent of cut- ting the stitches on a badly sewn picture. The cleaner the cut, the sharper the result. But, what happens when you’re playing poker? Right? Why not apply the same reasoning to your customers, with- out the gambling?

Besides looking them in the eyes, stop talking. Ask a few

The picture tube is dead. Your next TV will be a digi- tal flat screen. In America, many of the actors who found they didn’t have a voice when sound came in are now watching movies. When that bad condition came so rampant in the newspapers?

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Overcome a Talent Shortage: Create a Gen-X Friendly Workplace to Retain Key Talent

By Deanne DeMarco

The 75 million baby boomers nearing retirement age have been the mainstay of the workforce for almost 30 years. But as this generation begins to leave the labor force, companies are facing a talent shortage. According to the Pew Research Center, 34 million Baby Boomers will be eligible for retirement over the next 10 years, and most baby boomers are leaving the workforce before age 65. This is expected to affect nearly every industry.

The job market for Gen-Xers is changing. Many Gen-Xers are interested in flexible work arrangements and a better work-life balance. They want to work for companies that value creativity and innovation. At the same time, companies are looking for ways to attract and retain Gen-Xers.

1. Focus on collaborative relationships.

Gen-Xers grew up in a world where teamwork and collaboration were valued. They are more likely to work in teams and value the input of others. As a result, companies need to create an environment that encourages collaboration and teamwork.

2. Offer variety.

Gen-Xers are looking for jobs that offer variety and challenge. They want to work on projects that interest them and have the opportunity to learn new skills. Companies need to create opportunities for Gen-Xers to work on projects that align with their interests.

3. Work in teams.

Teaming and the ability to bond with others is core to the Gen-X work ethic. And while many organizations give lip service to team-building training and activities, most organizations are rigid bureaucratic cultures.

4. Create a Gen-X Friendly Workplace to Retain Key Talent

Creating a Gen-X friendly workplace requires a shift in thinking. Instead of telling Gen-Xers what steps they need to take, companies should listen to what Gen-Xers want. Here are some ideas:

- **Offer variety:** Provide opportunities for Gen-Xers to work on projects that align with their interests. This could include cross-functional teams and projects that require creative thinking.
- **Create a collaborative culture:** Encourage teamwork and collaboration. This could include regular team meetings and opportunities for team members to work together.
- **Offer development opportunities:** Provide training and development opportunities that align with Gen-Xers' interests.
- **Create a flexible work environment:** Offer flexible work arrangements and remote work options.

By addressing these areas, companies can create a workplace that is attractive to Gen-Xers and help retain key talent.
Inland Empire office properties... continued from pg. 2
for the Riverside-San Bernardino "Office Research Report":
• Riverside-San Bernardino’s employers were on pace to create 49,900 new jobs in 2007, a 3.9 percent gain.
  • Office completions totaled 1.5 million square feet in 2007, approximate ly twice the amount of deliveries from one year ago.
  • Vacancy ended the year at 11.8 percent.
  • Asking rents advanced 7.7 percent to $22.95 per square foot, while effective rents gained 7.4 percent to $19.82 per square foot by the end of 2007.
  • Sales velocity had increased 24 percent over the past year.


February
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  • Redevelopment

March
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  • HealthCare

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May
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June
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July
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  • High Desert Economic Development

August
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  • Employee/Service Agencies
  • Nonprofit Centers
  • Carriers

September
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  • SBA/Lending
  • Residential Lending Centers

October
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  • Mergers/Transaction Guide
  • Economic Development Temecula Valley
  • Financial Institutions (2nd Quarter)

November
• Retail Sales
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  • Commercial R/O Office Parks
  • Educational Services Directory

December
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  • Top Ten Southern California Resorts
  • Temporary Placement Agencies

• Health Care

2008 EDITORIAL SCHEDULE

EDoR1AL FOCUS

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• Commercial Real Estate
• Architecture/Planning
• Redevelopment

2008 Economic Conference
• Building and Development
• Business Banking

独立Bank
• Commercial Industrial Contractors
• Residential Builders
• Architectural Engineering, Planning Firms

SUPPLMENTS

• Environmental
• Executive Education
• City Economic and Demographic Data

INDUSTRIAL PARKS
• MBA Programs
• RMA/CPs
• Residential R/E Brokers

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• Marketing/Public Relations
• Media Advertising
• Casual Dining
• Building Services Directory

• CPA Firms
• Commercial Printers
• Ad Agencies/Public Relations Firms
• Large Insurance Brokers
• SBA Lenders
• Staff Leasing Companies Serving the I.E.

• Environmental
• Expansion & Relocations
• Women in Commercial Real Estate

• Large Companies
• Small Package Delivery Services

• Health Care & Services
• Airport
• Golf Course in Southern California

• Substantive ANSI Programs
• Largest Banks
• City Bank
• Golf Courses

• Telecommunications
• Office Technology/Computers
• International Trade
• Holiday Party Planning

• Internet Services
• Online Technology/Computers
• International Trade
• Corporate/Small Business Equipment

• Human Resources Guide
• Executive Gifts
• Building and Development
• New Communities

• Commercial R/E Development Projects
• Commercial R/E Brokers
• Tenant Development L.E.
• Mortgage Companies
• Retail Companies

• Health Care

• "Book of Lists"
• Fleet Leasing Auto Dealers
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2008 WOMEN & BUSINESS EXPO

WEBPAGE
You don’t have to pay your employees huge salaries to earn their loyalty. In fact, if you’re like most small business owners, you can’t. Entrepreneur Expert Ty Freyvogel lays out some non-monetary ways to create loyal employees who’ll stick with you through the ups and downs.

Every entrepreneur knows the hectic lifestyle that comes along with starting and running a company. ( Heck, most of us live for the craziness!) But have you ever considered how this work schedule affects your employees? You can bet the face of your business on the fact that they don’t enjoy the long hours or the days (and nights) they must unexpectedly come into the office to handle the latest emergency. If too many such nights they must unexpectedly work late or on something that interests them—even something unrelated to their current position. Or take an interest in their health. Provide your employees with health club memberships or enroll in a business-wide wellness program that everyone (including you!) will take part in.

“If your employees have children or are taking care of their parents, you may even want to consider providing childcare or eldercare assistance to reduce their scheduling burdens,” says Freyvogel. “Another option would be to give your staff a little break during the day, such as a 30-minute break, to help them recharge.”

