June 2008

Inland Empire Business Journal

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Laura Bush designates Ontario a Preserve America Community

The City of Ontario was recently honored when First Lady Laura Bush, honorary chair of the Preserve America initiative, designated it as one of the nation’s newest Preserve America Communities.

A representative from Congressman Joe Baca’s office presented Ontario’s mayor and city council with a certificate of community designation signed by Mrs. Bush, announcing Ontario as the newest Preserve America Community.

The Preserve America initiative is a White House effort to encourage and support community efforts to preserve and enjoy America’s priceless cultural and natural heritage. The goals of the initiative include a greater shared knowledge about the nation’s past; strengthened regional identities and local pride; increased local participation in preserving the country’s cultural and natural heritage assets; and support for the eco-

continued on page 3

ATM deposits at 7-Eleven

CO-OP Financial Services, which operates CO-OP Network and its 25,000 surcharge-free ATMs, announced that deposit-taking capability is now available at Vcom® kiosks in more than 2,200 7-Eleven® stores. Twenty-six million credit union members whose cards bear the CO-OP Network logo now have the ability to make deposits at the machines, which are located throughout 12 states.

Vcom machines, which are proprietary to the 7-Eleven network operator Cardtronics, provide customers with financial services, including conducting ATM transactions, cashing checks and money transfers. The kiosks use check imaging technology for deposits, allowing users to insert checks directly into the machine without an envelope and receive an image of the check on their receipts.

“CO-OP’s two-and-a-half year partnership with 7-Eleven and Cardtronics provides our members surcharge-free ATM access at 5,500 stores throughout the U.S., which already includes the Vcom kiosks,” said Ovitt.

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Water park/amphitheater approved

The County Board of Supervisors approved a contract between Liquid Management Group, Inc. (LMG) and the County of San Bernardino for the development and operation of a water park and amphitheater at Cucamonga-Guasti Regional Park.

Supervisor Gary Ovitt commented on the park enhancement: “Since its creation in 1974, the park has remained virtually unchanged. Since that time the population of the surrounding area has increased significantly. There is a pressing need to increase park services, attract new visitors, and contribute to the financial stability of the county park system.

“This financial lease agreement will benefit the county by providing a minimum of $300,000 a year for 25 years,” said Ovitt.

Ovitt went on to say, “Our objective is to build and operate a first-class family water park that provides an enjoyable experience in a safe, fun, wholesome and friendly environment at a reasonable price.”

The LMG proposal would

continued on page 36

Claremont Graduate University announces major gift

The Drucker Institute and Transdisciplinary Studies Program at Claremont Graduate University announced today that the university has received an extraordinary donation of more than $2.5 million. CGU plans to digitize the tapes for easy online access by scholars and the general public.

The gift was made by Connie Martinson, host of the cable TV program “Connie Martinson Talks Books,” which has been described by Los Angeles magazine as the city’s “premier television book show,” attracting “a profusion of important and well-known authors.” Among them: Maya Angelou, Ray Bradbury, Al...
Brian Carlson, president and CEO of Excel National Bank, has been named one of the Coleman Report’s 20 most influential leaders in Small Business Administration (SBA) lending. (The SBA is one of the primary lending sources for small businesses looking to expand.) According to Robert Coleman, whose publication is considered the leading source of news pertaining to the SBA, the “top 20” consists of those who have “made the most significant impact on SBA lending so far this year.” Others honored include SBA Administrator Steven Preston, Senator John Kerry and Inc. Magazine’s Robb Mandelbaum.

In just two years, the bank has rocketed to the 22nd spot in nationwide SBA lending with 228 loans totaling $200 million. With assets of more than $1.2 billion, Excel offers a full range of services. Its growing reputation as a preferred SBA lender, however, is the key factor in its meteoric rise. Excel has helped a wide range of businesses expand their operations and realize their true growth potential. Its primary strength is its ability to help clients quickly and efficiently navigate through the complex SBA lending process.


Laura Bush...

continued from page 1

Laura Bush...

continued from page 1

nomic vitality of our communities.

“Preserve America Communities demonstrate that they are committed to preserving America’s heritage while ensuring a future filled with opportunities for learning and enjoyment,” Mrs. Bush said. “This community designation program, combined with the Preserve America Grant Program, Preserve America Presidential Awards, and other federal support, provides strong incentives for continued preservation of our cultural and natural heritage resources. I applaud the City of Ontario for your commitment to preserving an important part of our nation’s historic past for visitors, neighbors, and, most importantly, for children.”

“It is an honor to receive recognition from the White House for Ontario’s preservation efforts. As the mayor of Ontario, I take pride in our efforts to preserve our history for future generations to enjoy and at the same time creating special places for visitors to experience,” stated Mayor Paul S. Leon.

Communities designated through the program receive national recognition for their efforts. Benefits include the right to use the Preserve America logo on signs and promotional materials; eligibility for Preserve America Grants; notification to state tourism offices; and listing in a Web-based directory that showcases Ontario’s preservation efforts and heritage tourism destinations. Preserve America Communities are also featured in National Register Travel Itineraries and in “Teaching with Historic Places” curricular materials created by the National Park Service. The City of Ontario is now eligible to apply for grants under the Preserve
Ontario Chamber fights for business at state capitol

The Ontario Chamber of Commerce led a delegation of business leaders to Sacramento May 19, 2008 to meet with key elected officials on important issues impacting the Ontario business community. The chamber also met with members of the governor’s staff to discuss critical business issues pending in the State Legislature.

“Our lobbying effort in Sacramento is part of our continuing effort to effectively represent the interests of Ontario business with government,” stated Jennifer Resch-Silvestri, chairwoman of the Ontario Chamber Board of Directors. “Informing our elected officials on issues that this chamber supports and opposing and finding ways to improve our local economy is our top priority,” continued Resch-Silvestri.

Last year, the Ontario Chamber of Commerce board of directors created the Government Affairs Council (GAC) and authorized it to act on behalf of the board of directors to approve any public policy positions that align with the chamber’s policy platform. The GAC determined the following issues that were discussed with Sacramento officials throughout the day-long trip.

Ontario Chamber members and business leaders head to Sacramento.

Governor’s Budget introduced in the State Stabilization Act.

The Ontario Chamber supports the concept of a state budget savings account or “rainy day fund” to protect the state from future budget deficits. However, the chamber reserves its right to take a position on any specific legislative proposal once budget savings account or “rainy day fund” to protect the state from future budget deficits. The Ontario Chamber supports the concept of a state budget savings account or “rainy day fund” to protect the state from future budget deficits. The Ontario Chamber supports the concept of a state budget savings account or “rainy day fund” to protect the state from future budget deficits. The Ontario Chamber supports the concept of a state budget savings account or “rainy day fund” to protect the state from future budget deficits.
I have heard people not to believe what gets e-mailed out to them. I have told people not to forward anything that asks them to forward it.

I have mentioned several times that the Minister of the Interior of Nigeria is not sending you $25,000,000.

All of that being said, I am forwarding the following e-mail to you because it brings out the folly of what I find in my computer everyday, alongside legitimate business and personal notes.

"I just want to thank all of you for your educational e-mails over the past year. Thanks to you:

- I no longer open a public bathroom door without using a paper towel.
- I can't enjoy lemon slices in my tea or on my seafood anymore because lemon peels have been found to contain all kinds of nasty germs including feces.
- I have trouble shaking hands with someone who has been driving because the number one pass-time while driving alone is picking your nose (Although cell phone usage may be the number one spot).
- I no longer use cancer-causing deodorants even though I actually Ai Qeda in disguise.
- I no longer shop at Target since they are French and don't support our American troops or the Salvation Army.
- I no longer answer the phone because someone will ask me to dial a number for which I will get a phone bill with calls to Jamaica, Uganda, Singapore and Uzbekistan.
- I no longer buy expensive cookies from Neiman Marcus since I now have their recipe.
- Thanks to you, I can't use anyone's toilet but mine because a big brown African spider is lurking under the seat to cause me instant death when it bites my rear.
- And thanks to your great advice, I can't ever pick up $5.00 dropped in the parking lot because it probably was placed there by a molester waiting under my car to grab my leg.
- I can no longer drive my car because I can't buy gas from certain gas companies!

I don’t know which is worse: the glue on my car to grab my leg."

San Bernardino County’s innovative approach to linking local businesses with counterparts in the international marketplace has been recognized with an Award of Excellence by a statewide professional economic development organization.

The California Association for Local Economic Development presented the award to the International Trade Office of the County of San Bernardino Economic Development Agency during the association's recent conference in Anaheim. The association, known as CALED, is the premier statewide professional economic development organization. The International Trade Office was recognized for making a significant contribution to the field of economic development in California in 2007. It provides economic development services that typically are lacking at the local level, including export/import resource services, global connection programs, educational outreach programs, trade missions and international brand and tourism campaigns.

The award brings widespread recognition to San Bernardino County’s effort to bridge the gap between local companies and global partners. By taking on duties that usually are disregarded by county government, the International Trade Office truly stood out, said My Kris Nong, a spokeswoman for CALED.

"They are one of the only organizations out there with an international trade office," Nong said. "We don’t see that a lot at the city, county or even state level, especially at the county level. They have a very impressive record.

The International Trade Office helps businesses from around San Bernardino County compete better in the global economy. Since its inception in 2006, the trade office has trained more than 650 business constituents and created more than $217 million in projected transactions through its Global Matchmaking Program. It works closely with local chambers of commerce, universities and city economic development agencies to increase awareness of international trade possibilities around San Bernardino County.

