How Are Our Hospitals Doing—What Grades Do They Get?
Evaluations by Healthgrades Report to the Nation

According to Healthgrades Report to the Nation, which has evaluated over 4,500 hospitals nationwide on performance on safety, patient satisfaction and clinical care on nearly 30 of the most common conditions and procedures (such as total knee replacement, pneumonia, heart failure, stroke), only 262 hospitals (the top 5% in the nation) have achieved the Healthgrades Distinguished Hospital for Clinical Excellence Award in 2013.

In order to be eligible for this recognition, a hospital’s performance had to have been evaluated in at least 19 of the 27 procedures and conditions cohorts consisting of Medicare in-patient records data from the Centers for Medicare and Medicaid Services Medicare Provider Analysis and Review (MedPAR) database. There were 137 eligible hospitals in the state of California, of which, only 44 received this award, including two in the Inland Empire.

The two hospitals were Redlands Community Hospital and St. Bernardine Medical Center in San Bernardino. Nationally, if all hospitals performed at the level of these hospitals from 2009 through 2011 a total of 164,414 lives could have potentially been saved.

The Healthgrades 2013 continued on page 22

Assemblymember Mike Morrell Selected as Chair of the Inland Southern California Caucus

Assemblymember Mike Morrell announced his newly appointed position as chair of the Inland Southern California Caucus. Senator Bill Emmerson previously held the position and honorably passed the agenda on. Senator Emmerson nominated Morrell as his successor and he was unanimously supported by those in attendance.

“I consider it a great honor and privilege that my colleagues would nominate and elect me chair of our regional caucus,” stated Morrell. “I will continue to work hard to ensure that our region and its unique economic challenges are met responsibly and timely.”

Representation in the Inland Empire has grown in proportion to the rest of the state and partisan ties are more varied within the region than in previous years. Consequently, this transition comes at an unprecedented time. The caucus also unanimously selected Assemblymember Cheryl Brown to serve as vice-chair.

Assemblymember Morrell, R-Rancho Cucamonga, represents the 40th Assembly District in California Legislature, which includes the cities of Redlands, Highland, Loma Linda, and portions of San Bernardino and Rancho Cucamonga.

Legislative Voting Record
On a regular basis, the National Federation of Independent Business, America’s leading small business association, tracks the voting records of each member of the state Assembly and Senate. The Voting Record provides a critically important evaluation of a legislator’s attitude toward small business.

“The NFIB/CA Voting Record is a great way to determine if our elected leaders have truly aligned their actions with their rhetoric,” said NFIB/California Executive Director John Kabateck. “To those legislators who demonstrated their support for the more than three million small businesses in California, we offer our sincere gratitude. For continued on page 19
WELCOME

Whether planning a gathering for 10 or a meeting for 200, our "Pick Your Reward" by Radisson Ontario Airport Rewards offer is a personalized thank you — for a limited time, when you book a group event at Radisson Ontario Airport.

For information call
Clay Miale, Director of Sales at 909.975.4105
Radisson Ontario Airport, 2200 East Holt Blvd., Ontario, CA 91761
www.RadissonOnt.com

COME FOR THE MEETING. STAY FOR THE FUN!
Experience the new first-class Radisson resort in the Inland Empire with incomparable service, facilities and expert meeting professionals.

INTRODUCING SPECIAL GROUP BENEFITS:
- Welcome amenity per room (fruit basket or bottle of domestic wine)
- Private group event with standard set up without charge
- One 4 days/5 nights stay gift certificate, includes meals
- One hour cocktail reception with hors d’oeuvres
- VIP airport transfers
- Charitable donation

RECEIVE THESE BENEFITS WHEN BOOKING:
Group nights
- 25 One Special Benefit
- 40 Two Special Benefits
- 55 Three Special Benefits
- 20 Four Special Benefits
- 85 Five Special Benefits
All inclusive group rates starting from $79 USD per person double occupancy, per night!

SPECIAL SERVICES & AMENITIES
Aquatic center featuring pool and spa, sauna, tennis court, basketball court, and gym.

NEW RENOVATIONS & EXPANSIONS
Multi million dollar renovation was completed January 2013 which included all guest rooms, meeting space and public areas.

SPA
Massage rooms are available at our extensive fitness facility.

TECHNOLOGY & HIGH-TECH
Our venues have been refreshed with updated technology, including new lighting, projection screens, sound systems, video conference capabilities and wireless Internet access.

Radisson
ONTARIO AIRPORT

TOTAL GUEST ROOMS: 293 - TOTAL SUITES: 6 - NO. MEETING ROOMS: 20 - SQ. FT. INDOOR MEETING SPACE: 20,000
LARGEST BALLROOM: 9900 - MAX. THEATER CAP.: 130 - MAX. BANQUET CAP.: 360 - MAX. CLASSROOM CAP.: 300
Court Ruling Upholds Prop 25,  
No More Bypassing  
Constitutional Restraints

A recent ruling by the 3rd District Court of Appeal (DCA) may have an impact on passage of future state budgets. In Howard Jarvis Taxpayers Association v. Debra Bowen, Secretary of State and the Legislature, the court considered whether the California Legislature acted unconstitutionally when it approved a budget trailer bill involving Governor Brown’s tax initiative.

Because Proposition 30 had already been passed by the voters, it might seem any ruling on the issue would be too late to create any effect. However, the real victory in the decision involves the court’s ruling on the meaning of a “budget related bill.” In 2010, California voters passed Proposition 25 which required a simple majority vote to pass a budget and urgent budget-related bills, also known as “trailer bills.” Trailer bills are substantive changes to state law that implement budget changes, such as reducing social services grants to meet lower state welfare budget funds. The vote approving Proposition 25 altered the previous two-thirds requirement, lowering it to the simple majority to pass these bills. With this change, the Legislature believed it also had the authority to pass so-called “spot bills” as urgency measures in budget packages. These spot bills contain no meaningful bill language and are amended later to achieve their purpose. They create the potential for politicians to bypass other constitutional restraints related to the budget and legislative process. The ruling by the 3rd DCA underscores the fact that the state constitution does not allow the Legislature to pass empty spot bills as part of the budget package to be substantially amended at some later date.

As the decision explains, the majority vote provision of article IV, section 12, subdivision (3), is limited to the budget at the time the budget is passed. The court’s holding points out that a “transparent loophole in the budget process” would be created if the Legislature could (1) “identify nothing more than a bill number in the budget bill,” and (2) after passage of the budget, then add substance and an appropriation to the spot bill and pass it by majority vote. This loophole would “defeat the electorate’s intent” that, to qualify for majority vote passage as a “bill providing for an appropriation related to the budget,” the bill must “pinpoint the idea or concept at the time the budget is passed.”

According to CalChamber President and CEO Allan Zaremberg, the ruling means that the Legislature is on notice that they cannot game the budget. “If the Legislature overreaches the authority granted by the voters in Proposition 25, the court will set them straight,” Zaremberg commented.

Wellpoint 4Q Profits Jump 38%  
Why Are Health Insurance Premiums Still Rising?

Health insurance giant Wellpoint announced a 38% profit increase in the 4th quarter of 2012, as compared to last year, for a total $2.7 billion in net profits for 2012. The insurance company continues to pad its profits even as the growth of health care costs remains at record-low levels and the company is forcing double-digit premium increases on consumers and small businesses across the country, said Consumer Watchdog.

“Health insurers are talking out of both sides of their mouths when they preach austerity to their customers in order to raise premiums, then turn around and announce another banner year to shareholders. As federal health reform requires health insurance companies to disclose more and more information online, it will be harder for insurers to say one thing to customers and the opposite to Wall Street. Still, consumers remain unprotected in many states where no one has the power to reject an excessive rate hike, even when company profits exceed projections,” said Carmen Balber, executive director of Consumer Watchdog.

New rules from the Department of Health and Human Services have begun to open health insurance companies’ books, by requiring insurers to publicly file all proposed rate increases. However, because many states lack the power to require justification and approval of rate hikes, unreasonable rate increases continue to take effect, said Consumer Watchdog. Anthem Blue Cross, Wellpoint’s California subsidiary, recently imposed an unreasonable rate hike on more than 250,000 small business customers.
How to Reject Bad Ideas….Without People Rejecting You!  Curt Wang tells us the key to your success is to learn to reject or redirect bad ideas in a thoughtful, positive and more collaborative way. He gives us six tips to consider. .......................... 9

Traditional Job Descriptions Don’t Attract Top Talent  A recent research study identified the 10 biggest mistakes companies make when hiring. The study included over 130 companies ranging in size from Fortune 500 to mid-size privately held organizations. .......................... 9

A Fool With a Tool is Still a Fool Many people mistakenly believe that the software or technology itself is the solution to enhance a business process, when in reality, technology is at best 10 percent of the value equation—the other 90 percent is based on the human factor. .......................... 12

Savvy Entrepreneurs Play by Different Rules in Uncertain Times  The entrepreneurs who are successful during times of uncertainty are so because they don’t rely on the standard approaches they’d use in predictable times, and they look for opportunities in situations that would have been considered negatives five years ago. .......................... 12

QUOTES ON WEALTH

There are two things needed these days, first, for rich men to find out how poor men live, and, second, for poor men to know how rich men work.

E. Atkinson

It is much better to have your gold in the hand than in the heart.

Charles Caleb Colton

Many speak the truth when they say that they despise riches, but they mean the riches possessed by other men.

Charles Caleb Colton

If your capacity to acquire has outstripped your capacity to enjoy, you are on the way to the scrapheap.

Glen Buck
EPIC announces acquisition of Homeplace Insurance Brokers

Rapidly growing insurance brokerage expands into Inland Empire

EPIC (Edgewood Partners Insurance Center), a retail property, casualty insurance brokerage and employee benefits consultant, announced it has entered into an agreement to acquire Homeplace Insurance Brokers, Inc.

Established in 1998, Homeplace specializes in the design and oversight of risk management and insurance programs for the transportation, warehousing and logistics industries, with an emphasis in trucking coverages. The privately-held company is owned by founder Judy L. Busam and is located in Ontario.

“The addition of Judy and the Homeplace team is an exciting way to establish EPIC’s footprint in the Inland Empire,” said EPIC co-founder John Hahn. Judy has built her business on the highest standards of integrity and service excellence making the people and culture at Homeplace an excellent match for EPIC. We are very pleased to have Judy and her team as a part of our talented and dynamic Southern California group.”

The Ontario team will report to Dan Ryan, EPIC’s managing principal in Orange County. Ryan, who lives in the Inland Empire, will divide his time between his current base in Irvine, and the new EPIC Ontario location.

Adds Ryan, “While we have any number of clients in the Inland Empire, we’ve long wanted to be a more visible and active part of this community. With the addition... continued on page 33

COMPUTER COLUMN

The 5th Generation iPod Touch

By J. Allen Leinberger

In the shadow of the iPhone 5 last fall, Apple also introduced a new iPod Touch. The Touch, you may recall, is a sort of cross between the iPod and the iPhone. In fact, the Touch does almost everything that the iPhone does, except make phone calls.

Truth to tell, you can make Wi-Fi calls on the Touch, just not your regular Verizon or AT&T type phone calls. Like its big brother, it grew a few millimeters in its newest edition and it comes in colors.

When Apple sent me one for this column, they ask me what color I would like. I chose blue. I thought that would be manly enough. Wrong. It came in with a baby blue color on the back and the white format in front—ideal for a teenage daughter. Not my style. Note here that is also comes in black, white, pink and yellow.

It is listed as the 5th generation, with a 4-inch Retina display, a 5 MP iSight camera and that smart mouth techno-person, Siri. Apple says it is “engineered for maximum funness.” (I wondered if spellcheck would catch that. It did.)

My own iPod Touch arrived a week before the late Steve Jobs added a camera and other details so I found this new unit to be very much like an iPhone. Compared to mine, this new 5th generation was not only taller, it was lighter and thinner. It also comes with a hand-held loop that attaches to the device so you can’t lose it as often. The loop matched the color of your unit. The Touch also has the dual-core A5 chip for faster speed, which is mostly for those who are into hand-held gaming.

The earbuds have been replaced by the new round earpods. They claim to be better, and I must concede that to a degree, they are. They also fit better.

There is one thing that will frustrate many. The old 30-prong plug has been replaced by the new Lightening plug. It is as flat as a USB plug and it appears to have about four contact points. The contact points are on both sides of the flat plug, which means that it will plug in on either side. After some frustration I decided that this must be like the old days of the Scuzzy plug. That was a round multi-pin plus for many attachments to your CPU. We hated to have to deal with the change, but eventually we got used to it, especially as new equipment made the old round plug obsolete.

Still many of us have invested in chargers, plug-in devices, portable music players and other pieces that were designed to serve the 30 pin units, including the early iPads. Well here is the good news. There are third party companies, like CableJack who take advantage of the Bluetooth functions to allow the new units to connect to the old clock radio (or whatever).

These pieces attach to the 30-pin plug but pick up the signal from the new iPod, iPhone or iPad... continued on page 17
REAL ESTATE NOTES

HFF ARRANGES $40 MILLION FOR INLAND EMPIRE RESIDENTIAL COMMUNITY

Lewis Operating Corp has obtained $40 million in financing for Santa Barbara Apartments, a newly-constructed, 192-unit multi-housing community in Rancho Cucamonga. The 15-year, fixed-rate permanent was arranged by Don Curtis of HFF and funded by Prudential Mortgage Capital Company.

Santa Barbara Apartments is located at 10855 Church Street, close to Interstates 10, 15 and 210, and the Ontario International Airport in Rancho Cucamonga, about 40 miles east of Los Angeles. Completed in 2012, the property has 25 residential buildings and is 95 percent leased.

Since 1955, the Lewis Operating Corp. has developed more than 56,000 homes, 10,000 apartments and 14 million square feet of retail, office and industrial space throughout the United States.

140K-SQUARE-FOOT ONTARIO WAREHOUSE PROPERTY ACQUIRED BY SOUTH WEST MEDICAL RESOURCES HOLDINGS

South West Medical Resources Holdings (SWMR) purchased a 140.3k-square-foot warehouse property within Grove Avenue Business Park in the city of Ontario for $10.35 million ($74/sf). It is located on 8.11 acres at 1290 Elm Street, just south of Mission Boulevard and Ontario International Airport.

The property features a fully secured yard, six ground-level doors, 10 dock-high doors with load levelers, 30’ clear height and T-5 energy efficient lighting. The building was built in 2005 and is minutes from the Ontario International Airport with nearby tenants including Phillips Lighting, Lithonia Lighting, Coastal Pacific Food District, Perma Cool Products, Tyco International, Act Fulfillment Center, and Fender Guitars.

South West Medical Resources Holdings, a full-service medical company that offers a variety of options from installation and repair services to technical support for GE MR, CT and PET/CT, was represented by Jeff Smith and Ryan Lal of Lee’s Ontario office. Kush Warehousing, the seller, was repped by Paul Earnhart, Doug Earnhart and Erik Hernandez, also of Lee’s Ontario office.

“Because of their rapid growth, SWMR was previously leasing multiple industrial units in Corona,” said Ryan Lal. “The warehouse gave SWMR the ability to service multiple portable PET/CT trailers at once as well as having their entire operation under one roof. The building gave them the dock doors and yard area they needed along with the ability to grow their business plan into the balance of the building.”

BARKER PACIFIC GROUP AND ARTEMIS REAL ESTATE PARTNERS FUND I PURCHASES NORCO SELF-STORAGE PROPERTY

A joint venture of Barker Pacific Group (BPG) and Artemis Real Estate Partners Fund I (Artemis) has acquired Global Self Storage in the Inland Empire city of Norco, and will re-launch the facility under its Storage Solutions brand. The 113.4k-square-foot, seven-building complex sits on 4.12 acres and features 908 storage units along with surface parking for boat and RV storage.