Provide them with much-deserved time off. Time off doesn’t have to translate to the business being understaffed for the day. There are all kinds of ways to give your staff a little break without slowing the business down. “Give them Friday afternoons off in the summer,” says Freyvogel. “Or give them the day off before or after their vacation to relieve the stress that always accompanies taking off work.”

“Another option is to set up a compressed work week for your staff so that they get time off at the end of the week,” he adds. “You’ll help them ward off burnout, and after a little break, they’ll be ready to go back to work and do a great job for you.”

Give them bonuses at critical times. Pay your employees well, work closely with your employees and know a lot about their lives outside of work. Act on this knowledge in ways that benefit them exactly when they need it most. “If one of your employees has a new baby or a sick spouse or needs money after a long period of unemployment, it is easy for them to get to know their employees well.”

“Think about it,” he says. “You know your employees’ points of pain and what you make them happy. If you use this information to meet the special needs of your employees and even surprise them with a few extra perks, you will be able to build strong relationships with them—and in turn, will be willing to go the extra mile for you.”

Here are 12 ways to keep your overworked (and perhaps underpaid) employees loyal to you and your company.

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art festival...
continued from pg. 2
with painted, twisted and embel­lished bikes.

With a celebrated reputation for quality and a wide variety of fine art and craft, artists travel from throughout the country to participate. Selected by jury process, they are on hand to explain and demonstrate the techniques that created hundreds of one-of-a-kind art­work available for purchase. Offerings include painting, drawing, ceramics, glass, pho­tography, sculpture, jewelry, apparel and hand-crafted wares.

More than 10,000 attended last year’s festival, from local resi­dents and tourists to serious buy­ers and collectors. Art sales topped 9000.00.

A Gourmet Market Place

Foundation and Palm Desert Sculptor­gansm, Festival Producer, Dianne Burk, describes the festival’s objective: “We pro­mote the city to emerging art­ists in the area and by all. The creative synergy of artists and local organ­izers excites their sense of an­other venue while we do the work they are doing. The Indian Wells Arts Festival is designed to incorpo­rate a number of local charities as partners in the Festival. Participating organizations include College of the Desert Art Department, Braille Institute, The Children’s Discovery Museum of the Desert, Student Creative Recycle Art Program (SCRAP), Gallery, The Champions

Arizona artist Bruce Freund will be demonstrating his craft and technique all three days, all day long.

unveiled solar electrical options for buyers at Waterman Business Center believed to be a first for small­ and medium-sized applications for speculative industrial build­ings in Southeastern California. Working with Irvine-based Suntrek, Seventh Street is offering buyers of Waterman’s buildings five different solar system options sized from 3,500 watts to 18,000 watts, which will be customized to the energy needs of each user. The various packages include the installation of the solar panels, the inverter which converts solar energy to AC power, and a computerized controller that regulates the system and directs unused power back to the utility, are offered as building op­tional features at prede­termined, fixed prices for fully installed systems. Pomona, Seventh Street sold a 16,700-sq.-ft. warehouse building on an as-is basis and let them Mission-71 Business Park, a master-planned complex near the I-10 and 57 freeway. The buyer was RJ Sports, a manufacturer and distributor of golf and sports bikes, which will use the build­ing for its headquarters and distribution facility.

Seventh Street represented the seller in the deal. The Plaza at Calle Tampico, is situated in the heart of the city’s downtown village and will include a 14,000-sq.­ft. Fresh and Easy Neighborhood Market, a local grocery con­cept by Tesco that is new to the United States. The project will also include two retail pad buildings, for a total size of about 18,300 sq. ft. Situated at the northeast corner of Calle Tampico and Desert Lane.

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REAL ESTATE NOTES...
continued from pg. 6

in the acquisition.......... In a storage facility buy from a reo or blog, a California investor paid $1.75 million for Indio RV Storage. The 5.3-acre facility covers a 75 by 618 foot parcel located at Dr. Carreon Blvd, just east of Calabish Street. The seller had acquired full approval and entitlements for a 301-space recreational vehicle, boat, and self-storage facility. Sentra Navigo of Marcus & Millichap represented the buyer and the seller in the deal. In retail developments, new, upscale neighborhood shopping center is in the works. Seventh Street La Quinta, a retail center representing 3.300 sq. ft. was represented by CB Richard Ellis team of Lynn Knox, Barbara Privett and Lynn Eisenhower. RMR Partners, a 10 million project represented by Brad Yates of Grubb & Ellis. In a Rancho Cucamonga acquisition recently, Mesa-based Essex Properties, LLC paid $17.05 million for Arrow Business Park, a seven-building, 136,800-sq.-ft. (1235/sf) multi-tenant project at 9007 Arrow Route, South of Foothill Blvd and east of Vineyard Ave. Built in 1988, the property is situated on 8.07 acres and is 77 percent occupied by approximately 50 ten­ants. Frank Kosi of Sperry

Van Ness represented the sell­er, Irvine-based SVN Equities.

Alan Desecz of Sperry Van Ness and Dave Stassell of Grubb & Ellis handled negoti­ations for the buyer. In Rancho Cucamonga, ERs Partners purchased this three-building industrial portfolio at the Mountain Vineyards Business Park from Chase El Monte LLC in a deal valued at more than $4.5 million ($147/sf). Two of the prop­erties, which will be customized to the energy needs of each user. The various packages include the installation of the solar panels, the inverter which converts solar energy to AC power, and a computerized controller that regulates the system and directs unused power back to the utility, are offered as building op­tional features at prede­termined, fixed prices for fully installed systems. Pomona, Seventh Street sold a 16,700-sq.-ft. warehouse building on an as-is basis and let them Mission-71 Business Park, a master-planned complex near the I-10 and 57 freeway. The buyer was RJ Sports, a manufacturer and distributor of golf and sports bikes, which will use the build­ing for its headquarters and distribution facility.

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more artists the better! A very limited number of festival passes are available now for just SGD. To buy yours and find more information, please

www.joshuatreenoestrifestival.com
Casino Resort Spa Prepares for April Opening

The Agua Caliente Casino recently announced several key management roles.

Director of Central Human Resources — Michelle Schaefer-Duran. Michelle Schaefer-Duran has been with the Agua Caliente Band of Cahuilla Indians' central human resources department since 2005, most recently as director of training. In her new role as director of central human resources, she will supervise all recruitment and training efforts for the tribe. Shawn Highland, Hotel Manager.