There are numerous international trade opportunities for businesses in San Bernardino County, but before the International Trade Office was created, there wasn’t an entity specifically designed to help business owners turn those economic opportunities into economic realities," Board of Supervisors Chairman Paul Bianc said.

Working under the guidance of private sector-led International Trade Advisory Council, the International Trade Office fosters overseas business connections and helps brand San Bernardino County as a global and diverse place in which to do business.

Moises Cisneros, who has led the International Trade Office since its inception two years ago.
Richard Hart, MD, named president of Loma Linda University
Adventist Health Sciences Center

Richard Hart, MD, Dr. PH, Chancellor and CEO of Loma Linda University, has been named president and chief executive officer of Loma Linda University Adventist Health Sciences Center (LLU/AHSC). He will replace Dr. Lyn Bohens, MBBS, who announced last December that she would be retiring in March of 2008.

"The board and search committee believe that Dr. Hart's distinguished career of service has ideally prepared him for this position," said Cooper. "As both a physician and an academician, he is knowledgeable about the unique challenges and opportunities faced by an academic health sciences center. We believe he brings both the training and the experience to lead this organization at this important time in its history, and will be able to ensure that no momentum is lost as we move forward on major expansion, fund-raising and research initiatives now in place."

Richard Hart, MD, PhD, was named chancellor and chief academic officer of Loma Linda University in February, 2001. He was born in 1945 at the Loma Linda Sanitarium and Hospital, and received his early education in Washington at Upper Columbia Academy in Spangle, and Walla Walla College in College Place. While at Walla Walla, he became the first student missionary from the Seventh-day Adventist Church to serve outside of North America.

Hart received his medical degree from Johns Hopkins School of Hygiene and Public Health, he served in thepy project sponsored by the United Nations in Africa, then became an associate professor of Community Health at the University of Illinois. In 1976, he joined the faculty of the School of Public Health at the University of California, San Francisco. Two years later, he became the first director of the Center for Health Promotion and Education, chair of the Department of Preventative Medicine, and, since 1990, dean of the School of Public Health.

Dr. Hart's vision extends to the farthest reaches of the globe. His early involvement in student missionary work was key in the development of the University's International Medicine, Service and Social Action Community Health System—a local low-cost health-care system for the medically underserved. He is also president of Adventist International, a new organization created to manage health services in developing countries.

Founded in 1995, Loma Linda University (LLU) is a private, Christian, coeducational, health sciences, nursing, pharmacy, public health, religion, and science and technology. The university offers a range of certificates of completion and associate in science degrees to doctors of philosophy and professional doctoral degrees. Students from more than 180 countries around the world and virtually every state in the nation are represented in Loma Linda University's student body.

Henry North, May, 1830

"Laws were made to be broken"

Richard Hart, Chancellor and CEO of Loma Linda University, has been named President and CEO of Loma Linda University Adventist Health Sciences Center.

University organization, More than 100 certificate and degree programs are offered by the schools of Allied Health Professionals, Dentistry, Medicine, Nursing, Pharmacy, Public Health, Religion, and Science and Technology. The university offers a range of certificates of completion and associate in science degrees to doctors of medicine and professional doctoral degrees. Students from more than 180 countries around the world and virtually every state in the nation are represented in Loma Linda University's student body.

Ontario Chamber... continued from page 4

SB 1539 (Calderon) Meal Periods

The Ontario Chamber supports SB 1539 that will provide clarity and guidance when complying and enforcing employment meal breaks. The proposed law is a comprehensive solution that serves employers and employees regardless of the size or union status.

AB 3025 (Lieber)
Polyethylene Packaging

The Ontario Chamber opposes AB 3025 because it would prohibit a business from selling expanded foam loose fill packaging (commonly referred to as "packaging peanuts"). This proposed law fails to recognize the resource efficiency and environmental benefits of the loss packaging material. This could ultimately impact multiple businesses that ship goods and materials as a main component of their business.

"We look forward to working with our elected officials taking the lead on these three important issues to ensure that our regional business community remains prosperous," stated Mark Smiley, president/CEO of the Ontario Chamber. "Our businesses can count on the Ontario Chamber to make sure their voices are heard in Sacramento," Smiley continued.

For more information on the Ontario Chamber's efforts in Sacramento, log on to www.OntarioAdvocacy.biz.

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DUFF & PHPELS/INLAND EMPIRE BUSINESS JOURNAL

STOCK CHART

THE GAINERS
Top five, by percentage

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THE LOSERS
Top five, by percentage

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Ticker | 1/2/08 Close Price | 40/30 Close Price | % Chg. | 52 Week High | 52 Week Low | Current P/E Ratio | Exchange |
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Notes: (H) Stock hit fifty two week high during the month. (L) Stock hit fifty two week low during the month. NM - Not Meaningful

Duff & Phelps, LLC

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Five Most Active Stocks

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Monthly Summary

5/21/08

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<td>12</td>
<td>2</td>
<td>1</td>
<td>1</td>
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</table>

"Had laws not been, we never had been blam'd; for not to know we sin'd is innocence"

Sir William Davenant, 1660-1668

10631 Foothill Blvd, Suite 218 Rancho Cucamonga, CA 91730
tel. (909) 980-0630, fax. (909) 948-8674
Investors Drawn to Healthy Leasing Activity in Inland Empire's Western Cities

For the Inland Empire office market, above-average construction activity will be the prevailing trend in 2008. Local job creation is projected to exceed the national average again in 2008, but it will lag the robust expansion recorded in previous years due to slower growth in housing related sectors. In terms of new supply, this year’s completions will be more than double the metro’s five-year annual average, representing a nearly 8 percent boost to total inventory. While marketwide vacancy is expected to push higher this year, leasing activity in the Chino/Montclair/Upland submarket is anticipated to remain strong, supported by the area’s transportation access and proximity to coastal counties. As such, vacancy in that forecast to impact the mid-10 percent range allowing owners to trim concessions. Absorption will also stay robust in the Temecula Valley/Murrieta submarket, where demand from population-serving employment sectors continues to sustain the need for additional space.

Competitive cap rates and a favorable extended outlook will attract buyers to the Inland Empire in 2008. Cap rates averaged in the mid-6 percent range last year, where they are expected to remain throughout much of 2008. In recent years, Class B/C owners have benefited from spillover demand generated by aggressive rent growth in the Class A segment; however, this trend will likely reverse as new high-end supply comes online and competes for tenants. This year, buyers who typically target lower-tier space may become hesitant to assume significant re-leasing risk due to slower employment growth. As a result, many investors are likely to opt for high occupancy properties in stable inland cities, such as Chino, where the construction pipeline remains thin due to land constraints.

2008 Market Outlook

• 2008 NOPI Rank: 8, No Change. The Inland Empire held its position in 2008 despite more modest employment growth than in recent years.

• Employment Forecast: Local employers are forecast to expand payrolls by 20,000 positions this year, a 1.5 percent increase. Office-using sectors are expected to add 1,800 new hires in 2008, a gain of 0.8 percent.***

• Construction Forecast: Office completions will total 1.5 million square feet this year, down from 1.6 million square feet in 2007.

• Vacancy Forecast: A reduced pace of job creation and above-average supply growth will push up marketwide vacancy 160 basis points to 15.1 percent. Last year, vacancy climbed 370 basis points.

• Rent Forecast: The delivery of more expensive space is projected to support asking rent growth of 3.8 percent to $23.48 per square foot in 2008, while effective rents are forecast to climb 2.9 percent to $20.12 per square foot.

• Investment Forecast: Potential buyers may want to consider locations in the Palm Springs/Palm Desert submarket. A lack of construction and steady household growth have led to increasingly tight conditions, a trend that is expected to continue given the limited number of projects in the pipeline.

***The Inland Empire quarterly economic report published by SANBAG, Dr. John Husing forecasts that in 2008, the Inland Empire economy is forecasted to lose 17,000 jobs (-1.4%), after having added just 92 jobs in 2007 (0.0%).
Dowling to head agency... continued from page 3

Ovitz. "He has made prudent, well-thought-out decisions reflecting his broad experience and common sense. He will be hard to replace. However, he will be an asset to our county family in his new position.

Dowling began his new duties on May 27. A licensed real estate broker, he holds a master’s degree in public administration and a bachelor’s degree in political science from California State University, Fullerton. "As we continue to work together to strengthen our economy—bringing in jobs that can support families, incorporating green technologies that save our resources, and developing stronger social and economic linkages—California State University will serve, and strengthen its role as a job center. We can do this, with talented, progressive-minded people."

The City of Riverside continues to top national economists’ lists of the best places to work and invest, due to its diverse industry base and burgeoning high technology and research corridor. With the addition of a number of economic development initiatives intended to strengthen its role as a job center, it continues to be a focal point of growth and has become more than just its resident and employment base, proving to be a hub for economic growth and development. The city recently made Forbes Magazine’s list of ‘Best Cities for Jobs,’ thanks to its strong job and income growth, with the city having achieved a five-year annualized job growth rate of 4.3%. Also, Integra Realty Advisors, one of the nation’s leading real estate valuation and counseling firms, touts the growth potential in Riverside. It ranked Riverside #1 for both overall annual growth percent and total employment growth in its 2008 IRP Viewpoint.

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

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The HISTORIC

Real Estate Notes

You know how it feels to be stuck in a rut. You’re doing the same activities over and over, and it’s getting old. You feel bored with your life or burnt out on the job. Perhaps you know what would make you happy, such as a new job position or increased responsibility at work, but making that goal a reality seems unattainable and not even worth trying. So you stay in the same situation, complacent and content, hoping that someday something will change, but it never does. Face it, you’re in a rut.

