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AT DEADLINE



Saffron's Cafe Will Close on January 11th

Saffron's Cafe at Guasti Villa will close, and the last day to dine will be Jan. 11, 2008. However, Saffron's will remain open for events and receptions through Aug. 31, 2008. Saffron's Cafe and Restaurant will open in the Riverside Art Museum in February 2008. They will be open there for lunch and dinner, and catering will also be available at that venue. They are still booking the Guasti Villa for the holidays in addition to space available at The Riverside Art Museum and Filippii Winery in Rancho Cucamonga.

In June 2006, Clark Pauley, former owner of the property known as Guasti, Cal. LLP, in an exclusive interview with the Inland Empire Business Journal, said, "The popular Saffron Restaurant may or may not remain as it is..... one possibility would be for Saffron to become incorporated into the hotel. The overall plan calls for a couple of hotels." We ask what happened to that overall plan?



Special Shape Balloon Festival

An event for the entire family is returning to the Coachella Valley on Jan. 4, 5, 6, 2008. The third annual Ford Trucks Red, White & Blue Polo & Balloon Festival will feature 17 special shape balloons and 40 race balloons, making it the third largest Special Shape Balloon Festival in the country.

Of the 15 special shape balloons, attendees will see the Energizer bunny, a dinosaur, a fish, a dragon, a football, a pirate, Humpty Dumpty, Tony the tiger, United Van Lines moving van, Noah's ark, a daisy, Woodrow the tree and many more. The average height of these balloons is nine stories tall. The Energizer bunny balloon is taller than the Statue of Liberty. Its head is larger than the heads on Mount Rushmore.

This star-studded weekend will feature celebrities on the launch field and above. Expected attendance is 50,000. Festivities will begin on Friday, Jan. 4th, as 60 hot air balloons will take off with balloon sponsors to start the Ford Trucks Red, White & Blue Polo & Balloon Festival from Fantasy Springs Resort Casino launch field. On Saturday morning, Jan. 5th, the balloons will take off at 6:30 a.m. from Fantasy Springs Resort Casino. Attendees are invited for breakfast, music and to stroll through the vendor village as the balloons lift off.

Polo games will be played at 10:00 a.m., 12:00 p.m. at the Eldorado Polo Club. At 3:00 p.m. Fantasy Springs Resort Casino will feature music, food and vendors prior to the 5:00 p.m. Balloon Glow. From 5:00 to 6:00 p.m. the balloons will be tethered as they light their burners to create an awe-inspiring light show. Guests are invited on to the field where they can walk among these illuminated giants.

On Sunday, Jan. 7th the balloons will be at Fantasy Springs Resort Casino for a balloon launch at 6:30 a.m. and a second Balloon Glow from 5:00 to 6:00 p.m. Polo games will be played at the Eldorado Polo Club at 10:00 a.m. and 12:00 p.m.

Admission is free to all events with a donation to our service men and women's families serving overseas from Twenty Nine Palms Marine Corp Base. Suggested donation is \$10 per family.

Join the sponsors Ford Trucks, Fantasy Springs Resort Casino, Ralphs, Desert Sun, KMR, KPLM/KJJZ and the City of Indio, along with other balloon sponsors, as they put together an incredible event to honor these service men and women.

Fantasy Springs Resort Casino, 84-245 Indio Springs Parkway, Indio.

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Tesco - the World's Third Largest Food Retailer Sets Sites for Southern California - With Some Conflict

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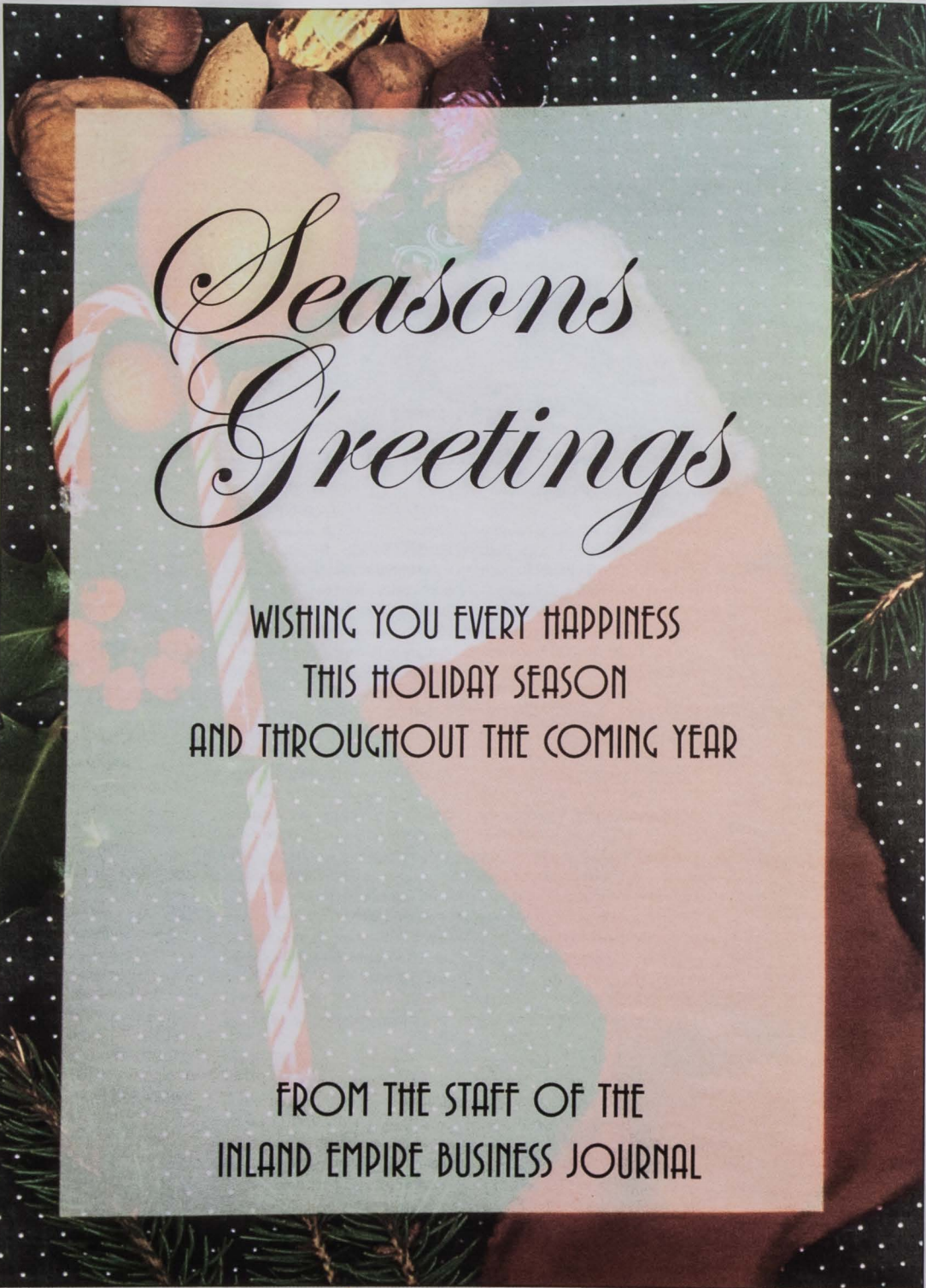
CSUSB Names Executive-in-Residence

D. Linn Wiley, who led Ontario-based Citizens Business Bank to become the 11th largest commercial bank in the state, has been named the 2007-2008 Executive-in-Residence for Cal State San Bernardino's College of Business and Public Administration.

As one of the inland region's top business executives, Wiley will meet throughout the school year with students, faculty and staff to share his insights and experiences on leadership and management. His first session on campus will focus specifically on the importance of excellence in business writing and professionalism, said Karen Dill Bowerman, dean of the College of Business and Public Administration.

"Linn Wiley is a prime example of dynamic leadership. He

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Seasons Greetings

WISHING YOU EVERY HAPPINESS
THIS HOLIDAY SEASON
AND THROUGHOUT THE COMING YEAR

FROM THE STAFF OF THE
INLAND EMPIRE BUSINESS JOURNAL

COMMENTARY - OPINION

It's Official - California is in a Fiscal Emergency

For the past several weeks I have urged the governor to declare a fiscal emergency, under the provisions of Proposition 58 passed by the voters in 2004, to immediately address the budget deficit the state is facing.

Legislative Analyst Elizabeth Hill released her forecast for the 2008-09 budget, and my beliefs of a fiscal emergency were confirmed. The non-partisan office announced that next year's budget would contain a \$10 billion budget deficit.

I think it's interesting to note that despite the slump in the housing market that is blamed for the reduction in revenues the state has received, and will receive over the remainder of this fiscal year and for 2008-09, revenues continue to climb from one fiscal year to the next.

Revenues to the state's general fund are expected to climb from \$98.9 billion this fiscal year to \$103.5 billion for the 2008-09

fiscal year. However, spending continues to outpace revenues, going from \$104.1 billion this year to \$111.4 billion in 2008-09.

As I and my Republican colleagues have been saying for years, California has a spending, not a revenue problem. Until we bring our spending under control, I believe we will continue to have these shortfalls year after year.

That's why I believe the governor needs to act immediately and declare a fiscal emergency so we can deal with what is a crisis now.

Below is a Web site for those of you who would like to read the entire report from the Legislative Analyst Office.

Entire Report:
www.lao.ca.gov/2007/fiscal_outlook/fiscal_outlook_07.aspx

CONTACT: E-Mail:
Senator.Dutton@senate.ca.gov

It Was Only a Rat

By Joe Lyons

Flower was a meerkat, a vermin who lived in the Kalahari Desert in Africa. But some four million people around the world mourned her passing after watching her adventures on TV. Flower was the alpha dog leader of a matriarchal tribe of meerkats who, as a part of a documentary study by Cambridge University, became the star of "Meerkat Manor," the biggest single hit on the Animal Planet cable channel.

The study was an observation of the social structure of these creatures of the desert--- how they lived, interacted and survived. Their adventures were positively Shakespearean. War and peace, love and hate, the miracle of life and the tragedy of death.

Thus it was on Sept. 28th,

2007, that fans saw Flower's demise. Many had her picture on their computer desktop. Some had even bought stuffed Flower dolls.

How, they asked, could the Cambridge film crew let her die?

The answer was simply that they were only there to observe, not to interfere. Saving Flower would have changed the dynamic of the social interaction of the meerkat tribes. It's the so-called "Butterfly Effect" in which one change can change everything after it. Call it "The Spreadsheet of Life."

And yet this silly little flea infested rat touched many.

According to Steve Styles of San Bernardino's Gateway Pet Cemetery, it is so for all of

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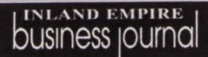
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How Green Is My Inland Valley

By Joe Lyons

They came from throughout the Inland Empire.

From Temecula as well as the Victor Valley. From political and private sectors. Elected officials from San Bernardino County sat with their counterparts from Riverside. Environmentalists sat with developers. The meeting in Ontario on Oct. 22 of this year was to discuss the Green Valley Initiative, a concept conceived by Ali Sahabi of the Dos Lagos project south of Corona.

The initiative, you should understand, is not a proposition to be voted on, but rather an idea that brings everyone together to allow growth in the Inland Empire based on sound environmental philosophies, hence The Green Valley.

Much is already in place. Hybrid cars, solar energy and

recycling mandates. Yet all agree that there is much to be done. It seemed only fitting, here at the start of the 21st century, to declare a commonality among all how to share the planet. The Inland Empire could become the test tube, the prototype, for the new age of responsible development, for mankind to use the Earth without destroying it.