Shawn Highland joined the Agua Caliente Band of Cahuilla Indians in 2005 as hotel manager at Spa Resort Casino in Palm Springs. He will now manage all hotel functions at the new Agua Caliente Casino.

CSUSB briefings...

continued from pg. 3

• Jan. 31 — "Stolen Without A Guise. Confessions from inside history's biggest accounting fraud — the collapse of MCI WorldCom," Walt Pavlo, founding president and Erika, LLC. Pavlo's perspectives on business are personal as he served two years in federal prison for wire fraud and money laundering while working as an executive for MCI Telecommunications in 1996.

• Feb. 7 — "Teamwork: Independent Minds Working Together to Maximize Success." Jon Slater, president and chief executive officer of Optivus Technologies. Slater founded Optivus to develop therapies to treat cancer and to develop centers throughout the world. In 1987, he joined Loma Linda University Medical Center and subsequently led the engineering team that developed the world's first proton beam treatment center.

Corporate Profile

A Tasty Growth Market in the Inland Empire

By J. Grover Crockett

With an Inland Empire population exceeding 4 million, and expanding daily, the area is certainly feeling economic growth, naturally, but also growth in career opportunities. The fact that approximately half of that population is under 21 means educational growth as well. Enter, the International Culinary Schools at The Art Institute located in the city of San Bernardino.

The-year-old Inland Empire culinary campus is one of 30 locations in North America.

With an area that includes the likes of Palm Springs, the Temecula wine country, five Indian gaming casinos and some of the state’s finest skiing resorts, the Inland Empire’s need for excellent restaurants and chefs is paramount. And while "outsourcing" is a significant concern in business today, you can’t outsource a chef.

The California Labor and Workforce Development Agency estimates are that the need for chefs and food and beverage managers will rise about 30% to 70% positions in the Inland Empire by 2012. When the word "chef" pops to mind, many of us immediately think of those tall, puffy white hats, or maybe a sparkling TV personality barking out orders or flashing out a full course meal in 15 minutes. There’s more to it than that, however. A lot more.

"There are so many varied and challenging careers in the culinary field," remarks Chef Eyad Joseph, academic director of The International Culinary School at The Art Institute of California – Inland Empire. He should know. Having spent decades heading the kitchens at many of the nation’s finest restaurants and resorts.

"Our goal here at The International Culinary School," he adds, "is to train chefs and managers who are ready to step into a career with a breadth of knowledge and experience unparalleled in culinary training," said Chef Joseph.

"Students learn to prepare various pastries and desserts from four parts of the world, from fritters to sorbets and fruits to sauces. They learn the art of butchering and preparing meat, and poultry, and are taught food chemistry, food handling, sanitation and food safety. Food handling, sanitation and food safety are critical ingredients in a chef’s training, too. Preparing and designing a menu and pricing it according to budget are necessary parts of the culinary education, as well. And so is learning all of the tools and equipment of the kitchen, along with the maintenance of them and important safety aspects of their use."

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Culinary Institute

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Culinary Institute of America and the California Institute of Technology are both schools that offer culinary education and training.

Culinary Institute of America (CIA)

The CIA is a private, for-profit education institution located in Hyde Park, New York. The CIA offers bachelor's degrees in culinary arts and hospitality management, as well as master's degrees in hospitality administration.

Culinary Institute of America - Programs

Culinary Institute of America - Locations

Culinary Institute of America - Admissions

Culinary Institute of America - Cost

Culinary Institute of America - Alumni and Career Services

Culinary Institute of America - Campus Life

Culinary Institute of America - Campus Map

Culinary Institute of America - Contact Information

California Institute of Technology (Caltech)

The California Institute of Technology is a private liberal arts and engineering school located in Pasadena, California. The school offers undergraduate and graduate degree programs in a range of subjects, including physics, chemistry, biology, mathematics, and engineering.

California Institute of Technology - Programs

California Institute of Technology - Locations

California Institute of Technology - Admissions

California Institute of Technology - Cost

California Institute of Technology - Alumni and Career Services

California Institute of Technology - Campus Life

California Institute of Technology - Campus Map

California Institute of Technology - Contact Information

The continued focus on culinary education and training reflects the growing importance of food and beverage service in the hospitality industry. As more and more people travel and enjoy dining out, the demand for skilled and knowledgeable chefs and food service professionals continues to increase.

Inland Empire Bank Report

The Inland Empire Bank Report provides information on banking trends and developments in the Inland Empire region, including asset and capital data for banks in the area.

Inland Empire Bank Report - Asset and Capital Data

Inland Empire Bank Report - YTD Performance

Inland Empire Bank Report - Highlights

Inland Empire Bank Report - Resources

Inland Empire Bank Report - Contact Information

The information provided in the Inland Empire Bank Report is valuable for anyone interested in the banking industry in the Inland Empire region, whether they are current or potential customers, employees, or shareholders of Inland Empire banks.
When a private medical care contractor abandoned the residents of Needles by moving most of its operations to a new hospital miles away across the river in Arizona, the County of San Bernardino felt obligated to step in. The ensuing drainage of resources has caused Needles' hospital, Colorado River Medical Center, to wither on the vine. These actions by the contractor, LifePoint Healthcare, Inc., have left the most vulnerable citizens of the small town on the Colorado River without adequate access to health care—a situation we cannot tolerate and must address.

Keeping the hospital open in Needles is vital because there are some residents whose medical coverage plans will cover hospital services provided in another state—so they must receive services here in California. There are other residents who lack transportation to travel locations where they could receive adequate health care, including many who are poor, elderly or disabled.

A further concern is the fact that a bridge over the Colorado River separates these two states and could isolate Needles from Arizona in the event of a disaster or serious accident.

In March, the San Bernardino County Board of Supervisors unanimously approved a plan in concept to manage and operate the Colorado River Medical Center (CRMC) as a Critical Access facility and to restore many medical services that had been lost when LifePoint moved those services to its new hospital in Arizona.

I said at the time that I believe it is incumbent upon county leaders to ensure that adequate healthcare services are available to area residents. I stand by that statement. San Bernardino County has a mission to provide services that promote the health, safety, well-being, and quality of life of our residents. Ensuring the availability of adequate healthcare and emergency medical care is among the most important of our responsibilities. Our sheriff and fire chief agree that keeping the hospital open is vital to the health and safety of area residents. Since I have been joined by administrators from San Bernardino County's Arrowhead Regional Medical Center, the City of Needles, the County Administrative Office and others in providing CRMC with assistance in addressing operational challenges faced by the hospital—challenges that threaten its continued viability.