The facility is located at 240 Hidden Valley Parkway, in Western Riverside County off of Hwy I-15. Approximately 68 percent of the complex is occupied.

“We are excited to add another

Affordable Care Act: Proposed Regulations on Employer “Shared Responsibility”

Employer Excise Tax—When Employees Receive Subsidies for Health Insurance on an Exchange

The Treasury Department recently published proposed excise tax regulations under section 4980H of the Internal Revenue Code of 1986, as amended (the “Code”), which was added to the Code by the Affordable Care Act. These excise taxes, which apply in certain circumstances even to employers that offer health coverage to their employees, are among the more controversial aspects of the Affordable Care Act, perhaps surpassed only by the mandate that practically every individual lawfully in the United States obtain adequate health coverage or pay a penalty. Section 4980H becomes effective for months beginning after Dec. 31, 2013, essentially the same date that health insurance exchanges are to become operative.

As this update explains, the determination of whether a section 4980H excise tax will apply to an employer will be quite complicated for a number of employers, particularly employers that do not have a large, stable workforce. In order to be prepared for 2014, employers should not delay in carefully considering the implications of these proposed regulations and whether the exchanges will be a viable option for their employees.

There are two separate excise taxes, referred to as “assessable payments” in the law, and they apply only to “applicable large employers.” One assessable payment applies if an employer sponsoring a group health plan fails to offer its full-time employees and their dependents “minimum essential coverage” and the employer has received a certification from the Department of Health and Human Services (“HHS”) that one or more of the employer’s full-time employees has received subsidized health insurance coverage through a “premium tax credit” or a “cost-sharing reduction” in connection with the purchase of insurance on an exchange. The other assessable payment applies even though an employer offers its full-time employees and their dependents minimum essential coverage under its group health plan if the coverage is “unaffordable” or does not provide “minimum value.” In such a situation, the tax applies when the employer receives a certification from HHS that one or more of the employer’s full-time employees has received a premium tax credit or cost-sharing reduction in connection with the purchase of health insurance on an exchange.

Before describing how each of these assessable payments is calculated, this update explains the key terms that apply in determining whether an employer may be subject to an assessable payment.

1) The proposed regulations, which were released on Dec. 28, 2012, were published in the Federal Register on Jan. 2, 2013. 78 F.R. 218. Employers may rely on the proposed regulations until final regulations are published, and if the final regulations are more restrictive than the proposed regulations, the final regulations will not be retroactive.

2) The proposed regulations define the term “Affordable Care Act” to mean the Patient Protection and Affordable Care Act (Public Law No. 111-148), the Health Care and Education Reconciliation Act of 2010 (Public Law No. 111-152) and the Department of Defense and Full-Year Continuing Appropriations Act (Public Law No. 112-10).

3) The word “exchange” used in this bulletin refers to an American Health Benefit Exchange established by a State pursuant to the Affordable Care Act and, as interpreted by the governmental agencies, to a regional exchange, a subsidiary exchange and a federally facilitated exchange.

4) In this regard, keep in mind that under the Affordable Care Act, states can allow employers with a maximum of 100 employees to purchase health coverage on the exchange for their employees, but states are not required to open exchanges to employers with more than 50 employees. Beginning in 2017, states are permitted, but not required, to open the exchanges to

continued on page 10

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Address: 1790 E. Guasti Rd., Ste. 100, Rancho Cucamonga, CA 91730
Phone: (909) 823-9500/Fax: (909) 823-9501
E-Mail: info@wilsonco.com

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**Notes:**
- N/A = Not Applicable
- WND = Would not Disclose
- na = Not available

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**February 2013**
DUFF & PHELPS/INLAND EMPIRE BUSINESS JOURNAL

STOCK CHART

THE GAINERS
Top five, by percentage

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<th>Beg. of Month</th>
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Monthly Summary

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THE LOSERS
Top five, by percentage

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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

RCC CHINA TRIP
The vacation of a lifetime for $2,100 - Members $2,200—Non-members

Trip Includes
• 9 Day All Inclusive Vacation
• Round trip International Airfare
• 4 & 5 Star Hotels
• 3 Full Meals each day
• Deluxe bus tours
• English Speaking Tour Guides
• Business Partners Dinner/Conference (meet Chinese business owners)
• Entrance fees to Cultural attractions

All for just $2,100 for members and $2,200 for non-members Per Person/Double Occ.
$300 Member deposit
$ 400 Non –Member deposit (Non-refundable) Secures your spot

Passport and Chinese travel visa ARE REQUIRED. Securing or updating a passport is the traveler’s responsibility. The Chamber will secure visa for a fee of $200 per person. Visa Paperwork is due by June 14, 2013 with payment.

For more information on the RCC China trip:
909.987.1012 / info@ranchochamber.org
Or visit our website:
www.ranchochamber.org

Five Most Active Stocks

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Duff & Phelps, LLC
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How to Reject Bad Ideas ... Without People Rejecting You!

By Curt Wang

You’re in a meeting when a colleague brings up an idea that you think (or even know) is not so great. For many of us, our first instinct is to shoot the idea down immediately, one way or another, before it gains traction. How often have you suffered through this challenging situation?

When it comes to gaining influence, remember the law of reciprocity. The more you support others, the more they will support you. If you want people to adopt your ideas in the future, you need to be collaborative yourself. You need to support their ideas, or at a minimum, show respect and a willingness to listen before weighing in. Squash a colleague’s pet initiative too quickly or be perceived as a naysayer, and you may find that your initiatives will increasingly fail to receive full and fair consideration.

The key to your success is to learn to reject or redirect bad ideas in a thoughtful, positive and more collaborative way. Consider employing one or more of the six tips below:

#1 Pause. Take a deep breath before weighing in. Often, someone else’s idea can “hijack” you during a meeting because it poses a threat to your own objectives, goals, priorities or resources. As human beings, we are wired to identify and react immediately to anything that may harm us. By simply pausing, you are allowing your reasoning power to catch up to your emotional response. If you wait until you are fully composed, you will deliver your response in a more thoughtful, reasoned and kind way.

#2 Allow others to weigh in first. Particularly when your gut reaction is negative, suppress the urge to be the first to jump in with your opinion. Why object before you have others’ perspective? You may hear a thought that sways your opinion. Or the opposite may happen; someone else brings up the challenges you were going to raise first. Even if you later reinforce the concerns, you are not a lone dissenter. A CFO was tired of always being the bad guy when he had to shut down ideas for which the business case was not sound. He started implementing this technique in leadership team meetings and found that he had to be the naysayer only half as often. Many leaders intentionally weigh in last so that they can hear the opinions of their reports without biasing them first with their own thoughts.

#3 Be curious first; pose questions rather than pass judgment. Ask open-ended questions with an open mind. Make sure the person feels fully heard, and be careful not to take small stabs at the idea in the phrasing of your questions. To quote Steven Covey, “Seek first to understand, then to be understood.” Even if you ultimately disagree with or reject the idea, you will be in a much better position to state your objection in a way that acknowledges the idea presenter’s point of view. The person will receive the feedback much better if he or she feels that they have been fully heard and understood. Remember how frustrated you felt the last time you presented an idea and it was shut down before you felt you had the chance to fully explain it.

#4 Instead of stating why an idea can’t be done, state what is required from your perspective to make the idea work. Phrased this way - what needs to be done to make an idea work - your objection to the idea is served up as a problem to be solved rather than a flat rejection. You shift from someone who is saying “no” to someone giving helpful insights and facts. While you may actually see the challenge you pose as insur-

Traditional Job Descriptions Don’t Attract Top Talent

Define Success for Qualified Candidates

By Brad Remillard

A recent research study identified the 10 biggest mistakes companies make when hiring. The study included over 130 companies ranging in size from Fortune 500 to mid-size privately held organizations, a wide variety of industries, and more than 250 job openings.

The number one hiring mistake made was rather surprising and one rarely even considered by most companies. Yet, this one mistake impacts the whole hiring process, including how candidates are sourced, where to find candidates, compensation, performance management, advertising, position title and what questions should be asked during the interview. Everything seems to go sideways all because most companies fail to properly define the real job.

There are two reasons why traditional job descriptions are ineffective as a hiring tool. The first reason is traditional job descriptions describe the minimum qualifications required for the position such as the minimum duties, tasks and responsibilities. Add to that the minimum education required, minimal years of experience, and minimal skills, plus the endless list of behavioral traits, team player, a good communicator, self-motivated and big thinker. Most job descriptions describe the least qualified person, not the real job. This often leads to hiring the least qualified. The harsh reality is, when you define a job in mediocre terms, odds are you will attract and hire mediocre candidates.

The second reason is traditional job descriptions fail to focus on what defines success in this role. If you want to hire successful people, start by defining success, instead of the person. Most people would agree that a person who simply performs the duties and responsibilities outlined in traditional job descriptions would rarely be considered a success. In fact, most candidates would not last long in a company that is growing and outpacing the competition. Just because the person has the experience listed doesn’t mean they can deliver the desired results. Here’s the misnomer: past experiences are a good indicator of future performance. Past experience is actually a poor indicator of performance. Past performance is a better indicator, but the best indicator is their ability to deliver results in your company. After all, you are hiring for your company with your culture, your resources, your systems, your budget, your management style and your company’s values, not for what they did at a past company.

For example, how many times have you heard someone say: “We’re looking for a VP Operations” The reply is, “What are you looking for?” The typical answer is usually, “We need a person with 10 years experience, five years in our industry, team leader, strategic thinker, good communications and an MBA is preferred.” This is all about the person and nothing about what defines success in the role or what the person is expected to deliver once they come on board. It is naturally assumed if the person has the experience mentioned, they can deliver the expected results. It is our contention that experience has nothing to do with delivering results. Just because the person was a great VP of Operations at their last company, doesn’t mean they are the right VP of Operations for your company.

Instead of using the traditional job description, consider defining success in the role. Do this by creating a list of success factors. Success factors are simply the results you want this person to deliver, in order for you, the hiring man-

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continued on page 33
Business Owners and Taxpayers Can Exhale: Relief Act of 2012 Avoids Most of “Fiscal Cliff” Concerns

By William J. “Bill” Cortus, Financial Consultant

The federal legislation to avoid the “fiscal cliff,” which is known as the American Taxpayer Relief Act of 2012, has been signed into law. This compromise legislation, while late in its adoption, may allow for an even larger “relief” than had been anticipated...business owners and taxpayers can finally exhale.

The legislation impacts income and estate tax planning issues, some on a “temporary” basis and others “permanently.” As we have grown accustomed, our lawmakers use a different dictionary than the general public...i.e. there is no such thing as a “temporary” tax, and even “permanent” tax law changes have limited shelf life when the political wind blows in a different direction.

With regard to tax rates and deductions, the following summary of the provisions included in the bill, was compiled by LSL CPAs with offices in Murrieta, Brea, and San Jose, CA.

Tax rates beginning January 1, 2013
A top rate of 39.6% (up from 35%) will be imposed on individuals making more than $400,000 a year, $425,000 for head of household, and $450,000 for married filing joint.

2% Social Security reduction gone
The 2% social security payroll tax cut was allowed to expire at the end of 2012.

AMT permanently patched
A permanent Alternative Minimum Tax (AMT) patch, adjusted for inflation, will be made retroactive to 2012.

Dividends and capital gains
The maximum capital gains tax will rise from 15% to 20% for individuals taxed at the 39.6% rates (those making $400,000, $425,000, or $450,000 depending on income).
Affordable Care... employers with more than 100 employees.

Applicable Large Employer

In general, an employer is an “applicable large employer” for a calendar year if the employer employed at least 50 full-time employees in the preceding calendar year. For this purpose, all employers in the same controlled group are considered one employer. For employers that employ well over 50 full-time employees year after year, no calculation will be necessary to determine that the employer is an applicable large employer. For employers that are not clearly “applicable large employers,” however, a thicket of detailed rules must be understood and a determination made at least annually as to whether those employers are potentially subject to the excise taxes.

The calculation is based on monthly data and has several steps. First, an employee is considered a full-time employee for a calendar month if the employee had an average of at least 30 hours of service during each week of that month. As an alternative, an employer may choose to treat 130 hours of service in a month as the equivalent of 30 hours of service per week in the month. Second, employees who do not have sufficient hours of service to be considered full-time employees are nonetheless taken into account for purposes of determining whether the 50 full-time employees threshold has been crossed by calculating full-time equivalencies (sometimes referred to as “FTEs”). The hours of service for such employees for each calendar month (not exceeding 120 in any month for any such employee) in the preceding calendar year are aggregated and then divided by 120 to determine the number of the employer’s FTEs. Third, the number of an employer’s full-time employees and FTEs for each calendar month in the preceding calendar year are aggregated and that aggregated number is divided by 12. If the result of this calculation is less than 50, then the employer is not an applicable large employer for the current year. If the result is 50 or more, then the employer is an applicable large employer for the current year, unless the seasonal worker exception described below applies.

For the seasonal worker exception to apply, two conditions must be satisfied: (i) the number of the employer’s full-time employees and FTEs in the preceding calendar year exceeded 50 for fewer than 121 days and (ii) the employees in excess of 50 during those days were seasonal workers. The proposed regulations do not define “seasonal worker” and allow an employer to use a reasonable, good faith interpretation of that term. For the purpose of the seasonal worker exception, four calendar months may be substituted for 120 days. Neither the 120 days nor the four calendar months are required to be consecutive.

Minimum Essential Coverage

“Minimum essential coverage” under an employer-sponsored group health plan means coverage under a grand-fathered plan, a governmental plan, or any other plan or coverage offered in the small or large group market within a State. The following so-called “excepted benefits” are not treated as minimum essential coverage:

- Coverage only for accident or disability
- Coverage supplemental to liability insurance
- Liability insurance, including automobile insurance
- Workers’ compensation
- Credit-only insurance
- Coverage for on-site medical clinics and
- Other similar insurance specified in regulations that is secondary or incidental to other insurance benefits

Also, coverage for only a specified disease or illness, fixed indemnity insurance, Medicare supplement insurance, limited scope

HHS Awards $1.5 Billion to Support States Building Health Insurance Marketplaces

Health and Human Services (HHS) Secretary Kathleen Sebelius announced $1.5 billion in new Exchange Establishment Grants to California, Delaware, Iowa, Kentucky, Massachusetts, Michigan, Minnesota, New York, North Carolina, Oregon, and Vermont to ensure these states have the resources necessary to build a marketplace that meets the needs of their residents.

The California Health Benefits Exchange was awarded more than $673 million.

“These states are working to implement the health care law and we continue to support them as they build new affordable insurance marketplaces,” Secretary Sebelius said. “Starting in 2014, Americans in all states will have access to quality, affordable health insurance and these grants are helping to make that a reality.”

Because of the Affordable Care Act, consumers and small businesses will have access to marketplaces starting in 2014. The marketplaces are one-stop shops that will provide access to quality, affordable private health insurance choices similar to those offered to members of Congress. Consumers in every state will be able to buy insurance from qualified health plans directly through these marketplaces and may be eligible for tax credits to help pay for their health insurance. These marketplaces promote competition among insurance providers and offer consumers more choices.

Delaware, Iowa, Michigan, Minnesota, North Carolina, and Vermont received awards for Level One Exchange Establishment Grants, which are one-year grants continued on page 35

Secrets to Successful Meetings

22 Miles of oceanfront

In VenturaCountyWest, three distinctly different cities provide ocean breezes, inspiring vistas, and endless off-hours recreation.

100,000 Square feet of meeting space

A nearly perfect year-round climate brings peace of mind to meeting planners and participants.

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California Health Benefits Exchange

In 2014, Americans in all states will have access to quality, affordable health insurance through marketplaces, which are one-stop shops that provide insurance options directly to consumers.
A Fool With a Tool is Still a Fool
By Michael Menard

Any software you implement in your organization should enable or enhance a business process. Unfortunately, many people mistakenly believe that the software or technology itself is the solution, when in reality, technology is at best 10 percent of the value equation—the other 90 percent is based on the human factor.

