Rancho Cucamonga Mayor Joined First Lady Michelle Obama to Celebrate Achievements in Let’s Move! Cities, Towns and Counties

First Lady Michelle Obama hosted Mayor L. Dennis Michael at the White House, celebrating the outstanding efforts of Rancho Cucamonga and other communities to complete health and wellness goals over the past year for Let’s Move! Cities, Towns and Counties (LMCTC). LMCTC calls upon local elected officials to adopt sustainable and holistic strategies that improve access to healthy, affordable food and opportunities for physical activity.

“Rancho Cucamonga’s partnership with Let’s Move! Cities, Towns and Counties has sparked a cultural shift, putting health at the forefront and transforming the way the city does business. We encourage healthy lifestyles and a healthy community by addressing the environmental influences that contribute to obesity,” said Mayor L. Dennis Michael.

Since joining LMCTC, Rancho Cucamonga has adopted several innovative strategies to increase access to healthy food and physical activity including a Complete Streets Policy ranked top ten (10) in the nation, a Community Gardens Policy that modified zoning to include all residential areas and waived city fees, and a Farmer’s Market Policy that requires seventy-five percent (75%) of all products sold meet healthy food guidelines. These efforts earned Rancho Cucamonga four (4) gold medals in the various LMCTC categories and ranked the city first in the nation, a standing shared with four (4) other cities.

“The League of Cities appreciates the support and energy of the First Lady for her tireless efforts to continued on page 38

Ontario-based Gold Star Foods, Inc. Feeds 400 School Districts in U.S.

Gold Star Foods (www.goldstarfoods.com), based in Ontario, is the leading School Nutrition Food Distributor in the U.S. Gold Star Foods services millions of school meals daily to area schools. That includes Los Angeles Unified School District, the second largest school district in the coun-

continued on page 19

continued on page 13

continued on page 21
Go Green with Blue

Goodwill Southern California employs hundreds of people with disabilities who know how to get the job done. I’ve seen a man on the line disassemble a computer faster than anything — it’s incredible. Our staff really cares about the work they do, and if companies knew how important these jobs are, not only to those performing them, but to the community as a whole, doing business with Goodwill would be a no-brainer.

Ray Tellez
VP of Community Based Contracts

Don’t do business with us because it makes you feel GOOD.
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Good for Individuals . Good for Your Business . Good for Your Community . Good for the Earth
Cable Airport

Cable Airport is the largest privately-owned airport open to the public in the country and was started in 1945 by Dewey and Maude Cable. It is presently owned and operated by their children and grandchildren.

In the beginning, as World War II marched to its conclusion, Dewey set about making his dream of having his own airport a reality. He considered several different locations in what is now the Inland Empire area, finally settling on 80 acres of rocks and shrubs north of Foothill Boulevard, between Upland and Claremont.

Dewey talked the owner into selling it to him for $8,500, which was much less than he had been asking originally. This took all of Dewey and Maude’s savings, and the banks wouldn’t loan them money to develop the airport because the property, being watershed, was subject to flooding. Being the resourceful person he was, Dewey turned around and sold 12 acres to the Holiday Rock Company for $8,500, which gave him the money he needed to start construction. Another 40 acres was purchased in 1948 and the final 20 acres in 1956.

When it came time to start runway construction, Dewey was again frustrated by uncooperative banks and unwilling contractors. Contractors, looking at the rugged terrain with deep gullies, huge boulders, and rocks of all sizes, said it would cost a fortune to build the runways and quoted accordingly. That didn’t stop Dewey. He went ahead and built them himself.

He rented two bulldozers and a carryall, and bought an old pull grader. With the help of his wife, two children, and some hired help he began construction on the first runway in March 1945. Thirty days later (for a fraction of the cost one contractor wanted) the first 1,200 feet of runway was completed.

Dewey had chosen to fill one of the eroded north-south ravines first, because it was the easiest to do. This became runway 1-19. Of course, it did have a steep 3.5% gradient, and the prevailing winds were across the runway instead of parallel. But that wasn’t a problem for an experienced pilot like Dewey. Besides, the important thing was that he could use it now, while the other longer runway was being built!

Dewey used the dozer to clear the boulders and the grader to level the runways. Maude, his wife, drove a truck and hauled equipment. Roger, who was seven, marked outlines for the runway, which was no easy task because he was not tall enough to be seen from one point to another. Many times he had to stand on the top of the old Model T truck. Millie was 13 and kept track of topsoil being delivered from the nearby rock quarry at 50 cents a truckload.

The First Landing

Dewey was not a patient man and was anxious to be the first to use his airport. As soon as he had cleared 1,200 feet, he went over to Brackett, where he kept his Porterfield, took off and headed home for the first time. The date was May 23rd, 1945.

It was a short flight to the strip he and his family had carved out of the San Antonio Wash. It looked small from the air, but he saw the future and it was huge.

Everything appeared fine as he came in on final. But the runway had just been watered and he didn’t see a large rock that had been upended by the water truck. He flared expertly and had just touched down when one wheel hit the rock and was sheared off. The plane kept going, finally skidding to a stop. Upset but undaunted, he moved the plane out of the way and continued construction of the runway.

There was no stopping now. The family reserves had been spent and the only way to survive was to get the airport operational. Dewey, Maude and the kids worked from sun-up to sun-down seven days a week to finish the runway. It wasn’t long before it was 1,500 feet long and improved to a point where

main issues so far include poor battery life, especially on older devices such as the iPhone 4S, and random crashes.

There’s also talk of the next-generation iPhone, the iPhone 5S, being unveiled around the same time—so excitement is building over what additional features we could see in the new hardware. The iPhone 6 is still being tipped for a 2013 arrival too. This is a part of the reason that Apple’s stock has dropped so radically. With a two year contract from phone service companies, most consumers are going to buy a “6” when it’s time to renew. Thus there is no point in looking at a “4S” or “5S”.

Many computer writers have published their wish list of what they’d like to see in the latest version of the Apple iOS. Soon they will know if they got it right. The biggest difference to iOS 7 lies in the user interface. It certainly looks and feels very different from previous generations of the OS. That said, Apple says it has tried to keep things familiar, but users no doubt will be the best judges of that when it’s widely available. There’s a flatter home screen, with layers that make icons appear as if they’re floating. A new Control Centre means commonly used features such as Airplane mode, Wi-Fi, Bluetooth, brightness and music play/pause/stop are there with a mere swipe. There’s also a new Notifications Centre, meaning users can see what has happened during any period of inactivity right from the lock screen, such as messages or e-mails received.

AirDrop makes it easier to share content with other users without having to bump phones together and an enhanced Siri with male and female voices in English, French and German (with other languages to follow) will help add mass appeal. (Personally, I don’t get along well with Siri. Any change will be an improvement.) What’s more, in-car controls will make for safer driving for many iOS users too. The mobile version of Safari has also been enhanced and iCloud keychain tweaks will ensure greater security, especially should the worst happen and your iOS-based device falls into the wrong hands.

So, what are some of the improvements that we can hope for in “7”? In inverse order, they would be as follows.

7. Refreshed interface/customizable skins The iOS interface has been the same since day one and

Apple Gets Back in the Game

By J. Allen Leinberger
(With assist from the IT Pro website)

After months worth of doldrums from Silicon Valley, Apple’s yearly iOS upgrade is now official and iOS 7 will launch this fall. Several websites including IT Pro now confirm that iOS 7 will be made available to everyone via free download on Sept. 18.

So far Apple has released three beta versions for developers, and it is rumored that the fourth beta is due before the official release. Reports from developers using the beta code have reported that the...
Work With Intention  Everything you want to accomplish in life requires an investment of your time, so when you want to improve your results, you must consider the fact that your supply of time is limited. Blocking out time is an easy-to-use system that allows you to operate like the CEO of your business and life by spending your most valuable asset—your time—with intention.

The Bootstrapper’s Dirty Dozen: 12 Tips to Help Small Business Owners Prosper  Anything that takes your focus off the customer, puts your fledgling business in harm’s way, says Joseph Callaway. Callaway shares a few tips that might not be obvious, but can help your small business to grow and prosper.

News and Features

The Summertime Tune-up  As the days grow longer and warmer, small business owners might want to be careful about taking it too easy during the summer months. Bill McBean says that now is the time to work smarter, not harder, and gives tips on why you should do a summertime check-up on your business.

‘Jetson’-Age Tools Click With Big-Event Planners  Ann Windham shares three of her favorite new technologies for event planners. These tools help for efficiency and streamlining tasks before, during and after an event.

AIM AT THE BEST, NOT PERFECTION
Aim at the best, not perfection. For perfection is unattainable. Perfectionism is a disease.”

Robert Hillyer

The feeling of having done a job well is rewarding; the feeling of having done it perfectly is fatal.

Donley Feddersen

QUOTATIONS ON “PERFECTION”

Aim at perfection in everything, though in most things it is unattainable. However, they who aim at it, and persevere, will come much nearer to it than those whose laziness and despondency make them give it up as unattainable.

Lord Chesterfield

Perfectionism is a dangerous state of mind in an imperfect world. The best way is to forget doubts and set about the task in hand. If you are doing your best, you will not have time to worry about failure.

William “Bill” Cortus

The feeling of having done a job well is rewarding; the feeling of having done it perfectly is fatal.

Donley Feddersen

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INLAND EMPIRE business journal
August 2013
THREE WEEKENDS OF ROYAL TREATMENT
Big Bear Renaissance Faire Expands to Three Weekends and Adds New Tea Pavilion, Warriors Table and Royal Gallery

Kate Middleton and Prince William’s newborn baby is not the only news focused around royalty these days. In fact, the Big Bear Renaissance Faire has expanded to three consecutive weekends starting Aug. 3, and has added three new ways to get royal treatment at the 12th annual event.

For those who want to rub elbows and enjoy a cup of tea with Queen Elizabeth I, you can join her and her special guests from other queen realms such as Queen Victoria, The Fairy Queen, and Queen of the Gypsies at the queen’s new Tea Pavilion. Guests are served a delicious treat with a hot or cold beverage of choice. Guests will learn about the renaissance period from the queen herself and her special guests in the utmost entertaining fashion. Royal dignitaries and tableside entertainers such as jesters, pirates and Scots will differ each time making it a different experience each time. There is one seating each day of the faire for the Queen’s special tea parties, which are private affairs with limited seating. Sir John Smythe of the Queen’s Royal Court is also hosting a similar gathering each day at the faire called Warrior’s Table. At this assembly guests get the chance to rub elbows with Knights of Mayhem, King of the Gypsies, pirates, Wildcats, Scots and more. Each seating is $10 per person for either get-together.

Also new this year is the Royal Gallery at the jousting arena that gives guests an opportunity to sit with Queen Elizabeth I and her royal court courtside at the 1 p.m. joust or join the visiting royalties at the 4 p.m. joust. The Royal Gallery is available for a limited number of guests. Each guest receives a commemorative photo and the cost is $5 per person.

“This is royal treatment at its best!” said Lynda McGinnis, CEO and founder of Big Bear Renaissance Faire. “This gives our guests a good feeling of what it might have been like to meet the queen and other dignitaries in those days. It’s a real treat indeed!”

In addition to the new royal treatment activities, The Big Bear Renaissance Faire celebrates its enchantment with musical troupes, singing groups, comedy acts, belly dancers, strolling street performers and full-contact joust matches. There are six stages of continuous live entertainment including three general stages, an aerial performance stage, a children’s stage, and a NC-17 stage. Note: Children under 17 should not attend the NC-17 stage performances. Scalawags Cove is a designated area with an array of games and activities for all ages and is hosted by lively pirates. Some of the more notable games include Battle on the High Seas, Splatter the Platter, Soak a Bloke and Drench a Wench. Other activities and entertainment on the slate include patron interaction battles, The Queen Quest, and living history encampments.

Guests will learn about the renaissance period from the queen herself and her special guests in the utmost entertaining fashion. Royal dignitaries and tableside entertainers such as jesters, pirates and Scots will differ each time making it a different experience each time. There is one seating each day of the faire for the Queen’s special tea parties, which are private affairs with limited seating. Sir John Smythe of the Queen’s Royal Court is also hosting a similar gathering each day at the faire called Warrior’s Table. At this assembly guests get the chance to rub elbows with Knights of Mayhem, King of the Gypsies, pirates, Wildcats, Scots and more. Each seating is $10 per person for either get-together.

An Industry Shindig in Downtown Los Angeles
A “Celebrate California” fundraiser brings in more than $500,000 for the Collins College of Hospitality Management

When guests—some 680 in all—gathered at the JW Marriott Los Angeles L.A. Live for the Hospitality Uncorked gala in late March, the theme was “Celebrating California.” And the pre-dinner reception did indeed pay luscious tribute to the Golden State.

There were beautiful displays of bounty from Southern California farmers and artisan cheesemakers. Some of the most acclaimed SoCal chefs were on hand to share their signature bites. Scott Leibfried of Santa Monica Seafood offered Mexican shrimp ceviche, and Andrew Sutton of Disneyland Resort’s Napa Rose restaurant plated roasted beef tenderloin with apricot mustard. Dean Grill of Gladstone’s presented shimmering ahi tuna, while Eric Branger, executive chef at L.A. Live’s Ritz-Carlton and JW Marriott, won wows with his (almost) too-pretty-to-eat mini-Mason jars of fresh crab, artichoke puree and citrus gremolata.

California winemakers were featured at a Sunset magazine Vintner Tasting table, and two lively cocktails were mixed with Charbay blood orange artisan vodka, an award-winning spirit made in Napa Valley with organic fruit. What guests didn’t know was that the event was also taking into consideration another well-known element of Southern California life: the highway. When event organizer Joan Wrede heard that the local exit for U.S. Route 101 had been shut down, she made an instant decision to extend the reception so guests who had been delayed would have time to mingle. “You don’t want guests to arrive and have to go straight into dinner,” she explains.

That nimble response was a lesson for the dozens of volunteers at the event: students of the Collins College of Hospitality Management at Cal Poly Pomona. One of the highlights of the faire is a crowd favorite Knights of Mayhem who provide bone-crunching, no holds barred competitions that are 100 percent authentic, which means no scripts and preplanned winners. Each knight is out to win, and spectators should expect to see a contest with full-blown body contact. The jousting competitions occur twice daily at 1 p.m. and 4 p.m. Of course, the festival would...
The Summertime Tune-up: Seven Reasons to Perform a Half-Year Review and Let the Sun Shine on Your Business This Summer

If you’re a business owner and you’re thinking about kicking back and taking it easy this summer, think again, says Bill McBean. He recommends using the season to do a half-year review of your business and take advantage of emerging opportunities while your competition rests.

Summertime and the livin’ is easy...or so the song goes. But as the days grow longer and warmer, small business owners might want to be careful about taking it too easy during June, July, and August. The reality, says successful entrepreneur and author Bill McBean, is that the season is actually a great time to do a half-year review and make some smart moves for your business while some of your competitors are in a summertime lull. “I’m not saying you have to work yourself to death this summer,” says McBean, author of *The Facts of Business Life: What Every Successful Business Owner Knows That You Don’t*.

“I’m suggesting you work smarter, not harder. Often, business owners think they can just wait and review their business or implement needed changes after they’ve enjoyed the summer. But what happens is, owners come back from their vacations and they are ‘slammed’ trying to catch up and dealing with past problems, instead of looking for market opportunities or getting ready to ramp back up after Labor Day. They end up trying to succeed with the same troubled systems, processes, and/or employee(s), so nothing changes; suddenly the year is almost finished, and valuable opportunities have passed them by. But trust me, there are many benefits to taking the time to do a half-year review right now—before time runs out to adjust to the market and make conquest sales to improve your bottom line.”

According to McBean, summertime is a great time to “mash the gas” on improving your strengths and eliminating any weaknesses that have cropped up since the beginning of the year.

“The key here is to identify what can be done quickly and implemented easily,” he says. “The more difficult challenges begin once you get these initial improvements in place. It’s also important to check in on the goals you made earlier in the year and make adjustments as needed.”

Read on for a few tips from McBean on why you should do a summertime check-up on your business:

**Some important changes will take a while to fully implement.**

If you want to make changes in your operation, like ordering new inventory, hiring and training new employees, or putting a new marketing campaign together, it will take time to really get them rolling. “You might think, Oh, as long as we get this or that going by fall, we’ll be good to go for the rest of the year,” says McBean. “But why wait until fall? You probably have a little extra time right now to make things happen. So take advantage of it!”

**You can take action while your competitors are procrastinating.**

Most owners and their managers say, “Thank God we got through the winter months, and we are now in the heat of the market! Things should get better now...at least, I hope!” Then, they kick back and wait to see what happens during the next few months. But not you.

“The important thing to understand is that while your competitors are taking this approach, you have a market advantage and an opportunity for conquest sales and more profit,” notes McBean. “But only if your changes are smart and you begin the preparation now. Set a goal to take action on at least one or two important goals. Do it while your competitors are sitting on their hands, and there will be conquest sales and a bigger payoff for you and your business.”

**Now you know what you didn’t know in December/January.**

Hopefully you did an end-of-the-year or beginning-of-the-year review back in December or January. That review probably raised some important questions. For example: What will the hottest products be this year? Will my biggest competitor’s expansion gamble pay off? What’s my biggest threat? And so on. “Now, almost halfway into the year, you should have answers to some of those important questions,” says McBean. “Most importantly, now that you know what you didn’t know, you can look at what it means for your business and make decisions accordingly.”

**You have the opportunity to regrip the reins.**

As a business owner, you must take control of your business. Owning and managing a business is not a democracy—it’s more like a dictatorship. When you aren’t ruling over your business, chaos will reign, and you will have upset employees and customers. “Success begins with great leadership,” explains McBean.

“That means you and your appointed leaders—managers, department heads, and team leaders—must operate and stick to the processes you put in place every day, all day. If employees aren’t following your processes, you must get them on board. But if they won’t, the employee has made a decision for you—unfortunately, you will have to let them go.”