Stay stuck in a rut is not fun. Aside from being bored with your situation, being in a rut also makes you more prone to depression and negative thinking—the two things that will keep you in your rut, even longer. So if you want your situation to change, you must change. Instead of complaining and planning, you must do something. You can make your life better, realize that there’s a lot you can do.

More often than not, you’re in a rut because you’ve let the emotion out. Let your complaints become the seeds of your reality. This is when you need to change your situation. For example, if you’re experiencing a bad situation, make a change, instead of complaining. Stop complaining. Your constant negativity will only further drain your energy and will not change your situation. For example, if you’re experiencing a bad situation, make a change, instead of complaining. Stop complaining. Your constant negativity will only further drain your energy and will not change your situation.

Six Small Steps to Break Out of a Big Rut

By Guerline Jasmin

1. Think Big...and Small

You need motivation to change. Therefore, to shift your new circumstances you want in your life. Envision the big or new corner office. Now you have the motivation to actually do something. But don’t stop there. Once you decide what you want, you need to plan in order to get there. Create a list of action steps that will move you closer to the vision you have for yourself. Realize that your action steps don’t have to be big or grand. They can be small baby steps that lead you to your goal. Always remember that small steps, done consistently, will get you where you want to go.

2. Be 100 Percent Responsible

To get unstuck, you have to be 100 percent responsible for your actions. After all, you are the only person with the power to change your situation. Despite what you may think about your company, the marketplace, and even your family do not have the power to make changes for you. You are in control of your life and must be responsible for making changes. Therefore, don’t complain about your current situation. Sure, your complaints may be justified, and you may be dissatisfied with something, but now that you’re fully aware of what you want, you have the motivation to get out of your rut. Stop complaining. Your constant negativity will only further drain your energy and will not change your situation. For example, if you’re experiencing a bad situation, make a change, instead of complaining. Stop complaining. Your constant negativity will only further drain your energy and will not change your situation.

3. Express, Don’t Repress

As you work your way through a rut, don’t suppress your emotions. Instead, experience them fully. Go back to our example of a job loss, perhaps you’re very sad that you lost your job. Maybe you loved that job and wanted to stay with the company for the rest of your working career. Rather than be depressed for weeks or even months, express the emotion. If you feel you need to cry or yell out in rage, then do so. After you’ve let the emotion out, let it go. Don’t dwell on it forever. Experience the emotion and then move on. Remember, each emotion is a learning opportunity. Find the lesson that’s hidden in your current situation so you can move on.

4. Take Inventory

Schedule time each day to review your past successes. Many times when people get stuck in a rut, they forget about all the great things they did in the past. They are concentration on the bad things but you’ve already seen the same activities over and over, and it’s getting old. You feel bored with your life or burnt out on the job. Perhaps you know what would make you happy, such as a new job position or increased responsibility at work, but making that goal a reality seems unattainable and not even worth trying. So you stay in the same situation, complacent and content, hoping that someday something will change, but it never does. Face it, you’re in a rut. Just look back in a rut is not fun. Aside from being bored with your situation, being in a rut also makes you more prone to depression and negative thinking—the two things that will keep you in your rut, even longer. So if you want your situation to change, you must change. Instead of complaining and planning, you must do something. You can make your life better, realize that there’s a lot you can do.

Margaret Day of CB Richard Ellis represented both Opus West and Jacuzzi in the transaction. Described as a real estate known architect Alonso + Porter, the Shoppes at Chino Hills is situated on 50 acres and will feature a 400,000-square-foot residential, 60,000-square-foot of office space built over retail, 250 units of housing, and a community library and police station. Garmon Corporation, a manufacturer of nutritional pet supplies, purchased three industrial buildings totaling 38,500 sq. ft. within the TAP Companies’ newly completed Temecula Corporate Center. The buildings are at 27461, 27497 and 27503 Vista Industria and are part of a continued from page 15

pictures and words from magazines that represent what you want. This step is important, but once you have your vision on paper, it’ll be reinforced in your mind. You can then go through that scrapbook every time you want to remind yourself of the kind of life you want. Additionally, write down what you want seven times per day. When doing so, be sure to write in the present tense, as if you already have that thing in your life. For example, you could write, “I am the best salesperson in the company.” Or, “I have a new 2008 Mercedes Benz.”

6. Do Something

Many people who are stuck in a rut reply to every suggestion or request with the same answer: “Well... I’ll try.” It’s time to reject that answer. You need to either accept, decline, or counter the suggestion. For example, you could try to accept the words “I’ll try” are not motivating and contain the seeds of defeat. The fact is that trying thinking and planning that you’re doing something are a waste of time and energy. To get out of a rut, you must do something. For example, you can take a different road to and from work. Take a walk during your lunch hour. Meditate 15 minutes a day. Doing something, whether big or small, will revitalize your world and make you more attentive to opportunities. Ultimately, the decision is up to you. So if you really want a change, do something today. No matter what the outcome is of your activity, you’re going to learn something. So take a step toward getting out of the place you don’t want to be anymore.

continued on page 35
Economic stimulus package is good public policy  

By Frank Williams  
CEO, Building Industry Association, Baldy View Chapter

All parts of our county today are feeling the pinch of the economic recession we currently face. The important roles of San Bernardino County are not exceptional. High gas prices, mounting job losses in various sectors, and the ongoing housing market crisis all contribute to the pocketbook challenges that families face today.

The housing crisis in San Bernardino County is particularly bad news for our local economy. The jobs created from direct construction and related employment such as suppliers, subcontracts, lenders and realtors all suffer during a housing slump. Inevitably, new commercial development will also slow as well since new retail follows rooftops. The housing recession hurts us all because it not only results in increased unemployment but also means significantly less tax revenues which will be generated for local government to use for quality of life services.

Put another way, a 2004 study by Dr. John Husing highlighted the economic benefits of new residential development to San Bernardino County found that over 70,000 new jobs and $3 billion in revenue were a direct result of new home construction. Sad to say, it is likely that these annual economic contributions during the housing boom are all but eliminated in our current housing recession.

Fortunately, local government leaders in San Bernardino County are responding to this crisis by implementing a comprehensive economic stimulus package – a growing trend of temporary policies seeking to support current new home construction in hopes of sparking economic growth. The belatedness of policy decisions to date was made on May 14th, when the Victorville City Council voted to reduce single family and multi-family development impact fees through the end of the year – from approximately $11,300 to $4,900.

The city also offered the option to defer payment of the fees from prior to construction to fee payment near the close of escrow. The fee deferral decreases the burden of upfront costs by easing the sum amount of construction loan builders will need, which ultimately make their way to the end sales price.

The approach to defer payment of fees toward the end of construction is a policy approach also embraced in a variety of cities including San Bernardino, Chino Hills and Ontario.

Victorville’s decision followed a recent study from the Rose Institute highlighting the economic benefits of a temporary fee reduction. Specifically, the analysis of Victorville’s local economy revealed each new home built in the city generates $230 per capita in new sales tax revenue. The study also concluded a temporary reduction in some fees could have a major impact on new residential development and which could increase local income, employment, and tax revenue, and might even increase the total volume of fees collected.

Avoiding fee increases for new home construction remains the cornerstone component of the economic stimulus package. An increasing number of cities are opting to delay proposed fee increases for the next 12 months in hopes of jumpstarting their respective housing markets. Emphatic support of this approach was also evident at a regional level earlier this month when SANBAG voted 28-1 to allow each city in San Bernardino County the option to decide on their own whether to keep traffic fees at their current levels rather than a previously proposed across the board 12.9% increase. Similarly, in Riverside County, WRCOG voted earlier this year not to have an advisory fee reduction.

The Building Industry Association’s Baldwin View Chapter urges each city to consider the implications of the Rose Institute’s Victorville study and adopt their recommendation of a temporary fee reduction. Clearly, the economic benefits of a fee reduction transcend Victorville and would also apply in other jurisdictions.

The more local government continues the trend to support the policy approach of an economic stimulus package the more likely we will move out of our recession and begin the road to economic recovery.

When Planning Your 2008 Advertising Budget, Consider...

Conventional advertising remains an important tool in the marketing of products and services. But what is the state of the advertising world in 2008? How should you plan your 2008 advertising budget?
High desert realty study
Results show opportunity for business growth in Victor Valley

San Bernardino County Supervisor Brad Mitzelfelt released the results of a study that shows explosive growth in the Victor Valley and that has created a need for more than 2.5 million square feet of additional retail space and that $288 million in spending is currently leaking out of the market. The analysis, conducted by Inland Empire economist John Husing, shows that recent Victor Valley population increases would support additional business growth.

"Dr. Husing's analysis confirms what Victor Valley residents have been hearing for years: there is a need for more retail in the Victor Valley," said Supervisor Mitzelfelt, who represents the region and commissioned the study. "Victor Valley residents are tired of driving long distances to shop and lose the opportunity to shop locally at new retailers."

Population growth in the area has generated a corresponding growth in the amount of money available for spending on retail sales. The study found that more than $2.9 billion is expected to be spent each year in areas of the High Desert economy that support additional retail.

Dr. Husing has studied the economy of Inland Southern California for decades and is widely regarded as an expert on economic trends in San Bernardino and Riverside counties. Dr. Husing has been recognized by the Los Angeles Times as one of the 100 most influential people in Southern California.

Through an intensive examination of local, state and federal data, Dr. Husing documented how the wave of newcomers that has pushed across Southern California has now created in such

The Victor Valley Mall

Government Schwarzenneger released the May Revision of the 2008-09 budget last week which officially starts the start of government budget negotiations as Republicans try to find a way to balance the state's $22.9 billion budget.

