December 2005

Inland Empire Business Journal

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Murrieta Sales Tax Receipts Increase 14.7 Percent

Gross sales tax receipts in Murrieta grew to $2.7 million in the second quarter of 2005, a 14.7 percent increase from a year ago, according to Hdl. & Associates.

In the three-month period from April to June, Murrieta once again posted double-digit growth in sales tax receipts as the city benefited from an inflow of new business.

“Recent additions helped boost revenues from home furnishings, restaurants, and office supply,” reported Hdl., a Diamond Bar firm that tracks municipal sales tax receipts. Murrieta receipts in the 12 months ended June 30, 2005 were 18 percent higher than the same period a year earlier.

Elsewhere, sales tax receipts in Riverside County rose 16.7 percent, Southern California gained 10.5 percent and the state posted a 9.3 percent jump.

General consumer goods and building and construction remained the two biggest retail sales categories and the two biggest growth categories.

Gross receipts from building and construction sales were up 49.2 percent from the same quarter a year ago and general consumers goods posted a year-on-year increase of 18.1 percent.

As Murrieta enters the holiday shopping period, city officials encourage residents to shop locally because one cent on each dollar spent in Murrieta returns to the community to help pay for such things as parks and public services such as police.

Since 2000, Murrieta has continued on page 36

Senator Bob Dutton Receives Perfect Score

When it comes to opposing tax increases, Sen. Bob Dutton (R-Rancho Cucamonga) has received a perfect score from a watchdog tax organization that tracks the voting record of legislators.

The California Taxpayers’ Association has defended taxpayers for 79 years against tax and fee increases. The group recently released its report card which confirmed Sen. Dutton voted on the side of taxpayers and businesses 14 out of 14 times.

“The cost of doing business in California, the level of taxation, and the amount of regulation are highly quantifiable measures that businesses evaluate in making decisions on locating operations,” said Larry McCarthy, president of the California Taxpayers Association.

In his three years as a State Legislator (two years in the Assembly and one in the Senate), Sen. Dutton has remained steadfast against any legislation that will raise taxes and/or impose unneeded regulation that will limit and curtail job growth in California.

“This state has never had a revenue problem. Some believe that raising taxes and imposing burdens on businesses are the answers,” Sen. Dutton said. “It wasn’t until we held the line on tax increases and fought hard to eliminate some of the needless burdens on business that we have seen the state begin an economic recovery.”

Sen. Dutton points to the last three state budgets that included no general fund tax increases. During that time the deficit shrank from $38 billion to an estimated $4 to $5 billion for the upcoming fiscal years. He also points to the workers’ compensation reforms enacted just over a year ago that have resulted in premium rates decreasing by more than 25 percent. These rates increased by triple digit prior to the reforms. Workers’ compensation officials anticipate rates dropping another 10 to 15 percent in 2006 thanks to the reforms supported by Sen. Dutton.

“When you get out of the way of business, they are going to be the economic engine of this state,” Sen. Dutton said. “Since we held the line on tax increases and eliminated burdensome regulations, we have seen a marked improvement in the business climate of California.”

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Alternative loan products may be hazardous to your home...

Mortgage brokers can provide guidance to protect consumers

By: John Marcell, President California Association of Mortgage Brokers and Bill Moore, President of the Inland Empire Chapter of the California Association of Mortgage Brokers

No money down, interest only or "sco
called" no cost loans—consumers hear the advertisements everyday. "Live the American Dream" is the promise, but buyers must be educated to ensure they do not put their homes and their finances at risk.

Traditional 30-year fixed interest rate mortgages remain the most financially conservative way to finance a home. However, for certain consumers, alternative loan products are also a viable option. Mortgage brokers can provide guidance to protect consumers that satisfied families the right to make a clear decision.

Deciding whether you can truly afford a home and that is a broker's competitive advantage. When considering any loan, prospective buyers have

many things to consider including the length of time they expect to stay in a home, whether their family will grow and is the home large enough for that growth. Another critical area is personal finance, including a realistic review of monthly expenses, potential change in wages (up or down), retirement planning, children and a college fund or having only one spouse at work. A qualified mortgage broker will guide buyers through this process.

While, companies and demand for all of our providers, not to mention the changing nature of families and their future. For more information or to access a free listing of CAMB mortgage brokers in your area, consumers should visit www.cambweb.org.

More than 36,000 Americans die each year from the flu and another 200,000 are hospitalized due to complications. The ongoing threat would suggest there is a viable market for flu vaccine providers, not to mention the strong demand for flu shots this season. But, providers have steadily abandoned the U.S. market due continued on page 5

Alternative loan products may be hazardous to your home...

Mortgage brokers can provide guidance to protect consumers continued from page 2

though a process that considers these issues and helps the buyer make a clear decision.

By contrast, companies that aggressively market alternative loan products exclusively to individuals with bad credit, bankruptcies or other financial challenges may be placing buyers and their homes at risk. There is truth to the adage, "if it looks too good to be true, it probably is."

The bottom line is that consumer advocacy is the foundation of good business.

The threat of a bird flu pandemic and the shortages of ordinary flu vaccine reveal the failing health of the vaccine market. Some blame the pharmaceutical companies and demand tougher government controls, but it is this kind of misconception, which landed us with the flu vaccine shortage in the first place.

Vaccine shortages will continue to be the norm as long as we fail to enact policies which support the industries that provide them.

Three of the past five flu seasons have seen shortages of flu vaccine in America. This season, hospitals and clinics are again reporting more shortages due to delays in production.

The American Public Health Association has called for a "national flu shot day" with the goal of vaccinating at least 50% of the U.S. population.

If you are interested in a consultation, please call us at 1-800-585-4393.

Alternative loan products may be hazardous to your home...

Mortgage brokers can provide guidance to protect consumers.

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This December in the Inland Empire Business Journal:
News and Features

Amer Communications Teamups With Cynosphos
Amer Communications, an industry leader in telecommunications, announced last month that the company has teamed up with Cynosphos Cable to provide

4 Ways to Increase Sales—Is Your Marketing Just Pumping Iron? Pumping iron in a gym builds muscle, but only a few people are able to put on more than 25 pounds of muscle they have. It is the same with your marketing. You may be spending a lot of time and money building up your marketing and advertising, but is there any correlation on results?

World Trade: A Mail for Global Manufacturers
Supply Chain Solutions opens up a multi-client logistics center in Ontario for global manufacturers importing and exporting goods.

Offshore and Industrial Markets Poised for Solid Growth
Slow and steady gains in the overall economy will continue to improve in 2006 in Los Angeles, Orange and Riverside and San Bernardino Counties.