**Nothing good comes from waiting to look at your numbers.**

Are your sales up or down compared to last year and what you had forecasted for this year? Why or why not? Is your overall local market economy doing better than last year? If it is up, what products or services can attract this added disposable income in your market? If it is down, what do you need to do to protect your business? Is your industry up nationally and regionally? Sure, sitting on a beach somewhere will be a lot more fun than running these numbers, but when you’ve owned up to them, you’ll have the peace of mind of knowing where your business stands and what you need to do to get it (or keep it) on track.

“One important thing to note: Most business owners look at sales revenues, expenses, and bottom-line net profit,” says McBean. “But don’t forget the importance of gross profit and the products and services that generate it. In reality, gross profit is what creates your net profit and provides meaningful measurement of sales and expenses. It is a factor that every business owner should be studying in detail.”

**It’s a great time to go after new opportunities.**

New opportunities are always presenting themselves. **continued on page 32**
Most of us think about technology on a mostly two-dimensional plane as we flit our way from screen to screen on touch glass. But today’s tech includes applications that are far from flat, says major-events expert Ann Windham.

“What if you could control all primary aspects of major events like trade shows, big weddings and awards ceremonies through your iPad or smartphone; imagine shutting everything down at the end of a long and exhausting night by pushing one button on your phone – that’s just some of what’s possible with today’s software,’’ says Ann Windham, president and CEO of Imagine Exhibits, Inc. (imagineexhibits.com/events).

Lights, climate control, projectors and monitors, curtains, fountains and much more can be controlled with an app, and the data that you take away from trade shows can be used to quickly follow up on sales leads, says Windham, who showcased this cutting-edge technology July 9 at Trade Show Technology Summit 2013, held at the Irving Convention Center at Las Colinas in Irving, Texas.

The summit showed attendees how to manage technology such as QR codes, mobile apps, virtual trade shows, social media, on-line asset management, interactive media and live stream video on electronic devices as simple as a mobile phone, she says.

“We showed planners the newest event management tools for efficiency and streamlining tasks before, during and after their event. We also have hands-on, educational workshops to show them how to use management,” she says.

Windham shares three of her favorite new technologies:

**• Pre-show—Event Management Software:** This one-stop source for managing every detail about your event – from Fed Ex tracking numbers to vendor contact information to photos from the show – even allows you to manage multiple events from any location. “In the past, we carried all the details for each show in one huge binder. If you were at a show in Texas and someone called with a question about the show in Oregon, you wouldn’t have that information handy,’’ Windham says. Event management software relies on cloud storage, so members of your team can access it from their smartphone or iPad no matter where they are. Another benefit: You’ve got just one place to input all that data.

**• Post-show—Sales Leads Follow-up:** Seventy percent of exhibitors who capture sales leads at trade shows don’t collect qualifying information, according to the Center for Exhibition Industry Research (CEIR). Scanners collect only the most basic data from visitors to each booth – there’s no way of knowing whether they were a “hot” lead ready to buy, or someone who stopped by for the free T-shirt, Windham says. Now, however, event management software allows exhibitors to include qualifying information every time a visitor’s badge is scanned. “At the end of the event, you can quickly see who your hottest leads were and send them an email or postcard before you’ve even left the event,” Windham says.

For planners who’ve been hamstrung by personnel cutbacks in recent years, these new tools are lifesavers, she says. “The days of ‘The Jetsons’ has arrived.”

**EVENT PLANNING TECHNOLOGY MAKING IT EASIER**

*Jetson*-Age Tools Click With Big-Event Planners

*Trade Shows Expert Shares 3 Cutting-Edge New Technologies*

The Inland Empire Economic Partnership, the region’s largest economic development organization, is getting ready to launch a yearlong program that will help train a next generation of business and civic leaders for the area, according to a statement.

The Regional Leadership Academy is an exploratory program that will be culled from private- and public-sector employers in Riverside and San Bernardino counties. Staff members of these entities and others who want to learn more about the issues affecting the region, and how Inland Southern California fits into bigger regional and state pictures, are invited to participate.

Paul Granillo, president and CEO of the IEEP, said some of the participants could end up holding positions of authority in government or private industry one day. This is a chance for them to be indoctrinated into the issues that include public policy and the perception of the Inland area in other parts of California.

“A region of 4.3 million people should always be investing in its future public and private sector leaders,’’ Granillo said in a statement.

The academy will consist of daylong sessions once a month starting with an introduction to the program and a history lesson on the Inland Empire’s history and its economy on Sept. 13 at the IEEP’s offices in San Bernardino. It includes excursions to several locations in the area as well as trips to Los Angeles, Orange County and San Diego and a two-day excursion to Sacramento.

Letters explaining the program were sent out to companies and public agencies two weeks ago. Granillo said in an interview that ideally the leadership academy has room for about 45 participants because that’s how many people the buses that will take them to various locations can accommodate.

If there are more participants, preference may have to be given to people who work for entities that are IEEP members, he said.

More information is available by contacting Olivia Crowley-Sancrant, the IEEP’s coordinator of constituent services, at ocrowley@ieep.com.
DUFF & PHELPS/INLAND EMPIRE BUSINESS JOURNAL

STOCK CHART

THE GAINERS
Top five, by percentage

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Five Most Active Stocks

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D&P/IBJ Total Volume Month 30,064,090

Notes: (H) - Stock hit fifty two week high during the month, (L) - Stock hit fifty two week low during the month, NM - Not Meaningful

ARE YOU PAYING THE IRS TOO MUCH MONEY IN TAXES?

By Edward Allen: MBA, California Independent Broker

Several economic uncertainties which have taken place within the past 12 years, when it comes to your savings and retirement planning goals, have not been as favorable as we would have hoped. For example, the dot.com bubble of 2000, the financial - real estate collapse of 2008, and let’s not forget the hopes and dreams that fell short when Facebook’s IPO didn’t perform as well as expected. Nonetheless, when it’s all said and done, it appears the only reliable guarantees left and remain constant, is a guaranteed increase in the cost of living, along with a surge in taxes and tax rates.

Accordingly, the 2013 tax season generated an additional tax (surtax) on already taxed income, for high-income earners who are now required to pay a 3.8% surtax in correlation with un-earned income, earned interest and dividends, rents, capital gains and more. However, the 3.8% surtax will only effect singles earning $200,000 and those married filing jointly earning a $250,000 modified adjusted gross income. As a high income earner or business owner, the aspect of increasing taxes whether on the federal or state level, can be unnerving. However, when it comes to weakening Uncle Sam’s grip from your retirement planning savings or from minimizing your business tax write-offs, consider the last tax saving caveat known as a Section 79 plan.

In general, Section 79 is a tax-code introduced by the IRS in 1964, and intended to provide an allowable benefit, that would offset the growing concerns of increasing group life insurance term polices that were being issued on corporate executives. However, after several modifications, current provisions allow for adding a permanent life insurance benefit to a group term policy, which defines a Section 79 plan as a value-added option that builds substantial cash value on the chasse of a properly structured permanent life insurance policy.

Unlike traditional retirement...continued on page 33
Starting a small business is hard work. Joseph Callaway has been there, and he shares twelve unexpected tactics—all centered on putting clients first—that will help your company to succeed.

Take your business personally. Never let the words “it’s just business” cross your mind (and certainly not your lips). This old standby phrase is simply not true, especially to a client who feels as though he has been belittled, treated coldly, pushed away, or used. Remember, to truly serve, you have to care. When you keep yourself at arm’s length, you can’t give your clients 100 percent and you give them an incentive to take their business elsewhere.

Do you see your clients as sources of income, or do you see them as actual human beings with likes, preferences, quirks, and stories? Callaway asks, “People want to do business with individuals they like—and they like people who like them! Make a deeper connection with your clients by asking about their kids, their pets, their hobbies, and their jobs or businesses. You’ll find that most of them are just like you: filled with worries, hopes, and dreams. Once you get familiar with and invested in these things, you’ll work that much harder on each client’s behalf, and you’ll earn their loyalty in the process.”

Little things matter more than you think. Especially when you’re trying to get a small business off the ground, it’s easy to get caught up in pursuing the “big” goals: growing your company, expanding your client base, hiring more employees, and making a profit, for example. But don’t become so fixated on the forest that you fail to see the trees. In other words, stop being so distracted by the “big grand ideas” and start getting the small details right. Promises kept, deadlines met, little extra flourishes, and small acts of kindness add up to happy clients.

“This principle definitely includes the simple act of communication,” Callaway comments. “One of the things we do with clients in escrow is to call or email them every day, even if nothing is happening. This simple message of ‘nothing happening, wanted you to know,’ is a huge stress reliever and an even bigger business builder.”

Hard times don’t justify stinginess. We’ve all heard the expression “The more you give, the more you get.” And you may be willing to put it into practice when it comes to giving your clients things like honesty, competence, and care. But if you give away your expertise, time, energy, and (gasp!) money, won’t you just go broke? Not necessarily, says Callaway. It may take time, but whatever you give will usually come back to you with interest.

“I remember being very apprehensive about donating a large sum of money to build a Habitat for Humanity house as a Christmas gift for our clients. I thought I’d never see that money again. But in the years since, I’ve learned that new clients chose us—and even that a bank gave us all of their foreclosures to sell—because they had learned of that donation. Now, you might not always give and get on such a large scale. But the principle works for all amounts of money, and it also works when you’re giving over-and-beyond service.”

Don’t lie—even if it makes you look better, makes you rich, or keeps a client from walking. Sometimes, it’s tempting to tell white lies, exaggerate, misdirect, omit, and cut corners to make life easier. Generally, it’s also easy to justify these actions. The Bootstrapper’s Dirty Dozen:

Twelve Not-So-Obvious Tips to Help Small Business Owners Prosper

Starting a small business is hard work. Joseph Callaway has been there, and he shares twelve unexpected tactics—all centered on putting clients first—that will help your company to succeed.

So, you’re building a small business from the ground up, with only the proverbial wing and prayer to keep you aloft. What are you most intensely focused on? If your response is “stretching my shoestring budget,” “establishing processes that work,” or (the biggie) “making money,” you’re not alone. But according to Joseph Callaway, all of those answers are wrong. Anything that takes your focus off the customer, he says, puts your fledgling business in harm’s way.

“Whatever industry you’re in, success boils down to this: attracting enough customers, and keeping them coming back—with interest!” says Callaway, who, along with his wife, JoAnn, is the author of the New York Times bestseller, “Clients First: The Two Word Miracle.” “When you’re growing a small business, you can’t afford to disappoint customers, or even offer them a good-enough experience. You have to ‘wow’ them every time, which means giving them the first fruits of your time, energy, creativity, and focus.

“And here’s the payoff,” he adds. “When you succeed in putting your clients first, you will find that everything else—growth, a positive reputation, and financial security—all fall into place.”

Callaway speaks from experience. He and his wife built their thriving business—Those Callaways—in a tough industry that’s had more than its share of challenges. To date, they’ve sold over a billion dollars’ worth of homes. Their book describes their late-in-life entry into the world of real estate, how they had their “Clients First” revelation, and how it has impacted their professional and personal lives. It also gives readers step-by-step advice on how to put their own customers first, as well as why each one works.

“Living and working this way is not easy,” Callaway admits. “Putting your customers’ interests ahead of your own—every time—will seem counterintuitive, risky, and sometimes even frightening, especially at first. Eventually, though, keeping your commitment to Clients First will start to feel more natural. And by that point, the benefits, rewards, satisfaction, and success will be rolling in—and you’ll be proud of the person and professional you’ve become.”

Here, Callaway shares a “dirty dozen” tips that might not be obvious…but that will help you to put clients (and competitors, and employees!) first so that your small business can grow and prosper.

Change your thinking about why you exist. If you go into work thinking, How do I make money? you’re already off on the wrong foot. As Callaway has pointed out, what you need to be thinking is, How do I serve others? Callaway admits that taking your focus away from the bottom line may feel uncomfortable at first. Yet, ironically, it changes everything for the better.

“Consciously putting your own best interests in second place goes against the grain of human nature,” admits Callaway. “But you will find that when you focus on how best to serve clients, tough decisions make themselves. If it serves the client, you do it. If it doesn’t, you don’t. This neutralizes moral dilemmas and really simplifies your life. And it almost always has a miracle effect on your growth and success.”

SALES

The Bootstrapper’s Dirty Dozen:
Twelve Not-So-Obvious Tips to Help Small Business Owners Prosper
### Inland Empire’s Largest Employers
(Ranked by Number of Inland Empire Employees)

<table>
<thead>
<tr>
<th>Company Name</th>
<th>Address</th>
<th># Employees (IE)</th>
<th># Employees (Nationwide)</th>
<th>Nature of Business</th>
<th>Marketing Contact</th>
<th>Top Local Executive Title</th>
<th>Phone/Fax E-Mail Address</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. San Bernardino County</td>
<td>385 N. Arrowhead Ave., 5th Floor</td>
<td>19,000</td>
<td>N/A</td>
<td>Local Government</td>
<td>Yes</td>
<td>No</td>
<td>Yes</td>
</tr>
<tr>
<td>2. Riverside County</td>
<td>4010 Lemon St., 4th Floor</td>
<td>18,400</td>
<td>N/A</td>
<td>Local Government</td>
<td>Yes</td>
<td>No</td>
<td>Yes</td>
</tr>
<tr>
<td>3. Redlands, Market Street</td>
<td>301 S. Etiwanda Ave.</td>
<td>18,220</td>
<td>N/A</td>
<td>Supermarkets</td>
<td>Yes</td>
<td>No</td>
<td>No</td>
</tr>
<tr>
<td>4. United Parcel Service</td>
<td>2070 Inland Empire Blvd., Ste. 110</td>
<td>6,800</td>
<td>N/A</td>
<td>Transportation</td>
<td>No</td>
<td>No</td>
<td>No</td>
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<tr>
<td>5. S.B. City Unified School District</td>
<td>777 North F St.</td>
<td>8,574</td>
<td>N/A</td>
<td>Education</td>
<td>No</td>
<td>No</td>
<td>No</td>
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<tr>
<td>6. Ontario International Airport</td>
<td>1940 E. Arrow Hwy.</td>
<td>7,695</td>
<td>N/A</td>
<td>Aviation</td>
<td>Yes</td>
<td>No</td>
<td>No</td>
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<tr>
<td>7. University of California Riverside</td>
<td>9400 University Ave.</td>
<td>7,618</td>
<td>N/A</td>
<td>Higher Education</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
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<tr>
<td>8. Loma Linda University Medical Center</td>
<td>11234 Anderson St.</td>
<td>6,147</td>
<td>N/A</td>
<td>Medical/Health Care</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
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<tr>
<td>9. Kaiser Permanente Medical Center</td>
<td>9081 Sierra Ave.</td>
<td>6,000</td>
<td>N/A</td>
<td>Health Care</td>
<td>Yes</td>
<td>Yes</td>
<td>No</td>
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<tr>
<td>10. Riverside Unified School District</td>
<td>3300 Fourth St.</td>
<td>5,900</td>
<td>N/A</td>
<td>Education</td>
<td>No</td>
<td>No</td>
<td>Yes</td>
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<tr>
<td>11. Corona/Norco Unified School District</td>
<td>4202 Clark Ave.</td>
<td>5,147</td>
<td>N/A</td>
<td>Education</td>
<td>No</td>
<td>No</td>
<td>No</td>
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<tr>
<td>12. Pechanga Resort &amp; Casino</td>
<td>45000 Pechanga Pkwy</td>
<td>4,800</td>
<td>N/A</td>
<td>Casino</td>
<td>No</td>
<td>No</td>
<td>No</td>
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<tr>
<td>14. Verizon</td>
<td>112 S. Lakeview Canyon Rd.</td>
<td>4,519</td>
<td>N/A</td>
<td>Telecommunications</td>
<td>Yes</td>
<td>No</td>
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<tr>
<td>15. Abbotsford Vascular</td>
<td>20315 Ynez Rd.</td>
<td>4,500</td>
<td>N/A</td>
<td>Medical Device Manufacturer</td>
<td>No</td>
<td>No</td>
<td>No</td>
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<tr>
<td>16. Moreno Valley Unified School District</td>
<td>20343 Avenida de la Borregua</td>
<td>3,759</td>
<td>N/A</td>
<td>Education</td>
<td>No</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>17. Riverside Community College</td>
<td>4700 Magnolia Ave.</td>
<td>3,753</td>
<td>N/A</td>
<td>Higher Education</td>
<td>Yes</td>
<td>Yes</td>
<td>No</td>
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<tr>
<td>18. Pomona Unified School District</td>
<td>800 South Garey Ave.</td>
<td>3,462</td>
<td>N/A</td>
<td>Education</td>
<td>No</td>
<td>No</td>
<td>Yes</td>
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<tr>
<td>19. San Manuel Band of Mission Indians</td>
<td>26500 Community Center Dr.</td>
<td>3,271</td>
<td>N/A</td>
<td>Indian Tribe</td>
<td>No</td>
<td>No</td>
<td>No</td>
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<tr>
<td>20. Kaiser Foundation Hospital - Riverside</td>
<td>10800 Magnolia Ave.</td>
<td>3,200</td>
<td>N/A</td>
<td>Acute Care Hospital</td>
<td>No</td>
<td>No</td>
<td>No</td>
</tr>
</tbody>
</table>

*Note: Not Applicable (N/A) - Would not disclose as not available. Information in the above list was obtained from the companies listed. In 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 1979, Rancho Cucamonga, CA 91729-1979. Copyright 2013 by BIZ.
Activist Marina Schuster
Speaks at University of La Verne
Bhutto-Ispahani Lectureship Series

German Parliament member Marina Schuster’s presentation titled “Human Rights and International Justice: A Common U.S. European Agenda?” was the topic in May for the sixth annual Benazir Bhutto and Ahmed Ispahani International Lectureship, which addressed the state of several international issues of social injustice.

“Never get tired of challenging assumptions of what you hear, see and read,” she said in a message that was stern and clear.

From the state of the Euro to Russia’s perceived passivity regarding problems in the Middle East, Schuster’s expertise in foreign policy and human rights provided an influential perspective on international social issues and the importance of maintaining a bond between the U.S. and Europe.