Knowing this, it’s no wonder 70 percent of technology implementations fail. In other words, seven out of 10 applications that are installed, and that companies spend millions of dollars for the implementation, aren’t being used one year later. Talk about wasted resources!

How does this happen? All too often, company or department leaders hear about new software and view it as the “next shiny thing.” They call the software provider and say, “We heard you have a great tool and we’d like a demonstration.” The software is certainly seductive with its bells and whistles, but its effectiveness and usefulness depend upon the validity of the information going in and how the people actually work with it. Having a tool is great, but remember that a fool with a tool is still a fool (and sometimes a dangerous fool).

So if technology is not the answer, what is? The answer that will really solve organizational challenges and enable business processes consists of three parts that, when done correctly in conjunction, will lead to long lasting results.

1. Get the business process design right before you implement any software.

The first step to a smart technology implementation is to get clear on what information goes in and what analysis comes out, which has nothing to do with software itself. This is called business process design. Unfortunately, many companies fail to align technology with their processes. That’s because some companies have no processes, while others have a stated process (the one they talk about) and an emergent process (the one they actually do). So what is a business process and how do you design one?

A process is like a recipe. If you have a great recipe for New York-style cheesecake that calls for folding in three eggs one at a time, yet you decide to blend in all three eggs at once, you’ll get a completely different (and probably not very good) end product than if you had followed the directions. Make the recipe again and follow the instructions in the proper order, and your cheesecake will be edible.

If you do anything more than twice in your organization, you should define a process for it. Once you have done so, you should continue to improve upon it. In the absence of a defined and documented process, subsequent actions become experimental. Process design is an investment that’s easy to understand. But while the idea of it usually gets an enthusiastic response, actually doing it gets shelved.

So prior to any software implementation, map out your business processes and define such things as:

• What do we want from the software?
• How will this software be used on a daily basis in our organization?
• Which business processes will the software affect?
• Who will be using the software?
• Who has the authority to make decisions about the software and the information it produces?

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Savvy Entrepreneurs Play by Different Rules in Uncertain Times
Business Expert Offers Tips for Capitalizing on Unpredictability

As we pass the five-year anniversary of the start of the economic recession in December 2007, many observers focus on what was lost:

• 8 million jobs
• 146,000 employer businesses
• 17.5 percent average individual earnings

But the businesses that survived the Great Recession and are thriving today didn’t focus on losses then—and they aren’t now, says Donna Every, a financial expert who has published three non-fiction business books.

“The entrepreneurs who are successful during times of uncertainty are so because they don’t rely on the standard approaches they’d use in predictable times, and they look for opportunities—the positives—in situations that would have been considered negatives five years ago,” Every says.

“It’s similar to how we deal with the weather. In places where it’s sunny most of the summer, we wouldn’t leave our house each morning packing coats and umbrellas just in case. The weather’s predictable. But in the winter and other seasons when the weather can quickly change, we head out with a different mindset.”

For businesses, switching gears to deal with inclement economic conditions involves adopting new perspectives and practices, she says:

“I incorporated some of these in ‘The Merger Mogul’ because it’s set during the recession and my protagonist, the mogul, had to adapt,” Every says. “He used many of the strategies I teach my business clients for thriving during economic uncertainty.”

What are some of those strategies? Every outlines them:

• Build on what you have, not toward what you want: Instead of setting goals and then seeking out the resources you’ll need to meet them, assess what you have available and decide what you can achieve with that. This not only saves you the time and expense of pulling together resources you may not have, it also gives you the advantage of working from your business’s individual and unique strengths.
• Follow the Las Vegas rule: Tourists planning a weekend in Las Vegas will often set aside the amount of money they’re willing to gamble—and lose—on cards or the slots. That way, they won’t lose more than they can afford. During an uncertain economy, entrepreneurs should calculate their risks the same way. Rather than going for more than they can afford. During an uncertain economy, entrepreneurs should calculate their risks the same way. Rather than going for the biggest opportunities as you would in prosperous times, look for the opportunities that won’t require as much of your resources. Calculate how much you can afford to lose, and always consider the worst-case scenario.
• Join hands and hearts: Competition is fine when things are going well, but when times are tough, you need allies. Explore forming partnerships with other entrepreneurs so you can strategize to create opportunities together. With what your partners bring to the table, you’ll have more strength and new options to work with.
• Capitalize on the unexpected: Surprises can have positive outcomes if you handle them nimbly by finding ways to use them to your advantage. Instead of planning damage control for the next unexpected contingency, look at it as an opportunity. Get creative as you look for the positives it presents.
• When life is unpredictable,
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<td>Tracy Elefante President/CEO</td>
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<td>Kurt Rothweiler President</td>
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<td>Ralph Affalatati President</td>
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Cupid’s Choice...  

massages, facials, body wraps and whirlpool treatments. In the Creekside Fitness Center Double Eagle guests will find a 60-foot swimming pool, free weights, cardiovascular exercises and special training in Yoga, Tai Chi and Pilates.

For more information on the Double Eagle Resort and Spa, visit www.double-eagleresort.com or phone 760-648-7004.

Glorietta Bay Inn

When considering a trip to San Diego’s Coronado Island, many think first of the famed Hotel del Coronado. Maybe lesser known but just as spectacular in its own way is the Glorietta Bay Inn, where you have the opportunity to stay in a historic San Diego mansion. This one was built by John Dietrich Spreckels, a figure well-known in the city as someone who played a key role in developing San Diego during the late 1800’s and after the turn of the century.

The mansion itself is an impressive piece of architecture—Italian Renaissance style, all white, multi-story with dramatic lines. Inside, the wide marble staircase was our pathway to Room 126 - the Albright Room, a spacious second-floor with an open, airy feel and views to the yacht harbor, the Coronado Bridge and, in the distance, the mountains east of San Diego. Decorated in a French Country motif, the room featured flowers, tasteful paintings and floral bed quilts with matching drapes. Almost the size of a suite, this room was furnished with classic furniture reproductions befitting the era in which the house was built.

Downstairs, the Glorietta Bay Inn features a music room, with grand piano, in which guests can enjoy their complimentary breakfast of pastries, cereal, breads and juices.

The beach, and the Hotel Del, are just across the street from the Glorietta Bay Inn and it’s easy to see that tourists consider this one of the best places anywhere to enjoy those famous California beach vacations. If you follow Orange Avenue just a few steps east, there is the downtown business area, a fun collection of shops and eateries that visitors love to explore.

To learn more about the Glorietta Bay Inn, visit www.gloriettabayinn.com or phone (619) 435-3101.

Fairmont Sonoma Mission Inn and Spa

Driving into the Fairmont Sonoma is like arriving at your French country estate for the weekend. The ambience and grandeur just make this seem like a larger-than-life experience as you make your way into the circular driveway and are immediately greeted by the helpful hotel valet. You notice at once that the grounds of this stately hotel have been impeccably manicured, not a blade of grass out of place. Walkways weave around the main inn and into the forest behind the inn where the hotel has dozens of stylish new suites.

Built in the style of a mission in 1926, the hotel has a rich history of beckoning travelers even before the present structure was built. The inn’s Mission-style architecture has been maintained, but enhanced. Rustic woods and wrought iron are used in the restored lobby to fit in with the feel of the surrounding wine country. French antiques adorn the lobby. Just outside the lobby a three-tier circular fountain is the centerpiece of the entrance plaza and looks like something you would find in Rome.

We stayed in a suite that was tastefully decorated with furniture featuring the most stylish fabrics, carefully color-coordinated to look like a scene out of Architectural Digest.

One reason the Fairmont has long been popular with travelers is the natural hot springs that provides thermal mineral water for soaking. This goes hand in hand with the spa services offered at the resort—more than 50 such treat-
Affordable Care... continued from pg. 11

dental and vision benefits, long-
term care and other similar limited
benefits specified in regulations are
excepted benefits if they are offered under a separate policy or cer-
tificate.

Although the Treasury has not yet proposed regulations defining
“minimum essential coverage,” the Treasury is likely to be mindful of the Affordable Care Act’s description of a very similar term—
“essential health benefits,” which must be included in health plans
offered on the exchanges. The Act directs HHS to define essential
health benefits and provides that the scope of such benefits is to be
equal to the benefits provided under a typical employer plan. The Act
also provides that essential health benefits must at least include:

- Ambulatory patient services
- Emergency services
- Hospitalization
- Maternity and newborn care
- Mental health and substance use disorder services
- Prescription drugs
- Rehabilitative and habilitative services
- Laboratory services, preventive and wellness services and chronic disease management
- Pediatric services, including oral and vision care.

Premium Tax Credit

Individuals whose household income is at least equal to 100% of
the federal poverty line but not more than 400% of the federal pover-
ty line for a family of the same size are eligible for a tax credit to help
them afford the purchase of health coverage on an exchange. Individuals who qualify for the credit will be required to pay only a
percentage of the cost of the premium. The percentage is small for
those at the lowest income levels and increases modestly as an indi-
vidual’s household income increases. For 2014, the least that such an
individual would be required to pay will be 2% of the premium and
the most will be 9.5%. The remainder of the premium is the amount
of the refundable premium tax credit. The refundable premium tax
credit is payable monthly in advance to the insurer, and any differ-
eence in what is paid to the insurer and the amount of the annual cred-
it to which an individual is entitled is accounted for in the individ-
ual’s federal tax return (either as a refundable credit or an amount
owed by the individual to the government).

Cost-Sharing Reduction

The Affordable Care Act requires insurers offering health insur-
ance on an exchange to reduce the maximum out-of-pocket limit on
essential health benefits for individuals with household incomes that
exceed 100%, but not 400%, of the federal poverty line for the fam-
ily size involved.

Minimum Value

A group health plan provides “minimum value” if the plan’s share of
the cost of benefits is at least 60% of the total cost of plan bene-
fits. HHS has issued proposed regulations addressing how minimum value is to be determined. The Treasury Department intends to pub-
lish additional guidance on how to determine minimum value.

Affordability

Coverage under an employer-sponsored plan is considered
“affordable” if a full-time employee’s required contribution for self-
only coverage does not exceed 9.5% of the employee’s household
income for the year. Because it is unlikely that an employer would
know its employees’ household incomes, the Internal Revenue
Service has provided that an

Real Estate... continued from pg. 15

to its full potential.”

The property, built in 2006, is
located at the heavily trafficked
intersection of Fred Waring Drive and Jefferson Street in north
Indio, With nearly 45,000 vehicles per day, the intersection is
among the busiest in the valley. Providing further benefit to the cen-
ter is the limited amount of retail competition in the immediate area
that is home to a sizable residential population.

“This project is a well-built and well-located shopping center
that has suffered from unfortunate market timing,” said Zigakis.
“We now have the opportunity to aggressively execute our business
plan as we help this retail center become a more valuable asset to
the north Indio community.”

- La Jolla-based Silvergate Bank provided financing for the trans-
action. Maggie Montez and Shawauna Strange of Lee & Associates’
Desert Cities office will handle leasing duties for the new owner.

OWNER/USER CLOSES $28 MILLION PURCHASE OF
POMONA DISTRIBUTION CENTER

A Fontana-based furniture manufacturer and importer has pur-
chased a 355,2k-square-foot distribution center in Pomona for its
new West Coast distribution center. The property, located at 1388
W. Holt Avenue, south of I-10 and east of the 57 Freeway, sold for
$28.4 million, or about $80/sf.

The buyer, CMC Dragon LP, will occupy 80 percent of the
building for its operations after relocating from Fontana, and will
lease the remaining 20 percent to Nina Footwear, a New York-based
shoe company which is an existing tenant in the building.

- Brian McLoughlin and David Fults of V oit Real Estate
Services’ Greater Los Angeles office represented CMC Dragon in
the transaction. Frank Geraci, Walt Chenoweth, Juan Gutierrez,
and Patrick Wood of V oit’s Inland Empire office repped the seller, CH
Realty III.

CT REALTY DEVELOPING AN ICON-IC BUILDING

CT Realty Investors has begun construction on a 600k-square-
foot, dock-high distribution building in Beaumont for ICON
Health & Fitness Inc. The building is situated on just over 30 acres
at 630 Nicholas Road, and sits adjacent to two existing buildings,
totaling 572k square feet, also owned by CT and sitting on about 26
acres. When the ICON building is completed, the three-building
project will total 1.17 million square feet on 56.5 acres.

The new structure is being constructed specifically for ICON,
which will occupy the building in October 2013 as a distribution
center. ICON, owner of NordicTrack, Pro-Form, Weider,
Healthrider and other major fitness brands, is headquartered in
Logan, Utah, and currently operates a 400k-square-foot distribution
facility in Redlands, and a 600k-square-foot distribution building in
Savannah, GA. The Beaumont building will feature 91 dock-high
truck doors, 32-foot clear height, ESFR sprinklers and other ameni-
ties.

CT and ICON executed an eight-year lease for the property in a
transaction valued at more than $16 milli on. KPRS Construction
Services Inc of Brea built the first two buildings at the project and
was selected as the general contractor for the ICON building with
Bank of America participating as construction lender.

With nearly 2,000 employees and multiple locations around the
globe, ICON Health & Fitness is the largest developer, manufactur-
er and marketer of fitness equipment in the world. The company has
been an innovation leader in the fitness industry since 1977.

ICON’s “first in fitness” mission has resulted in state-of-the-art
equipment for more than three decades, and no other company pro-
vides a more complete range of
When Planning Your 2013 Advertising Budget, Consider...

The Pease itemized deduction phase-out is reinstated, and personal exemption phase-out will be reinstated, but with different AGI starting thresholds (adjusted for inflation): $300,000 for married filing joint, $275,000 for head of household, and $250,000 for single.

Personal tax credits
The Child Tax Credit, the enhanced Earned Income Tax Credit, and the enhanced American Opportunity Tax Credit will all be extended through 2017.

Other personal deductions and exclusions
The following deductions and exclusions are extended through 2013:
• Discharge of qualified principal residence exclusion;
• $250 above-the-line teacher deduction;
• Mortgage insurance premiums treated as residence interest;
• Deduction for state and local sales taxes;
• Above-the-line deduction for qualified tuition; and
• IRA-to-charity exclusion (plus special provisions allowing transfers made in January 2013 to be treated as made in 2012).

Business provisions
• The Research Credit, among others, will be extended through 2013;
• 15-year depreciation and §179 expensing allowed on qualified real property through 2013;
• Work Opportunity Credit extended through 2013;
• Bonus depreciation extended through 2013; and
• The $179 deduction limitation is $500,000 for 2012 and 2013.

With regard to the estate tax, it is good news, according to estate planning attorney Peter Wakeman of the Wakeman Law Group in Simi Valley, California. The estate and gift tax laws will remain unchanged, with the exception that the maximum tax rate is increased from 35% to 40%.

In summary, here is how the law stands for 2013 and going forward:
1. The estate tax exemption, gift tax exemption, and generation skipping tax exemption remain at $5 million, indexed for inflation. The 2012 indexed exemption was $5,120,000, and it will be increased again for 2013. The amount of the increased exemption will be known in late January. This means that a single individual can either gift during lifetime or pass tax free at death at least $5,120,000 of assets. Any amount in excess of $5,120,000 will be taxed at 40%. For a married couple, this means a combined exemption of at least $10,240,000.
2. The concept of “portability” is retained. This means that when one spouse dies, if his or her estate does not fully utilize the $5.12 million estate tax exemption, any remaining exemption will be available for use in the surviving spouse’s estate. There are specific requirements to be eligible for portability, including the filing of an estate tax return for the first spouse’s estate.
3. The stepped up cost basis remains so that upon death any appreciated assets get a new cost basis based on the date of death value of the asset.
4. The ability to discount assets owned within family businesses, including family corporations, family limited partnerships, and family limited liability companies...
5th Generation...

run it through. Best of the old, best of the new. Somehow it works.