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December 2005
Controls Endanger Homeland Security
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How the Dollar's Value Affects Your Investments

by Clifton Gunderson

The dollar: it's up, down, steady, or falling apart. You may be thinking of the dollar in terms of your foreign travels, or the dollar as it is used in some foreign country. But the dollar is much more than that. It affects the entire world economy and the lives of everyone. How the dollar's value affects your investments may be of great interest to you.

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Peter Bryan is as much a businessman as he is a fireman. In his position as chief of the Rancho Cucamonga Fire Protection District, he has to be. He heads what is correctly called the Rancho Cucamonga Fire Protection District, and they do fire, emergency medical services, hazardous material response, technical rescue, and also wild land incidents. The district has an additional 10 square miles outside of the city itself, but is all governed by the same board of directors in Rancho Cucamonga City Council.

According to Chief Bryan, fires are actually only about 5 percent of their "annual incident responses." He credits modern architecture code enforcement and fire-proofing efforts for helping to cut back that portion of the work. Emergency medical services constitute about 70 percent of the demand. This would include automobile accidents, heart attacks and many other medical conditions. That, he tells the Journal, is the largest part, but over the last decade, the fire department has seen a dramatic increase, with demands sprang up, and today terrorism and other "man-made" disasters issues are rising.

"As an initial responder, we have to remember that we are both man-caused and natural disasters," To that end the chief notes that we also have to understand that they do in New York or L.A., or anywhere that five or 10 thousand people gather, such as the Victoria Gardens, can be a target. Even the transportation vehicles along the I 15 and 150 can, at any moment, spill or ignite some chemical or explosive that we will have to deal with.

"There are also potential injury sites if, for example, a car crashes through a barricade and hits people, as has happened in other California locations.

"We have to be able to respond to almost any type of incident and be able to treat the insured in a quick amount of time.

Still there are firefighting issues where the main job is to "exist in a world." Notable recent cases included the Grand Prix-Ods fire. To that end, he breaks down the job into two categories, frequency and risk. Giant brush fires represent the risk. They may not happen every day, but they demand the big ticket, big smoke side has to do with things like the emergency response events that occur every day.

One needs only to drive along the 210 Freeway and look north to see all of the new development popping up. Can the Rancho Cucamonga Fire Department handle the demands that could come up there? "Yes," says the chief, and he sites the response of the Grand Prix holocaust as an example of the ability to do the job. There were periods of time when there were over one million reports of fire-fighting apparatus in the city. It was the California Emergency Management Act agreement that made it all possible and kept structures safe from the wild land fires. That agreement preceded over the 911 agreements of so many other agencies, and he had finally decided to work together. Thus the businesses can no longer ignore their fire department. He has since recognized that his department needed a business plan. He took a hard look at a response time and determined that the period between notification and arrival had gradually grown longer by a minute or more than a decade. Also, the number of emergency calls response is about double the population of the city.

That, he feels, is because a city like this attracts an awful lot of visitors. Thus, there were more calls and longer travel time.

Based on this information, he was able to see a growing problem for the immediate future. Thus were created a series of goals for the reassessment of a number of matters, which included inspections, the implementation of sprinklers and a travel time average of four minutes. They also recommended reviewing a business plan. To that end, he breaks down the job into two categories, frequency and risk. Giant brush fires represent the risk. They may not happen every day, but they demand the big ticket, big smoke side has to do with things like the emergency response events that occur every day. A plan is already underway to add paramedics to the academy after the first of the year and get another paramedic on board. This will not close the gap, but it will help the department to keep up with the increasing number of calls.

Many people can remember the TV show "Emergency," in which fire paramedics had little more than a few first-aided first-aided first-aided first-aided first-aided first-aided first-aided first-aiders to help out a hospital, and the calls for help are of critical nature, advanced life support or high-risk medical. Many people can remember the TV show "Emergency," in which fire paramedics had little more than a few first-aided first-aided first-aided first-aided first-aided first-aided first-aiders to help out a hospital, and the calls for help are of critical nature, advanced life support or high-risk medical.

"So, in the end, what shape does the 911 improvement look?" asked Dave Geiger, president of Amtec Communications.

"The plan calls for a more complete and user-friendly, cost-effective solution for managing communications-related expenditures. It also eliminates the painful and costly expense of continually buying more bandwidth, opens up new revenue models for real estate and property management professionals, and greatly increases predictability in the business environment.

They have been providing businesses with solutions to their communications needs since 1982. Amtec's business is to create a complete line of business communications systems that reasonably meet the needs of today's fast-paced business world.

Their potential clients may be in need of a new PBX, a Voice mail, autodial or IVR system, and long-distance services. Cymphonix can provide a software solution to the needs of four minutes.

"We're not just providing a PBX, we're helping to train our customers, to become the area leader in communications technology and to provide a competitive advantage through a three-step plan:

"First, to provide the utilization of communications equipment to increase operational efficiency.

"Second, to assist in management of communications costs.

"Third, to protect the customer's investment by providing reliable equipment and service.

"As for the Cymphonix Corporation, they were created by a group of highly-skilled engineers with a decade of experience in the broadband ISP industry. After running into bands, no management problems of their own, they realized that a complete and usable bandwidth management solution simply did not exist. So they set out to solve the need, creating a solution that has been integrated into networks in apartment complexes, businesses, hotels, ISPs, colleges and universities. It was this development team that developed their exceptional Amtec product line, with the look and feel of existing applications to create a software/hardware solution that is ideally suited for a wide range of businesses. Cymphonix uses parent-end, Cross-Layer Intelligence architecture (XLI++) to provide unmatched network threat protection and resource optimization. With its powerful XLI engine, Cymphonix products seamlessly integrate several critical network management functions into a simple, easily managed solution.

"Their Network Composer helps companies understand at a glance who is abusing network resources. It eliminates bad habits, enabling problems to be corrected instantly through an easy to manage interface.

"It also eliminates the painful and costly expense of continually buying more bandwidth, opens up new revenue models for real estate and property management professionals, and greatly increases predictability in the business environment.
When you need groceries, you’re not limited to Ralph’s, Vons or Albertsons. You can shop health food stores, discount food, big-box stores, as well as specialty food stores (think Trader Joe’s). If you have a specific food allergy, or a food that you like to make at home, it might be easier to find what you need at a specialty food store.

The issue arises because federal regulators seem determined to stall the development of specialty hospitals—relatively small, innovative facilities that represent a new dynamic in the health-care scene (giving traditional hospitals a run for their money).

20 Specialty hospitals are usually owned by physicians and run for profit. They focus on selected practice areas, such as cardiology, women’s health, and pediatrics.

Droits are dotted around the country, many in the West. Proponents say they’re actually safer—post-surgery infection rates are reportedly lower than in general hospitals—and specialization can cut costs.

