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Hilton - USO Partnership

Panattoni Breaks Ground on a One Million-Square-Foot, Mixed-Use Urban Center

A fully integrated mixed-use urban center, Piemonte at The Ontario Center will include approximately 500,000 square feet of retail; approximately 268,000 square feet of Class A office space; a seven-story, 256-room full service hotel; approximately 800 luxury condominiums, some of which will be adjacent to and above specialty retail; and an 11,000-seat capacity sports and entertainment arena. When complete in 2009, the $900 million development will be a vibrant Main Street-style, central hub serving the interests and needs of millions of residents, employees and visitors. First phase of development includes:

- 252,000-square-foot power retail component that will be anchored by national retailers Target and Best Buy. Completion is expected in Fall 2007.
- Approximately 268,000 square feet of corporate office space in six buildings with one to five stories, ranging in size from 6,261 square feet to

UCR Receives Support for Water Testing Research

UCR research to develop technology to rapidly detect disease-causing viruses in water supplies

Scientists at the University of California, Riverside have received a $600,000 grant from the U.S. Environmental Protection Agency to develop a fast and effective means of detecting disease-causing viruses in drinking water supplies. The research project is titled Development of High Throughput Rotavirus particle visualization by immune electron microscopy.

K. Hovnanian Homes Honored

The first annual Awards Issue of 50+Builder Magazine has announced that K. Hovnanian Homes was recently selected as their 'Builder of the Year,' a tremendous accomplishment that reaffirms this nationwide homebuilder's commitment to the active adult housing industry. This significant honor by an influential publication reflects the dominance of K. Hovnanian's Four Seasons communities throughout Southern California and their tremendous popularity among homebuyers 55 and better. "The active adult population is growing, creating demand for quality master-planned environment..."
From ice core drillings in Antarctica to the College of Natural Sciences at Cal State San Bernardino, the National Science Foundation funds research and education projects that, according to its website, "have been judged the most promising by a rigorous and objective merit-review system."

The NSF has awarded a $500,000 grant to CSUSB’s College of Natural Sciences to help fund its Mathematics and Science Scholars (MASS) program for the next four years.

The MASS program is designed to serve students from diverse backgrounds with financial need who will study in the science, technology, engineering and mathematics (STEM) disciplines. At Cal State San Bernardino, the federal funding will focus on the fields of biology, chemistry and biochemistry, computer sciences, geological sciences, mathematics and physics.

Program candidates are currently being recruited from the top 2 percent of high school graduates throughout San Bernardino and Riverside counties. This program is not to overlap with the Presidential Academic Excellence Scholarship program which recruits from the top 1 percent of graduates from high schools in San Bernardino County.

There is no time more fitting to say Thank You and to wish you a Happy Holiday Season and a New Year of good health, happiness and prosperity.

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NATURAL SCIENCE FOUNDATION
AWARDS $500,000 GRANT TO CSUSB
This December in the Inland Empire Business Journal!

News and Features

**Charting Your Course to Success**

Like pirates of years' ago, Bob Garrow explains why we have to chart, then stick to a course that will build our success. The stronger the commitment to a plan, the quicker the business can achieve success.

**Apartement Quarterly Update**

The Inland Empire economy has slowed from the robust growth recorded in recent years, but the local apartment market remains strong and continues to attract investor interest.

Columns

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**LANL Recognized by the Federal Laboratory Consortium**

Los Alamos National Laboratory won the 2006 Federal Laboratory Consortium Regional Award for developing a handheld device for safe, automated sampling of liquids, solids and gases at the scene of bio-hazard crimes and incidents. The technology was developed at LANL with two grants from Cal State San Bernardino's Office of Technology Transfer and Commercialization. Cal State provided $16,075 to LANL for a marketing study and $75,000 for prototype development, testing and evaluation by LANL, says Greg Zerovnik, telecommunications manager at Cal State. LANL's "Hand held Apparatus for Multipurpose Sample Collection and Registration" was able to collect bio-hazard samples while avoiding cross-contamination in either indoor or outdoor settings. LANL has demonstrated that the device works in detecting hazardous materials in a variety of in-field situations. "We're actively working with LANL to find a licensing partner for the technology," Zerovnik notes. "LANL owns the technology and the intellectual property, so we're helping find potential companies to market it." The FLC Regional Award is a prestigious recognition sought by dozens of federal laboratories every year. "There's no monetary award, but it helps establish the credibility of a lab's capability and the products they develop," Zerovnik says. "Laboratories coast-to-coast compete for the award every year."

**UCR:continued from page 2 and Real-Time Methods for the Detection of Infectious Viruses.**

Regulators in the U.S. have not required testing of drinking water for virus contamination. "The cost for testing one sample is roughly $1,000 and can take up to two weeks for results to come back," said Yates. The work holds national and global interest because it addresses the issue of finding and treating viral contaminants, such as hepatitis A and E, rotavirus, adenovirus, and other disease-causing, waterborne viruses, in water systems. Viruses claim the lives of hundreds of thousands of children in the developing world each year, according to the World Health Organization. Nationally, waterborne viruses sicken more than 100,000 people each year, according to the EPA.

The research carried out at UCR is developing a unique method combining flow cytometry, to automate the detection process, and molecular beacon technology using quantum dots as high sensitivity detectors, along with equipment that is both inexpensive and genetically engineered cell line to probe and quantify infective viruses. Researchers seek to develop a system that can work in real time.

As part of the UCR team, microbiochemist Yanying Mu, who is developing expertise in the detection of infectious viruses, Myung's expertise is in quantum dots and nanotechnology. Sensors and analyses are the purview of Mulchandani, and Chen's expertise is in the field of engineering with molecular biology.

The use of quantum dots—nanoparticle-sized semiconductors that emit different intensities of energy depending on their size—is a new approach to detection in this application because they are more stable than the organic dyes now in use, according to Mulchandani.

In October (2006), the U.S. EPA announced its Ground Water Rule, which redefines the 1996 amendments to the Safe Drinking Water Act, requiring regulations that call for measures to protect groundwater sources of public drinking water supplies from disease-causing viruses and bacteria. Systems must begin to comply with the new requirements by Dec. 1, 2009.
CORPORATE PROFILE

DETROIT'S PIZZA MOGUL LOOKS TOWARD BARSTOW

This is the story of a man who, in his hometown of Detroit, must look like a combination of Ray Croc and Ted Turner. The man is Mike Ilitch. Yes, his last name is spelled exactly like the middle name of the Russian composer Peter Illich Tchaikovsky.

Mike and Marian Ilitch founded Little Caesars Pizza in 1959. Marian was born July 20, 1929, in Detroit, Michigan. He is an American entrepreneur and owner of the Detroit Red Wings and the Detroit Tigers. In addition to his sports ownership, Ilitch is the founder and owner of Little Caesars Pizza since 1959, which has become an international fast-food franchise. He has been at the center of Detroit's economic redevelopment efforts when he purchased and renovated the Fox Theatre, and relocated his headquartered offices to the city. Several varsity buildings under his ownership, such as the Madison-Lenox Hotel, have been demolished for "new development;" the site of the historic Madison-Lenox Hotel for example, now serving the city of Detroit as a parking lot. Mike Ilitch is a first-generation American of Macedonian decent and is married to Marian Bayoll Ilitch.

A graduate of Cooley High School, Mike Ilitch entered the U.S. Marine Corps for four years. After his return home to Detroit, the Detroit Tigers offered him a $5,000 bonus if he would sign to play baseball, but Ilitch turned down the offer. Instead, he went into the pizza business. With the help of his wife, Marian, the Ilitches opened Little Caesars Pizza in Garden City, Michigan, the first of what would become millions of restaurants through franchising.

Today, the family's entities remain privately held. In 1999, the Ilitches established Ilitch Holdings, Inc. to provide their various enterprises with professional and technical services. They hold the titles of chairman and vice chairman, respectively. The combined total revenues for these enterprises in 2004 reportedly exceeded $1 billion. Mike Ilitch has routinely shown up on Forbes Magazine's annual list of the 400 Richest People in America, but in 2004 he slipped off the rich list.

Mike and Marian have seven children. They appointed two of their children co-presidents of Ilitch Holdings, Inc. in 2006: son, Christopher Ilitch, and daughter, Denise Ilitch, an attorney. After a well-chronicled four-year struggle for control between the pair of siblings, in July 2004, Christopher Ilitch was named to the post of CEO and president. Denise Ilitch, left the privately-held company "to pursue other opportunities."

Little Caesars, despite its unique marketing and advertising success, has shrunk by more than 2,000 stores since the early 1990s and slipped from being number three in the pizza industry to number four, behind Pizza Hut, Domino's and Papa John's.

"We did 36 consecutive years of increases in volume and earnings, and then things fell off," says Ilitch. "Some people ask if that was a miscalculation. We're doing a more focused approach.

Recognizing that her husband is more of a financial genius and less of a marketer she observed "to my surprise, people are coming back and saying "the pizza is good.'"

In his hometown of Detroit, Mike Ilitch and his family are one of downtown Detroit's largest abandoned property owners. Their portfolio of abandoned properties include the Adam's Theater, Fine Arts Building, United Artist, Detroit Life Building, and Blenheim Building. While other building owners have successfully renovated a number of buildings and their properties, Ilitch Holdings has been behind the carrelab when it comes to developing their own properties in Detroit. Despite placing development signs on most of the Ilitch-owned buildings in Detroit for the 2006 Super Bowl, he is planning to demolish most of the structures he owns, and successfully, though controversially, gained the demolition of the Madison-Lenox Hotel in May 2005.

"In 1982, Mike Ilitch bought the Red Wings from Bruce Norris for $58 million, and eventually turned the team into a contender for the Stanley Cup. After building the team with the help of Jim Dolan, the Red Wings won back-to-back championships in 15 years since his purchase. The Detroit Red Wings' success would include another championship in 2002. Prior to the 2004-05 NHL lockout, Forbes Magazine ranked the Red Wings as the fifth most valuable franchise in the NHL despite a $16 million operating loss. Ilitch purchased the Detroit Tigers in 1992 (ironically from fellow pizza magnate Tom Monaghan) for $90 million. The following year, the team won the World Series, and Ilitch's success continues to this day."
Illegal Immigration and Crime

By James R. Edwards, Jr.

Immigrant criminality repre­
sents perhaps the worst abuse of 
the liberty aliens enjoy in the 
United States. Increasingly, the 
government closest to the problem 
either finds its hands tied or 
wenegatively respon­
sibilities to fellow Americans with­
its jurisdiction. Moreover, the 
illegal element exacerbates the 
economic and other burdens 
caused by legal immigration.