If only. While many gave lip service to the concept from the stage, there were those afterwards who agreed that disagreement still held sway. For one thing, there are two county lines that runs through our part of the world, and no fancy words in public will sway the political process that kept the 71 Freeway from funneling from a San

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Opinion: A Forward-Thinking (But Overdue) Highway Plan

By Brad Mitzelfelt,
Supervisor, First District San Bernardino County

Two disasters last month were stark reminders of what a fragile thread our transportation network can be in the face of a natural or man-made disaster, highlighting the need for alternatives.

First was the shutdown of Interstate 5 when a tanker truck erupted into an inferno that closed a major tunnel just north of Los Angeles. Closer to home were the tragic firestorms that roared through our local mountains, torching 14,000 acres and incinerating 439 homes. In the early hours of the fires, Interstate 15 through the Cajon Pass was closed, stranding numerous High Desert commuters and triggering gridlock at the top and bottom of the pass.

Interstate 15 is one of only two major freeways connecting the Inland Empire and the Los Angeles basin with the rest of the nation to the east. The Cajon Pass has been shut down numerous times over the years for everything from snow to fires to deadly train derailments. Also in the pass, the San Andreas Fault slices right beneath the freeway.

While disasters happen only occasionally, we need an alternative. We need better ways to move trucks and commuters as the region's explosive growth makes get-

ting from here to there more difficult every day.

The High Desert Corridor will run from Victorville to Palmdale as a brand-new, state-of-the-art expressway, ranging from four to eight lanes. It will improve traffic safety regionally and provide desperately needed new capacity. Ultimately this roadway, which Congress has made a national priority corridor and dubbed the "E-220," will connect to Interstate 5 north of Los Angeles and Highway 18 east of Victorville. As the expanding warehouse and shipping industry runs out of space in the Inland valley areas, the High Desert is the natural place for logistics companies to locate. Warehouse space needs to double, meaning an additional 1.5 billion square feet. That translates to 107 square miles of warehouse floor space.

The High Desert Corridor will keep many resulting additional trucks off of Interstate 10, I-15 and Highway 60. That also means truckers will have a wide, safe alternative to Highway 138 and Highway 18. Trucks leaving Southern California Logistics Airport will mostly be heading northeast, away

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First Woman-Owned Wahoo's Open in Temecula

Ellen Orbe is a diehard Wahoo's woman.

She's been eating at Wahoo's Fish Tacos since she was 10. In high school, Orbe sneaked out at lunchtime to eat a healthy meal at the local Wahoo's, which offers Mexican fare with a hint of Chinese/Brazilian flavors.

Dismissing careers as a physician's assistant and suit-wearing pharmaceutical sales person after graduating from college, she jumped at the chance to work at the restaurant she loved since childhood.

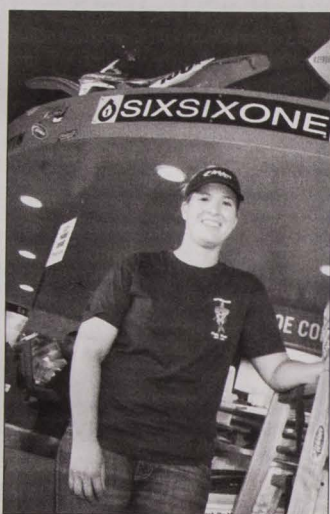
In June, Orbe opened the first Wahoo's in Temecula. Not only was it the first Wahoo's in Southwest Riverside County, it was the first in the 35-plus-restaurant chain owned exclusively by a woman.

"They gave me a great opportunity," said Orbe, a 25-year-old who learned the business from the ground up. She handed out chips at promotional events, cooked, cleaned up, trained new employees and even loaded and unloaded trucks.

There were even bets among Wahoo's executives about how long the girl from Newport Beach would survive in the tough and demanding fast-food business.

After plunking down the \$30,000 franchise fee and lining up the estimated \$750,000 to build a restaurant in Temecula, Orbe now manages 24 employees and a menu that can include hundreds of different healthful and tasty combinations that often incorporate sushi-grade fish.

Orbe, who graduated from Cal Poly San Luis Obispo with a degree in nutritional science, always identified with Wahoo's tie-in to healthy lifestyles such as surfing, skateboarding and



snowboarding. She also liked the fact that Wing Lam, one of the chain's co-founders, was something of a celebrity in Orange County because of his community involvement.

"It's one of the reasons why I love Wahoo's," the Temecula resident said. "They promote an active lifestyle and I like to surf and snowboard."

Today after serving countless Wahoo's meals, Orbe still gets a kick out of converting the uninitiated to the Wahoo's Way.

"My favorite thing is watching a customer order a fish taco for the first time and it becomes one of their favorite meals," Orbe explained.

Although Wahoo's is best known for fish tacos, its menu also includes items made from chicken, caritas, carne asada, shrimp and veggies.

Wahoo's Fish Tacos in Temecula is located across the parking lot from Olive Garden restaurant in the Margarita Crossings shopping center at 29073 Overland Drive. For more information about Wahoo's go to www.wahoos.com



The following are some of the latest real estate activities in the Inland Empire:

American Career College and West Coast University broke ground on a 64,300-sq.-ft. medical training campus at the corner of Haven Avenue and Inland Empire Boulevard in July.....

Panattoni Construction completed a 416,935-sq.-ft. business park located at 5300, 5350 and 5400 Ontario Mills Parkway in Ontario in May. Situated on a 9.16-acre site, the park features three single-story, light industrial and distribution facilities.....

CIP Real Estate, in a joint venture with **Guggenheim Real Estate**, acquired **Empire Towers IV**, a 75,680-sq.-ft., Class A office building located at 3800 Concours, from an affiliate of **Lord Baltimore Properties** for \$16 million.....

LA/Ontario International Airport opened the new **ExpressJet** maintenance hangar, which has been refurbished and will result in up to 600 jobs for Ontario.....

Mark Development Inc. sold the retail building at 761 N. Archibald Avenue to Corridor Land Co. for \$3 million, or about \$590 per square foot.....

Opus West announced the start of construction on **The Commons** at Chino Hills, a 500,000-sq.-ft. power center valued at more than \$150 million. Set on 50 acres, the project will feature a 170,000-sq.-ft. Lowe's home improvement facility as well as a mix of regional and national retailers and restaurants. The project is located on the former agricultural site

adjacent to the Chino Valley (71) Freeway at Chino Hills Parkway and Romona Avenue in Chino Hills. Completion is scheduled for the summer of 2008.....

Stirling Capital Investments, a joint venture between **Stirling Enterprises**, a Foothill Ranch-based development company, and Denver, CO-based **DCT Industrial Trust Inc.** (NYSE:DCT), a leading industrial real estate investment trust, announced it has commenced construction on a 296,000-sq.-ft. Class A distribution building located on 17.48 acres at **Southern California Logistics Centre** (SCLC) in Victorville. Completion of the facility is anticipated for 2nd quarter of 2008. The building is expected to generate between 25 and 50 new jobs.....

At the **Southern California Logistics Centre, Newell Rubbermaid**, the global consumer products company, has taken occupancy of its new 407,600-sq.-ft. distribution facility. The company, which is expected to employ up to 150 people at the facility, signed a 10-year deal worth roughly \$15 million, or about \$0.31/sf/mo. **Newell** will warehouse imported goods from Asia at its new corporate distribution center, from which it will redistribute its products throughout the United States. In addition, it will also use the facility to operate its **Graco** unit, which manufactures infant and juvenile products. The plant is expected to be at full capacity by

October 2008.....

ProLogis, the international logistics real

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CSUSB...

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inspires employees to high ideals, and also sets out clear-cut goals to be accomplished," Bowerman said. "But he is also an exceptional role model on good citizenship for his volunteer work with the Boy Scouts, the American Heart Association and the Children's Fund of San Bernardino, to name a few."

Wiley, who is currently the vice chairman of the board of directors for CVB Financial Corp., will discuss the importance of writing in the world of business in order to challenge students to high ideals and to encourage professors to continue to give emphasis to quality writing itself, apart from content.

He served as president and chief executive officer for CVB and Citizens Business Bank from 1991 to 2006. Citizens Business Bank is the largest bank headquartered in the Inland Empire. During his 15-year stewardship, Citizens Business Bank grew from 12 offices to 39 offices and total assets increased from \$512 million to more than \$6 billion. The bank's market value grew from \$54 million to \$1.35 billion.

Also under his leadership, CVB Financial Corp. and Citizens Business Bank received the following awards and recognition:

- "Superior Premier Performing Bank" award from "The Findley Reports on Financial Institutions" for 15 consecutive years.

- Named the "Top Business Bank" in the nation by *U.S. Banker Magazine* for 2006.

- Ranked as the 14th highest performing bank in the nation by *Bank Director Magazine* for 2006.

- "KBW Honor Roll Award" presented by the investment banking firm of Keefe, Bruyette and Woods to 37 banks in the nation with 10 consecutive years of increased earnings. Received this award for five consecutive years from 2001 – 2005.

- Named to "America's Finest Companies" investment directory

– one of 318 out of 19,000 U.S. public companies.

- Named one of the top financial institutions in the world by *Financial World Magazine*.

- The Financial Advisory Services Group was recognized as "one of the world's best money managers" by Nelson Information Research.

- Wiley himself has received awards such as the Silver CEO Award from *Financial World Magazine*; the Outstanding

Marine in Business Award from Veterans Charities; Entrepreneur of the Year from Ernst & Young; and the Good Scout of the Year from the Boy Scouts of America.

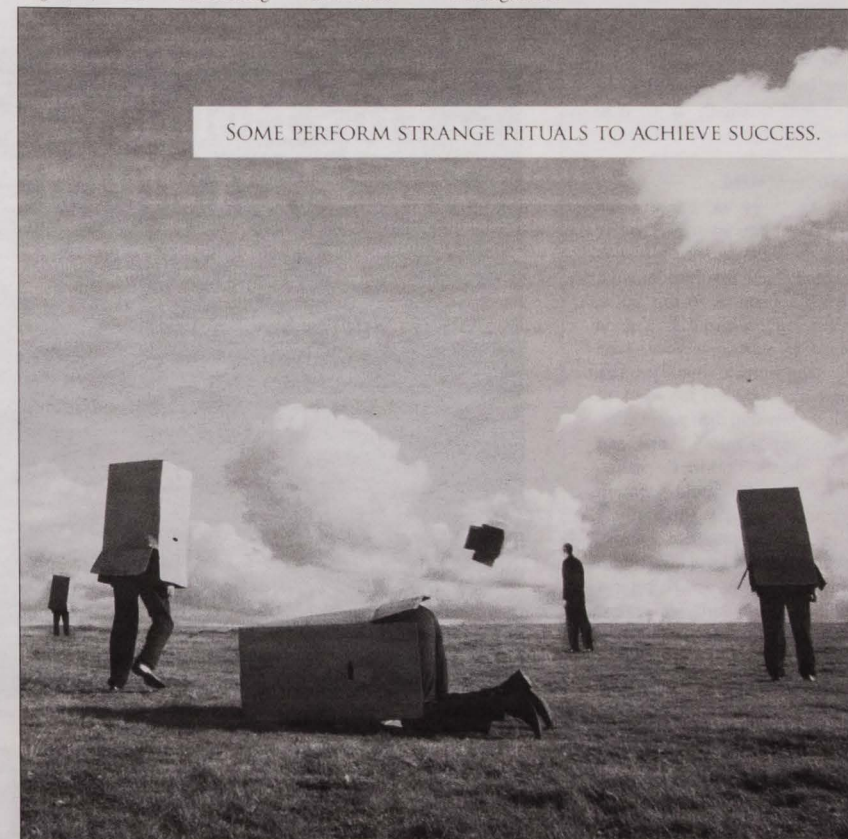
Wiley is no stranger to Cal State San Bernardino. He serves on a number of university committees, including the President's Advancement Council and the College of Business and Public Administration Dean's Advisory Council. In 2001, he received the Arrowhead Distinguished

Executive Award from the university's College of Business and Public Administration.