But instead of applauding, the docs ordered a temporary halt to new specialty hospitals as early as in 2003 Medicare Bill. And now a permanent moratorium has been included in the Senate Finance Committee’s budget reconciliation package.

The To this extent a prescription for expansion of specialty hospitals is possible. A report by the same panel that favors a specialty hospital ban, admits that competition from these startups doesn’t tend to make general hospitals ill. In the contrary, it can spur efficiency—another or can be a tonic for consumers by making business cost-effective.

Critics dismiss specialty hospitals as infirmaries for the wealthy. But a 2001 General Accounting Office report found a broad range of economic groups being served, for instance, the percentiles of cardiac and orthopedic patients on Medicare were about the same as in general hospitals.

Controversy came to Linda Landa when the city council considered a plan for a 24-bed specialty hospital with an emphasis in orthopedics, radiology, neurology and several other fields. Fees warned about the threat to existing hospitals and the uncertainties that open markets can unleash. But the council—which approved the proposal—apparently was more impressed by the argument that the Island Express is as fast-changing as that medical services must keep up. “We live in one of the fastest–

The California Health and Surgical Hospital is a new specialty hospital that’s frequented by patients with the same needs who need most. My colleagues and I have witnessed this dangerous condition for too long. The California Health and Surgical Hospital is a new specialty hospital that’s frequented by patients with the same needs who need to see what the trend is... or find another one. But all are the same.

Ultimately, efforts to get government to stifle upstart hospitals should reconsider the legal limits on regulatory meddling in the economy.

The 14th Amendment bars states from abridging the privileges or immunities of citizens, or denying equal protection of the laws, or ignoring due process. In principle, the Due Process Clause of the Fifth Amendment restricts the national government the same way. If it sets safeguards for due process, states can’t be any more lenient than laws that bar the government. Even specialty hospitals can’t have market share for existing businesses. The point was made by the Ninth Circuit Court of Appeals in 2002, when it voided a monopolistic statute in Tennessee: “protecting a discrete interest group from economic competition is not a legitimate governmental purpose.”

First, do no harm. Government violates the ancient maxim if it insists on “protecting” as from health-care choices. The specialty-hospital issue challenges politicians to attend to their constitutives’ health needs, to constitutional duty, and to market common sense.

Abut the Author:

Harold Johnson is a property rights and free enterprise lawyer in Sacramento.

INVESTMENTS & FINANCE

DUFF & PHELPS/INLAND EMPIRE BUSINESS JOURNAL

The California Report: Half Empty or Half Full?

by Charlie Cook

At every gym there are the regulars in the weight room. These are the guys and girls who come in and out, the women who work out five days a week, lifting heavier and heavier weights. They may have seen them.

The first question I ask when I call about growing your business is what their goals are. I ask them how much revenue they want to generate in the next 12 months. Few have a specific number in mind. They just know that they want to make more money. Of course, you want to make more. Who doesn’t? But is it necessary to create a marketing plan that will make them money?

Based on your revenue goals, you’ve already made a decision about a plan, you’re planning to do. Set your revenue goals, for the year, once in the week. Write these numbers down, post them prominently so you see them every morning. With your destination in mind, you can determine the best way to get there.

1. Set Goals for Your Business

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2. Set Lead Generation Goals

To achieve your revenue goals you’re going to need to attract prospects, lots of them. Most businesses convert 1 percent to 10 percent of their prospects to clients, and customer satisfaction is the key to successful sales. You’ll need to attract 10 to 100 prospects for every 1 client you keep.

Based on your revenue goals, determine how many customers you need to attract. That number is your continued on page 11
What Went Wrong on November 8th

by Joe Lyons

Finally, you listened to me! For years I have raged against "government by proposition." How many times have I written about what I call "a government that tells the people we need to do the job we sent them there for?" How many times have I warned you about self-interested politicians who push for initiatives designed to line their pockets? How many times has a politician who got elected off the floor with his proposal, sent it to the people, like you and me, in order to circumvent the will of the people?

So finally, when Governor Schwarzenegger takes his case to the people, the people turn him down flat.

Well, who could blame them?

If you watched TV, it was apparent that Arnold had an agenda for tax cuts and increased employment, including teachers, nurses and firefighters.

Now, before I go any further, let me remind you that my wife is a nurse and my father was a firefighter.

But that was the issue.

The real issue was the fact that collective bargaining groups represented these civil servants.

Do I begrudge what the heroes of the Orange-Groh Fire did?

Not really. But the governor's propositions were designed to trim the fat. They were also designed to hold back the political arm of the union from their contract negotiations.

Still, Governor, you can't fire a CDFA battalion chief and retire at age 50 with 90 percent of his $1.5K salary plus pension. That gives him some 30 years to work on his golf drive or his back at a substantial cost to the taxpayers.

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HOMERWOOD SUITES BY HILTON OPENS
HOTEL IN ONTARIO/RANCHO CUCAMONGA
Represents Brand's Ninth Hotel in California and Fourth Hotel in Southern California

Homewood Suites by Hilton®, the national brand of extended-stay, all-suite, residential-style hotel, has opened its 107-suite Homewood Suites by Hilton hotel in Ontario/Rancho Cucamonga. The hotel is owned by Tharshion Family Inc. and managed by The Tharshion Property Management Inc. and represents another addition to the growing roster of more than 180 Homewood Suites by Hilton hotels nationwide.

The new hotel’s location, less than one mile from Ontario Mills Mall and the California Speedway, makes our city an ideal market for an extended-stay, extra-stay hotel like Homewood Suites by Hilton," said Jay Koury, general manager.

"Our hotel is designed for guests who stay for five or more nights, but it is also perfect for short stays and families who need to feel at home while they are traveling," Koury said. "We are the ideal place for those travelers who are following the races or attending the SpeedVegas races for several days but still need to have a full kitchen, executive business center and complimentary high-speed Internet access."

The Homewood Suites by Hilton Ontario/Rancho Cucamonga’s address is 1605 Mission Drive, Rancho Cucamonga. The hotel is conveniently located near many local tourist attractions including the Ontario Mills Mall, the Empire Lakes Golf Course, the California Speedway and four miles from the Ontario airport.

The four-story Homewood Suites by Hilton Ontario/Rancho Cucamonga features residential-style studio, one-bedroom suites and two-bedroom suites with fully-equipped kitchens and spacious living and dining areas that are large enough for work, study, entertaining or relaxing. In an effort to help guests get more from the experience, the Hilton Family of Hotels custom designed its own clock, featuring one of the easiest-to-set alarms. What’s more, the new clocks also feature a connection cable for MP3 players and other portable music devices including iPods, an addition Hilton made after research showed that consumers prefer to maintain their own music lifestyles while on the road. Complimentary high-speed Internet is also available.