The current high rate of sus­
tained, mass immigration—more 
than one million legal immi­
grants plus half a million illegal 
aliens every year—forces many 
states and localities into turmoil. 
The illegals certainly live outside 
the obligations that those who 
live under the "consent of the 
electorate" owe to each other. 
While the principles of the 
Declaration of Independence 
guarantee all human beings cer­
tain natural and unalienable 
rights, only parties who have 
consented to our government 
can reasonably hope to derive 
the full rights of citizenship. 
Illegal immigrants are not part 
of the social contract giving 
people the right to their own 
American citizens have not given 
their consent to higher taxes, 
crowded schools, jammed emer­
gency rooms, clogged roads, 
unsanitary tenements, and other 
unsavory but humane efforts 
that immigrant-headed house­
holds are not criminals simply 
for their presence in the United States. Moreover, the Florida legislature rejected a bill issuing driver's licenses to illegal aliens. Kansas state legis­
lators voted to give illegal aliens instate college tuition. Alabama and Florida state police work closely with federal immi­
guration enforcers. New York, Los Angeles, and Chicago have "sanctuary" policies that keep city employees, even police, from asking about immigration status. An Idaho county commis­
ioner billed Mexico for the $2 million illegal aliens owed for county services. The impact is seen particu­
larly in crime: Record-high auto thefts in Arizona, drug traffick­
ing in Salt Lake City, human smuggling rings in Los Angeles, D.C. sniper Lee Malvo, money launder­ing, prostitution, gang murders, and even slavery. Immigration authorities estimate that 84,000 state inmates are aliens, though state and local fig­
ures on foreign-born prisoners are hard to come by. At least three quarters of these immigrant state inmates are in Arizona, California, Florida, Illinois, New York, New Jersey, and Texas— 
the top immigrant destinations. Police officers at the local or state level are the law enforcement

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IEHP Chief Appointed to Olmstead Committee

As part of an advisory committee to the governor, IEHP's chief marketing officer joins advocates for people with disabilities in developing strategies to improve the state's long-term care system.

Kim Belcis, secretary of California's Health and Human Services Agency, recently appointed Carl Maier to the state's Olmstead Advisory Committee. Maier serves as chief marketing officer for IEHP—the Inland Empire Health Plan. He oversees member services, direct marketing management, sales management, advertising, public relations, market research, and community events.

IEHP prides itself on more than a decade of linking people with disabilities to quality health care and wellness options—not just treatment. More than 12,000 of IEHP's 300,000 members are seniors or have disabilities.

As a member of the Olmstead Advisory Committee, I get to work with advocates for people with disabilities from across the state,” Maier notes. “I am excited about the opportunity for enhanced dialog and working together to increase options for people with disabilities that ensure health, wellness, and independence.”

The Olmstead Advisory Committee focuses on improving the state's long-term care system and creating opportunities to support individuals with disabilities in the community. Members serve on a volunteer basis and represent consumers, family members, providers, and advocates.

The Olmstead Advisory Committee represents California's effort to implement a 1999 U.S. Supreme Court decision, which upheld a core principal of the Americans with Disabilities Act (ADA). In Olmstead v. L.C., the Court ruled that unjustified, institutional isolation of people with disabilities violates the ADA.

Confirming the ADA's integration mandate—i.e., people should live in the least restrictive setting possible, the decision challenged federal, state, and local governments to develop cost-effective, community-based services to prevent institutionalization of people with disabilities. As a leader in accessible health care, IEHP is excited about the opportunity to offer our expertise to the Olmstead Advisory Committee and to learn from the other members,” notes IEHP CEO Richard Bruno. “We want to make sure we're doing all we can to help our members maintain their independence and achieve the best quality of life possible.

This Holiday Season,
Give The Gift of A Smile.

Today, millions of children in developing countries are suffering with cleft lip and palate. Condensed to a lifetime of malnourishment, shame, and isolation.

The good news is that virtually all of these children can be helped. This is the mission of The Smile Train. We empower local medical professionals to change the life changing surgery which takes as little as 45 minutes and costs as little as $250. It gives desperate children not just a new smile—but a new life.

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

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

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Rancho Cucamonga, CA, 91739-1979
www.smiletrain.org

Make check payable to "The Smile Train."

My wife calls them toys. They are the third party devices that we all like to use. My computers in order to make them do new and exciting things. In this age of computer music, movies and TV downloads, many toys are designed to enhance our entertainment pleasure.

Some of the items that have not passed across my desk, but have been showing up in catalogs and magazines, include devices to play computer music and videos on your desk.

Your MP3 music device can be converted into a boom box or a musical alarm clock. Such systems, along with carrying cases, headphones and earplugs, have practically become an entire subcategory. A company called iLuv (they all start with a small "i" these days, except for some, like zCover) makes Bluetooth Hi-Fi audio system and alarm for your player and includes Bluetooth wireless headphones.

Your player can also become a very tiny TV with a big sound system. Recently the Business Journal reported on a unit made by the Inland Empire's Cal Span, which was built for the backyard and included a waterfall, a light show and a flat screen TV running off of a video iPod. At the flick of a switch, the screen rises up out of the top of the unit like Ursula Andress rising out of the surf in "Dr. No."

Wow.

New Sonic makes an adapter that plays your video iPod on a 22" screen. Many other companies, like DLO and Griffin, have adapters that allow you to hook up your existing set.

Apple has a device coming out next year that will work off of your computer's iTunes library, sending the show to your TV. Right now they are calling it iTV, but that name will change before

it hits the market.

Many companies that we have reported on in these pages before, like Dr. Brott and XtremeMac, make a lot of wraps, carriers and protective covers for your music device, many with belt clips or arm bands. Others add gimmicks, such as iFrogz custom color and artwork and iSkin's compact holder. The iFrogz people have also told me they have a new way of taking your phones and turning them into wheel art to go on their iPod's control wheels. Now your wife can stick her finger in your eye.

One company called Scoscope featured a backpack at Ontario's recent Podcast Expo. It can play your iPod out of amplified built-in speakers. It runs on 6 AA batteries. The company is in Ontario, but you can find them at

www.scoscope.com. Dr. Brott features a canvas brief case stitch from Misuk that will play your MP3 device as you walk through the parking lot.

For some time now I have sung the praises of the Podferry by Sonnet, an Orange County company. I allowed it to play my iPod from my radio in my car. Now I have a different device from Kensington called the Digital FM Transmitter/Auto Charger. It looks like a big plug for my cigarette lighter. It has a small window with a digital read out and three buttons. It allows me to preset three empty FM frequencies to, for iPod playback. While the FCC requires any of these devices to not interfere with licensed broadcasts, and let the broadcasters signal come in, this new device still has a bigger, better sound. It is actual

ly clearer. The base sounds are sharper. The overall sound is fuller. Even the stereo separation is better defined. I get the buzz from the car's engine sometimes, but it's nothing to worry about.

There are, in fact, a number of items to use in connection with your iPod, or computer, Mac or Windows. According to the Apple Web site, there are "more than 3,000 accessorie" make specifically for iPod that range from fashionables to speaker systems. Meanwhile, Microsoft has released their own music player, Zune, designed to compete with the iPod.

Zune has a bigger screen than the video iPod, and it will let you beam music to other Zune users like info from a Palm Pilot, but it is not compatible with Macs. Microsoft also has a new operating system called Vista, coming out in January. Apple is expected to release OS X.10.5, named Leopard, in the spring.

You can visit the local computer stores or shop online. Most of the companies I have mentioned have Web sites. Simply Google the name and you should find them.

My personal recommenda-

tion, and it's not too late, is to check one of two online/catalog companies. They are MacMail and PCMail. They offer new "toys" almost as soon as they are available, and often you get better prices and/or additional goodies, such as a free printer or RAM upgrade with their purchase.

Happy shopping.

Oh, and one last thing. Least you want to tell everyone, you didn't give you any thing for Christmas, here's a bit of free advice from Mac Addict Magazine.

"There's all kinds of Wi-Fi access available in most office/park parking lots."
Every year, valuable employees leave companies for reasons so one really understands—not even the departing employee. In fact, as asked why they quit, many employees simply state: "I didn't like the job." This leaves many business owners, managers, and HR professionals scratching their heads, as they believe it's impossible for anyone to pinpoint what constitutes "like." What makes people like their job is something that can be controlled, although it's also something most companies—not focus on. Those who lead a company or department, or those who are responsible for hiring and retaining employees, tend to focus on the tangible aspects of employment, such as wages, benefits, job duties, etc. As such, when they bring new people into the organization, they do so on the premise that if Bob was successful selling widgets at ABC Company, then he'll be successful selling widgets here. But just because someone was successful in a past company doesn't mean he or she will be successful in your company. And just because someone has the technical skills to do the job you have available doesn't mean she'll like working at your company. That's why you need to go beyond skills and technical expertise if you want an organization filled with productive people who actually like their job and stay with you.

So if you sometimes feel that your company has a revolving door of talent, consider the following suggestions for hiring and retaining the staff you need.

Enhance your hiring process.

Done are the days when hiring an employee meant reading a few resumes, conducting a couple of interviews, and then hiring the person with the best professional and/or academic background. Today's companies and managers who "fit" don't have a background in psychology to really understand what's going on inside a job candidate's head, pre-hiring behavioral and/or psychological assessments are vital to any hiring decision.

A simple assessment tool—such as an assessment tool—many of which people can complete in less than 15 minutes—can reveal a wealth of information that can help you better determine the person's strengths, weaknesses, communication style, work style preferences, etc. While you can't use the assessment tool's results as your only hiring criterion, you can incorporate the assessment with your formal interviews to get a clear understanding of the job candidate's preferences and tendencies.

Get a good fit.

By now, most people have heard that you want employees who "fit" your company. But what exactly does a "good fit" mean? It means that the person will be able to work within your organizational culture, that he or she is technically competent to do the job. For example, is this person someone who enjoys being around others, or does he prefer to work alone? Does this person like to do things in your "style" or can he thrive in a flexible work environment? Knowing more than just someone's skill set is important, because chances are that someone who was successful in a structured environment will not be successful in a flexible environment. And while few employers will ever pinpoint the disconnect in work style preferences as the root of their job dissatisfaction, any employee in

Stopping the Revolving Door: How to Hire and Retain Top Talent

By Paul Endress

he and the other people in the way the employee sees her job as being important. Mary can go from being frustrated with her boss and not liking her job to understanding what her boss wants and being cheerful about work. So often we hear that managers have a "lack of understanding" that a manager can be successful if they treat and interact with every employee the same way. Managers need tools that will help them work with an employee in the way he or she will work best.

Help your managers manage.

When a manager has an employee who isn't working out, the manager will tell the employee, "You need to do X differently." But rather than expect employees to change, companies need to help their managers. But may not be better. After all, managers are supposed to manage—that's their job. Unfortunately, most managers are so focused on meeting quarterly financial goals that they don't have the time to understand the personality of each employee and interact with that employee accordingly. This tool helps managers better manage by giving the manager suggestions of how to manage that particular employee, based on the employee's behavioral tendencies. For example, one of your managers "doesn't have a head," on tasks. And remember, happy employees equal happy customers, and that leads to more profits for you and your company.