Some of his sessions throughout the school year include:

- Nov. 29 – Guest lecture at several business writing classes, then meet with faculty to discuss the topic, "What Should the College Do About Administration Students Who Can't Write?" and

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Women and Finance – a Likely Pairing

By Naseem Qader

Despite the fact that the great majority of women will be, at one point in their lives, in control of their household finances, some women may feel that they lack the confidence or knowledge to make wise financial decisions alone. Although patterns are changing, a woman will generally spend more time out of the workplace, earn less and live longer than her male counterpart. With less money needing to be prepared to handle all of their own financial decision-making.

Getting Started

It's never too late—or too early to start taking an active role in your finances. If you haven't been involved in your family's finances to this point, becoming organized is a good place to start. Everyone, both men and women, should keep an organized, updated record of all assets owned in their name, their spouse or partner's name and their minor children's name. This record should contain account numbers, institutions where accounts are held, approximate value and legal ownership. This information will be helpful should an unexpected event occur, such as the death of a spouse or divorce.

In addition to keeping an organized record of assets, you should begin reading financial publications and attending any meetings with financial advisors or planners. These experts can help answer any questions you might have about your individual circumstances.

When Things Do Not Work Out

A sad fact of American life is that the majority of married couples will at one point separate or divorce. With this in mind, it is important to try to keep a clear head when it comes to finances, even during this emotionally trying time. Your organized record

of family finances should help make the process of dividing property a little smoother. Some steps to consider once a divorce seems inevitable:

- Set up your own checking, savings and credit card accounts if you did not maintain these separately during your marriage. Many experts advise husbands and wives to maintain some sep-

arate accounts during their marriage.

- Close or freeze joint accounts.

- Update your will and any beneficiary designations that will change because of your divorce.

Preparing for the Unexpected

While death is an inevitable

event, no one likes to think about it. Having a plan in place will make handling financial arrangements much easier should you find yourself suddenly widowed. Again, the key to a good plan is knowing what you and your husband have, an organized record of all accounts,

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This Holiday Season, Give The Gift Of A Smile.

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

The good news is that virtually all of these children can be helped. This is the mission of The Smile Train. We empower local surgeons to provide this life changing free cleft 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.

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THE GAINERS

Top five, by percentage

Company	Current Close	Beg. of Month	Point Change	%Change
American States Water Co.	41.46	45.45	-3.99	-8.8%
Provident Financial Holdings Inc.	18.50	20.32	-1.82	-9.0%
Pacific Premier Bancorp Inc.	9.40	10.37	-0.97	-9.4%
CVB Financial Corp.	10.60	11.72	-1.12	-9.6%
Watson Pharmaceuticals Inc.	27.29	30.56	-3.27	-10.7%

THE LOSERS

Top five, by percentage

Company	Current Close	Beg. of Month	Point Change	%Change
National RV Holdings	0.20	0.36	-0.16	-44.4%
Modtech Holdings Inc.	1.00	1.70	-0.70	-41.2%
Hansen Natural Corp.	40.48	68.00	-27.52	-40.5%
Channell Commercial Corp.	1.72	2.82	-1.10	-39.0%
Fleetwood Enterprises Inc.	5.89	9.00	-3.11	-34.6%

	Ticker	11/21/07 Close Price	10/31/07 Open Price	% Chg. Month	52 Week High	52 Week Low	Current P/E Ratio	Exchange
American States Water Co.(H)	AWR	41.46	45.45	-8.8	46.14	33.57	26.8	NYSE
Channell Commercial Corp.(L)	CHNL	1.72	2.82	-39.0	6.01	1.63	NM	NASDAQ
CVB Financial Corp.	CVBF	10.60	11.72	-9.6	14.06	9.46	14.1	NASDAQ
Fleetwood Enterprises Inc.(L)	FLE	5.89	9.00	-34.6	11.41	5.89	NM	NYSE
Hansen Natural Corp.	HANS	40.48	68.00	-40.5	68.40	27.00	31.4	NASDAQ
HOT Topic Inc.(L)	HOTT	6.80	7.66	-11.2	14.45	6.73	19.3	NASDAQ
Modtech Holdings Inc.(L)	MODT	1.00	1.70	-41.2	5.53	0.82	NM	NASDAQ
National RV Holdings Inc.(L)	NRVH	0.20	0.36	-44.4	4.46	0.18	NM	AMEX
Pacific Premier Bancorp Inc.	PPBI	9.40	10.37	-9.4	12.38	8.51	14.7	NASDAQ
PFF Bancorp Inc.(L)	PFB	8.32	10.65	-21.9	35.76	7.12	11.0	NYSE
Provident Financial Hldg. Inc.	PROV	18.50	20.32	-9.0	32.80	17.51	17.6	NASDAQ
Watson Pharmaceuticals Inc.	WPI	27.29	30.56	-10.7	33.91	24.76	21.7	NYSE

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

Duff & Phelps, LLC

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Five Most Active Stocks

Stock	Month Volume
Hansen Natural Corp.	63,754,398
Fleetwood Enterprises Inc.	14,583,351
Watson Pharmaceuticals Inc.	14,025,311
HOT Topic Inc.	11,577,209
CVB Financial Corp.	8,428,478
D&P/IEBJ Total Month Volume	124,365,005

Monthly Summary

11/21/07

Advances	0
Declines	12
Unchanged	0
New Highs	1
New Lows	6

MANNERINO

LAW OFFICES



"Laws were made to be broken"
 Christopher North, May, 1830

"Had laws not been, we never had been blam 'd; for not to know we sinn 'd is innocence"
 Sir William Davenant
 1606-1668

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 tel. (909) 980-0630 fax. (909) 948-8674

SALES

Why Isn't My Business Making Money?

By Sam Horn,
author of "POP! Stand Out in Any Crowd"

The hotel bar/restaurant had a problem. No one was coming to their happy hours.

Why? They were one of dozens of restaurant/bars in the area hosting happy hours.

No wonder they weren't making any money; they were getting lost in the crowd.

The question is, how could they stand out from the crowd?

The enterprising manager noticed that one of their loyal patrons tied his dog up outside when he came in for a cold one after work.

Light-bulb moment. Why not offer a special happy hour for professionals who wanted to bring along their poor pooches that had been cooped up all day while their owner was away? They could put out water bowls, hand out dog biscuits and offer a discount on beer so it was a win for everyone.

What to call this? Well, use a POP! technique called Alphabetizing in which you talk your word through the alphabet, "Aaapy Hour, Bappy Hour, Cappy Hour, Dappy Hour" . . . and you eventually get to Yappy Hour!

You may be thinking, "Big deal, so it's a clever name."

You bet it's a big deal. *The Washington Post* wrote an article about the throngs of people showing up for the restaurant's wildly popular (and profitable) Yappy Hour. That article was picked up by a hundred newspapers across the country. As a result, millions of people now know about the

Alexandria, VA Holiday Inn's successful Yappy Hour.

Is your business not making as much money as it could or should?

Chances are you're one-of-many. One of many restaurants, consultants, stores or companies that all look alike. If you're offering the same services and products as everyone else, how are people supposed to notice you?

Here's five of the top 10 ways to be one-of-a-kind (instead of one-of-many) so you break out instead of blend in and increase your volume of customers and income.

1. Give your business a one-of-a-kind name that generates free media attention. Sure, you can call your business The Nail Place - or you can call it Texas Chainsaw Manicure. Guess which attracts clients from around the world because they've read about it in syndicated columns or seen it featured on TV?

2. Zig where your competitors zag. Enterprise wanted to enter the crowded car rental industry but Hertz, Avis, Budget and Alamo owned the market. Hmm . . . how to differentiate themselves? What did competitors have in common? They're all situated next to airports. So, Enterprise located their branches in neighborhoods. What didn't the other agencies offer? No pick up and drop off service. So, Enterprise offers to drive you to and from your home or hotel. The moral of this

story? Don't do what everyone else is doing; do the opposite. The best way to stand out from your crowd is to lead it, not follow it.

3. If you have fun, your customers will too. Art Buchwald said, "I learned when I made people laugh, they liked me." Read your signage, web copy, and marketing material. Does it make you laugh? If not, it's probably costing you sales. Inject some humor into your communication to increase likeability. A local ice cream store has a sign by the cash register that says, "Why do we have square containers? Because we don't cut corners on the quality of our ice cream." A shoe store replaced their standard "Sale" ad with "Shoppportunity. 50% off -- and that's just the half of it." Which ad do you think generated more business?

4. Turn generic into genius. Jay Sorenson saw what everyone else saw - those cardboard insulating sleeves you put around your cup of coffee so you don't burn your fingers - and turned them into a 15 million dollar a year business. How? By giving a common product an uncommon name - Java Jacket. Sorenson said, "That trademarked name is worth more than our patents - it has such a dominant market awareness that people who meant to call our competitors call us instead." That's branding! Say Dunkin Croissants. Best Purchase. Those words sound clunky, don't they? Now say Dunkin

Donuts. Best Buy. Give your business a short, alliterative name that's easy to pronounce and remember . . . and you've just given yourself an attention-getting, money-making brand.

5. Listen to your customers whine. "What?!" you may be asking in disbelief. "Why should I listen to people complain?" Because they're telling you what they have a problem with. If you fix that problem, they'll flock to you. For example, a Hawaii dive shop got tired of turning away customers who didn't have a current scuba certification. Solution? Why not have an air hose from the boat people keep in their mouth, kind of like an elongated snorkel? This way, anyone can swim with the fishes 10-20 feet down without risk (you can resurface in seconds) and without hauling around heavy oxygen tanks. Let's use a POP! technique to coin a brand new name for this activity. It's half snorkel - half scuba. It's SNUBA! Solve a common industry problem and give it a clever name and customers will seek you out because you're the only one offering this first-of-its-kind option.

Best-selling author/branding expert Sam Horn has helped more than 50,000 individuals create one-of-a-kind approaches that dramatically increased their name recognition, visibility and sales. Visit his Web site at www.SamHornPOP.com.

CORPORATE PROFILE

Southern California Institutions to Collaborate on Stem Cell Research

New partnership to maximize discovery potential through shared facilities, resources and programs.

Research institutions across Southern California have joined forces to advance stem cell research by establishing the Southern California Stem Cell Scientific Collaboration (SC3). Members of the collaboration include the University of Southern California, Childrens Hospital Los Angeles, City of Hope, University of California, Santa Barbara, California Institute of Technology and the House Ear Institute.

"The potential applications for stem cell research in medicine are enormous," says Martin Pera, Ph.D., director of USC's Center for Stem Cell and Regenerative Medicine. "Tackling these complex problems requires scientists with diverse expertise. We are delighted to have an opportunity to work with such an outstanding collection of scientists to really accelerate the pace of discovery and translational research in regenerative medicine."

Through grants from organizations such as the California Institute for Regenerative Medicine (CIRM) and the National Institutes of Health, SC3 members have a long history of partnering on various research projects. The new agreement is a major step forward in supporting potential significant stem cell findings by allowing members to share training programs, scientific core facilities and expertise, and to team up on a wide range of research programs.

