5-2008

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Inland Empire: growth will slow, challenges will not

By 2015, the population of Riverside and San Bernardino Counties will grow to 4.9 million. About a million more people will live there than in 2005. Although this rate of population growth will be slower than in the past, the Inland Empire will retain its status as the fastest-growing region in Southern California.

A new report released by the Public Policy Institute of California (PPIC), with funding from The James Irvine Foundation, examines the likely economic and demographic trends of the region out to 2015. The report notes that the primary driver of the dynamic population growth in the Inland Empire will be migration from other California counties.

But the report’s demographic projections also foreshadow potential problems – for example, a possible mismatch between employment opportunities and the educational attainment of the population, and between the share of residents who make up the majority of the population and those who participate actively in voting and civic affairs.

The new report, “The Inland Empire in 2015,” finds that:

- Between 2004 and 2015, the number of jobs in the Inland Empire is expected to

America’s Most Renowned Woodworker

Sam Maloof, named the “Hemingway of Hardwood,” by People Magazine, and a product of San Bernardino County having been born in Chino, recently celebrated his 92nd birthday (born Jan. 24, 1916). Sam’s mother, Anisse, and father, Slimen Nadir Maloof, emigrated from Lebanon (then part of Syria) and earned a liv-

BusinessWeek’s John Byrne and City Year’s Allison Graff-Weisner join the Drucker Institute’s board of advisors

The Drucker Institute announced that John A. Byrne, the editor-in-chief and executive editor of BusinessWeek.com, and Allison Graff-Weisner, the executive director of City Year Los Angeles, have joined its board of advisors.

“We’re thrilled to have brought aboard two people who can do so much to help us advance our mission: to stimulate effective management and ethical leadership across all of society by advancing the ideas and ideas of Peter Drucker,” said Rick Wartzman, the director of the institute, which is a campus-wide resource of Claremont Graduate University. “John’s expertise in the online world and Allison’s intimate knowledge of how to engage young people promise to be invaluable for us as we move forward with our programming.”

Byrne and Graff-Weisner join an extraordinary group of board members, who include: John Bachmann, senior partner at the investment firm Edward Jones; Bob Buford, cable TV pioneer, author and chairman of the Buford Foundation; attorney Cecily Drucker, daughter of the late Peter Drucker; author, inventor and entrepreneur Doris Drucker, wife of the late Peter Drucker; Nobuhiro Iijima, president of Tokyo-based Yamazaki Baking Co.; Ira Jackson, dean of CGU’s
Health centers recognized

Award. Dr. Dev GnanaDev, ARMC medical director, won the award last year.

In an average year, physicians and registered nurses in the Family Health Centers service a combined total of nearly 60,000 visits for patients ranging in age from infants to 80-plus years. Doctors provide acute and chronic care, family planning, geriatrics care, health maintenance/preventative care, obstetrical and gynecological care, patient/family health education and pediatrics care, including well-child physicals and immunizations. Doctors also provide referrals to specialty care services at ARMC, ensuring that patients receive a higher level of care when needed. Primary care and health maintenance services offered in the Family Health Centers promote better health, thereby helping to reduce unnecessary and expensive emergency room visits.

"We are pleased that Molina Healthcare has recognized the outstanding and important services that we can make to look exciting. On the heals of Ontario's State of the City event at the Ontario Convention Center, the Award of San Bernardino gathered thousands of people together to hear the good news about America's biggest county.

Reversing the Ontario format, the State of the County began with a mixer consisting of a mixture of kinks, each with a county service office or one of the area's cities. Mayors, city council members and chamber execs represented communities from Chino Hills up on to Barstow. At any moment one could bump into Fontana's Mayor Mark Nausim, Rancho Cucamonga's Dr. Don Korth, Ontario's Paul Leon or Montclair's Paul Eaton. (You may have noticed that Paul Leon is looking quite fit these days, having lost about 60 pounds. All he needs now are blue tights and a red cape.)

Other presentations included a look at the Children's Network, Preschool Services and Children's Services.

The County Museum was one of a number of participating offices that were delighted to tell their latest news. In the case of the museum it is the tale of a new wing that will be opening soon to tell the Paleolithic story of this area. (Did you know they have found an ancient species of dolphin in the Cajon Pass?) After spending time at these "สถิติ" and other fresh air amenities. Transportation pollution and dumping also come under their umbrella. So does turning barren areas into greenways.

Gary Ott will be the former mayor of Ontario and now the Fourth District Supervisor.

The park on bar stools to chat and introduce tapes of the other members of the County Board of Supervisors to present their observations on the county in 2008.

First up was the supervisor from the 1st District, Brad Mizelfelt. Although he represents the High Desert, his topic was public safety for the entire county. Fire fighters have become heroes around here for their ongoing efforts with the annual threat of brush fires. The recent air quality efforts are countered with positive efforts in crime prevention. GPS technology is now being used to track career criminals throughout our area. Mizelfelt is also supporting Jessica's Law, which deals with sex offenders. Other positive efforts against crime include his support for the boys and girls clubs and other youth services.

Third District Supervisor Dennis Hansbarger's video told of the county's infrastructure. Essentially he told the tourism story—skiing, B&Bs, museums, parks and rec, and performing arts. Such are the elements that make this area like San Bernardino County "livable."

Fifth District Supervisor Jose Gonzales used her video time to address public health. The county's Health Services Committee is a joint city-county effort to provide outdoor activity. This includes parks, trails, picnic areas, skate parks, basketball courts and other fresh air amenities. Transportation and pollution and dumping also come under their umbrella. So does turning barren areas into greenways.

Although he sat there, introducing the other supervisors' videos, Chairman and Second District Supervisor Paul Blaine had a tape of his own. While he underscores the efforts and concerns of his fellow supervisors, his prime personal interest is the environment. Under his leadership last year the county launched "Green County San Bernardino." This program provides incentives such as free waivers and priority field inspections to anyone embracing "green" technologies such as solar power or the "California Green Builder" standards.
**Inland Empire growth... continued from page 1**

Inland Empire growth... continued from page 1
grew 28 percent, outpacing job growth statewide (20%). But population gains will outstrip job gains, and this suggests that the share of workers who commute out of the region (20% in 2005) will remain high.

"Unlike the rest of California, the demand for jobs requiring a bachelor's degree (20.5%) in the region will equal the share of adults who are attending college (20.6%). But the share of Inland Empire adults with less than a high school diploma (22.1%) will exceed the share of jobs available for workers at that education level (17.7%)."

Although no single ethnic group today holds a majority in the Inland Empire's population, Latinos will constitute a majority (51.2%) of the region's population by 2015. But Latinos may not have their voices heard as clearly as they could be, because the plurality (48%) of registered voters will be white, even though whites will constitute only one-third (33%) of the adult population.

"In many ways, the future of the Inland Empire is now," said PPIC research fellow Hans Johnson, a co-author of the study. "And community leaders must face tough decisions today if the region is to achieve the bright future it looks forward to, rather than a future that simply happens. Sustained efforts focusing on economic development, workforce training, and broader political participation are essential."

"Demographic Projections for 2015 Indicate Potential Problems for Region in Employment, Educational Attainment, and Civic Participation"

The Public Policy Institute of California is a private, non-profit organization dedicated to informing and improving public policy in California through independent, objective, nonpartisan research on major economic, social, and political issues. The institute was established in 1994 with an endowment from William R. Hewlett. PPIC does not take or support positions on any ballot measure or on any local, state, or federal legislation, nor does it endorse, support, or oppose any political parties or candidates for public office.

About the Authors: Hans Johnson is a senior fellow and an associate director of research at the Public Policy Institute of California. Deborah Reed is director of research and a senior fellow at PPIC, where she holds the Thomas C. Sutton Chair in Policy Research. Joseph Reyes is a research associate at PPIC.

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**Riverside Medical Center... continued from page 1**

Riverside Medical Center went through a rigorous competitive bid process resulting in the selection and subsequent purchase of a 300 User License of Surado CRM with various modules including Surado Integration Module, Surado Audit Trail and Surado Version Check. Riverside County Regional Medical Center successfully completed an Indigent Services System, named HealthCRM. Using Surado CRM, Riverside County Regional Medical Center created the Indigent Services System to streamline and automate the process of billing. The system is built on Cerner's platform and includes a variety of features such as patient demographics, laboratory results, diagnostic images, and financial data.

"With tight economic constraints in public health, Surado provided an affordable alternative to the current end-to-end manual processes," said Edward Papp, chief information officer of RCRMC. "With Surado CRM Health, we are maximizing the impact..." continued on page 13
Among the worst things that can happen to a computer is for it to stop working. Computers have a knack for developing problems when you're in the middle of an important project. Unless you have an IT person or department to call on, you'll need to wrestle with the silicon beast yourself. There are resources out there you can call on when you can't fix things yourself. Before detailing some of those resources, here's a quick list of how to prevent problems in the first place:

- Use an anti-virus program, firewall program, anti-spyware program, and anti-spam program, and keep them current. You can go the route of a suite of bundled programs, such as Symantec's Norton 360, which is not necessary, out of I... read Goldsborough

...by its high rate of success with search engines, is plentiful and well-written content. Period.

Very good writers are probably the pivotal factor in determining SEO ranking success. Wildly different language, and especially jargon, will steer a Website safely into the highest rankings available. Good writing will take keywords into account, but the concentrated effort should be on creating rich and informative copy; not on producing copy solely from a set of words chosen as magic SEO magnets.

Traffic generates traffic. If someone finds your site, they will generally stay, only if your site has something to say. Information rich content is the highway to Internet marketing success. There is just no substitute for good writing.

Burgess is a MBA candidate at the University of Redlands who often writes on Internet marketing topics. He is recognized for his understanding of the constantly changing nature of the Internet, as evidenced by his high rate of success with SEO. Simply put, his Websites received consistently high Google rankings. He writes and consults about a variety of Internet and marketing issues, and is currently compiling his research into a book, to help others learn about effective Internet marketing strategies.


SEO analyst achieves high Google rankings

Winning the Search Engine Optimization (SEO) game is not easily done. It's like creating a sand painting in the wind. Burgess is Internet manager at RedFusion™ Media, the leading Web development and maintenance firm in the Island Empire. In his recent article, "How does it Work?" Burgess discusses the dynamics of how to get highly ranked by Google's search engine. He believes that there is no substitute for good writing. In his opinion, "more than important to try to guess which keywords are sought out, the best way to receive high Google ratings online is obtained by writing relevant and wonderful content, with the intent to specifically target search engines," he theorizes. To prove his point, the keyword phrase, "How does Google work?" shows his article currently holding the #5 Google ranking, out of 10,600,000 pages.