The governor has been accused of promoting a "cuts only" budget. But, in reality, approximately 50 percent of the solutions proposed in this budget are revenue related.

Many of you have probably seen the stories where the deficit is projected at $17.5 billion for 2008-09 and this is a "cuts only" budget. While saying we have a $17.5 billion budget deficit and that this is a "cuts only" budget might make for good sound bites, it isn't an accurate reflection of the truth.

The $17.5 billion figure being used for this budget is projected total spending in the room more than doubled to more than $32.3 billion during the same period, while payroll in the area increased by $15.6 billion to $26.9 billion.

The growth in population and spending power has resulted in a shortage of retail space in the High Desert, Husing found. He documented how the region is capable of supporting more than 2.5 million square feet of retail space, but is home to only about 5.9 million square feet of retail space in the area.

For example, Dr. Husing said that the growth in population was $2.9 billion and $2.5 billion and growth in the retail space was $2.5 billion. That hardly seems like a revenue problem.

I will be working hard in the next several weeks to help ensure the 2008-09 spending plan doesn't include any tax increases and also work to make sure California tax dollars are spent as effectively and efficiently as possible.

When planning your 2008 advertising budget, consider:

INLAND EMPIRE BUSINESS JOURNAL

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The real reasons employees leave, and how to keep the best

By Jim Welch

Why do people leave teams and organizations? The #1 reason people leave jobs is because they fail to connect with their bosses, their peers or their work. People are rarely honest about why they leave a job. Too many associates that depart follow Jimmey Conways's advice (played by Robert DeNiro) in the 1990 movie "Goodfellas," who told Henry Hill (played by Ray Liotta), "Never rat on your friends and keep your mouth shut."

There is no upside incentive for the employee to be open and honest about their work. The primary reason people leave companies is because of the relationship and lack of emotional connection with their boss. However, it is almost never talked about in the exit interview. Why? Who wants to burn a bridge with a boss they may need a future job reference? It is easier to talk about work/life balance, moving on to build your skill sets, or the need to make more money. So, rather than further the list down the reason to leave what is usually reported in exit interviews. What is your primary reason?

It's important to know that the current economic downturn will affect revenues from California's three main tax sources -- sales, personal and corporate income taxes -- will actually increase by $810 million from 2007-08 to 2009-10. As Governor Schwarzenegger started his budget talks with a giant thud. Remember, your team wants you to be a great leader. They are not looking for a leader who will make the tough decisions that will make your team feel like "cuts are reality".

Take your team out together to celebrate a special event. For example, when I worked with Hallmark, I would make my team out every year for a holiday dinner in the private dining room at a local restaurant. I would go around the room and say something special about each of the team members at the end of the meeting. The primary message delivered in front of the entire team focused on the unique skill sets each person brings to the table throughout the year to make us all successful.

4. Place a call to a significant influencer or key family member in their lives. You should make phone calls to fathers and mothers if you believe it will make a difference to your best employees. Always ask permission first if you are not in contact with any one beyond the spouse. It is impossible to know without asking who the right person to call is. People's parents would be comfortable for an employee or not. You also should follow any laws or rules regarding employee privacy.

5. Create a surprise, fun outing as part of a team business trip. For example, I took my team on a business trip together to the West Coast. While on the trip, we made an "unexpected" stop at "The Rock," or Alcatraz in San Francisco. This created emotional connections that directly enhanced team bonding.

6. Create local, fun activities for the team. These events are fun activities that should be done during regular business hours to truly be appreciated. Weekend team activities that cut into personal time are almost always guaranteed to land your team on the payroll, not on your team. Be sure to make that you are working hard in the next several weeks to help ensure the 2008-09 spending plan doesn't include any tax increases and also work to make sure California tax dollars are spent as effectively and efficiently as possible.

When planning your 2008 advertising budget, consider:

June 2008

BUSINESS JOURNAL • PAGE 17

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Hospitals Serving the Inland Empire (Ranked by number of licensed beds)

<table>
<thead>
<tr>
<th>Hospital Name</th>
<th>City, State</th>
<th>Beds</th>
<th>Total Staff</th>
<th>Specialties</th>
<th>Operating Budget</th>
<th>Owner</th>
</tr>
</thead>
<tbody>
<tr>
<td>Loma Linda University Medical Center</td>
<td>Loma Linda, CA</td>
<td>1,578</td>
<td>International Health, Cardiology, Critical Care</td>
<td>$140 million</td>
<td>Loma Linda University Health Science Center</td>
<td>Robert J. Ikeda</td>
</tr>
<tr>
<td>St. Bernardine Medical Center</td>
<td>San Bernardino, CA</td>
<td>650</td>
<td>Internal Medicine, Family Medicine</td>
<td>$127 million</td>
<td>San Bernardino HealthCare West</td>
<td>Steven R. Barron</td>
</tr>
<tr>
<td>Kaiser Permanente Medical Center</td>
<td>Fontana, CA</td>
<td>4,000</td>
<td>Full Service Medical</td>
<td>N/A</td>
<td>Kaiser Permanente Southern California</td>
<td>Chris Christian</td>
</tr>
<tr>
<td>Arrowhead Regional Medical Center</td>
<td>San Bernardino, CA</td>
<td>600</td>
<td>Internal Medicine, Family Medicine</td>
<td>$800 million</td>
<td>Loma Linda University Health Science Center</td>
<td>Lorna Lmd.t.</td>
</tr>
<tr>
<td>Riverside Regional Medical Center</td>
<td>Riverside, CA</td>
<td>1,000</td>
<td>Emergency Department, Cardiology, Critical Care</td>
<td>$265 million</td>
<td>Riverside Regional Medical Center</td>
<td>Joseph Ebert</td>
</tr>
<tr>
<td>Arrowhead Regional Medical Center</td>
<td>San Bernardino, CA</td>
<td>1,800</td>
<td>Emergency Department, Cardiology, Critical Care</td>
<td>$230 million</td>
<td>Arrowhead Regional Medical Center</td>
<td>Patrick Ryan</td>
</tr>
<tr>
<td>Loma Linda University Medical Center</td>
<td>Loma Linda, CA</td>
<td>1,548</td>
<td>Internal Medicine, Family Medicine</td>
<td>$112 million</td>
<td>Loma Linda University Health Science Center</td>
<td>Robert J. Ikeda</td>
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<tr>
<td>St. Bernardine Medical Center</td>
<td>San Bernardino, CA</td>
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<td>$127 million</td>
<td>San Bernardino HealthCare West</td>
<td>Steven R. Barron</td>
</tr>
</tbody>
</table>

Keeping up—with technology, with competitors, with anything in business or life—is the way to go. Remember: If there's anything more important than keeping up, what's the advantage? In reality, there is advantage to being kept up, because all you're doing is making yourself just like everyone else. You're finding out what the best is, and then you're copying the best. But by the time you get good as the best, the best has already moved on to something better, and you're still far behind.

Realizing that “benchmarking” is just a fancy way of saying “keeping up.” When you benchmark, you’re simply identifying the best practices of what others do well and then striving to improve upon them. Again, once you reach the benchmarked standards, the company or person that set the benchmark will probably move on to achieve something better.

How do you gain advantage and truly stand out from the crowd? It may be easier to forget about keeping up and set a new standard for yourself and your company. Consider the following suggestions.

Look to the Future

Rather than keeping up, small companies need to look in a mark in a way that looks to the future. When they plan their future growth, ask them selves these key questions:

1. Where are the successful companies evolving to? Is it a new market or an existing market and is there something to be gained by doing so in a way that produces a real advantage?

The key is to dedicate yourself to finding the best approach and using it. Using the word processing program example, you’d want to follow Microsoft Word. They have more advantages than other programs because they don’t do what the competition does; rather, look at what they’re doing and then do what they don’t do.

If you can’t find anything different to do, then analyze the data. What’s a better way of doing it? As you can’t customize your product or service for the better customer so that they can improve your benchmark, you’d have to know the future.

Keep up—by keeping yourself up with your competition, review the list of different ways to compete and ask yourself, “Do I have a strategy for every one of these different types of competing?” Most companies compete in only one or two areas and have a detailed strategy for both. But few compete in all areas. To gain an advantage, you want a strategy for every area. Detail how you are different in each area so you can go beyond keeping up and truly stand out.

By Daniel Burns

Go Beyond Competing on Price

There are many ways to compete, yet most companies tend to focus on this one aspect. By only competing on price, you limit your way of gaining a competitive advantage. This limits your ability to sustain true competitive advantages. In order to have a lasting competitor, you need to go beyond pricing and develop a competitive strategy that includes a wide spectrum of techniques. How’s what’s wrong with competing on price to keep up? The major problem with competing on price is that it means lower margins, meaning you need to find new ways to make up for it. Whether your intent is to be a competitor of price, then fine. Just realize you have many more options. In addition to competing on price, you can compete on:

1. Reputation
2. Values
3. Technology
4. Experience
5. Service

Innovation
Quality
Information
Knowledge
Consultative value
Loyalty
Process

To get away from keeping up with your competition, review the list of different ways to compete and ask yourself, “Do I have a strategy for every one of these different types of competing?” Most companies compete in only one or two areas and have a detailed strategy for both. But few compete in all areas. To gain an advantage, you want a strategy for every area. Detail how you are different in each area so you can go beyond keeping up and truly stand out.
keep the best...
continued from page 17

With this award at my expense, I loved it!