For more information, please contact Paul Endress at 917-492-2793 or jonnjohnson@bqj.net.

Differaugh to Build Redlands and Rancho Mirage Office Projects

PGP Partners, Inc. has named J.D. Differaugh, Inc. as the general contractor for the new 38.45-acre industrial development called Mountain View Industrial Center, located in Redlands off Mountain View and Loma Avenue. The project consists of three ten-story, hill-top warehouse building developments totaling around 710,000 sq. ft. with associated on-site and street improvements. The project is estimated to start this month and finish in 2007. Differaugh's project manager is John Murray, and RGA, Associates is responsible for the design. J.D. Differaugh, Inc. is also scheduled to start construction on another Butte Creek Development venture this month. The Rancho Mirage and Loma Avenue office project is located on Rancho Mirage on 15,196 sq. ft. office project located in Rancho Mirage on building developments continued from page 16

HILTON - USO... continued from page 12

Today, the USO delivers its programs and services at more than 120 locations around the world. In recent years, the USO has expanded its operations in Kuwait, Afghanistan and support members participating in Operation Enduring and Iraqi Freedom, as well as centers in Vicenza, Italy, and the DC/MD/VA. Recently, the USO delivered programs in Denver and now most recently the Ontario International Airport.

Military personnel and family members visited USO centers more than 5 million times last year. Services include: free Internet and e-mail access, libraries and reading rooms, housing assistance, family crisis counseling, support groups, game rooms and nursery facilities.

The new Ontario International Airport is fortunate to have Ron Dye as the executive director of the facility along with 65 USO volunteers—many of whom have prior military service or have lived overseas. They help meet the needs of military and their families.

For more information, please contact Paul Endress at 917-492-2793 or jonnjohnson@bqj.net.

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Workers' compensation costs are a key component of a competitive healthy business climate. It is my hope that we are not satisfied with having one of the nation's most expensive systems but focus instead on building on the reforms adopted in 2003 in a manner which improves the quality of care to injured workers but continues to reduce overall costs.

Challenger the Numbers

The number of workers' compensation claims filed have dropped 28%. This is perhaps the primary reason costs have been reduced so dramatically in California. Many groups that have consistently opposed comprehensive reform have ignored this vital statistic and, opposed comprehensive reform have ignored this vital statistic and, as a result, have advocated for a 100% increase in PTD payouts. When analyzing the facts surrounding workers' compensation, challenge the numbers on all sides to ensure that any changes to the underlying reform law are based on fact and not political maneuvering.

Commission on Health, Safety and Workers' Compensation (CHSWC)

To bolster the calls to roll back the reforms, opponents have refactored on work done by the Commission on Health, Safety and Workers' Compensation (CHSWC). CHSWC was designed to be a labor and employer joint commission. Unfortunately, some representatives on the commission who are charged with representing the business community actually represent other interests. This commission should serve as an important neutral forum for labor and businesses to jointly address needed changes. Unfortunately, in light of the polarization of the commission, all reports from the commission should be viewed with skepticism until real business representation is restored.

Denial of Care Concerns

The number one complaint received by the Division of Workers' Compensation is denial of legitimate claims. It is among the most vexing of the issues that need to be resolved. When someone is injured, they need medical care to be able to self-organize, which is what University of California, Riverside researchers are developing at the Bourns College of Engineering. Self-organization means that each wireless node is aware of its neighborhood and can make intelligent decisions about whom to communicate with. Multi-hop means the network allows a single connection to make contact with multiple users "hop by hop" through a "network using the most efficient wireless routes. Creating essentially a wireless web of wireless networks is especially useful where traditional hardwired systems are limited in reach, such as in developing countries or in sparsely populated areas. Computer science and engineering faculty members Srikanth Srivasan, Michalis Faloutsos and Neal Young are working to develop a smart wireless network that reconfigures itself with each connection to optimize its quality and effectiveness. The project has received a three-year, $388,000 grant from the National Science Foundation.

This third floor of the Engineering II Building at UCR as their test network, they will determine what the realistic footprint of the wireless signal coming from each node is and how best to design the network that will constantly reconfigure itself to maximize the quality of signals between neighboring transmitters and receivers. "When you see representations of the reach of a wireless signal, they usually show you a circle radiating from the antenna, but with walls, poles and other interfering devices, you rarely have a circular footprint, " said Krishnamurthy, one of the principal investigators. A goal of the research team is to use realistic assumptions and models. The work will examine emerging physical layer technologies such as the use of smart antennas while facilitating this reconfiguring of neighboring nodes. The investigators will also develop a wireless teaching laboratory at UCR for both graduate and undergraduate students to perform experiments and understand the practical issues that arise with the network's implementation.

Getting Ready for Anything

Those business professionals who want to be successful and lead a safe, healthy, and happy life need a new kind of training—one that business schools don't provide. To take an analogy from Robert Pirsig's Zen and the Art of Motorcycle Maintenance, most of today's leaders (not you, of course), learned in school the wrong way. They were taught to solve problems; rarely can you see a situation—except a new situation. If you are to be ready for anything, your training must focus more on the person, not just the business. That means focusing on you and your personal and professional development rather than focusing on the situation. It's about becoming more optimistic and resilient, more creative and energetic.

How do you actually do that? Well, consider the follow-...
No More Mind-Numbing Number Slides: 5 Easy Steps to Bring Your Presentation to Life
by Jerry Weissman

Business people are perpetually faced with the challenge of one of life's greatest burdens: presenting number slides without numbing their audience into a soporific stupor. This narcotic effect is the result of four common misssteps perpetuated by most presenters:

1. The presenter starts each number slide by saying, "Now I'd like to talk about..." forcing the audience to re-start the presentation with each slide.

2. The presenter reads the words on the slide verbatim, causing the audience to feel patronized and become resentful, thinking "I can read it myself!"

3. The presenter discusses the general subject of the slide without focusing the specifics on the slide, splitting what the audience sees and what they hear, forcing them to start back and forth between the screen and the person, causing complete confusion.

4. The presenter recites only the data on the slides, adding no value.

Therefore, the problem is in the presenter's narration more than in the design of the slide itself. Of course, it is important to wield a sharp razor ruthlessly in the graphic design, slashing and extricating extraneous data, Keeping It Simple, Stupid. But even the most minimal design must be accompanied by a clear and consistent narrative.

Here then is a simple solution for each of the four common errors, one for each error, plus one bonus solution, linking your slides into a fluid story narrative.

1. Title Plus.
   To avoid the re-start effect, start each slide with a title plus, a single statement that captures the overview of the entire slide by referencing the title of the slide plus the other images. For a slide with five bars, say, "Here's how we spend our annual revenues for the past five years." Or for a slide with 20 bars, say, "Here are those same annual revenues in quarterly increments." For a pie chart say, "This slide represents the percentage of our revenues by..."

   You can also use the Title Plus to describe other than number slides. For a bullet slide say, "These are the four steps we intend to take on our path to profitability." For a complex technology diagram say, "This is our comprehensive technology architecture."

2. Paraphrase.
   To avoid the verbam effect, paraphrase or juxtapose the words on the slide, or use synonyms. For instance, if the slide title reads, Significant Revenue Growth, say, "Our revenues have grown impressively." Or if the slide title reads, Multiple Market Drivers, say, "These are the many forces driving our market." If the slide title reads Broad Patent Portfolio, say, "We have strong intellectual property protection."

   Your audience can easily make the interpolation.

   To avoid the split perception effect, describe the images on the slide by navigating their attention with your words. For a pie chart, say, "The largest wedge is the green with 35 percent, moving clockwise, the middle wedge, in yellow, is 38 percent, and the smallest, in blue, is 7 percent." For a table, say, "The vertical axis represents speed from low up to high, and the horizontal axis represents costs from low out to high.

   In addition to making it easy for your audience to follow and understand, this navigation technique has an extra benefit: it displaces the ubiquitous pointer. For some incomprehensible reason, whether the retractable fixed type or the frenetic laser dot model, have become standard equipment in presentation environments around the globe. Presenters then brandish the pointers as antagonistic weapons; navigation is user-friendly.

4. Add value.
   Financial prospectuses have a boilerplate section called, "Management's Discussion and Analysis." Make this the theme for every presentation. Discuss and analyze beyond the information depicted on your slides. Don't settle for mere recitation. Add value, dimension, and depth to your discussion.

5. Bonus:
   Linking words. You can create continuity from slide-to-slide with a technique writers use to create continuity in their narratives. Writers chose a word or a phrase from one paragraph and repeat the word or phrase in the subsequent paragraph to connect the two paragraphs. The same technique can be applied to two consecutive slides, where the first is titled Significant Revenue Growth and the second is titled, Margin Improvement.

   When you click to the margin slide, say, "Our impressive revenue growth has helped us improve our margins." Or if the first slide is titled Broad Product Line and the second is titled Leading Market Share, when you click to the market without number slide, the headline of the art-products have made us the market leader.

   You can also use the conventional rise transition that maddeningly starts each slide, "Now I'd like to..." with a pointer that can link at all.

   The linking words technique, along with the other four solutions, bring or enhance continuity to what is essentially a disparate and interchangeable laundry list of data. It also brings life to your number slides, as well as to all your slides, and to your audience.

For information about Jerry Weissman's services, please visit: www.powerworld.com or call 900-227-1100.

Dienbaugh
continued from page 13
Highway 111, was designed by Lee & Sakurah Architects. The single story, wood frame structure with stucco exterior is comprised of both medical and professional offices. Dienbaugh's project manager is Mary Larkins, and the superintendent is Mark Elison. The project will be managed out of Dienbaugh's new Palm Desert office and is scheduled to be completed in the summer of 2007.

In addition, Joe Hamilton Sr., a senior superintendent has been named general superintendent for both Imperial Valley and San Diego-based general contractor. Hamilton joined Dienbaugh in 1976 and has served as a superintendent for 34 years. He has completed over 7 million square feet of commercial and industrial facilities including several distribution centers in excess of 1 million square feet.

Step 2: Resist Playing the Blame Game

When confronted with a problem, it is only natural to want to find out "who is to blame." The problem with the "blame game" is that communication stops as everyone becomes protective. In the meantime, no one is working on solving the problem! So keep focused on a solution.

You can't create good solutions in a vacuum. The more you learn about the needs and constraints of the various people on your team, the better you will be able to create good, and possibly great, solutions. So ask.

Work to get off to a good start.

How a team starts a project is a pretty good indicator of how the project will end. So it is well worth the effort to make sure that yours starts out well. Open up communication and start teaming from the beginning.