“The goal of attaining lasting peace in Europe is tied to the principles of international justice,” Schuster said. “I think we share a common agenda that attaches human rights to every issue to foreign affairs.”

Schuster, who has been a member of the German Bundestag since 2005, is a leading figure of foreign policy and human rights in Germany. She sits on the boards of five major human rights groups, including the United Nations Association of Germany and the German Africa Foundation.

Sponsored by the university’s International Studies Institute, the Benazir Bhutto & Ahmed Ispahani Lectureship series is named for the late Benazir Bhutto, two-time

REAL ESTATE NOTES

INLAND EMPIRE EAST VALLEY INDUSTRIAL MARKET CONTINUES STRONG PATH TO RECOVERY

The Riverside office of Lee & Associates has released its second quarter 2013 Industrial Market Summary for manufacturing/distribution buildings for the East Valley Market in Southern California’s Inland Empire. They’ve provided us with a summary of that report.

The summary reports that the second quarter, following stabilization in 2012, shows exceptional activity and absorption figures to continue, comparable to those of the previous quarter. Both activity and gross absorption remain strong in the second quarter continuing the stabilized market trends. Absorption in 2012 of just over 12 million square feet surpassed the figures seen in 2011, a trend that is expected to continue throughout 2013, with 4.4 million square feet of absorption in the second quarter, and year-to-date absorption at almost 7.8 million square feet.

Gross activity in the second quarter was over 8.2 million square feet, with investment purchases and lease renewals accounting for 47 percent of the total. Investors will remain active in the market, while existing tenants will be proactively negotiating lease renewals and seeking expansions. Many tenants consolidated during the recession and made improvements to existing space to house more goods. With buildings at capacity, a gradual improvement in the economy, growth from the ports and a resurgence in the housing market, tenant expansions will become more prevalent.

The report, which was prepared by Caroline Payan, marketing and research director of Lee & Associates Riverside, also shows absorption in the 100k square foot range remains extremely active as Inland Empire industrial buildings reap the benefits of the Enterprise Zones and the Inland Ports. In addition, the report indicates that a surge in imports during 2013 is having a positive effect on warehouse space.

Vacancy rates decreased in the second quarter to 5.7 percent, and vacancy rates have now been on a declining path for almost four years from when it reached its peak at almost 20 percent in the second quarter of 2009. The report
During construction of the main runway, Walter returned from his short stint in the service and went right to work with his brother, Roger, and sister, Millie. At night everyone was bone tired but they all pitched in and got the house chores done. Roger and Millie were back at the airport the next day as soon as school was out and worked until dark with their dad and mother.

Paul returned from the war and pitched in to help his parents and the rest of the family build the airport. Ruth Maxine, Paul’s wife, started the first restaurant. The Club’s would complete one project and move on to the next. Dewey loved riding on the grader and never stopped using it even when he was 80, much to Paul and Walter’s consternation. Fifty-seven years later the Cable family is still improving the airport one project at a time. They added runway lights, so he used the rocks cleared during the runway construction whenever possible. They were available, plentiful, and fitted in with the area decor. They built the airport administration building, cafe, flight school, office, and Dewey attended all the city council meetings to keep tabs on what they would be trying to do to him next. Edison’s power line, which ran up Benson Avenue on the approach end of runway 24, was a hazardous obstacle. Edison wanted $60,000 to bury 300 feet of the line underground. Dewey thought that was ridiculous, and after four planes hit the lines, he turned to the press. In a series of articles, Dewey got the message out about the power company’s apparent lack of interest in safety. Negotiations began and the power company soon buried the power line. The final bill, $7,500.

Dewey McKinley Cable was born Nov. 19, 1897, at Dysart, Iowa, to Norman N. and Millie V. (Lewis) Cable, both of Iowa. He had two sisters and four brothers. After graduating from Waterloo School, he did farm work and took engineering courses at Hawkeye Technical University in Ames. He married Maude Lazemby of Dewar in November, 1920. In 1923 Nathan Northey, a wealthy neighbor who owned several enterprises including Herrick Refrigerator Company, asked Dewey to come to California to manage his ranching interests in Spadra. Dewey and Maude jumped at the opportunity. Dewey was so successful with the walnut and orange groves in Spadra that Northey asked him to also manage his grape vineyard, hog ranch, and truck farm in San Joaquin Valley. Dewey managed these properties until 1939 when Northey’s son decided to sell the properties.

In addition to the oranges and walnuts, Maude and Dewey raised four sons and one daughter. Arthur, the eldest, was tragically killed in 1939 at the age of 17. It was one of those foggy Southern California spring mornings when it was difficult to see across the street. He was waiting for the school bus, which stopped for him. A large truck came along, but the driver didn’t see the stopped bus until it was too late. The truck impacted the bus so hard it ran over Arthur.

Paul, born Sept. 3, 1923, joined the Army Air Force in 1943 and served in the South Pacific during World War II. He married Wilburn Coy Stewart of Marysville. They had two sons, Michael and Craig. Debra started taking flying lessons when she was 13 and soloed on her 16th birthday. Rob also soloed on his 16th birthday, which is somewhat of a tradition with the Cable clan. Millie, born Nov. 3, 1931, was licensed to fly at 17, and worked at the airport until she married Wilburn Coy Stewart of Marysville. They had two sons, Michael and Craig. Millie passed away on May 29, 1999. Roger, born Feb. 11, 1938, soloed in seven different aircraft on his 16th birthday. After serving in the Navy, he married Barbara continued from pg. 3

planes started coming in.

One of the first to arrive was Everett Bronson, who became their first tenant. He flew his Aerocna Chief in shortly after Dewey made his first landing, and stayed through the years. He has changed planes, but not airports. Bronson was Cable’s first tenant and is still there today. He is 88 years young and now has a Piper Comanche.

Maude made sure everyone was greeted with a smile. No one could turn down the Cable hospitality and welcome they got at the airport. They had rocks for tie downs and rattlesnakes for security, but it soon became known as the friendliest airport in the West.

Thus Cable-Claremont Airport, as it was known then, was open for business in June 1945 with three aircraft being based there. “Claremont” was dropped from the airport name in 1961.

It took another six months of hard work from daylight to dark to finish the 2,000 feet long. It was on nearly-level ground and had headwinds 90 percent of the time, which was ideal. By 1947 it had been lengthened to 2,350 feet and was ideal. By 1947 it had been

Cable Airport...
LA AND OC OFFICE OCCUPANCY RATES REMAIN STEADY SINCE END OF 2012

Office occupancy levels across Greater Los Angeles, Orange County and the Inland Empire remained steady, having not wavered much since the end of 2012, according to preliminary second quarter market statistics compiled by CBRE Research. Industrial activity varied across the region in the second quarter, with activity in Los Angeles County falling in the first half of the year compared to the year prior—a trend that can be partially attributed to low inventory levels which has created fewer options for tenants.

Office Market

Overall asking lease rates flattened in the first half of the year in Los Angeles, but are expected to gradually increase over the next 18 months. The majority of the tenant activity is occurring in Class A properties as companies continue to take advantage of favorable market conditions. In Orange County, market fundamentals remain healthy in terms of low vacancy and steady lease rates. On average, more tenants are growing and leasing space rather than downsizing and vacating space.

“Although the Southern California office market has been fairly flat during the past couple of quarters, performance continues to be highly localized from market to market with suburban office markets showing the strongest activity,” said Gary Baragona, director of research and analysis for CBRE. “We expect all of the key real estate indicators to continue to improve in the second half of this year, while strong projected job growth should result in more impactful changes to lease rates and vacancy rates beginning in 2014.”

Across both LA and Orange County, the demand for creative office space continues to be a trend, with West Los Angeles, a hotbed for technology companies, continuing to lead this segment of the market. Throughout the first half of the year, West LA outperformed other markets in terms of net absorption and asking rents. Asking lease rates in this submarket are approximately 38% higher than the average overall Greater Los Angeles asking lease rate, and vacancy levels continue to dramatically decline.

Industrial Market

“There is about 15.7 million square feet of industrial development underway, which is a strong vote of confidence from owners and developers regarding the near-term health of the market,” said Baragona. “We expect these positive trends to continue through the rest of 2013 and into 2014, especially in the Class A distribution sector where demand is being fueled by ecommerce distribution companies.”

Asking lease rates continue to improve and are expected to rise by 6%-7% over the next 18 months in Los Angeles County. On the development front, new industrial space in the LA infill markets is being driven by demand for functional Class A space. The bulk of the new construction is located in the South Bay submarket and the majority of under-construction product is expected to be delivered to the market the second half of the year.

In the Inland Empire, landlords...
TIME MANAGEMENT

Work With Intention
The 3 Components of Performance Time
By Brian Moran

Everything you want to accomplish in life requires an investment of your time, so when you want to improve your results, you must consider the fact that your supply of time is limited.

Even in this era of innovation and technological advancement, time, more than any other resource, is the limiting factor. Let’s face it, everything requires time. It is the one truly universal condition. Even more vexing is the fact that the supply of time is completely inelastic. No matter the magnitude of demand, the supply is fixed. Moreover, it’s perishable. And yet, time is perhaps the most squandered of all personal resources.

To become great, you must choose to allocate your time to your greatest opportunities. You will have to choose to spend time on the difficult things that create your biggest payoffs. To be great you will need to live with intention. This will require you to be clear on what matters most, and then to have the courage to say no to things that distract you. You will need to guard your time intensely, delegating or eliminating everything possible that is not one of your strengths or does not help you advance your goals.

To be your best, you must intentionally align your time and activities with your strengths and your unique capabilities. When you do, you will also experience a new and ever-increasing level of performance and satisfaction. To achieve this level of performance will require that you carve out time for the strategic—those actions that are important, but not necessarily urgent. Strategic activities don’t typically have an immediate payback, yet they create substantial returns in the future. To stay focused on your strengths, you will need to manage your interruptions and keep the low-payoff activities to a minimum.

In spite of the priceless value of time, many people engage each day on its own terms. In other words, they satisfy the various demands of the day as they are presented; spending whatever time is needed to respond without giving much thought as to the relative value of the activity. This is a reactive approach in which the day is controlling you thus preventing you from performing at your best.

**Time Blocking**

The key to successful time use—intentional time use—is not trying to eliminate these unplanned interruptions, but instead to block out regular time each week dedicated to the strategically important tasks. We call this Performance Time and find that it is the best approach to effectively allocating time that we have ever encountered. Performance Time is an easy-to-use system that allows you to operate like the CEO of your business and life by spending your most valuable asset—your time—with intention. It utilizes a simple time-blocking system to regain control of your day and maximize your effectiveness.

There are three primary components of Performance Time: strategic blocks, buffer blocks, and breakout blocks.

**STRATEGIC BLOCK**

A Strategic Block is a 3-hour block of uninterrupted time that is scheduled in advance. During these blocks you accept no phone calls, no faxes, no e-mails, no visitors - no mental interruptions. You focus all your energies on the preplanned items - the strategic and money-making activities. Doing so concentrates your intellect and creativity and produces breakthrough results. You will be astounded by the quantity and quality of the work you produce.

For most people, one strategic block per week is sufficient.

**BUFFER BLOCK**

Buffer blocks are created to deal with all of the unplanned and low-value activities—like most email and voicemail—that arise throughout a typical day. Almost nothing is more unproductive and frustrating than dealing with constant interruptions, yet we’ve all had days when unplanned items dominated our time.

A buffer block allows you to take what would otherwise be inefficient activity and make it more productive by grouping it together. In this way you can handle each item expeditiously and move through the list with some momentum. This allows you to stay focused throughout the day on the important activities.

For some, one 30-minute buffer block a day is sufficient, while for others, two separate one-hour blocks may be necessary. The power of buffer blocks comes from grouping together activities that tend to be unproductive so that you can increase your efficiency in dealing with them and take greater control over the rest of your day.

**BREAK-OUT BLOCK**

One of the key factors contributing to performance plateaus is the absence of free time. So often, entrepreneurs and professionals get caught up in working longer and harder. This approach is an energy and enthusiasm killer. To achieve greater results what’s necessary is not more hours. On the contrary, often it is more free time.

A break-out block is a minimum 3 hour block of scheduled time that is devoid of any work related activities and thoughts. It is time set aside to rejuvenate and replenish. Use this time for fun. Enjoy the hobbies in your life. Spend time with family and friends. Play golf. Go shopping. Get some exercise. Go fishing, or sailing...whatever you like to do that is non-work related. You need this time to rebuild your reserves and to open yourself up to fresh ideas and perspectives.

Benjamin Franklin said, “If we take care of the minutes, the years will take care of themselves.”

Everything that we achieve in life happens in the context of time. The reality is that if you are not purposeful about how you spend your time, then you leave your results to chance. While it’s true that we control our actions and not our outcomes, our results are created by our actions. It stands to reason that the actions that we choose to take throughout our day, ultimately determine our destiny.

To realize your potential, you must learn to be more mindful about how you spend your time. Living with clear intention goes against the powerful natural tendency to be reactive because it requires you to organize your life around your priorities and consciously choose those activities that align with your goals and vision. When you use your time intentionally, you waste less of it and spend more of it on your high-value actions. Intentionality is your secret weapon in your war on mediocrity.

The key to successful time use is not necessarily in eliminating unplanned interruptions but in regularly blocking out time for the important activities. Just gaining control over a few hours each week often has a dramatic effect.
# Inland Empire’s Largest Employers

(Ranked by Number of Inland Empire Employees)

<table>
<thead>
<tr>
<th>Company Name</th>
<th>Address</th>
<th># Employees (IE)</th>
<th>Nature of Business</th>
<th>Marketing Contact</th>
<th>Top Local Executive</th>
<th>Phone/Fax</th>
<th>E-Mail Address</th>
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<tr>
<td>Pomona Valley Hospital Med. Ctr.</td>
<td>1796 N. Garey Ave, Pomona, CA 91767</td>
<td>3,086</td>
<td>Acute Care Hospital</td>
<td>Yes</td>
<td>Yes</td>
<td>Kathy Rocha  Director of Marketing, Public Relations</td>
<td>Richard E. Vochum President/CEO (909) 867-6781 (909) 867-6796 <a href="http://www.pvhmc.org">www.pvhmc.org</a></td>
</tr>
<tr>
<td>Vons &amp; Safeway Company</td>
<td>618 Michillinda Ave, Artesia, CA 90001</td>
<td>3,082</td>
<td>Grocery/Retail</td>
<td>Yes</td>
<td>No</td>
<td>Gary Reschel President</td>
<td>Steve Burd President (626) 621-7000/Fax (626) 719-5841</td>
</tr>
<tr>
<td>Chino Valley Unified School District</td>
<td>5330 Riverside Rd, Chino, CA 91710-4130</td>
<td>3,000</td>
<td>Education</td>
<td>Yes</td>
<td>Yes</td>
<td>Julie Gilpin Marketing Director</td>
<td>Edmond T. Healey, Ed. D. Superintendent (909) 628-1301 <a href="mailto:edmond._healey@chino.k12.ca.us">edmond._healey@chino.k12.ca.us</a></td>
</tr>
<tr>
<td>Colton Joint Unified School District</td>
<td>1212 Valencia Dr, Colton, CA 92324</td>
<td>3,000</td>
<td>Education</td>
<td>No</td>
<td>No</td>
<td>Casey Crulick Assistant Superintendent of Business</td>
<td>Jerry Almendarez Superintendent (951) 508-5019/Fax (951) 508-6185 <a href="http://www.colton.k12.ca.us">www.colton.k12.ca.us</a></td>
</tr>
<tr>
<td>Moreno Casino, Resort &amp; Spa</td>
<td>49580 Semando Dr, Cabazon, CA 92230</td>
<td>3,000</td>
<td>Casino &amp; Resort</td>
<td>No</td>
<td>No</td>
<td>WND</td>
<td>David Brent General Manager (800) 222-4499/Fax (800) 687-1781</td>
</tr>
<tr>
<td>Arrowhead Regional Medical Center</td>
<td>400 N. Pepper Ave, Colton, CA 92324</td>
<td>2,945</td>
<td>Acute Care Hospital</td>
<td>Yes</td>
<td>No</td>
<td>Dr. Jose Valenzuela Director of Business Dev/Marketing</td>
<td>Patrick A. Petre Director (909) 560-1000</td>
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<tr>
<td>City of Riverside</td>
<td>3900 Main St, Riverside, CA 92522</td>
<td>2,842</td>
<td>Municipal Government</td>
<td>Yes</td>
<td>Yes</td>
<td>Artistic Center Public Information Office</td>
<td>Sentt Barber City Manager (951) 826-5118/Fax (951) 826-2514 <a href="mailto:callcenter@riverside.ca.gov">callcenter@riverside.ca.gov</a></td>
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<tr>
<td>Temecula Valley Unified School District</td>
<td>33150 Rancho Vista Rd, Temecula, CA 92592</td>
<td>2,834</td>
<td>Education</td>
<td>No</td>
<td>No</td>
<td>Danielle Clark Information Specialist</td>
<td>David R. Allman Superintendent (951) 677-2681/Fax (951) 677-2671</td>
</tr>
<tr>
<td>Ontario-Montclair School District</td>
<td>930 W. D St, Ontario, CA 91762</td>
<td>2,383</td>
<td>Education</td>
<td>No</td>
<td>No</td>
<td>N/A</td>
<td>Dr. James Hammond Superintendent (909) 495-2500/Fax (909) 495-2542 <a href="http://www.montclair.k12.ca.us">www.montclair.k12.ca.us</a></td>
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<tr>
<td>Desert Sands Unified School District</td>
<td>45-500 Dan Palm Rd, La Quinta, CA 92253</td>
<td>2,472</td>
<td>Education</td>
<td>No</td>
<td>No</td>
<td>Nancy Lawrey Director of Purchasing</td>
<td>Dr. Shawn McGaha, P.H.D. Superintendent (760) 777-4200/Fax (760) 777-4305</td>
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<tr>
<td>Eisenhower Medical Center</td>
<td>38000 Bob Hope Dr, Rancho Mirage, CA 92270</td>
<td>2,350</td>
<td>Acute Care Medical Center</td>
<td>Yes</td>
<td>No</td>
<td>Lee Fowler Director, Marketing &amp; PR.</td>
<td>Aubrey Serrillo President/CEO (760) 340-9217/Fax (760) 340-9218 <a href="http://www.emc.org">www.emc.org</a></td>
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<tr>
<td>Hemet Unified School District</td>
<td>1791 W. Acacia Ave, Hemet, CA 92545</td>
<td>2,270</td>
<td>Education</td>
<td>No</td>
<td>No</td>
<td>WND</td>
<td>Dr. Phillip Pendley Superintendent (951) 655-2107/Fax (951) 655-2115</td>
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<tr>
<td>Moreno Valley Campus Med. Ctr.</td>
<td>26520 Cactus Ave, Moreno Valley, CA 92555</td>
<td>2,215</td>
<td>Hospital</td>
<td>Yes</td>
<td>Yes</td>
<td>Ellie Bennett Chief Operating Officer</td>
<td>Douglas Bagley CEO (951) 486-4470/Fax (951) 486-4475</td>
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<tr>
<td>Jurupa Unified School District</td>
<td>4430 Pole Rd, Riverside, CA 92509</td>
<td>2,100</td>
<td>Education</td>
<td>No</td>
<td>No</td>
<td>Matt Hitchens Network Manager</td>
<td>Elliot Duckson Superintendent (951) 361-4148/Fax (951) 361-4149 <a href="http://www.jusd.k12.ca.us">www.jusd.k12.ca.us</a></td>
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<tr>
<td>Hesperia Unified School District</td>
<td>1844 S 7th Ave, Hesperia, CA 92345</td>
<td>2,049</td>
<td>Education</td>
<td>No</td>
<td>No</td>
<td>N/A</td>
<td>Mark McKinney Superintendent (760) 244-4111/Fax (760) 244-2806 <a href="http://www.hesperiausd.org">www.hesperiausd.org</a></td>
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<tr>
<td>Alvord Unified School District</td>
<td>10365 Keller Ave, Riverside, CA 92505</td>
<td>2,000</td>
<td>Education</td>
<td>No</td>
<td>No</td>
<td>N/A</td>
<td>Paul Jessop Superintendent (951) 520-5806/Fax (951) 520-5810 <a href="http://www.alvord.k12.ca.us">www.alvord.k12.ca.us</a></td>
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<tr>
<td>California Institute for Men</td>
<td>P.O. Box 128, Chino, CA 91710</td>
<td>2,000</td>
<td>State Prison</td>
<td>No</td>
<td>No</td>
<td>Mark Hargrove Public Info. Officer</td>
<td>Michael Punish Warden (909) 572-1821/Fax (909) 572-1819</td>
</tr>
<tr>
<td>California State Univ. San Bernardino</td>
<td>5500 University Parkway, San Bernardino, CA 92407-2397</td>
<td>2,000</td>
<td>Higher Education</td>
<td>Yes</td>
<td>No</td>
<td>Cynthia Pingle Director Public Affairs</td>
<td>Tomas D. Morales President (909) 537-3800/Fax (909) 537-3801 <a href="http://www.csusb.edu">www.csusb.edu</a></td>
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<tr>
<td>Morrista Valley Unified School District</td>
<td>28300 Becker Canyon Rd, Murrieta, CA 92562</td>
<td>2,000</td>
<td>Education</td>
<td>No</td>
<td>Yes</td>
<td>Karen Parrin Media Communications Spec.</td>
<td>Stan Schers, Ed. D Superintendent (951) 696-1800/Fax (951) 696-1816 <a href="http://www.murrieta.k12.ca.us">www.murrieta.k12.ca.us</a></td>
</tr>
<tr>
<td>Riverside County Office of Education</td>
<td>9309 Thirteen St., P.O. Box 98, Riverside, CA 92502</td>
<td>2,000</td>
<td>Education</td>
<td>No</td>
<td>No</td>
<td>N/A</td>
<td>Kenneth Young Rsvd. Cnty. Superintendent of Schs. (951) 826-5108/Fax (951) 826-5109 <a href="http://www.rcos.org">www.rcos.org</a></td>
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</table>
I was never a fan of the cocktail party-variety networking scene. I will never be one to dart around a room showing business cards into people’s hands. I prefer meaningful conversations with people, getting to know them and vice versa.