Dec 2002

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SOUTHERN CALIFORNIA'S BUSINESS-TO-BUSINESS MAIL SPECIALISTS

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Harassment Training Deadline Near

Time is running out for California employers to comply with a law requiring all organizations with 50 or more employees, including contract personnel, to put all supervisory employees through sexual harassment training. AB 1825 (Reyes, D-Fresno) requires every supervisory employee to have at least two hours of training by Jan. 1, 2006, unless they had received training in 2003 or 2004. AB 1825 applies to all organizations, government and non-profits. Failing to comply opens up employers to potential lawsuits. The chamber has a cost

continued from page 9 comparison to the 44,800 jobs cre-
ated over the same period in 2004. The seasonally adjusted data show a
lar slowing. While YTD growth in household employment stands at 19 percent relative to 1.4 percent growth in non-farm payroll employment, the most recent quar-
ty growth numbers are nearly 1.0 percent for the household survey versus 0.9 per-
cent for the non-farm. Unemployment has remained relatively sta-
bly around 5.2 percent, though it has been edging slightly higher as labor force growth has slightly outpaced employment growth.

Almost all of this slowing trend is due to the dramatic swing in information employment in L.A. County. Over the first half of 2005, this sector added 24,000 jobs, thanks largely to a TV-based surge in motion picture and sound recording employment. These jobs represented 22 percent of all non-farm growth in the first half of 2005, which was 10 percent of overall household employment in California in the first half of 2005. Since July, L.A. has lost 7,000 of these jobs.

Outside of L.A.'s information sector, regional and sectoral trends have remained relatively consistent: slow growth in the big economies, faster growth in the Central Valley and Inland Empire. Construction remains the fastest growing sector year-to-date (0.8 percent), and now accounts for 6.2 percent of all employment in California—almost the same proportion as durable manufacturing. Education/healthcare and retail/hospitality have also been

continued from page 19 good sources of growth for the state. Each of these sec-
tors has grown at the rate of roughly 3 percent—adding about 3,000 to 4,000 jobs in the most recent quarter, and has added over 20,000 jobs year-to-date.

Half Full: Broader Economic Activity Speeds Up in 2005

In contrast to the dismal picture painted by the employment numbers, the most recent figures for personal income, taxable sales and general fund revenues portray an economy picking up steam. Preliminary estimates of taxable sales for Q2 are up 5 percent year-over-year, and Q2 personal income is up 6.4 percent. The Central Valley and Inland Empire have shown the strongest growth in taxable sales, though differences in growth across these growth regions and the bigger economies is less pro-
nounced than the differences in employment growth.

General Fund revenues have also showed some strength recently, according the Legislative Analyst’s forecasts for every

month since July. If recent trends continue, California will end the 2005-06 fiscal year with $1.2 bil-

lion more in the general fund reserve than previously forecast. Some have said this will result in a budget surplus next summer; but don’t buy the hype; revenues still fall significantly short of expenditures in every period forecasted by the LAO. Previously, we set aside enough to meet the general fund reserve in 2006-07; now, we’ll exhaust it 2007-08. The half-empty/half full hype is short shrift. In this case, the glass is cracked and

leaking on the floor – it’s just leaking a little slower than we thought. That’s what passes for

good news on the budget these days.

Housing Markets: Slow Down or Holding Strong?

All the major counties in the Bay, Arcata and Sacramento region have seen year-over-year declines in home sales in recent months, leading many observers to conclude that the end of the real estate boom draw near. Sales vol-

ume also looks to be slowing in Southern California, though it is still higher than this last time this year. Wall Street is betting on weaker real estate markets in California in the coming years. The split-adjust-
d stock prices of all the major builders in Southern California have been falling since July. This is hardly conclusive evidence, but does show investors are waiting to put their money where their mouth is on a real estate slowdown in

while these are certainly signs that the speculative frenzy of

continued on page 32
Experience the newest trend in fitness and entertainment technology! XRaytime Zone’s games are fun and wellness center, now at the Redlands Mall featuring one of its “Exertainment games,” conducting membership presales and providing information on this newest exercise trend. XRaytime Zone’s games are a hybrid of interactive video games that entertain and exercise the player. In addition to the popular dance revolusions, XRaytime Zone is using a whole new generation of interactive video games that are being manufactured by Sony, Cyhe, Powergrid Fitness, etc., and promoting the newest exercise trend. XRta1nment Zone’s unique motto is “Where working out is all play!” and when its doors open in February 2006, it will not only feature dozens of challenging entertainment games for the whole family, it will feature numerous zones consisting of group exercise classes, a smoothie bar, fitness and health risk assessment, classes on a variety of topics such as family wellness, and seminars on nutrition, cooking, and more.

God Blame Us, Everyone continued from page 10
O’Henry’s “Gift of The Magi.” Forget any tale we’ve ever heard about the first Christmas. The issue here is merchandising. It’s all about getting the sales margin into the black. It’s about the newest iPod or X-Box. In fact, it’s a great time for any of the things we want but don’t need. In the end, which would you rather have: A bottle of Jim Beam or a card that says I made a $100 contribution to your church in your name. See?

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How the Dollar’s Value Affects Your Investments

insight from page 14
provided by courtesy of Elizabeth Cortez and Bruce Robbins, senior financial advisors with Wachovia Securities Financial Network in Ontario. For more information, please call (909) 373-2750, Wachovia Securities Financial Network, LLC, member NASD and SIPC, is a separate non-bank affiliate of Wachovia Corporation. C2001 Wachovia Securities.

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F I N A N C I A L  H a r a s s m e n t  T r a i n i n g  D e a d l i n e  N e a r s

January
- Education
- World Trade
- Year End Review
- Personal Finance
- Estate Planning
- Depreciation

February
- Commercial R.E. Developers
- Residential Real Estate
- Architectural/Real Planning
- Redevelopment

March
- Major/Multi-Floor Warehouses
- Financial Institutions
- Health Care
- City Economic and Demographic Data

April
- Meetings & Conventions
- Airport
- New Home Communities
- Multi & Retail Stores

May
- Economic Development (Regional & Local)
- Women-owned Businesses
- Human Resource Management
- Small Business Yearbook

June
- Financial Institutions (1st Quarter)
- Travel and Leisure
- Employment Agencies
- Home Health Agencies
- Economic Development (San Bernardino County)

July
- Manufacturing
- Distribution/Wholesale
- Credit Unions
- Building/Planning Services
- High Demand Economic Development

August
- Personal/Professional Development
- Employment/Service Agencies
- Health & Fitness Centers
- Environmental

September
- Marketing/Public Relations
- Media Advertising
- Casual Dining
- Building/Planning Services
- Quarterly Financial Review  

October
- Personal/Professional Development
- Employment/Service Agencies
- Health & Fitness Centers
- Environmental

November
- Mortgage Banking
- Independent Living Centers
- Health Care & Services
- Independent Living Centers

December
- Rpay Institutions (3rd Quarter)
- Health Care
- Top Ten Southern California Resorts
- Temporary Placement Agencies

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Effective, online "Preventing Sexual Harassment" training program to meet the training requirement. More than 34,000 members have completed the program.