Solve your inner judge.

When someone is talking to you and you hear that little voice in your head saying...
Juggling... continued from page 18


by Jon Wee and Owen Morse, The Passing Zone

Juggling routines, a juggler must pay attention to many different things—the items he or she is juggling, the speed in which the items are moving in the air, the size and weight of each item, etc. However, there are certain times or certain objects that demand all the juggler's attention at once—such as a buzzing chain saw falling into their hands.

The same thing happens in everyday life. There are times when you've swamped with work, for example, and for a large part of your day you have to focus on work, not on your kids, your vacation, your finances, etc. When that time comes, don't fight it. Allow it to happen, knowing that you'll have to focus on something else exclusively at another time. If necessary, arrange your day so that you have focused time. Tell others your schedule so they know they can't disrupt you during that time. You may even have to leave the office early or turn off your cell phone. Do what you must to keep your focus on the item at hand. By doing so, you'll be more productive when you later address the other areas of your life. And you'll avoid a nasty mishap with that chain saw!

2. Focus a little bit on everything at once (or, keep all the plates spinning).

When a juggler is spinning plates, he or she must focus on and tend to all the plates at the same time. To play to only focus on one spinning plate, all the others would quickly come crashing down.

At times, life is a lot like plate spinning. You know how it goes: your child's school is on the phone, the repair man is at the front door, you're calling on your cell phone, and now the meal you were cooking on the stove is burning. You have to jump from one thing to another just to keep the fires out (literally). The problem is that many people feel that they really can do given your time constraints and get rid of the rest, for now. Your juggling will have fewer drops once you simplify your pattern.

4. Don't stress when interruptions occur (or, improvise when the spotlight is on).

In the entertainment business, things change on a dime. For example, you may be committed to your daughter's piano recital tomorrow night, but then 'The Tonight Show' calls and wants you as a guest...tomorrow night. In that case, you may have to drop everything, change your plans, and take the lucky breaks as they come. Or, during a performance, a juggler may have to improvise and make some changes to his or her routine...while in front of a live audience.

'The Tonight Show' may not be calling you, but last-minute changes like these happen to everyone. For instance, you may set aside your entire morning to finish that big project. Ten minutes into your work, you get a call from your child's school saying that your son is sick and you have to pick him up immediately. When that happens, accept the interruption and don't get upset.

Feeling angry, resentful, or annoyed by the disruption, whatever it may be, will only cause you to feel more stress than necessary. Realize that things happen to everyone. Being nimble and able to change gears on a moment's notice will keep you in balance, no matter what happens.

Keep All Your Balls in the Air

Regardless of your profession or life circumstances, always remember that all areas of your life are important, so you need to find a good balance. After all, it doesn't do any good to let your marriage fall apart because you spend too much time on work. Nor does it make sense to get fired from work because you spend too much time at home. You need to allocate the necessary time for fun, for family, for work, for exercise, for hobbies, for whatever else you want in your life...and then let all the unnecessary stuff go. By finding that much needed balance between all elements of your life, you'll soon be a master juggler who can handle whatever comes your way.

For more information, please visit: www.passingzone.com.
Step 3. Agree on the Problem

It is easy to assume that you understand the problem, but is this the problem or just a symptom of the real problem? How can you tell? Others on your team may see the problem very differently than you do and have information that you don’t have. It is important to create an atmosphere that allows everyone on your team to openly discuss the issue so you can find and agree on the core problem. Because if you don’t agree on the problem... you are never going to agree on the solution!

• Make conflict constructive not destructive.
• Conflict need not be destructive, destroying relationships and communication. Conflict can be constructive, spurring discussion and pointing out areas in need of work, helping the team to improve. It’s all a matter of attitude and approach.
• Focus on the present – don’t rehash the past.

When you analyze what happened and why it happened and who was responsible, you are trying to deal with your problems by focusing on the past. You have no power when you deal with issues in the past you can’t change the past. So bring your problems into the present; you’ll be surprised how quickly you can resolve them.

• Everyone owns the problem.
• Everyone owns the problems that pop up equally.

Step 4. Co-Creat Solutions

People don’t argue with what they help to create, and there truly is a collective wisdom in a team. Tap into that wisdom by offering your team a chance to help create the solution(s) of the core problem that you’ve identified.

• Allow the people closest to the problem to resolve the issue.

Quality decisions come from those closest to the issue. Quality goes down as issues move away from the team, and the issues tend to grow in cost and time.

• Build on common ground.

When creating objectives, focus on those things that you all have in common. This will get everyone moving in the same direction–working together instead of against each other. Keep focused on those things you have in common, not your differences.

• Do the impossible.

Keep yourself open to possibilities. Try to look at old things in new ways, through new lenses. That’s what seeing problems through the eyes of the others involved can help you do. It really is possible to create a solution that gives everyone what they need, and to walk away with a new level of respect and understanding.

Now you are ready to implement the solution(s). You can use the same process for identifying potential problems and preventing them from becoming actual problems!

Sue Dyer can be reached at (925) 449-830 or by e-mail at SueDyer@ScorecardProgram.com.

Christopher D. Myers, president and chief executive officer of Citizens Business Bank, has announced the following appointments:

- Rick Abrego to the position of vice president and business development officer of the bank’s Small Business Administration (SBA) services.
- Nathan Carter to the position of vice president and credit officer in the credit management division.
- Daniel Reid to the position of vice president and relationship manager for the bank’s San Bernardino Business Financial Center.
- Marlene Alfonso to the position of vice president and relationship manager for the bank’s Ontario-Airport Business Financial Center.
- Frank Saldana to the position of vice president and relationship manager for the bank’s Riverside Business Financial Center.
- Michael Hough to the position of vice president and relationship manager for the bank’s San Bernardino Business Financial Center.
- Thomas L. Landford to the position of relationship manager for the bank’s Ontario-Airport Business Financial Center.
- Matthew Koch to the position of assistant vice president and business development officer of the bank’s Small Business Administration (SBA) services.
- Promotion of Uyen Phan to the position of assistant vice president and investment officer in the bank’s call center department.
- Martha Medellin to the position of vice president and regional service manager for the Orange County region in the sales and service division.

Panattoni continued from page 2

125,000 square feet. Completion of the first building, a 125,000-square-foot, five-story Class A office building, is expected in winter 2008. Additional buildings will be completed in the following 12 to 24 months.

217 luxury for-sale condominiums built above 32,300 square feet of specialty retail.

In a strategic partnership with the City of Ontario Redevelopment Agency, Panattoni Development Company purchased the land for $26 million in 2004. The city’s investment in the Italian-themed Inland Empire destination and lifestyle venue is expected to generate $8 million in annual revenues.

Contributing to the new reality will be an 11,000-seat capacity world-class sports and entertainment arena, continue to page 23
We can help your employees find the right doctors.

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To find out which of our plans is right for you, please visit us at www.pacificcareandyou.com/Inland or call us at 1-800-701-1393 or contact your PacificCare broker.

EXECUTIVE NOTES

Mission Oaks National Bank has long been the preferred choice for those looking for loans to purchase real estate, start a business or finance an expansion. Now it hopes to become the lender of choice for pilots shopping for airplanes. Mission Oaks has hired veteran aviation lender Juan Alonzo III to manage the newly-formed aircraft lending department. Alonzo has specialized in aircraft finance for the last two decades. He started the aircraft lending department at Riverside National Bank in the mid-1980s and most recently was vice president and aircraft department manager at Community National Bank. There he oversaw a loan portfolio of about $32 million. He also made aircraft loans while working at First Pacific National Bank through December 31, 1993. Alonzo was elected California Grocers Association secretary for 2006.

ADDY Awards Competition Now Open

The Inland Empire Ad Club ADDY Awards Competition Now Open

The 2007 Inland Empire Ad Club/American Advertising Federation ADDY Awards Competition is now open. All work is eligible if it first appeared in the media or was used from January 1 through December 31, 2006. The ADDYs are the advertising industry's largest and most representative competition, attracting over 50,000 entries every year.

Conducted annually by the American Advertising Federation, the Inland Empire Ad Club ADDY Awards are the first of a three-tier, national competition. Concurrently, all across the country, local entrants vie for recognition as the very best in their markets. At the second tier, local winners compete against the other winners in one of 14 district competitions. District winners are then forwarded to the third tier, the national ADDY Awards competition.

For information contact:
Mark Landon
mark@LandonAgency.com
909-986-7502

Panattoni continued from page 21
structure, we've gone overboard. We need to encourage the creative thinking that anticipates the new environment.

Stake Your Tent...And Your Claim

Those business professionals who pitch their tents in uncharted territory are the true leaders. Sure, they may be bit apprehensive of change initially, but because they're physically fit, enthusiastically optimistic, and headquartered in creative thinking, they embrace the future in the new world of technology, globalization, and ever-aging employees...and their results are better for it.

For more information, please contact Peter at peter@petermclaughlin.com.

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December 2006

BUSINESS JOURNAL • PAGE 25

Regency Centers Reaches Agreement

Regency Centers, a national owner, operator and developer of grocery-anchored and community shopping centers, has recently reached terms on remaining details of an agreement with the city of Murrieta. The company appointed sub-committee for the development of a 540,000-square-foot shopping center at the intersection of Winchester Road and future Clinton Keith Road in Murrieta.

According to Jim Reuter, vice president of investments for Regency Centers, partnering with the city to help build the regional public off-site improvements was a key component to allow this project to move forward. Regency is ready to present this mutually-beneficial agreement to the new city council for final consideration and proceed with development on this project in the near future.

Regency is the leading national owner, operator, and developer focused on grocery-anchored, neighborhood and community retail centers. As of Sept. 30, 2006, the company owned 399 retail properties, including those held in joint ventures. Including tenant-owned square footage, the portfolio encompassed 53 million square feet located in top markets throughout the United States. Since 2000, Regency has developed 163 shopping centers, including those currently in development.

At the request of the Second District Supervisor Paul Biane, the Board of Supervisors approved a $2,500 allocation to The Unforgettables Foundation in October.

In the first six months of this year, The Unforgettables Foundation helped 18 low-income families in the Second District cope with the loss of a child by helping them with funeral expenses," Bianc said. "The Unforgettables Foundation provides a fundamental service in my district and throughout San Bernardino County, and this funding will help the group carry on its mission."

The $2,500 allocation comes from the board's priority policy needs budget, which was established to meet unbudgeted needs identified by supervisors throughout the year. The Unforgettables Foundation is a non-profit organization based in Redlands. In addition to helping low-income families cover funeral expenses when a child dies, the group educates families and caregivers about children's health and safety issues.