"For patients and their families, cures for cancer, HIV/AIDS and other diseases cannot come soon enough," says Michael A. Friedman, M.D., president and chief executive officer, City of Hope. "As an institution, City of

Hope is working to speed advances in medical science to improve and save lives. We believe the SC3 collaboration provides a critical mass of expertise that will create new knowledge and significantly accelerate treatments for diseases that impact so many."

"Stem cell research is vibrant at Childrens Hospital Los Angeles because of the long-term commitment of our hospital to support high quality research in general, and stem cell research in particular," says Gay M. Crooks, M.D., director of the Stem Cell Program at Childrens Hospital Los Angeles, and professor of pediatrics at the Keck School of Medicine of the University of Southern California. "We believe that such innovative research should be available to the children of California."

Each institution will appoint a faculty member to serve on a joint scientific advisory committee, which will serve as a forum to develop collaborative research ventures, facilitate access to scientific resources and provide expertise across the collaboration. Regional seminar programs and courses, such as the ongoing CIRM funded stem cell biology course between USC, Caltech and Childrens Hospital Los Angeles, will be expanded to allow additional participation. The agreement also ensures each member provides access to resources to investigators for training or to conduct short-term research projects.

"The SC3 collaboration is already engendering new ideas for collaborative projects between scientists at the participating institutions. UC Santa Barbara will benefit from shared resources and synergistic collaborations in stem cell research as part of a new proposed Center for Stem Cell Biology and

Engineering," says Dennis Clegg, chair of molecular biology and director of the stem cell program at UC Santa Barbara.

UC Santa Barbara has a CIRM-funded stem cell training program and a shared lab facility. Research in the proposed center will focus on two areas of basic and discovery stem cell research: molecular mechanisms and bio-engineering. The long-term goal will be the application of results to the development of stem cell-based therapeutics for human disease, particularly macular degeneration.

"The ultimate goal of the collaborative stem cell research at the House Ear Institute is the regeneration or transplantation and successful functioning of sensory cells and other cell types in the inner ear to restore hearing," says David Lim, M.D., executive vice president of research, House Ear Institute (HEI).

Scientists at HEI have discovered that sensory cell progenitors (stem cells) in the inner ear (cochlea) are supporting cells that may help manipulate hair cell regeneration to restore hearing. Future work seeks to more fully understand the biology of these two pathways, while at the same time examining their potential in therapeutic approaches to hair

cell regeneration.

"We look forward to the establishment of this new stem cell collaboration. The shared facilities should move this important science along considerably faster," says Paul H. Patterson, professor of biological sciences and director of the stem cell training program at Caltech.

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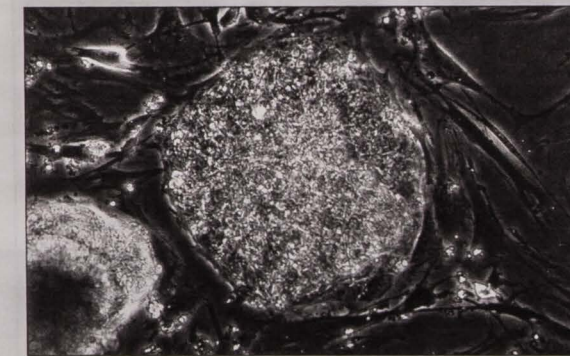
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An image of an embryonic stem cell

COMMENTARY - OPINION

Consumer Group to Núñez: Massachusetts Mandatory Health Insurance Purchase Law is No Model for California

The vast majority of people required to buy unsubsidized private health insurance under Massachusetts' mandatory purchase law have failed to do so, according to an updated analysis by the Foundation for Taxpayer and Consumer Rights (FTCR).

A California proposal modeled on the Massachusetts law, by Assembly Speaker Núñez, fails to correct for the affordability crisis faced by Massachusetts residents. In fact, a provision of Núñez's proposal encourages insurance companies to raise rates. Under that proposal, insurers will be allowed to keep 15% of premium revenue for overhead and profit.

"Insurers, who will keep 15% of premiums no matter what they pay doctors and hospitals, will be all too happy to pay more -- and charge policy holders more -- in order to keep more," said Jerry Flanagan of FTCR. "Both the Massachusetts and California laws will inevitably lead to unaffordable costs for individuals and taxpayers."

Under the new Massachusetts law, by Dec. 31, 2007, residents must be able to prove they have purchased private health insurance or face financial penalties. Coverage in Massachusetts is already much more expensive than promised and insurers, whose premiums are not capped or regulated, have indicated rates will increase again next year. Massachusetts Senate President Murray has proposed mandatory hearings into rate increases over 7%.

Massachusetts' law would require citizens to spend up to 10% or more of their incomes on health insurance. Co-pays and deductibles are not included in the 10%. Even at that stiff upper

limit, the state estimates that 18% of the uninsured cannot afford insurance at all, including everyone making just over the subsidy cutoff of 300% of the federal poverty level. The same percentage of the uninsured in California would include over one million people.

"In just six weeks, Massachusetts consumers must have health insurance or pay a penalty under the law. They will end up paying more for less health care -- an inevitable outcome when individuals are forced to purchase private health insurance and costs are not regulated," said Carmen Balber of FTCR, author of the report on Massachusetts' law. "Families with children, older consumers and middle-class families are some of the most likely to be lacking health care. They're also the first to fall through the cracks under Massachusetts' mandatory private insurance plan because insurers won't provide an affordable product unless the state controls costs."

Few middle-income Massachusetts consumers have enrolled in the new mandatory coverage. Only 6% of new enrollees are buying private plans with no subsidy. Most of the remaining 94% of new enrollees are under 150% of the federal poverty level and receiving full subsidies.

"While it is beneficial to provide health care to the working poor, the Massachusetts plan is far from solving the unaffordability of private insurance for middle-income workers," said Balber. "Both California and Massachusetts plans, with small employer contributions, also may encourage employers to

continued on page 29

There They Go Again!

California shifts funding from transportation projects once more

As we've noted before, Governor Arnold Schwarzenegger and the California legislature just can't seem to keep their hands off transportation funds. The state adopted its 2007-08 budget in August (a near-record 51 days late), and as Ronald Reagan might have said, "There you go again!"

This year's budget dedicated \$1.5 billion in gasoline sales taxes (as guaranteed by Proposition 1A) and, to date, allocated more than \$11 billion of Proposition 1B bond funds to transportation projects. And, in general, by our assessment, the state has done a good job selecting transportation projects.

However, in an imaginative and not especially scrupulous bit of political sleight of hand, the governor and legislature took back \$1.3 billion in other transportation funding -- mostly at the expense of public transit -- which nearly negates the \$1.5 billion guaranteed under Proposition 1A.

Here's how they pulled it off: Under an arcane 35-year-old state law, when gasoline prices rise faster than the rate of inflation, the excess sales tax revenue, or "spillover," is dedicated to public transit funding. In some years, there's no spillover. Recently, however, because of high gas prices, there's been a lot -- and sometimes it's gone to transit, like it's supposed to.

But not this time. This year, \$827 million in spillover gasoline sales taxes plus \$475 million in other public transportation funds ended up in the state's General Fund.

How could that happen? Because the spillover money isn't protected by Proposition 1A. Now, you'd think the voters' intent was clear: The state should spend more money, not less, to reduce traffic congestion.

But state leaders still aren't getting the message. They not only redirected \$1.3 billion to pay for

General Fund obligations, they also tried to make that money look like transportation spending. This is how the shell game worked:

- \$948 million was allocated to pay for general-obligation transportation bond costs that were supposed to have been paid from the General Fund.

- \$129 million was allocated to transport the developmentally disabled to regional centers, relieving the social welfare system of that cost.

- \$99 million was allocated for school bus service; formerly, this was paid from education funds.

- Astoundingly, gasoline sales taxes will be used to repay \$83 million in gasoline sales taxes *previously taken* for General Fund use.

The California Transit Association, representing the state's public transit operators, is suing to prevent these actions. But it's not only transit that's at risk. Our roads become more congested when transit can't do its share, and cutbacks in transit funding can delay highway projects when funding is shifted to backfill the shortfall in transit.

Caltrans, it should be noted, ends up about 20 percent (\$2.2 billion) better off this year than last year because of money from transportation bonds. Local agencies would have done well, too, except for the diverted \$1.3 billion. Some projects at risk include the Exposition and Gold Line light rail extensions in Los Angeles County, the State Route 91 freeway widening and Metrolink station expansion in Orange County, and transit operations throughout the state.

Is this any way to protect and expand our critical transportation systems? We don't think so, and we'll continue to make our displeasure known. You might want to as well. Our new transportation website, aaa-calif.com/roadahead, shows you how.

From December issue *Westway*, published by permission Automobile Club of Southern California.

MANAGEMENT

Giving Back to Your Community Is a Good Way to Build Business

By Robbie Motter

Cause-related marketing is one of the fastest growing segments in the marketing world today. There are several reasons for this phenomenon. Corporations are under ever increasing pressure to maximize "dollar efficiency," find that they can achieve both marketing and philanthropic objectives by positioning themselves with the right cause-related marketing opportunity.

Non-profit organizations faced with increased competition for contributions are becoming more proactive in their use of non-traditional marketing techniques in order to meet their financial, educational and awareness objectives.

Traditional fund-raising tools, like direct mail, are not yielding as much "return on investment" for nonprofit organizations as they once did. Thus, they are being forced to seek out "alternative forms of marketing." As government continues to cut back, including support for many of this country's largest nonprofit organizations and their projects, more and more pressure will be placed upon the corporate and public sector to meet these needs.

Cause-related marketing is one of the most effective tools available to corporate America and nonprofit organizations today. Corporations can achieve a multitude of marketing and philanthropic

objectives with one well-conceived campaign, and nonprofit organizations with their corporate partners can have the needed funds to complete their organization mission.

The marriage of commerce and community

Community-based nonprofit organizations and their profit corporations are becoming increasingly savvy at cooperative marketing. By blending mission and message in their approach to the marketplace, these organizations are able to engage the consumer at the locations where they normally conduct their financial affairs.

Traditional marketing applications work with cause marketing

Each of the "traditional" marketing tools work well in the area of cause-related marketing, this includes:

- Television
- Public Relations
- Special events
- Merchandising
- Direct Response
- Brand Positioning
- Product and Traffic Movement Promotions

Size of the market

The nonprofit sector generates annual revenues of approximately \$319 billion. Each year, great percentages of nonprofit revenues are coming from cause-oriented programs initiated with the

support of corporate America.

Co-branding

The cause-related marketing environment is an ideal arena for co-branding activities. In the last few years, nonprofit organizations have been showing more interest in placing their names and logos in conjunction with product packaging endorsement symbols and making royalties off the sales. One such example is the Arthritis Foundation and the Arthritis Foundation Pain Reliever/Sleep Aid that was marketed by McNeil Consumer Products a division of Johnson & Johnson.

Providing a point of difference and competitive edge

Corporate alignment with non-profit groups in the development of product marketing and promotion can provide windfalls in both organizations. These windfalls are results of public perceptions that they are getting more quality, as is the case with the aspirin sanctioned by the Arthritis Foundation, or that they are doing some good for a given cause, or the community at large, as was the case with the American Express "Charge Against Hunger" campaign.

How can your business look into cause-related marketing?

Review your products and your customer base. Look for

a nonprofit organization whose mission in the community is something in which your company believes. Present the idea of a joint positioning opportunity for both your business and the organization to help you achieve both your marketing and philanthropic objectives.

For example, if you are a medical-related manufacturer with products in the market place to help AIDS patients, you might consider forging a relationship with an AIDS-related non-profit organization. If your company manufactures toys, you may get involved with an organization that grants wishes to terminal-ill children.