But, of course, just because something works doesn’t mean that Apple will not replace it soon. One website reports that there is speculation that the Touch will have a new modi-

eties model coming out sometime later this summer.

The rumors continue that the Touch, like the newly designed iPhone 5S will have other fea-
tures like a fingerprint I.D. func-
tion. We have discussed this in earlier columns here. Fingerprints or retina scan will eventually replace passwords. The good news is nobody else can open your unit. The bad news is parents will not be able to monitor their children’s use.

Why there is going to be an iPhone 5S or a redesigned iPhone is a very good question. Many critics have been noticing that the current iPhone 5 is not selling as well as they expect-
ed—certainly not as well as Apple had expected. I have to believe that one problem no one is seeing is the contract commit-
tment that most phone service companies require.

By my calculations, by the time my phone service contract expires, the iPhone 6 will be out. As a consumer, I may never see or hold a 5.

One other thought, Apple’s lack of the NFC function is become more and more of an embar-
rassment to them. NFC is Near Field Communication. It allows your iPhone or Touch to send doc-
uments of digital content like music and video to another unit. You just have to hold them together and hit the button. It is rather like the key-
less ignition systems in many new cars.

Others have it. Apple will need to add it. Consumers who understand NFC are asking for it. By 2015, your smartphone will carry all of your locking info. It will not only start your car, it will unlock the doors as well.

But... If you can live without it, an iPhone Touch 5 can be a good thing. For myself I have an iPhone for calls and an iPod Classic for music. I use my old-
fashioned Touch for apps. Not exactly efficient. Definitely not multitasking, but it does have an organ-
ized division of duties that way.
### Banks in the Inland Empire

Ranked by Total Assets, 3rd Quarter Data 2012

<table>
<thead>
<tr>
<th>Bank Name</th>
<th>Address (Headquarters)</th>
<th>City, State, Zip</th>
<th>Tangible Assets $</th>
<th>% Change</th>
<th>Tangible Capital %</th>
<th>Tangible Capital Ratio</th>
<th>Risk Based Capital Ratio</th>
<th>Income $</th>
</tr>
</thead>
<tbody>
<tr>
<td>JPMorgan Chase &amp; Co.</td>
<td>270 Park Ave. New York, NY 10017</td>
<td>2,321,284,000,000</td>
<td>5.44%</td>
<td>12.33%</td>
<td>6.56%</td>
<td>14.69%</td>
<td>5,708,000,000</td>
<td></td>
</tr>
<tr>
<td>Bank of America California</td>
<td>100 N. Tyron St. Charlotte, NC 28255</td>
<td>2,168,023,105,000</td>
<td>1.19%</td>
<td>0.58%</td>
<td>7.73%</td>
<td>17.16%</td>
<td>340,073,000</td>
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</tr>
<tr>
<td>Citibank</td>
<td>300 Park Ave. New York, NY 10043</td>
<td>1,932,366,000,000</td>
<td>9.18%</td>
<td>0.99%</td>
<td>8.15%</td>
<td>17.12%</td>
<td>460,000,000</td>
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</tr>
<tr>
<td>Wells Fargo &amp; Company</td>
<td>420 Montgomery St. San Francisco, CA 94104</td>
<td>1,374,713,000,000</td>
<td>11.53%</td>
<td>13.06%</td>
<td>9.04%</td>
<td>14.51%</td>
<td>6,037,000,000</td>
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<tr>
<td>U.S. Bank</td>
<td>421 Walnut St. Cincinnati, OH 45202</td>
<td>342,627,272,000</td>
<td>-0.23%</td>
<td>15.31%</td>
<td>7.96%</td>
<td>12.97%</td>
<td>1,389,106,000</td>
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<tr>
<td>Union Bank, N.A.</td>
<td>400 California St. San Francisco, CA 94104</td>
<td>87,417,794,000</td>
<td>4.16%</td>
<td>10.10%</td>
<td>13.97%</td>
<td>115,613,000</td>
<td></td>
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<tr>
<td>Bank of the West</td>
<td>180 Montgomery St. San Francisco, CA 94104</td>
<td>61,037,284,000</td>
<td>5.39%</td>
<td>12.68%</td>
<td>16.21%</td>
<td>156,444,000</td>
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<tr>
<td>City National Bank</td>
<td>555 S. Hoover St. Los Angeles, CA 90071</td>
<td>25,877,700,000</td>
<td>9.78%</td>
<td>7.48%</td>
<td>13.87%</td>
<td>58,107,000</td>
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<tr>
<td>East West Bank</td>
<td>133 N. Los Robles Ave. Pasadena, CA 91101</td>
<td>21,802,375,000</td>
<td>5.33%</td>
<td>12.41%</td>
<td>9.26%</td>
<td>15.96%</td>
<td>71,976,000</td>
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<tr>
<td>First-Citizens Bank &amp; Trust</td>
<td>239 Fayetteville St. Raleigh, NC 27601</td>
<td>20,803,717,000</td>
<td>-1.64%</td>
<td>9.14%</td>
<td>9.87%</td>
<td>16.14%</td>
<td>44,955,000</td>
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<tr>
<td>FirstBank</td>
<td>12145 W. Collins Ave. Lakewood, CA 90215</td>
<td>12,326,351,000</td>
<td>8.19%</td>
<td>15.84%</td>
<td>8.10%</td>
<td>18.48%</td>
<td>39,704,000</td>
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<td>Rabobank, N.A.</td>
<td>3800 Concordia, Ste. 380 Ontario, CA 91761</td>
<td>11,942,000,000</td>
<td>5.59%</td>
<td>3.23%</td>
<td>11.67%</td>
<td>15.69%</td>
<td>18,000,000</td>
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<tr>
<td>California Bank &amp; Trust</td>
<td>11622 El Camino Real San Diego, CA 92130</td>
<td>10,999,012,000</td>
<td>4.86%</td>
<td>8.99%</td>
<td>10.34%</td>
<td>14.57%</td>
<td>33,158,000</td>
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<tr>
<td>Citizens Business Bank</td>
<td>701 N. Harbor Ave. Ontario, CA 91764</td>
<td>6,310,254,000</td>
<td>-12.45%</td>
<td>5.80%</td>
<td>12.09%</td>
<td>19.06%</td>
<td>10,209,000</td>
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<tr>
<td>Pacific Western Bank</td>
<td>401 W. A St. San Diego, CA 92101</td>
<td>5,023,899,000</td>
<td>16.57%</td>
<td>10.67%</td>
<td>10.33%</td>
<td>15.52%</td>
<td>17,376,000</td>
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<tr>
<td>Community Bank</td>
<td>700 E. Colorado Blvd. Pasadena, CA 91101</td>
<td>2,909,226,000</td>
<td>16.61%</td>
<td>9.85%</td>
<td>8.93%</td>
<td>13.16%</td>
<td>6,981,000</td>
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</tr>
<tr>
<td>Webstaurant State Bank</td>
<td>3200 Webstaurant Blvd. Ste. 1400 Los Angeles, CA 90063</td>
<td>2,611,010,000</td>
<td>3.57%</td>
<td>40.68%</td>
<td>14.79%</td>
<td>20.11%</td>
<td>37,946,000</td>
<td></td>
</tr>
</tbody>
</table>

continued on page. 23

**Top Executive/Title Address (I.E.) or different Citi, State, Zip Phone/Fax E-Mail Address**

<table>
<thead>
<tr>
<th>Bank Name</th>
<th>Top Executive/Title</th>
<th>Address (I.E.)</th>
<th>City, State, Zip</th>
<th>Phone/Fax</th>
<th>E-Mail Address</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bank of America California</td>
<td>Brian Thomas Moynihan/President &amp; CEO</td>
<td>Rancho Cucamonga, CA 91730</td>
<td><a href="http://www.bankofamerica.com">www.bankofamerica.com</a></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Citibank</td>
<td>Vikram Shankar Pandit/CEO</td>
<td>20590 Barline Rd Rancho Cucamonga, CA 91730</td>
<td>(800) 274-6666/270-7636</td>
<td><a href="http://www.citibank.com">www.citibank.com</a></td>
<td></td>
</tr>
<tr>
<td>Wells Fargo &amp; Company</td>
<td>John G. Stumpf/Chairman, President &amp; CEO</td>
<td>5120 Moreno St. Montclair, CA 91763</td>
<td>(800) 249-3502/415-996-0629</td>
<td><a href="mailto:john.g.stumpf@wellsfargo.com">john.g.stumpf@wellsfargo.com</a></td>
<td></td>
</tr>
<tr>
<td>First-Citizens Bank &amp; Trust</td>
<td>Edward L. Willingham IV/President &amp; CEO</td>
<td>3905 Inland Empire Blvd. Ste. 2100</td>
<td>(909) 465-2470/328-7769</td>
<td><a href="http://www.firstcitizens.com">www.firstcitizens.com</a></td>
<td></td>
</tr>
<tr>
<td>FirstBank</td>
<td>John A. Eldred/President &amp; CEO</td>
<td>39575 Washington St., Ste. 101 Palm Desert, CA 92211</td>
<td>(760) 722-2203/836-3576</td>
<td><a href="http://www.cbbank.com">www.cbbank.com</a></td>
<td></td>
</tr>
<tr>
<td>Rabobank, N.A.</td>
<td>Rick Arredondo/President &amp; CEO</td>
<td>3800 Concordia, Ste. 380 Ontario, CA 91761</td>
<td>(909) 766-4000</td>
<td><a href="http://www.rabobankamerica.com">www.rabobankamerica.com</a></td>
<td></td>
</tr>
<tr>
<td>California Bank &amp; Trust</td>
<td>David E. Blackford/CEO</td>
<td>200 W. Front Street Upland, CA 91786</td>
<td>(909) 361-6995</td>
<td><a href="http://www.calbanktrust.com">www.calbanktrust.com</a></td>
<td></td>
</tr>
<tr>
<td>Pacific Western Bank</td>
<td>Michael J. Perdue/President &amp; CEO</td>
<td>2401 South Grove Ave. Ontario, CA 91761</td>
<td>(909) 947-2120/900-5486</td>
<td><a href="http://www.pacificwesternbank.com">www.pacificwesternbank.com</a></td>
<td></td>
</tr>
<tr>
<td>Community Bank</td>
<td>David P. Malone/President &amp; CEO</td>
<td>700 E. Colorado Blvd. Pasadena, CA 91101</td>
<td>(828) 661-2304/900-5486</td>
<td><a href="mailto:david.p.malone@cbank.com">david.p.malone@cbank.com</a></td>
<td></td>
</tr>
</tbody>
</table>
those legislators whose support could use improvement, we offer an open door, attentive ear and strong support to assist them in making California a better place for our job creators.

“The current state of California makes our state legislators’ voting records that much more significant. Now is the time for our elected officials to support policies that reduce burdensome regulations and taxes, curtail frivolous lawsuits and create certainty for California’s small business job creators.”

The NFIB/California Voting Record is developed by selecting key bills proposed by the legislature that affect small businesses based on NFIB member policy priorities, and on which every member of the Legislature had an opportunity to cast a vote. The votes on those bills are then recorded and a percentage is determined for each member of the Assembly and Senate. In 2013, more than 30 members of the Assembly and 16 members of the Senate had voting records of 70 percent or better.

Legislative Vote...
continued from pg. 1

2012 SESSION: Roll call votes by your state legislators on the following key small business issues during the last two sessions of the California Legislature are listed below. Although this Voting Record does not reflect every element considered by a lawmaker when voting, nor does it represent a complete profile of a legislator, it can be a guide in evaluating your legislator’s attitude toward small business. Note: Only measures voted on in both houses are included in this scorecard. Many measures were defeated in committees before they reached a floor vote. Please thank those legislators who supported small business.


2. Overtime for Agricultural Workers (AB 1313): This measure would eliminate a longstanding exemption for farmers by requiring overtime pay for agricultural workers after eight hours of work. A “No” vote supports the NFIB position. Passed Senate 22–15. Failed in Assembly 35–33.

Recycle, Reduce, Reuse, Rebuild!

Donate

Volunteer

The ReStore is a discount home improvement center, open to the public, that sells new and used building materials and furniture. All items sold at the ReStore are donated by local businesses and residents. All proceeds are used in funding the construction of Habitat homes.

For delivery or pick-ups call
909.399.0202

Visit the ReStore today at
4609 Holt Blvd. Montclair, CA 91763
Open: Tuesday–Friday, 10 am–6 pm
Saturday, 9 am–5 pm
Legislative Vote...
continued from pg. 19


4. Public Contracts, Small Business Preferences (AB 1783): Streamlines government contracting by providing that the Department of General Services has the sole responsibility for certifying and determining eligibility of small businesses, and provides local agencies’ access to the department’s list of certified small businesses. A “Yes” vote supports the NFIB position. Passed Senate 36–0. Passed Assembly 72–0. Signed by Gov. Brown.

5. Agricultural Employee Safety, Heat-Related Illness (AB 2346): This bill prescribes specified duties for employers to reduce the risk of heat illness among agricultural employees, imposes civil penalties and creates a private right of action for violations of these requirements. A “No” vote supports the NFIB position. Passed Senate 21–12. Passed Assembly 42–33. Vetoed by Gov. Brown.


7. Ban on Polystyrene Food Containers (SB 568): This bill would ban the use of Styrofoam in the food service industry, replacing it with much more costly paper, and unrecyclable, products. A “No” vote supports the NFIB position. Passed Senate 21–15. Failed in Assembly 26–45.

8. Workers’ continued on page 35

Make 2013 a Growth Year

Choose the CSUSB College of Extended Learning for customized professional development and staff training programs with proven results for your bottom line. Our results-oriented contract training programs can help your staff improve sales, increase customer service, make fewer mistakes, and provide effective leadership.

Customized training programs are designed to fit your needs and budget. The classes are offered at convenient times, locations (even on-site), or online. Contact us now to gain that competitive edge in 2013.

To learn more about our contract training programs, contact: Deirdre Thomas at (909) 537-3982 or E-mail: dthomas@csusb.edu
Olive Crest has named Pam Lee executive director of its Inland Empire region. Based in Riverside, Pam will oversee Olive Crest’s fund development and program operations that support the needs of at-risk children and families throughout Riverside and San Bernardino counties. She recently served as the executive director of Fullerton Interfaith Emergency Service and has a long history of service in non-profit and public social services. Her expertise blends her human services knowledge and experience with her leadership and financial skills.

Paul Johnson, regional sales manager for Great Salt Lake Minerals, has joined the board of trustees for Olive Crest in the Inland Empire. Johnson has more than 30 years in the fresh produce and agricultural industry and holds a bachelor’s degree in agronomy from California State Polytechnic University, Pomona and a master’s degree in pest management from the University of California, Riverside.

Community Bank Regional Manager Mark C. Smith has joined the board of trustees for Olive Crest’s Inland Empire region. Smith has 30 years of banking experience and previously served as the Southern California manager for Comerica Business Credit.

Hospital Quality in the Riverside-San Bernardino Area
In the Riverside area, there were two hospitals out of 12 eligible hospitals (16.7%) recognized as Distinguished Hospital for Clinical Excellence award recipients, placing them among top 5% of hospitals nationwide. Of the 22 hospitals evaluated located in the Riverside area for treatment of stroke, there were risk-adjusted in-hospital mortality rates ranging from 1.1% on the low end to 9.6% on the high end, which is an over 8-fold difference in mortality rates.

Special Supplemental Report on 30 Cities in the U.S.
In a previously released Healthgrades’ study, American Hospital Quality Outcomes 2013: Healthgrades Report to the Nation on a trending analysis of results over a five year study period (2005-2011), was shared for the first time, in addition to findings from their most recent study period (2009-2011). This year’s report includes supplemental reports for 50 states and the District of Columbia that shines a light on how quality varies among hospitals state-to-state.