"When you omit the fact that Google.com holds the top two positions (which is not surpris-
Empower yourself through any setback

By Tamara Vaughn

Everyone faces challenges in business and in life. And even positive experiences such as getting a promotion or finding "Ms. Right" can present you with challenges. For example, a new position brings new responsibilities, more work, and potentially new times and new people. New relationships can bring new stresses as you try to juggle them all. All these things can be frustrating and worrisome, but they do not have to be "negative.

1. Accept that challenges are a learning tool.

Challenges educate you about your strengths and weaknesses. They define your values and clarify what's important to you. During any challenge is the perfect time to re-create your life, because challenges force you out of your comfort zone. When people get into a new zone, they don't like to mix it up. Most people will stay in their comfort zone because there isn't a lot of pleasure: there's not a lot of pain either. But when you get uncomfortable, you find that you have resources, gifts and talents that you haven't even tapped yet. During times of challenge you have the ideal opportunity to turn your life around and create the life or professional situation you truly want to live. You will learn and grow.

2. Be mindful of your self-talk.

When overcoming your challenge, some useful self-talk can help you define your values and beliefs. When you visualize the new job position you want, for example, you can create a picture of the type of company you want to work for and get a better idea of what's important to you. Now, if an opportunity arises that pays less than your ideal position, ask yourself whether that is really important to you. You want to create the best fits for you.

3. Visualize where you want to be or what you want in life.

The human brain does not know the difference between what is real and what is imagined. You can visualize the perfect scenario for yourself. So we tend to think of it what we think about, you can start to re-create your life by simply visualizing what you want. As an added benefit, visualization also helps you define your values and beliefs. When you visualize the new job position you want, for example, you can create a picture of the type of company you want to work for and get a better idea of what's important to you. Now, if an opportunity arises that pays less than your ideal position, ask yourself whether that is really important to you. You want to create the best fits for you.

5. Open yourself up to new possibilities and paths.

Remember, every challenge can be one of the most creative times in your life. Therefore, you need to think beyond the obvious. After a job loss, for example, you might think to start your own business or to do something you've been putting off for years, like take a year off and travel the world. If you're not sure what to do next, consider networking and talking to others. This can help you get ideas for new paths to take.

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Five Most Active Stocks

<table>
<thead>
<tr>
<th>Stock</th>
<th>Month Volume</th>
<th>Month Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Heartland Natural Corp</td>
<td>4.01,809,769</td>
<td>15.89%</td>
</tr>
<tr>
<td>Watson Pharmaceuticals Inc</td>
<td>12.931,866</td>
<td>32.59%</td>
</tr>
<tr>
<td>CVB Financial Corp</td>
<td>10,181,976</td>
<td>21.26%</td>
</tr>
<tr>
<td>Fleetwood Enterprises Inc</td>
<td>62,361,644</td>
<td>4.31%</td>
</tr>
<tr>
<td>HOT Topic Inc</td>
<td>5,879,224</td>
<td>-7.8%</td>
</tr>
</tbody>
</table>

D&P/EBJ Total Volume Month | 94,424,077 |

Monthly Summary

<table>
<thead>
<tr>
<th>2/4/08</th>
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</thead>
<tbody>
<tr>
<td>Advances</td>
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<td>Declines</td>
</tr>
<tr>
<td>Unchanged</td>
</tr>
<tr>
<td>New Highs</td>
</tr>
<tr>
<td>New Lows</td>
</tr>
</tbody>
</table>
Elitie develope team announced for the triangle

The Garrett Group in partnership with Domengoni-Barton Properties is developing The Triangle, located at the intersection of I-15 and I-215, formerly known as the "Golden Triangle," a 1.3-mile, mixed-use project and the Valley's only premier outdoor retail, dining, office and entertainment complex. The Triangle, a 1.3 million-square-foot mixed-use project and the Valley's only premier outdoor retail, dining, office and entertainment complex. The center plans to include a state-of-the-art innovative multi-screen theatre, Class A office buildings, and a 280-room, full-service hotel. Retail offerings will range from the small boutique to the high-fashion retailer, to restaurants, entertainment and home furnishings. Dining choices will include everything from casual fare to special occasion fine dining.

Aguia Caliente Cultural Museum announces appointment to board

Keith Pittsford, principal, SGPA Architecture and Planning, leads the new team as project retail architect for The Triangle. Brian Paul, president, BPA Architecture Planners & Interiors, Project Office Architect, will provide site master planning and design for the 140,000 square feet of office building space integrated into The Triangle's retail master plan.

Aquatic Cultural Museum

Aquatic Cultural Museum is pleased to announce the appointment of Joseph A. Roman, Esq. to the museum's board of directors. Roman's legal experience includes a wide range of planning. He started his Palm Springs' law practice in 1984. His practice areas include Indian law, Indian leases, Indian estate planning, real estate, civil litigation, business, corporate, commercial, business organization, reorganization, partnership, estate planning, probate law. Roman is affiliated with several other boards including Caspers Wilderness Park, Bank Advisory Board, The Well in the Desert, Palm Desert National Bank Advisory Board and the Desert Roundtable of Palm Springs, and the Desert Roundtable of Palm Springs.

Employment Training Panel to Train 11,726

The California Labor and Workforce Development Agency's Employment Training Panel (ETP) approved 50 new contracts totaling over $18 million in job training funds, which will be used to train workers at 11,726 California workplaces for quality jobs in a broad range of industries.

By Bill Leonard, Member, State Board of Equalization

The San Bernardino County Board of Supervisors is considering a proposal by Board Members Minnick and Ovitt to extend Prop. 13 property tax protection to seniors who buy homes in their county. I encourage seniors to meet with their local legislative office and pass the proposal and other counties to follow suit.

ETP is a business and labor supported state agency that assists employers in strengthening their competitive edge by providing funds to partially offset the costs of job skills training that is necessary to maintain high-performance workplaces. California's ETP is a performance-based program, providing funds for trainees who successfully complete approved training programs and are retained in well-paying jobs for a specific period of time.

The program is funded by the Employment Training Tax, paid by California employers, and targets firms threatened by supply chain or international competition. Since its inception in 1983, the ETP program has provided over $1 billion to train more than 760,000 workers in over 65,000 California companies. Employers match training funds awarded through ETP contracts, making these projects true public-private partnerships.

Employment Training Panel Contracts Approved

<table>
<thead>
<tr>
<th>Contractor</th>
<th>City/County</th>
<th>Contract Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cumming Construction</td>
<td>Riverside, San Diego</td>
<td>$368,174</td>
</tr>
<tr>
<td>Cumming Construction</td>
<td>Riverside, San Diego</td>
<td>$298,080</td>
</tr>
<tr>
<td>Cumming Corporation</td>
<td>Sacramento, Alameda</td>
<td>$111,628</td>
</tr>
<tr>
<td>Microscale, Inc.</td>
<td>San Bernardino</td>
<td>$4,686</td>
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<tr>
<td>DK Global, Inc.</td>
<td>San Bernardino</td>
<td>$24,600</td>
</tr>
<tr>
<td>Q.E. Technical Institute</td>
<td>Los Angeles, San Bernardino</td>
<td>$49,188</td>
</tr>
<tr>
<td>Riverside Economic Development Agency</td>
<td>Riverside, San Bernardino</td>
<td>$495,450</td>
</tr>
<tr>
<td>Specialty Minerals, Inc.</td>
<td>San Bernardino</td>
<td>$274,050</td>
</tr>
</tbody>
</table>

To view copies of the proposals considered by the panel at its most recent meeting, visit ETP Website at http://www.etp.ca.gov/packets.cfm.
Quality customer service is a marketing must!

In a highly competitive and rapidly changing global environment there aren't many "second chances." Companies are facing a most energized group of consumers because of the abundance of alternatives in the marketplace. In this environment, this issue is the high emphasis on quality. Not only is there pressure on companies to meet ISO and Baldridge Award criteria, there is also an ever increasing demand from the market for higher quality products and services. In response, many companies have restructured their internal processes to comply.

What is often not emphasized enough is the importance of "customer care," however, is the marketing function. Often thought of as "sales and/or advertising," marketing encompasses many elements. One of the definitions of customer service is the interaction between their employees and their customers. The customer "touch" of the transaction of the activities involved in customer service reveals the following:

Customer service begins the moment a customer (or prospective customer) has an interaction with your company.

- Viewing or hearing an advertisement for the company's products or services. This serves to inform the customer about the company and its values. It also contributes to the customer's set of expectations about the company, its level of customer service.

- The way in which company representatives answer the phone. How the greeting is used, for instance, that the customer can tell who is on the other end of the line.

- Visiting the company or a site of interest to the customer. This interaction can be measured. Programs such as ISO and the Baldridge Award place emphasis on achieving high levels of customer satisfaction. However, regardless of whether a company is seeking certification or excellence awards, every company that is involved, lobby or office, should continuously measure the effectiveness of its customer services.

There are numerous methods for determining customer satisfaction. The most popular are customer satisfaction surveys, and focus groups. While these methods do give general information about customer service effectiveness, they often do not give the input demographics needed to consistently attract customers. In addition, most companies do not conduct customer satisfaction measurement campaigns. One year was once adequate. That was before the Internet became a popular shopping venue. Because of the increased ability to shop 24/7 online and because new products are introduced on the market daily, keeping in touch with your customer's changing needs is more critical.

Effective Satisfaction Strategies

Ideally, satisfaction studies should be done quarterly. If this is deemed unfeasible, they should be conducted at least every six months.

One very effective satisfaction strategy is to keep track of a customer's previous purchases and anticipate his expectations. This study incorporates customer and survey focus groups to determine how important price and quality are to a customer's purchasing decision. Attributes are to a company's customers, and how satisfied they are with the company's attributes. Once the survey and focus group findings have been tabulated, they are put through a sophisticated statistical analysis which results in the identification of "gaps" between important customer expectations and satisfaction.

Gap Analysis paints an indepth picture of the wants and needs of a company's customers. It can be used to check with people you know before opening attachments to make sure you're not sending your credit card, bank, eBay, PayPal, or similar account. Similarly, don't provide personal information online until you're sure you're at a valid Web site or are communicating with someone you know.