Kilgore Named News Director

Ruais Kilgore has been named news director of KMRV-TV, the Journal Broadcast Group, Inc.'s NBC-affiliated television station in Palm Springs. KMRV-TV Vice President and General Manager Diane Downey made the announcement.

Downey said, "I am thrilled to have Ruais lead our newsroom. He has run major market newsrooms, produced newscasts and been a photojournalist. With his experience and track record, I don't think of a better person to continue our news excellence and deliver high-quality news content to our viewers everyday."

Kilgore said, "Journal Broadcast Group is a great company with a strong commitment to local news. KMRV has a history of news leadership and I am so excited to be a part of the team here at the Coachella Valley. It's truly a beautiful place with wonderful communities."

Prior to his move to KMRV, Kilgore served as news director at WRBZ-TV in Baton Rouge, Louisiana, WESH-TV in Orlando, Florida and WPRI-TV in Providence, Rhode Island. Kilgore attended the University of South Alabama, College of Communication Arts. He is a member of the radio and television news directors association (RDTA).

Other Training Available

The chamber also has a one-hour webinar to help meet the training deadline. "Preventing Sexual Harassment - Advanced Supervision Training," will be held on Dec. 1. Those interested in participating in the Dec. 1 webinar can also take "Preventing Sexual Harassment Online Course - 1 Hour Supervisors Version" online to meet the full two-hour training requirement. More information on AB 1823 and chamber training programs is available at www.calchamber.com.

2006 EDITORIAL FOCUS

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- Health & Fitness Centers
- Environmental

Sep
- Mortgage Banking
- Independent Living Centers
- Health Care & Services
- Independent Living Centers
Another 3000 Suite Hotel Opens and You Still Can Not Get A Reservation For Most Weekends...

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come through for a two-week stand a decade ago. Then there are the other new attractions like the Hofbrauhaus Las Vegas, a duplicate of the famous beer hall in Munich. They only serve German recipe food, and the only beer available is flown in from Munich. No Bud on tap here.

But the biggest change this year has to be the monorail. Last year it was dead on arrival. An engineering or design error had kept it off line. Now it is up and running, and it has had a serious impact on the strip. A $10 pass lets you ride for 24 hours in a city that never sleeps. You can zip from the MGM for serious impact on the strip. An engineering or design error had kept it off line. Now it is up and running, and it has had a serious impact on the strip. A $10 pass lets you ride for 24 hours in a city that never sleeps. You can zip from the MGM for serious impact on the strip.

Meanwhile Back at the Imperial Palace

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staff was cool.

Down in the casino they now have star impersonator dealers. You may ask how I did playing 2-1 with the Big Cheeks guy. I lost. Don’t ask me how. The halls are better, the rooms are better. Well, there is that thing with the giant gapping mouth of the fistless toilet right in the middle of the bathroom.

In the decade of the mega resort, the Imperial Palace is taking its place as a less-overshadowing hotel-casino on the strip. There are no giant statues here. No white tigers and no grand shopping hall. The cut collection is still here and has been straightened out a little, but collectors know here in Southern California are still not very impressed.

It, however, you need a convenient spot to stay, made even more convenient by the monorail, the Imperial Palace serves that function. Rumor has it the I.P. hotel has been or is about to be sold to the group that owns Harrah’s, the Rio and other resorts. Thus it is that things are looking up for the blue spot on the strip.
Applications Now Being Accepted for 2006 Senate Fellows Program

Sen. Bob Dutton announced the availability of applications for the 2006-2007 California Senate Fellows program. The program provides college graduates the opportunity to become full-time Senate staff members at the state Capitol in Sacramento during the legislative session. Following applications and a subsequent panel interview of finalists, selected Fellows will be appointed by the Senate President pro Tempore. Fellows are paid a stipend of $1,972 per month plus health, vision, and dental benefits. They earn 12 units of graduate credit from CSUSM for the academic portion of the program.

Being a Fellow provides an excellent opportunity to gain first-hand knowledge of the legislative process, and major policy issues. Anyone who will be at least 20 years of age and a graduate of a four-year college or university by Sept. 1, 2006 is eligible to apply. In addition, there is no preferred major. Individuals with advanced degrees and those in mid-career are encouraged to apply. Applications may be requested from Senator Dutton’s office at 8577 Haven Ave., Suite 210 in Rancho Cucamonga or by calling the program office at (916) 651-4160. Applications and brochures are also available on the Senate’s Web Site and the program Web site.

The deadline for submitting applications is Feb. 22, 2006. Eighteen Fellows will be selected in May after an initial screen of applications and a subsequent panel interview of finalists.

Maximizing Employee Performance: Optimal Productivity with a Total Performance Management System

For outstanding commitment to providing the best quality care to its Members with chronic and high-risk conditions, IEHP has received the highest-level accreditation for organizations that meet or exceed the National Committee for Quality Assurance (NCQA) standards for Disease Management Accreditation. On July 27, 2005, NCQA awarded IEHP Full Accreditation For Asthma, Diabetes, and High Risk Pregnancy Programs.

IEHP’s programs were reviewed along many dimensions, with special emphasis placed on how well IEHP works with both patients and practitioners to improve health care and outcomes.

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by Michael Stanleigh

Employees today are facing a performance-reporting dilemma. They have a dual report­ing relationship to both a functional manager and to a project manager or sponsor. Their overall job performance, reviewed by their manager or supervisor, generally reflects only the work they do according to their job description. It rarely includes other work that is assigned which is generally work on a project, as a project manager or project team member. What is the Reason for This Performance Dilemma?

Functional managers are in constant contact with their staff. Staff tasks are well-defined and reviewed. In most organizations, functional managers complete performance reviews on the basis of the ability of the staff to perform work in accordance with their job description or job profile. However, most people do not work according to just a job description. Rather, they find that their work is composed of work performed on a job and work performed on one or more projects. Their success is constantly evaluated by the demands and requirements of their own functional manager as well as that of their project managers or sponsors.

This is likely because traditional performance management systems do not take into account new reporting structures such as Matrix Management in which employees may, at times, have reporting relationships with someone other than their departmental manager. Therefore, if the employee is assigned to a project during the course of the year, this aspect of their job performance is usually overlooked or not considered in their performance review. At the end of the year, the employee’s departmental manager tells the employee how well they did on the functional job, as per the job description, but does not discuss any of the person’s efforts devoted to projects they were assigned. So while employees may see time spent on projects as quality movement, they also see it as an intrusion because this effort goes unnoticed and unreviewed. We want to be effective, it is important to have assessment tools in place to identify the competency requirements for projects as well as to assess employees before and after a project. Most importantly, it is important to have a functional manager and project manager agree on the overall goal for the project. It is time to align the performance management system with the true value of their contribution to the organization’s strategic direction and feel committed to their job and on project teams.

