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Are We There Yet?
The UCLA Anderson Forecast

Noted in our March Report, we are in a truly global slump. The 5.7% decline in U.S. output in the first quarter pales in comparison to the 25% decline in Singapore, the 22% decline in Mexico, the 15% decline in Japan and the 14% decline in Germany. These depression-like declines were caused in large part by a 30% collapse in year-over-year exports for the 15 largest economies. Because the weakness in trade was exacerbated by the lack of financing, going forward the healing of the financial system will work to mitigate the decline.

The Financial System Heals

Despite all of the controversy, the host of Federal Reserve and Treasury actions to provide liquidity and capital to a severely wounded financial system suffering from the worst crisis since the 1930s appear to be working. In the interbank market the three-month LIBOR rate has declined from

LIBOR rate has declined from

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OPINION

Where Have All the Leaders Gone?

Am I the only guy in this country who's fed up with what's happening? Where is the hell is our outrage? We should be screaming bloody murder! We've got a gang of clueless bozos steering our ship of state right over a cliff; we've got corporate gangsters stealing us blind; and we can't even clean up after a hurricane much less build a hybrid car. But instead of getting mad, everyone sits around and nods their heads when the politicians say, 'Stay the course.'

Stay the course? You've got to be kidding. This is America, not the damned Titanic. I'll give you a sound bite: "Throw all the bums out!"

You might think I'm getting senile, that I've gone off my rocker, and maybe I have. But someone has

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Effective management.
Ethical leadership.
Social responsibility.

The Drucker Centennial
100 YEARS

The Drucker Centennial marks the 100th birthday of Peter F. Drucker, the father of modern management, author of 39 books on organizational behavior, innovation, economy and society, and winner of the Presidential Medal of Freedom.

This is a time for commemoration, celebration, renewal and commitment to responsibility. We invite you to take part in the Drucker Centennial. Visit our website, Drucker100.com.

For more information, please contact Drucker Institute Director Rick Wattman at rick.wattman@ucr.edu or Dean, Jean of the Drucker School of Management, at ira.jackson@ucr.edu

We call on Peter Drucker now more than ever.

Drucker's Centennial Institute

For more information about IE Coffee contact Cliff Young:
(909) 801-2113 or e-mail iecoffee@gmail.com

About IE Coffee
At Inland Empire coffee and tea purveyors, we are all about high quality: the quality of the coffee beans; the quality of life for the growers; the quality of our business practices.

Coffee is one of the world's most heavily traded commodities, second only to oil. It is the world's largest agricultural commodity. A beverage enjoyed by people worldwide, coffee - its growth and production - has a great effect on the Earth's ecology.

We use only the top 1% of the finest organic and eco-friendly coffee that we source because it is environmentally and socially responsible product. It's production helps protect valuable eco-systems, helps improve the lives of the growers and their families, and ensures that you will have access to the best hand-grown阿拉伯ica beans in the world.

Our organic and eco-friendly coffee is a simple extension of our personal beliefs that everything we do should help, rather than harm, the world in which we live.

For us, it is simply good business practice to use, promote, and supply products that help protect the Earth's ecology and provide better working environments and living conditions for our suppliers.

Contact IE Coffee For more information about IE Coffee contact Cliff Young:
(909) 801-2113 or e-mail iecoffee@gmail.com

Are We There... continued from pg. 1

4.85% in early October to 0.65% in May. The seized-up commercial paper market has reopened and sparked by a record-breaking rally high-yield bond spreads have come in 800 basis points since December. Along the way we have witnessed a resurrection of the major banks and the real estate investment trust industry.

Stocks too have bounced 40% off their March lows and the VIX (Index a measure of stock market volatility) has been reduced from 85% to 30%. An improved financial sector alone does not make a recovery, but it is a precondition for recovery.

Housing Bottoming, Commercial Construction in Free Fall

The long agonizing decline in the housing market is in the process of ending. To be sure prices already down 31% from the peak and still falling, but the lion’s share of the decline is behind us. Indeed house prices have now returned to where they were in late 2002. We are modeling an end to the price decline late this year or early in 2010. At the end of the day, with the Housing Affordability Index improving from 100 mid-decade to 170 recently and an end to employment declines should encourage house prices to put in a bottom. Nevertheless because house price bear markets tend to have “long tails” do not expect any swift rise in prices over the next several years.

In this California Report, we look at the continued deterioration of labor markets, take another look at the residential construction under-building and housing market, examine the details of the precipitous falloff in non-residential construction, analyze the impact of the woes of Sacramento, and finish with a rather gloomy forecast that has not changed much from our forecast in March.

Labor Market Update: The Recession Continues

The first quarter of 2009 saw a jump in the unemployment rate in California, as 387,000 jobs were lost. Three quarters of the increase was due to the January correction of under-employed construction workers becoming unemployed construction workers. For the first three months of February through April, the unemployment rate in California has increased by 0.9%, well below the U.S. increase of 1.5%.

The loss of payroll jobs in recent months has been widespread cutting across most sectors of the local economy. Though payroll job loss is continuing, there was a gain in the total number of people employed in California in April; the first monthly gain in a year and the largest monthly gain since September 2006. As encouraging as this is, the dark clouds hanging over state government and nonresidential construction do not leave us optimistic about the employment picture for the next 12 months.

Historically, the California unemployment rate has tracked with the U.S. unemployment rate. During recessions, the spread between the two widens and during expansions it narrows. These wider swings in unemployment are due to a complex of factors, not the least of which is demographic. California is a state, which has always attracted new immigrants, both domestic and foreign. Historically, the California unemployment rate has tracked with the U.S. unemployment rate. During recessions, the spread between the two widens and during expansions it narrows. These wider swings in unemployment are due to a complex of factors, not the least of which is demographic. California is a state, which has always attracted new immigrants, both domestic and foreign. Inland Southern California is looking like e-mail, texting, instant messaging, and new media like You Tube and social networking sites like Facebook and Twitter. Perhaps, as a result, many members of this generation have a reputation for being peer-oriented and for seeking instant gratification. It is certainly the case that retailers need a whole new set of tools for communicating with this generation. While retailers want products, and services that conveniently and seamlessly fit into their lifestyles. They want variety, innovation, convenience and simplicity, all at the same time. For this generation the very definition of a "store" and a "shopping trip" is different from previous generations. Shopping is often social and involves multiple media. A member of this generation is likely to be texting on a phone as they wander about a store. They can comparison shop, obtain the opin...
This just-August in the Inland Empire Business Journal!

News and Features

The Inland Empire Retail Market, 2013 David Stewart, dean of the A. Gary Anderson Graduate School of Management, University of California, Riverside, gives a glimpse for the future of the retail market in the Inland Empire. Meet the New Boss—Protecting Your Business’ Survival Being prepared is key to protecting the survival of your business. If the president of a small business is seriously ill, the business needs a substitute who has legal authority to operate the company. The company’s survival is at risk if no preparations are done. Selling: The truth about success There are thousands of books that teach people how to be successful in selling; however, some authors and “sales experts” continue to perpetuate age-old myths about selling that need to be dispelled. Don’t shoot the messenger: How Leaders Can Deliver Bad News No one likes being the bearer of bad news. While most guides give guidelines to make a potentially painful experience more positive both for you and for the people you’re addressing, Tech tips for energy efficiency at work Michael Clark, a regional general manager for a division of Microsoft recommends business decision-makers to take steps to reduce the impact of energy usage on their environment. 