But social media networking? That’s something different altogether. Done right, it’s never a hit-and-run. Rather, it consists of building relationships over months and even years by sharing information—both professional and personal—through posts, comments and responding to questions in various online communities.

What’s the return on investment, the ROI, for putting that kind of time into social media? Actually, it’s called the RON—the “return on networking.” And for me, it’s huge.

It’s that time of year again. It’s that time of year to approach 100,000 friends, followers and connections. Those followers expose my name and message to their audiences every time they “like” one of my posts or share one of my links. Recently, someone retweeted something I’d shared on Twitter—he had 130,000 followers! That’s a potential audience of 130,000 people I likely would have never reached otherwise.

Talk about exposure! Who knows how many of those people may someday become my clients? Who cares? I’ll still consider the exposure a good return on networking. Here’s why. The RON of social media isn’t always tangible, not immediately, anyway. By establishing a continued presence online through regularly sharing content of use to my followers, I’m building my platform and my reputation as an expert. That grows in surprising ways—and it lives in surprising places.

A recent case in point: Late last year, I got a call from a prominent New York City hair stylist, the director of a salon in one of that city’s premier department stores. He wanted to talk about some publicity needs and what my company could do to help him.

When I asked how he got my name, he explained he’d written some books over the years with a co-author, and she’d heard me at a speaking engagement.

Well, that made sense. Speaking at conferences is still a great way to get your name out while also building credibility. But the next thing he said came as a complete surprise. “So, then I contacted the corporate office (of the department store chain) and asked what PR agency they would recommend.” And they recommended me and my company! I don’t know a soul in the corporate offices of that high-end retail chain. I can only guess they learned of me through social media.

Just being on Twitter or Google+ isn’t enough, of course. You have to make a diligent effort to regularly post content that people find valuable, including links to informative articles, tips relevant to your topic, and/or informed insights on topics in the news.

You also have to “be a human,” as our lead social media strategist, Jeni Hinojosa, likes to say. She and our other social media producers encourage clients to send photos when they go on vacation, celebrate milestones or engage in hobbies. Posting those photos with a comment adds a personal touch that allows followers to connect on a more emotional level.

Our social media producers also make sure clients’ personalites shine in their posts, showing their sense of humor and letting followers in on the other things they care about, whether it’s victims of a natural disaster or a favorite charity.

Interaction is equally important. Strive to respond to every comment or question posted on your networking sites. Interacting is engaging, and people who are engaged tend to be happy followers. The more you take part in conversations via comments and responses, the more likely and visible your presence becomes. The RON includes increased traffic to your website; increased trust in your brand and what you’re selling; and greater word of mouth than you could ever hope for by attending a cocktail party or even a speaking engagement.

For more information, visit web site www.emsincorporat-ed.com.

**Return on Networking—the ROI of Social Media**

*By Marsha Friedman*

**HUMAN RESOURCES AND HIRING**

**Wanted—A (Rare) Team Player: Seven Interview Tips to Make Sure You’re Hiring a Grad Who Plays Well With Others**

The job market is flooded with brilliant, high-performing new grads. Unfortunately, says Bruce Piasecki, growing up in an era that celebrates the individual (think Facebook and Twitter) doesn’t tend to make one a coachable, loyal team player—and that’s the kind of employee your company needs the most.

*Here’s how to find him or her.*

It’s that time of year again. All across the country, promising young (and increasingly, not-so-young) individuals are entering the job market with shiny new college diplomas in hand. If your company is hiring (and even if you’re not), you can bet that you’ll be flooded with their résumés. Sure, many of these newly minted graduates will have impressive credentials…but according to Bruce Piasecki, one of the most important attributes you should be looking for is actually somewhat rare—especially these days—and chances are it won’t be evident on paper.

That attribute? The ability to function well inside a team.

“Of course, it’s not universally true, but many young people are fierce individualists,” says Piasecki, author of the new book “Doing More with Teams: The New Way to Winning.” “It’s not surprising that the generation of Facebook and Twitter cares deeply about self-expression, but ironically, this mindset is the exact opposite of what the global economy demands.”

Collaboration and innovation are how work gets done these days, and the complexity of that work necessitates a dizzying array of skill sets.

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### Inland Empire’s Largest Employers

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<table>
<thead>
<tr>
<th>Company Name</th>
<th>Address</th>
<th># Employees (IE)</th>
<th># Employees (Nationwide)</th>
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<th>Title</th>
<th>Top Local Executive</th>
<th>Phone/Fax</th>
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<tr>
<td>San Antonio Community Hospital</td>
<td>999 San Bernardino Rd. Upland, CA 91786</td>
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<td>Hospital</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>Cathy Reisman</td>
<td>Manager</td>
<td>Haris Koenig</td>
<td>President/CEO</td>
<td>(909) 583-2811/583-7659</td>
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<td>Valley Health System</td>
<td>1171 E. Devondale Ave. Hemet, CA 92543</td>
<td>1,984</td>
<td>N/A</td>
<td>Health Care</td>
<td>No</td>
<td>No</td>
<td>Yes</td>
<td>Feid Helard</td>
<td>Executive Director of Media Communications</td>
<td>Jole Bergendahl</td>
<td>CEO</td>
<td>(951) 653-2811/925-6323</td>
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<td>Southern California Edison</td>
<td>2244 Walnut Grove Ave. Rosemead, CA 91770</td>
<td>1,934</td>
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<td>Electric Utility</td>
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<td>Theodore Craver</td>
<td>President/CEO</td>
<td>(626) 302-1212</td>
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<td>Coachella Valley Unified School District</td>
<td>87-227 Church St. Thermal, CA 92274</td>
<td>1,892</td>
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<td>Fleetwood Enterprises, Inc.</td>
<td>3125 Myers St. Riverside, CA 92513-7638</td>
<td>1,875</td>
<td>13,500</td>
<td>Recreational Vehicles</td>
<td>Yes</td>
<td>No</td>
<td>No</td>
<td>John Ables, R.V. Group</td>
<td></td>
<td>Eden Smith</td>
<td>President</td>
<td>(951) 354-3503</td>
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<tr>
<td>Patton State Hospital</td>
<td>3102 E. Highland Ave. Patton, CA 92373</td>
<td>1,875</td>
<td>N/A</td>
<td>Forensic Hospital</td>
<td>Yes</td>
<td>No</td>
<td>Yes</td>
<td>Cynthia Barnett</td>
<td>Assistant to Executive Dir.</td>
<td></td>
<td></td>
<td>Executive Director</td>
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<td>Redlands Unified School District</td>
<td>20 W. Lugonia Ave. Redlands, CA 92373</td>
<td>1,815</td>
<td>N/A</td>
<td>Education</td>
<td>No</td>
<td>No</td>
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<td></td>
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<td>Lori Rhodes</td>
<td>Superintendent</td>
<td>(909) 350-5030/521-0312</td>
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<td>ESRI</td>
<td>380 New York St. Redlands, CA 92373</td>
<td>1,800</td>
<td>N/A</td>
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<td>No</td>
<td>No</td>
<td>No</td>
<td>Leslie Roundy</td>
<td>Marketing Communications Mgr.</td>
<td>Jack Dangermond</td>
<td>President</td>
<td>(909) 793-2383/793-5933</td>
</tr>
<tr>
<td>Chaffey Community College</td>
<td>5885 Haven Ave. Rancho Cucamonga, CA 91734</td>
<td>1,800</td>
<td>1683</td>
<td>Higher Education</td>
<td>No</td>
<td>Yes</td>
<td>Yes</td>
<td>Martin Naro</td>
<td>Public Information</td>
<td>Henry Shannon</td>
<td>Superintendent/President</td>
<td>(909) 562-6100</td>
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<td>Desert Regional Medical Center</td>
<td>1150 North Indian Canyon Dr. Palm Springs, CA 92262</td>
<td>1,700</td>
<td>N/A</td>
<td>Health Care</td>
<td>Yes</td>
<td>No</td>
<td>No</td>
<td>Don Brady</td>
<td>Director of Marketing</td>
<td>Karlos Jones</td>
<td>CEO</td>
<td>(760) 323-6774/323-6187</td>
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<tr>
<td>Jerry L. Pettis Memorial Veteran Affairs (V A) Medical Center</td>
<td>11201 Benton Street Loma Linda, CA 92357</td>
<td>1,608</td>
<td>215,648</td>
<td>Health Care</td>
<td>Yes</td>
<td>No</td>
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<td>Anne Tatlock</td>
<td>Public Affairs Director</td>
<td>Dean R. Stordahl</td>
<td>CEO</td>
<td>(909) 825-7084/422-3107</td>
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<tr>
<td>Lake Elsinore Unified School District</td>
<td>545 Chaney St. Lake Elsinore, CA 92530</td>
<td>1,600</td>
<td>N/A</td>
<td>Education</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>Roy Sweatlock</td>
<td>Media &amp; Information Officer</td>
<td>Frank W. Pascarella</td>
<td>Superintendent</td>
<td>(951) 253-7035 ext. 5204/45-5252</td>
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<tr>
<td>Marriott’s Desert Springs Resort &amp; Spa</td>
<td>74833 Country Club Dr. Palm Desert, CA 92260</td>
<td>1,600</td>
<td>N/A</td>
<td>Resort Hotel &amp; Spa</td>
<td>Yes</td>
<td>No</td>
<td>No</td>
<td>Matt Stewart</td>
<td>Director of Sales</td>
<td>Ken Schwartz</td>
<td>General Manager</td>
<td>(760) 451-2211/541-1872</td>
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<tr>
<td>Riverside Community Hospital</td>
<td>4445 Magnolia Ave. Riverside, CA 92501</td>
<td>1,600</td>
<td>N/A</td>
<td>Hospital</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>Tracy Dallarda</td>
<td>Vice President of Marketing</td>
<td>Matt Brilliant</td>
<td>President/CEO</td>
<td>(951) 786-3000/410-201 <a href="http://www.riversidecommunityhospital.org">www.riversidecommunityhospital.org</a></td>
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#### Continued from page. 34

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<thead>
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<th>Company Name</th>
<th>Address</th>
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<th># Employees (Nationwide)</th>
<th>Nature of Business</th>
<th>Employee Services: Van/Carpool</th>
<th>Health Club on Site</th>
<th>Days on Site</th>
<th>Marketing Contact</th>
<th>Title</th>
<th>Top Local Executive</th>
<th>Phone/Fax</th>
<th>E-Mail Address</th>
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<tbody>
<tr>
<td>BNSF Railway</td>
<td>75 E. Campcito San Bernardino, CA 92406</td>
<td>1,550</td>
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<td>Transportation</td>
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<td>St. Mary Medical Center</td>
<td>1800 Highway 18 Apple Valley, CA 92307</td>
<td>1,500</td>
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<td>No</td>
<td>No</td>
<td>Yes</td>
<td>Randy Devolusca</td>
<td>A.V.P Marketing</td>
<td>Allan Garrett</td>
<td>President/CEO</td>
<td>(760) 242-2111/242-2994</td>
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<tr>
<td>US Postal Service Proc. &amp; Dist. Ctr.</td>
<td>1900 West Redlands Blvd San Bernardino, CA 92401</td>
<td>1,495</td>
<td>797,791</td>
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<td>City of San Bernardino</td>
<td>905 N. D St. San Bernardino, CA 92410</td>
<td>1,475</td>
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<td>Municipal Government</td>
<td>Yes</td>
<td>No</td>
<td>No</td>
<td>Jim Morris</td>
<td>Marketing &amp; Public Affairs Officer</td>
<td>Andrea Miller</td>
<td>City Manager</td>
<td>(909) 364-9400/364-9401</td>
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<tr>
<td>San Manuel Indian Bingo &amp; Casino</td>
<td>5797 N. Victoria Ave. Highland, CA 92346</td>
<td>1,462</td>
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<td>No</td>
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<td>No</td>
<td>Jill Eaton</td>
<td>Marketing Manager</td>
<td>Ron Mastambros</td>
<td>General Manager</td>
<td>(909) 846-5000/3373</td>
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<tr>
<td>California Rehabilitation Center</td>
<td>5th St. Moreno Valley, CA 92553</td>
<td>1,400</td>
<td>N/A</td>
<td>Department of Corrections</td>
<td>Yes</td>
<td>No</td>
<td>No</td>
<td>Li. Michael Brownell</td>
<td>Public Information Officer</td>
<td>Syntha Tampkins</td>
<td>Vice President</td>
<td>(951) 273-3922/761-4908</td>
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<tr>
<td>California Department of Transportation</td>
<td>464 W. 4th St San Bernardino, CA 92408</td>
<td>1,400</td>
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<td>Design, Build &amp; Maintain State Highway Systems</td>
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*Note: All information is based on the Inland Empire Business Journal’s 2013 rankings. The accuracy and thoroughness of the list, omissions and typographical errors sometimes occur. Please send corrections or additions on company letterhead to: Inland Empire Business Journal, P.O. Box 1979, Rancho Cucamonga, CA 91729-1979. Copyright 2013 by IEBJ.*
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<tr>
<th>Name of Credit Union</th>
<th>Assets $</th>
<th>Capital $</th>
<th>Capital Ratio % (mils)</th>
<th>2011 YTD Income $</th>
<th>Star Rating</th>
<th>Key Executive Title/Phone/Fax/E-Mail Address</th>
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<td>Mike Faulwell President (951) 680-1998</td>
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<td>Steve Becker President/CEO (909) 379-3222</td>
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<td>Gerry Agnes President (888) 883-7228</td>
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<td>Catharine M. Randazzo President/CEO (909) 986-4352</td>
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<td>Mandy Daughert Manager (760) 245-0410</td>
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<td>Judy Bynum Manager (909) 622-4437</td>
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<td>*</td>
<td>Susan Ciupiarski President/CEO (951) 781-0981</td>
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St. Bernardine Medical Center Named Blue Distinction Center+ for Knee and Hip Replacement®

St. Bernardine Medical Center has been designated as a Blue Distinction Center+ for Knee and Hip Replacement® by Blue Shield of California. The Blue Distinction Centers for Specialty Care® program is a national designation awarded by Blue Cross and Blue Shield companies to medical facilities that have demonstrated expertise in delivering quality specialty care. In 2013, the criteria for designation was expanded to include more robust quality measures focused on improved patient health and safety, as well as new cost efficiency measures.