The Advantages of a TPM System

It utilizes evaluation tools and competencies for the project sponsor, project manager and project team members to ensure that the employee has the right knowledge, skills and experience always being assigned to a project.

According to our research findings, we foresee a trend for both management and employees to want to have the opportunity to take project management out of a fixed structure, such as a project management office, and put it into the hands of every employee as a competency. As with the Oppositions, project management competency will become a part of everyone’s job. For employees to be effective, it is important to have a total system in place to identify the competency requirements for projects as well as to assess employees before and after a project. Most importantly, it is important to have a functional manager and project manager agree on the overall goal for a project.

Total Performance Management Cycle

Total Performance Management Cycle includes the strategies of the organization are incorporated into the performance-planning stage of the performance management cycle by a process which defines and communicates the strategic plans to employees such as special projects for the year. In this way the employee is better able to understand how they do will contribute to the realization of company, project, or departmental goals. As well, manager and employee will reach an agreement on the overall department objectives and how these link to the employee’s position and project descriptions.

Performance Development Now that the employee and manager agree on the overall goal for a project, it is time to provide the tools to help employees meet their performance plan. We recommend setting the learning and development opportunities and experiences for the employee.

Coaching Performance Change—It has no clear beginning or end. In Total Performance Management, we provide continuous feedback to the employee’s about functional job performance as well as their performance on projects. This includes: what’s going well, what’s not meeting expectations, what adjustments the employee needs to make and what the manager should provide the employee to assist in meeting expectations. It may be necessary to adjust action plans as necessary.

Performance Review The formal review of performance can be done either annually or quarterly. This review will incorporate all of the ongoing coaching between the manager and the employee that has taken place to date. Once completed, the Total Performance Management Cycle begins again.

Summary

Total Performance Management requires an understanding of managing work within a Matrix Environment. As discussed in this article, this involves negoti­ating and influencing between the project manager, who is held accountable for project success and functional managers, who provide the resources to the project manager to help ensure project success. The strong Matrix Environment is built when functional authorities carry out their tasks in support of a project manager who is accountable for a project. Functional managers incorporate both job specific tasks and project tasks when managing the overall performance of their employees.

ABOUT THE AUTHOR
Michael Stanleigh is president of Business Improvement Architects, a consulting organization that guides organizations to align their business strategy with their culture, performance systems and projects to reduce waste and increase profitability, (www.bitcoa.com). He is the author of the recent global report: "From Crisis to Control: A New Era in Strategic Project Management" and may be reached at mstanleigh@bitcoa.com.
Office and Industrial Markets Poised for Solid Growth in 2006

Slow and steady gains in the overall economy will continue to improve office and industrial fundamentals in 2006 across Los Angeles, Orange, Riverside and San Bernardino Counties according to results from the 2005 Casden Office and Industrial Market Forecast for Southern California released by the University of Southern California Lusk Center for Real Estate (www.usc.edu/lusk).

"Stable job growth has helped to reduce office vacancy rates and raise rents throughout the region," said Delores Conway, Ph.D., director of the Casden Forecast.

"Southern California office and industrial markets will continue to hold the property value through 2006 thanks to a flood of capital from mutual funds, REITs and pension funds combined with increasing demand for diversified real estate holdings and lock in long-term revenue streams," she observed.

The annual Casden Real Estate Economics Forecast analyzes economic data on rents, vacancies, transactions and employment for the Los Angeles County, Orange County and Inland Empire office and industrial market.

The data was supplied by Grubb & Ellis which co-sponsored the forecast with the California Real Estate Journal. The following summaries key findings in the current Casden Forecast:

Los Angeles County

Office: Vacancy rates dropped substantially throughout the LA Basin with the greatest absorption in downtown Los Angeles. Downtown's 15 percent vacancy rates were last seen in the mid 1980s, a sign of renewed confidence in light of two large new projects: the mixed-use Grand Avenue project and the LA Live lodging and entertainment complex. Almost all available office space downtown has traded hands and is now 100% office with prices inching upwards. Rents are on the rise in all parts of the city with San Fernando Valley Class A rents topping the charts at a 20 percent increase over last year. Rents are rising because multiple tenants are competing for short supplies of quality space.

Sales of office buildings continue at a record pace, with soaring prices for commercial property. Large amounts of investment capital are chasing a limited number of properties for sale. West LA commands the highest rents in the region with a "bargain" rate of 2.5 percent a year. It has been reported that the LA Live is being targeted for high-priced hotel and retail properties.

Industrial: The LA County industrial market has the lowest vacancy rate in the U.S. at 0.8 percent and is the largest industrial center in the country with 969 million square feet of space. Rents are rising, but congested freeways, overburdened rail lines, environmental concerns and a shortage of industrial space add up to new challenges for the greater LA region. Strong demand for industrial property for sale or lease continues with soaring prices from a constrained supply.

Orange County

Office: If Orange County were to identify a central business district, the airport area around Newport Beach and Irvine would get the nod. For the first time in four years, this submarket has had single digit vacancy rates of 8 percent. The area continues its dominance with the highest rents at 2.62 square foot -- a 12 percent annual increase -- and the highest net absorption of 2.4 million square feet, half of all space leased in the county this year. It continued on page 30

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INLAND EMPIRE BUSINESS JOURNAL
A Fist Full of Video

by J. Allen Leibenger

Computer entertainment continues to grow exponentially. Apple's iPod, which in just the past year introduced the 4th generation of its hand-held music device and with it, developed the podcast, in which every man can become his own Howard Stern. Apple now gives us an even newer device that allows us to download music videos, Pixar cartoon shorts and episodes of ABC TV shows. Add to that the promotional trailers for upcoming movies and it's no wonder they counted 1 million downloads in 20 days.

The strange part is, of the TV programs available, "Lost," which boasts "Deepers Houses" in the ratings, is out selling the ladies of Wisteria Lane in iTunes at $1.99 per episode.

Not to be outdone, CBS and NBC announced downloadable programs of their own.

These shows, and others, will be packaged into comedy, drama, cartoons, horror and other channels. On top of that a number of interactive channels are set up including a TV trivia channel.

Suddenly the question becomes, what will you watch on a 2" screen. Granted, TV began on a 9" set, but that was long ago. Attempts to make small-screen reception a reality have resulted in the Sony Watchman and the little Casio hand-held. Broadcast reception has usually been marginal at best, and even when they worked, the picture was better suited to a newcomer's talking head than the panoramic spectacle of an NFL game.