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California unemployment rate

We've all heard about the bailouts and taxpayer money that's been going to corporations. But it's nice when some of those billions (or trillions) of dollars goes to average folks. The latest in the stimulus attempts is the first time homebuyer's credit. Rather than the obvious question: where is the money coming from, it's quite ingenious. Home prices are getting down to where average people with average salaries can afford to buy a home. Thus, you just giving away money to most everybody they did last year, this year's stimulus is more targeted. If you're going to throw a bunch of money at the economy, why not to encourage behavior that will improve the housing market? By making it for first time homebuyers, you're going to increase overall demand; first time homebuyers don't put a house on the market (and increase supply) when they buy a new home. By making it expire soon (Dec. 1st), it will reduce considerable buying activity in the coming months, and by making it available immediately, they put the money to work right away. The big question is whether or not "When I get it" is the law gives us the option of either waiting until you file your 2009 tax return, or amending the 2008 return. If you amend, you should receive it in 6-8 weeks, maybe less if the IRS finds a way to streamline the process. All of the clients I've worked with have decided to go with amending their 2008 tax return, even though there is some added cost and complexity. If you have your taxes prepared professionally, it should not be too difficult for your preparer to amend your return. If you use software or do them yourself, it's probably best to wait to claim it on your 2009 return or hire a tax professional if you want to file an amended return. It is made, it will add time and frustration to the process. If you qualify, you must act quickly. The amount of the credit is significant, especially in the current economy. No extensions are available, and this credit is unlikely to be repeated in the foreseeable future. Many of the rates available have multiple offers, so you may find yourself competing with other buyers, so give yourself plenty of time so you don't find yourself making rushed decisions. I wonder what life will be like for realtors and escrow agents in November.

Are We There... California unemployment rate continued from page 3 in 2006 when the housing market turned down. One of the reasons has been the uptick in employment in residential construction. It shows the big question is the rate of separation in rates, between the U.S. and California unemployment rate, and the disparity is on the order of 1% to 2%. As one of the states with an out-sized housing boom, the uptick in employment in residential construction was to be repeated in the foreseeable Future. Many of the more affordable homes have seen multiple offers, but the government still cannot find a way to stimulate the housing market. The biggest question is whether or not "When I get it" is the law gives us the option of either waiting until you file your 2009 tax return, or amending the 2008 return. If you amend, you should receive it in 6-8 weeks, maybe less if the IRS finds a way to streamline the process. All of the clients I've worked with have decided to go with amending their 2008 tax return, even though there is some added cost and complexity. If you have your taxes prepared professionally, it should not be too difficult for your preparer to amend your return. If you use software or do them yourself, it's probably best to wait to claim it on your 2009 return or hire a tax professional if you want to file an amended return. It is made, it will add time and frustration to the process. If you qualify, you must act quickly. The amount of the credit is significant, especially in the current economy. No extensions are available, and this credit is unlikely to be repeated in the foreseeable future.
Meets the New Boss
Protecting Your Business' Survival
By Dick Yenn, CPF®

Life-changing, triggering events inevitably occur suddenly and without least expected being prepared. It is key to properly prepare the survival of your business. In some cases many moments occur. Take the case of Bob Stone.

An accidental fall in his office resulted in a severe back injury. Prior to the fall he had felt invincible. Stone intended to operate the business another 15 years before giving it to one of his children or his family. His company was solely dependent on the company for income and benefits.

Stone regained consciousness 10 months later and all that he had experienced was that everything concerning the business had been going great concerning the slowing economic climate. Hard decisions required many of the employees and scaling back the company had just been completed prior to the accident. Critical decisions remained that would determine the business' survival.

His fall saved him the notion a contingency plan that included a Durable Power of Attorney and Operating Plan. Shortly after his wife, Elaine, had developed the plan with the aid of a business-experienced planner who emphasized the importance of including the operations plan just in case something happened.

Elaine had worked with Bob building the company for 15 years before retiring to raise their family. He frequently updated her as to the status of the business. She was aware of the company's 15 employees' strengths and weaknesses and current and future contracts.

Once Elaine was satisfied that everyone's potential was being done for Bob, she turned her attention to running the business. She took Bob's Durable Power of Attorney, giving her legal authority to substitute for business's operating plan from her home. The plan told her:

- To contact the listed professional advisors
- To set up the Durable Power of Attorney
- To keep operating information
- To keep operating information
- To keep operating information

Key professional information
- Options for keeping their own interest in the company
- Where to obtain additional information

Elaine's experience together with the assistance of professional and employees allowed her to step in to notice of the company without being approached.

Key to preserving the business' survival was:

- Elaine's current knowledge of the business
- Elaine's management skills
- A legal transfer of authority
- A written operating plan

This story is the exception, not the rule. Caring for the affected spouse can be emotionally draining and time consuming. Most family businesses end up failing when the principal spouse is unable to participate in daily operations.

Consider the alternatives.

Waking up to:

- Find your business is being operated by a court-appointed conservator
- It has been sold
- Worse case—it is closed and the hard assets have been auctioned

Without any Planning—The business struggles along as chaos rules the day. State statutes will determine for business's future if the business can continue to operate long enough while new leadership is determined. Odds are Bob will not have his business to return when he awakens from his coma.

Elaine in this case is ill prepared to take over the business. She has to hire an attorney to represent herself and other members of the family, draining the remaining family savings. Elaine becomes financially desperate to pass the family from the business. Benefits such as health insurance are only continued as long as Bob's owner interest is retained.

Time becomes the essence as Elaine's legal representative tries to protect the business's survival. Obtaining an appointment in the court's schedule can be difficult. Few operating decisions are rendered in an initial hearing. If multiple parties challenge the direction of succeeding hearings, the case can take months and sometimes years before a final decision is rendered.

Very few courts have been successful at micro-managing a business. In a worse case scenario several hearings are necessary before a judge:

- Appoints an attorney to represent Bob
- Appoints a guardian for Bob
- Appoints a conservator to oversee Bob's assets
- Approves a new manager to replace Bob as principal operator

In the meantime the business is left to flounder on its own. Elaine in the end is forced to sell the business, or it has closed, sell remaining company assets as she runs out of money and time.

Estates Plan with No Operating Plan - Estate planning typically includes a Durable Power of Attorney for incapacity and a will for death. Generally there is no operating plan for a business. Key to protecting the survival of a business is in its continued operation. A named successor without a planned operating knowledge or management experience is like someone walking into a black room with no operating light switch. Elaine's application of Bob's operating plan ensured the family's business continued operation.

What makes the survival difference?

- Estate planning that included a Durable Power of Attorney
- An operating plan
- Identifying a successor
- Minimizing time to transfer operating authority
- An appointed successor

Industry operating knowledge and experience

Stone and his family are fortunate that Elaine was able to keep the family business operating while he recovered. Bob had a business to come back to while the family retained its financial life-blood.

Each business is unique requiring its own custom planning. A business owner needs the aid of a design team that includes a legal, tax, and professional successor advisor who has operated a company. It is difficult for an owner to be objective if they to do it all on their own.

Is your business prepared to continue?
Amazon.com currently lists more than 13,000 books that teach people how to be successful in selling. Most of these books are very good, while others are misleading. Unfortunately, some authors---and "sales experts"---continue to perpetuate age-old myths about selling that need to be dispelled. Three of these biggest myths are:

Myth #1: Anyone can be successful in selling if they work hard enough.

We all start off, but it alone will not make you a successful salesperson. There are salespeople out there who work 60 hour weeks and stay busy as bees and they still struggle to find a prospect or make a sale. Selling is a talent. It is the right mix of ability, skills and approach that defines a successful salesperson. If you are struggling in sales, working harder for longer hours may not make any difference in your results.

Myth #2: Successful salespeople are born that way.

No one is born knowing how to sell. Selling is an acquired skill that is discovered, developed and honed over time. It's a fact that some people come to sell easier than others, but it's not because they are fitted with some "sales gene" at birth. Those who are successful in sales have simply married some birth. Those who are successful but it's not because they are the "sales gene," people are born that way.

Selling is an acquired trait and it's something you work on incorporating these traits and characteristics evident. If you're not successful as you want to be, work on incorporating these traits.

Myth #3: Success in selling is all about attitude.

There are hundreds of starving salespeople who have positive outlooks and pumped up attitudes. Success isn't just about attitude, it is about ability.

Attitude will get you up and to work every day, but it won't get you the customers to work with. Success comes from so much more than having a good attitude. You can only get by so long on a whistle and a smile.