We've been exploring various operational options for CRMC. Our goal has been to find a way to keep the hospital open and available to local residents and to ensure that the people of Needles have access to vital health care services and emergency medical services that the community relies upon. Working in partnership with the City of Needles has made our collaborative efforts more effective.

The county envisions operating Colorado River Medical Center as a Critical Access Hospital and as such may not be able to operate a full-service acute care inpatient facility in the near future. This is the ideal situation and falls short of what the city would like to see. But I believe it is the most realistic operation at this time.

We have significant challenges, such as adequately staffing the hospital and managing the financial needs of the hospital, but I believe we can meet these challenges.

For more information visit www.sbcounty.gov/Mitchell.

Iran-Mexico Visit...

In September, Ahmadinejad met with Fidel Castro in Cuba, where the Iranian dictator endorsed the project of Latin America 's liberation. I believe it is incumbent upon this area in 70,000 residents. I have a lot of confidence in our hospital team to find ways to make this venture financially feasible.

There are economic forces at work in the tri-state area that will benefit Needles, including the city of Needles, the County of San Bernardino and the City of Colorado River in Arizona in the event of a disaster. There are significant challenges faced by the hospital and management of the Colorado River Medical Center as a Critical Access Hospital and as such may not be able to operate a full-service acute care inpatient facility in the near future. This is the ideal situation and falls short of what the city would like to see. But I believe it is the most realistic operation at this time.

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Storm Clouds on Horizon in 2008

Calm Seas of Workers' Compensation Threatened

By Wayne Partrie

While declining workers' compensation rates have benefited employers in recent years, there are challenges that cloud the future. The outlook for 2008 is one of caution and concern.

1. Rising medical costs. The ever-present negative impact of medical treatment expenses is always a concern, but in 2008 it will become more than ever. Over the past decade, medical costs per medical treatment have soared, and employers are becoming increasingly aware of the rising costs.

2. A sundry of health care reforms. With the government and state legislatures focusing on health care reform, there is potential for significant changes in workers' compensation laws that could impact employers.

3. Declining rate cycle to an end. After several years of declining rates, employers must prepare for the possibility of rate increases in the future.

4. Increasing employers' costs. Rising medical costs, declining rate cycles, and other factors will increase the cost of workers' compensation for employers.

5. Injuries to older workers. As the workforce continues to age, employers must be prepared for the possibility of increased injuries among older workers.

6. Wellness programs. Employers are increasingly offering wellness programs to reduce medical costs and improve employee health. These programs can reduce the number of claimable injuries.


8. Call for lower workers' compensation rates. There is increasing pressure from both employers and the general public for lower workers' compensation rates.

loyalty... continued from pg. 3

In January 2008, PNC Financial Services Group, Inc. announced that it was considering selling its PNC Bank subsidiary. While the employees of PNC Bank were initially disappointed, they eventually came to see the sale as an opportunity for the company to grow and become more successful.

While the employees have no final vote in what happens with the company, they still receive all of the benefits of owning stock. This helps create employees who feel like partial owners of the company, which makes them work harder and take more pride in what they do.

Make sure they have everything they need to do the job. Nothing frustrates a high performing employee more than having to struggle to do something he doesn't have the computer program or because he doesn't have the computer program or because he doesn't have the computer program.

Employers are still grappling to understand what particular interventions, programs and incentives yield the greatest return on investment in health and legal issues also continue to be significant concerns.

This noteworthy and beneficial trend will continue in 2008, but the effort needs to be continued and expanded.

8. The bar will be raised on return-to-work programs. While early and safe return to work is critical in workers compensation, there are still employers who resist transitional work programs, offer demeaning or "make work" jobs or run ineffective programs.

9. Employers need to understand that their employees may be returning from a disability differently than they expected.

10. While the efforts in California have been considerably more successful, other states and localities have adopted similar extensive reforms.

If you're asking why, workers' compensation is a multiplicity of systems governed by the states and there is no mantra to adopt a national model. In a climate of declining rates that fosters lethargy and with unique political-legal-philosophical issues, it is unlikely that state policies will ever converge.

The adoption of evidence-based guidelines will be agonizingly slow. In 2008, many employers will continue to be made by health care professionals without appropriate training and expertise in occupational injuries.

Declining rate cycle to bottom out. The expectation that rates will remain low belies logically. Historically, the workers' compensation price cycle has proven "what goes down, must go up.

All eyes are turned again to California, often for a criterion for the rest of the insurance industry group is urging the insurance commissioner to reduce the current 6.4% rate hike in 2008 citing the cost of legal work, fraud investigation and other claims management tasks.

While dramatic rate increases are unlikely, the tide is turning for the days of double-digit percentage rate reductions may well be over.

Unnecessary loss of skilled workers. The longer employers are out of work, the less likely they are to return.

Workers' compensation is best by unnecessary time lags along the continuum of care - lag time does not help anybody see based on the injury and determine whether or not treatment matches the prescribed protocol.

While the efforts in California have been considerably more successful, other states and localities have adopted similar extensive reforms. If you're asking why, workers' compensation
If People Love You, They Give You More Money
The Undisputed Secret of Repeat Business

By Ross Shafer

Most companies are obsessed with what their competition is doing. Progressive Insurance wants to know what Geico is doing. Macy's wants to know how Nordstrom is doing. Ford wants to know what Chrysler's secrets are, and so on. And, because I speak or consult with 90+ organizations a year, my clients assume I have all the answers...so they can steal it.

Well, I do...and here it is.

(Insert drum roll here)

If your customers love you, they will give you more money.

Too simple, right? Not "high tech" enough for you? Couldn't apply to your business because you're not a customer facing business? Or, maybe your performance metrics are too sophisticated to measure something as touchy-feely as "soft skills"? Ah, you must not sell your goods or services to human beings.

For the sake of the conversation, let's say you want to experiment with this "love" idea.

How would you go about it?

1. Understand that human beings have one emotion—loyalty.

Many of you make the mistake of thinking your customers, clients, or patients are in a business relations with you. Wrong. Customers expect a human relationship because they can't tell the difference. Customers respond to bad service with the same hurt and emotional triggers they experience in a bad personal relationship. If you ignore them, they feel unimportant. If you second-guess them, they feel defensive. If you dismiss them without satisfying them, they get angry. They can help. Unless they are heavily medicated, humans don't have a choice but to react to emotions. Their feelings are real, and your cooperation surface of if they feel loved and respected by you. They want to feel understood by you. We all want to fill our lives with people who treat us well. We want to see those people as often as possible because they make us feel good. Customers want to be emotionally connected to you. So, all you have to do is love them. Loving your customers makes them want to return...and when they do, they will give you more money.