All of these emotional connections with self-ef
facing harm. Always remember,
harman at the expense of your team almost alwa
removes deposits from the emo
tional connection. Take a
job seriously, but go crazy
making fun of yourself. Your
will love it. Humor also rela
tes your team and reduces
tension. Why was the movie and television series “M*A*S*H” so successful?
They conveyed humor that was so necessary to maintain sanity in a horrific situa

Home Turf
Don’t forget how little the things can make a huge differ
tence. For example, instead of always having your people meet with you in your office, go
t with them on their home turf. It is a sign of mutual respect.

Ironically, it is by going to their
home base, you give up your
legitimacy management authority
to that person. They will actuall
see you as more a confident and
caring leader. The location of the
meeting is a little thing that makes a big difference. You will increase your effectiveness as a
leader when you see them in your peo
l’s home turf regularly.

Make Time to Connect
Remember, people do not usually leave organizations. They
leave their leaders. If you lose good people, your
organization will be unable to grow. The effective leader under
stands that emotional connec
tions to the leader are the most
powerful retention devices in the tool kit.
If this is all true, why do
teachers so often fail to build
these emotional connections with their people? Because it
takes time and places many lead
ers outside their comfort zones, thus increasing their vulnerabili
ty. It is easier to tackle those 85
e-mails sitting in your inbox.
What many leaders fail to realize
is that they are actually more vulner
able if they choose not to invest the
time to do it. How does the time needeed to replace all your
top talent compare with the
investment you need to make
to emotionally connect with your
people? You need to invest every
tday!

Jim Welch is founder and
president of the Growth Leader
ship, Inc., a well known business lead
ership consulting firm, and prin
cipal owner in Leadership Fulcrum, LLC. He is
the author of “Growth Now: 8
Essential Steps to Flex your
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you choose the most suitable Wells Fargo Business Services® Package for
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• Professional and insightful analysis of your business
• Comprehensive services
• Customized small business solutions
On A Hill In The Clouds,
The Dream Begins.

Montecito, Riverside's new private gated home site community recently debuted to rave reviews. If you weren't there, you'll want to be. For those looking to build their custom dream home, this is the place.

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- For Building Your Custom Dream Home
- Spectacular Panoramic Views Of Mount Baldy And Nightlights
- Private Park
- From The Mid $700's

WESTBOUND: on 91 Fwy to Riverside to Arlington Ave. Take left on Arlington right on Indiana, left on Washington, left on Overlook and proceed 1.5 miles to Montecito on right.

EASTBOUND: on 91 Fwy to Riverside to Arlington Ave. Take left on Indiana and make immediate right on Indiana. Left on Washington, left on Overlook and proceed 1.5 miles to Montecito on right.

For more details, contact Montecito Estates at 951-347-8832 or visit MontecitoEstates.com

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SPECIAL THANKS TO OUR SPONSORS
Consumer Watchdog raises concern that health policy cancellation rules have been derailed in deal with Kaiser
Sees improvement but is concerned about loss of legal remedies

A settlement with Kaiser Permanente over more than 1,000 patients, whose health coverage was retroactively cancelled, is an improvement on past proposals because it acknowledges that patients can make claims for repayment of losses resulting from policy cancellations such as bankruptcy or loss of a home. In past proposals patients could not recover costs incurred after policies were wrongly cancelled.

However, Consumer Watchdog said that such a deal is no substitute for regulations promised 18 months ago by the Department of Managed Health Care (DMHIC) which regulators said today will not be issued. Consumer Watchdog said that the Department appears to be trading away tough regulations for new legislation that is likely to favor insurance companies.

"Putting this issue to the legislature where insurers have immense lobbying power risks regulation that is more loophole than protection," said Jerry Flanagan of Consumer Watchdog. "The Department has both the ability and the responsibility to develop strong regulations that could be put into effect faster than legislation and provide immediate protection."

Consumer Watchdog also raised concerns that today's "voluntary settlement" with Kaiser stacked the legal deck against consumers whose policies were wrongfully cancelled by forcing them into mandatory arbitration, potentially limiting class action lawsuits, and by letting insurers off the hook for punitive damages.

Under the agreement with Kaiser, patients who paid more than $15,000 out-of-pocket for medical expenses resulting from policy cancellations, or who suffered other damages like bankruptcy, loss of a job or home, would have to submit to arbitrators chosen by the DMHIC and Kaiser with no patient input. It appears that Kaiser would have to pay for their own attorneys, which would be cost-prohibitive for most.

Patients who were retroactively cancelled -- in so-called "recisions" -- would be allowed to buy new coverage from Kaiser, without limitations due to their health conditions, and retain the right to take their cases to court. However, Consumer Watchdog said that patients with less than $250,000 in damages would have difficulty finding an attorney.

continued on page 36

Jon Gordon didn’t set out to create the newest frozen dessert company in the country, but that’s exactly where he’s headed with his new all natural, sugar-free Cremlly’s Ice Cream. He simply wanted to make a great tasting ice cream so he could continue to indulge his passion for ice cream after being told by his doctor that he had to eliminate sugar from his diet or suffer the perils of Type 2 Diabetes.

"I’m a foodie and I love to cook, that’s ultimately how I developed Cremlly’s," comments Gordon who created Cremlly’s in his test kitchen in Rancho Mirage.

"I just wasn’t satisfied with the available diet and artificially sweetened frozen treats. I wanted something that actually tasted good. This was a selfish endeavor that turned out to be something far more important. Lucky for the millions of people with diabetes and parents concerned about their children’s sugar consumption, there is now a great tasting sugar free ice cream, and best of all it’s all natural."

Sugar is the enemy
Sugar is the enemy, maintains Gordon. "It lowers the immune systems, breaks down collagen so you age faster and it’s just not good for you in the dosages people consume it."

So what makes Cremlly’s taste so good? Cremlly’s uses the highest quality natural ingredients including real cream and it is sweetened with a proprietary blend of Xylitol and Maltitol. Gordon has patent-pending trademarks on all of his formulas. While Cremlly’s is sugar free, it is not low fat and that’s another reason it tastes so good.

From passion to business
The turning point from passion to business was when Gordon started sharing the product with his friends who did not realize it was sugar free and thought it was amazing. Then he did research and discovered there are more than 20 million people with diabetes and another 40 million who are pre-diabetic.

"You’re looking at 22 percent of the U.S. population that’s either diabetic or pre-diabetic and this is a big population the ice cream industry is missing," explains Gordon.

Why didn’t anyone think of this before? "The big corporate players in today’s society don’t invent. They buy companies," says Gordon. Gordon began his quest for the quintessential sugar-free ice cream in early 2007, and by March 2007, he officially registered Cremlly’s as an LLC. Cremlly’s is named in memory of his beloved cat.

"There were nights I was up all night and my wife would come out to see when I was coming to bed and I’d say, I’ve got one more run. I’ve got to try. I went through thousands of quarts of cream," he says.

Once he was satisfied with the formulas, they had to be refined for commercial distribution to ensure stabilization and shelf life.

"In less than one year, we went from a research company to being in a grocery store shelves," says Gordon. By this September, the company plans to be in 40 states which will qualify it as a national brand. A longer term goal is to be in 8,000 stores by spring 2009.

"We had the opportunity to be in 3,000 to 4,000 stores initially, but we decided to control our growth and make sure all of our systems were operating smoothly first," comments Gordon.

Cremlly’s is currently available at Jensen’s Finest Foods, Stater Bros., Bristol Farms, Gelson’s, Lawless’ and Harris Teeter stores.

"Cremlly’s is doing really well, especially in our desert stores," says Kim Grotwold, Frozen Food Buyer for Jensen’s Finest Foods, who restocks Cremlly’s weekly to meet the growing demand. "Rested
Companies around the globe are starting to experience labor shortages and are having a difficult time retaining quality workers. The competition for key talent is quickly becoming a battle for talent.

One answer lies in your organization’s ability to have a culture where people actually want to work—in other words, you need to become an employer of choice. Numerous studies have shown that there is no single environment or culture that is viewed as a great place to work outside their competitors in retaining talent, market share, behavioral success, and bottom line.

Employers of choice have corporate cultures where the working climate is supportive and genuinely appealing—often referred to as a “warm climate.” Many corporate objectiv es state the desire to be an “employer of choice” and delegate the sole task to the human resources department. Unfortunately, corporate officials overlook the basic issues needed in creating a supportive corporate culture. The result is a company culture of cliques, with cliques driving the surface success. This mindset makes sense; however, good benefits alone do not create an employer of choice.

Regrettably, many companies that deal with people, neither solve problems as a team, but rather, have chosen to fight them individually. The more successful companies create a working climate in which employees want to work for the company. The ones that display loyalty, support, and trust must be in the same category. Approximately 60% of organizations are recognized as a good company to work for.

For employees, a “warm” company means one where people feel supported, included, challenged, rewarded, and encouraged to think up new and innovative ideas. They believe such things as defensiveness, blame game, tactics, alienation, and managers being closed to ideas. If you want to keep Gen-X workers on your team, you need to create an inviting climate that is safe and open to employees and the company’s working cultural climates. Two things:

1. Attitude: The first thing in determining how your company is viewed is the attitude a company takes towards its employees. Companies that display loyalty, support, and trust must be in the same category. Approximately 60% of organizations are recognized as a good company to work for.

2. Emotions: Emotional intelligence is also a factor in determining whether an employee is a warm or cold employee. Employees want managers who will attend to whatever they have to deal with. Companies that display loyalty, support, and trust must be in the same category. Approximately 60% of organizations are recognized as a good company to work for.