For more information about The Unforgettables Foundation Business Journal readers are invited to call (909) 446-8588 or visit the group's Web site at www.theforgettables.com. The Inland Empire continues to be one of the strongest industrial markets across the county, both in terms of the total amount of new construction as well as size of individual projects. Even so, strong demand has kept the vacancy rate at all-time lows. According to the latest figures from Grubb & Ellis, there was 21.3 million square footage of industrial space under construction in the third quarter in the Inland Empire, up 12 percent from a year ago. Developers, looking to accommodate modern logistics operations, are building larger and larger projects. And the Inland Empire is on the leading edge of this trend. Nationally, there were 57 warehouse projects greater than 500,000 square footage under construction at mid-year. Of this total 14 were in the Inland Empire, per the latest survey from G&E. Some of the latest real estate activities in the Inland Empire are as follows: Empire Commercial Real Estate, a business unit of The Empire Companies, announced today the sale of eight self-storage facilities. This represents the sale of more than 500,000 square feet of self-storage space. All of the self-storage facilities are located in the Inland Empire. They were purchased by Union Development Corporation of Cerritos, CA. UDC is a real estate operating company that is owned by Angelo, Gordon & Company, a New York-based private equity fund, Barker Pacific Group, a Los Angeles-based real estate operator and its private equity fund, Hamilton Capital Partners.....Sperry Van Ness has completed the sale of Vorda Riverside Plaza, a 7,343-sq.-ft. retail center to Upland-based The Otte Trust for $2.4 million. The property is located at 4702 Riverside Drive in Chino. Marcus & Millichap Real Estate Investment announced the sale of Alpine Center in Ontario. This shopping strip commanded a sales price of $2,100,000. Alpine Center is located at 1111-1143 Grove Avenue, Ontario. There is an approximately 6,400 sq. ft. vacant office space available to be leased out.....Marcus & Millichap Real Estate Investment also announced the sale of a 12 unit apartment community in Montclair for a sales price of $1,370,000. Alexander Garcia marketed the property and Doug McCauley represented the buyer. The property is located at 5162 San Bernardino Rd. in Montclair. A Dental Group, out of Denver, and Orange County-based Kaliher Group have formed a joint venture to develop 750,000 sq. ft. of office and warehouse/distribution industrial space on 54.4 acres in Riverside County. The new venture hopes to break ground within 24 months. The $100 mil development, tentatively called Alessandro Commerce Center, will feature multi-story Class A office space as well as state-of-the-art industrial buildings. It is located along Alessandro Boulevard off of I-215.....PRP is located along continued on page 29

REAL ESTATE NOTES

The Inland Empire continues to be one of the strongest industrial markets across the county, both in terms of the total amount of new construction as well as size of individual projects. Even so, strong demand has kept the vacancy rate at all-time lows. According to the latest figures from Grubb & Ellis, there was 21.3 million square footage of industrial space under construction in the third quarter in the Inland Empire, up 12 percent from a year ago. Developers, looking to accommodate modern logistics operations, are building larger and larger projects. And the Inland Empire is on the leading edge of this trend. Nationally, there were 57 warehouse projects greater than 500,000 square footage under construction at mid-year. Of this total 14 were in the Inland Empire, per the latest survey from G&E. Some of the latest real estate activities in the Inland Empire are as follows: Empire Commercial Real Estate, a business unit of The Empire Companies, announced today the sale of eight self-storage facilities. This represents the sale of more than 500,000 square feet of self-storage space. All of the self-storage facilities are located in the Inland Empire. They were purchased by Union Development Corporation of Cerritos, CA. UDC is a real estate operating company that is owned by Angelo, Gordon & Company, a New York-based private equity fund, Barker Pacific Group, a Los Angeles-based real estate operator and its private equity fund, Hamilton Capital Partners.....Sperry Van Ness has completed the sale of Vorda Riverside Plaza, a 7,343-sq.-ft. retail center to Upland-based The Otte Trust for $2.4 million. The property is located at 4702 Riverside Drive in Chino. Marcus & Millichap Real Estate Investment announced the sale of Alpine Center in Ontario. This shopping strip commanded a sales price of $2,100,000. Alpine Center is located at 1111-1143 Grove Avenue, Ontario. There is an approximately 6,400 sq. ft. vacant office space available to be leased out.....Marcus & Millichap Real Estate Investment also announced the sale of a 12 unit apartment community in Montclair for a sales price of $1,370,000. Alexander Garcia marketed the property and Doug McCauley represented the buyer. The property is located at 5162 San Bernardino Rd. in Montclair. A Dental Group, out of Denver, and Orange County-based Kaliher Group have formed a joint venture to develop 750,000 sq. ft. of office and warehouse/distribution industrial space on 54.4 acres in Riverside County. The new venture hopes to break ground within 24 months. The $100 mil development, tentatively called Alessandro Commerce Center, will feature multi-story Class A office space as well as state-of-the-art industrial buildings. It is located along Alessandro Boulevard off of I-215.....PRP is located along continued on page 29
PIZZA MOGUL... continued from page 6 who founded Domino's Pizza), for baseball was a sport that he played as a child. However, under his ownership, the Tigers have logged legendary seasons in 12 out of 13 seasons. In 2006, the Tigers made the playoffs for the first time in 19 years under the legendary Jim Leyland. Forbes Magazine ranked the Tigers #22 of 30 teams on 2005 list of most valuable teams. The franchise is highly leveraged, with only two teams carrying higher debt-to-value ratios on their ledgers.

Ilich moved the struggling team from Tiger Stadium (which was built in 1912) into newly-built Comerica Park. He financed approximately 50% of the $350 million facility and the renovations of the greater Detroit-Wayne County, along with federal grants, covered the balance. Various Ilitch enterprises, Inc. enterprises, an age and operate Comerica Park and its concessions. In 2005, the Detroit Tigers hosted MLB's 76th All-Star Game at Comerica Park. All-Star Week in Detroit produced the highest-grossing event in the history of the All-Star Game. However, although his previous Tiger's teams did not enjoy much success, enduring 12 straight losing seasons, the 2006 Tiger's made the playoffs and defeated the Oakland Athletics, four games to none, in the 2006 American League Championship Series to make it to the 2006 World Series, which they lost to the St. Louis Cardinals.

Ilich was one of the early team owners in the American League Football Association, starting up the Detroit Drive in 1988, somewhat as a filler team for summer games in the Joe Louis Arena. Although Little Caesars was also one of the major sponsors of the AFL, through time Ilich owned the Drive. The Drive was one of the most successful teams in the early days of the AFL both on and off the field. They generally had strong attendance (although much of that was due to discounted or giveaway tickets), and the Drive was in the Arena Bowl in every year of their six-year existence, going 4-2 in the title games. After Ilich bought the Drive in 1993, he decided he didn't want to own another franchise that would take away fans from the Tigers, so he sold the team off and they moved to Worcester, Massachusetts.

Some critics have stated that Ilich was unwilling to spend money on both of his franchises, allegedly favoring the Red Wings. This claim is supported by the fact that the Tigers started to spend real free agent money only during the 2004-05 NHL lockout. Tigers state that is on the impact of his depth as a baseball owner, a claim supported by the fact that he held on to General Manager Randy Smith for so long. Smith was the GM who acquired the players on the 2003 Tigers, which set the American League record for the most losses in one season (119). Another opinion is that he didn't even try to field a competitive team during the Red Wings glory years.

However, although his previous Tigers' teams did not enjoy much success, ending up 12 straight losing seasons, 2006 Tigers made the playoffs and defeated the Oakland Athletics, four games to none, in the 2006 American League Championship Series to make it to the 2006 World Series.

Mike Ilich was inducted into the Hockey Hall of Fame in 2003 as well as the United States Hockey Hall of Fame in 2004.

In Stanley Cup history, only eight women have had their names engraved on the trophy: Marian and her three daughters have each had at least one name engraved on the cup three times.

Ilich Charities for Children (ICC) is a charitable foundation established by the Ilich family. Among other things, the ICC sponsors Little Caesars AAA Hockey Scholarship to encourage amateur sports.

Marian and Mike Ilich have seven children: son, Christopher Ilich, (born June 1965) is CEO and president of Ilich Holdings, Inc.; daughter, Denise Ilich (born November 1955) is an attorney. Other children are Ron Ilich; Michael Ilich; Lance Ilich; Curtis Ilich; Mary Ann Ilich; Atanas Ilich; and Carole Ilich Trepcha.

It has been reported that there is no apparent heir to either the Little Caesars chain, Detroit, Michigan's City of the sports teams. In fact they have hired an estate-planning consultant. There is no telling how this may affect the broadcast sport. star case. Butch insists, "This will remain a family business. We are not planning on selling anything."

Immigration... continued from page 8

officials most likely to encounter illegal aliens. Local residents are the crime victims of these aliens. Local, county, or state jail jobs house many of the foreign criminals. Local, county, or state criminal justice systems try these lawbreakers. And local, county, and state taxpayers pay the costs of law enforcement and criminal justice associated with the crimes that immigrants, legal and illegal, commit.

For Ilich's 1999 State Criminal Alien Assistance Program compensation show claims a $1.5 billion in documented costs incurred by state corrections and local jails for covered aliens. County governments face a special burden, a 2001 report by 24 Southwestern border counties calculated. They spent, from general funds, $894 million by law enforcement and criminal justice in fiscal year 1999. Many of the costs that the states impose on all state, county, and municipal jurisdictions are not represented in such figures. To cite just one example, San Diego County must now spend $50 million a year to handle illegal criminal aliens.

The underworld network, built up by millions of alien lawbreakers, who by and large have no fear of capture or of being fingerprinted, enabled the Sept. 11 terrorists to operate undetected. Latino illegal aliens in Northern Virginia helpfully showed several of the terrorists the ropes on how to secure Virginia driver's licenses fraudulently.

The advancement of "political correctness" and multiculturalism among politicians is to less willing to challenge limitations on their authority over resources. Local and state politicians in heavy immigrant-receiving areas have instead expanded immigrant eligibility for public benefits, welfare, assistance programs, health care programs for those without private insurance, and other licenses.

Some states and localities have begun to accept the Mexican matricula consular card ID, although it has been determined to pose a great risk to U.S. national security. Even before the recently reported crossing of 23 Chechens into Arizona, authorities knew that the illegal aliens pose a national security pose. Dealing with current levels and quality of legal immigration is an immense problem by itself. But immigration is that alien criminality of every kind is punished, swiftly and surely, Americans who must live with the consequences will continue to suffer higher taxes, lower quality of life, higher threat and fear levels, and less actual safety.