2. Loving you means customers can stop dating other companies.

Your customers and clients and patients have a dizzying number of choices these days. Not only do TV, radio, and print continue to bombard them - the online options further blur their buying decisions. In fact, reluctant customers are often experiment with several companies before settling in with their favorite place to shop.

You want to be the place they "settle." Because, when customers finally find a shop, service, or product they love, what it means to them is that they can stop "dating" other places and commit to you. Feeling loved by you is a relief to your customers. It makes them feel smarter for picking you. They can finally stop spending time and money with your competition and start focusing on you.

3. Your "internal" customers love you.

Let's say you aren't in a "customer facing" organization. At some point you'll have to talk to someone in your organization, right? A boss? A coworker? The UPS guy? These are your customers and they need love, too. Companies who grow and get love...they grow.

The competitor's secret is that their employees love working there. They're happy, content, challenged, respected, and have an emotional connection with the company. Do you know what way your company does? Does your team feel that way? If not, you're going to lose good people to your competitor and they are going to take your customers with them. Lost love, internally, means lost talent and lost revenue.

4. You can actually quantify "loving" your customers.

After one of my seminars, a man named John Hixon from Sweetwater, Texas told me he took over his father's grocery store when his dad passed away. John found out that the little store had annual sales of about $250,000/year but had lost $200,000 during the same period. He decided to take a look at his insurance business to liquidate the store. When he couldn't find a buyer, John decided to step in and see what he could do to save the market. He couldn't tell stories and commit to you, or add new products so he turned to his customers - by doing something radical — something his dad never had done. John started loving his customers. He would stand at the front door and say hello to everyone. He'd tell them, "I sure am glad we got you into our store." With a twinkle in his eye, he'd say, "We're small but we're mighty." If they asked for anything, he wouldn't just point them down an aisle. He would escort them to, let's say, the oatmeal aisle. Then he'd explain why he carried that particular brand. Then, the customers went through the checkout line. John would be standing at the door to say goodbye and wish them a nice evening, or week-end...or holiday. John told me that within 9 months the little store was on pace to gross $1.5 million! And, the only thing John Hixon changed was that he started loving his customers. What's even more incredible was that during that time, Walmart opened just a few miles away.

There is the secret you've all been pining for. If people love you, they give you more money. That is, of course, unless you're too sophisticated for something as silly as that.

About the Author:

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This requires a change in attitude by agents and employers. Agents can no longer "sell" workers' compensation insurance, but must become experts and consultants to deliver a full range of injury management services. Employers need to recognize that workers' compensation is not an expense but a controllable business cost that, when managed properly, will have a measurable and positive return on investment.

I.

Managing workers' compensation costs is not an "on/off" intervention to be used when injuries occur or rates rise, but a never-ending process that encompasses all aspects of the workplace. The few who take charge will change the risk management paradigm in 2008.

Wayne Partes is CEO of Particse Insurance Associates, Inc., Covina, California, one of only 20 Level-5 member agencies of the Institute of WorkComp Professionals.

investments resolutions continued from pg. 6

A financial plan that includes the above, periodically monitored and reviewed by a risk management advisor, could help make keeping your financial resolutions painless.

This article is based, in whole or in part, on information provided by the Media and Marketing Communications of

Smith Barney is a division of Citigroup Global Market Inc. Member SIPC.
Danny Wegman flew new, full-time employees up to the company’s Rochester, NY headquarters so that he could meet them and welcome them to the company. Fortune named Wegmans one of its 100 Best Companies to Work For in 2006.

Furthermore, Wegmans doesn’t only make its employees happy. It also makes the communities where its stores are located happy. According to the to the company’s Website in each of its store communities, Wegmans tries to do the following: provide food for the needy, give donations to neighborhood activities such as community festivals, help young people become healthy, productive, and support the United Way. All of these aspects combined ensure that customers, employees, and the communities truly do get Wegmans best everyday.

“And perhaps the true sign of a great company, Wegmans knows a failed strategy when they see one,” says Deming. “The company closed its 14-store Chase-Pikin Home and Garden Centers in 2006 after their efforts to mimic big players, such as Home Depot and Lowe’s, failed. Leaders at the company realized they would have to invest a lot of money and resources to be competitive in the market,” and simply bowed out of the idea. Wegmans still runs its garden arena. But they did it with class. Always con­vinced about its employees, Chase-Pikin employees were offered jobs in Wegmans stores if they wanted them.

5. Starbucks

Starbucks has grown to optimize the idea of creating a brand by generating so-called correct perceptions. The Starbucks brand is not entirely about coffee. The product only gets them in the game. What makes the brand and keeps the customers coming back are experiences and associations.

“The Starbucks brand is the reason we’re willing to stand in line too long and gladly pay too much for a cup of coffee,” says Deming. “We know how we know about the finer things in life. By associating with the Starbucks brand, we associate with suc­cess.”

The Wolf Criers: Why they’ve missed the mark

It should come as no sur­prise that any company that neglects its customers is des­tined to be a consummate fail­ure. That’s why it’s so aston­ishing that so many organiza­tions (even million dollar corpora­tions!) are still try­ing to do business without mak­ing their customers their number one priority. The com­panies below were each fail­ures in this department. Some misjudged the quality of their customer service, some wanted to cut costs and thought cutting customer service made the most sense, and some sim­ply made mistakes during crit­i­cal times. There is a lesson to be learned from each of them: failing to create the ultimate customer experience for your customers will mean failure for your company sooner or later.

1. Time Warner

In 2006, Time Warner bought out Comcast Cable. A series of commercials airing in Los Angeles, one of the cities hit hardest by the recession, assured customers that the transition would be seamless; Comcast customers wouldn’t realize the change. But in a moment when indi­viduals’ feelings were of raw helplessness and despair, and the only way they had to con­nect with other people was through monetary donations, the Red Cross failed to keep up its brand trust.

2. Red Cross

A glaring and shocking example of how trust can be instantaneous and immediately to 9/11 relief,” says Deming. “We got it wrong, we got it wrong, we got it wrong.”