Key # 2: Engage Your People

Many companies say they solve problems as a team, but in reality the manager proposes a solution, and that’s it. No one challenges the manager, either because they know from past experience the solution won’t work, or because the manager doesn’t ask for feedback in an open way. Rather, he or she starts the conversation and then asks, “Does anyone have a problem with that?” Of course, no one raises a hand. Employees are not actively encouraged to submit ideas, counter suggestions, or speak honestly. Gen-Xers want to give their input and opinions.

When they hear you out, they’ll likely have a better solution or idea, and will foster a warmer climate in your group.

Key # 3: Collaborative Style

When managers communicate with a pre-conceived end result or action, they make people withdraw and create distrust. For example, a manager may gather the team together to brainstorm a new marketing approach. The manager enters the meeting with an idea for the marketing piece. Even though the team collaborates and comes up with a great idea, the final marketing piece is revealed, the manager’s marketing message is the one featured. In this case employees are shown to be less empowered.

When managers act spontaneously and collaboratively without hidden agendas and motivations, employees develop feelings of ownership, pride, and enthusiasm for corporate goals. So always put any pre-conceived ideas aside and let the group synergy work.

Key # 4: Take Heart

Employees want managers who have empathy for their situation. Realize that many Gen-Xers are marrying and having kids a decade later than their Gen-X counterparts. Gen-Xers typically did so. Gen-Xers are in the workforce in high-profile jobs, and they have added responsibility. They want to be the baby at home or aging parents who need their help. Additionally, since most of Gen-X families are two-income households, the family employers face unique challenges. They’re wanting to work as a team and come up with a great idea, whether it’s the creation of a new marketing piece or collaboration on a new marketing approach. The manager enters the meeting with an idea for the marketing piece. Even though the team collaborates and comes up with a great idea, the final marketing piece is revealed, the manager’s marketing message is the one featured. In this case employees are shown to be less empowered.

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### Top Health Care Medical Clinics/Groups in The Inland Empire

**Medical Group Address**
**City, State, Zip**

<table>
<thead>
<tr>
<th>No.</th>
<th>Physicians</th>
<th>Total Employees</th>
<th>Affiliation, Specialty, Location</th>
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<tr>
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<td>4</td>
<td>15</td>
<td>IPA</td>
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<tr>
<td>2.</td>
<td>8</td>
<td>30</td>
<td>Occupational Health, Internal Medicine</td>
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<tr>
<td>3.</td>
<td>10</td>
<td>10</td>
<td>Multi-Specialty, General Medicine</td>
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<tr>
<td>4.</td>
<td>15</td>
<td>45</td>
<td>Family Practice, Occupational Medicine</td>
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<tr>
<td>5.</td>
<td>11</td>
<td>7</td>
<td>Oral Surgery, OB/GYN, Pediatrics</td>
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<tr>
<td>6.</td>
<td>20</td>
<td>30</td>
<td>Dental Orthodontics, Children</td>
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<tr>
<td>7.</td>
<td>20</td>
<td>11</td>
<td>Family Practice, Obstetrics, Gynecology</td>
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<tr>
<td>8.</td>
<td>5</td>
<td>12</td>
<td>Dermatology, Pediatric Psychiatry</td>
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<td>9.</td>
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<td>10</td>
<td>Medical Group, General Surgery</td>
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<td>Medical Group, General Surgery</td>
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<td>20.</td>
<td>10</td>
<td>10</td>
<td>Medical Group, General Surgery</td>
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**Forum seeks to resolve traffic congestion**

Transportation experts say local governments and taxpayers will save more in transportation costs by adding toll roads than carpool lanes, additional lanes or even light rail lines. Those were the conclusions of several speakers at the second annual forum hosted by Cal State San Bernardino's William and Barbara Leonard Transportation Center on May 2 at the Hilton Ontario Airport, “For Whom the Road Rolls: The Future of Toll Roads and Road Pricing in California” was presented in collaboration with the Inland Empire Economic Partnership and the BTS (Advancing Women in Transportation).

The event featured three panels of specialists and consultants from various state and national agencies as well as transportation finance experts. The forum featured a range of topics, including land use, financial planning and pricing for Southern California. More than 165 people attended the conference.

One of the presenters, Brennan Kidd, a traffic engineer from Lee Engineering in Arizona, said it would be cheaper to build and maintain toll roads, which, in the long run, could save motorists money.

“We hosted the conference to help educate agencies and key decision makers regarding transportation management,” said John Wu, director of CSUSB’s Leonard Transportation Center. “There are two purposes to building toll roads: First, to finance the transportation infrastructure; and secondly, to better manage traffic congestion.”

A 2006 survey, presented by Asha Agrawal from San Jose State University’s Mineta Transportation Institute, indicated there is evidence for public support for toll roads. The study showed stronger support among women, younger populations and from regions with existing toll roads.

Norm King, former and founding director of CSUSB’s Leonard Transportation Center, who has remained in an advisory capacity, said, “There was a wide spectrum of academic, consulting and public sector representatives with a favorable concept of toll roads in the future of California. Tolling appears to be a more efficient manner of handling road congestion and mobility versus raising the gas tax.”

For more information about the forum, contact Christy Thornton at the CSUSB Leonard Transportation Center, (909) 537-5085.

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**Give The Gift Of A Smile.**

Today, millions of children in developing countries are suffering with cleft lip and palate. Condemned 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 life changing 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 out check to "The Smile Train."

**YES, I want to give a child a second chance at life.**

- $250 Provides cleft surgery for one child
- $10 Provides medications for one surgery
- $125 Covers half the cost of one surgery
- $250 We'll gratefully accept any amount.

Name
Address
City
State
Zip
Phone
Email
Charge my gift to my credit card. Yes
MasterCard
AMEX
Discover
Signature

For more information about the forum, contact Christy Thornton at the CSUSB Leonard Transportation Center, (909) 537-5085.
The keys to an unstoppable sales drive

By Steve McCann

Sometime back in 1995 I was invited to speak at a real estate conference. One of the other speakers on the program for that day was a high-pressure real estate mogul and had been for a number of years. He was the opening presenter so I got the chance to sit in on the presentation and I found it to be a memorable experience. He was motivated and his production numbers were strong. The ideas he shared with the audience, with a bit of license on my part, went something like this:

You wake up at 5:00 a.m., from 5:00-7:00 a.m. you plan your day, every hour. Be in the office by 7:00 a.m. and by 9:00 a.m. get out and prospect and be in the community. At 5:00 p.m. get back to the office to do your follow-up with all your prospective clients. From 7:00 p.m. - 9:00 p.m. do your administrative work. After that, get into bed so you're ready for 5:00 a.m. again.

There were about 200 realtors in attendance, many of which were inspired by his ideas. And my guess is that many of the agents took action after that day because they wanted results. They probably started getting up at 5:00 a.m. and arrived at the office at 7:00 a.m. and they started making the even unattainable.

But pretty soon, within a few days or weeks, most will stop doing it. Their activity levels will be down and they'll start thinking about being successful.

Step one: Decide exactly what you want.

This is critical. Is it a habit change you're after or how about a new production goal? Whatever it is, be crystal clear on the outcome you desire.

Step two: Determine the activities that would lead to this outcome.

Become easy step; just determine what would you need to be doing in order for this result to come naturally. It's simple cause and effect. For this step, make sure you choose activities that you could see yourself doing. There are many ways to an outcome. Avoid the activities that don't fit your personality, but make sure the one's you do choose will ensure your goal.

Step three: Invest 20 minutes a day in focused quiet time—10 minutes in the a.m. and 10 minutes in the p.m.

Here is the place you need to invest the time and energy. In this time, find a quiet place in which you will not be interrupted and close your eyes. With eyes closed, put your attention on the life you want to create. With thoughts on the goal, see yourself doing these activities with ease in and day out. Picture yourself becoming proficient at these activities. Bring in more and more clarity to the picture every time you do this. Visualize the time of day and the reaction from those around you. The more detail the better! And finally feel the feeling you would feel as you would engage in these activities, also feel the feeling with intensity, that you would feel accomplishing this goal. See yourself actually doing the deal!

Driven people produce record results because of their belief in themselves. They grew their self-image by this “picture thought with feeling” process. Many probably didn’t even realize they were doing it. Whether they intended to or not really doesn’t matter because this is how it works and it can work for anyone. Apply this process and remember the importance of vivid pictures and concentrated feeling. Do this and you’ll never again have to be stuck in undesirable paths from your past. With new information can come new results. Get after it!