James R. Edwards, Jr., a 1993 Lincoln Fellow with the Claremont Institute, is also an adjunct fellow with the Hudson Institute and co-author of "The Congressional Politics of Immigration Reform (1999)."
REAL ESTATE NOTES
continued from page 25

with an adjacent three-story, 300-unit parking structure. ... Kearney
Real Estate Company has acquired Redlands Industrial Center, a
three-building, 585,000 sq. ft. industrial development located on San
Bernardino and Almond Avenues in Redlands. It was sold for $39.5
million ($606/sf) by a joint venture of Borstein Enterprises and
Alameda 24th Street LLC. ... In other sale news from the region,
Systems Material Handling Company purchased a 53,700 sq. ft.
industrial building at 3519 Grapevine Street in Mira Loma for $3.16
million ($964/sf). The buyer, a distributor of forklifts, plans to relocate
their California distribution facility from Rancho Cucamonga to the
Mira Loma building. The property was sold by Grapevine Street
Mira Loma Properties LLC. ... In the Coachella Valley town of
Cathedral City, a CA-based investment group paid $2.55 million for
Cathedral Canyon Plaza, a 23,200 sq. ft. ($110/sf) office property
on 1.53 acres at 6487 Palm Canyon Drive along the Highway
111/Palm Canyon Drive main thoroughfare.

This column provides a review of the latest commercial real estate
activity throughout the Inland Empire. It is produced in a joint media
effort between the Inland Empire Business Journal and Rents.com
For more commercial real estate information from around California,
go to www.rentz.com

Los Cabos

continued from page 43

The administrative penalties were unrecog­
nizable from the city visited dur­ing
my college years. The Hotel
Finisterra, which was always a
standard and landmark, was
now unrecognized and faded in
with the surrounding hotels
and homes.

A just a two-hour flight from
LAX airport, Los Cabos attracts
a lot of people from Southern
California. I met a young couple
on their honeymoon, a family of
multi-generations gathering for a
reunion, and a girl drinking her
way through a very rowdy 21st Cabos - ($800,000) or visit
www.westinloscabos.com

The Sheraton Hacienda del Mar Resort & Spa: ($800 -
525) or visit www.sheraton
loscabos.com

Workers’ Comp...
continued from page 12

addressed the denial of care issue by providing for a new adminis­
tative penalty of up to $400,000 for insurers or employers that were sys­
tematically withholding appropriate treatment. Regulations allowing
the Division of Workers’ Compensation to levy fines are close to being
finalized.

Independent Medical Review (IMR):

If the independent medical review is not sufficient to deal with a docu­
tent denied of care problem, the state should consider adopting an
independent medical review system for medical care disputes. My
original bill had an independent medical review component similar to
the system used by most medical plans today. Unfortunately, that pro­
vision was struck during negotiations. An effective IMR could expedi­
te medical review and eliminate many of the legal medical claims
pending in the system today.

Permanent Disability (PD) System

During the 2006 Legislative session, the Legislature passed SB 815
(Perata) which would increase the PD schedule on a partisan vote.
Despite the governor’s veto, legislative efforts to alter the PD
schedule are expected to continue.

Background on PD System:

Prior to April 2004, California’s disability system was arbitrary and
subjective, resulting in workers with similar injuries being granted vast­
ly different awards. SB 899 standardized impairment ratings by requir­
ing the use of the American Medical Association impairment guide­
lines.
Tigers don’t jump through rings of fire in the wild, but when they’re properly trained, they do so willingly, even happily. Why? Because day-by-day, animal training builds trust. If you want an animal to get out of an open cage when they have the opportunity to break free, you build trust. When they develop the training program, they break it into manageable pieces, each building toward a goal of creating a lasting relationship with the animal. Without this relationship, and the patience required to understand it, the task will be left undone and the animal will not be able to trust the person who is trying to train them.

In sales, you can train your customers by building a relationship that will ultimately yield tremendous rewards. If you don’t train them, they’ll become your competitors. Your goal is to make yourself indispensable by impressing with consistency. Impress with consistency and you’ll make yourself a more valuable resource.

Build a Relationship

Animal trainers spend two to three hours a day building the relationship with the animal they’re training. This time is essential to building a bond of trust. Trainers make contact of some sort that the animal especially loves, from playing fetch with a dog to rubbing the belly of an affection-loving monkey. They determine as the relationship grows how best to give each animal the attention he or she grows. Though it’s probably best if you don’t rub your customers’ bellies every day, you can rather easily make yourself a valuable resource to all of your customers. One way to do this is to make sure you’re adding value to each client. Find a way to build your relationship with each of them, such as regularly passing along information via e-mail, even on a daily basis, that will benefit the client.

When trainers have developed a relationship with an animal, they train the animal to perform specific behaviors. They train it to be well-behaved in public. They train it to do cute tricks. They train it to be well-behaved with other animals. They train it to do something that makes others smile. They train it to do something that makes the trainer smile.

In sales, relationship-building activities keep you in the forefront of customers’ minds, and the quirk of the cleaning supply company. Pick up every hint with the animal they’re training. This time is essential to building a relationship.

Learn From Your Tigers

Tigers are solitary and territorial animals. They don’t want to be around each other, so getting two to lie down side by side in a circus act, for example, can be a huge feat. Trainers have to learn which ones are more likely to remain friendly to another tiger by learning their individual preferences.

As you learn your customers’ needs, learn as much as you can about the intricacies of their business, the individuals on their staff, and their relationships with different departments within their organization. Especially if you’re selling to different industries, be willing to go into their businesses and learn about the idiosyncrasies of the industrial manufacturer, the habits of the healthcare facility if you’re selling to the vet, or the public relations group. Pick up every hint you possibly can that will help you build that relationship and show how well you serve these customers. The payoff is that you begin to look like one of them, and they perceive you as being a part of their inner circle.

Become a Resource

When developers have trained a relationship with the animal they train, the animals become completely dependent on the trainer. In the circus, the animals become completely dependent on the trainer. In the business world, the client becomes completely dependent on you. As the time you spend with clients builds, you’re able to accommodate them in a way that they never could before. You become a resource.

Take your customers’ needs, think of ways to better serve those customers. The payoff is that you begin to move closer to satisfying the desire to live a less frantic pace.

Tiger

The business you own is like your baby. Whether you bought it or created it over the proverbial blood, sweat, and toil, and tore your hair out because in the beginning you hardly dared open the door when you started. Now you’re ready to move on. It doesn’t make any difference why. The reasons can be anything from the desire to someday sell a business that is far more complex than most business owners believe. Worst of all, even the best deals can fall apart in a heartbeat after months of negotiating. He puts it this way: "The process also brings with it many moments of truth along the way — times when you have to make tough decisions or when things fall apart or come together. Selling a business is not simple. It involves deep soul searching and enormous complexity. It involves many players and many moving parts. There is a lot that can go wrong, and there is no better feeling than when it all comes together. As in building the business, there is a fair measure of skill involved, as well as luck. And I also believe that with thorough preparation and foresight, you can create your own luck.

The author initially suggests a series of questions that prospective sellers ask themselves. First and foremost among these is, "Why are you selling?" This is quickly followed by "What do you want out of the deal?" These two questions are supplemented by "Who do you want to buy your business?"

Sometimes the answers to these questions are obvious. According to Rickertsen, this doesn’t make the selling process any easier. One of the most interesting suggestions the author makes is that when you have a clear idea of who you want to sell to, you begin to meet all of your needs. From the beginning, you’ll be the first person to think of when they have a new need that you can either meet or give them a referral to someone who can.

If you have this professional approach, and you consistently deliver what your customers want without being asked, you’ll be the first one they think of because you have made yourself indispensable. In other words, they’ll usually come to you if you behave consistently and consistently produce good results for them, even if they’re not officially your customer.

Recognize and Meet Individual Needs

Part of building a relationship with an animal involves knowing what its needs are. For example, one primate may love vegetables and despise fruit, while another won’t touch his veggies but can’t get enough bananas and apples. Customers also have needs, and they do business with you because you satisfy those needs. The human equivalents of those picky primates might be those customers who insist on being able to place their orders online, while others want nothing to do with computers and need to be able to pick up the phone, day or night, to order what they want.

To meet your customers’ needs, you must take the time to get to know each individual. Your familiarity with them will help you discern what their particular needs are, thus allowing you to better meet them. Don’t limit the lengths to which you’re willing to go to accommodate your customers. It’s not illegal, immoral, or unethical, do it. If anyone in your organization complains that you’re favoring a client for whom you’re going to make a bit of your way, explain that you’re not giving preferential treatment but you’re meeting one particular customer’s different needs, and that you’re committed to meeting all needs equally.

Build Your Managerie With Your Competition’s Clients, Too!

If you train your customers to think of you first, they won’t give a thought to your competitors. You must do the same when building a relationship with an animal. If you don’t plan to do it, you’re already dead in the water. In short, "Sell Your Business Your Way" offers a banquet of ideas for the price of a good dinner.

— Henry Holtzman

Bestselling Books

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

1. "Freakonomics: A Rogue Economist Explores the Hidden Side of Everything," by Steven D. Levitt (HarperCollins...$25.95) (1)
3. "Getting Things Done," by David Allen (Gibbs Smith...$16.95) (6) The key to transforming dreams into reality.
6. "The 7 Habits of Highly Effective People," by Stephen R. Covey (Signet...$6.99) (11) The key to transforming dreams into reality.
7. "The 5 Dysfunctions of A Team: A Leadership Fable," by Patrick Lencioni (John Wiley & Sons...$22.95) (4) Why you need to have a purpose beyond getting things done.
8. "Getting Things Done," by David Allen (Gibbs Smith...$16.95) (6) The key to transforming dreams into reality.
9. "Good to Great," by Jim Collins (HarperBusiness...$27.50) (9) Climbing the steps from good to being great.

*(1) Indicates a book's previous position on the list.
** Indicates a book's first appearance on the list.
*** Book previously on the list is on the list once again.
#### 2006 ANNUAL APARTMENT FORECAST

**Employment:** Employers are forecast to add 12,200 positions in 2006, a 1 percent increase, but down from the 44,000 positions added in 2005. Job growth will continue to be concentrated in the professional and business services, and trade, transportation and utilities sectors.

**Vacancy:** While developers are adding a significant amount of new inventory this year, renter demand remains strong, which will keep vacancy at 4.6 percent at year end, the same rate posted at year-end 2005.

**Asking Rents:** The delivery of new Class A units is contributing to mark-to-market rent growth. In 2006, asking rents are forecast to increase 6.5 percent to $1,039 per month, while effective rents will gain 6.3 percent to $1,012 per month.