3. Sears

Sears was at one time the preeminent department store. There wasn’t a product they didn’t carry, and all of them were sold with a guarantee of quality. When you heard the name Sears, you knew you could count on what you got. And, if something didn’t work, the store would fix it or replace it or take your money back. Sears was ready with a replacement or quality repair. Unfortunately, that time has produced one of the biggest marketing blunders in history.

“Personal experience is a testament to the new Sears brand,” he says. “Sears failed miserably as a brand. Not only did it fail to deliver the brand promise—the same promise it’s made for decades—it also failed to exceed my expectations with a unique experience when I needed it most. The entire Sears brand, in my mind, failed. $154 million of that had been distributed. Dr. Bernadine Healy, who was the outgoing Red Cross president at the time, argued in defense of the charitable organization’s deci­sion to set aside more than half of the money raised for future needs, including pos­sible terrorist attacks. This news angered many customers. They felt like their money was not reaching the intended recipi­ents.

4. Song Airlines

"In other words, though donors were not critical of the charity having money for future disasters, the real ques­tion was whether the impor­tant agency missed donors into thinking donations were not immediately to 9/11 relief," explains Deming. "I don’t think anyone really believes the Red Cross deceived people for some selfish, greedy end. But in a moment when indi­viduals’ feelings were of raw helplessness and despair, and the only way they had to con­nect with other people was through monetary donations, the Red Cross failed to keep in its brand trust.”

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CSUSB Hosts 92nd Birthday Party for World-Renowned Craftsman and Master Woodworker Sam Maloof on Jan. 26

Ninety-two years ago a child was born to Lebanese immigrants, who could hardly imagine their son would grow up to be a McArthur Fellow, an acknowledged genius, a world renowned craftsman and master woodworker.

On Jan. 26, Sam Maloof gets more than a birthday cake when Cal State San Bernardino’s Robert V. Fullerton Art Museum, and the university’s art department partner with the Sam and San Maloof Foundation for Arts and Crafts to host a birthday party for the celebrated artist.

The celebration, which will be held from 5 p.m. to 7 p.m. at CSUSB’s art museum, is an exclusive event that will pro­vide guests with an unprece­dented opportunity to place a bid on the one and only Sam Maloof 92nd Birthday Edition Rocking Chair. Currently, there is a six-to-seven-watt查验 list for a Maloof rocker, and Maloof has never handcrafted a rocker specifically for auction.

Guests at the party will also preview the first-ever Maloof Exhibition at the Fullerton Art Museum. “San Maloof: Essence of the Handmade.”

A portion of each $92 ticket will support the first ever Sam and Beverly Maloof Art Scholarship at CSUSB, and create a ceramics acquisition fund in the name of Sam and Alfreda Maloof at the Robert V. Fullerton Art Museum.

For sponsorship information call: 1-760-564-3112

Palm Springs Book Festival
Sunday, March 16, 2008
At the Chameleon Theatre Campus
Home of the Palm Springs International Film Festival

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core customer was not a real person; it was a marketing Frankenstein, an amalgamation of market research, so delivering on its brand promise was a challenge.

"The airline had built its brand around this core customer, and it just wasn't sufficient to keep the airline aloft," says Deming. Since there was no reality to its "a core customer," the realality to the brand. The lesson to be learned from Song: Market research will never yield the elements of an excellent brand.

5. Dell
Recently in its bid to cut costs in a competitive market, Dell is looking in an area that was once one of its biggest strengths, customer service. There was a time when Dell didn't take long for complaints about poor service to start streaming in. In May, those customer complaints turned into more than just a customer service nighttime, when the New York Attorney General's Office filed a lawsuit against Dell and Dell Financial Services for false advertising, failure to provide services, and deceptive business practices. Proponents of how important meeting your brand promises are, Attorney General Andrew Cuomo released these scathing remarks: "At Dell, customer service means no service at all. Dell's consumers were intentionally misled, and they had to pay for that privilege. I hope this lawsuit sends a message to companies large and small that delivering a product is simply not enough -- the promises they make must be delivered as well."

"Attorney General Cuomo is exactly right and if Dell wants to get its customers and good reputation back, they'll have to return their focus to creating the ultimate customer experience, not saving money," Deming declares.

6. Sprint Nextel
Most businesses want their customers to stay with them for the long haul and will do anything possible to make sure that is the case. Sprint Nextel has a different approach. In late June, the company, which MVN Mobility, announced in April by placing the company in its Customer Service Hall of Shame in April, sent a letter to 1,000 of its customers telling them "the number of inquiries you have made to us, has lessened to a point where we are unable to meet your current wireless needs." They gave theaced customers a month to find a new wireless provider before terminating their contracts. "It seems the company was upset with the number of calls these customers were making to customer service," says Deming. "It should be obvious this isn't the way to treat customers, no matter how well they maintain their policies."

My suggestion would be that Sprint Nextel look at a why their customer service departments weren't able to successfully handle customer issues and the problems described at the source--not just throw their hands up and abandon their customers to the telecommunication wilds."

About the Author:
Scott Deming delivers high-energy sales, marketing, and customer service presentations to clients across the globe over 100 times a year. He is the author of "The Breakthrough Wolf: Deliver On Your Company's Promise and Create Customers for Life." (Wiley, 2007). It is available at most booksellers and direct from the publisher by calling 800-225-5945.

overcome talent shortage...
continued from pg. 14
end. The more you allow your
Gen-X employees to be part of the team, and to participate as equals, the more likely they'll be to stay at your company.

4. Build a strong corpo-
rate communication process.
In most companies there's no open debate, and employ-

eres are always "watching their back." They know that if they say something out of turn, they're likely going to get fired. The company should let Gen-Xers know that they'll get dinged on their performance review. Granted, some companies have attempted to create an environment of open communication, but when employees do speak their mind, the company doesn't listen.

Gen-Xers refuse to tolerate weakness. The company knows it's hard to be produc-
tive and motivated when try-
ing to always "watch your back." And while previous generations tolerated office politics and egocentric execu-
tives, the Gen-Xers respond by sending out resumes and seeking employment else-
where.

Therefore, to keep Gen-
Xers on staff, you need to encourage debate and opposite opinion. Get people to open up, discuss problems, and express opinions. Then, put in the process so the ideas and opinions get acted upon. Equally important is to create an environment of instant feedback.

Rather than force people to wait for feedback for weeks, or even months, try giving them feedback within a week. This will help them make necessary changes and improve the overall reputation back, they'll have to return their focus to creating the ultimate customer experience, not saving money," Deming declares.