“We are very pleased that our orthopedic services are recognized by one of the largest health care insurers in the country for providing exceptional quality care,” said Steven Barron, Dignity Health senior vice president, Southern California East and president, St. Bernardine Medical Center. “This designation is a tribute to the dedicated nurses, affiliated physicians, physical therapists and support staff who collaborate to provide our patients with the most comprehensive services in knee and hip replacement available,” Barron added.

St. Bernardine Medical Center is one of 32 hospitals in California to receive the Blue Distinction Center+ designation for knee and hip replacement. Annually, over 650 patients receive a hip or knee replacement through Orthopedic Services at St. Bernardine. Focusing on positive patient outcomes and surgical experience are the foundation for the hospital’s high standards of care and distinguished performance through its

Gold Star... continued from pg. 1

Serving only K12 School Nutrition Programs, Gold Star offers comprehensive supply programs to over 400 school districts throughout California, Arizona, and Nevada. Distribution services include:

- Frozen and refrigerated grocery
- Fresh and frozen bread
- Fresh produce
- Paper and supplies
- USDA commodities
- Supper and breakfast in the classroom programs

Gold Star has been instrumental in the sourcing and supply of items compliant with new healthier school food regulations. These new products are mandated by the USDA and featured with The First Lady’s Michelle Obama’s Let’s Move Campaign. These require increased consumption of fruits and vegetables and healthier whole grain options. In order to meet this soaring demand, Gold Star has worked to produce locally and partner with Southland food manufacturers. The result is up to 72% of the produce served to millions of school children and is sourced within 200 miles of their distribution facility. Many local small businesses try.

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Jean Barnard, and they had one son, Bob, and he has a daughter, Lori. They have since divorced, and Roger lives in Hawaii.

Dewey’s brother, John, was 19 when he started flying in 1923 and was hooked on flying from the beginning. His flying career reads like an adventure story. He barnstormed all over the mid-west and started Waterloo, Iowa’s first airport. He flew airmail from 1931 to 1933. In 1935 he started ferrying aircraft for Douglas Aircraft Co. Later he joined TWA and flew for them until Douglas asked him to return as their test pilot in 1937.

On Sundays when he could borrow a plane, John would circle Cable’s Spadra home and then land at the nearby landing strip on W.K. Kellogg’s ranch. He would take Dewey and the rest of the family up for a ride in the open cockpit biplane. These rides sparked Dewey’s interest in flying.

John was selected as the test pilot for the Douglas DC-4. At the time it was the most advanced airliner in the world.

He was killed the following year on Jan. 23, 1939, while demonstrating an A-20 Havoc for the French Air Ministry. The plane went into a flat spin and crashed in the parking lot at the Santa Monica Airport. John bailed out before the crash but his parachute failed to open in time. His passenger, Capt. Paul Chemidlin, was pulled from the burning wreckage with severe injuries.

The crash made headline news across the country. Congress even got into the act, because the U.S. was neutral and the presence of a French pilot implied otherwise.

At John’s funeral, Dewey met Donald Douglas and was offered a job. He started working at the Santa Monica facility shortly thereafter. Later he was made lead man in the A-20 engine department at the Long Beach facility. When Paul turned 18, he too started working for Douglas Aircraft, converting DC-3s to C-47s.

In 1943, Paul went into the Army Air Force, and Dewey started working at the Ontario Airport as foreman of the P-38 overhaul repair facility. Within a year, Dewey took over the military depot at the Los Angeles County Fairgrounds in Pomona, where military vehicles were reconditioned. This turned out to be a fortunate move for him, because Brackett Field was located just across the street.

During the war, civilian aircraft were not allowed to fly within 150 miles of the coastline and all aircraft had to be dismantled and locked in a hanger. Brackett, being a civilian field, was closed, and the Civil Air Patrol was used to keep watch on the aircraft. Dewey joined the Old Baldy Squadron, which was the local unit based there.

Dewey then bought a dismantled 1940, 50 hp Porterfield and took it to his hilltop home and restored it. His next problem was to figure out how he could fly it with all the war-time restrictions.

As the newly elected Commander of the local Civil Air Patrol unit, Dewey persuaded the Western Air Defense Command to allow private planes to fly from Brackett Field to a zone outside the metropolitan area. “This,” he said, “would let civilian pilots maintain their proficiency if they are needed in the war effort.” Under this arrangement, a plane could fly into and out of the area after a flight plan had been filed weeks in advance. The flight plan had to specify the date of the flight and the time of day. No night flying was allowed. Consequently Brackett became the only private airfield in Southern California that was operational during the war.

He and others in the Civil Air Patrol flew their aircraft out to Silverlake for practice. They also used Quartzsite and Lone Pine. Thus Dewey finally received his pilot’s license in 1944 at age 46.

He remained at the military depot until late 1944. As the war started to wind down, some restrictions on flying were being lifted. Arlington Airstrip, which is now Riverside Municipal Airport, was the first airport in the area released by the military. Dewey took advantage of the opportunity and started a flight school there. It didn’t take him long to realize his lease arrangement wasn’t what he had expected, and so he pursued his dream of having his own airport.

He flew all over the Pomona and San Gabriel Valleys looking for suitable locations. He checked out continued on page 22
and Kimberly Charlie Treloar of Valencia, who all graduated in June, and Scott Marinis of San Bernardino, who graduated in December 2012, were presented a check by Jim Stark, the Scion auto brand manager for Toyota of San Bernardino and manager of Grassroots marketing. The group turned right around and donated $500 to the CSUSB department of communication studies. The runner-up team, which consisted of CSUSB students Inez Gonzalez, David Chaidez, Ben-Christopher David, Vanessa Arevalo and Mario Orellana, received $1,000.

“Quite frankly they did a very good job,” Stark said. “This was not cookies and cream, but a taste of the fast-paced environment of marketing in front of one of the most influential men in Toyota, my boss Cliff Cummings.” The dealership wanted to do something different in working with Cal State San Bernardino. “We wanted to be more interactive with the campus and students than rather just sponsor an event or donate money,” said Stark.

It all began last fall when Stark approached university officials to create a contest in which communication studies students would compete against each other to make a commercial for the Toyota auto dealership. But the dealership and the communications department wanted more than just a class project. They wanted to create a real world experience in the fast-paced environment for the students, who would be critiqued in their presentation.

“The students were given carte blanche,” said Michael Wichman, a CSUSB communication studies faculty member. “They weren’t given too many parameters; they were pretty much told to come up with their own ideas.”

Stark added, “Our intent was for the students to provide a storyline, time table, story-boards and commercial. We wanted a professional quality commercial.”

More than 40 students responded, and at a meeting last fall were told they would have to come up with a concept for a 60-second commercial, write a script, create storyboards for each part of the commercial and prepare to film it with finished commercial...continued from pg. 1
continued from pg. 3

Apple Gets Back...

Apple is due an upgrade. While I don’t think Apple will carry out a complete overhaul of the interface, refreshed icons and new ways of navigating could be more likely. I’d also like to see Apple offering users different themes that can be applied without having to go to the App Store, so users can customize their handsets.

6. Widgets/Interactive icons

Apple has been an opponent of widgets, claiming they are not necessary when you have apps. The firm is unlikely to start rolling them out. Perhaps, it is more realistic that it will introduce interactive icons—where a long press will bring up a preview of the app so you can quickly glance at the latest e-mail, for example.

5. Quick settings in the notifications menu

One item, which is far superior in Android, is the notifications’ menu. Apple has already “borrowed” the drop down list to show e-mails, texts and other notifications, and it would be a good idea to add a quick settings portion to this. This would prevent users from having to go into the “Settings” menu to execute simple commands such as turning on/off Wi-Fi, Bluetooth and GPS connections.

4. Improved multitasking

iOS doesn’t quite have full blown multitasking, which is also available in Android. Apple has stuck with “app switching,” which allows users to cycle between open apps after double tapping the home button. This isn’t that intuitive and we should see Apple offering up full app previews. Apple could also offer ability to run two apps side-by-side on devices such as the iPad. Being able to browse the Internet and read e-mail, for example, would be an invaluable feature.

3. Actionable notifications

Instead of having to open full applications when you receive a notification such as a text message, it would be great to be able to tap a “reply,” quickly fire off a response and get back to what you were doing. Similarly it would be good to have an “accept” button in the notification.

2. Battery saver mode

The battery life on the iPad has generally been strong, but the iPhone has been plagued with issues. A battery saver mode that automatically kicks in when the level hits the 20 per cent mark would be ideal. Better yet, would be a system that allows users to optimize performance when the battery is low.

1. Enhanced keyboard

The

continued from pg. 20

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Cable Airport... continued from pg. 20

Pasadena, Pomona, Chino, Riverside, Diamond Bar Ranch, San Bernardino, and Ontario. He found several locations but they were either too expensive or had restrictions which made them unsuitable. He finally settled on a site north of Route 66 in the San Antonio Wash between Upland and Claremont and began work in April 1945.

Dewey Cable was an active member of California Airport Owners and Operators Association, the San Bernardino Aviation Department, the Civil Air Patrol from 1942 and was the Old Baldy Squadron Commander from 1942 to 1946. He was a member of the Pomona Moose Lodge #650 from 1928, and for 13 years had perfect attendance at the Upland Lions Club.

Dewey Cable was a “get the job done” type of person. He was a dreamer and more importantly, one that made his dreams come true. He always said, “The most important thing is to get up each day and get something done. Don’t sit and dream about it, or draw pictures, get out and do it.” That was his legacy, he didn’t believe in plans or permits, just build it. This caused many problems over the years, but somehow it all seemed to get resolved.

Paul Cable was an active member of California Airport Owners and Operators Association, the San Bernardino Aviation Department, the Civil Air Patrol from 1942 and was the Old Baldy Squadron Commander from 1942 to 1946. He was a member of the Pomona Moose Lodge #650 from 1928, and for 13 years had perfect attendance at the Upland Lions Club.

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Paul Cable was born in Dysart, Iowa, on Sept. 3, 1923 and was only six weeks old when his parents moved to Spadra, California. Spadra was a small village in the western part of Pomona. Paul attended Spadra Elementary School, Emerson Junior High School in Pomona. He attended one semester at Pomona High School before moving to San Dimas and attending Bonita High School, in LaVerne, where he graduated. He also attended a welding and Metal Trade School.

Paul worked at Douglas Aircraft in Long Beach converting the DC-3 Aircraft to a C-47 (The Military Version). He designed the upholstery; hung the wings; engines; and propellers on the C-47 aircraft.

Early in 1943 he joined the Army Air Force to be a pilot; but was unable to pass the physical. He attended several military schools and ended up in the South Pacific. He was trained as a mechanic and worked as a crew chief on the P-40’s, P-38’s and P-51’s throughout many of the islands from Australia to Japan. He crewed for many great pilots that included two aces, Richard Bong and Tom McGuire. Paul was attached to the 5th Air Force, 49th Fighter Group, 9th Fighter Squadron. He came home from Japan in 1947 and was discharged at Fort McArthur in San Pedro, California.

Dewey Cable, founder of Cable Airport, and Paul’s father, asked Paul for his help as the airport had grown into a major operation. Paul’s part-time help turned into a...
Financial Products for the Ages

Choose the right product for your life stage.

By William J. “Bill” Cortus, CFP®, Financial Consultant

No matter where you are in life, you have a lot of decisions to make. When to buy your first house. What school your kids should attend. Whether the time is a right time for a job change. These life changes influence your financial decisions, too.

Thrift Financial has put together the following high-level financial overview for you to consider during the various stages in your life. Please note: this is intended to be informative only. Your needs will vary based on your personal situation. Be sure to always seek advice from a licensed professional when considering the purchase of financial products.

20s

In your 20s – a time when you’re usually just starting your first job and struggling to make ends meet – building a financial portfolio is probably not at the top of your to-do list. However, this can be a critical time as you set your financial foundation for the rest of your life.

Building an emergency savings account to help you get through an unexpected job loss or a large, unexpected financial obligation should be a top priority. This account should be separate from your normal savings and should only be drawn from under extraordinary circumstances. Also consider looking into disability income insurance to make sure your income and savings are protected if you are ever unable to work due to a long-term illness or injury. Disability income insurance will serve you well throughout your career, and the sooner you purchase it, the better off you’ll be.

Your 20s can also be a time to think about starting an investment portfolio, if you have the means to do so; the longer you’re invested, the greater the potential for long-term growth. Be sure to work with a financial professional to ensure your investments align with your appropriate level of risk for your specific situation.

30s

Your 30s are prime time to continue building a solid financial future. By now, you’re likely comfortable in your career. Perhaps you have married and may have started a family. During this decade, your financial options begin to open up and you may want to think about life insurance to protect your family in the event of an unexpected death and loss of income. Term insurance for you and your children is usually affordable, easy to obtain, and can offer additional financial protection for you and your family.

Your 30s are also a time to get serious about your savings plans. Retirement savings should be at the top of your list as you start to make more money and become more comfortable navigating your bills and expenses. IRAs, 401(k)s, annuities and other retirement savings tools are important for you at this stage, since the earlier you start saving, the more you’ll accumulate. And, it’s never too early to start thinking about college savings for children.

40s

In your 40s, you may have teenage children at home. You also may be experiencing new challenges and opportunities in your professional life and have an income you can comfortably rely on. This is the time to start working with a financial professional to ensure your investments align with your appropriate level of risk for your specific situation.

Real Estate...

continued from pg. 13

In Orange County, industrial building sales are extremely active and sale pricing is up 25% since the end of 2012. At the same time, vacancy levels have stabilized and are expected to remain that way in the foreseeable future. As a result, lease rates should begin to increase by the end of the year.

PAIR OF RECENT INLAND EMPIRE MULTIFAMILY SALES TOTAL OVER $55 MILLION

A Bay Area-based private investment group recently completed the sales of two Inland Empire apartment communities totaling 384 units and totaling $55.75 million in price. The properties, located in the cities of Riverside and Moreno Valley, were sold by Hendricks-Berkadia’s Dean Zander, Vince Norris and Spencer Scott on behalf of the same seller in both transactions.

In the more recent sale, which closed escrow July 12th, DLPG Real Estate Investment Fund, a private San Diego-based investor bought the View Pointe Apartments located in the residential submarket of Canyon Crest in the city of Riverside for $32 million ($153.8k/unit). The highly amenitized, 208-unit asset, built in 1998 by AG Spanos Companies, consists of 18 two-story residential buildings and retains a recorded condominium map. View Pointe’s exceptional location one mile from the University of California Riverside with visibility from 60/215 Freeway and close proximity to Downtown Riverside and Meridian (1,280-acre business park) made the property very attractive to several potential investors.

In the other deal, this past April, The Reserve Apartments L.P., a private San Diego investment group, paid $23.75 million for the Reserve at Moreno Valley Ranch Apartments, a 176-unit, resort-style community overlooking the 27-hole Moreno Valley Ranch Course. The property was completed in 2005 by Alliance Residential and is situated within Moreno Valley’s newly developed Rancho Belago submarket.

CBRE LANDS MARKETING ASSIGNMENT FOR THE RIVER IN RANCHO MIRAGE

Grosvenor Fund Management Inc has awarded the marketing assignment for The River, a 227K square foot, premier lifestyle and entertainment center in Rancho Mirage, to CBRE. Senior Vice President Jim Crocenzi, Associate Marco Rossetti, and Associate Amika Riphagen will serve as the leasing team for the high-profile center, and will work closely with the CBRE Property Management team that has been managing the asset since the ownership acquired the property in 2007.

Beginning immediately, Rossetti will be based at The River, working at the on-site management office. Please note: this is intended to be informative only. Your needs will vary based on your personal situation. Be sure to always seek advice from a licensed professional when considering the purchase of financial products.
Wanted... continued from pg. 16

This means it’s better to hire a team-oriented, coachable, and loyal “smart enough” individual than to hire a super-talented high performer who prefers to go it alone. “Look for good team players and not future MVPs,” advise Piasecki. “Even the most brilliant individual is less powerful than a cohesive, well-orchestrated team.”

As Piasecki’s book explains, the near future will be all about innovation for sustainable value creation, led by teams. The days when a larger-than-life personality is allowed to steamroll over the rest of the company are over. This destroys morale, which destroys results. (And without the ability to get results—and quickly—no company can survive in a swift and severe world.)

“Especially with recent graduates, keep a sharp eye out for prospective hires who may think the rules don’t apply to them, or who think they’ll become superstars inside your organization,” Piasecki warns. “Untested young people who found it easy to excel in school often assume the same will be true in the professional realm. They may be resistant to ‘paying their dues,’ so to speak.”

Companies can’t afford to teach new hires how to work with others. They have to be able to distinguish team-minded individuals in the interview process. Piasecki offers the following hints on the qualities you should look for and the questions you should ask:

• **Conduct interviews in a team of four or five leaders.** This will replicate the dynamics of the team setting the new employee will be working in, explains Piasecki. “Good team players tend to do well in settings of four or five people asking an avalanche of questions,” he observes.

• **Look for an intrinsic ability to “bond” with interview team members.** Even more important than dress, training, or résumé, says Piasecki, is the candidate’s ability to “bond” instantly to at least three to five members of the interview team. This doesn’t merely mean an affinity for small talk or schmoozing. The bond we’re discussing here must translate to action in a “reliable, sustained way” with those people—and it will reveal itself in the specific points the candidate makes.