And now ... the truth

- So if success in selling isn't about just working harder, it's not about a great attitude or being born a winner, what is it? Why do some salespeople rise to the top while others sink to the bottom or somewhere in-between? The truth is: Success isn't simple. It takes many things to be highly successful in the profession of selling. Success is like a formula or a recipe. It's a combination of these things. If you succeed, everyone would be successful.

Here are some characteristics of the most successful customers. Spend a day or a week with a top performing salesperson and you'll see these traits and characteristics evident. If you're not as successful as you want to be, work on incorporating these traits.

- Top performers are in the top for the long run. Unlike other salespeople who are trying the job on for size or using their sales position as a job gap until they find something else. If they like better, top performers are committed to their career in sales until retirement. This long-term focus and obligation means they will invest more in their jobs every day than others are willing to invest. That's why they succeed at the level that they do; they are in it for life.

- Top performers take risks. They are willing to try new things, experiment, change old habits, and go after big targets.

- Top performers stay. They get stuff done. Many average performers will fail at these endeavors as much as anyone else, they succeed more because they are continually taking risks and trying new things. A risk-taking mindset means you will create opportunities others will never have.

- Top performers invest in themselves. Top performers are okay with spending some of their own money for training. They purchase gifts for their clients and business partners. They buy books and training CDs to learn new things. They pay to attend seminars and subscribe to industry magazines and Internet services. Some top performers invest as much as five to 10 percent of their incomes every year in training and resources to help them grow as sales professionals. When you see this as your business, you look at investing in it differently.

- Top performers align with top clients. It is hard, if not impossible, to become a success if you don't work with successful people. That's why top perform­ers are picky about the customers, clients and partners they choose. Many salespeople are content to work with just about anybody that will talk to them. They saddle themselves with lesser caliber, low quality prospects. In the business of selling, your clients and partners say a lot about who you are. Successful salespeople get that.

- Top performers like to sell. While many salespeople shy away from various sales activities, top performers actually enjoy selling. They enjoy the direct contact with others, personal satisfaction of closing business. The truth is this: Many average performers never get to the level of top performers because they don't have the drive, discipline, and determination to try new things, experiment, change old habits, and go after big targets.

- Top performers are "can do" people. Some salespeople are making excuses instead of making sales. They are in it for the money, not the sales. They sell out meeting their own personal goals and standards and they don't have the desire to become a success. Some salespeople are making excuses instead of making sales.

If you're not working with these top performers, you're not getting the best value for your money. Many average salespeople will fail at these endeavors as much as anyone else, they succeed more because they are continually taking risks and trying new things.
In Back in March when school districts around the state issued the required preliminary layoff notices to teachers, I expressed my disbelief that when push came to shove, teachers would actually lose their jobs. The March pre-notice requirement was put in place by the teachers' union to create political pressure on school boards, making it clear to legislators to make the necessary budget changes to prevent the layoffs from happening. In my opinion, that has been what has happened. This year may turn out slightly differently, but the games being played still do a discredit to students and speak to the need for a full revamping of our public school system. While it is still too early for final layoff numbers to be known, I did see a survey of several school districts done by a large newspaper. Of the 3,038 preliminary layoff notices issued, "final" notices went out to only 1,137. I looked into one of those school districts and more than 25 of the 300+ teachers who got the "final" notices had already been told they are jobs for this fall. An administrator predicted that only 100 of the remaining laid off teachers would actually not have positions by then. All 100 of those have been placed at the top of the substitute list, meaning they will work nearly every day of the next school year. And the administrator further indicated that over the course of the year, every one of them will be retained permanently as other teachers retire, move away or quit, something that happens every single day. I asked whether any administrators had lost their jobs before classroom teachers were cut. What I understand is that some of those teachers were bumped from their positions by administrators who lost their jobs claiming they had the right to return to the classroom. That means that people who had been working in the district office or even as assistant principals for years will be back in front of students and the newest teachers are out of luck. Another consideration is whether a district undergoing layoffs is growing in enrollment. Most are not. In most districts in the state, the number of students is dropping or at least staying the same. Yet in recent years as California's population increased, student enrollment did, too. Now that the growth has stopped or reversed, fewer teachers are needed. Yet the real tragedy here is that even many of those districts planning to lay off teachers have enough money in the bank to pay their salaries and then some.

Continued on page 39

COMMENSITY

Teacher Layoffs

By Bill Leonard, Member State Board of Equalization
Opus West Corporation Files for Chapter 11 Bankruptcy

Two retail centers in Chino Hills, an expansion project next to The Shoppes, called the Shoppes 2 project have filed for Chapter 11 bankruptcy protection. The filing by Opus West Corporation was announced in its operations at The Shoppes and The Commons, officials said.

"We don't know specifically what that means now," Fieger said. "There's no impact to the Shoppes. The management team is still in place, and it's business as usual."

Opus West and Opus East, LLC, subsidiaries under the Opus Group, moved to court last week to "facilitate orderly liquidation of their respective portfolios," said Mark Rauenthal, chairman and chief executive officer of Opus Corp.

The bankruptcy filings result from steep and pervasive declines in commercial real estate values and significantly difficult credit market conditions, Rauenthal said.

This week was not the first time to The Shoppes, called the Shoppes 2 project, had been postponed indefinitely until the economy recovers, Councilman Bill Kruger said.

The city last year offered developers the opportunity to purchase and develop 12 acres of land just south of The Commons, to serve as the new civic center. The city did not receive any bids from developers in January, but Opus West expressed interest in the deal.

Where Have All... to speak up. I hardly recognize this country anymore.

As programming grew and became more sophisticated, CD disks replaced the floppy, but required CD players instead of cards. Or grams. or CDs with added programs.

As programming grew and became more sophisticated, CD disks replaced the floppy, but required CD players instead of cards. Or grams. or CDs with added programs.

The middle class is being squeezed and the leaders gone? Where are the curious, creative communicators?

We need a leader who has made a difference in your life. How about people do that. Asking "why" seems easy enough. It's just a little word, after all. "Why" don't company leaders ask this powerful question more often? Probing deep can be scary for a boss. It means confronting and hints of accusation. Yet asking "why" doesn't have to be confrontational or intimating blame, depending on how the question is asked, the tone of voice used, the way it's introduced.

Many bosses are also accustomed to being the go-to person for answers and direction, and they actually transfer the ownership of the answers to their team members. Bosses get stuck, because they didn't provide the solution — the boss did. Assigning employees the task of uncovering the reason for their missed goal or creating a viable solution to a problem or challenge leaves the boss back where it ultimately belongs.

Think back to your favorite teacher, someone who really made a difference in your life. Did he or she give you the answers? Did he or she make you look for the answers? (Yes?) Did this teacher hold you accountable? (Absolutely!) Then you learned what it means to ask and demand answers. Presented with a problem, the best bosses and company leaders are those who understand that asking "why" is a highly productive teaching method. And teaching—rather than preaching—and challenging people to think is what stimulates and encourages growth. So the goal of any leader is to become a great teacher and develop the necessary skills as such, which is not only asking "why" but also giving employees an appropriate amount of time to determine the real question. That could be as simple as waiting a few minutes for a response in a meeting, or perhaps sending everyone off to think about the issue, research the problem, and return at a later time with an answer.

Great bosses also teach by holding their employees accountable for not just the problem's answer but also its problem solution. When the employees are the ones asking "why" to the boss for answers and direction, they actually transfer the ownership of the answers to their team members. Bosses get stuck, because they didn't provide the solution — the boss did. Assigning employees the task of uncovering the reason for their missed goal or creating a viable solution to a problem or challenge leaves the boss back where it ultimately belongs.

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The Inland...
continuing from pg. 3

ions of others, and share their expe-
riences. The in-store and out-of-
store experience has become
blurred.

Millenials also like well-defined and well-expressed brands.

Such brands strengthen their own beliefs about themselves, offer
a sense of comfort and reinforce their sense of community. Millenials
are also loyal and participate in retail loyalty programs more
than prior generations. It is no surprise that they are especially fond
of those programs that are integrated within new media.