Findings from the Healthgrades 2013 report on American hospital quality reveals encouraging overall trends along with significant variation. Quality is improving, however, quality disparities among hospitals persist, even within local service areas. This special supplement focuses in on 30 cities to take a closer look at how hospital performance varies even within local markets. Note that for each condition or procedure studied, the number of hospitals included in the analysis of hospital performance for that cohort may differ.

“Healthgrades quality reports are important resources that provide relevant and reliable information in a responsible way that empowers Americans to make edu-
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Need equipment for your business?
If your business success starts with purchasing new equipment, start with Community Bank. Our competitive rates include financing up to 100% of equipment purchase.
Banks in the Inland Empire

<table>
<thead>
<tr>
<th>Bank Name</th>
<th>Address (Headquarters)</th>
<th>City, State, Zip</th>
<th>Top Executive/Title</th>
<th>Telephone/Fax</th>
</tr>
</thead>
<tbody>
<tr>
<td>Manufacturers Bank</td>
<td>501 E. feathers Rd., Ste. 10</td>
<td>San Bernardino, CA 92408</td>
<td>President &amp; CEO</td>
<td>909-754-6180</td>
</tr>
<tr>
<td>Security Bank of California</td>
<td>3001 Third St., Ste. 100</td>
<td>Riverside, CA 92501</td>
<td>President &amp; CEO</td>
<td>951-688-2265</td>
</tr>
<tr>
<td>American Security Bank</td>
<td>1403 Drese Dr.</td>
<td>Riverside, CA 92506</td>
<td>President &amp; CEO</td>
<td>951-688-2265</td>
</tr>
<tr>
<td>Bank of Homest</td>
<td>3715 Sunesi Dr</td>
<td>Riverside, CA 92506</td>
<td>President &amp; CEO</td>
<td>951-688-2265</td>
</tr>
<tr>
<td>CommerceWest Bank, N.A.</td>
<td>4040 McArthur Blvd., Ste. 100</td>
<td>Ontario, CA 91761</td>
<td>President &amp; CEO</td>
<td>909-230-7600</td>
</tr>
<tr>
<td>Community Commerce Bank</td>
<td>1311 Business Center Dr.</td>
<td>Irvine, CA 92612</td>
<td>President &amp; CEO</td>
<td>949-251-6959</td>
</tr>
<tr>
<td>Inland Community Bank, N.A.</td>
<td>9099 E. Inland Empire Blvd.</td>
<td>Ontario, CA 91761</td>
<td>President &amp; CEO</td>
<td>909-230-7600</td>
</tr>
<tr>
<td>Pacific Premier</td>
<td>1711 E. Palm Canyon Dr.</td>
<td>Palm Springs, CA 92264</td>
<td>President &amp; CEO</td>
<td>760-325-4442</td>
</tr>
<tr>
<td>First National Bank of California</td>
<td>2703 Arlington Ave.</td>
<td>Riverside, CA 92506</td>
<td>President &amp; CEO</td>
<td>951-688-2265</td>
</tr>
<tr>
<td>Desert Commercial Bank</td>
<td>4640 Village Cir.</td>
<td>Palm Desert, CA 92260</td>
<td>President &amp; CEO</td>
<td>760-340-7999</td>
</tr>
<tr>
<td>Premier Service Bank</td>
<td>5637 Arlington Ave.</td>
<td>Riverside, CA 92505</td>
<td>President &amp; CEO</td>
<td>760-340-7999</td>
</tr>
<tr>
<td>First Mountain Bank</td>
<td>40965 Big Bear Blvd</td>
<td>Big Bear Lake, CA 92315</td>
<td>President &amp; CEO</td>
<td>951-836-5666</td>
</tr>
<tr>
<td>Palm Desert National Bank</td>
<td>75-745 El Pico</td>
<td>Palm Desert, CA 92260</td>
<td>President &amp; CEO</td>
<td>760-340-7999</td>
</tr>
<tr>
<td>China Commercial Bank, N.A.</td>
<td>1511 S. Grove Ave.</td>
<td>San Bernardino, CA 92408</td>
<td>President &amp; CEO</td>
<td>909-754-6180</td>
</tr>
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<td>6250 W. Mission Rd.</td>
<td>Upland, CA 91786</td>
<td>President &amp; CEO</td>
<td>909-826-2265</td>
</tr>
<tr>
<td>Commerce Bank of Temecula Valley</td>
<td>24921 Hancock Ave.</td>
<td>Murrieta, CA 92562</td>
<td>President &amp; CEO</td>
<td>951-978-3741</td>
</tr>
<tr>
<td>BBVA Bancorp USA</td>
<td>111 W. Holt Blvd</td>
<td>San Bernardino, CA 92408</td>
<td>President &amp; CEO</td>
<td>909-874-5600</td>
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<tr>
<td>First National Bank of California</td>
<td>2703 Arlington Ave.</td>
<td>Riverside, CA 92506</td>
<td>President &amp; CEO</td>
<td>951-688-2265</td>
</tr>
<tr>
<td>Desert Commercial Bank</td>
<td>4640 Village Cir.</td>
<td>Palm Desert, CA 92260</td>
<td>President &amp; CEO</td>
<td>760-340-7999</td>
</tr>
<tr>
<td>Premier Service Bank</td>
<td>5637 Arlington Ave.</td>
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<td>40965 Big Bear Blvd</td>
<td>Big Bear Lake, CA 92315</td>
<td>President &amp; CEO</td>
<td>951-836-5666</td>
</tr>
<tr>
<td>Palm Desert National Bank</td>
<td>75-745 El Pico</td>
<td>Palm Desert, CA 92260</td>
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High Desert Report

The Demand for Industrial Space in the High Desert Has Increased Substantially Over the Last 18 Months

By: Ronald J. Barbieri, Ph.D., CPA, The Bradco Companies

There are two different classes of industrial tenants and users in the High Desert. One class consists of the large box users. They typically are warehousing and distribution firms, such as Wal-Mart in the Town of Apple Valley, or large manufacturing operations, such as United Furniture Industries at SCLA in Victorville. Such companies usually occupy buildings in excess of 50,000 SF. The second consists of smaller manufacturing or distribution firms that for the most part cater to the local population and businesses or are niche manufacturing players in the regional market. They are typically small space users that occupy single or multi-tenant buildings of 50,000 SF or less. The average floor area of the small buildings is 10,200 SF.

The graph below categorizes the industrial inventory in the High Desert by city as well as by whether or not the structures are greater than 50,000 SF. It also segregates the industrial space in the City of Victorville into the inventory at SCLA and the non-SCLA portion of the city. Of the 20.5 million SF of industrial inventory in the High Desert, 8.5 million SF is associated with buildings of 50,000 SF or less. The remaining 12.0 million SF is in buildings greater than 50,000 SF. The City of Victorville has almost 8.4 million SF of industrial space, of which 4.5 million SF is located at SCLA. The balance of 3.9 million SF is in the Foxborough Industrial Park, which the city developed, and in several other industrial sub-markets throughout its incorporated area.

The City of Hesperia is home to 4.6 million SF of industrial inventory, much of which is in the older industrial area north of Main Street between the railroad tracks and I Avenue. Adelanto accounts for 3.3 million SF while the Town of Apple Valley has 2.8 million SF. Barstow has 1.4 million SF of industrial space.

As of June 30, 2012, the vacancy rate in the High Desert for buildings 50,000 SF or less was 5.4%, while for larger buildings it was 4.2%. The City of Barstow had the highest vacancy rate for buildings over 50,000 SF. It was 36.2%. The smaller buildings in Barstow was 6.8%. The non SCLA portion of Victorville had 8.1% vacancy rate in the smaller buildings, but zero in the larger structures. In the Town of Apple Valley there was no vacancy in the larger buildings but the rate for the smaller buildings was 8.2%. The smaller buildings in the City of Adelanto had a vacancy rate of 3.1% while the larger buildings had no vacancy.

The vacancy rate for smaller buildings in the City of Hesperia was 3.6% compared to 11.6% for larger buildings. For an area the size of the High Desert the stabilized vacancy rate is approximately 5% so long as the demand for industrial space is expanding.

From January 2011 through June 2012 the High Desert experienced a Net Absorption of 1,281,000 SF. SCLA accounted for 1,067,000 SF, of which 1,113,000 SF was in the larger industrial buildings. The City of Adelanto gained almost 121,000 SF in industrial demand all of which was associated with smaller buildings. During the same period the Town of Apple Valley had a Net Absorption of 25,000 SF, somewhat evenly split between smaller and larger sized buildings.

The City of Hesperia absorbed over 94,000 SF; in spite of the fact that there was a slight decrease in occupancy in the larger buildings. The City of Barstow experienced a decline in industrial occupancy of approximately 54,000 SF all in larger buildings, while the non SCLA portion of the City of Victorville recorded 27,000 SF of positive absorption.

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See Page 28
#Goldstandard Transport
13521 Villa 4 Dr.
STE 60
Victorville, CA 92394
A One Towing Service
335 S Waterman Ave.
San Bernardino, CA 92408
A 1 Smog Check & Repair
2300 N Cabrera Ave.
San Bernardino, CA 92411
A & Builders
13642 Bristol Ct.
Fontana, CA 92337
Adeleke Mobile Services Cee
4875 Mission Blvd
STE P
Montclair, CA 91763
AdvantEdge Non Emergency Transportation
170 Washington St.
Colton, CA 92324
Ask Auto Dismantlers
14171 Whittam Ave.
Fontana, CA 92335
Atlas Chiropractic
124 S. Waterman Ave.
STE 36
San Bernardino, CA 92408
Betty's Burgers & Bowls
26 E State St.
Redlands, CA 92373
Big Bear Cars, Inc.
93236 Big Bear Blvd.
Big Bear Lake, CA 92355
Cabins4less.com
39236 Big Bear Blvd
Big Bear Lake, CA 92355
Dedicated Recovery Service Of California
9625 8th St.
Rancho Cucamonga, CA 91730
Del Rosa Smog Center
2742 Del Rosa Ave.
San Bernardino, CA 92404
Forever Fabulous Photography
1448 Harris Ln.
Oro Grande, CA 92368
Gem's
18539 Kama Rd.
Apple Valley, CA 92307
Generation Auto Parts
1574 W Buffinton St.
Upland, CA 91784
Hayes Enterprises
11550 Danielle Dr.
Adelanto, CA 92301
Holiday Inn Express Hotel & Suites
2380 S. Haven Ave.
Ontario, CA 91761
Hollywood Hair
3600 Montclair Plaza Ln.
STE 525
Montclair, CA 91763
Hustle Daily
11974 Forrest Park Ln.
Victorville, CA 92392
Industrial Rubber & Supply
202 W. Hillcrest Ave.
STE 1
San Bernardino, CA 92408
J9 Diesel Truck Repair
16325 Valley Blvd.
Fontana, CA 92335
La Bella Photo Booths
2836 Windham Dr.
Hillsland, CA 92346
La Iglesia De Dios
1143 N. Mt Vernon Ave.
Ontario, CA 91761
La La Land Clothing
1429 Sterling Rd.
Redlands, CA 92373
Les Chateaux
35010 Yucca Blvd.
Yucca Valley, CA 92288
London Burger
841 N. Mountain Ave.
Ontario, CA 91762
Mylene Ga Touf and Korean BBQ
1760 S. Tippecanoe Ave.
STE 5
San Bernardino, CA 92408
Oakwood Liquor Market
12053 Mariposa Rd.
STE A&B
Hesperia, CA 92345
Pacific Paving
2699 Mayravsky Dr.
Colton, CA 92324
Pest Watch Pest Control
609 Magnolia Ave.
Ontario, CA 91762
Renta Continental
8038 Grandchateau Blvd.
Rancho Cucamonga, CA 91730
San Bernardino Mission Chapel
1709 D St.
San Bernardino, CA 92405
Sand Castle Liquor
8990 Sierra Ave.
STE A
Fontana, CA 92335
Southridge Smokeshop
11623 Cherry Ave.
STE B3A
Fontana, CA 92337
Sunset Over Head Door
1457 E. Philadelphia St.
STE 2
Ontario, CA 91761
Temple of Art
2644 W Realto Ave.
Realto, CA 92376
The Candy Shoppe
13460 Central Ave.
STE H
Chino, CA 91710
The Neon Run
3374 Chrisann Cir.
San Bernardino, CA 92407
Tokyo Health Studio
18039 Central Ave.
Ontario, CA 91762
Traffic Ticket Consultant
15218 Summit Ave.
STE 100-527
Fontana, CA 92336
Zhibeusa
386 N. Milliken Ave.
STE A
Ontario, CA 91761
Aroma Grill & Barbeque
965 W. Footthill Blvd.
Upland, CA 91786
Benitez & Cid Enterprises Inc.
1043 Brooks St.
Ontario, CA 91762
Body Centre Day Spa
11752 Central Ave.
Chino, CA 91709
Brake Masters
15595 Main St.
Hesperia, CA 92345
Bravo's Fast Trucking
6883 Persimmon St.
Chino, CA 91708
Byco Automotive Parts
1660-181 S Grove Ave.
STE E
Ontario, CA 91761
Casa Cortez
229 S. Euclid Ave.
Ontario, CA 91761
Century 21 King
8358 Day Creek Blvd.
STE 101
Rancho Cucamonga, CA 91730
Clean Green Recycling
216 S. 2nd Ave.
STE 922
San Bernardino, CA 92408
Colton Music School
837 North La Cadena Dr.
Colton, CA 92324
Comsumer's Advocate Companies
10959 Eucalyptus St.
Rancho Cucamonga, CA 91730
Curby Bear Painting
217 Half Finsh Dr.
Big Bear Lake, CA 92315
Dragon Roofing and Construction
8780 19th St.
STE 1
Rancho Cucamonga, CA 91701
Earth Star Productions
5455 N. Mountain Ave.
San Bernardino, CA 92404
Goldien Dolphin Cleaning Service
12266 Lantana Dr.
Rancho Cucamonga, CA 91730
Hardesty Design and Build
31462 Yucca Blvd.
Yucca Valley, CA 92259-1654
Ideals For The Future
1459 Bille St.
SAN BERNARDINO, CA 92407
T & J Tires and Road Service
17736 Slover Ave.
Bloomington, CA 92316
Jacqueline's Unique Boutique
22664 Westwood St.
Grand Terrace, CA 92313
L & M Precision Rubber Grinding, Inc.
725 N. Benson Ave.
STE E
Upland, CA 91786
Lamps 4 Less
940 S. Rochester Ave.
STE B
Ontario, CA 91761
Majority One Escrow
8316 Day Creek Blvd.
STE 101
Rancho Cucamonga, CA 91730
Mark and Nellies Nursery & Landscaping
12875 Bear Valley Rd.
Victorville, CA 92392
Merrills Smog
16601 Merrill Ave.
STE B
Fontana, CA 92335
Morongo Valley Coins and Currency
49034 29 Palms Hwy.
STE C
Rancho Cucamonga, CA 92326
Nail Tek 2
14210 Chino Hills
STE C
Chino Hills, CA 91709
Nanay's Therapy Center
5420 Philadelphia St.
STE F
Chino, CA 92928
Nexus Payroll Corp
5910 Lawson Peak way
Fontana, CA 92336
Noble Knights Auto Group
1111 E. Holt Blvd.
Ontario, CA 91761
Norris Communication Systems
13963 Chogan Dr.
Apple Valley, CA 92307
Olympic Fire & Security Technologies
6319 Sandhill Pl.
Rancho Cucamonga, CA 91739
Payrolling.com
5910 Lawson Peak way
Fontana, CA 92336
Pilbrotomy Career College
10030 Town Center Dr.
STE 109
Rancho Cucamonga, CA 91730
Pin
1956 S Grove Ave.
STE 201
Ontario, CA 91761
Redlands Psychological Services, Inc.
104 E Olive Ave.
STE 100
Redlands, CA 92373
Ronalds Ice Cream
13460 Central Ave.
Fontana, CA 92336
Shoe Basic Counseling Institute
400 S. Wine Ave.
Ontario, CA 91761
Sergio's Mexican Restaurant
675-695 W Footthill Blvd.
Upland, CA 91786
Shop & Go Food Liquor
11676 Cedar Ave.
Bloomington, CA 92316
Smith's Recycling
854 N. Lanewood Ave.
Rialto, CA 92376
Sparks Auto Outlet
7082 Whitewood Dr.
Fontana, CA 92336
Tacos y Mariscos La Mezclera
9690 Fontana Ave.
Fontana, CA 92335
The Gift Box
560 Pine Knot Ave.
STE A
Big Bear Lake, CA 92315
The List Never Ends Handyman
34282 Yucca Blvd.
STE E282
Yucca Valley, CA 92259
The Lounge 22
22 East Vine St.
Redlands, CA 92373
Tri-Valley Reality
565-59-A 29 Palms Hwy
Yuca Valley, CA 92286
Under the Sea Entertainment
17565 Valley Blvd.
Fontana, CA 92335
Upland Spa Dentistry
2440 W Arrow Rte.
STE 41
Upland, CA 91786
Valley Spring Elderly Care
117 Valley Spring Ln.
Colton, CA 92324
Vision for You
2894 Cole Ave.
Orange, CA 92866
Watch Stop N Shop
5183 Victoria Falls Parkway
Chino Hills, CA 91709
Xenrensien Spa
14 C Central Ave.
Upland, CA 91786
Your Rights
3661 EVC Cir
STE E
Mira Loma, CA 91752
Your Smiley Family And Cosmetic Dentistry
9599 Central Ave.
STE D
Montclair, CA 91763
Yucca Valley Fire Extingushers
55870 Yucca Tr.
Yuca Valley, CA 92284
Benitez & Cid Enterprises, Inc.
1043 Brooks St.
Ontario, CA 91762
Bieruzz
6769 Jasper St.
Alta Loma, CA 91701
Business Owners... remains unchanged.