• **Also, look for a comfort level with the rapid-fire give-and-take of the interview team.** Piasecki explains that people who work well in teams do certain things well in interviews. For example:
  - They don’t get ruffled. They answer your pointed questions with calm and with precision, without being terse. Like a captain, they do not have performance anxiety. They demonstrate grace under pressure, know when to exert force, and overall provide your team with a sense of respect and fascination for more. “If you feel they have nothing to say to the team, they should not be your finalist,” notes Piasecki.
  - They enjoy interviews that involve more than one “boss.” The true team player, the true potential project leader, or the true divisional captain is someone who shoots straight but understands the culture. That is, they know precedent, but they demonstrate an ability to work fast and past the impediments of budget, rules, and competition.
  - They relate one person’s question to another, and they answer to the group by relating the questions as “pieces of an overall composite” of a whole. “Team players know individual questions are merely a part of the mosaic of the culture that runs a firm,” says Piasecki. “They are ‘looking’ to get a sense of that culture and articulate how they anticipate fitting into that culture and how they wish to perform within its norms.”

“In other words, team players understand that the group asks questions in a sequence for a reason, and that the questions are not arbitrary but often related to a larger issue,” he adds. “They seem to understand that what you’re really asking is, Are you trustworthy? Can you work for our benefit? Will you share shoulder strength? Their answers will reflect this deeper understanding.”

• **They show respect for the team they are seeking to join.** Fierce individualists might focus on their performances in previous jobs, internships, or academic programs, and on why your company should put their ideas into practice. Team-oriented candidates, on the other hand, will never display such arrogance. “Team players understand the legacy of the team, the coaching approach, and the reasons to improve in the current season,” says Piasecki. “They live with the past legacy before them and demonstrate respect for it.”

• **They demonstrate a desire to work with you for a long time.** As a player in the global economy, your quest is to generate revenue through respect, relationships, and long service. That kind of well-paid loyalty requires a team player, says Piasecki. You are always looking for a longer-term player, someone who is coachable in a matter of seasons, not just individual project events.

“Fierce individualists tend to ‘make their mark,’ then move on,” he explains. “But in our swift and severe world, we need people who have a deep craving for the kind of team connections that grow stronger over the years.”

• **Good team players look for feedback.** In fact, they long for it. It’s not that they want the praise, but that they want to get a feel for the path of improvement available to them. They will expect it to be a two-way conversation, whereby you are able to interact with their responses, not just a Q & A session. The way they behave in the interview will mirror the way they’ll behave on the job.

• **Be sure you have a “captain” making the final hiring decision.** Captains, as opposed to plain old “leaders,” are skilled in the art of teambuilding. While an entire book could be written on the subject of captains, says Piasecki, in general they have the ability to recognize key capabilities in employees, to put the right people into the right roles, and to create a certain “magic” that transforms a group of individuals into an interconnected whole.

“You may never have a candidate who does everything on this list ‘right,’ or answers every question the exact way you want it answered,” Piasecki says. “But if you approach your interview with an awareness for a teamwork attitude, you probably won’t go wrong.”

For more information, please visit the book’s page on www.wiley.com.
There are dozens of business books that address issues of leadership, motivation, and influencing others. From selling to team building, the number of authors on these subjects stretch back nearly a 100 years. Co-authors Mark Goulston, M.D., a business psychiatrist, author, consultant, and John Ullman, Ph.D., a well-known executive coach, have come to the conclusion that there may be good reasons why old ideas about persuading customers and company teams don’t seem to be working well any longer. As they put it:

“Today we live in a post-selling and post-pushing world. As people grow more aware of manipulative tactics, their guard goes up. The Internet, television, advertising, and wall-to-wall marketing have made us cynical about deceptive tricks and hard sell approaches. Your customers, your co-workers, and even your kids can all recognize ‘pushy’ influence…and when they use it, they’ll push back twice as hard.

Yet, most of the books and business school courses that teach persuasion skills emphasize manipulative tactics and techniques. They conceive of influence as something that you ‘do’ to someone else to get your way. And they focus on short-term gains rather than long-term consequences. We call this outdated strategy disconnected influence.”

The authors believe that on its face ‘disconnected influence’ makes sense. That’s because your agenda places its influence on things you have to get done. Your own priorities are what matters most, especially if you’re the owner or senior manager of a business. There’s just one problem, according to Drs. Goulston and Ullman: “Your people [or customers] aren’t inspired by your vision, and they’re not willing to share your goals. And here’s why: Most people, most of the time, aren’t motivated to do what you want them to do. They don’t feel your urgency, they’re busy with their own priorities and crises, or they have hidden reasons for rejecting your ideas.”

At this point early in the book the authors seem to be confusing. On the one hand they believe that ‘disconnected influence’ appears sensible, but isn’t. If that’s so, why do so many business schools and motivation experts teach this method. Co-authors Goulston and Ullmen try to straighten us out. Their view is that ‘disconnected influence’ doesn’t work because it encourages the people you’re trying to influence as objects, targets, and things to be pushed or pulled. They’re not hearing the other people’s message. In other words, the person you’re addressing ‘either recognizes this immediately or—even if you get temporary compliance—resists it later.”

The opposite of ‘disconnect-ed influence’ is connected influence, state the co-authors. According to their view, people don’t always notice when connected influence is taking place. That’s because no one feels like they’re being pushed, misunderstood, ignored or threatened, so there’s no need to get angry, frustrated, or disappointed. The authors go on to state: “As a result, we don’t push back. Instead, we willingly lean into the influence because we implicitly trust the person who’s influencing us. This makes connected influence as powerful as it is subtle.”

The book is surprisingly non-technical in style, and (once you’re past the first chapter) easily understood. Chapter 8 is one of the most interesting in the book. Titled “Master Level Four Listening,” the chapter offers several techniques that permit you to really listen to the people you want to connectedly influence by truly conversing with them. That way you can avoid the result that Mark Twain once noted, “Most conversations are monologues in the presence of witnesses.”

“Real Influence” takes a different tack on persuasion, team building, and motivation. Most importantly, it makes you think about these important areas and offers a different way to creating a true team with your co-workers and customers. Best of all, it offers a full course banquet of fresh ideas for the price of a modest dinner.

—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.

   Why women’s progress in achieving leadership roles has stalled.

2. “Doing More With Teams: The New Way to Winning,” by Bruce Piascik (John Wiley & Sons…$25.00) (2)
   Why and how teams offer greater flexibility when used properly.

   How top managers keep their teams involved and moving forward.

4. “Start: Punch Fear in the Face, Escape Average and Do Work That Matters,” by Jon Acuff (Lampo Press…$22.99) (3)
   Finding the courage to rise above being average.

   A new view of human nature and our ability to change.

   Two of Google’s leaders offer their view of the future.

   From Wall Street executive to federal convict in 10 years.

   Why selling is about challenging customers.

   An analysis of what makes teams work effectively.

    Why all of us participate in selling.

*Indicates a book’s first appearance on the list.
**Indicates a book’s previous position on the list.
The Back Abbey in Claremont offers posh eats and cool drinks in a cozy and casual environment.

Claremont denizens sure are a lucky bunch. Not only do they have one of the most vibrant, Mayberry-esque tree-lined downtowns in Southern California to boast about, but they’ve got great eats, great colleges and arguably one of the snazziest one-room bars in The Back Abbey. Housed in a renovated, early 20th century mission-style icehouse, the restaurant happens to be the brainchild of former chimney sweep John Solano, who put his carpentry skills and well-heeled global food knowledge into developing this replica of a rustic Bavarian alehouse with communal seating, decorated tastefully with black and white photographic images of various spots in Europe (courtesy of Chef Leslie O’Quinn), bottles of custom brews you can see but not touch (a six-pack of Trappist) and posters of some really hard-to-find Belgian beers. Oh, and along the way Solano has managed to snap best burger accolades from the L.A. Times as well as yours truly.

In fact, it’s the Back Alley Burger ($13) that seems to cement Solano’s reputation on this sizzling Saturday afternoon as much as the 140 beers his pub carries—90% Belgian ales and the rest a scattered melting pot of German, English, Spanish, French and Canadian brews—appearing on almost every table. It’s a dry-aged burger seasoned simply with salt and pepper and gussied up with pungent aged gouda, super sweet caramelized onions, crispy bacon and a bed of micro greens. The meat is so juicy that it literally dissolves in my mouth. Despite the intensity of conflicting flavors that peppers each mouth-watering bite, the burger is completely approachable and definitely among the best I’ve ever tasted. It marries magnificently with an ice-cold glass of the rare, but fragrant and strong Klokke Roeland ($8), the house beer of the Waterhuis Bar in Belgium (and according to Solano, The Back Abbey is only one of 10 restaurants to carry this Belgian ale).

Even better than the burger is Chef Leslie’s version of Schnitzel ($12), a fork-tender piece of pork tenderloin ponded out to a thickness of a quarter inch, dredged in a super-secret panko crumb mix and fried decadently in duck fat. Chef Leslie adds another dimension to topping the crispy patty with a salad of sauerkraut, red grapes, endive, arugula and frisee. Capturing all the elements in a single bite yields a pleasing symphony of complex textures and tastes, alternating notes of sweet and tart. There is a lot of magic to Chef Leslie’s artistic presentation, which skirts the divide between being almost too pretty to eat, but too enticing also to leave behind. The Bistro Frisee Salad ($9) offers an elegant introduction to Chef Leslie’s culinary brilliance and a healthier alternative to the decadent duck fat fries. Julienned strips of apple, lardons, toasted walnuts and Fourme D’Ambert (an old French cheese that dates back to Roman times) are tossed together with a bed of frisee lettuce, dressed in sweet, apple cider vinaigrette and topped off by a soft-boiled egg.

Finally, Solano and Chef Leslie’s rotating menu of seasonal specials pays homage to the whole concept of sustainability. I sample Grilled Sea Bass ($16) on a bed of corn, black-eyed peas and roasted pepper succotash. The fish is cooked perfectly, succulent to the bite and brightened considerably by a bright, spicy and acidic Moroccan salsa that Chef Leslie paints onto the bass itself.

Solano’s love of food and wine shows, and while his menu offers an upscale twist to traditional European favorites, it never veers onto pretentious grounds. Solano has worked hard to combine familial comfort with his fine dining experience. Good food, good wine, good times. The Back Abbey is one chimney-sweep’s dream come true and the gastronome’s ultimate reward.

University of California Riverside Nanotechnologists Help Launch New National Center Devoted to Microelectronics

Roland Kawakami, a professor of physics and astronomy; Ludwig Bartels, a professor of chemistry; and Cengiz Ozkan, a professor of mechanical engineering, are members of a new national research center—the Center for Spintronic Materials, Interfaces and Novel Architectures (C-SPIN) — focused on developing the next generation of microelectronics. All three are part of the Materials Science and Engineering Graduate Program at UCR.

C-SPIN is aimed at developing technologies for spin-based computing and memory systems. Unlike today’s computers with their electrical charges moving across wires, the spin-based computing and memory systems. Unlike today’s computers with their electrical charges moving across wires, the spin-based computing and memory systems will process and store information through spin, a fundamental property of electrons. Spin-based

St. Bernardine... comprehensive knee and hip replacement services.

As a Blue Distinction Center+, St. Bernardine has demonstrated its commitment to patients as well as its expertise in providing specialty care. “As more individuals seek treatment and surgical intervention for knee and hip conditions, it’s important for them to be able to identify facilities that offer expertise in the specialty backed by evidence of exceptional care. Designations such as the Blue Distinction Center+ help them find the facility best suited to their needs,” said Barron.

Since 2006, consumers, medical providers and employers have relied on the Blue Distinction program to identify hospitals delivering quality care. The selection criteria used to evaluate facilities were developed with input from the medical community, and include general quality and safety metrics plus program specific metrics. “We’re proud to have met the rigorous selection criteria set by the Blue Distinction Centers for Specialty Care program and pleased to provide exceptional orthopedic care through the efforts of a highly competent multidisciplinary team,” added Barron.

According to Marcus Thygeson, M.D., senior vice president and chief health officer at Blue Shield, Blue Distinction Centers set themselves apart by adhering to best practices in patient safety and surgical care and producing consistently strong outcomes with fewer complications. “Blue Shield of California is pleased to recognize the high-quality care that Blue Distinction Centers and their affiliated physicians deliver.”

Research confirms that the newly designated Blue Distinction Centers+ demonstrate better quality and improved outcomes for patients, with lower rates of complications and readmissions than their peers. Blue Distinction Centers+ are also 20 percent more cost-efficient. The program provides consumers with tools to help them make better informed healthcare decisions. These results will also enable employers, working with their local Blue Plan, to tailor benefits to meet their individual quality objectives.

Gold Star... have had the opportunity to gain access to new markets and volume through these initiatives through Gold Star’s guidance and support. Sean Leer, vice president of Gold Star Foods, recently has been selected by the national nonprofit School Nutrition Association (SNA) as the eleventh recipient of SNA's prestigious National Industry Member of the Year Award.

Throughout his 19 years of service in school nutrition, Leer has worked tirelessly to help school nutrition programs increase efficiency, maximize the value of their USDA Foods entitlement dollars, serve the freshest, most nutritious food available and improve food safety and sanitation. Leer helped lead Gold Star’s initiative to increase local sourcing, link school meal programs with the farms supplying their foods and minimize the company’s carbon footprint. He has worked with farmers, wholesalers and processors to provide local produce to over 1.5 million students each day.

With Leer’s help, Gold Star has also overhauled its bakery products, switching to 100% sustainable, California grown wheat flour, which is milled and baked locally. The company now produces all whole grain, low sodium bread products meeting both flour, which is milled and baked locally. The company now produces all whole grain, low sodium bread products meeting both...
Thrivent Financial is a not-for-profit, Fortune 500 financial services membership organization helping approximately 2.5 million members achieve financial security and give back to their communities. Thrivent Financial and its affiliates offer a broad range of financial products and services. As a not-for-profit organization, Thrivent Financial creates and supports national outreach programs and activities that help congregations, schools, charitable organizations and individuals in need. For more information, visit Thrivent.com. Also, you can find us on Facebook and Twitter.

Financial... continued from pg. 23
your children to investigate the various higher-education financing options (savings, aid, loans, grants, etc.). It also might be time to purchase additional life insurance, as your assets and protection needs may have grown as you’ve prospered, personally and professionally. Since you’re about halfway through your career, start keeping an eye on your retirement horizon and your overall retirement strategy to ensure it aligns with your goals and dreams after your career ends.

50s
Your 50s can be an exciting time. Your children may have left the nest and retirement is likely just around the corner. Now is the time to think about establishing a floor of guaranteed income, possibly by purchasing an annuity or insurance product, to help fund expenses that will continue into your retirement. Consider how you want to live in retirement and beyond. What level of income would you like after you retire and how do you intend to maintain your standard of living? Have you protected your savings from the high costs of extended care? Whether or not you intend to purchase long-term care insurance, this is the time you should discuss your extended care plans with loved ones.

60s
By now, retirement has likely arrived or is right around the corner. This is when managing assets, investments and financial strategies are critical. At this stage of life, it is important to have some of your financial assets invested in a portfolio that’s carefully managed for growth consistent with your risk profile. Meeting regularly with your financial representative at this life stage will help you stay on track with your financial goals.

This is also the time to consider leaving a legacy through life insurance that designates your children or favorite charity as beneficiaries. Life insurance proceeds can help to ensure that your spirit of generosity will live on and the causes you care about will be supported. You may also want to consider purchasing Medicare supplement insurance to help pay for medical bills not covered by Medicare. This protection can help safeguard your retirement assets from additional, costly medical bills.

No financial journey is the same. We all have different needs and goals at different stages of our lives. However, with a solid financial program in place along with the support of a financial professional, you can be prepared to make a lifetime of wise financial choices.

About 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 $100 Ontario, CA 91782, phone: 909-945-4996, website: www.thrivent.com/plg/inlandempire, Facebook: www.facebook.com/BillCortusThriventFinancial, CA Insurance ID #O9D96803

About Thrivent Financial
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Real Estate... continued from pg. 23
office in order to enhance collaboration with the management team and assist prospective tenants touring the property.

“The River is the dominant center in the Coachella Valley for dining and entertainment, but it also offers a unique shopping experience and a complimentary mix of personal services. Over the next few months, we will be remerchandising the center to further improve the overall shopping experience, working in close coordination with the ownership and property management team,” said Rossetti.

Located off Highway 111 and in the center of Coachella Valley, the center features a 1.7 million gallon “river” water feature, extensive landscaping and parking for up to 1,700 vehicles. Anchors include a 15-screen stadium-style Century Theatre cinema; seven full-serve restaurants including Cheesecake Factory, P.F. Chang’s, Yard House and Fleming’s Prime Steakhouse; and Forever 21. There are more than 1,900 hotel rooms nearby, including the Ritz Carlton and Westin Mission Hills.

ALERE PROPERTY GROUP LANDS HAUTELOOK-ING TENANT FOR 600K-SQUARE-FOOT SAN BERNARDINO FACILITY
HauteLook inked a 10-year relocation/expansion lease for an entire 600k-square-foot facility in the city of San Bernardino. HauteLook, the Nordstrom-owned, online shopping destination hosting daily limited-time, limited-inventory sale events, will more than double its space when it relocates from its existing 300k-square-foot Fontana location. HauteLook’s new facility is located at 17335 Glen Helen Parkway, within the Glen Helen Distribution Center, on the west side of the confluence of the I-15 and -215. The company plans to be fully operational in its new space by September 2013.

Completed by developer/owner, Alere Property Group in mid-2012, the newly constructed property includes approximately 2k square feet of office space and is situated on 30 acres of land. The state-of-the-art building features 32’ clear heights, ESFR (Early Suppression, Fast Response) sprinklers, and high-profile I-15 Freeway visibility. The space will be used for HauteLook’s inventory storage, fulfillment and returns processing.