Try to stay away from Web sites you don't trust. Internet security suites and free programs such as Spyware Blaster (http://www.javacoolsoftware.com/ spywareblaster.html) can help. If searching with Google, you can enable SafeSearch by going to its Advance Search page, at www.google.com/advanced_search, or simply by clicking on "Search by Advanced.""
The conference will bring together academic, government, and economic leaders to examine the effects and emotions on health, address the challenges of meeting emission standards for the goods movement industry, and explore potential solutions to future air quality issues.

For more information, including the conference agenda and how to visit: http://www.newsroom.ucr.edu/cgi-bin/display.cgi?id=1827

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**Dental Plans**

**Ranked by Inland Empire Enrollment**

<table>
<thead>
<tr>
<th>Company Name</th>
<th>Enrollment: Inland Empire Company</th>
<th>Dental: Inland Empire Company</th>
<th>Parent Company</th>
<th>Company Founded I.E.</th>
<th>Services Offered</th>
<th>Top Local Executive</th>
<th>Email Address</th>
</tr>
</thead>
<tbody>
<tr>
<td>Delta Dental Plan of California</td>
<td>655,550</td>
<td>91,564</td>
<td>NA</td>
<td>1946</td>
<td>HMO, PPO, Managed</td>
<td>Steve Suggihop &lt;br/&gt;<a href="mailto:suggishop@delta.com">suggishop@delta.com</a></td>
<td></td>
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<tr>
<td>Hospitality Dental Associates</td>
<td>125,000</td>
<td>91,564</td>
<td>NA</td>
<td>1977</td>
<td>Dental Indemnity, PPO, Managed</td>
<td>Chad Tucker &lt;br/&gt;<a href="mailto:tuckerc@hospitalitydental.com">tuckerc@hospitalitydental.com</a></td>
<td></td>
</tr>
<tr>
<td>United Concordia Companies, Inc.</td>
<td>60,000</td>
<td>91,564</td>
<td>NA</td>
<td>1972</td>
<td>Dual Choice, Self-Managed</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ameritas Managed Dental Plan</td>
<td>60,000</td>
<td>91,564</td>
<td>NA</td>
<td>1974</td>
<td>Dental Indemnity, PPO, Managed</td>
<td></td>
<td></td>
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<tr>
<td>Western Dental Services, Inc.</td>
<td>58,000</td>
<td>91,564</td>
<td>NA</td>
<td>1979</td>
<td>Dental Indemnity, PPO, Managed</td>
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<td></td>
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<tr>
<td>AllCare Dental Plan</td>
<td>40,000</td>
<td>91,564</td>
<td>NA</td>
<td>1979</td>
<td>Dental Indemnity, PPO, Managed</td>
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<tr>
<td>Western Dental Services, Inc.</td>
<td>38,000</td>
<td>91,564</td>
<td>NA</td>
<td>1979</td>
<td>Dental Indemnity, PPO, Managed</td>
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<tr>
<td>Smile Save Dental Plan</td>
<td>36,000</td>
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<td>NA</td>
<td>1979</td>
<td>Dental Indemnity, PPO, Managed</td>
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<td></td>
</tr>
</tbody>
</table>

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UCR to host conference... continued from page 2

Peter F. Drucker and Manziloo Grad School Management: CGU President Richard Kliger and K.H. Moon, former director of the Nihon-Kimberly Ltd. of South Korea, C. William Pollard, formerly chairman and CEO of ServiceMaster Co. and author, Minglo Shao, founder of Bright China Holding Ltd. and the Peter F. Drucker Academy, a nonprofit educational organization dedicated to teaching Drucker's work and practice in China; and Craig Wynett, general manager of Future of Work Laboratories at Procter & Gamble Co.

John and Allison bring energy and passion to everything they do,” said Ira Jackson. “Their presence on our team will add a strong emphasis on teaching new audiences with innovative programming. City Year is one of the nation’s best examples of corporate social innovation that has had a transformative impact, and BusinessWeek continues to provide leaders with the necessary tools to create meaningful change in our world.”

Drucker Institute... continued from page 1

Drucker, a life-long friend of the magazine, has already made five appearances in the publication, most recently in an essay on how to get the most out of his life. "I think people would love the idea of using my name to help people think with their hands in every corner of the world," Drucker said. "This is the type of work that I love to do, and I think it will be successful because of the good people who are involved."
Riverside county executive officer announces retirement

After 16 years managing one of the nation's largest counties, Executive Officer Larry Parrish announced that he will retire effective July 30. Parrish spoke about his retirement during the Board of Supervisors' meeting, saying the position he has held since March 1992 has provided incredible challenges and enjoyment.

"But effective July 30, I intend to retire from this August position and leave it to someone else," he said.

Board members praised Parrish for building a foundation that has kept the county fiscally strong and lean in the state's economy, and for positioning the county for the future.

"Larry Parrish led this ship not only so it shouldn't all go to waste," Supervisor Bob Buster said. "It's really steaming out ahead."

During Parrish's tenure, the county adopted a far-reaching conservation-plot ban, built countless miles of new roads to serve residents, grew from 1.3 million residents to more than two million, and increased the per-capita ratio of sheriff's deputies who patrol the community.

Supervisor Marion Ashley joked a little fun as Parrish squirmed under board members’ praise Tuesday.

"I know he's really enjoying hearing this," Ashley joked. "He just can't handle praise."

The county has met residents' needs despite rapid growth and other issues that beset large counties, and is a leader among California counties, Ashley said.

"None of them has been better run or more stable in the long run than Riverside County and that is because of Larry," said.

He set the standard for how an administrator should run a large county.

As the testimonials mounted, Chairman Roy Wilson said there was little left to say.

"Well, Larry's sitting there, sitting. Get on with the meeting!" so I will just say ditto to all the comments," he said.

Supervisor Jeff Stone said he regretted only working for 3-1/2 years with Parrish, who he called one of the most effective executives he has ever known.

"I wish it was more years," he said. "We're lucky to have had you as long as we have."

Supervisor John Tavaglione was traveling on that day and did not attend the board meeting.

Parrish always maintained his great sense of humor, even while finding ways to overcome what continued on page 36.

2008 EDITORIAL SCHEDULE

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Dad was waiting in the parking lot at the usual time. As the basketball players left the gym, he noticed his 10-year-old head hanging low. When his son jumped in the car, and slammed the door, the father asked, "How was prac- tice?"

The boy replied, "I hate my coach."

This kind of response did not sit well with Dad. Three thoughts rushed to his head, all fighting to be delivered in a correcting tone. First, "I've taught you not to speak so disrespectfully to any coach or adult." Second, "Are you kidding? This guy is a great coach - one of the best!"

Third, "Do you have any idea how hard I worked to make sure you were placed on this guy's team?"

For some reason, Dad chose not to speak any of those condemning thoughts, and instead three words came out of his mouth, perhaps three of the best words he'd ever accidentally said: "Tell me more.

In what way do you want to explain the events that took place during practice. Dad knew he wasn't getting the whole story, so he added, "What else happened?"

Eventually - and it took a little while - they got to the part where the son admittably had to get side-tracked during practice, got caught goofing off during the drills and was reprimanded for it. In the final analysis, his young son was so embarrassed by the coach's reprimand in front of the other players that it led him to declare, "I hate my coach."

The point is this: Dad's first, second and third thoughts - if delivered immediately - would have missed the mark by a mile. They were totally irrele-
vant in view of the facts, which would never have been revealed if he'd blurted out all-knowing speech. He had been guilty more than once of jumping the gun with a quick response, but he learned so much more on this occasion with just three little words: "Tell me more."

The complete story gave him much more insight into his son, how he thinks and how he reacts. As a business leader, you have the same responsibility a dad has to his son - listen, get the facts, determine the problem, and help resolve the situa-
tion.

Listening is an art and a skill. It requires discipline and focused attention. When you give the gift of silence, you allow others the chance to think and process the thoughts. The time required to do this varies tremendously, depending on whom you're talking to. When it comes to sharing thoughts and feelings about an event, there are two very different types of personalities. In both cases, "tell-me more" works better, but in different ways.

The Fast-Twitch Responder

Some people tend to think their thoughts out loud immediately - even in a blunt fashion - then they do the editing in public, too. "What's really little, or, "Let me rephrase that."

They might revise their initial version of the facts several times. Typically, they quickly offer the information you're seeking so it may seem as though very little patience is required on your part. They don't make you wait very long, yet immediately jumping in with your assumptions drawn conclusions and drawn conclusions blaring will most often prove to be ill-advised and a report about a work-in-progress for this quick responder, and it's far more prudent for you to deliver a well-timed, "Tell me more" or "an"... and then what?"

The additional information you are seeking will be worth the wait, as feelings and thoughts become clearer in the mind of this fast-twitch responder.

The Slow-Twitch Responder

Other people tend to prefer not to share the end result until it is edited and rephrased to do this varies tremendously, depending on whom they're talking to. When is comes to sharing thoughts and feelings about an event, there are two very different types of personalities. In both cases, "tell-me more" works better, but in different ways. The fast-twitch responder prefers not to share the end result until it is edited and rephrased.

These people never share a ver-

It's a work-in-progress for this quick responder, and it's far more prudent for you to deliver a well-timed, "Tell me more" or "an"... and then what?"

The additional information you are seeking will be worth the wait, as feelings and thoughts become clearer in the mind of this fast-twitch responder.

On your best guess you wait, as feelings and thoughts become clearer in the mind of this fast-twitch responder.

Find an opportunity to use this phrase, "Tell me more.

As a business leader, you allow others the chance to think and process the thoughts. The time required to do this varies tremendously, depending on whom you're talking to. When it comes to sharing thoughts and feelings about an event, there are two very different types of personalities. In both cases, "tell-me more" works better, but in different ways. The fast-twitch responder prefers not to share the end result until it is edited and rephrased.

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include move-in ready office space. Upon completion, Global Access Business Centre is expected to generate up to 200 new tenants in the fourth quarter of 2008. The building will be managed by Internta Partnerships LLC, a joint venture of Charles E. Singleton and G. Alexander, who are affiliated with Prudential Real Estate Investors and Internta Developers Partners LLC, a joint venture of Charles E. Singleton and G. Alexander, which is a subsidiary of Prudential Real Estate Investors. This real estate development in Upland is part of a larger 40-acre land assemblage that includes the location of a new retail development. The timetable for the project has not yet been set. Michelle Scherberl and Ryan Scherberl of Grubb & Ellis represented the buyer and the seller in the transaction.