For more information on Steve McCann’s speaking programs or consulting please contact: steve@mccannresearch.com.
## Inland Empire Motorcycle Dealers

<table>
<thead>
<tr>
<th>Company Name</th>
<th>Product Lines Address</th>
<th>Years in Inland Empire</th>
<th># of Employees Total Employees</th>
<th>Owner</th>
<th>Top Local Executive Title</th>
<th>Phone/Fax</th>
<th>E-Mail Address</th>
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</thead>
<tbody>
<tr>
<td>B &amp; B Cycles</td>
<td>Honda, Yamaha, Sea-Doo, Polaris, Can-Am</td>
<td>36 4 9</td>
<td>Richard Barnes</td>
<td>Richard Barnes</td>
<td>President/Owner</td>
<td>(760) 691-1234</td>
<td><a href="mailto:ranchoyamaha@ao1.com">ranchoyamaha@ao1.com</a></td>
</tr>
<tr>
<td>Cycleway Motorsports 1</td>
<td>Honda, Kawasaki, Polaris</td>
<td>25 6 18</td>
<td>David Callaway</td>
<td>David Callaway</td>
<td>President/Owner</td>
<td>(760) 955-7890</td>
<td><a href="mailto:reddale@ao1.com">reddale@ao1.com</a></td>
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<tr>
<td>Chopper Motorcycle Sales</td>
<td>Honda, Yamaha, Suzuki, Kawasaki, Polaris</td>
<td>27 30 50</td>
<td>Todd Bullock</td>
<td>Todd Bullock</td>
<td>President/Owner</td>
<td>(909) 926-7100</td>
<td><a href="mailto:david@motorcycles.com">david@motorcycles.com</a></td>
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<tr>
<td>Doug Douglas Motorcycles</td>
<td>Triumph, Brother, Can-Am</td>
<td>44 5 10</td>
<td>Art Gould, Danny Melkonian</td>
<td>NA</td>
<td></td>
<td>(999) 854-7100</td>
<td><a href="mailto:june46400@msn.com">june46400@msn.com</a></td>
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<tr>
<td>Honda Yamaha of Riverside 2</td>
<td>Honda, Yamaha, Embrion, Honda Power Equipment</td>
<td>32 3 10</td>
<td>Sonera Inc.</td>
<td>Greg Johnson</td>
<td>General Manager</td>
<td>(909) 989-7600</td>
<td><a href="mailto:info@hondariverside.com">info@hondariverside.com</a></td>
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<tr>
<td>Maloost Smith &amp; Sons Motorsports</td>
<td>Yamaha, Suzuki, Sea-Doo, KTM, BMW, Ducati</td>
<td>32 11 12</td>
<td>Malcolm Smith</td>
<td>Chad Sugg</td>
<td>General Manager</td>
<td>(909) 989-7600</td>
<td><a href="mailto:info@hondariverside.com">info@hondariverside.com</a></td>
</tr>
<tr>
<td>Panana Valley Harley-Davidson</td>
<td>Harley-Davidson, Parts &amp; Accessories, Clothing &amp; Collectibles</td>
<td>11 7 12</td>
<td>Barbara E. Powell, David A. Powell</td>
<td>Kwan Lee</td>
<td>General Manager</td>
<td>(999) 989-7600</td>
<td><a href="mailto:june46400@msn.com">june46400@msn.com</a></td>
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<tr>
<td>Corona Yamaha</td>
<td>Yamaha</td>
<td>12 8 12</td>
<td>Lyndall Davis</td>
<td>Larry Jacko</td>
<td>General Manager</td>
<td>(999) 989-7600</td>
<td><a href="mailto:info@hondariverside.com">info@hondariverside.com</a></td>
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<tr>
<td>Skipper Harley-Davidson</td>
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<td>65 14 14</td>
<td>Delaney Family</td>
<td>Delaney Family</td>
<td>Owner</td>
<td>(999) 989-7600</td>
<td><a href="mailto:info@hondariverside.com">info@hondariverside.com</a></td>
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<tr>
<td>Yamaha of Corona</td>
<td>Yamaha, ATV, Watercraft, Scooters, Genmar,</td>
<td>31 2 6</td>
<td>Jay &amp; Scott Conway</td>
<td>Jay Conway</td>
<td>Owner</td>
<td>(999) 989-7600</td>
<td><a href="mailto:june46400@msn.com">june46400@msn.com</a></td>
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</tbody>
</table>

Note: The above listing is not complete and subject to change. Please contact the dealers directly for the most accurate and up-to-date information.
Christopher D. Myers, president and CEO of Citizens Business Bank, has announced the appointment of Gregory Grady to the position of senior vice president and manager of the bank’s Pasadena Business Financial Center; John Hillier to the position of senior vice president, property management of the bank’s Specialty Banking Group; and Timothy B. Noone to the position of senior vice president and manager of the bank’s Specialty Banking Group. The Specialty Banking Group provides customized banking products to industries that are users of deposit and cash management services—the Palm Springs Convention Center has added two sales managers to its full-time sales staff, reported Rick Leson, director of sales. The two new sales managers, Amy Shahady and Sabrina Yakovich, both come to the Palm Springs Convention Center from other group sales positions in the Coachella Valley, and are both well versed in selling the destination. Marcus & Millichap Real Estate Investment Services, the nation’s largest real estate investment services firm, has named Doug McCuskey regional manager of the Ontario office, according to Harvey E. Green, president and chief executive officer of Marcus & Millichap. The University of La Verne College of Law announced that it has named a permanent dean effective July 1, 2008—Allan K. Esley. With nearly 30 years of successful experience in academia and intimate knowledge of the ABA approval process, Esley will replace Dean Donald J. Dunn, who passed away in January of this year, and Interim Dean H. Randall Rubin, who has served in the law school’s chief post since August 2007 when Dean Dunn began medical leave.

Laura Bush... continued from page 3

America Grants Program administered by the Department of the Interior. These matching grants of $20,000 to $150,000 go on a competitive basis to heritage tourism programs, promotion and marketing programs, and interpretative programs involving historic resources. "Sustainable historic preservation is a wise investment in the future, not a cost for maintaining the past. Communities and the nation receive significant economic, educational, and cultural benefits, including heritage tourism, in return for their preservation efforts," said John L. Nau III, chairman of the Advisory Council on Historic Preservation, which administers America's grants program for the White House in cooperation with the Department of the Interior. For more information and updates on the initiative.

No one covers Inland Empire business like the Business Journal

Gore, Rosa Parks, Gore Vidal, Barack Obama, Studs Terkel, Joyce Carol Oates and many, many more. Under the direction of the Drucker Institute and Transdisciplinary Studies Program, the Connie Martinson Talks Books Collection will be digitized on an ongoing basis over the next several years, with all of Martinson's significant eventually made available online to anyone who would like to view them. The project will be handled through the Claremont Colleges Digital Library. "This is a remarkable gift," said Rick Wartman, director of the Drucker Institute, a campus-wide resource of CGU. "This isn't too many authors of note who have passed through L.A. in the last three decades whom Connie hasn't interviewed, and interviewed well."

Wendy Martin, associate provost and director of the Transdisciplinary Studies, pointed out that the Martinson Collection offers a window into an unusually wide range of fields, including art, architecture, economics, education, history, literature, management, mathematics, philosophy, physics, politics, psychology, sociology, technology and more. "This inherently transdisciplinary archive will provide material for research projects for generations of scholars and students," Martin said.

"Digitizing these tapes will give students and others an opportunity to hear and watch these outstanding authors for themselves, whenever they want," said Martinson. "Seeing authors up close like this provides a rich point of view to their work."

Wartman noted that the Drucker Institute—whose mission is to stimulate effective management and ethical leadership across society by advancing the ideas and ideals of the later Peter F. Drucker—has a keen interest in the Martinson acquisition because of Drucker's notion that management is "an liberal art."

"Drucker believed that a healthy society is run by organizations whose values are shaped by a wide range of disciplines—history, sociology, psychology, culture and religion," Wartman said. "In fact, Drucker once described management books as 'dreafull trash' and suggested that he derived much of his philosophy from novelists such as Austen, Balzac and others."

Martinson herself recalled meeting Peter Drucker at the home of her longtime friend Jean Lipman-Blumen, the Thornton F. Bradshaw Professor of Public Policy and Professor of Organizational Behavior at CGU's Peter F. Drucker and Masatoshi Ito Graduate School of Management. "Claremont," said Martinson, "is a beautiful setting for the tapes to call home."

University announces gift... continued from page 1

Clemmy’s... continued from page 25

and frozen food industry.

"We’re currently in the process of putting together a five-member advisory board. We also have just completed phase two of our capital investment for expansion and are moving into phase three," added Gordon.

What’s next? Clemmy’s debuted in early 2008 with five flavors—Vanilla, Chocolate, Chocolate Mint Swirl, Coffee and Toasted Almond. Just in time for the 2008 holiday season, Clemmy’s will introduce two new flavors along with novelty bars, ice cream sandwiches and individual serving cups.

Later this year, the company also plans to pursue distribution to the international market. For more information about Clemmy’s Ice Cream, visit www.clemmysteecream.com.
water park/amphitheater... continued from page 1

Inland Empire Traffic Solutions.

health care deal... continued from page 24

attorney to take such a case. The fine print of the settlement would also create roadblocks to future class action lawsuits brought by those patients with smaller damage claims. "The Department has clearly acknowledged the loss and harm to patients whose coverage was illegally and callously rescinded," said Flanagan. "However, many of these patients will likely face a cadre of Kaiser attorneys in a complicated and difficult closed-door arbitration where they have to act as their own lawyers. Kaiser should be required to pay the attorney fees of patients seeking redress for substantial past medical expenses and damages resulting from the loss of coverage." Consumer Watchdog said the agreement only offered to "sell" new coverage to patients, not to "reinstate" former coverage which would have provided automatic recovery of medical costs rather than subjecting patients to a hostile arbitration. The Department of Managed Health Care (DMHC) previously granted Consumer Watchdog's petition for new rules to protect innocent patients from wrongful retroactive cancellations—so called "rescissions"—in December 2007 but now is backing away from completing them.

Johannes Restaurant in Palm Springs---Highly Recommended and Earning Rave Reviews

By Bill Anthony

Main dishes include oven roasted duck breast with sautéed spinach, roasted Bosc pear, altaffu oil, star anise honey plum sauce, Australian grass fed beef tenderloin steak with Yukon gold mashed potatoes, caramel spinach, green Madagascar peppercorn brandy sauce; seared rare spice crusted ahi with pineapple guava apricot and truffle yaki reduction, stir fried Napa cabbage, sweet peppers, shiitake; and pancetta wrapped monkfish with pineapple sauer kraut, roasted fingerling potatoes, chicken mango sausage, passion mango mustard sauce.