Retailers in Inland Southern California will have significant
opportunities for growth in the next several years. Those retailers
that will make the most of these opportunities will be those able to adapt
to new shoppers who will be the driver of retail sales.

SIZZLIN' SUMMER GALA
SATURDAY, AUGUST 15, 2009

Who: Honoring Janmil Dada, VP of Investment Services at
Provident Bank and Chair of Riverside County's Workforce
Development Board with the Celebration of Life Award from
the American Cancer Society...and cancer survivor.

Where: The American Cancer Society's first annual Sizzlin'
Summer Gala on a hot August night

When: Saturday, August 15, 2009, 6 P.M. – 10 P.M.

The Sizzlin' Summer Gala features a hot salsa theme, with live
and silent auctions including dinner for 10 on a private yacht; a
hamburgers ride, along with travel packages, festive dining; and live
musical entertainment presented by Opa Opa!

Tickets: $500
For reservations contact Patricia Report at (951) 300-1225.

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Centerpointe Capital
One Company, Unlimited Financial Resources

July/August 2009
REALTORS® Federal Credit Union Chooses "My Deposit" Home Deposit Solution From CO-OP Financial Services

REALTORS® Federal Credit Union, the nation's first Internet-based Credit Union, has selected both My Deposit and CO-OP Network solutions from CO-OP Financial Services to give members greater access and convenience to their accounts. My Deposit allows members to deposit checks from the comfort and convenience of their home or office by using their own scanner to send check images to the credit union's on-line banking Web site. My Deposit does not require adoption or installation of new hardware, making it an attractive solution for credit union members and small business owners.

"We needed an easy accessible, remote deposit check system for the more than 1.2 million members of the National Association of REALTORS®, who make up our service community," said Jesse Boyer, executive vice president and chief information officer for REALTORS® FCU. "As a nation-wide, branchless credit union, CO-OP My Deposit allows us to provide a secure on-line solution for our members, enabling us to more efficiently and effectively serve them. For MY REALTORS® FCU, the implementation process for My Deposit was very well defined and we experienced no hitches. I have already recommended it to two other credit unions. More importantly, for our customers, using My Deposit is very intuitive. It provides true self-service and our members have been very satisfied.

REALTORS® FCU has also joined the nationwide CO-OP Network of 28,000 surcharge-free ATMs, 9,000 of which are DEPOSIT Home Deposit Solution ATMs. By offering both the CO-OP Network of ATMs and My Deposit on-line home banking, our members have maximum flexibility to deposit their commission checks in the way that is most convenient for them," said Boyer. "REALTORS® FCU was originally formed for the mutual benefit of the members of the National Association of REALTORS®," said Tom Glatt, president and chief executive officer of REALTORS® FCU. "As one of the world's few totally-virtually full-service financial providers, we serve our members 24 hours a day, seven days a week, from anywhere in the world. We're very pleased to partner with CO-OP Financial Services to offer our members a convenient remote deposit capture solution and access to thousands of surcharge-free CO-OP Network ATMs."

Established in 1981 and located in Rancho Cucamonga, CO-OP Financial Services is the nation's largest credit union service organization with the largest credit union member brand, CO-OP Network. Wholly owned by its credit union shareholders, CO-OP Network provides volume discounts on payment products and services that include ATM network access, debit processing, shared branching, check imaging and mobile payments.

Public Relations Firms in the L.E.

<table>
<thead>
<tr>
<th>Address</th>
<th>Name</th>
<th>Number of Employees</th>
<th>Specialties</th>
<th>Top 3 Clients</th>
<th>Year established</th>
<th>Top Local Executives</th>
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<tr>
<td>2825 S. Eastern Ave., Pomona, CA 91766</td>
<td>ICI</td>
<td>30</td>
<td>Advertising, Media, Public Relations, Government Relations</td>
<td>Deposit Network, Fair Housing, Landlord Tenant</td>
<td>1990</td>
<td>Michael Marcello, Robert McDonald</td>
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<td>375 S. Eastern Ave., Pomona, CA 91767</td>
<td>J. Boles Public Relations</td>
<td>15</td>
<td>Government Relations, Media Relations</td>
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<td>1997</td>
<td>J. Boles, P. J. O'Reilly</td>
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<tr>
<td>200 Green Street, Suite 400, Fullerton, CA 92832</td>
<td>Penny Design &amp; Advertising</td>
<td>5</td>
<td>Branding Design, Media Relations</td>
<td>Deposit Network, Fair Housing, Landlord Tenant</td>
<td>1997</td>
<td>J. Boles, P. J. O'Reilly</td>
</tr>
</tbody>
</table>
| 1215 S. Orange Ave., Costa Mesa, CA 92626 | Public Relations 

Largest Credit Unions in the Inland Empire

<table>
<thead>
<tr>
<th>Name of Credit Union</th>
<th>Total Assets ($M)</th>
<th>Number of Members</th>
<th>Total Net Worth ($M)</th>
<th>Net Income ($M)</th>
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<tbody>
<tr>
<td>First California Bank</td>
<td>$2.5 billion</td>
<td>1,200,000</td>
<td>$225 million</td>
<td>$19 million</td>
</tr>
<tr>
<td>California State Bank</td>
<td>$2.2 billion</td>
<td>1,100,000</td>
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<td>$12 million</td>
</tr>
<tr>
<td>First Western Bank</td>
<td>$1.9 billion</td>
<td>900,000</td>
<td>$100 million</td>
<td>$9 million</td>
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<tr>
<td>First American Bank</td>
<td>$1.6 billion</td>
<td>750,000</td>
<td>$80 million</td>
<td>$7 million</td>
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<tr>
<td>First Security Bank</td>
<td>$1.5 billion</td>
<td>650,000</td>
<td>$70 million</td>
<td>$6 million</td>
</tr>
<tr>
<td>First Republic Bank</td>
<td>$1.4 billion</td>
<td>500,000</td>
<td>$60 million</td>
<td>$5 million</td>
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<td>First Merit Bank</td>
<td>$1.3 billion</td>
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<td>$50 million</td>
<td>$4 million</td>
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<tr>
<td>First Street Bank</td>
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<td>400,000</td>
<td>$40 million</td>
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<td>First National Bank</td>
<td>$1.1 billion</td>
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<td>First Community Bank</td>
<td>$1.0 billion</td>
<td>300,000</td>
<td>$20 million</td>
<td>$1 million</td>
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</table>
Don't Shoot the Messenger: How Leaders Can Deliver Bad News

By Chris Witt

In olden days messengers who brought bad tidings risked being killed for their efforts. Times and customs have changed, but this much remains the same: no one likes being the bearer of bad news. Unfortunately, it is becoming more and more necessary these days.

Profits are falling, sales are suffering, and recessions are becoming the norm. People must be laid off, plant closings announced, and salaries frozen. And worst of all, as the economy enters its sixth year of stalling, leaders are becoming increasingly fearful of the future. "What if we lose more ground?" "What if we can't turn this around?" "What if they're right?"

People will feel betrayed if they are not informed about the news as soon as possible. We have no choice but to tell the truth. The question is: how do you tell the truth when the news is so painful?

1. Keep it clean. Keep the language you use in telling the truth. Don't use foul language or demeaning phrases. People will feel betrayed if they think you have unnecessarily kept them in the dark. As the book of Ecclesiastes says there's a time and a place for everything. And the time and place for breaking bad news is when the people are ready and when they feel safe.

2. Tailor your message to the audience. In some situations you'll only have to address one audience—your senior leaders, your department, your team, your clients. But in larger organizations you may be faced with several audiences—the board of directors, your executive team, departmental heads and managers, the rank and file, the public, the media—and you'll have to create a message that's suited to each audience's particular concerns, roles, and responsibilities.

3. Give people an advance warning. Letting people know the general parameters of what the meeting will be about will help them brace for bad news. In person or by e-mail simply let people know when and where the meeting will be held and tell them you'll be discussing "recent developments" or "news from the main office." Don't go into details at that time, and don't provide false reassurances that it's okay to let people start worrying, as long as you don't keep them on the hook for long.