In Corona, Arizona Pipeline paid $8.4 million for 9.4 acres ($200,000/acre) of land near the Interstate 15 and I-10 interchange. The site is near the City of Hemet and is considered to be a strategic location for the development of industrial and commercial space. The property will be used for the construction of a manufacturing facility.

In Colorado, Jack Faris and Brett Lockwood of Venn Companies represented the Oldcastle Westside, a manufacturer and designer of high-quality concrete tiles with manufacturing plants in Arizona and Colorado. Jack Faris and Brett Lockwood of Venn Companies represented the Oldcastle Westside, a manufacturer and designer of high-quality concrete tiles with manufacturing plants in Arizona and Colorado. The company is engaged in the production of concrete tiles, which are used in various applications, including residential and commercial construction. The company is known for its high-quality products and commitment to sustainability.

In February, City Attorney Delgadillo launched a first-of-its-kind investigation into the potential misrepresentation of the Blue Cross's market practices. The investigation is focused on the Blue Cross's efforts to attract more than 200,000 customers. Blue Cross is accused of misleading advertising in violation of California's Unfair Competition and False Advertising laws. The investigation is expected to be completed by the end of the year. The City Attorney's office is actively conducting investigations into the potential misrepresentation of the Blue Cross's market practices. The investigation is expected to be completed by the end of the year. The City Attorney's office is actively conducting investigations into the potential misrepresentation of the Blue Cross's market practices. The investigation is expected to be completed by the end of the year.
**Environmental Companies Serving the Inland Empire**

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<th>City/Zip</th>
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<tr>
<td>Aerial Information Systems, Inc.</td>
<td>1127 Fox St, Rancho Cucamonga, CA 91730</td>
<td>91730</td>
</tr>
<tr>
<td>Alien Consciousness</td>
<td>2 S-A Technology Dr, Suite #305</td>
<td>92822</td>
</tr>
<tr>
<td>AMEC Earth &amp; Environmental</td>
<td>880 E. Arrow Route, Ontario, CA 91761</td>
<td>91761</td>
</tr>
<tr>
<td>Applied Planning, Inc.</td>
<td>42427 Pinion Dr, Suite #24</td>
<td>92898</td>
</tr>
<tr>
<td>Brickley Environmental, Inc.</td>
<td>577 W. Barnett Ave, San Bernardino, CA 92408</td>
<td>92408</td>
</tr>
<tr>
<td>Bryan, Snow &amp; Associates</td>
<td>38422 Idyllwild Rd, Rancho Cucamonga, CA 91730</td>
<td>91730</td>
</tr>
<tr>
<td>Cherry &amp; McRae, Inc.</td>
<td>10453 Enterprise Ave, Suite #100</td>
<td>92306</td>
</tr>
<tr>
<td>Chambers Group, Inc.</td>
<td>4111 Ontario Ave, Los Angeles, CA 90032</td>
<td>90032</td>
</tr>
<tr>
<td>CDLL, Incorporated</td>
<td>6109 E. Center St, Colton, CA 92324</td>
<td>92324</td>
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<tr>
<td>Concrete Consultants</td>
<td>1802 E. Commercial Dr, Ontario, CA 91761</td>
<td>91761</td>
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<tr>
<td>David Evans &amp; Associates</td>
<td>1200 Commerce, Ste 200, Ontario, CA 91761</td>
<td>91761</td>
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<tr>
<td>Earth Systems Southwest</td>
<td>1801 College Ln, India, IN 46206</td>
<td>46206</td>
</tr>
<tr>
<td>Earth Tech, Inc.</td>
<td>1861 College Ln, Suite #6, 180 Colton, CA 92324</td>
<td>92324</td>
</tr>
<tr>
<td>Edward G. Buback &amp; Sons</td>
<td>4410 Fessner Rd, San Antonio, TX 78217</td>
<td>78217</td>
</tr>
<tr>
<td>Gabriel Environmental Services, Inc.</td>
<td>315 W. Redlands Ave, San Bernardino, CA 92408</td>
<td>92408</td>
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<tr>
<td>Jergensen Environmental</td>
<td>12120 Tustin Ave, Ste B, Rancho Cucamonga, CA 91730</td>
<td>91730</td>
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<tr>
<td>Kiefel-Folbergs</td>
<td>WND</td>
<td>92503</td>
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<tr>
<td>L &amp; I Environmental Inc.</td>
<td>1829 Firestone Ave, Alhambra, CA 91801</td>
<td>91801</td>
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<tr>
<td>Libbey Corporation</td>
<td>200 W. San Bernardino Ave, San Bernardino, CA 92408</td>
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**Sam Maloff continued from page 1**

Sam Maloff continued from page 1

ing as merchants....initially selling goods from a horse and wagon. Sam enjoyed a relatively normal youth...a good student...to a graduate...and a hard working and self-disciplined employee. Sam, in 1935, was accepted by the Walt Disney Company's studio; however, because of the pleading of his mother...declined...did not move to Los Angeles and continued working at Vortex in Claremont. Drafted into the U.S. Army in 1941, Sam experienced a purposeful but battle-free four years. Back in Southern California by November 1945, Sam was now living in Los Angeles and looking for a "job." Angeles-Pacific, a commercial art firm, proved to be that job; but after nine months as a graphic artist

hearing birthday number 30, Sam had to find his niche in life....his future. Sam, in 1946, returned to the Chino-Claremont area in all areas of graphic arts design and became a very serious student. It was as a student at Scripps College, taking a Millard Sheets class, that Sam met Alfreda Ward. Yes, you guessed correct, but don't get ahead of me—one month after their date, they were married.

It was midyear 1947 when Sam made the decision to become a self-employed maker of furniture. The rest is history....59 years of history. · A rocking chair for President Ronald Reagan in 1981. · Two rocking chairs sold to President Jimmy Carter in 1982. · Recipient of John D. and Catherine T. MacArthur Foundation Fellowship. · Honored by exhibitions of his woodwork at universities, museums, institutions worldwide, including The Vatican and The Smithsonian attended by world leaders including Pope Paul Vl today. A rocking chair by Sam Maloff will be an investment of $25,000...and a delivery date of 2010.....yes Sam will be 94 years of age.

---

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RESTAURANT REVIEW

Magic at Okura

When is a Japanese restauraunt not an ordinary Japanese restaurant? Answer—when it is Okura Robata Grill & Sushi Bar. This is a showroom for magic...a place to create taste, smell, and "plate picture" perfect, real, as well as cooked food for the most discriminating gourmet.

I recommend they eliminate the words "sushi bar" from the establishment's name as it does not do justice in describing this temple of taste. Executive Chef Kaoru Ichii includes an array of "small plates" to choose from with suggested sake to match the flavors of each dish.

Among the "tapas" are a Sashimi spring roll which Chef Kaoru enjoys with Gekkeikan Haiku sake; crispy Yamaimo potatoes (Adelheim Pinot Noir); crisp scallop tempura (EOS Chardonnay); nobata grilled sake lamb chop (Rutherford Hill Merlot); and Buffalo mozzarella and heirloom tomato salad (Jummai Gijjo Tsuzetsu Sake). Each plate is only $9 (sake and wine are additional).

Chef Kaoru has also listed three temaki sushi plates on the tapas menu. Also known as the "hand roll," where the chef spreads ingredients on a nori (seaweed) sheet, rolls it into a cylinder, and slices it into bite-size pieces. temaki sushi is as attractive as it is delicious. He recommends that the spicy tuna roll be paired with Junmai Gingo Y "Wind" Sake, suggests Sugi's Leap Chardonnay to accompany the crunchy tempura shrimp roll with avocado and eel sauce, and proposes Markham Sauvignon Blanc as the accompaniment to the Hamachi (yellowtail) roll. The hand rolls are only $6 each. From blue fin toro (tuna) to
drinks and marketing

OKURA SURGEK
Absolut Apricot vodka, Peels Schnapps, Orange juice, Grenadine. $10.00

MIDNIGHT MARTINI
Koval black vodka, Cinzano, Bailey’s Irish Cream and Khakia. $10.00

SHANGHAI MARTINI
3-Rum liquor and Cranberry light rum mixed with fresh mint leaves and orange juice, topped with a splash of soda. Served on the rocks. $10.00

ICYCLED MARTINI
2 vodka (made from soy with whole lychee). $10.00

BLUE MOON
Sky Vodka, Hypnotic liquor, Blue Curaçao. $10.00

GEISHA GIRL
Imperial Niduki, fresh lemon and pomegranate juice $10.00

JAPANESE KID
Goldhol Thuisk, Shekei, Fuku plan wine and Lavern juice with a splash of soda. $10.00

KABUKI KID
Ketel One, Beauciac, Baxester Gin, Triple Sec Sweet and sour, and cranberry juice. $10.00

TORO COSMOPOLITAN
Absolut Citron, Cointreau, Cranberry juice Garnished with a lime twist. $10.00

MAI TAI
Cranberry Light Rum with fresh fruit juices and a float of Myers Dark Rum. $10.00

PANAMA
Gray Grenn Vodka, Pama liquor, and Cointreau, with a splash of cranberry juice. $10.00

SAMURAI SOUR
Midori, Cava rum, Absolut Pears and pineapple juice $10.00

WHITE TIGER
Ketel One, Absolut Vodka, and Ruff & Tuff. $10.00

KAMIKAZE
Fountain Vodka, Cointreau, and lime juice $10.00

POMAGRAMATE SOUR MIXED DRIP
Absolut Orange, Sweet and Sour and pomegranate syrup $10.00

continued on page 39

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Sun 4:00 p.m. - 9:30 p.m. ** Reservations Recommended
It’s New York without the attitude! This award-winning restaurant is where famous fare is finely defined. Our menu features prime steaks, Australian lobster tail, garlic roasted chicken, rack of lamb, prime rib and fresh seafood specialties. Join us for jazz in our Manhattan Room where acclaimed artists have made us the Inland Empire’s most intimate jazz experience! We take care of every detail with innovative menu items, specialty dishes, dramatic desserts, outstanding wine selection and entertainment to complement your dining experience - and discover our magnificent banquet rooms, perfect for hosting your next event.
Hillwood names development/marketing director for Southern California projects

Hillwood has hired Brian Wilson, who most recently was manager of commercial development for LNR Property Corp., as marketing and development director for its projects in Southern California. Projects being developed by Hillwood in the Inland Empire include A Into Alliance California, Interchange Business Park and North San Bernardino Business Park in San Bernardino, West Valley Logistics Center in Fontana, and Escondido in Ontano.