**ECONOMY**

- **Inland Empire employers added 8,100 jobs in the first half of the year, an increase of 0.6 percent. Growth is slowing considerably, however, as only 1,200 positions are forecast to be added in the third quarter.**
- **Employment growth is being driven almost entirely by the professional and business services, and trade, transportation and utilities sectors, the metro’s largest employers. These two sectors have accounted for nearly 60 percent of jobs created in the metro over the past 12 months, adding 14,600 positions.**
- **Big-box retailers are expanding rapidly in Inland Empire, with five major commercial projects along Main Street and 1-15 under way. More than 1,000 permanent jobs will be added as a result.**

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#### Your “Back Burner” Business Resolutions

As you begin the new year, the start of a new decade, and consider what you want to achieve, here are 15 things to get cooking on before 2007 rolls around:

- If you’re like most business owners, you’ve got a huge list of “to-dos” that last perpetually on your back burner. You know, like fixing the filing system that currently consists of two piles labeled rat least in your mind “Hot” and “Procrastinate.” Or addressing that long-neglected employee problem. Or bringing your embarrassingly outdated website up-to-date. Or counting on Tom Ty Freyvogel, now’s the time to tackle that back burner list with a vengeance; leaving your business problems behind in 2006 is the best way to start 2007 off with a clean slate.

- “There’s something psychologically satisfying about starting a new year uncumbered by old issues,” says Freyvogel, founder of Entrepreneurlab.com. “I advise business owners to set aside several days toward the end of 2006 to address those issues that usually get crowded by the day-to-day problems. Things are usually slower in December, anyway, so it’s a good time to start purging your back burner and get started on those projects about how much more smoothly your company will run next year.”

- If you’re feeling overwhelmed, take a deep breath. Freyvogel has put together a checklist of items that every business should take a look at now to ensure they won’t be greeting the same problems in 2006. Here it is:

  **Review all your systems from top to bottom.**

- Carefully examine what is working and what isn’t. Decide where the problems are and figure out what can be fixed. You might be able to fix them yourself, or you might need outside guidance. Ask yourself: If you need a computer expert to help you use the technology more efficiently or maybe you need a financial expert to improve the way you do your books. “Whatever you do, don’t assume anything,” says Freyvogel. “Don’t assume just because you had a certain system in place from day one that it is adding value to your business or your customers. A system review can be an eye-opening experience for business owners. They are usually surprised to find that their business has fallen into habits that are hindering them from being more successful.”

- **Review vendor contracts.**

- Take a look at how much business you are doing with each vendor. Are you getting optimum pricing based on how much you are working together? Is the relationship mutually beneficial for you and for them? If not, don’t be afraid to make a change. If you’re happy with your vendors, on the other hand, take the time to tell them. “Let vendors know that you want to create a great relationship with them,” says Freyvogel. “They will appreciate that you are taking the time to make sure that they are happy in the relationship. Let them know that you want to be their favorite customer!”

- **Determine who your best customers are.**

- You may be surprised to find out that your best customers aren’t who you think they are. Examine all your customers through a profitable lens. “When I do my end-of-year review, I am always surprised to see who my best customers really are,” says Freyvogel. “Just because you always seem to be doing something for certain customers doesn’t mean they’re the most profitable. During my own end-of-year reviews, I often find that my needy customers and my most profitable customers are two different groups. When I tell my employees about the distinction, they are always surprised. Of course, you should treat all customers well—but when you find out who your best ones are, you’ll want to really give them the VIP treatment.”

- **Touch base with your best customers.**

- Be sure to tell them you appreciate their business and ask if there is anything you can improve on or do differently to help them grow their business. “I always like to send an end-of-the-year letter to my customers,” says Freyvogel. “It is a quick and easy way to let them know we care about their needs and to encourage them to give us constructive feedback.”

- **Hold annual performance reviews.**

- Discuss with your employees what they can do to help the company run more smoothly. Also, take the opportunity to find out what they feel most passionate about in their work, and ask if there is another part of the business in which they’d like to play a larger role. “I’ve always found that performance reviews are a great time to ask my employees ‘What can I do for you?’” says Freyvogel. “Their responses always up­prise me. Sometimes they want something as simple as getting their chair fixed, and sometimes they request something that I simply can’t do. Regardless, always be honest with them and take the time to listen to their concerns one-on-one.”

- **Engage your employees as partners.**

- The best people to help you solve problems, particularly those involving customers, are the ones who experience them on a daily basis.
RESTAURANT CLOSURES

San Bernadino County (within the last two months)

Adelanto
JOHN ROWLANDS AMVEIT
17960 Adelanto Rd.
Date Closed: Oct. 23, 2006
Reason for Closure: Other unsafe conditions due to fire damage

Big Bear Lake
LOG CABIN RESTAURANT
39796 Big Bear Blvd.
Date Closed: Oct. 31, 2006
Reason for Closure: Vermin infestation; unsafe food temperatures; insanitary conditions; other unsafe conditions; lack of a valid health permit

Chino
SONORA MEXICAN FOOD
11738 Central Ave.
Date Closed: Oct. 18, 2006
Reason for Closure: Unsafe food temperatures; insanitary conditions; other unsafe conditions
Date Reopened: Oct. 19, 2006

BOBA LOCA
3277 Grand Ave.
Date Closed: Sept. 26, 2006
Reason for Closure: Lack of hot water
Date Reopened: Sept. 27, 2006

Chino Hills
HONG KONG EXPRESS
15942 Los Cerramos Country Club.
Date Closed: Oct. 20, 2006
Reason for Closure: Lack of hot water; unsafe food temperatures; insanitary conditions; other unsafe conditions
Date Reopened: Oct. 20, 2006
Comments: Hot water restored

Crestline
MCDONALD'S
24078 Lake Drive.
Date Closed: Oct. 5, 2006
Reason for Closure: Lack of hot water
Date Reopened: Oct. 5, 2006
Comments: New water heater installed and hot water returned to facility at 5:45 PM.

Fontana
PESCADERIA MR. FISH
16339 Arrow Blvd.
Date Closed: August 1, 2006
Reason for Closure: Lack of hot water
Date Reopened: August 2, 2006
Comments: Hot water restored.

Fontana
STACIA'S CAFE
4350 Arrow Blvd.
Date Closed: August 1, 2006
Reason for Closure: Lack of hot water
Date Reopened: August 2, 2006
Comments: Hot water restored.

Ontario
SAN ANTONIO MARKET
1117 E. Holt Blvd.
Date Closed: Nov. 8, 2006
Reason for Closure: Other unsafe conditions
Date Reopened: Nov. 3, 2006
Comments: Food from unapproved source disposed of.

Los Angeles
TRADER JOE'S
5026 E. Ramona Ave.
Date Closed: Aug. 17, 2006
Reason for Closure: Insanitary conditions; other unsafe conditions
Date Reopened: Aug. 31, 2006

MARY'S MEXICAN FOOD
1437 N. Mountain Ave.
Date Closed: August 15, 2006
Reason for Closure: Unsafe food temperatures; insanitary conditions; other unsafe conditions; vermin infestation
Date Reopened: August 18, 2006
Comments: Critical violations corrected

PANADERIA FALLISCO
1825 4th St.
Date Closed: August 11, 2006
Reason for Closure: Other unsafe conditions
Date Reopened: Sept. 2, 2006
Comments: Critical violations corrected

Ranchos Cucamonga
ALBERTSONS DELI
9775 Baseline
Date Closed: Nov. 15, 2006
Reason for Closure: Lack of hot water
Date Reopened: Nov. 16, 2006
Comments: Hot water restored

DELA TACO
8055 Monet Ave.
Date Closed: Oct. 31, 2006
Reason for Closure: Lack of hot water
Date Reopened: Oct. 31, 2006

PAPA JOHN'S PIZZA
8710 19th St.
Date Closed: Oct. 20, 2006
Reason for Closure: Lack of hot water; unsafe food temperatures; insanitary conditions; other unsafe conditions
Date Reopened: Oct. 20, 2006
Comments: Critical violations corrected

ITOY ATIN
9625 W. Foothill Blvd.
Date Closed: August 15, 2006
Reason for Closure: Other unsafe conditions; vermin infestation
Date Reopened: August 18, 2006
Comments: Critical violations corrected

Redlands
OPEN KITCHEN
402 Orange St.
Date Closed: Nov. 3, 2006
Reason for Closure: Sewage contamination
Date Reopened: Nov. 6, 2006
Comments: Sewage problem has been cleared.
Joe's Crab Shack may belong to somebody named Joe, but that's not me. It's not Joe Kennedy, either, although he is the manager at Joe's in Rancho Cucamonga.

To picture Joe's, think Jimmy Buffet meets Bubba Gump. Its décor successfully projects a beach, roof, dock-of-the-bay atmosphere and the menu consists of all things crab, instead of shrimp. To be fair, Joe's has a lot of shrimp and seafood, a la Louisianian lobster. Langoustine lobster is technically a redundant term, since langoustine is Spanish for lobster. We could call it Mexican lobster, but the other way sounds more exotic. My first visit was on a hot summer night with a ball game broadcasting from the TV and music competing from the sound system. The noise was palpable.

My second visit was on a quiet Monday at lunchtime and the difference could be measured on a decibel meter.

Highlighting the first visit was the snow crab and lobster pasta dish. It was rich and creamy and delicious. The lobster fondue was a treat as well. (Who knew fondue would come back?) Next will be the wide collar crab that comes in a bell-bottom pants.)

Actually, the first thing that you are served is a dish of corn bread biscuits. Something free to nibble on is considered a Southern hospitality treat. The biscuits are not as good as some other restaurants serve. Nor are they crumbly as others are. To quote Goldblocks, "These are just right."

The crawfish etouffee was also a delight. I have discussed with you before that restaurants have different spellings for 'etouffee.' This is Joe's spelling.

No longer on the menu is a treat called pineapple shrimp, although my waitress told me that you can get both pineapple and shrimp in other dishes. One item that they do well in the crab dip with Parmesan cheese. My waitress vetted that this is her favorite dish. One could get into trouble ordering this too often.

On any given day, Joe's carries Snow, Dungeness and King crab. Actually, they don't carry snow crab, although they have been known to use snow crab. Joe's is in Seattle, although there is one in Vancouver. The crabs fly in salmon and tilapia, subject to availability. The crab can be prepared BBQ, garlic or steamed. The other seafood can be grilled blackened or lemon peppered. Joe's also has signature Italian dressing or Ponchatriva sauce topping.

My biggest disappointment was the fish and chips. Oh, it was hot enough and the portion size was great, but it just didn't have the flavor I expected. In fact, it had almost no flavor.

The menu at Joe's Crab Shack is extensive. So much so that after two visits, I still have not been able to enjoy the key lime pie, and I so dearly wanted to. Perhaps if you go, you can call the journal and let me know how it is.

Joe's Crab Shack is at the southeast corner of Day Creek and Foxhill Blvd in Rancho Cucamonga, just south of Victoria Gardens. You can find them on the Web at www.joescrabshack.com.

The gap between Class A rents and the market rate, or the metro's population grows. First-half deliveries totaled 3,200 rental units, up from 1,500 units delivered in the first half of 2005, and an increase to inventory of 1.4 percent.