When you read articles about non-profit organizations holding benefits or helping people in the community, tear the articles out and start setting up a contact base. When you are ready to "give back to the community" start contacting some of these groups and building relationships.

The cause-related marketing environment is an ideal arena for co-branding activities. So begin today to reach out globally and set into motion your cause-related marketing campaign to benefit your company -- and your community.

Robbie's Website is www.rmottor.com and she can be reached at 1-888-244-4420.

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Communication Through Conflict

By Ronnie Moore

Where there are people, there is conflict. It affects us all. The failure to communicate effectively, or to communicate at all, is a leading cause of conflict's existence and escalation. If not confronted early and well, conflicts will escalate, negatively affecting entire families, neighborhoods, and organizations.

We can't banish conflict from our lives, but we can communicate more effectively through it. It's a topic that can fill volumes, but you can get a handle on it by using these five tips:

1. Distinguish between true conflicts and false conflicts.

Before you can think about how to communicate through a conflict, decide whether you need to communicate at all. Not all conflicts need to be resolved. Before you do or say anything, ask yourself, "Is this a true conflict or a false conflict?"

A true conflict has to be resolved. If not resolved, it will get bigger and result in a negative consequence.

Your child has a drug problem. You and the child's other parent have a conflict about how to intervene. No intervention happens, and the child is not being helped. This is a true conflict.

You and your colleague must write a grant proposal. There is conflict about how to write the proposal and how to allocate your time to it. As a result, there is a risk that the proposal will not be the best it can be and might not be completed on time. There is risk, therefore, that your organization will not receive this much-needed grant. This is a true conflict.

False conflicts are differences that don't have to be resolved. You and your col-

league disagree about how smart your boss is. That does not have to be resolved for the two of you to be able to work, share a break, or attend meetings together.

You and your spouse disagree about a movie. You don't have to convince your spouse that it was a great (or horrible) movie. You don't have to agree on the movie's merits to be happy together.

Be careful. Choose your battles. Let the false conflicts go. Refuse to engage in unnecessary arguments and debates. There's nothing wrong with a rousing political debate or a lively discussion containing different opinions. If you get known, however, as someone who always argues everything, you will lose your credibility with the people around you, and they will no longer want to listen to anything you say, even when what you have to say is important.

2. Remember that confrontation is not a dirty word.

Once you determine that you are dealing with a true conflict, you need to communicate. Often, we don't want to confront; we want to avoid, and true conflict cannot be avoided. We struggle with confrontation primarily because we confuse it with fighting, anger, and unpleasantness.

Confrontation is not a dirty word. It comes from Latin, meaning, "to face." Properly defined, to "confront" means to face an issue instead of avoiding it. Yet, we often use the word "confrontational" in a negative way. "She's so confrontational," we say, as if that's a bad thing. We often avoid conflicts that should be confronted, and the longer we wait, the harder it is to resolve them.

3. Get objectivity.

If you've lost your objectivity about someone, try to get it back before you communicate. There are two parts of any conflict: the issue and the persons attached to the issue. Sometimes, when conflict has gone on for a while without being confronted, we start liking the other person less and less, losing our objectivity. Once we can no longer be objective about the person attached to the issue, it is difficult to effectively communicate through that issue.

How do you regain objectivity about the person attached to your conflict? Observe him or her. Note competencies and positive attributes. Is he a good father? Does she donate time to charity? Try to get a more balanced view. If you can only think negative thoughts about the other person, those thoughts will guide your communication. Even if you choose the right words, the communication will fail, if your face says, "You make me sick."

4. Start on a foundation of sameness.

Instead of starting the communication with the conflict and why you're angry, start with something about which you do agree. Start with something you share. "We both have worked here a long time." "We both love our child." "Our friendship has helped us both through some difficult times." Then move to the issue causing the conflict. This is also helpful when you're trying to communicate with someone you don't like but who works with you or is a member of your family or neighborhood.

By talking about common interests and goals (such as wanting to resolve this conflict), you can stay away from how you feel about the other

person. When you start communicating with a negative, you may ignite immediate defensiveness and leave no positive or productive place for the communication to go. Start on a foundation of sameness, collaboration, and sincere desire to resolve the issue. You can do this with integrity, no matter how you feel about the person attached to the issue.

5. "Beat up" issues, not the people attached to the issues.

If your goal is to resolve a conflict and change another's behavior (what a person does or doesn't do) for the better, your communication has to address the behaviors. When we attack others, they are generally going to either attack back or retreat out of a real or perceived lack of power. Either way, the real issue will not be resolved because when we are attacked, we cannot hear, nor do we focus on how we can change our behavior.

Calling someone lazy or a jerk or saying that he or she has a bad attitude will get you nowhere. Telling that person what he or she said or did that needs changing is the only chance you have to change that behavior. If your goal is to change behavior, communicate in behaviors.

Increasing the odds of resolving conflict requires good thinking and good communication. Think, confront true conflicts only, choose your battles, and focus on the behaviors that need changing, not on the people attached to those behaviors.

For more information, call 909-229-4755, e-mail Ronnie.moore@rmoorecommunications.com, or visit <http://www.rmoorecommunications.com/>

Inland Empire Apartment Report

By Hendricks & Partners

Demand for apartments will likely move inline and exceed new supply as mortgage lending restrictions severely hamper home-buying in the Inland Empire.

The local apartment market continues to be aided by steady, above-average job growth. Area employers have added 47,500 jobs to payrolls over the past 12 months, an increase of 3.7%. Despite the healthy level of job creation, the local unemployment rate was recorded at 6.1% in the third quarter, up 90 basis points from last year, as the housing downturn resulted in contractions across several sectors including the financial-services sector and the construction sector.

The Inland Empire has been hit particularly hard by the recent downturn in the single-family housing market. In September of 2007, the median home price in Riverside County was down 9.8% from the previous year, while the median home price in San Bernardino County fell 10.2%. Year over year, foreclosures in the region were up 252% and 281% in San Bernardino County and

Riverside County, respectively, as there were a combined 20,876 foreclosure-related auctions in the third quarter. As affordability concerns persist and potential buyers are faced with less available financing, single-family home sales are down by more than 50% from last year. While the Inland Empire economy has been weakened by the housing market, the local apartment market is likely to be boosted by increased demand for rental units.

Apartment demand accelerated in the third quarter of 2007 as 808 units were absorbed. While this figure is slightly less than the 847 units absorbed in the same period one year ago, it is more than the combined number of units absorbed in the first two quarters this year.

A total of 1,377 units were permitted in the third quarter, bringing the total number of units permitted in 2007 to 2,555. The number of permits issued in the third quarter was a sharp increase from the 283 permits issued in the third quarter last year and the 164

continued on page 24

2007 THIRD QUARTER YTD SALES

25+ UNITS	3Q 2007		3Q 2006	
	SALES	PRICE PER UNIT	SALES	PRICE PER UNIT
2000+	0	N/A	1	\$275,862
1995-1999	0	N/A	1	\$290,153
1990-1994	0	N/A	1	\$159,745
1985-1989	2	\$166,250	4	\$218,742
1980-1984	0	N/A	1	\$378,250
1975-1979	3	\$106,572	2	\$149,691
1974 & Older	11	\$169,278	12	\$167,205
TOTALS	16	\$174,017	22	\$196,673

2007 THIRD QUARTER VACANCY & RENT

SUBMARKETS	20+ UNITS		50+ UNITS		AVERAGE RENT	
	RENT	VACANCY	RENT	VACANCY		
Morone Valley/Banning	\$1,032	8.9%	6.9%	5.1%	4.4%	\$1,124
Peris/Hemet	\$845	5.1%	5.2%	3.6%	2.0%	\$891
Southwest Riverside County	\$1,158	9.4%	6.7%	6.0%	0.4%	\$1,154
Chino/Chino Hills	\$896	5.4%	5.9%	4.2%	2.9%	\$1,406
Upland/Montclair	\$1,009	4.0%	3.4%	3.0%	3.1%	\$1,202
Ontario/Rancho Cucamonga	\$1,176	4.0%	3.3%	3.0%	0.6%	\$1,344
Fontana/Rialto	\$1,291	4.3%	4.5%	4.1%	3.9%	\$1,018
Colton/Grand Terrace/Loma Linda	\$1,102	5.0%	4.5%	2.6%	2.1%	\$1,026
Palm Springs/Coachella Valley	\$1,270	4.0%	8.7%	6.0%	-0.8%	\$922
Riverside	\$1,000	5.5%	6.0%	6.4%	0.4%	\$1,160
Corona/Corona Hills	\$1,059	3.5%	6.3%	4.2%	2.9%	\$1,225
San Bernardino/Highland	\$833	5.4%	7.7%	3.9%	2.2%	\$969
Victorville/High Desert	\$732	4.1%	4.5%	3.4%	4.2%	\$951
TOTALS	\$1,052	5.3%	5.9%	4.3%	2.2%	\$1,145

CLOSE-UP



Athletic Director
Kevin Hatcher

Kevin Hatcher, who has served as an administrator in intercollegiate athletics for 12 years, including

athletic director for 12 years before resigning in May to become the athletic director at Anderson University in Anderson, S.C. "I want to make sure that Cal State San Bernardino is up there with some of the premier institutions in the region, and with the support of President Albert Karnig and Vice President Aguilar, I know we can do it," Hatcher said.

Chosen at the end of a three-month search, the process in finding Hatcher drew 40 applicants. A search committee, assisted by two consultants, narrowed the field to 10 and five were selected for on-campus visits and interviews.

At Colgate, Hatcher has been responsible for the athletic department's budget and fundraising efforts. Now he also oversees the program's business, ticket and compliance offices. He is also the administrator for men's basketball, men's lacrosse, men's and women's track and cross country and field hockey programs.

Prior to Colgate, Hatcher served as associate athletic director for administration and university relations at the University of Texas at El Paso of the Western Athletic Conference. While at UTEP he was responsible for campus relations and served as the athletic hall of fame chair, compliance program supervisor, event manager for selected sports, instructor in sports administration, program supervisor for several sports and varsity club director.

Before UTEP he was at the University of Southern California in the Pac 10, where he served as compliance coordinator and later became the director of student athletic and academic affairs.

He has a bachelor's degree in communication from the University of California, Santa Barbara, a master's degree in kinesiology with an emphasis in sports management and communication from the University of Michigan and a doctorate in education from UTEP.

how green...

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Bernardino Freeway to Riverside's Blood Alley, with Los Angeles County's maze on the other end up near Interstate 10.

If you want a prototype of

what the Green Valley Initiative has in store for it, drive the 71. Recognize the fact that no two political entities will let the other guy dictate to them. Not to mention the fact that internally, the High Desert would still like to separate from the flatland

areas of San Bernardino County.

Even as the war continues to rage between conservationists and environmentalists, the concept of two and a half counties, plus the 50 odd cities in their jurisdictions, getting along, gathering

around the green campfire, singing John Denver songs of brotherhood and fellowship, simply is not going to happen.

Once again, even here in the Inland Empire, man will continue to get in the way of mankind.