The company also is involved in the development of Vintners Grove Office Park in Ontario and Renaissance Rialto, which are both joint ventures with the Lewis Group.

Hillwood is in the midst of its most aggressive building program in the Inland Empire with plans to develop 12 industrial buildings totaling 6 million square feet by the end of the year.

"As Hillwood's development activities in Southern California increase, it is imperative that we continue to add top talent, like Brian Wilson," said John Magness, senior vice president of Hillwood Investment Properties. "Brian has experience with large-scale industrial projects, as well as a variety of product types, which will be a tremendous asset as Hillwood continues its unprecedented industrial development, while diversifying its development portfolio, in the Inland Empire."

With LNR Property Corp., Wilson worked on the redevelopment of more than 1,000 acres at the former March Air Force Base in Riverside prior to joining LNR. Wilson served as a project manager for Opus West Construction Corp. His development and construction experience includes a wide variety of projects, including offices, a downtown shopping mall, a luxury hotel, and a residential high-rise.

Wilson earned his bachelor's degree in Environmental Design from Texas A&M University. Hillwood began developing in the Inland Empire in 2000, when it was named master developer of the former Norton Air Force Base. Since that time, 6.4 million square feet have either been built or are under construction and close to 3,000 new jobs have been created at what is now called Alliance California.

Hillwood's projects in Southern California have attracted facilities for global industry leading companies, including Kohl's, Mattel, Stater Bros., PacBell, Medline, FedEx, Michelin and Pep Boys.

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Retain your best workers: how to recognize the stars in your company

By Daisy Saunders

Soren landed her dream job in sales. It had everything—pay, perks, location, and change. However, she started the job with little energy, enthusiasm and high expectations. However, within six months, she was running out of steam; in 12 months, she crashed. Soren left the company, disheartened and in a situation she didn’t understand. What happened?

Employee retention has moved onto the radar screens of businesses. From small businesses to major corporations, executives throughout the world have either witnessed or experienced the damage associated with employee turnover. The impact of excessive turnovers can be devastating—lost customers, lost production, poor morale, unemploy­ment claims and hiring costs.

There is no magic formula for employee retention. However, there are some things every organization can do to help engage employees and increase the chances they’ll be around for the long haul.

• Start by hiring smart. Examine your hiring needs. What do you need and the skills and personality traits necessary for an employee to have in order to fulfill the duties, what’s their experience like? Then, hire smart. Make sure you hire people who can do what they say they can.

Employee turnover can be reduced substantially by hiring the right person for the right job at the right time.

• Clarify expectations. Let employees know what they are expected to do. Onboarding time helps and avoids potential conflicts that can occur due to the lack of knowledge and miscommunication. Establishing expectations within a structured working environment helps employees stay focused on the specifics of their individual duties, therefore, meeting corporate goals as a whole.

• Get to know your employees. Take the time to get to know the interests of your employees. Find out their expectations, not only within their job requirements, but their career goals, hobbies and extracurricular activities. Getting to know your employees helps you to better meet their needs, which sends the message that you care.

• Give feedback. Let employees know how they are doing. That you value them; and want them to stay. Leslie was an administrator in a medium-sized school district employed for several months, but she decided to seek employment elsewhere because the job wasn’t fulfilling. About a month later, she was still on the job and seemed to have a new attitude about her work. What made Leslie change? She explained that the day after she submitted her resignation letter, her boss came to her office. He told her how much he valued her work, and asked her to stay. Leslie said that this was their first time she had ever been told her work was appreciated. This small gesture changed her whole outlook about herself and her job. She felt wanted, valued, and needed. On-going feedback results in improved performance, communication, and less turnover. It is one thing to love your job, but it’s even better when you know that the job loves you back.

• Be aggressive on turnover by making employee retention a part of your organization’s culture. This should not only be your goal, but the goal of the entire staff. Emphasize the need for supportive staff members who can motivate other employees to be committed, passionate and accountable to the cause. As a result, employee retention is an all-inclusive, all-encompassing approach to an, “We’re all in this together” team atmosphere in which everyone feels included. As a result, employees gain emotional satisfaction by recognizing that the company values them as people. This makes a business—a more like a family and are more likely to remain on the job.

• Educate and train. Provide a management career development program and continuous education and training. As an employee, it is up to you to make sure you are in your best position to perform the required task. If you want to see growth in your business, then you must be committed to growing your people. Offering employees opportunities for education and training helps to make them stronger, more confident, and competent. Plus, it seems up to you to help them see the impact of their work.

• Offer incentives and rewards. Just as you make special offers to external customers to show how much you value them, offer your internal customers incentives and rewards to show how valued you are. Sometimes, employees can directly impact retention. And, it is important for you to know that some things can actually make employee retention easier. For example, sending the message that they are needed, appreciated and valued sends the message that they are valuable and appreciated.

• Offer incentives and rewards. Just as you make special offers to external customers to show how much you value them, offer your internal customers incentives and rewards to show how valued you are. Sometimes, employees can directly impact retention. And, it is important for you to know that some things can actually make employee retention easier. For example, sending the message that they are needed, appreciated and valued sends the message that they are valuable and appreciated.

Periodic updates allows them to address challenges and build on strengths on an ongoing basis. When evaluating, use the sandwich technique—start with praise for work well done, discuss challenges or deficits and together create corrective action strategies. Close on a positive note. This allows employees to walk away feeling good about themselves and gives them a positive place from which to start addressing challenges.

Finally, the primary drivers of employee retention are the organization’s leaders. People may join an organization because of the job itself or the perks, but they are likely to stay if they like how they are treated by their leaders. Therefore, companies must be committed to investing time in their leaders, especially first-line managers, because their skills can directly impact employee retention and the bottom line. And, first-line managers are in the best position to implement the suggestions outlined above.
Janice Oliphant elected chairman of Mount San Jacinto Park Authority

Janice Oliphant of Indian Wells has been elected chairman of the Mount San Jacinto Park Authority, governing body of the Palm Springs Aerial Tramway, has been appointed by Governor Schwarzenegger in February 2005.

Governor Schwarzenegger has appointed Michael McCulloch of Palm Springs to the Mount San Jacinto Park Authority. McCulloch will replace Erwin M. Mocellin, who served as partner of McCulloch & Company, CPAs since 1997 and owns the company he serves as managing principal. From 2003 to 2007, McCulloch was a member of the Palm Springs City Council. The seven-member Authority, a public agency and public corporation of the State of California, was created by the Mount San Jacinto Park Authority Act Ch.1040 of the Statutes of 1945, as amended by Ch.70 of the Statutes of 1947 and Ch.1004 of the Statutes of 1955.

Two members of the Authority are appointed by the City of Palm Springs, 36 members by Riverside County Board of Supervisors and three by the Riverside County Board of Supervisors.

Environmental Management

Five steps to build credibility: shed the Superman cape

By David Benzel

Superman is a super hero due to his many powers. However, even with all of his strengths, Superman has a vulnerability — Kryptonite — therefore making him not perfect. He has a flaw. And in spite of this weakness, Superman's credibility is beyond reproach. The greatest temptation managers face today is to desire to appear like a "Superman" to their followers: perceived as perfect, flawless, impervious, and invincible. Perhaps managers even wonder, "Why would anyone trust and follow me if I'm flawed and vulnerable?"

Consequently managers and supervisors get caught up in a game of being right, and if not right, act as if they're right anyway. This is reminiscent of parents who might not know why they've just given a command or punishment. No wonder managers feel comfortable with, "Because I said so" as the ultimate reason for their actions. The irony is that followers at work - just like children at home - know that their leaders are not seven-foot-tall and bullet proof. The attempts to create the illusion of perfection, while not making them invulnerable, take away from whatever credibility was there in the first place.

Credibility is the key ingredient in leadership. The Latin root word is "credo," which means "to believe" or "I trust." Credibility, like credit from a bank, is given to those who are trusted. If trustworthiness is given to leaders, the followers find believable. If you are not believable, you are not representing yourself honestly, you will have little credibility with your followers. It may be the biggest paradox in leadership and knowledge how hard it is to build, let alone maintain of everything. It's as if any hesitation or inquiry indicates you are not being perfect.

How to Build Credibility Without Being Bullet Proof

The answer to the paradox is found in being real, or authentic. Leaders have several key opportunities to demonstrate their genuineness.

1. Honor others, let others honor you. Shining light on the accomplishments of others has many benefits. It provides reinforcement of the behaviors you want to see in the organization. It boosts morale by sending a message of success for all to see. It also teaches the habit of attributing success to everyone. The tricky thing about honoring is that you can't successfully do it to yourself or others. Following a sense of feeling comfortable with, "Because I said so" as the ultimate reason for your actions, you must change the behaviors you want to see by praising the behaviors you want to see, instead. If leaders spend their time trying to honor themselves, they create a climate where it's accepted. Soon others will duplicate the practice of slapping their own backs. When leaders sincerely and openly take responsibility for mistakes and show themselves to be elevated in the minds of the followers as trustworthy and humble.

2. Become a learner, not a judge. Asking good questions may be the single most significant skill for a leader to learn. Somewhere in the development of most leaders, the practice of questioning is given to the followers who find believable. If you are not believable, you are not representing yourself honestly, you will have little credibility with your followers. It may be the biggest paradox in leadership and knowledge how hard it is to build, let alone maintain.

3. State conclusions tentatively. After gathering information and processing that data, it would seem natural for a leader to just blurt out the answer and give the command. "I've made up my mind, so go do it" would seem to make sense. However, leaders who trust the opinions of followers will use a different delivery strategy. Rather thanüssentially means leaving a door open for other unknown factors or opinions to enter in the light of day. If a leader openly states a position, it leaves no room for other positions except through confrontation with the boss! What would followers dare say in response to, "If I were you, I would do this as the right way."

4. Avoid mistakes or poor judgments. Have you ever noticed the look of relief - and maybe surprise - on a child's face when an adult apologizes for a mistake or showing poor judgment? Followers may have the same surprise at first. But once they learn that you are a leader who takes personal responsibility for your decisions - especially if that includes an apology - you gain credibility. Leaders who take strength and courage to admit mistakes and flaws and where followers dare say "I don't agree with that answer-telling machine; all those resources and being resourceful is the sign of a competent leader. Knowing how to admit when you make a mistake is more valuable and beneficial for the organization. I don't have to know where to look for it” is an important phrase for leaders to demonstrate and followers to learn.