5. The ability to gift, sell or otherwise transfer assets to intentionally defective irrevocable trusts without triggering any capital gains tax remains unchanged.

The law is now “permanent” which means it does not have any fixed expiration date. However, as with any law, it can be changed in the future by Congressional action but, absent such action, this will be the law for the foreseeable future.

In short, these legislative changes are a positive development and avoided the estate and gift tax exemption reverting to $1 million.

About Inland Empire by the Inland Empire Financial Consultants

Thrivent Financial is represented in the Inland Empire by the Inland Empire Financial Consultants, which includes Bill Cortus at 3333 Concours St., Building 8, Suite 8100, Ontario, CA 91872, phone: 909-945-4996, website: www.thrivent.com/plg/inlandempire. Facebook: http://www.facebook.com/BillCortusThriventFinancial

Education Prop... ests.

Even though there is an increase in funding for the UC and CSU systems, this money is not guaranteed. It can be eliminated through a majority vote of the Legislature. In response, I thought it wise to author two bills to ensure education funding as promised and create a pathway to a quality affordable education.

To ensure that these dollars actually go to higher education as the voters intended, my Republican colleagues and I have introduced Assembly Bill 67. Rather than just hoping for the best, our legislation ensures that Proposition 30 dollars will go to higher education as we were told.

Our measure is simple. It would freeze tuition and fees our students in the UC, CSU and community colleges at the levels set in the 2011-12 academic year for the seven years that Prop. 30 is in effect. The measure also states the intent of the Legislature to protect higher education funding and make any potential fee increases unnecessary.

California’s students should not lose out on their dream of college due to rising costs.

Additionally, Assembly Bill 51 is one more piece of my plan to re-open the opportunity for students to receive a quality education. It’s a model already in practice with much success in other states and will initially serve as a pilot program to test its success here in California. It will allow a student to receive a bachelor’s degree in the areas of science and technology from a four year university in only three years and for only $10,000 which is less than the projected cost of one year at a UC according to the California Postsecondary Education Commission.

I have spoken with many in the technical and manufacturing industries and they have expressed a dire need for employees with degrees in these fields. Rather than importing these jobs from outside our borders, let’s train our own to boost these industries which will in turn boost surrounding communities.

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“Idea Agent: Leadership That Liberates Creativity and Accelerates Innovation,”
By Lina M. Echeverria; AMACOM, New York, New York; 2013; 274 pages; $27.95.

Author Lina M. Echeverria earned her Ph.D. at Stanford University and subsequently became widely known as a noteworthy team leader of scientists and researchers at Corning, Inc. For the past 25 years she has earned her living at one of the most creative and successful scientific centers on the planet. In this book she reveals how what she learned about managing creative people and how difficult that management process can be. She puts it this way: “Creativity can be a hot fire, and you have to love it to gain from it. Fear of managing the passions of creative scientists will only lead to missed opportunities. Not being afraid of moving to free up and channel the energy and the creativity, on the other hand, can open worlds of opportunities. But on most days, this does not feel comfortable. It is not about running teams that are always agreeable and polite, where everybody respects the turn of the other and the unexpected does not happen. It cannot be stressed enough: it is about understanding each one of the players for who they are, where they come from, what drives them, and what they can bring to the solution. And from this understanding, leadership that liberates creativity is about managing conflict—not preventing conflict from arising, but stepping into the ring of fire and managing all its actors and stages.”

Although the book is clearly an exercise on how to grow within a creative organization, it is more like listening to a conversation with a very wise and experienced friend. Here’s an example from the chapter entitled, “Chapter 2 – Let the Best Take Flight” Dr. Echeverria: “Identifying the best and the brightest and successfully hiring those who will resonate with the culture of the group is but the first step. Getting to know the people in your group well enough to support them and to bring their performance—and their impact on the group—to greater heights is where it all begins. Visit them in their offices, talk to them, and get to know them as deeply as they are comfortable with, following their leading pace. The discovery of the smart, driven people with engaging personalities, who excel at far-ranging hobbies, the human beings behind the top-level scientists you hired, will enrich your life and stretch your perspectives. Have fun in celebrating their personal idiosyncrasies, in connecting and resonating with their personal passions. But do not keep this knowledge to yourself. Bring the product of these passions to add to the experience of the group and, in doing so, enrich everyone’s lives.”

At virtually every similar type of point the author makes, she goes out of her way to offer several examples that reinforces what she’s saying. The result is that you clearly remember not only the main thrust of what she’s saying, but also the variation on the theme she’s driving home.

The book is superbly well written, extremely clear (especially so for subject matter where other authors scream at you with tricks and gimmicks such as bullets, cartoons, or 30-point graphics). That’s not how Dr. Echeverria apparently works in her personal life and on the job. As she puts it, her own role on the creative team is “…to bring passionate, brilliant, and creative people together who show a vibrancy in their personal lives, and whose interests, skills, and collaborations will creative the persona of the group.” “Idea Agent” is one of the best books on liberating creativity that I’ve read. It makes its points with amazing clarity and no shouting from the pages to brain. It presents an extraordinary amount of information in a humble, straightforward way. It is certainly a classic example of a blue ribbon dining event for the price of a blue plate special.

— Henry Holtzman

Best-selling Business Books

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


5. “Leading Culture Change in Global Organizations: Aligning Culture and Strategy,” by Daniel Denison, Robert Hooijberg, Nancy Lane, and Colleen Lief (John Wiley & Sons…$34.95) (4)


10. “Unintended Consequences: Why Everything You’ve Been Told About the Economy is Wrong,” by Edward Conard (Penguin Group…$27.95) (9)

An explanation of why economic planning rarely works as planned.

*(1) -- Indicates a book’s previous position on the list.
** -- Indicates a book’s first appearance on the list.
Real Estate... continued from pg. 15

products. ICON’s entry into the health and fitness industry began with the manufacturing of trampolines and as they studied the exercise and fitness market, they were able to take advantage of the tremendous growth that occurred in the 1980s. The company’s entry into the fitness market proved to be timely as the product line expanded to include treadmills, exercise bikes, rowing machines, and home gyms under multiple brand names.

With sales in excess of $1 billion per year and growing rapidly, ICON will provide an economic opportunity for this submarket of Riverside County. The new facility is expected to produce 140 new jobs for the surrounding area.

ICON Health & Fitness was represented by Grant Ross from CB Richard Ellis’s Ontario office. CT Realty repped itself in the transaction and will serve as developer and construction manager.

CIP TAKES FREEWAY EXIT

Freeway Industrial Park LLC recently completed the $10.75 million acquisition of Stone Haven Business Park, an 82k-square-foot ($131/sf) office and industrial project in Rancho Cucamonga. The property was sold by Irvine-based CIP Real Estate.

The sale marks the successful completion of an eight-year investment in which CIP substantially upgraded, repositioned and stabilized the property. Stone Haven Business Park was 95% leased at the time of sale.

Stone Haven Business Park is located at the intersection of Haven Avenue and Trademark Parkway in Rancho Cucamonga’s central business district. The park is currently leased to 17 tenants, including Cargill, Stratasis and the State of California, among others. CIP has been retained by the buyer as property manager for the business park.

CIP acquired Stone Haven Business Park and an adjacent three-acre parcel in 2004. The firm completed a $1 million renovation to the existing business park in 2006 and developed the adjacent site with a nine-building, 18-unit office condominium project, Stone Haven Executive Park. CIP is nearing completion of its investment in the $10 million condominium project, with the final two remaining units in documentation for sale.

CIP owned the business park in a joint venture with an affiliate of Alex Brown Realty Inc. Since 1998, CIP and Alex Brown have jointly acquired 17 projects that total more than 2.5 million square feet with a value in excess of $265 million.

Michael Hefner, executive vice president of Voit Real Estate Services, and Carol Plowman, senior vice president of Lee & Associates represented CIP in the sale. Mike Long, senior vice president of Lee & Associates, repped the buyer.

INLAND EMPIRE HEALTH PLAN LEASES 207K SQUARE FEET OF INLAND EMPIRE OFFICE SPACE

In a large Inland Empire office lease, Inland Empire Health Plan (IEHP) has signed a deal for 207k square feet of space in the Atrium at Empire Lakes, located at 10801 Sixth Street, east of Haven Avenue and north of 4th Street. The 15-year deal is said to be worth about $84 million, or $2.25/sf/mo.

IEHP, a not-for-profit public health plan serving residents of Riverside and San Bernardino counties, will occupy space on the first and second floors beginning Q2 2013, with some operations moving sooner. IEHP is relocating from San Bernardino, where it occupied four buildings, including its 68k square foot owned headquarters.

The Studley team of Joshua Gorin, Steve Pisarik, Mark Sullivan and Roi Shleifer, along with Tom Piereik of Lee & Associates, represented IEHP, a public agency formed under the California Government Code, is a JPA for Riverside and San Bernardino counties under DHS Medi-Cal Managed Care and the Healthy Families Program. The landlord, Torchlight Investors/Kelly A. McLaren, was repped by Phil Woodford, John Oien and Vindar Batoos狞ng of CB Richard Ellis.

By consolidating multiple facilities into a single property—and one with large floor plates—IIEHP is able to achieve real estate and cost efficiencies, said Gorin. The Atrium at Empire Lakes is a 427k square foot, two-story building. There are nearly 1,900 parking stalls.

CITY OF HESPERIA PAYS $32 MILLION FOR 6K ACRE-FEET OF WATER RIGHTS

In an all unusual acquisition, the City of Hesperia paid $31.7 million for 6k acre-feet of water rights from Rancho Las Flores LLC. The water rights are associated with Rancho Las Flores master plan, a 49k-acre planned community within the City of Hesperia.

The asset was sold by a post-bankruptcy manager on behalf of the estate of a private mortgage lender that had previously lent more than $80 million to the project. The seller was represented by Terry Ruckle, Randy Coe and Michel Faris of the California Division of Land Advisors Organization.

Land Advisors was brought in to develop an exit strategy for the Rancho Las Flores development and market the water to potential end-users capable of absorbing the entire quantity. Due to the large size of the water right and scarcity in the region, the City issued a bond to purchase the entire quantity to meet the future demands of the growing City.

“Given the size and scope of the water right, this transaction highlights the privatization of the water market,” stated Land Advisors Co-Founding Principal, Terry Ruckle.

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• Packaged with valuable information from expert contributors
• Published by Joseph W. Brady, CCIM, SIDR
• Nominated for small business of the year, Inland Empire Northvile corridor region by the Inland Empire Small Business Association

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There is no doubt that the economic downturn has impact-
ed the city of Barstow. Even today, the signs of economic
distress can be seen throughout the community as Barstow still
has an unemployment rate of 14.7%. Unequivocally, there is
still much work that needs to be
done.

However, in the midst of the Great Recession, the city has
during the past few years taken proactive steps to position the
community as the next big thing in the Inland Empire’s High
Desert region.

The process began by focusing
on improving the physical appearance of the community. An aggressive $21 million capit-
tal improvement campaign cen-
tered on the enhancement of city
infrastructure has been initiated. Furthermore, the city imple-
mented a new economic devel-
OPment approach by employing
sophisticated research tools to
assist with business attraction
and retention efforts.

It is also important to note
that signs of an economic turn-
around can be found when look-
ing at demographic data in Barstow. From a statistical per-
spective, one measure that illus-
trates how a community’s eco-
nomic health is trending can be
seen through tracking the area’s
median income levels. In the
2000 census, the Barstow area had a median income level of
$35,069. As of the 2010 census, the median income levels for the
Barstow area had increased around 37% to $48,042. This data
means that the quality of the jobs in the Barstow area is
improving and points to a posi-
tive trend for the local economy.

In addition to the statistical
data, the City has been working
on several important economic
development projects that have
the potential to dramatically improve the overall quality of
life in Barstow.

Current significant projects
High Desert Report
Barstow City Update
By Oliver Chi, Assistant City Manager

Barstow Casino & Resort Project

- The Barstow Casino & Resort Project, which is being
pursued as a partnership project between the Los Coyotes Band
of Cahuilla & Cupeno Indians and Bar West Gaming, is still a
viable initiative that is in the review process. In order for the
initiative to move forward, both the Federal Government and the
State of California will have to agree to allow the project to be
constructed. Currently, the Federal Government’s
Department of the Interior is evaluating the proposed
Barstow Casino & Resort proj-
et, and it is anticipated that a
final ruling will be issued.

If the Department of the
Interior approves the project as
meeting federal guidelines, the
next step in the process would
be negotiating a gaming com-
pact with the Office of
California Governor Jerry
Brown. That agreement would
also have to be approved by the
California State Legislature. To
assist with these efforts, the city
recently engaged the services of the
lobbying firm Joe Gonzalves
& Son to assist with developing a
comprehensive strategy aimed
at gaining State approval for the
project. If all the approvals are
obtained, the overall casino
project could be constructed in
2013 or 2014.

Barstow Community
Hospital Project

- During the past several
years, the city has been coordi-
nating with Community Health
Systems, Inc., on building a
brand new state-of-the-art med-
ical facility in town. Those
efforts have culminated with the
opening of the new Barstow
Community Hospital. The ultra-
modern three-story, 82,500-
square-feet facility features 30
private rooms, a high-tech emer-
gency room, a modern intensive
care center, a technologically
advanced diagnostic imaging
department, and innovative lab-
oratories and surgical rooms. All
told, building the updated facili-
ty required around 3,283 cubic
yards of concrete, over 65 tons
of concrete reinforced rebar, 476
tons of structural steel, and over
120,000 square feet of fireproof-
ning material. When the new hos-
pital is complete, the overall
project will have constituted an
estimated investment of around
$80 million in the Barstow com-


- Lenwood Grade
Separation

- The city has been working
diligently with the County of
San Bernardino and SANBAG
to coordinate the construction of
the Lenwood Grade Separation
project. A number of design
enhancements have been coor-
dinated during the past several
months and the project team is
currently working on finalizing the
engineering work and right-
of-way coordination for the new
bridge. In total, the Lenwood
Grade Separation will cost an
estimated $31.5 million and is
on schedule to begin construc-
tion this year.