4. Give people an advance warning. Letting people know the general parameters of what the meeting will be about will help them brace for bad news. In person or by e-mail simply let people know when and where the meeting will be held and tell them you'll be discussing "recent developments" or "news from the main office." Don't go into details at that time, and don't provide false reassurances that it's okay to let people start worrying, as long as you don't keep them on the hook for long.

5. Be prepared. Whenever the news is bad, the stakes are high. And you wouldn't approach any other high-stakes presentation without knowing what you're going to say and how you're going to say it, would you? This is not the time for ad-lib remarks or for shooting from the hip. This is the time for carefully chosen words and a confident delivery.

6. Start with the facts. You've got to give people anything that you can't substan- tiate. For all too obvious reasons, people today have grown distrustful of leaders in both politics and business. So it's even more imperative for you to lead with integrity. Tell people what they need to know as objectively, fairly, and completely as possible. Do not feel emotions. Whatever you say pattern yourself after Sergeant Joe Friday: "Just the facts, ma'am." Then tell people what those facts are.

7. Be empathetic. Acknowledge people's feelings in a compassionate way without turning the event into a therapy session or a sob fest. Attempt to tell people you know exactly how they feel, or going into too much detail. You might want to say something like, "I know how difficult and painful these changes will be." If appropriate, share your own feelings. Even if you're the only one saying anything, let people know how the meeting is being held. They'll feel part of the meeting if they think you're really talking to them.

8. Provide hope. Don't make promises that you may not be able to keep or give assurances about the future that may not hold true. But give people reason to believe that their work has meaning, their contributions have value, and their prospects have potential. Leaders see possibilities when others see only failure, and people need hope now more than ever.

9. Encourage action. People have your attention. (Bad news has a way of making people sit up and take notice.) You've told them what is happening and explained why. You've given them a chance to set their own work to do. Tell people exactly what you want them to do, and show them how they will benefit from doing it.

10. Reinforce values. Tell people how everything your organization is doing is address the situation or to respond to the crisis is in alignment with its values. Tell people when the organization acts and how you personally under pressure act, tell people more about what you really value than anything else you say. Use this time as a teaching moment.

11. Repeat. Repeat. Repeat. Don't let the proverbial husband who told his wife that he loved her on the day they got married and hasn't told her again because he said it once and, damn it, she should know. At best, people only hear part of what you're saying. If it's true when they are standing themselves for what they fear is coming. So you have to say it again and again and again. Once you've spoken face to face to everyone involved, schedule follow-up meetings. Make yourself available to talk in a variety of set-tings.

No one wants to be the bear-er of bad news, but leaders do it without flinching because they know it needs to be done. They know it is in the best interests of the people they serve. And that's the hallmark of a real leader, isn't it?

For more information, call 619-295-8411 or visit www.witt.com.
Tech tips for energy efficiency at work

Michael Clark, West region general manager, midmarket customers for Microsoft’s Small and Midmarket Solutions group, recommends that business decision-makers take the following steps to reduce the impact their technology has on the environment:

1. Implement a remote working program in your business: Businesses that implement secure remote access and unified communications tools to eliminate telecommuting can reduce travel, and related costs, from 10-30 percent.

2. Virtualize and save energy: Use virtualization technology in your data center or server room, reducing the number of physical servers required and energy demands for services.

3. Power-up using Power Management tools: Use the Power Management tools in your laptop or desktop PC’s control panel to select energy-saving settings. If you and your office mates do this, it becomes the equivalent of taking one car off the road.

4. Use Sleep to shut down at the end of the day: An Energy Awareness Campaign found that more than 31 percent of the country’s 7 million office computers are left on overnight. According to the campaign survey, this adds up to more than $1.7 billion dollars and almost 15 million tons of CO₂ emissions across the nation. When you walk away from your PC, having the sleep feature turned on will allow your PC to use less energy. The good news is that Windows Vista PCs have the sleep feature turned on by default and your PC will go to sleep automatically. Additionally, Windows Vista will extend the power management capabilities available in Vista that is released in October of this year.

5. Work toward making your office a ‘paperless office’: Companies can use a tool known as OneNote to store the contents of paper note books. Instead of printing out copies, put files on drives, consider default print policies on office printers.

6. Buy power strips or unplug devices to avoid phantom energy: Many computers or peripherals use ‘phantom’ energy costs. Power cords for smartphones, laptops and PDAs still consume energy when plugged in. Stay unplugged and not only this will reduce energy consumption, but it will also save on energy costs.

7. Choose laptops over desktops for your business: Modern laptops consume less than 30 watts when running at full performance, compared with a modern desktop PC that idles around 60 watts and can consume in excess of 150 watts at full tilt—and that’s not including the monitor. Many new small form-factor laptops idle at less than 15 watts—less than the power used by a typical compact fluorescent light bulb.

8. If you do want a desktop PC over a laptop, always choose Energy Star, and better yet, look for ENERGY STAR rated devices and printers containing built-in energy use guidelines in three different operating modes: standby (off mode), sleep mode, and active. Also, qualified printers must include a more efficient power supply (typically 85% plus rated efficiency).

9. Buy LCD Monitors: An LCD monitor can consume one half to two-thirds as much power as the equivalent-sized traditional analog monitor. Simply turning down the monitor’s brightness can save a significant percentage of energy.

10. Establish a program to recycle old equipment: Today, about 28 million computers are refurbished and resold or freely distributed. Ten tons of still usable computers are discarded each year. Use guidelines in three different operating modes: standby (off mode), sleep mode, and active.

For more free information on software and technology innovation that helps people and organizations around the world improve the environment, visit www.microsoft.com/environment.

### Energetic Connections

#### Emerging Markets and Economic Decline — Last In-First Out?

*By Payden & Rygel*

The World Bank estimates that the global economy will contract 2.9% in 2009, its weakest performance since the 1930s. The good news is that the pace of decline is already beginning to moderate and a global economic recovery is forecast to take hold in 2010. Global investors are busy trying to gauge which economies will recover first in order to take advantage of investment opportunities in these financial markets.

There is a strong case to be made that some of the larger emerging markets, including Brazil, China, and India, will lead the way out of the recession. These countries have sounder economic fundamentals than the past and millions of domestic consumers to rely on in the face of global economic slowdown and high oil prices. The largest economies in these nations. Indeed, the MSCI Emerging Market Stock Index is up more than 30% since the beginning of the year, which could spark an impressive rebound in emerging markets and emerging economies in the coming year. Brazil, China, and India are likely to be the first economies to recover their recent losses.
Advertise Your Business to over 1.4 million Fair Visitors as a sponsor of our 2009 LA County Fair Build Opportunities are limited. Call 909.596.7098 ext 205 For Additional Details.

For more information visit www.habitatpv.org or call 909.596.7098

Donations to Pomona Valley Habitat for Humanity can be mailed to 2111 Bonita Avenue, LaVerne, CA 91750
The large inventory adjustments—both here and abroad—in the first quarter of 2009 will lead to new orders and ought to stem the tide of job losses in the manufacturing sector. For exported manufactured goods this can be seen in the turnaround in export traffic at the ports of Los Angeles, Long Beach and Oakland. To be sure, the increased exports are from California agriculture and raw materials production, but even they indicate the beginning of increased demand by foreign manufacturers and consumers for California manufactured goods.

The professional and business services sector has lost 83,000 jobs since last September; 50,000 of them in the first quarter of 2009. This is a diverse sector including everything from temporary employees to lawyers to security guards. In breaking down the job loss, it becomes apparent that the action in this sector has been in temporary employees. This is typical in a recession: temps and contractors are the first to be fired as aggregate demand goes slack, and firms are hesitant to be hired when aggregated demand begins to increase. This is the volatile component of professional and business services and is a reflection of the rest of the economy rather than a driver of economic activity in itself.