5. Argue for mistakes or poor judgments. Have you ever noticed the look of relief - and maybe surprise - on a child's face when an adult apologizes for a mistake or showing poor judgment? Followers may have the same surprise at first. But once they learn that you are a leader who takes personal responsibility for your decisions - especially if that includes an apology - you gain credibility. Leaders who take strength and courage to admit mistakes and flaws and where followers dare say "I don't agree with that answer-telling machine; all those resources and being resourceful is the sign of a competent leader. Knowing how to admit when you make a mistake is more valuable and beneficial for the organization. I don't have to know where to look for it” is an important phrase for leaders to demonstrate and followers to learn.

Leaders shed their Superman cape when their public identity is exhibited in each of these five key areas. The illusion of perfection fades away, and in its place is the image of a leader who is aware of the true human condition - flawed and vulnerable, but ready to learn lessons and move on. If you were the follower, which is one of the five, would you choose to follow you?

For more information, contact David Benzel at 1-800-616-1193 or dbenzel@cs.com.
California’s legal environment remains intact in the bottom 10 states, according to a new report released today by the U.S. Chamber Institute for Legal Reform (IIR). In addition, Los Angeles was again named the least fair and reasonable litigation environment in the country.

“California’s low ranking is not surprising, given the fact that California courts have a reputation for recognizing class action lawsuits that most other jurisdictions would toss out, and that California juries are increasingly likely to award disproportionately large judgments in civil cases,” said Tom Donohue, president and CEO of the U.S. Chamber of Commerce.

Donohue also noted that California has become a target for “litigation tourism,” as plaintiffs’ lawyers file hundreds of asbestos- and silica-related lawsuits on behalf of non-residents, after similar lawsuits have been shut down by changing laws and courts in Illinois, Mississippi and Texas.

California ranked 44 out of 50 in Lawsuit Climate 2008 — up one spot from the previous year. The Harris survey is the preeminent standard by which companies, policymakers and the media measure the legal environment of states.

A survey of California business owners found 88 percent believe frivolous lawsuits are a serious problem, 59 percent think the number of unfair lawsuits against businesses in California will increase over the next five years, and 73 percent want the California Legislature to enact new laws to help protect business from unfair and frivolous suits.

“An unfair legal system sucks the life out of a state’s economy,” Donohue said. “It affects business expansion, it affects jobs and it takes money out of consumers’ pockets. The legislature must pass meaningful legal reform before California’s lawsuit climate will show significant improvement.”

The California business owners reported raising prices, limiting the types of products they offer and reducing the number of new hires in response to the current lawsuit climate.

California Stuck Near Bottom in Ranking of Legal Climate
U.S. Chamber: Legislature Must Pass ‘Meaningful Reforms’

Make check out to "The Smile Train.

Today, millions of children in developing countries are suffering with cleft lip and palate. Condensed to a lifetime of malnutrition, shame and isolation. The good news is that virtually all of these children can be helped. This is the mission of The Smile Train. They provide free surgeries to give life-changing free cleft surgery which takes as little as 45 minutes and costs as little as $250. It gives desperate children just a new smile—but a new life.

100% of your donation goes toward programs—0% goes toward overhead.

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

$100 Provides cleft surgery for one child
$15 Provides medication for one child
$250 Covers half the cost of one surgery
$500 Helps a young child start a new life.

Visit www.smiletrain.org for more information.

May 2008

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Visit www.smiletrain.org for more information.
CalChamber, small business employers and employees urge passage of flexible workweek bill

A California Chamber of Commerce-sponsored measure that would allow employees flexibility in work schedules to help accommodate diverse family obligations, commuting issues and other personal obligations will have its first hearing at the State Capitol.

If passed, AB 2127 (Benitez; R-Bertruda Dunes) will allow a small employer (25 or fewer employees) to agree to an employee’s request to work an alternative work schedule. The bill applies specifically to small businesses and is not covered by a collective bargaining agreement. According to small businesses, employers and local chambers of commerce, the Small Business Family Scheduling Option would add a much-needed boost for employers struggling recruitment and maintain qualified employees in a shrinking pool of candidates.

“California needs a law that will permit four-day workweeks for individual workers,” said Marc Burgat, CalChamber vice president of government relations. “AB 2127 is good for workers, good for the environment and good for public safety,” said Evans. “AB 2127 will allow me to offer my employees a schedule that best suits their individual scheduling needs. As a result, my employees will have more time with their families and achieve a better work-life balance without a reduction in pay.”

Sharon Tyrell, owner of Capree Escrow, Inc, in Riverside, would like to offer a more flexible schedule for her employees, but current law prevents her from offering them an option.

“As a small business owner, I have always encouraged my employees to continue their education,” said Tyrell. “AB 2127 would allow my staff to spend more time with their families and achieve the life-work balance her employees seek.

“As a very small employer, I would like to honor the requests by my employees for a compressed workweek so they can attend to their personal and family needs,” said Evans. “AB 2127 will allow me to offer my employees a schedule that best suits their individual scheduling needs. As a result, my employees will have more time with their families and achieve a better work-life balance without a reduction in pay.”

Union Members Unaffected

Union employees and employers are covered by a collective bargaining agreement. Current language in the Labor Code Section 514 would allow the provisions of AB 2127 to be available only to small businesses with fewer than 25 employees that are not covered by a collective bargaining agreement.

If a small employer enters into a collective bargaining agreement subsequent to entering into an alternative workweek agreement, Section 514 continued on page 13

Employment Services/Agencies

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<tr>
<th>Name</th>
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<th># of Customers</th>
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<td>Ultimate Staffing Service</td>
<td>2840 E. 7th St.</td>
<td>Ontario, CA 91761</td>
<td>1</td>
<td>6</td>
<td>4</td>
<td>WND</td>
<td>Low Light Industrial, Clerical</td>
<td>Marta San Miguel</td>
<td><a href="mailto:info@ultimatesstaffing.com">info@ultimatesstaffing.com</a></td>
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<tr>
<td>JH Staffing</td>
<td>354 E. Ontario Blvd., Ste 200</td>
<td>San Dimas, CA 91773</td>
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<td>Kelly Staff Leasing</td>
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<td>Mac/Naughton Associates</td>
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<td>Riverside Personnel Services, Inc.</td>
<td>2396 Capital Avenue, Suite 200</td>
<td>Riverside, CA 92506</td>
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May 2008

Search for Commercial Space for Lease/Sublease

You don't need to go far to find a career with an innovative, growing company. You are using a leading developer of geographic information system (GIS) mapping software, which is located right here in the Inland Empire. With annual revenues of more than $60 million, ESRI employs 4,000 people worldwide—100 of whom are based in Redlands.

We are looking for qualified professionals in the areas of Accounting and Finance, Purchasing, Sales, Human Resources, Marketing, and Software Development.

We offer an attractive compensation and benefits package along with opportunities for career and personal development opportunities. Employees can also enjoy the convenience of our cafe with a view and free parking in a busy downtown area.

Visit www.esri.com/careers to discover even more opportunities. We're excited about what we do.

Mount San Jacinto Winter Park

California Governor. They serve a four-year term without compensation.

The Authority has had 13 chairpersons since its inception: O. Earl Colman (deceased); W.V. Grubbs (deceased); G. David Ackley (deceased); Burton Spivack; John Blatt (deceased); Elliot Field; Richard Shilshob; Bette Myers; John Wessman; Lloyd Maryanov; Nancy Statt; Kathy Block; Ric Service and Elvin Moon.

The other current Authority members are: Kathy Block and John Wessman, appointed by the Riverside County Board of Supervisors; Janice Opliant and Michael McCulloch, appointed by the Governor; Nancy Statt and Jerry Ogbon, Palm Springs City Council appointees.

State of the County... continued from pg. 3

Biane also included in his clip a visit from Ali Sahabi, developer/promoter of the Green Valley Initiative. This combination of government and business is an attempt to make the Inland Empire a focal point of environmental policy and growth. San Bernardino’s obvious contributions include the solar energy efforts in the High Desert.

At the conclusion of the video presentation the audience was invited to partake in the evening’s coffee and desserts were made available at one of five hospitality suites in the convention center. Each supervisor stressed the concept of “One Shared Vision” to solve challenges while they plan for the future and keep the county “green.”

San Bernardino County spans more than 20,000 square miles of desert, mountain, valley, and cities with more than two million people. This high-tech presentation may be a glorious view of the future. It may be whistling in the dark.

If a positive attitude can overcome adversity, then May be the County’s State of the County event and its audio-visual presentation would appear to be standing up to the challenge.