The picture may be better, thanks to pixel technology, but the content must fall into question. Do we want to pay big money to watch tiny reruns? I get hours of "Law and Order" and "CSI" episodes on cable every night. How much do I want to pay to watch "Head of the Class" on my computer?

Not to mention the fact that in the middle of all of this, PlayStation 2 is now able to play new movies at the same time they come out on DVD.

If you have wondered what the P2D folks they advertise on TV are, that's it. And have I mentioned the video players in your cell phone? Again, it is only good for short

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Note

Marketing approach. Widescreen HDTV up to 60 inches or more has been where everywhere was head-

Agreed, it is only good for short

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nels and promotional videos for corporations and their products to be available soon.

Understand, please, I love TV.

Nothing makes me happier than a great Sunday afternoon football game or a big movie in the Sci-Fi Channel. But I am a red meat, single-malt scotch kind of guy, not a kid who likes TV. My advice to you? If you have trouble seeing things up close, it is time to get your optometrist. Things are only going to get crazier.

computers Update

Sony's Royale has added a media player program to its latest CDs. This program unfortunately has problems allowing Trojan horses into your computer. Like the Trojan War, we have a fight on our hands.

Once inside your hard drive, the program can either havoc your personal files, Sony has a standard protection program that allows Trojan horses and Trojan horse programs to put a full stop for the problem to occur. However, if you do not have your regional CD or DVD player, the program is not designed to illegal computer duplication. It is possible to remove copies of the new Real Diamond or the New Home TV movie is merely becoming the Trojan horse.

Drugs are too expensive and the penalties are too steep. There is no solution to CDs and there is no CD enforcement.

Buy your movie from Blockbuster and not the Intercompel.
The California Report: Half Empty or Half Full?

Change in Home Sales
Oct 2004 to Oct 2005

from prices flattening out. From 1989-94, those regions with more severe job losses also tended to see nominal declines in home prices. And this is one of the major differences between these two counties in 2005. San Francisco has experienced a 4 percent contraction in information employment since the start of 2005, while San Diego has not had any significant job loss. Despite the lack of convincing evidence of a slowdown in the big picture, several California counties do show more definitive signs of cooling off. Sales in San Francisco do show an obvious downward trend, off 20 percent from their peak in June 2004. Prices took almost a year longer to turn the corner, but have fallen over 10 percent since their peak in May 2005. San Diego's sales slowed down at around the same time in 2004, but have only fallen by 13 percent since then. Price appreciation has slowed to almost nothing, with the median home price plateauing just short of $500,000. Why has San Francisco seen price declines, while San Diego's prices have simply leveled off? History suggests that a likely explanation is jobs.

Year-over-Year Home Price Appreciation

This suggests that the employment situation will be the continued on page 34

Economicists and Business Leaders Address Strategies for Small-business Growth

Some of the nation's foremost business leaders and economists provided commentary on these economic trends and offered advice to help inform business owners' 2006 planning. Gary Kawasaki, author, columnist, and managing director of Garage Technology Ventures, delivered a keynote address on how entrepreneurs can accelerate business growth and adapt to changing marketplace dynamics. Kawasaki's presentation was followed by a panel discussion on the national and regional business outlook, as well as trends in consumer and business spending. Participating in the panel were William Dunkelberg, chief economist, NBER; Lawrence McQuillan, director of business and economic studies at the Pacific Research Institute; and Wayne Best, senior vice president, business and economic analysis, Visa USA.

Office and Industrial Markets

Poised for Solid Growth in 2006

commutes and more affordable housing for employees. The office market remains competitive with rising rents and lower vacancy rates. The office market in Ontario attracts firms desiring airport access and direct flights to most major cities. The city's proximity to college campuses and major research institutions makes it a magnet for high-tech firms. The area around Ontario International Airport has the lowest vacancy rates and accounted for nearly a third of the space absorbed this year.

Industrial: Riverside and San Bernardino Counties comprise the best market in the county for constructing warehouses and new distribution centers. An ever increasing amount of cargo transported through the region has turned the Inland Empire into a major distribution center. Large tracts of available land and rail and highway proximity has led to the development of distribution warehouses and distribution facilities. As the region runs out of empty space, construction of large warehouses is pushing further eastward toward Redlands and Moreno Valley.

continued from page 15

recent years may be slowing, we should take a deeper look at the data before proclaiming the end of the real estate boom. Looking at seasonally adjusted aggregate sales volume for the Bay Area and Southern California, you might see a plateau starting about March of 2004, or even the beginnings of a decline if you like your glasses half empty. But looking back, there have been several instances since 2001 where sales have flattened out for a few months, only to pick up again.

The recent statistics on home price appreciation paint a similarly murky picture. Year-over-year changes in price have been flattening out in the Bay Area and falling slightly in Southern California but they still are running about 18 percent. While the pace of price appreciation may be slowing, we're still a long way

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commutes and more affordable housing for employees. The office market remains competitive with rising rents and lower vacancy rates. The office market in Ontario attracts firms desiring airport access and direct flights to most major cities. The city's proximity to college campuses and major research institutions makes it a magnet for high-tech firms. The area around Ontario International Airport has the lowest vacancy rates and accounted for nearly a third of the space absorbed this year.

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The California Report: Half Empty or Half Full?

continued from page 32
developments in the real estate market can significantly affect the California economy.

The residential consumer spending through the 2001 recession and subsequent periods of moderate growth was largely due to home price appreciation. A rapidly appreciating home makes us "feel wealthier," even if our income isn't growing. Our increasing consumption is fueled by increased wealth, but lenders will line up around the block to bail us out with home equity loans. As long as home prices keep rising, nobody loses.

It should come as no surprise that census data on mortgage status confirms the intuition of this

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December 2005
The California Report: Halo Empty or Half Full?

San Diego Home Sales

(Left, bars, SA) and Median Home Price (right, SA)

The California Report: Halo Empty or Half Full?

CONTINUED FROM PAGE 34

story: states with higher home price appreciation since 2000 have also tended to see bigger increases in the number of homes with home equity loans. What is surprising is that states with higher home price appreciation since 2000 also had bigger decreases in number of bankruptcies filed over the same period: higher home prices have allowed consumers to shoulder higher debt burdens without the increase in bankruptcies we would normally expect under these circumstances.

Of course, it could very well be the case that economies with decreasing employment could have relatively fewer bankruptcies, and that the correlation is just a byproduct of this omitted variable. Luckily, this isn’t the case: we still find that every 10 percent of home price appreciation from 2000 to 2005 predicts a 7 percent decline in bankruptcies over the same period, keeping the unemployment rate constant (i.e. regardless of percent change in bankruptcies on change in unemployment, percent change in home prices, and a constant). However, changes in unemployment do lead to significant changes in bankruptcies as a 1 percent increase in unemployment in a state over this five year period predicts a 7 percent increase in bankruptcies. We can also rule out real differences between states as the source of this correlation: we see the same negative correlation between bankruptcies and home price across the counties of California.