The employment picture overall is one that separates into the sectors which are highly correlated with the U.S. economy; construction, manufacturing and other services sectors and those which may behave differently from the U.S. economy and are more local in nature; construction, education, health care, social services and governmental sectors. The next three sections will examine these local sectors in more detail.

Residential Construction: The Market Overshoot
Last month we wrote that the California housing sector continues to hit new lows each month. The ensuing three months have not changed this. The California Building Industry Association reports that new home construction in 2008 was more than 20% lower than the lowest point during either the 1980s or 1990s housing downturns. In March, we called these truly incredible numbers when one considers that California’s population is 60% larger than it was in 1980 and 22% larger than in 1990. As incredible as they were then, they continue to get worse.

California Forecast-
Joe and Genevieve Claussen of Claussen Brothers Plumbing received the July Business of the Month plaque presented by the Hesperia Chamber of Commerce. For more information about the Hesperia Chamber of Commerce events visit www.hesperiaplc.org or call (760) 244-2113.

Continued on page 34

Are We There...
**Riverside-San Bernardino Metro Area**

### Real Estate Finance

- **Why Real Estate, Why Now:**
  - Riverside-San Bernardino continues to struggle with an enormous volume of foreclosed homes on the market and a sweeping belief that home prices have not bottomed yet. Many of these foreclosed residences are never and are now being offered as rentals, competing directly with Class A units. Nevertheless, the decline in overall rental demand has been mitigated, despite improved overall affordability, mainly due to the difficulties that potential homebuyers have in meeting banks' lending requirements, as well as escalating job insecurity in the region. The severe market correction of 2007 and 2008 has removed a large number of homeowners who bought using creative financing to the renter pool, where they are likely to remain until their credit issues are resolved and the job market stabilizes. These factors, combined with low levels of apartment construction, are supporting rental demand in the Inland Empire.

- The residential development wave that seized the Inland Empire in recent years has stretched the economic boundaries in the metro well beyond Interstate 215, generating growth opportunities for investors. Currently, the I-215 corridor, high desert, southern Riverside and low desert areas offer highly capitalized long-term investors the chance to acquire assets at discounted prices. Cap rates in these locations are 150 basis points to 200 basis points above the metro average. Buyers with shorter-period ROI strategies are gravitating toward submarkets that are closer to job centers, namely, Ontario, Rancho Cucamonga, Fontana, Upland/Chino Hills and southern Temecula/Murrieta areas, all of which benefit from their proximity to Los Angeles, Orange County and San Diego counties. Meanwhile, newer and better-located opportunities are being created. Property in these less-risky sublocations tend to have lower yields but boast higher and more stable occupancy rates than farther-out locations.

### 2009 Annual Apartment Forecast

- **Employment:** Approximately 42,000 jobs are expected to be cut this year, or 3.5 percent of the metro’s work force, as employers in the manufacturing, construction and retail sectors continue to struggle. In OMA, the employers eliminated 7,750 positions.

- **Vacancy:** Vacancy rate is projected to increase to 32.5 percent in 2009 to 51,055 per month, while effective rents are forecast to decrease 3.2 percent to $895 per month.

- **ECONOMY:**
  - Home issues continue to plague the Inland Empire, with preliminary employment figures showing nearly 77,000 jobs cut during the 12-month period ending in the first quarter, a 6.2 percent contraction.
  - Employment reductions were reported in all major sectors, though particularly construction, manufacturing and trade, transportation and utilities.
  - Over the last year, a combined 56,300 jobs have been lost in these three segments.
  - The unemployment rate in the Inland Empire was estimated at 9.7 percent in the first quarter, up from 10.4 percent in December and 47.0 basis points higher year over year.
  - Outlook: Approximately 42,000 jobs are expected to be cut this year, or 3.5 percent of the metro’s work force, as employers in the manufacturing, construction and retail sectors continue to struggle.

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**SBA Lenders Serving the Inland Empire**

<table>
<thead>
<tr>
<th>Company Name</th>
<th>City, State, Zip</th>
<th>No. of Loans Financed</th>
<th>No. of Loans Funded (0-5 basis points)</th>
<th>No. of Loans Funded (6-10 basis points)</th>
<th>No. of Loans Funded (11+ basis points)</th>
<th>No. of Loans Funded (15 basis points)</th>
<th>No. of Loans Funded (25 basis points)</th>
<th>No. of Loans Funded (31+ basis points)</th>
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<tr>
<td>Central Valley Bank</td>
<td>Colton, CA 92923</td>
<td>537,000</td>
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<td>Arrowhead Bank</td>
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<td>Wabash State Bank</td>
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<td>Western Bank</td>
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<td>25</td>
<td>25</td>
<td>25</td>
<td>25</td>
<td>25</td>
</tr>
</tbody>
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**Germania Corp. Grow**

Germania Corp. announced the promotion of Kevin Wolf to president of the Riverside-based real-estate and consulting company. Germania does consulting for several cities and companies, including KB Home, oil exploration giant British Petroleum and Walmart. Germania also added to its staff. Eric Haley, former executive director of the Riverside County Transportation Commission; Gwenn Norton-Perry, longtime councilwoman and four-term mayor of Chino Hills; and Steve Punzell, president of nonprofit think tank La Jolla Institute in Upland. Wolf is replacing his father, continued on page 39
Largest Credit Unions in the Inland Empire

<table>
<thead>
<tr>
<th>Name</th>
<th>Total Assets $</th>
<th>Number of Current Members</th>
<th>Total Net Worth $</th>
<th>Net Income ($)</th>
<th>(Loss)</th>
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<tbody>
<tr>
<td>Temecula Valley Bancorp</td>
<td>1,551,493,195</td>
<td>1,548</td>
<td>$1,484,101</td>
<td>$199,642</td>
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<tr>
<td>VWSU</td>
<td>11,499,318</td>
<td>1,731</td>
<td>$955,119</td>
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<td>Citrus Credit Union</td>
<td>8,397,068</td>
<td>1,809</td>
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<td>$114,541</td>
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<tr>
<td>First California Credit</td>
<td>7,955,069</td>
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<td>$1,628,719</td>
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<tr>
<td>Harbor Community</td>
<td>4,652,021</td>
<td>1,908</td>
<td>$1,222,608</td>
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<td>First Community Credit</td>
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<td>First Equity Credit</td>
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<td>Sun Bernstein Credit</td>
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<td>San Bernard Credit</td>
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<td>480</td>
<td>$926,000</td>
<td>$429,000</td>
<td></td>
</tr>
</tbody>
</table>

*Note: All information provided is as of March 31, 2009. Data includes estimates for missing information.*

**Why?**

Our exclusive, geo-targeted advertising software and our localized search directory allow for direct, measurable and monitored results.

**4.WHERE?**

In your targeted local market as part of LocalAdLink's Directory and our national network of major Websites.

**SHOW**

We offer exclusive, geo-targeted advertising software and our localized search directory allow for direct, measurable and monitored results.

**WHERE?**

You will see your business when they log on.

INLAND EMPIRE INDUSTRIAL MARKET TO FALTER FURTHER AS YEAR PROGRESSES

The Inland Empire's already hard-hit industrial market will weaken further this year as import activity and consumption slow, but fundamentals will be significantly worse in the eastern half of the market, according to the Midyear 2009 National Industrial Report by Marcus & Millichap. In recent years, builders constructed in advance of demand, adding an average of 20 million square feet annually, primarily in the eastern reaches of the metro. Also included in the report is the firm’s Midyear National Industrial Index (NI), a snapshot analysis that ranks 28 industrial markets based on a series of forward-looking supply and demand indicators. Riverside-San Bernardino is at No. 26 this year.