“There is a growing trend within the County of San Bernardino for major retail brands and e-commerce companies to expand their operations, taking advantage of our quality stock of industrial real estate and in some cases building new, high quality developments,” said Kelly Reenders, economic development agency administrator, County of San Bernardino. “Our focus is to bring new companies here as well as work closely with existing firms to provide them with the resources to help them to thrive, add to their workforce and further build upon their success.”

In addition to HauteLook, Amazon.com moved into a 950k-square-foot warehouse late last year and is planning on adding another 515k square feet to its facility. Some of the other significant relocations and expansions in the County include Trident Case, BMW, MCS Industries and Lollipuff USA, Inc., among many others.

PAIR OF PALM SPRINGS RETAIL CENTERS SELL FOR OVER $42 MILLION
Two premier grocery-anchored, community retail centers in Palm Springs recently traded hands for a combined value of $42.45 million. The properties, Smoke Tree Commons and Smoke Tree Village, sold for $32.45 million and $10 million, respectively.

Smoke Tree Commons, located at 2465 E. Palm Canyon Drive, is a 175k-square-foot institutional quality neighborhood center with a superior tenant line-up. Currently... continued on page 29
Two Rancho Cucamonga Office Buildings Go For $3 Million

In a recent Inland Empire office comp from Rancho Cucamonga, two office buildings sold for $3,074 million. The buildings, which contain a total of 18.3k square feet of space, are located on Haven Avenue, a few blocks north of the I-10. One of the buildings, located at 9373 Haven, is a two-story, fully built-out office building containing just under 11k square feet. It has an existing tenant on the first floor and frontage on Haven Avenue. The second building, located at 9401 Haven, is a one-story, shell office building totaling about 7.3k square feet. Gus Andros, Dan Foye, Rick John and Diana Saldana of DAUM Commercial Real Estate Services’ Inland Empire office represented the seller, Rockefeller Development Group. Naser Noor of Southwest Investment Group repped the buyer in the deal.

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Cable Airport... full-time job, and after 26 years as airport manager, decided to semi-retire. His son, David, and his daughter, Diane, both work for the airport. David is the assistant airport manager, and is now married to Sandy, and between the two of them share six children; Ryan, Steven, Jenny, Allan and Dennis. David and Sandy live in San Dimas.

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Walter David Cable, born Aug. 7, 1926, earned his pilot’s license in 1944 before he entered the Army Air Force. He joined the CAP when Dewey was the local commander and helped his dad at Brackett Field. He helped ferry the Porterfield from Brackett out to Silverlake on weekends for student training. The plane didn’t have enough gas to make the trip non-stop so they had to land on the highway on the way out to gas up.

Walter had barely started his Army Air Force flight training in 1945 when the war was over and he was discharged shortly thereafter. He immediately went to work for his father on the airport and has been there ever since.

First, he got his instructor’s rating and flew as a flight instructor for a number of years before becoming a flight examiner. During those early years he logged over 6,000 flying hours and has been the leading force behind the flight school and the airport itself.

Walter is a natural pilot and could fly almost any aircraft. He was always being called upon to test-fly homebuilts for the first time and even taught himself how to fly helicopters. Over the years he has owned a Stearman, an AT-6, a Staggerwing Beech, and two Bonanzas. Walter was also in charge of aircraft sales, and when Lynn Person left, he took over aircraft maintenance as well. His son, Rob, is now in charge of Foothill Aircraft sales and service where he runs the maintenance department. Rob and his wife, Joyce, have two sons named Curtis and Kevin who are now working at Foothill Aircraft. Walter and Marilynn’s daughter, Debby, is a teacher in Ohio and she has two sons Jonathan and Jason.


Walter took off from Cable Airport a little after 10 and his brother, Roger, was flying a twin engine Aero Commander chase plane. Walter circled Cable Airport and then over Ontario as he continued to climb. When he received clearance from Los Angeles control he headed for Catalina Island and shuttled between

Palm Valley’s main retail corridor (Hwy 111) Smoke Tree Commons and Smoke Tree Village were designed and constructed to the highest of retail industry standards.

Cushman & Wakefield’s Southern California retail brokerage team of Pete Bethea, Rob Ippolito, and Glenn Rudy, represented the seller, Donahue Schriber Realty Group L.P. They also procured the buyer in the investment sale. “The acquisition of Smoke Tree Commons and Smoke Tree Village provided the buyer the opportunity to own and control the premier shopping centers in Palm Springs,” said Bethea. “It also represents not only a flight to quality, but a growing appetite by the buying community to own and control the premier shopping centers in Palm Springs.”

Smoke Tree Village is located at 1733 E. Palm Canyon Drive (0.3 miles from Smoke Tree Commons). This established, recently remodeled, 110k-square-foot neighborhood shopping center also offers an exclusive national tenant mix including Ralph’s Fresh Fair, Native Foods, and Smok’n Burgers. Located along Coachella Valley’s main retail corridor (Hwy 111) Smoke Tree Commons and Smoke Tree Village were designed and constructed to the highest of retail industry standards.

In Upland, a 3k-square-foot 7-Eleven located at 2416 W. Arrow Road sold for $1.9 million ($633/sf). Built in 2013, the 7-Eleven Smoke Tree Commons and Smoke Tree Village were designed and constructed to the highest of retail industry standards.

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The 12th Anniversary Big Bear Renaissance Faire has expanded to three weekends, August 3-4, August 10-11 and August 17-18. Location: Pedersen Sawmill in Fawnskin at 39115 Rim of the World Drive; Time: 10 a.m. – 6 p.m.; Adults: $15; Adult weekend pass: $26; Adult season pass: $73; Seniors, military, students and children (age 6-12) $12; Seniors, military, students and children weekend pass: $20; Seniors, military, students and children season pass: $55; Children 5 and under: FREE. Advanced tickets and lodging packages can be purchased by calling 1-800-424-4232 or online at www.bigbear.com.
Cable Airport...
continued from pg. 29

As he passed through 25,000 feet, the windows frosted over and he had to fly on instruments. As he climbed higher, some of these instruments became inoperable due to the altitude and eventually he was left with only the turn and bank indicator to maintain level flight.

Walter stayed above 39,000 feet for 45 minutes and maintained the peak level for about 18 minutes. Running low on fuel he started his descent and landed at Cable at 1:30 pm, 3 hours and 9 minutes after he had left.

The following year, on May 13, he shattered his own record by flying to a height of 43,699 feet. This time he was flying a 1967 TurboSystem Cessna 210 Centurion, powered by a 285-hp Continental Airsearch turbocharged engine.

Roger again flew chase plane duty, but this time he flew a twin-engine Cessa Skymaster. In addition to serving as Walter’s communications link to various ground stations, he broadcast live to the listening audience of KKAR radio. Walter was still climbing 100 feet per minute as he passed through 40,000 feet. By the time the plane reached its maximum altitude, it was in such a steep attitude that he was literally “hanging on the prop” clawing for every foot of height. The outside temperature was 60 degrees below zero and the cabin heater going full blast gave little relief. One hour and 45 minutes after takeoff, Walter had reached 43,699 feet setting a new world Class-l.c altitude record for light aircraft, which still stands today.

Roger Cable, born Feb. 11, 1938, was only seven when he started helping his father build the airport. He was young and short but he did a man-size job and grew up on the airport. He learned to fly before he knew how to drive and soloed in seven different aircraft on his 16th birthday.

Later he joined the Navy, and during his tour of duty, he was introduced to that tropical paradise, Hawaii. Later he married Barbara Jean Barnard, and they had a son, Bob, who is now maintenance foreman of Cable Airport. Roger’s daughter, Lori, lives in San Francisco and is activity manager for Hyatt’s Hotels. Roger has since divorced and lives where his heart is, in Hawaii.

Upon his return from the Navy, he took over operation of the flight school and made it very successful. Like his father, he was a doer and a talented businessman. He started the Cable Air Taxi service using Cessna 402s and Beech 18s making it a profitable charter business. But he had even bigger dreams.

On March 28, 1968, he launched Cable Commuter Airlines with an inaugural flight from Ontario to Los Angeles Airport. That was just the beginning. Their fledging fleet soon grew to include 12 De Havillard Twin Otters. Their business grew rapidly and was providing commuter service from Lancaster and the

Top Tenant Improvement Contractors
Listed Alphabetically

<table>
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<tr>
<th>Firm</th>
<th>Address</th>
<th>Cumnl. Bldgs. (in I.E.)</th>
<th># of Licensed Contractors</th>
<th>Specialties</th>
<th>Clientele/Projects</th>
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<td>Al Shankle Construction Co.</td>
<td>3309 Grapevine St.</td>
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<td>Concrete Tilt-Up, Industrial &amp; Office, Tenant Improvements, Schools</td>
<td>Al Shankle</td>
<td>(951)</td>
<td><a href="http://www.alshankleconstruction.com">www.alshankleconstruction.com</a></td>
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<td>Capstone Construction Co., Inc.</td>
<td>361 Third St.</td>
<td>3</td>
<td>Riverside</td>
<td>Office Tenant Improvements, Ground up Division Hospital Development</td>
<td>Bruce T. Heiliger</td>
<td>(951) 682-6253</td>
<td><a href="mailto:btheiliger@capstone.com">btheiliger@capstone.com</a></td>
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<td>10271 A Trademark St., Ste. 22 Rancho Cucamonga</td>
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<td>Commercial Construction Tenant/Office Improvements, Sacred Heart Church, Rancho Cucamonga Fire Station #4173, The Roman Catholic Diocese of San Bernardino</td>
<td>Tracy Elfonte</td>
<td>(909) 945-2450</td>
<td><a href="mailto:tracey@inlandempirebuilders.com">tracey@inlandempirebuilders.com</a></td>
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<td>5.</td>
<td>JG Construction</td>
<td>13632 El Pinos Rd. Chino, CA 91710</td>
<td>4</td>
<td>Chino</td>
<td>Commercial/Retail Buildings, Construction Ground Up Tenant Improvements</td>
<td>June Grothe</td>
<td>(909) 993-9393</td>
<td><a href="mailto:info@jgrothe.com">info@jgrothe.com</a></td>
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<td>6.</td>
<td>Ottmans Construction Co.</td>
<td>10005 Mission Mill Rd. Whittier, CA 90601</td>
<td>2</td>
<td>Whittier</td>
<td>Commercial/Industrial Projects, Seismic retrofit, Tenant Improvements</td>
<td>Joe Ottmans II</td>
<td>(562) 484-4226</td>
<td><a href="mailto:info@jottmans.com">info@jottmans.com</a></td>
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<td>8.</td>
<td>Prizio Construction, Inc.</td>
<td>151 Kaluma Dr., Ste. N1 Costa Mesa, CA 92626</td>
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<td>1 Fountain Valley</td>
<td>Comm. Ind./Title-Up Constr, Condo/Condominium, Tenant Improvements</td>
<td>David Prizio</td>
<td>(714) 543-3366</td>
<td><a href="http://www.prizo.com">www.prizo.com</a></td>
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Dirty Dozen... continued from pg. 9

things to yourself (She’ll never know, and it’ll save me hours of work, for example). But when it comes to putting clients first, Callaway says, these “little” lies are just as bad as the whoppers. Yes, honesty can be tough in the moment, but in the long run you’ll gain a reputation for trustworthiness that will change your life.

“Trust the truth,” Callaway instructs. “When you cultivate a reputation for rock-solid honesty—for laying out all your cards even when it doesn’t benefit you, for telling the whole truth, for never holding back or sugarcoating—you’ll gain customer loyalty that money can’t buy. Clients will trust, respect, and refer you, and your own life will become easier. When you have only the truth, you wave goodbye to moral dilemmas and sleepless nights. You don’t have to worry about getting the story straight or remembering what you have and haven’t shared. You know you’re doing the right thing.”

Be honest with yourself, too. As Callaway has already established, you should never lie to a client (or to anyone else). But honesty shouldn’t stop there. Ask yourself, Am I lying to myself about where my priorities lie and how others perceive me? Try to see your business as your clients and customers see you. Are you putting them first—or putting yourself first?

“Small businesses start off with the best intentions and with a clear picture of what the customer wants,” Callaway acknowledges. “But soon, most of them drift off the path. Little by little, they start making it all about them and their growth, and poof! No more ‘Clients First’...and no more of the benefits living by this philosophy brings.”

Treat employees at least as well as you treat your clients. While (of course) you don’t treat your employees like dirt, you may feel that you don’t owe them any special favors, either. After all, you’re paying them—isn’t that enough? Well, no. Whether you realize it or not, the way your people treat customers reflects the way you treat them. Are you courteous? Kind? Polite? Enthusiastic? Do you listen when they talk to you and try to accommodate their needs? Or are you short, perfunctory, and even (sometimes) rude?

“Your job is to serve others, period,” Callaway says. “You can’t do that by making distinctions between the people who work for you and the people to whom you provide a good or service. Realize that you set the tone for your company’s ‘personality,’ and that you’re creating a tribe of people who will beat the drum for your message. Going at it alone is too exhausting!”

Make sure your highest praise comes from your competitors. Yes, you read that correctly. You can—and should—strive to win the approval, goodwill, and admiration of your competitors. If possible, get to know their leaders and employees, and help them when you can. You don’t have to give away trade secrets, but you can offer advice, for example, or refer a customer whose needs are better matched to what another business has to offer. Don’t do these things manipulatively, but in the spirit of giving—your efforts will come back to you with interest. Have faith that there is enough business to go around.

“Every Christmas, JoAnn sends personalized ornaments not only to our clients but also to the thousands of agents with whom we have done a cross-sale,” Callaway shares. “We get incredible responses from them. Last month Brian Choate, who works for a competitor firm, went so far as to video a ‘mini book review’ for Clients First in which he shared how much these ornaments mean to him. Trust me, the respect of your peers and especially your competitors is priceless. If you have little contact with them, now is the time to change that. Go to industry conferences. Join associations. Remember, it’s a big world but a small community...so make your mark in a positive, memorable way.” continued on page 32

La Verne Experience Impacting Curriculum

Business programs are incorporating some elements ahead of the curve

Dean Abe Helou has worked hard over the years to ensure the programs taught in the College of Business & Public Management remain competitive and relevant for the thousands of students it graduates every year.

He must be doing something right. Last fall the Los Angeles Business Journal ranked the MBA program No. 3 in Los Angeles County based on degrees awarded, trailing USC and UCLA.

“The deeper we go into the implementation phase of The La Verne Experience, the higher is our ability to separate ourselves from other colleges,” Helou said. “Most other colleges around us are teaching business with no integration except at the capstone level which happens at the end of the program.

What we are doing is to integrate our curriculum as early as possible in our programs, this should give the university and the college some distinction.”

The Integrative Business Curriculum is an example of the alignment between where CBPM is heading and The La Verne Experience. The CBPM has been incorporating elements of The La Verne Experience long before it was introduced. Students who take this module register for a block of sixteen units. The block includes marketing, management, finance, and experiential learning. Faculty integrated the three disciplines into one 12-unit course and overlaid it with a four unit experiential learning activity. Students apply what they learn by identifying a business opportunity, developing a business plan, presenting the plan to a group of bankers, securing the funding, marketing the product or service for the duration of the semester, and donating the profits to a worthy organization. In one module, students are connecting theory to practice and engaging with the local community.

The Volunteer Income Tax Assistance (VITA) program is another example of experiential learning that simultaneously benefits the community. For the last two years, graduate and undergraduate students have been able to utilize and apply their tax knowledge to provide free tax service preparation to low income community members. This is under the supervision of IRS employees who are adjunct faculty at the college.

While preparing for the fall 2014 implementation of The La Verne Experience, Helou is also working with his team to develop new programs, a doctorate of business administration and a masters of science in accounting, and a master of science in finance.
Dirty Dozen... continued from pg. 31

Look for chances to do something fun and special. It’s true: All work and no play make Jack a dull boy. However, injecting a little lightheartedness and creativity into your business gives your customers something to look forward to and provides them with a memorable reason to stay engaged and loyal. Whether you give free popcorn to moviegoers, throw an outdoor tent party to celebrate each year’s new product line, or give a gorgeous framed print to your interior design clients, you make clients feel special.

“These special touches will keep clients coming back,” Callaway promises. “Every Christmas we send personalized ornaments to our clients and other business associates. We put a lot of effort (and money!) into this yearly treat and people love it. It sets us apart, and our investments always come back to us with interest!”

If you aren’t driven to be “number one” with your clients, you might as well close your doors. Many business owners will admit that they just want “to do a good job” or “make a living.” This isn’t good enough, says Callaway. Especially if your business is smaller and less established, being the customer’s second choice (or third or fourth or fifth) means you’re on the road to eventual failure. Why? When times get tough—or when a new flavor-of-the-month company shows up—customers will have no qualms about abandoning a company they don’t love above all others. Talk about a compelling reason to never (ever!) accept mediocrity. (Not to mention the fact that, by definition, you can’t take the best care of clients when you’re content with being good-enough.)

“However, don’t make the mistake of thinking that being number one is about competing with other businesses,” Callaway cautions. “If your focus is on competing, then it isn’t on the customer. Instead, think of yourself as being in a contest to fulfill each client’s dreams…and you’ll automatically be competitive with other companies! Also, don’t buy into the belief that you have to win over a client (after all, most small business owners need to get paid!), you do it mentally and merely go through the motions of serving the client. That’s a mistake. If you aren’t meeting a client’s needs, it’s their job to fire you…not the other way around.

“Clients First” attitude leaves a long legacy. By now, Callaway has established that having a Clients First attitude can benefit you and your small business in numerous ways. He’s also adamant that the opposite attitude can have just as tremendous of an impact—a negative one. Never, ever underestimate the damage that putting your clients last (taking them for granted, not listening to their concerns, patronizing them, putting your own interests first, etc.) can do, and how far it can spread.

A “Clients Last!” attitude leaves a long legacy. By now, Callaway has established that having a Clients First attitude can benefit you and your small business in numerous ways. He’s also adamant that the opposite attitude can have just as tremendous of an impact—a negative one. Never, ever underestimate the damage that putting your clients last (taking them for granted, not listening to their concerns, patronizing them, putting your own interests first, etc.) can do, and how far it can spread.