The restaurant is small with less than 25 tables inside and an enclosed sidewalk patio. Our centerpiece on the white linen tablecloths was an apple—the decor hip and high end as described on their Web site. The 38 degree wine cellar sits in the dining room holding a selection of over 300 wines from around the world. There is a wine to please everyone—even the most demanding wine snob. Don't care for wine—no problem—chose a martini from apple strudel to the wild zone.

Johannes is not for everyone. It's for those who wish to dine and not just to eat. My advice for an exceptional two hour dining experience: share gourmet dishes with others who also like to share and drink their fine wines—all with exceptional service to boot.

Now the best part—the price. Johannes is very affordable. You might even say cheap. The usual butter. Johannes serves its customers an arichoke, barbanza bean, basil, olive oil, salt and pepper combination—all blende ed together to form a tasty and delicious spread.

Johannes Bacher, the owner of Johannes Restaurant in Palm Springs, may be one of the best chefs of Austria or maybe he's not; however, in Palm Springs, I can tell you he is the best Austrian chef—performing food magic on a continuous basis. Don't believe me....well, go experience Johannes and then you tell me. He has achieved success in converting the classic foods of Austria to casual California fusion, and his restaurant is on another level---maybe even on another planet. Planet GREAT.

Let me share an example.....mushroom soup with cream fraiche, roasted shallots and truffle oil, menage a trois lobster, shrimp and scallops in dressing—sounds simple, not so—all of these dishes are very complex. Another example—try the roasted beets with Wisconsin blue Bill goat cheese, hazelnut oil, pistachios, pink grapefruit, tiny greens, and yellow low bell pepper puree. For only $9, it is labor intensive the cost of labor to prepare such a dish must be at least $9). What a bargain.

How about a spread for the bread. Rather than the usual butter. Johannes serves its customers an arichoke, barbanza bean, basil, olive oil, salt and pepper combination—all blended together to form a tasty and delicious spread.

Johannes Bacher

Austrian chef...you know who I mean. Bravo Johannes. Keep up the good work.

Johannes is located at 196 South Indian Canyon Drive in Palm Springs. Since reservations are a must, call (760) 778-0017.

New York Grill

2009 / 987-1928

950 Ontario Mills Drive, Ontario
Mon / Thur 11:30 a.m. - 9:30 p.m.
Fri 11:30 a.m. - 10:30 p.m. • Sat 4:30 p.m. - 10:30 p.m.
Sun 4:30 p.m. - 9:30 p.m. • Reservations Recommended

New York Grill is New York without the attitude! This award-winning restaurant is where famous fare is finely defined. Our menu features prime steaks, Australian lobster tail, garlic roasted chicken, rack of lamb, prime rib and fresh seafood specialties. Join us for a meal in our Manhattan Room where acclaimed artists have made us the Inland Empire's most intimate jazz experience! We take care of every detail with innovative menu items, specialty salads, dramatic desserts, outstanding wine selection and entertainment to complement your dining experience - and discover our magnificent banquet rooms, perfect for hosting your next event.
"Vulture Culture: Dirty Deals, Unpaid Claims, and The Coming Collapse of The Insurance Industry."  
By Eric D. Gerry, Esq.


There is an iconic scene in the classic motion picture "Casablanca." The chief of police, a libertine and gambler, is forced to close down Rick's Café Americain. When the owner demands to know why, the chief replies, "I am shocked, shocked to discover that there is gambling going on here." At this point a croupier delivers the chief's winnings for the evening.

To some extent the author, who was a noted attorney with the senior insurance executives. and who remains an unusually sheltered life during his early years of practice. All the senior insurance executives, and many mid-level managers, were aware that it was best to limit the amount of business done with some otherwise prominent companies. As early as the 1970s, the executives of re-insurance companies (many of which you unregulated) pretty much knew which companies were straightforward and which were not.

The tone of the book is that it is until the 1990s, when some of the earliest prosecutions against insurance executives and their companies took place, he was unaware of how pervasive the "vulture culture" situation had become and how rapidly the morality of the entire industry was deteriorating.

To a great extent, Gerst can be given a three-of-shock experienced. As he points out in the book, the insurance industry sent millions of dollars in spinning reality and crying property coverage to the Wall Street. It was certain that he could be measured in billions of dollars, but according to Gerst, so can the fraud perpetrated by some insurance company executives.

There are a number of reasons why some very astute insurance executives were tempted. First, like banks, the insurance companies' stock is in trade. Lots of it. However, unlike banks, there is no regulation or oversight of insurance companies. That's one of the reasons why foreign investors love to gain control of U.S. insurance companies. Also, as Gerst notes, the insurance companies adopted a divided-and-conquer approach by urging state-only supervision. They pour substantial amounts of money into lobbying efforts to prevent federal control of the insurance industry: life, health, and property/casualty insurance.

Gerst adds that in 1999, the watchdog Consumer Federation of America issued a by-state "report card" of state insurance commissioners' offices. He writes: "The report, titled "Consumer Information Available State by State," was a report card on the quality and availability of consumer information. The report card was based on a three-month study of how well the state insurance departments make information available to the consumer in written, oral, or electronic form. The study showed that there were weaknesses in many states. The study found that only 14 of the 50 states had adequate consumer information. The study found that only 14 of the 50 states had adequate consumer information. The study found that only 14 of the 50 states had adequate consumer information.

Gerst’s book is a call to arms for anyone who cares about the integrity of the insurance industry. It is a must-read for anyone who wants to understand how the industry works and how it affects our lives. It is a call to action for all of us to work together to ensure that our insurance system is fair, transparent, and accountable.
Unlike many adults, kids are usually pretty immune to heat. They don’t give it a second thought, which is why if you’ve little ones around the house, pack them up and head off to Rancho Las Palmas in Rancho Mirage.

What with summer setting in on the desert, and parents thinking about summer escapes for the family, which won’t break the bank as gasoline soars to $4 a gallon, nearby is a perfect family destination.

You may remember Rancho Las Palmas from its previous incarnation as a Marriott, but that all ended about two years ago when KSL Resorts, whose recent California buying spree included acquiring the Del Coronado and La Costa Resort, added this grand old lady of Rancho Mirage to its portfolio—and then spent $35 million to convince you that it was no longer the old Marriott.

They have succeeded.

At the heart of attracting a younger audience is a fun-filled water complex trademarked as Splashtopia, which ringed by a 425-foot lazy river, is the ultimate family-friendly spot at the resort. There are two 100-foot water slides, a Cliffside Jacuzzi, expansive swimming pools, a sandy beach and a water-play zone.

We overheard a 10-year-old tell his Dad that this was “the coolest” fun that he and his brothers had had in a long time.

The KSL planners couldn’t have put together a more perfect holiday adventure for kids. The water slides deliver 100 feet of twists and turns that send you down a 35-foot man-made mountain and into the cool waters of the shallow pool below.

Well, ok, enough about kids. So what about the rest of us who are beyond the kid stage in our lives.

For starters, there is an adult pool, a 27-hole golf course, a 25-court tennis center and three other pools where all ages are welcome.

The resort has 444 guest rooms and 22 suites, with the buildings done in a style of Spanish architecture. The rooms have been updated with plush down comforters and top premium mattresses, and include 42-inch plasma televisions with cable and satellite, two-line telephones with voice mail and high-speed Internet access.

I’ve always been doubtful about hotel food, a suspicion that dates back to earlier days. Like airline food, hotels didn’t seem to care much about what you were fed as long as they thought they held you captive to their grounds.

Interestingly, the very upscale restaurant at Rancho Las Palmas is attracting a huge local crowd, which is significant when you consider how competitive the local marketplace is with a plethora of upscale restaurants in Rancho Mirage and its neighboring communities of Palm Desert and Indian Wells.

bluEmber is the resort’s signature restaurant, and when you learn that Todd Claytor, its chef, arrived via Charlie Trotter’s in Chicago and L’Auberge in Sedona, the KSL guys understand the significance of providing a fine dining experience at their resorts.

We shared seared sea scallops, served with chanterelles, pear tomatoes and pea puree, and a blueEmber ceviche, with its mountain of shrimp, red peppers, avocado and orange segments.

For our main courses we chose an Angus filet mignon and a baked lobster tail.

Claytor’s creative offerings include a “Mac and Cheese” orecchiette pasta with duck confit, port wine onions and wild mushrooms. The blueEmber’s Sunday brunch is not to be missed, either. Simply put, the man can cook.

Nor did the wine list disappoint. We chose a Louis Latour Chassagne Montrachet from Burgundy.

The restaurant’s most popular drink is its blueEmbertini, made with Grey Goose Citron, Blue Curacao, Triple Sec and muddled lemons. One should suffice!

For something a little more casual, the resort’s R Bar gives you the feeling of an upscale sports bar but without the down market crowd which overruns so many of them.

There’s a great vibe to the place, what with its sleek leather seating, dark woods and three flat-screen TVs, a pool table and a shuffleboard table.

If you’re into having a room service breakfast, you’ll note the promptness of their service, but a nice alternative is the resort’s Internet café which offers several computer stations as well as Starbucks coffee, brick-oven pizzas and sandwiches to go as well as an offering of lighter fare for breakfast, lunch and dinner.

Locals as well as guests are making great use of the new Spa Las Palmas, which experienced a complete makeover as part of the $35 million which KSL put into the resort’s re-do.

The spa has 26 treatment rooms, including two for couples, separate men’s and women’s relaxation lounges with peaceful verandas, a Turkish steam room with cold shower, Vichy showers, chromatherapy soaking tub, Finnish sauna and heated whirlpool.

The crème de la crème offering in the spa, however, is its heated sanctuary pool, which is

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