Public relations veteran Barbara Lohman has joined TMG Communications, Inc, as vice president, broadening the Riverside-based firm's services and capabilities. Lohman has more than 25 years experience in the communications industry. Prior to joining TMG, she served as senior vice president of Washington, D.C.-based Deviller Communications, Inc. "Palm Desert National Bank announces Sprint Award honors Chad Dickson. The award is given to an employee who demonstrates a customer to customer service, values and mission. Chad is a banking services representative at Palm Desert National Bank's La Quinta branch and has been with the bank for nearly two years... Arrowhead Regional Medical Center's Dr. Joe D. Corellos, recognized as one of the area's top physicians in the field of pediatric allergy and asthma and a key figure in the development of the success-

ful Breathsmobile program, has been honored by the Asthma & Allergy Foundation of America, California Chapter (AAFA-CA) as its Physician of the Year...Stirling Capital Investments announced it has added two executives to the development team at Southern California Logistics Centre (SCLC) in Victorville. Christopher Webb has been named director of leasing and sales and Mark Huber has been named director of design/con-
struction. Webb will be responsible for overseeing all aspects of marketing, leasing and sales for Stirling Capital Investments. Huber will select and manage design teams and general contractors and oversee the overall construction processes of all onsite improvements at SCLC...Tony J. Swartz has been appointed president and chief executive officer of Desert Commercial Bank. Swartz succeeds R. Albert E. Roensch, who was Desert Commercial Bank's first CEO. Swartz served as president and CEO of a de novo bank, Fresno First Bank and as a founding director for Fresno First Bank...Hyatt Advertising announced the promotion of its key staff member and expansion of the agency as it adapts to a larger list of clientele. Hyatt promoted Mark Faust to senior art director, recognizing his con-	ributions to the growth of the agency. Faust will continue to fulfill his creative responsibilities but will now manage Hyatt's expanding art department. Faust has been with Hyatt Advertising since 2004...President/CEO Kevin McCarthy of PFF Bank & Trust has announced the appointment of John Randall as vice president and Susan Boudreaux and Debbie Mason as assistant vice presidents. Combined, the three officers represent over 20 years of banking and management experience and community service...San Bernardino City Economic Development Agency Director Maggie Pacheco has decided to step down effective late January 2008...Outdoor Channel Holdings, Inc. announced that Attorney General Andrew Cuomo submitted his resignation, effective to step down from his posts as executive vice president and chief financial officer effective immediately. The company said Owen has agreed to serve as an advisor to the company as needed through Dec. 15, 2008. Outdoor Channel Holdings named Shad L. Burke, a certified public accountant who joined the company as chief accounting officer in October 2007, as interim chief financial officer. Outdoor Channel Holdings, Inc. owns and operates Outdoor Channel America's leader in outdoor TV. The national network offers pro-
gramming that captures the excitement of hunting, fishing, Western lifestyle, off-road motorsports, adventure and other outdoor lifestyles.
BIA Honors High Desert Homebuilders

Jim and Madeline Tatum receive Lifetime Achievement Award from the Building Industry Association, Baldy View Chapter

The Building Industry Association, Baldy View Chapter honored High Desert home builders Madeline and Jim Tatum at the 2007 installation ceremony at the DoubleTree Hotel in Ontario.

The Building Industry Association recognized Baldy View Chapter President Todd Tatum for his leadership and commitment to the building industry. Ray Fernandez of Rainbow Building and industry giant KB Home were also honored for their contributions to the building industry and community.

More than 300 community leaders, elected officials and homeowners attended the Building Industry Association installation ceremony where Madeline and Jim Tatum received a Lifetime Achievement Award for their commitment to the High Desert region.

The Tatums are the founders of the American Housing Group, a private home building company that constructs more than 200 homes annually. In 2001, they also created the Tatum Foundation, a philanthropic organization that develops parks, schools, hospitals and civic buildings worldwide.

"The Tatum family has been an integral part of the development of Victorville since its inception" said Terry Caldwell, mayor of Victorville, "they are one of the most prominent families in Victor Valley."

Clyde Tatum, Jim's father, was the first in the family to start building homes and holding a commitment to the High Desert community. Clyde built more than 10,000 homes between 1955 and 1970. His philanthropic contributions included donating 18 acres to the City of Victorville for its civic center and land for various parks and libraries throughout the High Desert. His contributions also included serving as a founding board member of the Mojave Water Agency.

Madeline was a founding member and past president of the Victor Valley Women's Club, and she was named San Bernardino County Woman of the Year for three straight years and has also been honored by the State of California as one of its "Outstanding Citizens."

The Tatums' contributions to the High Desert community includededicating parks and sponsoring sports teams. The Tatums have also served on many philanthropic boards throughout the High Desert region.

"Jim and Madeline love their community. It's where they raised their children and it's where they made their livelihood. It's important to them to make (their community) a better place" said Richard Lewis, president of Lewis Group of Companies, based in Upland.

The City Broiler is a restaurant treasure, and one that I have recently discovered in Chino Hills. It opened in February 2007 to rave reviews, and is a family-owned restaurant headed by Roger Crawford who has, for over 40 years, opened many other fine restaurants across this state. The City Broiler was highly recommended by a friend so I decided to try it out myself.

As I walked into the restaurant, I was totally impressed by the beautiful decor and the warm welcome from the servers. The spacious dining room is decorated in natural wood and brick with touches of brass and etched glass. I was impressed right at the start.

The first room I entered was a sports bar, and it was pretty lively that night. With a wide screen TV, sports fans can cheer on their favorite teams, while playing whatever event is scheduled for that day. The lounge on the weekend offers entertainment with dancing (sometimes hard to find in a restaurant) and dinner is also served there. However, during the week the lounge is used for meetings and banquets. In fact, the day I was there, they were preparing for two large banquets—one in the patio area and one in the other banquet locations. The City Broiler offers several areas for special events—private breakfasts, lunches or dinners, meetings and even wedding receptions.

Now for the best part—the food! The menu included so many of my favorite dishes, it was difficult to make my selections. Finally, I chose the chicken mole con queso and I was not disappointed. The presentation was unique and the chicken was terrific. For my entrée, I ordered the steak. It was done to perfection—medium rare. The array of desserts were a delicious addition, and I was totally satisfied.

The City Broiler was voted by "Inland Empire Magazine" as the Best Restaurant in 2008 in a yearly contest held by the publication.
"Award Winning Customer Service: 101 Ways to Guarantee Great Performance."
By Renee Evenson; Amacom, New York, New York; 2007; 232 pages; $17.95.