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指纹家族路过了一个当地的商店，他的父亲决不会错过这个机会。‘我不去’，我们的朋友说。‘我不会去。’这位合作者并不了解这家店，不过，他继续说下去，‘这是伤害’——它是一个伟大的故事。”

To learn more, visit www.clientsfirstbook.com.
Industry Shindig... continued from pg. 5
California ranch.
A live auction, led by Mariana Joseph of Christie’s, featured packages that celebrated California’s diversity. Guests bid on adventures that included a stay at a Napa Valley winemakers estate, surfing in Santa Cruz, snowcatting at Mammoth Mountain, walking the red carpet at the American Music Awards, hosting a dinner for 20 catered by Wolfgang Puck Catering & Events, and private cooking classes for 10 with chef Andrew Sutton at the Napa Rose. With tickets selling for $300 each and most of the food, wine and services donated, the evening was a smashing success, with proceeds coming in at more than $550,000. And as guests—a mix of alumni and industry figures—lingered and nibbled in the dessert lounge with live music and dancing, Wrede again made an on-the-spot schedule adjustment. “The band was supposed to end at 11 p.m.;” she says. “I was caught by surprise that we still had a full house then. The band kept playing for another 20 minutes and we kept the bar open until 11:30 p.m.” A fitting tribute to California hospitality: The guests could have danced all night.

The Collins College of Hospitality Management, Cal Poly Pomona, 909.869.2275, www.csupomona.edu

Apple Gets Back... continued from pg. 22
keyboard has long been the worst feature of iOS devices. It’s too basic, and simple tasks such as changing the position of the cursor or copying and pasting can cause frustration. Too often when I try to hit the “P” on the right side I get the “O” right next to it instead. Now if only Apple can produce all of this in a device that keeps Samsung from nipping at their heels, they should be back on top.

Work With... continued from pg. 14
matic effect. Learn to use your time with greater intention and you will not only be more effective, but you will also feel a greater sense of control, less stress, and increased confidence. Try Time Blocking, it works!

For more information, visit www.brianpmoran.com.

Toyota... continued from pg. 21
product due on April 25. The students were broken up into five groups with each group having six to eight students. Over the course of several months, the number of participating students dropped to about a dozen students, who were broken up into two groups. Each group would film a commercial. The commercial length was also cut in half to 30 seconds.

Trelloar, who helped assemble public relations’ majors, said her group worked hard to go beyond a “classroom project.” “Our motivation was not a grade, but to win. We told ourselves that we’ve got to go in there and show them what we could do,” Trelloar said. “In the end it was strictly PR—go in and sell and, in the process, prove to everyone that we can do it.” The group’s combined efforts paid off as they worked and reworked their script, did the filming, and even the acting.

It was a nerve-wracking experience. Trelloar, who was content to be behind the camera, was enlisted in the filming at the last minute, which ended up using one of her hands reaching for keys. The dealership was so pleased with the commercial that they have plans for doing it again next year with another crop of CSUSB communication studies students. “We want to make it an annual event,” Stark said.

Activist Marina... continued from pg. 11
prime minister of Pakistan and the first female head of a Muslim state, who was assassinated in 2007; and for longtime La Verne professor Ahmed Ispahani, Bhutto’s cousin, who joined the university faculty in 1964.

The lectureship was established thanks to a gift by La Verne board of trustees member and university alumnus Paul Moseley and his wife, Jeanne. The International Studies Institute seeks to establish personal, scholarly, and professional links among American and international faculty and students in order to enhance knowledge and understanding of the global community.

Editors Note: William Anthony and Joe Lyons had the opportunity to interview Prime Minister Benazir Bhutto in 1994.

UCR... continued from pg. 27
computing can combine memory and logic at the device and circuit level, and if it is based on the hybridization of magnetic materials and semiconductors, it has the potential to create computers that are smaller, faster and more energy-efficient.

Led by the University of Minnesota, C-SPIN is being supported by a five-year, $28 million grant awarded by the Semiconductor Research Corp. and the Defense Advanced Research Projects Agency. Out of that grant, about $3 million is allocated to UCR.

Jersey Shore... continued from pg. 40
it, you’ll like it) the Jersey Shore is a different world that promises a “kick back” atmosphere, combined with a “rock till you drop” setting unlike any place else I have had the pleasure to visit.

IRS... continued from pg. 8
savings plans, for example, a 401K plan, which has contribution limits, a Section 79 plan is a non-discriminatory and non-taxable plan recognized by the Employee Retirement Income Security Act (ERISA) as a viable option with no regulatory funding limits. When properly structured, a Section 79 plan (the byproduct of index universal life chasse), and when funded for a required five year period, allows for significant income tax “concessions” a substantial amount of life insurance protection, and creates an asset class of supplemental wealth for a significant period.

Overall, Section 79 contributions are 100% tax deductible to the company adopting it and partially deductible to the insured. Furthermore, when a properly structured and compliant, Section 79 plan is implemented by the policy holder, there are several additional benefits that provide some considerable advantages. For example, a Section 79 plan allows for a company to use it as a replacement or a supplement to a retirement plan. And when structured in an effective manner, Section 79 plan benefits can be designed to avoid estate taxes as well.

Essentially, when considering a Section 79 plan either as a high income earner or business owner, it is imperative to work as a team with your accountant or tax-advisor, in correlation with a skilled life insurance agent who is cable of educating you or business owner, in conjunction with illustrating a properly structured and compliant Section 79 plan. Most importantly, take time to go over the eligibility requirements, along with several rules and guidelines that must be taken into account before you implement a Section 79 plan, and develop effective tax-advantage benefits for all parties involved.
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<td>San Bernardino, CA 92404</td>
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<td>Acute &amp; Tertiary Health Care</td>
<td>Steve Barron</td>
<td>(909) 881-4300/881-1762</td>
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<td>Rancho Cucamonga, CA 91730</td>
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<td>James R. Holmes</td>
<td>(909) 333-0500/333-2447</td>
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<td>The Press Enterprise Company</td>
<td>Riverside, CA 92501</td>
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<td>(951) 684-1200/366-9022</td>
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<td>Toby Roberton</td>
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<td>Watson Pharmaceuticals, Inc.</td>
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<td>(909) 493-5076/493-1429</td>
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<td>Education</td>
<td>Shawn Judson</td>
<td>(909) 968-2431/968-1066</td>
<td>ewetwaldh.sisd.ca.us</td>
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<td>James Majchrzak</td>
<td>(760) 767-9191/767-1749</td>
<td>morunent.klcs.us</td>
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<td>Vincecent Wright</td>
<td>(951) 360-6300/6362</td>
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<td>(951) 352-5000/352-5432</td>
<td>pchospital.com</td>
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<td>Fender USA-Corona</td>
<td>Corona, CA 92870</td>
<td>800</td>
<td>Manufacturer of Musical Instruments &amp; Amplifiers</td>
<td>Jeff Allen</td>
<td>(951) 890-4400/714-4326</td>
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<td>Alta Loma Elementary School District</td>
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<td>740</td>
<td>Education</td>
<td>Mike Whisemann</td>
<td>(909) 444-3164/3165</td>
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<td>Hemen G. Stark</td>
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<td>685</td>
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<td>(800) 872-7245/760-4384</td>
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HESPERIA, CA 92344

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STE. 211
RIVERSIDE, CA 92506

TAQUERIA EL AGUAJE
5660 ETIWANDA AVE.
STE. C
JUREPA VALLEY, CA 92353

HIGH QUALITY LAWN SERVICE
8641 OUSDOR AVE.
RIVERSIDE, CA 92504

ENERGY STATION MASSAGE SPA
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STE. A
BEAUMONT, CA 92223

7 DAY DOCUMENTS
11801 PIERCE ST.
STE. 200
RIVERSIDE, CA 92503

ANNA INDIAN EMPIRE CAR
6782 COLUMBUS ST.
RIVERSIDE, CA 92504

ANNA INDIAN EMPIRE LIMO AND TAXI SERVICE
6782 COLUMBUS ST.
RIVERSIDE, CA 92504

ANNA YELLOW CAR
6782 COLUMBUS ST.
RIVERSIDE, CA 92504

CHECKER CAR
6782 COLUMBUS ST.
RIVERSIDE, CA 92504

INLAND EMPIRE PARATRANSIT SERVICE
6782 COLUMBUS ST.
RIVERSIDE, CA 92504

INLAND EMPIRE TAXI
6782 COLUMBUS ST.
RIVERSIDE, CA 92504

CLEAN FIRST SERVICES
1126 E. ANN ARBOR CT.
RIVERSIDE, CA 92505

IV INFUSION UNLIMITED
5800 VENTANA AVE.
FONTANA, CA 92336

DIESEL INSTALLATIONS
2696 FORDON AVE.
PERRIS, CA 92371

AA INDIAN EMPIRE LIMO AND TAXI SERVICE
6782 COLUMBUS ST.
RIVERSIDE, CA 92504

PLATINUM PLUS MOTORS
3265 VAN BUREN BLVD.
STE. 100
RIVERSIDE, CA 92501

CLAYTON KEITH ARCO
27694 CLAYTON KEITH RD.
MURRIETA, CA 92562

CLAYTON KEITH ARCO
32721 NEWHALL CT.
RIVERSIDE, CA 92596

ALL OCCASION ENTERTAINMENT
18440 AURORA AVE.
CORONA, CA 92879

RENEWED HOPE COUNSELING SERVICES
4566 PONDEROSA CT.
TEMECULA, CA 92592

ASHLEY FASHION
4503 LA SIERRA AVE.
RIVERSIDE, CA 92503

REDEMPTION COLLEGE
10790 MAGNOLIA AVE.
STE. C
RIVERSIDE, CA 92505

YEZERS INTERACTIVE
21135 VIA LOS LAURELES
MURRIETA, CA 92562

ULTRA SANTEK
132 N. SHERMAN AVE.
CORONA, CA 92879

TWO GUYS
5225 CANYON CREST DR.
RIVERSIDE, CA 92507

A ROSE BY ANY OTHER NAME FLORAL DESIGNS
4469 VAIL OAK RD.
TEMECULA, CA 92591

LET ME CATER TO YOU
26945 NUCIA DR.
MORENO VALLEY, CA 92555

DESERT HEALTH AND BEAUTY
73955 HWY 111
STE. B
PALM DESERT, CA 92260

SHAVE IT CUSTOMS
87-380 RANCHO RD.
CATHEDRAL CITY, CA 92234

NEW BUSINESS County of San Bernardino

NEW BUSINESS County of Riverside
Real Estate... 
continued from pg. 29

reduce the obesity epidemic facing our communities,” said National League of Cities’ Executive Director, Clarence Anthony. He continued, “We congratulate all the local elected officials who participated in the event and are playing an instrumental role in providing our nation’s children with a healthier future. When children grow up in cities, towns and counties that promote healthy development, they become productive and healthy adults, contributing to the prosperity of our communities.”

SARES*REGIS GROUP TO START WORK ON $40 MILLION IE DISTRIBUTION PROJECT

Construction is expected to start this summer on SRG Perris Logistics Center, a 580k-square-foot distribution building near the former March Air Force Base in the Inland Empire city of Perris. The Class A project, set on a 28.8-acre site, is being developed by Sares*Regis Group. Valued at $40 million, the project will be built to LEED specifications. Completion is slated for the end of the year.

The development is located at 3900 Indian Avenue, in a prime distribution corridor populated by major consumer brands and retailers that include Whirlpool, Hanesbrands Inc, Home Depot, Lowe’s and Ross. The area is within 70 miles of the ports of Los Angeles and Long Beach.

The SRG Perris Logistics Center is being marketed by Colliers International’s Thomas Taylor, Steve Bellitti and Sumner Colter. The Collier’s team also represented the seller, Ridge Realty, and SRG in the land acquisition.

SRG along with its partners and investor clients own commercial and residential assets valued at more than $4 billion. The company’s management portfolio consists of 15 million square feet of commercial space and more than 14,000 apartments.

QUANTUM CAPITAL PARTNERS ARRANGES $6.2 MILLION ON INLAND EMPIRE OFFICE BUILDING

Quantum Capital Partners (QCP) has arranged a $6.2 million acquisition loan for Three Carnegie Plaza, an 85k-square-foot office building in San Bernardino.

The two-story, 60%-occupied building is located at 735 East Carnegie Drive, east of Waterman Avenue and north of the I-10. Built in 1985, the L-shaped structure is situated within the Tri-City Campus, a commercial real estate complex with 22 office buildings and 21 retail spaces.

The borrower, an experienced property manager that specializes in stabilizing distressed assets, has allocated $1 million for renovations, tenant improvements, and leasing commissions. The five-year, 4.25% fixed rate loan has a two-year, step-down prepayment penalty.

“Over the last three years, the property experienced low occupancy and decreasing net operating income. Its location in a secondary market also presented a financing challenge,” noted Jonathan Hakakha, managing director at QCP.

RC Mayor... 
continued from pg. 1

product in the greater Los Angeles basin. It was originally constructed as a build-to-suit for Phillips Electronics.

DIDI Distributions leased 100 percent of the property, a Class A, cross-dock distribution facility with 190’ truck yards, 142 trailer parking stalls, ESFR sprinkler systems and 32’ foot clear height. The property sits contiguous to the March Air Reserve Base runway on the east side of the air base across the street from a large Lowe’s facility. CT Realty was represented in the lease transaction by Milo Lipson, Kyle Kehner, Tim Pimentel and Ryan Velasquez with the Ontario office of Cushman & Wakefield. DDI Distributions was repped by Kent Stalwick with the Ontario office of CB Richard Ellis.

RC Mayor... 
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For more information, please contact Erika Lewis-Huntley, Management Analyst II at (909) 477-2700 extension 2008 or at Erika.lewis-huntley@cityofrc.us.
Cable Airport...  Inland Empire area to the LA basin.
continued from pg. 30

Cable Airport Today

The Cable Airport today is situated on 105 acres and is home for over 450 aircraft. Its first tenant is also its longest tenant. It is home for several businesses, homebuilders, and a private museum. It is a favorite spot for airplane watchers and good-ol-fashioned family fun.

Eighty-seven-year-old Everett Bronson was Cable Airports first tenant, his first hangar was one of the original shelters built by Dewey Cable. He now has one of the choice hangers on the north side. When he first landed at Cable Airport in 1945, he was flying an Aerocraft Chief. Since then he has owned three Swifts and Comanche 180, and now flies a Comanche 260.

Cable Airport is a great place to take the family. Plane watchers of all ages come here to see the planes come and go—mostly Cessnas and Piper's and lots of homebuilts too. Occasionally there are Stearmans with their open cockpits, two wings, and big radial engines to remind us how flying used to be. Pilots in World War II took their basic flight training in these rugged beauties. There are Gypsy-Moths putt-puttering gracefully into the air, that make you want to fly.

Cable Airport is a haven for many airplane watchers. On the north east corner of the airport, a special parking space has been set up for them. They are close to the threshold of runway 24 and have the best possible vantage point for viewing planes taking off and landing. Many people like to park their cars near the cafe, while others enjoy sitting on the cafe patio. Either place affords a perfect view of all flight activities.

On weekends families come out to have breakfast or lunch at the cafe. Then they stroll over to the aviation art gallery to see what is new. The gallery has prints, books, models, and does custom framing. And if you just want to talk airplanes, that's the place to go.

Those who have the time, journey on down to Lane Leonard's hangar, the focal point of "antique row." Lane started flying for American Airlines in 1944, and still works for them. Lane's hangar is a mini museum, and he loves to show people around. He knows more about Southern California aviation history than any person known.

The airport staff goes out of their way to make everyone feel welcome. They also strive to be good neighbors with the surrounding community and work with the pilots to keep it that way.

President: Bob Cable
Manager: Chuck Barnett
Asst. Mgr.: Dave Cable
 Maint. Mgr.: John Honaker
Fuel Mgr.: Marty Eisenmann
Office Mgr.: Valerie Neumayer
Planning Dir.: Bill Blanchard
“Boss”: Paul Cable

You will often find Paul or Dave Cable conducting tours for grade school classes and other organizations.

Of the original land purchases, only 105 acres is currently designated as airport property. The Cable Land Company owns an additional 15 acres, seven to 10 acres of which will be developed. The remaining acreage has been sold.

Cable is classified as an uncontrolled field, which means there is no one in the tower directing traffic into and out of the airport. Except for special events, like the Air Fair, when the FAA sets up a temporary control tower for the day. At all other times pilots are responsible for watching for other aircraft in the pattern. They follow rules for operating out of uncontrolled fields, which all pilots know; they use common courtesy, and communicate with others in the area via radio. This is the same tried and true procedure used safely for the last 60 years at uncontrolled fields throughout the country.

Cable Airport is many things to many people. It is a community, within itself. One that is productive and vital to its tenants, local businesses, and the surrounding communities. It is a special place where you are welcome.
In my first 30 years the best parts of summers were spent “down the Shore”—in Jersey. Sandy Hook, Asbury Park, Long Branch, Ocean Grove, Seaside Heights and LBI (Long Beach Island) were some of the great shore locations I loved.

The Jersey Shore is 217 miles long and stretches north from Sandy Hook (across the water from lower Manhattan) to Cape May in the south where the Delaware River meets the Atlantic. From Bay Head south to a little north of Atlantic City the “shore” is actually an island and a peninsula with the ocean on one side and various bays on the other.

So, when hurricane Sandy struck on Oct. 25th, I had a lot of calls to make to relatives and friends back in NJ. Sandy was indeed a storm of a lifetime. Eighty two thousand homes and businesses were damaged or destroyed, with the worst of the damage taking place in the central part of the “shore.” One of the hardest hit was Brick Township. Here’s a link with pictures that will really give you a realistic feel for the scope of the destruction: http://s.nj.com/MEOE5bFh

In February my Mom passed away. She wanted her remains to be placed in the familial plot back in Paterson, New Jersey, which is where I grew up. I then called my sister and Jersey, which is where I grew up. I then called my sister and

Ocean Grove, New Jersey

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