"Sales volume has been limited by a wide buyer/seller pricing expectation gap in recent months and will likely remain slow for the rest of this year as investors wait to target distressed assets," says Douglas McCauley, regional manager of the firm’s Ontario office. Following are some of the most significant aspects of the Riverside-San Bernardino Industrial Research Report:

**Employers are expected to shed 42,000 jobs in 2009, a 3.5 percent decrease in total employment.**

**Builders will deliver nearly 6.1 million square feet of space this year, down from 22.6 million square feet in 2008.**

**Reduced space demand and ongoing construction will push vacancy rates to 370 basis points to 16.1 percent in 2009, after the average rate spiked 510 basis points last year.**

**Owners will cut rents aggressively to stay competitive. This year, asking rents are set to fall 11.8 percent to $4.65 per square foot, while effective rents will drop 12.7 percent to $4.35 per square foot.**
Comfort Food...
continued from pg. 35
coleslaw (which is delicious). Sandwiches include chicken on a bun, veggie sandwich and much more. Undoubtedly, one of the best selections is their slow-smoked Angus tri-tip sandwich. Side orders are fresh mushrooms, homestyle green beans, and, of course, macaroni and cheese. Their colossal Idaho baked potato is available after 4:00 p.m.—and they mean colossal. For those who are diet-conscious, cottage cheese and melon slices among other items are also added to the menu. For dinner, I would recommend their smoked BBQ platter—sliced tri-tip with pinto beans, Spanish rice and grilled vegetables, and their "Killer Ribs" is not too shabbily either. Seafood favorites include a shrimp basket (country-style or BBQ), rainbow trout, and English-style fish n' chips.

NOW for the desserts—for some the best reason to go to Richie's. Their old-fashioned shakes, malts and floats is what makes most come back for more. How about trying the double dipper mug root beer float. When was the last time you tasted this special drink? If you really want to be adventurous and are not calorie counting, how about the Richie's shake or malt and choose between chocolate, vanilla, strawberry, fresh banana, Oreo cookie or peanut butter!! I get full just thinking about it.

So eat and be merry at Richie's Real American Diner. It is an experience you will not soon forget. This diner should be around for many years to come, but go soon before the menu changes.

An added note: They also offer a "take home" picnic pack special which includes ribs, BBQ chicken and Angus tri-tip plus their tasty side dishes.

Richie's Real American Diner is located at 8039 Monet Avenue in Rancho Cucamonga in Victoria Gardens. Phone number is (909) 893-5103.

Advertising Agencies In the Inland Empire

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| B & B | 3456 E. Main St. | Riverside, CA 92506 | | | (352) 555-1212 | bbandb@bbandb.com | Full Service

**KTIE Radio 590 AM**

**Thursday Morning Drive, 5:00 AM - 6:00 AM**

Challenging your thoughts in relation to business, politics, economic conditions and the general business life of San Bernardino and Riverside counties.

Hosted by

Inland Empire Business Journal and Bill Anthony

INLAND EMPIRE FOCUS
With over 160 years of collective brand-building and operating expertise, Concept Branding Group is poised to assist operators set on taking their F&B operations to the next level. We are working with professional individuals and business leaders to bring our mission to life. Through a combination of unparalleled marketing and brand planning and development experience, we are seeing success in helping our clients expand and thrive in the highly competitive restaurant industry.

"Having reimagined our entire retail strategy and created a new, dynamic brand identity for our stores, we are seeing tremendous growth both online and in-store. The positive response from our customers has been overwhelming, and we are confident in our ability to continue to exceed expectations. This is a testament to the hard work and dedication of our team, and we are grateful for the opportunity to serve our community in this new capacity." - Joe, Store Manager

Concept Branding Group has accomplished the following:

- Developed a comprehensive brand strategy for a leading national retail chain.
- Conducted a thorough market analysis and competitive intelligence to inform the product development process.
- Created a visually cohesive brand identity that resonates with consumers across multiple touchpoints.
- Launched a successful social media campaign to drive traffic and engagement. The campaign included a series of influencer partnerships, which resulted in significant reach and positive customer sentiment.
- Achieved 20% increase in online sales within the first 6 months of implementation.

In conclusion, Concept Branding Group is dedicated to helping operators achieve success in today's competitive market. We bring a wealth of experience and expertise to the table to ensure that our clients can thrive and grow in the years to come. Contact us today to learn more about how we can help you reach your goals.
The BioHit BioHibio 1001 Series high volume organic waste decomposition technology, launched in early 2008, received grand recognition at the 2008 International Hotel/Motel & Restaurant show in New York City, receiving the prestigious award for Innovation in Green Technology.

This innovative technology solves the challenges of what to do with organic food waste. The BioHit BioHibio 1001 Series is represented by Interstate Waste Systems and Recycling Equipment located in Apple Valley, Mark Siroonian, owner of Interstate Waste Systems says, "Having over 20 years' experience in the waste and recycling industry, feeling I have been green all along, this is by far the most exciting technology I have seen in my career. The decomposition unit, which is energy-efficient and made of stainless steel, breaks down food waste into a liquid form within 24 hours, enabling the waste to be safely disposed of down the drain. As a result, green house gases are reduced, landfill space and fuel are preserved, and ultimately, dependency on fossil fuels and other foreign oil sources, declines. Additionally, overall costs associated with work flow efficiencies, janitorial supplies and general operational management of the organic waste flow are minimized. The technology benefits any commercial food preparatory work site application generating a high volume of organic waste, including: grocery chains, restaurants, hotels, hospitals and universities.

Operating the GOHbio 1200 model at full capacity for one year will reduce emissions of 470,000 pounds of CO2 and 58 metric tons of greenhouse gases. That is equivalent to taking 40 cars off the road, saving 1200 gallons of diesel fuel, and planting almost 1200 trees. Imagine the positive impact for our environment if all major producers of organic food waste were to take advantage of this innovative technology. The reductions could be multiplied by thousands!

The product has undergone years of rigorous testing, so it is very exciting to bring this technology to market at a time when it is needed the most. This technology provides customers with a way to actively contribute to environmental sustainability, while also providing them with significant economic benefits and improved work flow efficiencies in the process. It is a win-win situation for everyone—most importantly, for our environmental infrastructure.

The award-winning technology is already installed in many well-known grocery chains (Albertsons Supermarket, SuperValu Foods), hotels (Four Seasons Hotels and Resorts, Santa Fe Station), hospitals and universities (University of San Diego's coast to coast). The GOHbio 1001 series, manufactured by BioHit International and represented by Interstate Waste Systems, is available in three stock models with customization available to accommodate specific capacity requirements and work site specifications.

Inquiries on BioHit technology can be directed to Interstate Waste Systems, Mark Siroonian at 951-316-4217, e-mail: Mark@iwvere.com. Also visit www.IWJSE.com for more information.

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Bump in Small Business Sales

July figures for the sale of the state’s small- and mid-sized businesses, released by http://www.bizben.com/BizBen.com Businesses For Sale In California suggest a pattern similar to performance of the national retail market.

There’s positive news—last month’s volume of completed California deals was 9% ahead of those the prior month—but it’s shadowed by continuing problems.

While the 1.075 million businesses opportunities escrowed that closed in the just-completed month represent improvement over June’s total of 986 deals, activity in July still lagged behind the 1.799 transactions completed in July 08.

“I’d characterize the most recent results as promising, but the healthy market we’re waiting for has yet to fully materialize,” according to http://www.bizben.com/resour ces-BizBen.com founder and CEO of BizBen.com

He noted that one reason for depressed recent activity has been the “usual summer doldrums. More people than we expected took vacations in the last several weeks.”

Siegel also observed that there’s a growing legion of transactions in escrow unable to be completed on schedule.

“Many buyers are waiting to get their homes appraised so they can satisfy expectations from sellers who are willing to help finance—as more are agreeing to do. That slows everything down.”

Also holding up deals, according to the BizBen CEO, is the more stringent array of rules by the State Board of Education and by other government agencies.

“California is looking harder for cash, so state examiners aren’t issuing releases and letting any deals close ‘til they’re sure there’s no money they can wring out of a trans-

Concept... continued from pg. 32

it’s also a lot about building solid brands that can sustain growth and grow over time.

Also, with our newly formed global alliance with Bale Fusion Worldwide, we now are able to offer state-of-the-art defect identification services to build upon our proven brand value.

http://www.bizben.com/blog/[small business blog]—all proven concepts, ideas, and opportunities for business sellers, buyers, business brokers, agents, and other professionals involving the market. Sales for small- and mid-market businesses for San Bernardino County were 30 and for San Bernardino County 54.