Mount San Jacinto College

continued from pg. 26
Inland Empire Focus

KTIE Radio 590 AM

Tuesday Evenings, 8:30 PM

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

Hosted by
Cliff Cummings and Bill Anthony

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Law Firms

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<tr>
<th>Firm Name</th>
<th>Address</th>
<th>City, State, Zip</th>
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<th># Partners in L.E.</th>
<th>Specialties</th>
<th>Clientele</th>
<th># Offices in L.E.</th>
<th># Office Co. W/H in L.E.</th>
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<th>Local Managing Partner</th>
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<td>Cappelletti, Kennedy &amp; Porter</td>
<td>2475 W. Saint Francis, Suite 430</td>
<td>Victoria, CA 92902</td>
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<td>Office Administrator</td>
<td>James Kennedy</td>
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<td>Decatur, Anderson &amp; Smith, LLP</td>
<td>260 Orange Street</td>
<td>Riverside, CA 92501</td>
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<td>Civil &amp; Business Litigation</td>
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<td>Call &amp; Moore</td>
<td>1921 W. Franklin Blvd</td>
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<td>Workers' Compensation, Employee, Insurance Carriers</td>
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<td>Michelle Grupp</td>
<td>Denise Zimmers</td>
<td>W. Steven Stowe</td>
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<tr>
<td>King &amp; Chang, LLP</td>
<td>7201 Island Bridge Blvd, Suite B-208</td>
<td>Newport Beach, CA 92668</td>
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<td>Kim Carvalho</td>
<td>Office Manager</td>
<td>John R. Blakeney, Esq</td>
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<tr>
<td>Marc B. Roberts &amp; Associates</td>
<td>2630 Columbus Dr, Suite 430</td>
<td>Denver, CO 80237</td>
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<td>Labor &amp; Employment Law</td>
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<td>Mona Roberts</td>
<td>Administrator</td>
<td>Mark B. Roberts</td>
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<td>Dickson &amp; Holt</td>
<td>820 University Ave, Suite 212</td>
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<td>Monica D. Holt</td>
<td>Partner</td>
<td>John G. Dickinson</td>
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<td>The Miller Law Firm</td>
<td>620 Newport Center Dr, Suite 700</td>
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<td>Rachel Miller</td>
<td>Property Managers</td>
<td>Thomas E. Miller</td>
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<td>Epstein Goldstein &amp; Holm, APC</td>
<td>67411 Katon St., Ste. 160</td>
<td>Murrieta, CA 92562</td>
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<td>Linda Adams</td>
<td>Attorney</td>
<td>Thomas S. Goldstein</td>
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<tr>
<td>Ferguson Law Firm</td>
<td>75310 Holly Street, Suite 1</td>
<td>Palm Desert, CA 92260</td>
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<td>Anderson &amp; Knepper</td>
<td>2533 Chicago Ave, Suite 300</td>
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<td>N/A</td>
<td>Barbara Knepper</td>
<td>Attorney</td>
<td>John T. Brueck</td>
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<tr>
<td>Law Office of John T. Brueck</td>
<td>28007 Bradley Rd.</td>
<td>San Jacinto, CA 92583</td>
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<td>John T. Brueck</td>
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<td>Law Offices of Sal Brignoli</td>
<td>7733 Bandini Rd, Suite 170</td>
<td>Rancho Cucamonga, CA 91730</td>
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<td>Sal Brignoli</td>
<td>Attorney</td>
<td>Sal Brignoli</td>
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</tbody>
</table>

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Hanging up your web site up-to-date?

Does it take forever to get your website updated?

Is your web staff overloaded?

We can help!

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**cyberStrategies**

internet commerce solutions

- Content management solutions
- Web Development
- Web Design
- Website Management
- E-commerce tools and services
- Online shopping carts and credit card transactions
- Website hosting and design and implementation
- Website project management services
- Website marketing
- Search engine directories and catalogues

Our content management tools can help you decouple the look-and-feel of your site from the informational content. Your clerical staff can keep your content up-to-date; they won't have to wait for your overworked web experts to do it.

For more info see us at www.csx.com
Call today for a free consultation!
Sue was arranging a corporate meeting. She did what meeting planners do: arranged all the details, contracted space, speakers, equipment, and more. The annual sales meeting was announced, and personnel, vendors, and speakers scheduled their travel to get there. Business as usual.

Not exactly.

There was a typo in the meeting dates published. By the time the mistake was found and everyone was notified, more than $25,000 had been spent in airfare changes, additional airfare, and other penalties—not to mention the wasted time and embarrassment this mistake caused Sue and her company.

An ad for a rental house read:

A realtor's ad with three bath, two beds, fenced yard, and mice eating fresh cheese. A note to the right:

"force), out letters, or missing words (such as "les" for "fewer") is not good, but your reader may not even notice it, and even if the reader does notice, it may not be a big issue. However, if you spell the reader's name incorrectly, that will pop off the page, and it will be personal to the reader. Bad form. People are sensitive about their names, especially if you are asking them for their time, money, business, or a job.

So if proofreading on the computer screen, change the background color of the screen or change the font before you check it one last time. If proofreading on paper (always recommended as the screen is harder on the eyes), use a different color paper; change the font, formatting, something to make the document look different from the way it looked all the times you looked at it before. When you change the background, texture on which familiar text sits, you trick your tired, nonobjective eyes and brain into thinking they're looking at something new... and you'll do a much better job at finding those potentially destructive mistakes in the text.

Ensuring mistake-free text requires a combination of knowing what spell checkers cannot find, not depending solely on your eyes when proofread, and always keeping in mind what to look for (proper names and numbers) when time is tight, too tight to do it right. Whether in a memo, annual, internal report, proposal, resume, or contract, mistakes can cost you, so find them before your reader does.

For more information, please call 609-239-4755, email Ronnie.moore@tmoro.com or visit www.tmoro.com.

Tuxedo Junction

Sue Barth, founder and CEO of THINK Together (www.THINKtogether.org), announced receiving a $100,000 grant from the Southern California Uebertroth Family Foundation (www.Uebertroth.org) to assist with development of THINK Together's after-school programs throughout a four-county region of Southern California. This generous gift from the Uebertroth Family Foundation will allow THINK Together to continue to build our program quality as well as build infrastructure and organizational capacity. This will help us build a regional system of support for over 30,000 at-risk students every school day at school sites in 19 communities throughout Los Angeles, Orange, Riverside and San Bernardino counties.

The Uebertroth Family Foundation is committed to assisting community-based organizations and groups that promote social change. Among the targets for philanthropy, the Uebertroth Family Foundation focuses on projects that:

- Promote education, tolerance, and volunteering; and
- Support agencies assisting the underserved.

During 2007, the Uebertroth Family Foundation granted in excess of $1,325,000.
Half Moon Bay... continued from pg. 44

Ride a happy horse

Visit Sea Horse Ranch & Friendly Acres for a delightful horsback ride on the beach. Al Shipley is the colorful president of this company made up of 200 very well cared for horses. Organized riding opportunities can be arranged. The rates are fair and the trails are good. Riding on the beach is beautiful with young polite wranglers there to help the tenderfoot. Just beware of one thing, do not even think of mistreating any of Mr. Shipley’s horses, you will suffer the wrath of God or Shipley. I don’t know what would be worse. We had an example of someone priding one of the horses with a stick on one of the trails. This was reported by one of the wranglers by a walkie-talkie communication system throughout the trails. They were ordered to bring him in at once, and he was told in so many words to, “never darken Sea Horse Ranch again.”

Call (650) 726-2362, for reservations and information.

GETTING THERE:

Half Moon Bay is just 30 minutes from San Francisco International Airport and also 30 minutes south of San Francisco. A weekend at Half Moon Bay will send you home relaxed and with a smile, guaranteed.

Call the Half Moon Bay Coast Side Chamber of Commerce and Visitors Bureau for more information and brochures about the area at 650726-8380. Camille Bounds is the travel editor for Sunrise Publications and the Inland Empire Business Journal.

Larry Parrish... continued from page 16

sometimes seemed like insurmountable challenges, he said. “I’m going to miss the hell out of him,” Tavaglione said.

Parrish has seen more than 40 years in county government. He served as chief administrative officer in Santa Barbara County from 1980 to 1985 and in Orange County from 1985 to 1990. Parrish entered county government in the probation field, rising to become chief probation officer for Santa Cruz and Santa Barbara counties. In 1990, UC Riverside named Parrish Public Management Leader of the Year.

Parrish, 68, and his wife, Katie, live in Rancho Mirage. He has two grown children, one granddaughter and one grandson.

County officials will develop a process in the next few weeks to select a replacement.

support service such as PlumChoice Computer Help (www.plumchoice.com) that attempts to fix things over the Internet, or having a support technician visit your premises from a service such as RescueCom (www.rescuecom.com). Recently, one of my kids trashed her PC. Tying System Restore, located in the System Tools folder of the Accessories folder, didn’t help. Reinstalling Windows didn’t help. I had to reform the hard drive and start from scratch. My hair being nearly completely pulled out by then, I called in RescueCom to reconnect her PC to our home network.

Reid Goldsborough is a syndicated columnist and author of the book, “Straight Talk About the Information Superhighway.” He can be reached at reidgold@comcast.net or www.reidgoldsborough.com.

computer... continued from page 13

Inland Empire Traffic Solutions.

590 AM KTIE

Inland Empire Business Journal
"One Foot Out The Door: How to Combat the Psychological Recession That’s Alienating Employees and Hurting Your Business" by Judith M. Hardwick, Ph.D., Amacom, New York, New York; 2007; 204 pages; $24.95.

As we tiptoe along the razor's edge of an economic recession, the one factor that can raise our hopes or sink them is the monthly report on the unemployment figures. For the moment the numbers might go either way.

It may be all but forgotten now, but it took us nearly three years to recover from the brief recession of 2001. There are a few other things we haven't remembered. The book's author, Dr. Judith Hardwick recognizes that the post recession reality is that even highly paid people have made their way back to profitability, some by leaps and some by inches. With few exceptions, the gains are the result of increased productivity - fewer people doing the same work. Dr. Hardwick tells us that over the last ten years, average productivity has increased five percent annually.

Dr. Hardwick goes on to note that for the first time in U.S. history the "best and brightest" as a group are the ones suffering from the economic globalization and the impact of roller coaster investments by American corporations. She states: "This is particularly important from a macroeconomic perspective because the standard response to what individuals need to do to stay employed is education, education, education. And after the 1990 bust, many of our best-educated and highly skilled people could not find jobs for as long as five years."

She goes on to ask: "If education isn't the answer, what is?"

Then she answers, "In the long term, the education is the answer, but in the short term, a financial cushion, or a working partner, and personal worry-free time are essential."

The problems with Dr. Hardwick's answers to this question are threefold. First, Americans' traditional financial cushion was based on the equity in their homes built up by ownership. This equity has either been lost or at the very least seriously jeopardized by the breadth and depth of the subprime mortgage crisis. Second, a working partner is fine, but as an increasing number of people have made the "gender roles" of the past years go the way of the Dodo, there are no guarantees about a partner's capability to remain employed.

Finally, for many people personal resilience is no substitute for a job, a paycheck. What never went away during the delusion of temporary contract labor for a full-time workforce. This has become especially true among knowledgeable workers. Even though many, many workers in blue collar and white collar categories have survived job loss and years of stagnant wages, many have begun. This is, as she puts it, "an emotional state in which people feel extremely vulnerable and afraid for their futures." She goes on and adds notes, "This is especially relevant in the business world because increasingly fearful people are too exhausted to be creative and innovative."