2008 EDITORIAL SCHEDULE

EDITORIAL FOCUS	SUPPLEMENTS	LISTS
January • Education • World Trade • Year End Review	• 2007 Banking Review • Economic Development Agencies • Health Service Directory	• Health Insurance • Cities • Colleges and Junior Colleges • Financial Brokerages
February • Commercial R.E. Developers • Residential Real Estate • Architecture/Land Planning • Redevelopment	• 2008 Economic Conference • Building and Development • Business Banking	• Independent Banks • Commercial/Industrial Contractors • Residential Builders • Architectural Engineering, Planning Firms
March • Major/MultiEvent Venues • Financial Institutions • Health Care	• Environmental • Executive Education • City Economic and Demographic Data	• MBA Programs • HMOs/PPOs • Residential R.E. Brokers
April • Meetings & Conventions • Airports • New Home Communities • Malls & Retail Stores	• Women & Business Expo • Meetings/Conventions • Travel/Hotels/Tourism • Commercial R.E. Brokers • Small Business Handbook	• Indian Gaming • So Cal Vacation Spots • Hotel Meeting Facilities • Travel Agencies • Visitors and Convention Bureaus
May • Economic Development (Riverside Cty.) • Marketing/PR/Media Advertising • Insurance Companies	• Women-owned Businesses • Human Resource Guide • Chamber of Commerce	• Environmental Firms • Employment/Service Agencies • Law Firms • Dental Plans
June • Financial Institutions (1 st Quarter, '08) • Travel and Leisure • Employment Agencies • Home Health Agencies • Economic Development (San Bernardino County)	• Health Care & Services • High Technology • Golf Resorts	• Hospitals • Savings and Loans • Motorcycle Dealers • Medical Clinics
July • Manufacturing • Distribution/Fulfillment • Credit Unions • Event Planning • High Desert Economic Development	• Marketing/Public Relations • Media Advertising • Casual Dining • Building Services Directory	• CPA Firms • Commercial Printers • Ad Agencies/Public Relations Firms • Largest Insurance Brokers • SBA Lenders • Staff Leasing Companies Serving the I.E.
August • Personal/Professional Development • Employment/Service Agencies • Health & Fitness Centers • Caterers	• Environmental • Expansion & Relocations • Women in Commercial Real Estate	• Largest Companies • Small Package Delivery Services
September • Mortgage Banking • SBA Lending • Independent Living Centers	• Health Care & Services • Airports • Golf Guide to Southern California	• Substance Abuse Programs • Largest Banks • Largest Hotels • Golf Courses
October • Lawyers/Accountants • HMO/PPO Enrollment Guide • Economic Development Temecula Valley • Financial Institutions (2 nd Quarter, '08)	• Telecommunications • Office Technology/Computers • International Trade • Holiday Party Planning	• Internet Services • Long Distance/Interconnect Firms • Copiers/Fax/Business Equipment
November • Retail Sales • Industrial Real Estate • Commercial R.E./Office Parks • Educational Services Directory	• Human Resources Guide • Executive Gifts • Building and Development • New Communities	• Commercial R.E. Development Projects • Commercial R.E. Brokers • Fastest Growing I.E. Companies • Mortgage Companies • Title Companies
December • Financial Institutions (3 rd Quarter, '08) • Top Ten Southern California Resorts • Temporary Placement Agencies	• Health Care	• 2009 "Book of Lists" • Fleet Leasing Auto Dealers • Business Brokerage Firms

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CSUSB...

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develop problem-solving ideas. He will also videotape a 10-minute session on the importance of excellence in writing. The video will be used in business writing classes.

• Feb. 21, 2008 – Speak at the university's Pfau Library for the college's Business Alliance breakfast meeting on "Leadership in Tough Times." Employees of Business Alliance member organizations can register for \$10 and the general public for \$25. Later in the morning he will deliver a presentation to a class of Executive Leadership students on what college students need to know about professionalism in the workplace. Later, Wiley will be a participant in an afternoon discussion series on careers for students.

• March 21, 2008 – Hold office hours to consult with students, faculty and staff on topics such as the reputation of the college in the community, needed faculty-student research, and other issues of interest. He is also scheduled to videotape another 10-minute session to non-accounting business majors on the importance of understanding accounting.

• May 7, 2008 – Lead a discussion on the needs and expectations of the region's business community relative to business education and offer advice on how the college's academic programs might respond.

Wiley is the college's fourth executive-in-residence, following in the footsteps of attorney Garth Richard "Dick" Zeigler, vice president and senior financial adviser with Merrill Lynch in Indian Wells; Gerry Fawcett, past president of Kaiser Ventures LLC, current vice-chairman of the company's board of directors and vice chairman of the board of the Mine Reclamation Corporation of Palm Desert; and Ramon Alvarez, founder and president of Alvarez Jaguar dealerships at the Riverside Auto Center and the first Hispanic to own a Jaguar dealership in California.

IDS Real Estate Group's Diverse Services Enable Lease to Whirlpool in Perris

1.7 Million-Sq.-Ft. Building Nation's Largest 'Spec' Facility

When IDS Real Estate Group acquired an 80-acre parcel of land in the newly emerging Inland Empire East community of Perris in late 2005 and announced plans to build the nation's largest speculative industrial building, it raised more than a few eyebrows.

Turns out the pioneering move was part of a classic IDS strategy that utilized all four IDS service lines while targeting the mounting desire by corporate America to consolidate activities into ever larger distribution facilities for maximum economic and operational efficiencies.

That market specific, full-service strategy was validated with the announcement that Whirlpool Corporation leased and has occupied the newly completed 1.7 million-square-foot Perris Distribution Center. Significantly, Whirlpool is relocating from three smaller facilities throughout the Inland Empire West, and moving into an equivalent amount of space at the new facility for its Southwest Regional Distribution Center.

Perris Distribution Center is located at the northeast corner of Perris Blvd. and Morgan St. along the strategic Interstate 215 Corridor.

Murad Siam, co-CEO of Los Angeles-based

IDS, emphasized that Perris Distribution Center drew upon all of IDS' core competencies – corporate services (tenant services), real estate management landlord services, development management (design, entitlement and development), and advisory services (debt and equity) – during the three-year development cycle.

"We employed all of those disciplines, including our experiences from the 1.5-million-square-foot Haven Gateway Center in Ontario, and produced this building because the market dictated it.

A concurrent IDS assignment to execute a regional distribution center of over one million square feet for another national retailer was crucial because it enabled us to specifically employ our corporate services experience. It also told us that if one of our existing corporate service clients is looking at buildings of this size, there are probably other companies out there with similar or even larger facility requirements," Dan Sibson, senior vice president of IDS, said.

Rob Fuelling, senior vice president of IDS, added that the market need for a 1.7 million-square-foot building was

validated in an even more telling way. "We saw buildings of 1.2 million square feet in the market and 400,000-square-foot buildings down the street with the same users name on them. It was clear to us that there was a need for even larger buildings to accommodate major retailers under one roof," Fuelling added. "This reflects the market demand by tenants to have the operational efficiency of one large distribution center with state-of-the-art building systems, adequate clear height and excess trailer storage."

Whirlpool Corporation Senior Real Estate Manager Leslie Wendel directed Whirlpool's site, location and negotiating efforts, and Sam Foster, Jones Lang LaSalle senior vice president, represented Whirlpool both in this "historic" lease and as construction management of timely completion of Whirlpool's specialized building improvements.

"In spite of the fact that the Inland Empire is by far the largest industrial market in the U.S., there are still very limited options in land and buildings over 1.5 million square feet," Wendel said.



An aerial shot of the Perris facility

Yours, Mine and Ours

What to Disclose and What to Keep Private During Divestiture

By Helene Abrams

Pardon me, but your numbers are showing. And if you are a CEO preparing for a divestiture, you might be exposing too much.

Deciding what information to share and what information to keep private is one of the most critical decisions companies face when they split off divisions or product lines. Share too much information and competitors can identify advantages to use against the parent company. Keep irrelevant information and risk paying unnecessary costs, such as excess storage, maintenance, and disaster-recovery charges.

"You have to be very careful about what information you share in a divestiture," said Mitchell Lee Marks, president of San Francisco-based JoiningForces.org and editor of *Resizing the Organization: Managing Layoffs, Divestitures and Closings*. "It's a sensitive issue and a big problem, especially if the divestiture falls through."

A growing number of boardrooms are facing the problematic question of what information to share. By September 2007, global divestitures had reached a record-setting \$1.64 billion for the year in almost 10,000 deals, up 25 percent for the same period in 2006, according to Dealogic, a software developer for the investment-banking industry.

Divestiture can be a healthy strategy for pruning under-performing divisions, responding to changes in the marketplace, allowing a company to focus on different markets, or just because cash is needed for new initiatives.

Just like mergers and acquisitions, which a "Gartner Report" described as "... the norm for companies and their service providers," divestitures should be approached as a

strategic element of robust business cycles.

Some of corporate America's most well known names are in the midst of divestitures. Nasdaq reported that Ford Motor Co. sold its Aston Martin nameplate for \$925 million in March 2007 and is considering a sell-off of its Jaguar, Land Rover or Volvo units.

The *Wall Street Journal* reported that Chrysler may follow Ford and General Motors Corp. in getting rid of assets that are considered "noncore."

Divestitures allow companies to refocus their resources. New York jeweler Tiffany & Co. boosted its fiscal outlook for 2007 based on the impending sale of its Caribbean and Tokyo jewelry stores, according to Dow Jones Newswire.

While divestitures can provide many benefits, CEOs must plan what information to share under stressful conditions. They are expected to sustain growth and retain existing customers while reducing the impact of organizational changes.

Disposing of unwanted divisions or products is complicated. Deciding how to handle information during a divestiture is not unlike splitting the assets of a marriage during a divorce. Not only is the parent company affected, but acquiring companies are as well. Very often the divested company is sold to a competitor. Providing historical information for the part of the company to be divested may increase the selling price, but may provide information that you don't want your competitors to have.

Rick Naschod, a principal with Richmond, Va.-based Dominion Partners, an advisory service for middle-market businesses, said buyers are often at the mercy of the parent company as to what information is

shared.

Naschod recalled the difficulty of trying to determine the value of divested pharmaceutical product lines for a client interested in acquiring them.

"The pharmaceutical company said, 'This is what we will give you. If your client wants to make an offer, that's great.' But they weren't going to disclose anything more, which made it difficult to understand sales and manufacturing costs," Naschod said.

Some information, such as customer lists, is considered low risk. Competitors likely know already whom major customers patronize. And realistically, by the time a divestiture is announced, it's likely that some key data may already be in the hands of departing employees, or already part of the buyer's information.

Of greater concern are trade secrets, trend analyses, prices, discounts, cost of goods sold and contract terms with suppliers. If exposed, this information could give competitors an advantage and should be kept private, if possible. Public and private companies have different obligations.

Complex? Definitely. That's why technology is playing an increasingly larger role by helping to automate the process, reducing time and expense.

"The quantity of information is going to continue to expand," said Sean Snaith, director of the Institute for Economic Competitiveness at the University of Central Florida. "There's a limit to what human beings are able to parse."

Good IT systems can improve accuracy and simplify sorting what information should be kept and what needs to be mirrored. Systems that do not store data, such as fax

servers, or credit card processing systems would typically be duplicated so that the parent company and divested unit have identical copies.

Annual reports and summary financial records should be kept with historical data, but detail orders and other transactions should be separated. Regulations often require keeping the copies of the general ledger and human resources data for both the parent and separated company; this information is not split out. Master data, such as customers, suppliers, and products can either be separated or both companies can retain copies.

Experts encourage setting up two separate data centers, one for the parent company and one for the divested company. The process of separating data involves several steps. The first step is setting up the physical environment for each of the data centers and determining which systems are to be retained in their current state and which systems need to have the data separated. The second step is to obtain the proper licenses for all the software that needs to be duplicated in each of the two environments. Then, filter criteria are defined to separate the data for the divested company and the parent company. Finally, there is the arduous task of actually separating the data. Often, reports and interfaces have to be rewritten after the data is separated. Hiring consultants to oversee all the separation activities also is highly recommended to allow executives to focus on strategic operations, participate in the due diligence, and focus on ways to get the most value from the units they are going to sell.