Industrial and...

continued from pg. 21 products. RAY-LITE is easy to work in both the purchase and the sale of one of these products; this tie-in with the two charities shows they care more than just business.

For more information, contact Christopher Tammen at info@ray-lite.com.
**MANAGER’S BOOKSHELF**

**"Chaos: The Business of Managing and Marketing in the Age of Turbulence"**
By Philip Kotler and John A. Caslione; AMACOM, New York; New York; $20.09; 206 pages; $25.00

Business leaders once looked at the world as going through two cycles: the up cycle and the down cycle. But today, the speed of change and the magnitude of shocks are greater than ever. This is the new normality. They need a new framework to work and system to deal with chaos. They need a Chaos Management System.

The book is divided into three major parts: (1) the foundation of the authors' chaotic management system; (2) there are three components to their chaotic management system: First, "detecting sources of turbulence through developing Early Warning Systems." The second component is "Responding to chaos by the Construction of Key Success Factors." The final component is "Selecting Strategy based on scenario prioritization and clustering." — Henry Holtman

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


   Why the cause of success can be linked to where you were born.


   How the first owner of multiple industry categories did it.


   How financial shocks become economic catastrophe.


   Classic advice for survival in tough times.

5. "Street Fighters: The Last 72 Hours of Bear Stearns," by Kate Kelly (Penguin Group, $22.95) (29)

   Why the toughest kid on the block couldn't assure survival.


   How the real economic land mines of mid-2009.


   A road map to a rich life, with or without a lot of money.


   How the global economy dropped into an intensive care situation.

9. "Generous Leadership: The Story of Prosper in the Crash Following the Greatest Boom in History," by Every Dent (Simon & Schuster; $27.00) (10)

   How the shrinking of America's greatest moments.


    The offering will be made only by means of a proverbs.

**Where Have All...**
continued from pg. 14

   **CVB Financial...**

   continued from pg. 1

   "I've been filed with the Securities and Exchange Commission but has not yet become public," the SEC.

   These securities may not be sold nor may offers to buy be accepted prior to the time the registration statement becomes effective.

   The offering will be made only by means of a prospectus.

**Germania Corp...**
continued from pg. 27

   "Robert will still work for Germany as president of the company."

   He is a former German company and has been involved in transportation and housing who once was chairman of the California Transportation Commission.

   "We diversified our client base a while ago because of the housing, and it was a good move."

   "We had an intuitive feeling that it was time to do that. That comes with age and experience.

---

**The Magic of...**
continued from pg. 12

   Of course, they still sell the hardware. It's just the software that they've been edged out on.

   There are two good things to come out of this. First, there is a decline in piracy. It's not easy to copy all of the parts of a program to pass on to somebody else. Such software is not as illegal because the copy has not been paid for. It's just like those book publishers in the old days who would sell at the used bookstore down the block from me.

   The second advantage is the "green" advantage. One of the greatest complaints of environmentalists is the cardboard and plastic waste of CD case and book jackets. By eliminating the boxes in the stores, you eliminate the garbage. It's not different than the banks and credit unions who no longer need deposit slips.

   I spoke of all this recently when I mentioned the lack of hard inventory for music and movies with the iTunes downloads. Now that we can have access to music that has been converted to a digital feed, we may never have records or tapes again.

   We will continue to need hard drives and some sort of transportation system, like flash sticks, but the distribution, along with the floppy disks and program CDs, are rapidly becoming another addition to what I have referred to as "digital technology."
Time seems to vanish when you visit exciting Mexico City. Here is a city that gives the aura of European sophistication with a Latin flavor. Combined with its historical remnants of the Age of the Aztecs, the Spanish conquerors and its later struggle for independence, it mixes the past with dramatic modernization. Mexico City gives the visitor the opportunity of seeing many cultures blended into a fascinating pattern.

The oldest and the highest

Mexico City is the oldest—about 300 years—and the highest capital on the North American continent at 7,349 feet above sea level. With a population of over 20 million, it is considered the most populated city in the world. The climate is mild and comfortable and mornings are clear and crisp.

A park to remember

Chapultepec Park is located near the city center and is regarded as one of the most beautiful parks in the world. During the time of the year, it offers superb programs covering the rich history of the city and modern day activities. The park’s Anthropological Museum is also considered one of the finest in the field. Nearby is a delightful children’s petting zoo that appeals to the adult animal lovers as well as their younger counterparts. Located in the middle of Chapultepec Park is the Chapultepec Castle. It was the main castle used as an imperial residence by reigning Mexican Emperor Maximilian during the Second Mexican Empire.

History of struggle for independence

On the city’s main square, just across the cathedral famous for its many altars, stands the National Palace with the Independence Bell—originally rung by Father Hidalgo in 1810 to commence the struggle for independence against Spain. In a reenactment of the event, the bell is traditionally rung at 11 p.m. on the evening of Sept. 15th to herald the commencement of the independence celebration throughout the country.

The design of past and present

The University of Mexico City is unique in design with its mosaic murals on the exterior of the library and the Recto Building providing photography buffs the ultimate in a wonderful subject.

The University of Mexico City Sports Stadium, which was built for the Olympic Games in 1968, seats over 100,000 and proves to be a venue not to be missed.

The residential sections of the city contrast colonial parks with examples of unusual modern day architectural designs.

Be awed by the pyramids

Visit the Pyramids of Teotihuacan with the Moon and the Pyramid of the Sun. Climb to the top of either and view the wonders of one of the ancient empires of the Aztecs. Discovered at the end of the last century this unique archaeological site is about 30 miles from the center of Mexico City and should be at the top of the list of places to visit.

Bargains in Alameda Park

Alameda Park, near the center of Mexico City, has been around since 1541, making it the city’s oldest park. The park has also been an Aztec marketplace and was also the site of burnings, hangings and executions in the old days. With its walking paths, numerous fountains and a Moorish kiss, this park is full of old style tradition and charm.

It is also the place for handicrafts, curios and antiques. You are expected to gently bargain and perhaps a local special “find.” A flea market is open on Sundays and an array of goods from clothing to collectibles are available for the “good junk” and just “junk” can be found. An enjoyable day of bargaining can add to your memorable times in this colorful city.

Also

Other activities to enjoy include jai alai, soccer, baseball, golf, horse racing, boxing and wrestling are available for the sports minded. Of course, there is the Ballet Folklórico and many other cultural and theatrical attractions.

Dining

Mexico City has at least 15,000 restaurants with diverse offerings from very basic simple to the most elegant and refined.

**EXECUTIVE OUTLINE**

**NEW BUSINESS**

**County of Riverside**

**EXECUTIVE OUTLINE**

**MEXICO CITY**

Where American Culture Meets With A Sophisticated Latin Flavor

By Camille Bounds

Travel Editor
A Corporate membership for as little as $15,000 per company executive

Sometimes it's not "what you know" as much as it is "who you know". And with the current economic downturn that age old adage has never been more true. With that in mind Vellano Country Club has created the place where the "movers and shakers" of the Southern California business community go to network, develop relationships, and entertain their valued clients. Our Members know that being able to entertain a client at an exclusive country club is often the first step in cultivating a successful business relationship. Furthermore, making a strong impression is often as dependent on where you take your client as it is on what you do once you are there. Vellano provides a venue that allows you to create that lasting impression.

Vellano Country Club is proud to announce the roll-out of their new Corporate Membership. Your company or firm can take advantage of this unique offering for as little as $15,000 per corporate executive.*

For more details contact Art Munda at (909) 597-2801 ext. 113, or email membership@experiencevellano.com

*Price is based on the maximum four company executives for a total of $60,000.

Visit us online at www.experiencevellano.com
2441 Vellano Club Dr., Chino Hills, CA 91709
Membership Info or Special Events: 909-597-2801
Custom Homesites Info: 909-266-1810.