- Wal-Mart Supercenter
Expansion

- During the past several
months, the city has been
engaged in an intensive review
process with Wal-Mart repre-
sentatives regarding the expan-
sion of the current Wal-Mart
store on Montara Road into a
Supercenter format. Given the
current project schedule, it is
anticipated that the project will
be considered for final approval.
The overall project includes
building a new 184,000-square-
foot Wal-Mart Supercenter
along with an addition 55,000-
square-feet of new retail devel-
oment.

Barstow Industrial Park
Another significant initia-
tive that the city is coordinating
is the revival of the Barstow
Industrial Park project. In total,
the Barstow Industrial Park
spans over 1,174 acres and is
located around 3 miles north-
west of Interstate 15 and around
5 miles west of the Interstate
15/Interstate 40 interchange.
The city has been working very
closely with the project develop-
er, and discussions are currently
underway regarding infrastruc-
ture installation, utility coordi-
nation issues, and the construc-
tion of a rail-slip for additional
site access. There are several
potential end users that the city
and the developer are working
with now in a joint effort to
ensure that the Barstow
Industrial Park becomes the
High Desert’s premier logistics,
manufacturing, and distribution
hub.

Wal-Mart Distribution
Center

- The city has continued to
stay in close contact with repre-
sentatives from Wal-Mart
regarding the proposed con-
STRUCTION of a cold-storage distri-
bution center located adjacent to
the city’s planned Industrial
Park. In every conversation that
the city has had with Wal-Mart,
the message has remained con-
sistent. Wal-Mart is still plan-
ning on constructing the distri-
bution center in Barstow; how-
ever, the project is waiting for
approval from the Wal-Mart
Logistics Department. Given the
recent number of Wal-Mart
Supercenter conversions occur-
ing in the high desert and
throughout Southern California,
in addition to the announcement
that Wal-Mart will be testing a
small-store format called Wal-
Mart Express, it is likely that the
distribution center in Barstow
will be approved for construc-
tioned on page 38.
### Architectural/Engineering Firms

**Ranked By Inland Empire Billings**

<table>
<thead>
<tr>
<th>Firm Name</th>
<th>Billing $</th>
<th>E.O. Offices</th>
<th>Types of Services</th>
<th>Industries Served</th>
<th>Marketing Contact</th>
<th>Top Local Exec.</th>
<th>City, State, Zip</th>
</tr>
</thead>
<tbody>
<tr>
<td>KCT Consultants, Inc.</td>
<td>$1,500,000</td>
<td>N/A</td>
<td>Civil Engineering, Planning, Land Surveying</td>
<td>Industrial, Commercial</td>
<td>Michele Matzkiw</td>
<td>Don Edison</td>
<td>131 S. Spring St., Ste. 222, Claremont, CA 91711-4930</td>
</tr>
<tr>
<td>JDR-Architects</td>
<td>$1,500,000</td>
<td>N/A</td>
<td>Architecture, Master Planning</td>
<td>Commercial Office, Warehouse, Hospitality, Restaurants, Religious, Mixed-Use</td>
<td></td>
<td>James D. Rosenberg</td>
<td>1035 Montecito Dr., Ste. 101, Riverside, CA 92507</td>
</tr>
<tr>
<td>Williams Architects, Inc.</td>
<td>$900,000</td>
<td>6</td>
<td>Architecture, Interiors, Land Planning</td>
<td>Office, Commercial, Industrial, Medical</td>
<td>Max E. Williams</td>
<td></td>
<td>276 N. Second Ave., Upland, CA 91786</td>
</tr>
<tr>
<td>Wheeler &amp; Wheeler AIA Architects</td>
<td>$850,000</td>
<td>1</td>
<td>Residential, Institutional, College</td>
<td>Private &amp; Municipal Developers</td>
<td>Paul Wheeler</td>
<td>Paul Wheeler</td>
<td>2118 E. Convention Ctr. Way, Upland, CA 91786</td>
</tr>
<tr>
<td>Laughton Wilson Arch, Planning Interiors</td>
<td>$70,000</td>
<td>11</td>
<td>Architecture Planning Interiors</td>
<td>Commercial Institutional Civic</td>
<td></td>
<td></td>
<td>14680 Von Kaman Ave., Ste. 200, Irvine, CA 92612-1517</td>
</tr>
<tr>
<td>CALTROP Corporation</td>
<td>N/A</td>
<td>2</td>
<td>Program Management, Project Management, Construction Management</td>
<td>Public Agencies, Transportation Agencies, Private Developers</td>
<td></td>
<td>Alex Hadjistratis</td>
<td>1017 W. Ninth St., Upland, CA 91786</td>
</tr>
<tr>
<td>Espland Architects</td>
<td>WND</td>
<td>1</td>
<td>Site Assessment/Selection, Architectural, Land Planning, Environmental Planning, Design</td>
<td>Commercial, Institutional, Healthcare, Education, Industrial, Residential</td>
<td></td>
<td>Ana Escalante Airline Corp, Inc.</td>
<td>121 South Palm Canyon Dr., Ste. 222, Palm Springs, CA 92262</td>
</tr>
<tr>
<td>Humble &amp; Associates Irvine, Inc.</td>
<td>WND</td>
<td>6</td>
<td>Planning, Engineering, Surveying</td>
<td>Builders, Public Agencies, Contractors</td>
<td>Pam Quenzler</td>
<td>Paul R. Heddleston Jr.</td>
<td>2900 Adamo St., A-13, Riverside, CA 92504</td>
</tr>
<tr>
<td>L.D. King, Inc.</td>
<td>WND</td>
<td>1</td>
<td>Engineering, Surveying</td>
<td>Residential, Commercial, Public Works</td>
<td></td>
<td>Dale Wintergreen</td>
<td>2151 E. Convention Ctr. Way, Ontario, CA 91761</td>
</tr>
<tr>
<td>Pultz Architects, Inc.</td>
<td>WND</td>
<td>1</td>
<td>Architecture, Planning, Interiors</td>
<td>Public Agencies, Res. Building Industry, Commercial Development</td>
<td>Peter J. Pultz</td>
<td>Peter J. Pultz</td>
<td>8419 White Oak Ave., Ste. 105, Rancho Cucamonga, CA 91730</td>
</tr>
<tr>
<td>Smith Consulting Architects</td>
<td>WND</td>
<td>1</td>
<td>Master Planning, Architectural Design, Interior Design</td>
<td>Manufacturing, Office, Retail</td>
<td>Thomas Noto</td>
<td>Cheryll Smith</td>
<td>78-000 Foul Warin Dr., Ste. 201, Palm Desert, CA 92211</td>
</tr>
</tbody>
</table>

**continued from page. 7**

**continued on page. 22**

*NA = Not Applicable. WND = Would Not Disclose. na = not available. The information in the above list was obtained from the companies listed. To the best of our knowledge the information supplied is accurate as of press time. While every effort is made to ensure the accuracy and thoroughness of the list, omissions and typographical errors sometimes occur. Please send corrections or additions on company letterhead to: The Inland Empire Business Journal, P.O. Box 797, Rancho Cucamonga, CA 91729-0797. Copyright 2013 by IEBJ.*
Affordable Care... continued from pg. 15

An employer may choose to take into account only the employee’s wages that the employer reports in box 1 of Form W-2. Two other safe harbor methods for determining affordability are provided in the proposed regulations. One is based on the number of full-time employees (if the employer does not take into account the employer’s rate of pay in effect at the beginning of the plan year). The other is that the employer’s required contribution for self-only coverage is considered affordable if it does not exceed 9.5% of the federal poverty line for a single individual.

Calculation of Assessable Payments

Minimum Essential Coverage Not Offered

When an applicable large employer does not offer minimum essential coverage under its group health plan to its full-time employees and their dependents and the employer receives certification from HHS that one or more of its full-time employees has received a premium tax credit or cost-sharing reduction in connection with his or her purchase of insurance on an exchange, the assessable payment is based on all of the employer’s full-time employees in excess of 30.

If the employer is a controlled group of entities, special rules apply for allocating the 30 employee exclusion among the members of the controlled group and for allocating the assessable payment among the controlled group members. Although the amount of the assessable payment is determined on a monthly basis, for simplicity, this update explains the amount due on an annual basis. The assessable payment is generally equal to the number of the employer’s full-time employees, reduced by 30, times $2,000. However, the proposed regulations provide that an employer will be treated as offering minimum essential coverage to all of its full-time employees and their dependents if the employer offers such coverage to all but five percent (5%) of its full-time employees and their dependents. Although the preamble to the proposed regulations indicates that this flexibility to exclude a small percentage of full-time employees is provided to allow for inadvertent errors, the proposed regulations allow for this flexibility even if the exclusion is intentional. Nonetheless, if any of the excluded full-time employees is certified to the employer by HHS as receiving a premium tax credit or cost-sharing reduction on an exchange, the employer will be required to pay an employer’s assessable payment as calculated in the manner described below.

Minimum Essential Coverage is Offered, but is Not Affordable or Does Not Have Minimal Value

When an employer offers minimum essential coverage under its group health plan and the coverage is not affordable or does not have minimal value for an employee, the employee may purchase health insurance on an exchange and receive a premium tax credit or cost-sharing reduction. When this occurs, the proposed regulations provide that HHS will send a certification of that purchase to the employer. The assessable payment is calculated by multiplying the number of the employer’s full-time employees who are certified by HHS to have received a premium tax credit or cost-sharing reduction by $3,000. Any dependents of such an employee who also receive a premium tax credit or cost-sharing reduction are not taken into account in computing the assessable payment.

General Principles

For purposes of calculating the assessable payments, only full-time employees, and not the number of FTEs, are taken into account. As discussed above, the assessable payments could be based either on the total number of full-time employees (if the employer does not offer minimum essential coverage) or on the number of full-time employees who receive subsidized coverage on an exchange (if the employer offers minimum essential coverage that is unaffordable or does not have a minimal value). Assessable payments do not apply for new employees who are reasonably expected on their start date to be employed on average at least 30 hours of service per week unless a new employee is not offered coverage by the end of his or her first three calendar months of employment.

The proposed regulations provide safe harbor methods that are based on historical data for determining the number of an employer’s full-time employees. An employer may choose to take into account its employees who were employed throughout a prior period of at least three consecutive calendar months, but no more than 12 consecutive calendar months (such periods referred to as the “measurement period”), and then determine the number of those employees who were employed during that measurement period on average at least 30 hours per week. Those employees are treated as the employer’s full-time employees during a subsequent period, called a “stability period,” regardless of their number of hours of service during the stability period, so long as they remained employed by the employer. The stability period must be at least six consecutive calendar months and can be no shorter in duration than the measurement period.

In addition to a measurement period and a stability period, an employer may decide to allow for an administrative period of a maximum of 90 days between the measurement period and the stability period. The purpose of an administrative period is to allow for the determination of which employees are eligible for plan coverage, to notify them of their eligibility and to enroll them in the plan.

All employees who are determined to be full-time employees during a measurement period are considered full-time employees for the full following stability period. However, employees who were employed on average less than 30 hours per week during the measurement period can be disregarded in the following stability period only for a time that is no longer than the measurement period. Thus, an employer that chooses to have an administrative period should stagger the beginning and ending dates of its measurement period and stability period so that such employees may be disregarded for the full stability period. For example, an employer with a calendar year plan might decide to have a measurement period of 12 months ending on October 14th (to coincide with the opening of the plan’s annual enrollment period), an administrative period of 77 days starting on October 15th and ending on December 31st, and a stability period beginning on January 1st and ending on December 31st of the following year. In this example, the employer would be able for the full plan year to disregard those employees who did not have at least 30 hours of service on average for the 12-month period ending on the immediately preceding October 14th.

The proposed regulations permit an employer that wishes to track employees’ hours of service on a payroll basis to do so by adjusting the beginning and ending of the measurement period to coincide with the beginning and ending of the payroll periods. For example, an employer that uses a calendar year as its measurement period could exclude the payroll period that includes the January 1st of the calendar year if the employer includes in the measurement period the whole payroll period that includes December 31st of that calendar year.

Conclusion

All employers with at least 50 full-time employees should consider carefully the ramifications of these proposed regulations. Although employers with workforces close to the 50 full-time employees threshold will have the greatest burden, even very large employers that do offer minimum essential health coverage need to consider the financial impact of the excise tax... continued on page 38
Reject Bad Ideas...

mountable, often others will bring creative solutions to the table that may make the idea feasible.

continued from pg. 9

A marketing director in a manufacturing company proposed an idea for a new product. The operations director’s first instinct was to jump in and say, “We can’t make your product because we don’t have the right equipment.” But instead he said, “In order to make your products we will need to plan for having access to the right equipment which we currently don’t have.” That led to a full discussion about what it would take to lease, buy or outsource the production. Once the marketing person had a greater understanding of the different options and their costs, she came to the conclusion that the idea was not feasible.

#5 Help the other person save face whenever possible. If you feel compelled to shut an idea down, ask yourself, “Do I need to shut the idea down right now and during this meeting?” Perhaps you can circle back with the idea presenter after the meeting to meet one-on-one. Shutting down a staff member’s idea in your department meeting is a good way to help ensure no one on your staff will bring up new ideas in the future that might be extremely valuable to the success of your team and organization. If peers lose face because of you, there is a good chance that they will increasingly work around you and you will be the last to know about their future initiatives.

Circling back after the meeting also provides you more time to reflect and prepare. You can gather more facts and information, be more thoughtful and tactful in sharing your opinion, and perhaps get into a longer and more open conversation.

#6 Acknowledge the parts of an idea you can agree with. Even if you can’t agree with the entire idea, acknowledging components can help to validate the presenter of the idea, at least in part. Very often there are aspects of ideas that are valuable and can be evolved to be very usable and helpful. Imagine yourself saying, “I like this part of the idea, let’s dig deeper into the other part.” Provide recommendations on what might make the idea better or more workable. Even when his idea has flaws, the person might be calling attention to an important, underlying problem that needs to be solved.

In conclusion, don’t lose sight of the fact that if a truly bad idea needs to be challenged, challenge it. The primary emphasis here is not to change what you need to say, but on the process and timeline you choose to say it in order to maintain social capital and goodwill. Remember, soon will come the time when it is you who is the one you choose to say it in order to maintain social capital and goodwill.

For more information, please visit www.maketheleapcoaching.com. Contact him at 888-848-3130 or curt@maketheleapcoaching.com.

Fool with a Tool...

• Who will be responsible for inputting the needed data and making sure it’s accurate?
• Who will be receiving the data and acting upon it?
• How will the data inform our future business decisions?

The clearer you get on business process design and how the software ties in, the better your results will be.

2. Choose the right technology.

No company can do the things it’s called upon to do without technology, so some sort of technology is a must. We all need tools. If you’ve done step one, you’ll have a clear picture of your business and how the new software must play a role. Now it’s time to analyze your software options and choose the one that complements your business processes and will deliver the results you’ve outlined.

3. Implement the tool into the organization so it has rapid uptake and the shortest time to value.

This third step is the most important because it’s about the change in the human factor and how it impacts any organizational change—and implementing new technology is a big change. Unfortunately, too many companies today are simply doing installations. But “installation,” which means “to put something in place” is very different than “implementation,” which means “to put something into effect or action.” Having a new car in the driveway is nice, but if you can’t drive that car, it doesn’t offer much value.

Implementations often fail because companies forget the human factor. In fact, in most changes, human factors pose the greatest risks to long-term profitability. New knowledge and behavior-adoption drive ROI.