Managers Bookshelf

"Bestselling Business Books"

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

1. "Winners Never Cheat: Everyday Values We Learned As Children (But May Have Forgotten)," by Jon M. Huntsman (Wharton School Publishing...$19.95) (1)


3. "Launching a Leadership Revolution: Mastering the Five Levels of Engagement," by Chris Brady and Orrin Woodward (Business Plan...$9.95) (3)

4. "Women and Money: Owning the Power to Control Your Destiny," by Suse Orman (Random House...$24.95) (3)

5. "Getting Things Done: The Art of Stress-Free Productivity," by David Allen (Gotham Books...$26.00) (5)


7. "The 7 Habits of Highly Effective People," by Stephen R. Covey (HarperBusiness...$27.00) (2)*

8. "Sex, God, and Children's Books," by Harlan Ellison (Terror Books...$12.95) (8)


*Roger Ebert's Top 10 Films of 2006

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REAL ESTATE NOTES...

\( \text{continued from pg} \ 14 \)

Drucker Institute...

\( \text{continued from pg} \ 15 \)

believe the Drucker Institute has tremendous potential to help develop the next generation of leaders.

The Drucker Institute at Claremont Graduate University is a think and action tank whose mission is to stimulate effective management and ethical leadership across all sectors of society. It advances Drucker's ideas and ideals of Peter F. Drucker, the father of modern management.

The institute acts as a hub for a worldwide network of Drucker Society Chapters using Drucker's teachings to affect positive change in their local communities. This summer, representatives from at least a dozen of these groups--spanning eight countries on our continent--will gather in Claremont at the Second Annual Drucker Society Global Symposium.

In addition, the institute maintains a digital archive of Drucker's papers; undertakes research that builds on Drucker's writings; offers a curriculum that distills Drucker decades of education and writing experience; and produces material that applies Drucker's work to contemporary centers of value in the world.

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customer service...

\( \text{continued from pg} \ 12 \)

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Magic at Okura...

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Kobe beef, the flavors, spices and ambience of an equally fine Japanese restaurant experience imaginable.

Magic at Okura was recently named the 2007 Best Sushi Restaurant in the Coachella Valley by readers of Desert Magazine. The downtown Palm Springs restaurant is located at 105 S. Palm Canyon Drive (760)777-6888) and the La Quinta restaurant is in Point Happy Plaza at Highway 111 and Mango Street (760)564-5820.

"This column provides a view of the latest real estate market activity throughout the Inland Empire. It is produced in a joint venture between the Inland Empire Business Journal and Rent.com, a leading Internet rental news site which has been covering the industry in California for nine years. For more commercial real estate news, visit the website at www.rent.com.

Drucker Institute...

\( \text{continued from pg} \ 15 \)

mandates the collective bargaining agreement would again impose.

Current Law

Under current Labor Code Section 511, and following the industrial cost of living wage orders, employers may institute alternative work schedules only if a super majority of affected employees agrees to the arrangement by ballot. Then, all employees in the work unit are subject to alternative scheduling.

The California Chamber of Commerce (CalChamber) is the largest broad-based business advocate to government in California. Washington. Kepresent­

ates one-quarter of the private sector jobs in California and includes firms of all sizes and companies from every industry within the state. CalChamber, by virtue of its knowledge of laws and regulations, provides products and services to help businesses comply with both federal and state law. CalChamber, a for-profit organization with roots dating back to the international trade and invest­

ment in order to stimulate the growth of commerce is-

Continued from page 12

terest in noting a condition she calls an "instant with no advance notice or added income. The latter might there may be some resemblance between term contractors and full­time employees at a company's facility, the former could be gone in months."

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Magic at Okura...
**New Business of Riverside**

**Sociology, Work Styles, Limited Liability**

**Composers, Inc.**
2601 Cuesta Ct., Moreno Valley, CA 92557

**EY DIAN 4th Soul**
22606 CHELSEA CT, MORENO VALLEY, CA 92818

**Bean Leaf Press**
1565 GUACO STREET, MORENO VALLEY, CA 92509

**Arch Services**
1591 W 7TH STREET, PERRIS, CA 92570

**Pal (American Resources Unlimited)**
101 E 7TH STREET, PERRIS, CA 92571

**Qantumise Insurance Services**
1177 STERLING AVE, RIVERSIDE, CA 92506

**Satricines**
1771 WHITETIDE LN, MURRIETA, CA 92563

**Organize It**
4024 FALCON CREST TEMECULA, CA 92590

**Prestige Notary Services**
4022 QUIET HILL CT, MORENO VALLEY, CA 92551

**Alexander Myconian Construction Co.**
7327 MIDNIGHT ROSE CIRCLE, MURRIETA, CA 92561

**Edward’s Construction Co.**
2019 UNION ST, WILDOMAR, CA 92595

**Integrity Real Estate**
3420 BLACKBEAR LOOP #167, TEMECULA, CA 92592

**Master Mischian, The**
4407 EAST PALM CANYON, CATHEDRAL CITY, CA 92234

**American Pride House Restoration**
1081 BOGEL ST, BEAVER LAKE, CA 92223

**Attic Fantastics**
12604 CHRISTINA CT, LAKE ELsinore, CA 92532

**Ritchie Construction**
6250 COLUMBUS AVE, RIVERSIDE, CA 92509

**FREETWAY TRAFFIC SCHOOL**
2033 INDIANA AVE, RIVERSIDE, CA 92502

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**INLAND EMPIRE People and Events**

Alta Loma resident Kevin Agra, a senior at Los Osos High School in Rancho Cucamonga, won the title of Best Teen Chef at the annual competition held at the International Culinary School at the Art Institute of California-Inland Empire. Winners Kevin Agra (first place), Enrico Luccichetti (second place) and Scott Nereim (third place), with Chef Eayd Joseph, (These are identified left to right.)

Outgoing Chair for the Riverside Chamber of Commerce Craig Blunder exchanges the gavel to incoming Chair of the Chamber Ken Strout.

Victorville Chamber of Commerce representatives meet with First District Supervisor Brad Mizellaff at the Legislative Roundtable. Linda Jones enjoys the Roundtables because they provide “Direct access to the Government.”

The Mayor, city council members, restaurant owners, and local members of our Pomona community all came together to eat and enjoy some of the best local cuisine.

The 2008 Miss Fontana meet and greet held at the Fontana Chamber of Commerce.

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**Business Supporting Kids and Leaders**

**Wednesday August 27, 2008**

Sierra Lakes Golf Club
9:30 A.M. Registration & Awards
10:00 A.M. Shotgun Start
1:00 P.M. Lunch & Awards
4:30 P.M. Awards Presentation

**Business Supporting Kids and Leaders**

Free Parking & Transportation

16930 Cahuilla Dr., Fontana, CA 92335 (909) 790-2000

**Best B.F. F. Program**

Business Supporting Kids and Leaders by the Best B.F. F. Program
An unforgettable, relaxing getaway to northern California can be found in an area that was settled by Italians and Portuguese at the turn of the century and was known as Spanish Town. Their claim to fame was their artichokes, Brussels sprouts and farming. Dull and dreary during the early 1900s, prohibition brought excitement and color to this quiet, gentle area. Renamed Half Moon Bay by the Canadian rumrunners, the area became a safe harbor and a place to bring in the banned booze, romance and adventure.

This charming area has become known for its rustic Main Street with unique, small craft shops, art galleries and outdoor cafes some of which are housed in renovated 19th century buildings. Fine restaurants, enchanting inns, are an added bonus with a claim to fame for flowers and pumpkins. With a population of about 9,000, Half Moon Bay makes the visitor welcome and at home.

Relax or participate in the many activities offered throughout the year. Kite flying, bicycling, golfing, hiking, seasonal whale watching, bird watching, and festivals throughout the year can keep the most active visitor busy and interested.

Don’t miss this one

A visit to the James V. Fitzgerald Marine Reserve is a rewarding one. Discover crabs, starfish and other shore-based sea life at a minus tide. This reserve is one of the best places in California to view tidepool life. Three miles of beach and tidal rock inhabited by over 200 species of marine; (at low tide) life is right there for you to inspect at your leisure. Remember the marine life is protected and may not be removed. Tide charts are available at bait and fish shops in the nearby area.

A hike to the bluffs that overlook the reserve will be rewarded with a stunning view of the ocean, relentlessly rolling onto the beach hitting the rocky coves with a tempo and sound of a symphony orchestra. The wind swept cypress trees form cathedrals with their different sizes and shapes that can offer an avid photographer an opportunity not to be missed. If in this area, don’t miss the James V. Fitzgerald Marine Reserve.

For information call (650) 728-3584.

A grand place to stay

The Beach House Inn is absolutely one of the most pleasant, inviting inns anywhere. A three-story, Nantucket-type building with the flavor of Cape Cod, nestled into the seashore, offers beautifully appointed bright, meticulously clean, mini suite, loft-type rooms with grand panoramic views of sunsets, mountains and the Pacific Ocean. The comfort factor here is so high it becomes difficult to leave your room to explore the wonderful area of Half Moon Bay.

The Beach House Inn opened in the fall of 1996 with 54 unique “ocean lofts.” It overlooks the Pacific Ocean at Pillar Point Harbor just three miles from Half Moon Bay.

Everything is here, two televisions, VCRs, high-quality stereos, wood burning fireplaces (logs supplied), deep tubs, terry robes, down pillows, (the wet bar/kitchenette with refrigerator and microwave are situated so they do not take away from the luxury and the lovely surroundings). There are large private patios and luxury king-sized beds with a queen-sized sleeper sofa in the living room areas.

A heated lap pool and fitness facility can be found on the first floor and an outdoor Jacuzzi overlooking the Pacific Ocean is hard to pass up after a day of exploring and horseback riding on the beach.

Service is fast and friendly. The desk folks are gracious and knowledgeable. They know the area well and can reliably recommend restaurants and attractions.

A complimentary continental breakfast and an evening wine tasting are available.

Meeting and conference facilities are available with multiple dedicated phones and fax lines upon request. Their private kitchen offers a wide range of gourmet coastal cuisine for meetings.

Call for reservations and information 1-800-315-9366.

Dining at its best

For ambiance, view, service and, most important, great food, the Moss Beach Distillery is a must. Make a reservation to coincide with the glorious pink, yellow and orange pastel sunset, sit back and relax with your favorite pre-dinner drink and enjoy. As they say, “It doesn’t get much better than that.” The menu is varied and a fresh local fish and vegetables are included in their offerings. The salmon or the crab cakes can be highly recommended, and the coffee is special. A Jazz combo is offered on Sunday afternoons with brunch, and if you look and listen when there is a quiet moment, you might see and hear the beautiful resident ghost running on the beach. That’s a whole other story. If you visit The Moss Beach Distillery, they will give you the details.

Call 650/ 728-5595 for reservations - it’s well worth the trip.

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