Planning ahead is essential. Experts recommend starting at

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COMPUTERS/TECHNOLOGY

All I DON'T Want for Christmas '07

By J. Allen Leinberger

Right off, I don't want an iPhone.

I know it has become the hottest selling product in Steve Job's inventory, even before the \$200 price drop. And I know that I have been an advocate of Apple products in this column during good times and bad for over a dozen years now.

Still the iPhone is really no more than a Blackberry or a Treo. Granted, many called it 'the new iPod,' but the new iPod is the iPod Touch or the Classic.

By the way, I also don't want an iPod Touch. Oh, the screen touch controls could be fun, but the unit only holds 16 gigs of music. The new Classic holds 160 gigs. What it can do for me is more important than how it looks to the guy sitting next to me.

My "old" 5th generation iPod holds a mere 30 gigs and I haven't filled it up yet. I am lucky to have access to such things as the CDs of KOLA radio's 'American Gold' program and KSPA's 'Sounds of Sinatra' shows. These are two hour long programs that loads quite easily. So do the number of audio books available in any library. In fact, the vast amount of programming I have in my old 30 gig model exceeds that of any 10 radio stations.

So who needs an iTouch?

Besides, as I have mentioned before, if I break one tech toy, as I did my old T3 Palm Pilot last year, everything else still works just fine, thank you.

I also don't want an iPod boom box/radio/alarm-

clock. Most of them have the iPod connection on the top, making your MP3 player vulnerable to theft or simple knock down, suffering the same fate as my T3.

Bose makes a wonderful iPod player, but the cost is prohibitive. Macally, right in Ontario, makes a perfectly good alarm clock player for under \$80 and the MP3 loads onto a small platform down in front where it is perfectly safe. As for the new line of super-dynamic earplugs for the iPod, the ear buds that come with it work very well. I did get an expensive set of Bose Quiet Comfort 2 Headphones and the sound is amazing, but you don't need to go that far. I only did it for your benefit, my readers.

Having covered all of that, I won't need any of the new line of iPhone and iTouch covers or "skins," as many call them. I did try to get one for my new Palm Pilot but they only make them for a short time. iFrogz learned that the hard way and they offered me a free cover for my wife's iPod Mini, because their inventory was piling up and they don't make the Mini any more.

I also do not want in my house any device designed to turn an MP3 player into a Karaoke machine. Karaoke is, after all, a Japanese word that means "off key Caucasians."

I am not bitter.

It is not that I am getting old. I still love my Macs and I am planning to buy a new 20" desktop with the Intel chip and the new Leopard

operating system. I just don't get the need to turn a tool of 21st century communication into a big expensive toy.

I am happy with my new 42-inch flat screen HDTV. (I will have more for you on that and the HD/BluRay DVD battle for you next month.)

Needless to say, I don't play video games either. I can't stand the idea of waiting in line for 16 hours for the new HALO 3 game or the new X-Box (not to mention the last Harry Potter book or Hanna Montana tickets).

I also don't want the new Apple iWorks package. I decided this when I realized that most of the national magazine reviews I was reading constantly compared iWorks to Microsoft's Office programs like Word and Excel. So, I say to myself, why not just get the original? As it happens, the new Microsoft Office for Mac comes out in January and that is something I look forward to. After all, Bill Gates was wise in delivering a program that lets us send communications to our less fortunate friends who are using those rather disappointing PCs.

I don't need the programs in iLife (like GarageBand or iDVD) because I don't make movies or compose music on my computer.

It comes down to this. I have a good digital camcorder. I have a good 4 megapixel digital photo camera that gets used around here at the Journal regularly.

My iPod plays in my car through a Macally coffee cup holder device and my cell phone, in conjunction with a very good Jabra Bluetooth earpiece, keeps me in contact wherever I go. Hands free, I might add. (Let me give a shout out to Verizon here. I have had other wireless services and they always failed me. Verizon has kept me in direct contact with work and family from Catalina to Vegas to Tucson.)

So, you wonder, what do I want for Christmas?

Well, I do like those picture frames that display selected digital photos that you draw from your computer's library. And everyone needs an external hard drive. They make them as large as 1 Terabyte now. You can save music and photos and games and years worth of documents. A good 2 or 4 gig flash stick is also a good idea. It is the 21st century equivalent of the old zip drives which I swore by in the last millennium.

Charging bases for your electronic devices are always a good idea. They keep your iPod and cell phone and Bluetooth and digital camera, etc., charged up. Just don't forget to plug them in when you get home at night. And remember what I told you about electronic vampires sucking energy out of your wall socket at night.

Finally, I want to say this in print because I do not believe in texting.

Merry Christmas to All, and a Happy 2008!

High Desert Raises \$145,000 to Help ORBIS Save Sight Worldwide

Apple Valley High School Football Team Sets Benchmark for Plane Pull Competition

ORBIS Chairman to Match Funds Raised in Victorville for Three Years

The ORBIS Flying Eye Hospital has finished its yearly maintenance and safety inspection at Southern California Logistical Airport (SCLA) and returned to the skies on Nov. 4. To say goodbye, the City of Victorville and the Spring Valley Lake Lions Club held two events—a check ceremony and a plane pull—before the ORBIS aircraft and its multinational medical team left on their global mission to save sight and prevent blindness.

“This year, the ORBIS plane took off with a little extra money in the pocket, more equipment in the belly, and with the help of our mighty footballers and cheerleaders from Victor Valley,” explained Jim Worsham, marketing director, SCLA.

Gifts of support come in many shapes and sizes.

The send-off began with a check presentation on Friday, Oct. 26, by former Victorville Mayor Mike Rothschild to ORBIS.

International Chairman Albert L. Ueltschi. Rothschild presented Ueltschi with a \$145,000 super-sized check. The funds were raised over the past year through a series of community events organized by Spring Valley Lakes Lions Club and the Chamber of Commerce.

Ueltschi, enthused by the outpouring of community support for ORBIS, thanked those in attendance and issued a challenge: “For the next three years, whatever Victorville raises, I’ll match!”

On top of the sizable cash gift, which Ueltschi has pledged to double, several locally-based aviation companies, including Omni Air International and Tanker 10, donated services and equipment to the Flying Eye Hospital. ORBIS’s global aviation sponsor, FedEx, covered the cost of the Flying Eye Hospital’s annual maintenance check, while Honeywell and Boeing provided additional avionics parts and advanced equipment repairs.

Students pull for sight

Forty-seven of Victorville’s finest football players from Apple Valley High School put their weight, literally, behind the Flying Eye Hospital on Tuesday, Oct. 30, in the first-ever ORBIS plane pull. Tugging the approximately 300,000-pound plane using a 25 ft. rope, the Apple Valley Sun Devils set benchmarks for how long it takes to pull the aircraft 12 ft. with 47 people, and then set about trying to figure out the fewest number of people, which turned out to be 20, required to pull the aircraft 12 ft.

“In my briefing to the team, I said get down low and really get into the pull using your legs and back,” said Matt Rohrbaugh, Sun Devils defense coach. “When all 47 footballers were pulling, we really got that plane moving.”

“We are just honored to be part of this plane

pull,” Rohrbaugh said. “You guys at ORBIS do great work and we are happy to help.”

The results will be used as benchmarks for a similar event to be held in Macau on Dec. 8. There, five teams, comprised of representatives from local businesses, will compete in the “Pull for Sight” with the intent of raising more than \$90,000 for ORBIS programs.

High Desert Academy and Endeavor School of Exploration also got in on the ORBIS action. On Oct. 25, Dr. Hunter Cherwek, Flying Eye Hospital medical director, made house calls to these schools to discuss with the students his global work. This is the second year Dr. Cherwek has visited the students, whom he writes regularly to while away on ORBIS missions.

“I feel welcome every time I come to Victorville,” Cherwek said. “My thanks and congratulations to the football team from Apple Valley High for helping ORBIS with the plane pull, and to the students of Endeavor and High Desert, who welcomed me into their classrooms and have been

working for the past year to raise awareness in their community about ORBIS’s mission to prevent needless blindness. These students are the next generation of sight savers.”

Sight-saving missions ahead

On Nov. 4, the ORBIS Flying Eye Hospital departed SCLA for Asia. Its first stop will be Taiwan for a goodwill visit, followed by similar stops in Hong Kong and Macau, where the “Plane Pull for Sight” will be held. In December, the aircraft will make its inaugural trip to Cambodia for a two-week program, which FedEx is sponsoring. In 2008, the Flying Eye Hospital will spend the first part of the year in Asia _ with programs scheduled in Myanmar, Vietnam, China, and Bangladesh _ before moving on to Africa.

Follow the journey of the ORBIS Flying Eye Hospital and hear firsthand accounts from its sight-saving crew at <http://ci.victorville.ca.us/about/orbis.html>.



Opus West Announces H&M as the Latest Tenant to Sign at The Shoppes at Chino Hills

International fashion retailer will lease 10,475 square feet at the lifestyle center, which is slated for completion in May 2008 and is now 60 percent pre-leased.



An artist rendering of the Hennes & Mauritz project

Opus West has announced that Hennes & Mauritz, one of the world’s largest fashion retailers that is best known as H&M, has signed a 10-year lease for 10,475 square feet of space at The Shoppes at Chino Hills, a 400,000-square-foot open-air lifestyle center currently under development in the city of Chino Hills at Grand Avenue and Peyton Drive, just west of the Chino Valley (71) Freeway.

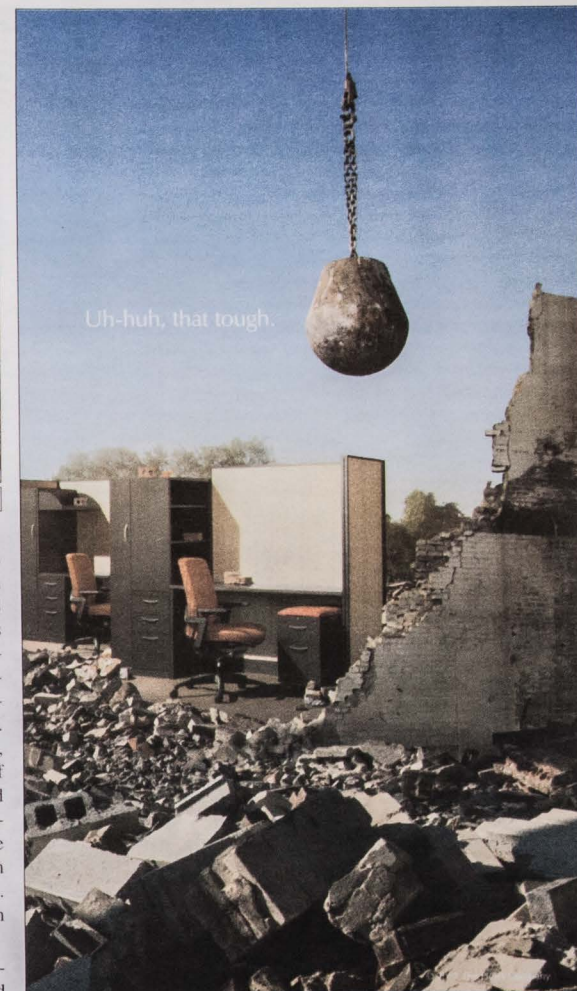
“H&M will bring an international flavor to the tenant mix at The Shoppes at Chino Hills and will occupy a corner location that is considered the architectural centerpiece of the project,” said Matt Landers, senior manager at Opus West. “The store has new items delivered daily, which encourages repeat visits, benefiting H&M as well as other retailers at the lifestyle center.”