Why is change so difficult? Because most of us like comfort. We may complain about routine, but the majority of folks secretly like it. And almost any organizational change threatens our existing comfort zone. Change requires movement from what we know to what we don’t yet know. Like people, organizational cultures prefer to remain the same. That’s why even changes directed at entire departments or organizations, rather than specific individuals, often meet resistance.

So why bother with change when the odds of success are stacked against it? The answer is simple. All businesses must continually change or they will die. The markets demand change; customers demand change. Therefore, you either instigate change or it will happen to you. David Nielesen, a leading authority on organizational change says to better prepare your team for change and will deliver the results you’ve outlined.

1. Communicate the business

continued on page 33
For example, the success factors would read:

- Within the first 30 days develop a plan of action that will improve on time deliveries from 85% to 96% and present the plan to the CEO.
- Within 6 months, develop and begin implementing a vendor qualifications program that will insure zero defects and 100% on-time deliveries from vendors.
- Within 9 months consolidate the operations of two plants and produce a cost savings of at least 15%.

Continue developing these success factors until there are 5 or 6 which clearly define what is expected of the candidate once they come on board. Now when asked the question “What are you looking for?” The answer is, “We need someone who can improve on time deliveries to 96%, can implement a vendor qualifications program and consolidate operations with at least a 15% cost savings.” Instead of defining experience, start defining success in this role.

Now, find a person that can accomplish these success factors. When that happens, this person will have the right experience. It might be five years of experience, it could be 10 years of experience; it really doesn’t matter, as long as they can deliver the results. Using the success factors as a hiring guide sets the stage for a successful hire. Instead of the traditional job description, the success factors clearly define expectations and let candidates know what is expected of them once they come on board. The success factors define success in the role, not minimum qualifications. After all, isn’t that what you really want to hire?

For more information, please visit www.bradremriland.com.
“Foodie” Hot Spots in Las Vegas as Rated By “FoodSmackdown.com”

FoodSmackdown.com is here to say that what happens in Vegas should never stay in Vegas when it comes to killer food stops. Got a bachelor party to plan or Spring Break shenanigans to stay fueled through? Foodie and restaurant critic Steve Carlson of Food Smackdown has noshed his way through the best and worst of the city of sin to bring revelers the top places to chow down. So grab a pen and start planning your next Las Vegas bash in true epicurean style.

Secret Pizza
Follow the album clad way at the Cosmopolitan hotel and casino to a secret pizzeria every foodie in Vegas is trying to find. Secret Pizza is a delicious hideaway that boasts simple yet tasty pizza by the slice. As folks cram into the small waiting area to order, they are greeted by the zesty and garlic-infused scents of the freshly cooked pizzas. Once ordered, guests can grab a table inside or hang out in one of the hotel’s many lounge areas and munch on their pepperoni and sausage or mozzarella and ricotta cheese endowed slices.

Settebello Pizzeria Napoletana
Take a break from the hustle of the strip and head over to Anthem neighborhood in Henderson to try out Settebello Pizzeria Napoletana. They’ve brought the style of pizza created in Napoli, Italy, to Nevada with imported brick ovens, fresh Italian tomatoes, and world renowned flour. An unassuming facade opens into an industrial meets posh complete with large brass pipes running overhead and chic black booths. Dine on gastronomically delightful pizzas and then wash it all down with an Italian micro brew wine.

Bachi Burger
Asian flavors meet the great American classic at Bachi Burger in Southeast Las Vegas. For creative, mouth-watering

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“Foodie” Hot... cuisine at a reasonable price. tourists turn to Bachi’s perfectly grilled and glazed pateires for comfort. Take a break from the hubbub of the club and chill out with a burger loaded with sauteed shitake, enoki and eryngi mushrooms and h to sip on one of their refreshing boba milk teas or imported craft beers. Their casual space is a relaxing place to catch up on the day’s wins or losses and enjoy time with friends.

First Food & Bar

Plazzo. From the culinary genius of Chef Sam DeMarco come some of the most amazing lollipop buffalo wings to ever hit the taste buds in a setting unlike any other. The spacious 10,000-square-foot restaurant boasts hip lounge seating and mood lighting for an intimate yet open dining experience. Between their brunch, lunch, dinner, and late night menus, there are plenty of options for spicing up the old plate.

For additional information about Food Smackdown, contact Steve Carlson at steve@foodsmackdown.com.

Wellpoint 4Q... in that state according to an analysis by California’s insurance commission that found, among other things, that the “company-wide rates of return on equity have been and remain excessive.” California regulators do not have the power to reject excessive rates, so Anthem was able to impose the increase despite the commissioner’s finding it was unreasonable. In California, insurance reform law Proposition 103 regulates auto, home and business insurance rates, and requires insurers to open their books, publicly justify and get approval for rate increases before they take effect. That law was enacted by the voters in 1988 and has saved California drivers $62 billion on their auto insurance premiums. An initiative measure that has qualified for California’s 2014 general election ballot would require health insurance companies to public justify and get approval for rate increases before they take effect.

Legislative Vote... Compensation Reform (SB 863): Reforms the workers’ compensation system in California. Reforms include, among many others, an expedited disability rating review process, eliminating disability “add-ons” like sleep disorders, depression, etc.; fee schedules for services like inter-

Large Settlement... lengthy trial with a vigorous opposition by the bank,” quoted Marc Homme, Palm Desert attorney for the general contractor. The court eventually awarded a judgment in excess of $1.1 million. Homme stated that while the bank had an opportunity to settle the case, the bank took a very firm position throughout the litigation process. “It is difficult for a general contractor or subcontractor to fight the power of a lending institution when the lending institution is willing to move forward through the courts while the contractor or subcontractor is hoping to be paid. It takes a real financial commitment and dedication on the part of the client to move forward with the entire process.” The lender on appeal contended that through its loan agreement, there were not sufficient funds remaining in the loan to pay the general contractor. The trial court concluded that there were sufficient funds and that the bank cannot generate loan documents to circumvent the intent and force of the stop notice law. Additionally, the court held that the general contractor had started work before the recordation of the trust deed.

“Most contractors do not realize that if work commences before the recordation of the construction trust deed that the contractor may have priority over the bank. This is an issue that is oft forgotten by legal counsel when a case comes into his or her office.”

“I have written about these issues for several years. It is important for members of the construction industry to understand their stop notice and mechanics lien rights. If they vigorously enforce their rights, they may obtain payment. There are several projects where I have obtained substantial payments on stop notices while other contractors have simply walked away from the project and any hope of collection” said Homme. “Another recent project where I recovered money from the bank and title company was the Northgate Crossing project prior to its sale to the current owner.”

$1.5 Billion... states will use to build marketplaces. California, Kentucky, Massachusetts, New York, and Oregon received Level Two Exchange Establishment Grants. Level Two grants are multi-year awards to states to further develop their marketplaces. A total of 49 states, the District of Columbia, and four territories have received grants to plan their marketplaces, and 34 states and the District of Columbia have received grants to build their marketplaces. To ensure states have the support and time they need to build a marketplace, states may apply for grants through the end of 2014 and may use funds through their start-up year.

For a detailed breakdown of marketplace grant awards made to states, including summaries of how states plan on using the awards, visit: www.healthcare.gov/news/factsheets/2011/05/ex-changes05232011a.html.

For more information on the Health Insurance Marketplace, visit: www.healthcare.gov/marketplace.
Affordable Care... when their employees qualify for subsidies to purchase health coverage on an exchange. Because individuals are eligible for subsidies with household incomes as high as 400% of the federal poverty line (e.g., in 2012, 400% of the federal poverty level for a family of four was $92,200), more employees might qualify for the subsidies that an employer might initially think.

In the preamble to the proposed regulations, the Internal Revenue Service has requested comments on a number of provisions, including how to treat employees of temporary staffing agencies and employees hired into high turnover positions. A public hearing on the proposed regulations is scheduled for April 23, 2013. Anyone who wishes to make oral comments at the hearing must submit comments by March 18th.

The proposed regulations provide additional rules and details not described in this update, including how to treat foreign employees and employers, how to handle mid-year changes in employment status, special rules for plans with fiscal year plan years and a transitional rule for multiemployer plans. If you have any questions regarding the information summarized in this update or would like to submit comments to the Internal Revenue Service, please contact any member of the firm’s employee benefits group or your regular Sidley contact.

Our Hospitals...

cated decisions about their physician and hospital selections,” explains Roger Holstein, CEO of Healthgrades. “More than 20 million people turn to Healthgrades.com every month to find, evaluate and make an appointment with a doctor or hospital, and we are committed to making objective measures of quality more accessible to all Americans.”

For more information about Healthgrades or to download a full copy of the full study and the American Hospital Quality Outcomes 2013, visit www.Healthgrades.com.

Legislative Vote...


12 Business One-Stop Permitting Website (SB 1327): Establishes a one-stop website to assist individuals with the licensing, permitting and registration requirements necessary to start a business. A “Yes” vote supports the NFIB position. Passed Senate 36–0. Passed Assembly 73–5. Signed by Gov. Brown.

13 Medical Services, Increased Damages (SB 1528): Would require plaintiffs to be awarded the “reasonable value” of medical services rather than the actual amount paid. Undoes a Supreme Court decision that ruled plaintiffs are only eligible for the actual costs of medical treatment and increases the damages awarded. A “No” vote supports...

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Barstow City... continued from pg. 29

Redevelopment Dissolution

Impacts Minimal for Barstow

On Dec. 29, 2011, the California Supreme Court upheld the legislation that effectively dissolved redevelopment agencies throughout the State. However, in Barstow, the city had created contingency plans over a year ago in anticipation that redevelopment agencies could be eliminated. The strategy that the city developed was focused on developing enough capacity within the General Fund to absorb necessary RDA expenses. For example, several employee positions that were previously paid for with redevelopment monies were transitioned to General Fund roles as part the FY 11/12 Budget. In addition, a new cost allocation formula that was instituted with the budget called for the RDA to pay for fewer General Fund expenses than in prior years. When the Supreme Court ruled that redevelopment agencies in California were to be dissolved, the City of Barstow was ready to address the situation. While the dissolution of the RDA does create a financial impact on the city, overall, the elimination of redevelopment will not require any reductions or modifications to the city’s current operations.

Fort Irwin Projects

Fort Irwin and the United States Military have made a concerted effort to involve the local community in a variety of currently planned projects. While there are numerous improvements being coordinated by Fort Irwin, the two most significant initiatives include the construction of a $100 million water treatment plant and a $400 million hospital facility. These two projects, which will total an investment of over half a billion dollars in the greater Barstow area, are scheduled to break ground within the next year and are both scheduled for completion in 2015.

While the overall economic situation is still challenging, the current projects in the Barstow area illustrate that:

• Barstow is strategically situated midway between Los Angeles and Las Vegas.
• Barstow is a major transportation corridor that serves more than 60 million travelers and 19 million vehicles each year.
• Barstow is where the Interstates 15 & 40 and Highways 58 & 247 all converge.
• Barstow is home to the Tanger Outlets and Barstow Outlets, which provide shopping options that are usually only found in metropolitan areas.
• Barstow is where an eclectic mix of railroad, military, high technology, and mining employers have located.
• Barstow is home to a vibrant and caring community.
• Barstow is positioned to be the next big thing in the High Desert.
• Barstow is at the crossroads of opportunity… where the best is yet to come.

Any individual who would like to learn more about all that Barstow has to offer is encouraged to visit the city’s website at www.barstowca.org or to contact Olivier Chi, assistant city manager, via email at ochi@barstowca.org or by telephone at (760) 577-4510.

To receive your FREE quarterly online subscription to The Bradco High Desert Report register today at: www.TheBradcoCompanies.com/register

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Inland Empire People & Events

“Women Who Rule!” in Rancho Mirage

Three local women were honored at a valley-wide awards lunch and scholarship fundraiser this month.

Helene Galen, Lisa Houston and Kim Waltrip were recognized for their community leadership, public service and entrepreneurship at the Women Leaders Forum of the Coachella Valley’s first “Women Who Rule!” Awards Luncheon and Scholarship Fundraiser in Rancho Mirage.

Women Leaders Forum founder Mary Roche also presented a special “Award of Accomplishment” to Lynn Moriarty, who recently retired as executive director of Shelter from the Storm, a women’s shelter in Palm Desert.

Legislative Vote...

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VOTING KEY

Y = Voted “Yes”
N = Voted “No”
% = Percentage voting with NFIB position
= Did not vote
Cupid’s Choice—Great choices for a special Valentine’s getaway

By Cary Ordway, California Weekend Getaways

Just about the time those bills come due for your Christmas presents, you’ll want to consider the next important gift-buying opportunity of the year—Valentine’s Day. While Feb. 14 is still weeks away, you’ll need to make your decision early if you want to turn this year into a special getaway for you and your significant other.

This year Valentine’s Day falls on Thursday and that, no doubt, will encourage more getaway travel than if it came a day or two earlier in the week. Many couples will take Thursday and Friday off, or leave late Thursday and make a weekend out of it. The upshot: lodgings for those dates may be a little harder to find at the last minute.

Of course, you really don’t need Valentine’s Day as an excuse—a romantic trip, even if only for a couple of days, is the perfect way to re-energize your relationship. Here are several excellent examples of romantic destinations we have discovered in our California travels:

Santa Ynez Inn

We always enjoy visiting Santa Barbara Wine Country, a region made famous by the movie “Sideways,” and we especially enjoyed a charming bed-and-breakfast we discovered in Santa Ynez. The Santa Ynez Inn is an unusual Victorian bed-and-breakfast because it is not a historic building at all—the inn was built from scratch just five years ago. That offers the advantage of everything being new—floors, carpeting, plumbing, which will appeal to travelers less interested in the historic aspect of their accommodations.

The Santa Ynez Inn is certainly among the most luxurious inns we’ve enjoyed. Entering the lobby, one notices the carved wood stairway regally reminiscent of the grand staircase in the movie “Titanic.” The hallways are decorated with portraits of former presidents. In our second-floor, over-sized room we found a sanctuary filled with antique-inspired furniture and such luxurious accents as crystal chandeliers and crystal-based lamps. The floral curtains parted to reveal a view of the countryside and small balcony with table and chairs. Another sitting area, made of travertine, was adjacent to the fireplace, and travertine was used extensively in the larger-than-usual bathroom area. A jetted tub and separate shower area were just as you would find in the most expensive hotels.

And, as they say about real estate, it’s location, location, location—and the Santa Ynez Inn certainly delivers in this area as well. Several wineries and miles of gorgeous vineyards are within a few minutes drive from the inn.

For more information on Santa Ynez Inn, phone 800-643-4774 or visit www.santaynezinn.com. Here is another resource for choosing Santa Ynez, California hotels.

Double Eagle Resort and Spa

If you really want to surprise your significant other, consider a visit to one of the world’s 10 best spa resorts. Double Eagle Resort and Spa is located in June Lake near the eastern entrance to Yosemite National Park and offers both a fitness center for exercise and a world-class spa for pampering. Health-conscious meals are available at the resort’s gourmet restaurant, and vigorous outdoor activities are everywhere you look. This total package so impressed Forbes Magazine that it named Double Eagle one of the 10 best spa resorts in the world.

For starters, the scenery in this area is spectacular with its dramatic mountain faces, pine forests and sparkling lakes. Just a few miles out of the mountain village of June Lake are the modern log cabins and resort-style buildings known as the Double Eagle Resort and Spa. Located just at the edge of the mountains and an easy stroll to Silver Lake, the resort apparently was designed to fit in with the numerous upscale log homes in the immediate vicinity. Picture Aspen or Vail and you get some idea of the setting, although this enclave of homes is tiny by comparison.

We stayed in one of the resort’s unmistakable scent of a new home. They feature such amenities as comfortable lounge chairs, standing fireplaces, work desks, mini-kitchen counters, Jacuzzi tubs and decks that overlook the resort’s fully stocked trout pond.

The Creekside Spa offers 40 types of spa services, including...