Congratulations to author Renee Evenson. Someone has finally got the analogy right. Customer service is not like a football game, a soccer match, or a battle. It is, as Evenson suggests, more like theatre. Your customers are your audience, not your competitors.

Just like any audience your customers may not always be right, or even appreciative, but they are always the people who buy the tickets. That’s the reason why they can pass judgment on what you offer and how you offer it, even when the judgment is unfair.

Previously, we listed the philosophy about customer service: “If your customers stop coming, you will not need to stock the shelves. ... The customer is the reason you have a job.” The book is filled with basic front-line customer service tips and approaches. That’s its strength. It addresses the key issues faced by customer services representatives on a daily basis and offers a way for both reps and their managers to deal with customers more effectively.

Evenson offers a way for both reps and their managers to deal with customers, not by reprimanding them but by teaching them how to be excellent team players and re-examine how to make customer service an effective customer satisfaction tool.

— Henry Holtzman

**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.A.

1. “The Age of Turbulence: Adventures in a New World,” by Alan Greenspan (Penguin Group...$35.00) (2*)
   Former Federal Reserve Chairman tells all more or less.
2. “Think Big and Kick Ass in Business and in Life,” by Donald Trump with Bill Zanker (HarperCollins...$26.95) (3)
   The Donald continues to brand his favorite product.
3. “A Little Book That Quietly (and When to Stick)” by Seth Godin and Hugh MacLeod (Illustrator) (Penguin Group...USA...$12.95) (5)
   Why winners often quit while losers stick.
   Detailed view of how to develop leadership skills.
   Product sales by Internet nearly unending sales.
   Sales guru offers answers to sales questions.
7. “Good to Great,” by Jim Collins (HarperCollins...$27.50) (7*)
   Climbing the steps to a good organization to a great one.
   The key to transforming dreams into reality.
   Why you shouldn’t accept the official explanation of anything.
10. “The Five Dysfunctions of a Team: A Leadership Fable,” by Patrick M. Lencioni (John Wiley & Sons...$22.95) (9)
    Common problems that prevent teams from working together.

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City Broiler:

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City Broiler is a center of a development company, which expects to break ground on the new development in August 2008. The project continued its funding drive in February 2009. As the City Broiler project continues to be funded, it is now ready to move forward on the construction of the building.

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REAL ESTATE NOTES:

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City Broiler will be anchored by CV's Pharmacy along with another Fresh & Easy neighborhood market, which will be located at the building.

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CSUSB briefings...

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expansion home office's sales principle for success.

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As part of our expansion program, we are a Coffee company looking for part time employe... Please contact us for more details. Requirements - Should be a computer literate. 6-6 hours, access to the internet weekly. Efficient and dedicated. If you are interested and need more information, please send email to: Starpointcicep156@gmail.com at Starpoint Trading Service.

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To register online, visit www.cusbahami.com and go to the “Events” menu. To print out a registration form to be faxed back or mailed, visit www.cbsp.csb.edu.

For more information on Cal State San Bernardino, contact the university’s Office of Public Affairs at (909) 537-5007 and visit http://news.csb.edu/
Sonoma County is home to more wine varieties than any other wine region in the world. (No, no—don’t argue with me, this statement comes straight from their Chamber of Commerce via their Web site.)

The wineries, with their coastal and inland growing regions and distinct micro climates and soils, have the immense good fortune to be able to produce spectacular harvests. The grapes are used to produce world-renowned wines. Small lots of grapes are still being grown on plots of land that have held grapes for over 140 years.

Wending through some of the most picturesque wine country in California takes visitors on a spiritually gratifying journey of natural beauty, sublime tasting experiences and memorable personal encounters with the state’s most devoted and individualistic winemakers, chefs, and residents.

Do not miss the 30th Annual Barrel Tasting on March 1-2, 2008 and March 8-9, 2008 weekends. This promises to be the biggest Barrel Tasting Weekends ever — with over 100 wineries opening their cellars for your tasting pleasure.

My recent five day visit to Sonoma was one of the greatest travels of my life. I will, on this page, mention the wineries, restaurants and recent hotels which will delight you and imprint in your mind lifelong memories. When you think Sonoma, think great wine....great food.....great scenery and wonderful people!

Where to Stay.
Well, in my opinion, there is only one place and that is the FountainGrove Inn in Santa Rosa. You are located in the middle of the county and literally 100 yards off the 101 Freeway. It is a beautiful, super modern inn and home to Equis Restaurant. You cannot find any better in Sonoma County. It is located at 101 FountainGrove Parkway in Santa Rosa (phone number is (707) 566-3179 and the Web site is www.fountaingroveinn.com). Again, it is my recommendation. Try it.....you will love it!

Where to eat.
Food, along with wine and scenic beauty, are the draws or magnets of Sonoma County. I hope that over the past 20 years my 250 reviews have been well received by our readers and are accepted as honest and reliable. I offer to you the following short, short comments of culinary suggestions for your enjoyment:

• Equis at the FountainGrove Hotel (Santa Rosa) a must for lunch or dinner.

Try the Sunday Brunch---you will not be disappointed.

• Mosaic Restaurant at 6675 Front Street in Forestville (reservations a must (707) 887-7513). Chef owner Tai Olesky does magic in his kitchen with food.

Visit www.mosaicats.com - Best of Sonoma County. Don’t let the outside front of their building fool you.

• Willis Seafood & Raw Bar, 403 Healdsburg Ave., Healdsburg: Visit TripAdvisor .........Willis is in some circles considered to be the #1 seafood restaurant in Sonoma.

Where to Visit.
There are hundreds of wineries in Sonoma and from so many choices, the following are "not to miss" wineries to visit. There are many, many local free magazines located at hotels, wineries, etc. which contain helpful maps showing their locations:

• Trentadue (features petit sirah and port)
• Foppiano (features zinfandel and sirah)
• Kendall-Jackson (features chardonnay, fume blanc and all red wines)
• Ledson (by appointment - (707) 537-3810) ---not, not to miss!
• Chateau St. Jean (an oldie but goodie). Bring your lunch and enjoy it under the trees at the picnic tables.
• Frei Brothers (Gallo family owned)
• A. Rafanelli (Russian River) Think of zinfandel (by appointment but a must visit).
• Martini - Established in 1881 -- when the old meets the new!

“...When my family and I founded Kendall-Jackson in 1982, I simply wanted to create extraordinary wine from California's best vineyards...”