So what? We’ve been talking about wealth effects for years now - what does this tell us that we didn’t know before? Highlighting debt as the mechanism of wealth effects gives us some extra insight into how a slowdown in home price appreciation will affect spending patterns. Consolidating high interest consumer debt with a low interest home equity loan should leave consumers’ balance sheets in better shape than after previous debt binges. Provided that consumer spending slows as home price appreciation slows, the increase in debt from higher spending during the 2001 recession is unlikely to sink most households unless income growth also slows. The same is true of long-run employment trends suggests that it’s not very likely, at least locally, for such a long period of time - higher home prices aren’t going to matter much. It’s not very likely that a gradual decrease in home prices will slow economic activity across the states by much.

As for what’s going on with the housing market in California? Just two things. First, there is a slow-down in home price appreciation across the state. It’s just not enough to sink most households, at least in the short run - higher home prices also be the case that economies with decreasing employment could have relatively fewer bankruptcies, and that the correlation is just a byproduct of this omitted variable. Luckily, this isn’t the case: we still find that every 10 percent of home price appreciation from 2000 to 2005 predicts a 7 percent decline in bankruptcies over the same period, keeping the unemployment rate constant (i.e. regardless of percent change in bankruptcies on change in unemployment, percent change in home prices, and a constant). However, changes in unemployment do lead to significant changes in bankruptcies as a 1 percent increase in unemployment in a state over this five year period predicts a 7 percent increase in bankruptcies. We can also rule out real differences between states as the source of this correlation: we see the same negative correlation between bankruptcies and home price across the counties of California.

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When I first wrote about Le Bellissimo, restaurant in the Masai Plaza some years ago, I really liked it. Later, things had changed, and as I mentioned on page 1, we avoided getting the sausage dinner special that my friend John ordered. It was terrible, and we were never back.

Good news, folks. The new owners have made a fine dining facility out of the former location. The ambiance is excellent, and the food is delicious. We have been back several times, and each visit has been as enjoyable as the last.

Le Bellissimo is located in the Masai Plaza, off Foothill Boulevard in Ontario. It is open Tuesday through Saturday for dinner, and Sunday for lunch and dinner.

The restaurant is owned by Chef Christophe, who has been in the food business for many years. He is a native of France and has worked in some of the finest restaurants in the world. He is a true French chef, and his cuisine reflects his heritage.

The menu is divided into three sections: French Classics, Seafood, and Meats. The French Classics include such dishes as escargots, coq au vin, and ratatouille. The Seafood section features dishes such as sole meuniere, salmon gravlax, and shrimp scampi. The Meats section includes such dishes as filet mignon, bone-in rib roast, and roasted duck.

The wine list is extensive, with a large selection of French wines and a few from other countries. The waiters are knowledgeable and happy to recommend a wine to match your dish.

The service is excellent, with friendly and attentive waiters. The atmosphere is warm and inviting, with soft lighting and comfortable seating.

In short, Le Bellissimo is a must-visit restaurant in the Inland Empire, and I highly recommend it to anyone who enjoys French cuisine.
The Captivating Andalusian Capital of Southern Spain

by Carmello Boudri, Travel Editor

What is Andalusia? 
Only one of the most beautiful areas in Southern Spain. It is a region of mountains and valleys. Here in the valley by the Guadalquivir River, we find Seville the capital of eight provinces of this area. The Andalusians, are known for their easy charm, their grace, their relaxed approach to life and for a slightly condescending attitude toward the rest of Spain. Seville creates a perfect example of what Andalusians are all about.

City with a cosmopolitan flavor
Beautiful sister provinces, Cordoba and Granada, have the flavor and ambiance of the countryside, but Seville has the personality of the countryside with the sophistication and flavor of a cosmopolitan city. This is what makes her special. In the past, her reputation reached poets and composers around the world, they integrated into their prose and operas without having ever stepped foot on her soil.

Home of opera heroes
It was the home of the gypsy Carmen, amorous Don Juan, and that famous barber, Figaro. Even if Seville is not a giant opera set, with its baroque architecture, romantic gardens, and streets lined with orange trees, it certainly looks like one. Given Sevillanos’ passionate nature, it definitely feels like one. Miguel de Cervantes penned “Don Quixote” the creative knight of La Mancha while serving as much as “something that turns”, hence the name Giralda. It still stands today and is now a part of the world’s largest Gothic cathedral and is said to contain (one of many so claims) the tomb of Columbus.

Stunning structures
The Massive Plaza de Espana, is a stunning structure that was designed by architect Anibal Gonzalez. Its tile-adorned pavilions, waterway, and bridges are an exercise in Sevillian opulence.

Seville’s Real Alcázares (Royal Palace) Baroque pleasure gardens, adapted from older Islamic orchard gardens.

Immovable beauty
At its heart lies La Giralda, a former mosque whose beautifully designed intrinsic minaret is the city’s emblem. Built between 1184 and 1196 under the Almohad dynasty, La Giralda was held in such high esteem by the Moors, they planned to destroy it rather than let it fall into Christian hands. Four golden balls, atop the minaret, caught the rays of the sun so that travelers could see the glow as much as a day’s journey from the city. In 1356, an earthquake demolished part of the mosque and the famous balls, but the minaret still stood.

When the Christians took over the area, they tore down the mosque—the beauty of the tower impressed them to a point that they incorporated it into their new cathedral as the bell tower. In 1355, a lantern and belfry was added and 24 bells, one for each of Seville’s 24 parishes and 24 more bells for the Christian knights who fought with Ferdinand III in the Reconquest. A bronze statue of Faith was added, which turns as a weather vane named El Giralldito ("something that turns"). Hence, the name Giralda. It still stands today and is now a part of the world’s largest Gothic cathedral and is said to contain (one of many so claims) the tomb of Columbus.

Beautiful Seville
Inland regions of Southern Spain Andalucia? It is definitely like one. Miguel de Cervantes put "Don Quixote" the creative knight of La Mancha while serving as much as "something that turns", hence the name Giralda. It still stands today and is now a part of the world’s largest Gothic cathedral and is said to contain (one of many so claims) the tomb of Columbus.

Sherry and seafood are unmatchable
Dining and lodging is available at varied prices with seafood and sherry being the specialty of the region. Many sports are available, and soccer and golf is the top choice of the natives.
Wishing you every happiness this holiday season and throughout the Coming Year.

from the staff of the
Inland Empire Business Journal