Developers have been actively bringing new properties to the market as the metro's population grows. First-half deliveries totaled 3,200 rental units, up from 1,500 units delivered in the first half of 2005, and an increase to inventory of 1.4 percent.

Approximately 2,500 apartment units are under construction in the metro, of which 1,650 units are expected to be completed by year end. Developers have roughly 6,500 units in the planning pipeline.

Developers are most active in the University City/Morongo Valley submarket, where deliveries are scheduled to increase inventory 10 percent this year.

Local developers will complete 3,350 units in 2006, after bringing 4,400 units online in 2005. Although deliveries are declining, construction is up considerably from the annual rate of 1,900 units brought online during the past five years.

Vacancy in the Inland Empire rose 50 basis points over the past 12 months, ending the second quarter at 4.8 percent. The trend may be reversing, however, as vacancy declined 50 basis points during the second quarter and is on track to ease 10 basis points in the third quarter.

Delivery of competitive new supply in the first half contributed to a 50 basis point spike in Class A vacancy to 6.8 percent. Class A vacancy is 100 basis points more than one year ago and at its highest level of the decade.

Class B/C vacancy has fared better, remaining unchanged so far this year at 3.7 percent. The end of the second quarter. Over the past 12 months, vacancy in the lower tiers has inched up 20 basis points.

Outlook: While developers are adding a significant amount of new inventory this year, renter demand remains strong, which will keep vacancy at 4.6 percent at year end, the same rate posted at year-end 2005.

RENTS
Declining home affordability and elevated rents at newer properties are pushing rents higher. Asking rents increased 6.5 percent over the past 12 months $1,006 per month, while effective rents gained 6.4 percent to $978 per month. Effective rents are forecast to increase to $1,012 per month in the third quarter.

Rent gains are most significant in Class A properties, where the average asking rent has increased 7.3 percent in the past 12 months to $1,193 per month. Asking rent gains have been less robust in the lower tiers, advancing 4.8 percent to $893 per month over the past year.

Despite a rise in vacancy, owners continue to realize revenue gains. Average revenues are up 5.9 percent from one year ago.

Outlook: The delivery of new Class A units is contributing to market-wide rent growth. In 2006, asking rents are forecast to increase 6.5 percent to $1,039 per month, while effective rents will gain 6.3 percent to $1,012 per month.

SALES TRENDS
Sales velocity has slowed during the past 12 months, dropping 36 percent from the level of activity one year earlier. While the number of deals is declining, sales volume has remained steady, the result of higher property prices.

While transaction velocity has slowed, sellers are still receiving top dollar for properties at closing. The median price increased 21 percent in the past 12 months to $313,000 per unit, after increasing 22 percent one year ago.

Properties are selling at average cap rates in the 5.3 percent to 5.8 percent range, down approximately 50 basis points over the past 12 months.

Outlook: Transaction activity will continue to slow as smaller investors priced out of the market by rapidly increasing property values. Cap rates are just high enough to obtain financing, but future price growth will be driven by NOL improvement.

OVERVIEW
The Southwest Riverside County submarket could offer condo conversion opportunities going forward. Temecula and Murrieta city officials are reviewing recently approved plans for the first condo conversions in each city. The 180-unit Villas at Alta Murrieta, one of the properties scheduled for conversion, sold during the second quarter for $175,000 per unit.

Owners in the Riverside/North Magnolia submarket have realized the metro's most impressive revenue gains as tightening vacancy has supported rent growth. Properties in the submarket sell at a median price of $122,000 per unit, a 9 percent increase from one year ago.

The San Bernardino submarket, traditionally one of the more active submarkets, has seen a significant drop in property sales. Sales velocity has declined 43 percent over the past 12 months, with volume decreasing 21 percent. Prices continue to post gains, however, spiking 16 percent to $85,000 per unit during the past 12 months.
Workers’ Comp
continued from page 29
In addition, it is important that employers only pay for work-related injuries. The new PD rating schedule generally applies to injuries occurring on or after Jan. 1, 2005, or earlier injuries if there was no medical report indicating permanent disability issued before that date.

Reform Agenda
Opponents of reform continue to argue that the PD schedules need to be increased because of claims that the most seriously injured workers have been hurt by the reform. However, SB 815 would have increased all PD payouts, not just those for the most seriously injured.

The bottom line is that there is no need for legislative changes to the PD system. Let's continue to watch an ongoing review of the system and give the Viewers of Workers’ Compensation the authority to make adjustments to the PD schedule as necessary.

Alternative Dispute Resolution
In 2002, SB 228 (Alcanor) authorized all unionized employers to negotiate with their unions to establish an Alternate Dispute Resolution (ADR) system. This system was designed to reduce the time it takes to resolve a dispute outside the system without resorting to litigation. By all accounts this has been an effective system at reducing costs and limiting conflicts.

The State of California has already moved to the state but was not included in the Alcanor bill. This is a simple, common sense change that should be available to the State of California workforce as well.

Conclusion
In 2003, the Legislature, business interests and labor organizations put aside their differences andrationally addressed a broken workers' compensation system. Political wins were irrelevant since it was clear the system was hurting employers and employees alike. I hope that any effort to make adjustments to the underlying reforms recognizes the harm from politicization of such a vital part of our economic system. Any changes should respect the underlying principles of the reform movement and preserve the cost savings to our job creators, while ensuring adequate medical care for injured workers.

Senator Po chimney's Website can be found by visiting http://www.sen.ca.gov/PO chimney

Editor's Note: Readers comments are welcomed.

December 2006

PFF...
continued from page 5

24 February 2006
On Saturday, Feb. 24th the 41st Annual Awards Gala hosted by the Temecula Valley Chamber of Commerce, will be held at Pechanga Resort & Casino. The evening will include welcoming the newly appointed board of directors and the 2006 honorees, business leaders and surrounding area business owners will be recognized for their service/charitable organization of the year, a citizen of the year nominee. The event will also honor an outstanding individual within the community for the lifetime achievement award. There will be a special recognition for the ambassador of the year and chairman’s choice awards. This premier event will be a memorable night of elegance and excitement, with an expected crowd of over 500 attendees. The evening will include dinner, a silent auction and a live auction, featuring a floor show, live entertainment, and a variety of auction items, fascinating entertainment, and an outstanding awards presentation. Event reservations are $125 per person. A corporate table of 10 guests may be purchased for $1,350. Black tie optional.

To make reservations or for more information, please contact the chamber at (951) 676-5090 or e-mail info@temecula.org.

December 2006

12 The Business Success Forum will be held on Tuesday, Dec. 12, 2006 in the Temecula Valley Chamber of Commerce Board Conference Room, sponsored by Community Little Book of Utilities. This conference will be held by the Small Business Development Center. The event begins at 12:00 p.m. and includes lunch, compliments of Costco. The chamber is located at 26790 Ynez Road in Temecula. To reserve your seat or for more information contact Michelle at (951) 676-5090 or e-mail Michelle@temecula.org. No cost to attend this event.

January 2007

25 The revitalizing post World War II suburbs is an important national issue as we work to reduce auto and foreign dependence. As a result, there is a fresh look at Southern California's older suburban downtowns from Ventura to Redlands that encourages their redevelopment in pedestrian-friendly, transit-accessible urban villages. This conference at the Historic Mission Inn in Riverside will focus on understanding past and future problems and innovations that are being used to revitalize suburban downtowns, improve mobility and access, and transform brown fields. The luncheon speaker, Joel Kotkin, is the director of the New America Foundation and a highly respected speaker and futurist and internationally known authority on global, economic, political and social trends. He consults for many leading corporations and governments, private companies, regions and cities. In addition, Kotkin serves as senior advisor to The Planning Center, a major planning, design and environmental consultant. The conference area is the historical, the author of the critically acclaimed book, "The City: A Global History." He is also the author of the bestselling book, "The New Geography, How the Digital Revolution is Reshaping the American Landscape." For program information call (951) 827-7838.
Palm Springs boasts five restaurants, five bars, four pools, fitness center, spa and gardens.

Cabo San Lucas has certainly changed—part for the better and part for the worse depending on your views and pocketbook. Years ago Cabo San Lucas was a SLEEPY and small fishing village. Many who visited this quiet spot years ago remember it as such. To go fishing and have the local restaurant cook your catch-of-the-day was a piece of heaven on earth. Everything was affordable and uncrowded for the tourists who didn’t particularly care for other tourists getting in their way. Today, one can find not only McDonald’s, but also Costco and Home Depot. This is just fine for the locals who kick the local hübeck shell necklaces, which you buy on the beach from a strolling entrepreneur, costs around $15! On a brighter and more positive note, however, Los Cabos is now a sophisticated travel destination for honeymooners and those who want to get away to bask in the sunshine—which is 360 days a year! The resorts are packed with spectacular swimming pools, gorgeous beaches, spas and fitness to select, and what sumptuous dish to pick from the menu. These are the decisions I wanted to make. The best part—all of this just two hours away by plane from the Los Angeles area.

As mentioned in last month’s article, I wanted to bask, enjoy and rejuvenate myself in a sunny and warm climate—free from drafts, rain and moisture. I wanted to escape the uncrowded for the tourist who doesn’t want to be jostled by other tourists in their way. Today, one can find not only McDonald’s, but also Costco and Home Depot. This is just fine for the locals who kick the local hübeck shell necklaces, which you buy on the beach from a strolling entrepreneur, costs around $15! On a brighter and more positive note, however, Los Cabos is now a sophisticated travel destination for honeymooners and those who want to get away to bask in the sunshine—which is 360 days a year! The resorts are packed with spectacular swimming pools, gorgeous beaches, spas and fitness centers—and countless gourmet meals. While staying at one of these splendid resorts, the only decision I had to make during my stay was to choose a pool in which to swim in, which restaurant

With muscles still aching from the day’s jaunts, I was ready to visit The Cactus Spa and Fitness Center at the Sheraton. Although it was being renovated during my stay, I was not disappointed with my hot stone massage. I was almost happy to find that I was not under the misconception that having hot rocks rubbed on my body was something that is luxurious. I often feel that things are beyond the beloved Swedish. The hot stone massage was so relaxing, I fell asleep. I now have a new favorite and would encourage everyone to have the rock treatment. The spa renovation is scheduled to be completed by this fall, and I am quite certain that it will be world-class.

The restaurants at the Sheraton were all just as wonderful. The food offering is so diverse over breakfast, lunch, dinner. The breakfast buffet was complete with an omelet chef, fresh fruit and wonderful pastries. Instead of champagne served, the buffet offered Bloody Marys and, of course, tequila. Yes, tequila even at breakfast. The Tequila Bar La Bamba offers more than 100 varieties of tequila—it must be a favorite drink in Mexico, you think? Dinner at D’Cortez Grill...
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