Landers noted that the H&M lease is not only significant for The Shoppes at Chino Hills, but also for the greater Inland Empire. “The H&M lease is a milestone for The Shoppes both architecturally and on the leasing front, since it now puts us at 60 percent pre-leased, nine months prior to the completion of construction,” he said. “The lease also has larger implications, as it marks H&M’s continued growth in the region.”

Founded in 1947 and headquartered in Sweden, H&M is an international retailer with more than 1,400 stores in 28 countries. H&M’s designers and buyers create the company’s trendy collections, offering clothing ranging from fashion basics to the latest styles. Tony Archer, Greg Whitney, Jay Luchs and Lou Moreno of CB Richard Ellis represented Opus West in the H&M transaction and are marketing The Shoppes at Chino Hills on an exclusive basis for Opus West. Rob Cohen of RK Futterman represented H&M.

Chino Hill’s growing population, housing density and upscale demographics are attracting a strong tenant lineup of lifestyle retailers and restaurants to The Shoppes at Chino Hills. In addition to H&M, the tenant roster currently features more than 50 lifestyle retailers, including Barnes & Noble, Banana Republic, P.F. Chang’s China Bistro, Trader Joe’s, American Eagle Outfitters, Lululemon Athletica, Sunglass Hut, Jos A. Bank, Gymboree, The Walking Company, Active, Pinkberry, California Pizza Kitchen, Aveda Salon, J. Jill, PacSun, Yard House, Chico’s, White

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Victorville Power Plant

The City Council has authorized \$173 million to buy natural gas-fired turbines from General Electric for its massive power plant project north of the former George Air Force Base.



Mayor Terry E. Caldwell (r) and Robert French (l) signing the contract.

By contrast, the entire city budget was \$245 million for 2007-08.

Total construction for the entire plant, to be completed by 2010, is expected to reach \$800 million.

The money for the project — called Victorville 2 — will come from a bond issue, most likely under the economic development authority for the former base, and will not affect the city's general fund, said Mayor Terry E. Caldwell.

The contract comes before any permit has been issued for the 550-megawatt project by the California Energy Commission. But city officials say it is worth the risk; the sale was necessary to lock in a lower price and save time.

"Had we not taken this deal, it probably would have delayed us two years, and \$30 million to \$40 million," Caldwell said.

There is an escape clause, said Tom Barnett, executive vice president of Inland Energy, the city's consultant partner in the project.

"We have the ability to cancel, and there are ... termination fees. Because the equipment itself is so valuable, there's a long line of people who want this stuff, and the termination fees are relatively small."

The project is the first hybrid natural gas-solar plant in the country. It will combine 500 megawatts of natural gas-

fired turbines and 50 megawatts of solar panels over 250 acres.

GE's "quick-start" natural gas-fired turbines are in high demand in Europe right now, said Robert French, general manager of General Electric's western region. "We have close to 400 units going overseas."

Because of the soaring demand and high materials prices, Caldwell said, the city would have lost its place in the "queue."

The mayor signed the contract at GE's hangar at the former base, now called Southern California Logistics Airport. Also signing the contract were G.E. officials French and Ed English, western regional accounting manager.

The city's consultant, Newport Beach-based Inland Energy, expects the California Energy Commission to approve the project by April, and groundbreaking would begin in the spring. The city hopes to finish the project by 2010. Not only would the electricity feed the California grid, but the city wants to use some of the power to sell it at a discount, thereby luring companies — and jobs — to town.

"We're saying to companies thinking of leaving the state, 'Don't leave California. Stop in Victorville. We have something to offer you,'" Caldwell said.

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Mt. SAC Awarded \$900,000 NSF-ATE Grant

Mt. San Antonio College was recently awarded a three-year \$900,000 National Science Foundation Advanced Technology Education grant to raise computer security awareness throughout the region.

In partnership with Cal Poly Pomona, Cal State Northridge, Cal State Los Angeles and Long Beach City College, Mt. SAC's Regional Information Systems Security Center (RISSC) will serve as the center of the grant's activities and focus on increasing workforce development, curriculum development, outreach and dissemination throughout the region.

Mt. SAC received an initial NSF project grant in 2003 and together with Cal Poly Pomona established RISSC, located on the Mt. SAC campus. The center's purpose was and continues to be to develop curriculum and train students, faculty and information security professionals to guard against computer crime. The initial grant also resulted in the creation of the first local degree program of its kind. Mt. SAC students are now able to earn an associate's degree in Network Security and Systems Management (NASM).

"This new grant gives us an opportunity to build on the success of the previous NSF grant. The relationships are in place to do some exciting things in computer security and feasibly impact the whole Southern California region," said Jaishri Mehta, Mt. SAC's computer information systems professor and the grant's principal investigator.

apartment report... continued from page 15

permits issued in the second quarter of 2007. Despite this increase, permitting activity remains on pace to decline for the third consecutive year.

The average apartment vacancy rate rose to 5.9% in the third quarter of 2007, up 160 basis points from last year. This increase is largely due to high levels of new construction and is expected to

tick downward as soon as the first quarter of 2008.

Inland Empire average asking rents increased 2.2% in the third quarter to \$1,145 per month. Growth has slowed slightly due to increasing supply, but remains healthy in most submarkets, including Fontana/Rialto (3.9%), Moreno Valley/Banning (4.4%), and Victorville/High Desert (4.7%).

The Moreno Valley has seen a preponderance of recent multi-

family development. From 2004-2007, construction within the city has totaled 3,090 new market rate units, roughly 31% of all units delivered to the Inland Empire. A third quarter survey of new apartment projects built during this timeframe with more than 100 units reports eight of the eleven new communities have reached stabilization, with the remaining three apartment communities in

continued on page 30

Activists Demand Tesco Sign a Community Benefit Agreement

By Peter Dreier

In the past decade, Los Angeles has been ground zero for several highly visible David vs. Goliath battles around social justice issues. Community, faith-based, consumer, labor, and environmental groups have clashed with large national corporations, including hotel and supermarket chains, big real estate developers, clothing firms that employ sweatshop workers and big retailers such as Wal-Marts. These feisty activist groups have won significant victories, getting these firms to be more accountable and socially responsible in terms of their impact on workers, consumers, communities, and the environment.

Now Tesco, the world's third largest food retailer, wants to open hundreds of supermarkets in this country, including 50 in Southern California in the next year alone. Last month it opened its first in L.A., in Glassell Park.

Tesco has made big promises about providing healthy and affordable food and good jobs, locating stores in low-income underserved neighborhoods and limiting the environmental impact of how the food is grown and transported from farms to warehouses to stores. Tesco has spent big bucks wooing community groups, hoping to avoid the political quagmire Wal-Mart Stores Inc. faced in trying to open megastores in Los Angeles, Inglewood and elsewhere.

But L.A.'s grassroots groups are skeptical. They worry that Tesco's first few stores in Southern California will be "loss leaders" - attractive operations designed to lure new customers and marketing visibility - but then revert to more traditional business practices. The activists have learned, from counterparts in Europe, that Tesco has a history of broken promises.

For example, Tesco has pledged that its Fresh & Easy Markets will be good employers, but the company has been regularly criticized for exploiting child

labor in countries where they manufacture products, as well as for contracting with manufacturers in England that pay less than minimum wage.

Tesco presented itself to L.A.'s politicians and community groups as a worker-friendly unionized employer in Britain, but they've been unwilling even to meet with the United Food and Commercial Workers union that represents employees of major supermarkets. In fact, Tesco plans to mostly hire part-time workers for its U.S. stores, hardly middle-class jobs.

Similarly, Tesco wants consumers to trust that its local stores will be a model of environmental responsibility; but an independent report released in Britain reveals that the firm's "carbon footprint" - its use of energy resources - may be twelve times higher than what Tesco acknowledges.

According to a recent Occidental College report, Tesco's centralized distribution system will result in more trucks and pollution emissions in this region.

Safe and healthy

Tesco also claims that its Fresh & Easy markets will provide safe and healthy food, but British health inspectors recently found that more than 45 percent of its produce tested positive for pesticides and insecticides - including some baby food.

Tesco has refused to make any firm commitments about its business practices.

So a broad coalition of over 25 community, faith, labor, environmental, and consumer groups - the Alliance for Healthy and Responsible Grocery Stores - is demanding that Tesco sign a "community benefits agreement" to ensure that it will live up to its promises.

Such agreements, called CBAs, are

enforceable contracts signed by community organizations and corporations. They set forth specific benefits the corporation will provide in exchange for the community's support.

They are not new to Los Angeles. Several community groups and grassroots coalition-shave already persuaded several giant corporations - including developers of the Staples Center expansion, AEG; the LAX modernization plan; and the Hollywood and Vine mixed-use hotel, entertainment, and retail project - to participate in such compacts. Typically, they include things like local-hiring programs, environmental mitigations, affordable housing, living wage provisions, and "right to organize" guarantees.

Los Angeles has been a pioneer in this movement, but the idea has spread across the country. CBAs give all stakeholders a voice in development and help ensure that projects meet the real needs of communities. As a practical matter, CBAs help companies avoid costly litigation and delays, while securing a positive image and broad public support for their projects.

Tesco isn't trying to win approvals for one mega-development and then leave town. It wants to establish a permanent presence in Southern California, and win the ongoing loyalty of communities and consumers. Tesco surely doesn't want to engage in local brushfire battles each time it tries to open a new store here. Accordingly, the company would be wise to avert regular clashes with L.A.'s spirited and

effective community groups.

Although contentious, the past decade's David vs. Goliath frays have made Los Angeles a better city to live and work. In the process, L.A. is on the cutting edge of redefining what we mean by a "healthy business climate" - a city with good-paying jobs, a clean environment, and housing affordable to employees with a range of incomes.

The burgeoning coalition of neighborhood and community groups, environmental and public health activists, and unions and faith-based institutions wants the private sector to invest and thrive in the city, but they are insisting that the ground rules be up-front, transparent, and sealed by binding agreements that guarantee a creative balance between social responsibility and private profit.

As Tesco seeks a foothold in Southern California, its relationship with the Alliance for Healthy and Responsible Grocery Stores will be an important test of this new way of doing business.

Peter Dreier is the E.P. Clapp Distinguished Professor of Politics at Occidental College. He is coauthor of "The Next Los Angeles: The Struggle for a Livable City."

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MANAGEMENT

The Value of Mentors

By Brian Tracy

Benjamin Franklin once said, "There are two ways to acquire wisdom; you can either buy it or borrow it." By buying it, you pay full price in terms of time and cost to learn the lessons you need to learn. By borrowing it, you go to those men and women who have already paid the price to learn the lessons and get their wisdom from them.

This is the essence of the mentor-protégé relationship. By going to people who are ahead of you in the personal or professional arena and opening yourself to their input, advice, and guidance, you can save yourself the many months (maybe even years) it would take and the thousands of dollars it would cost to learn what you need to learn all by yourself.

M.R. "Kop" Koppmeyer, a respected success authority, once told me that perhaps the fastest way to get ahead was to study the experts and to do what they do, rather than trying to learn it all by yourself. In fact, he mentioned that no one lives long enough to learn everything he needs to learn starting from scratch. To be successful, we absolutely, positively have to find people who have already paid the price to help us learn the things that we need to learn to achieve our goals.

The mentors you choose should be people you respect, admire, and want to be like. The advice you seek should be guidance regarding your character and personality and specific ideas on how you can do your job better and faster. Remember, you can't figure it all out by yourself. You must have the help of others. You must find men and women who will guide you and advise you on the road of life, or you will take a long, long time getting

anywhere.

There are two vital qualities to look for in a mentor. The first is character and the second is competence.

Character is by far the most important. Look for a mentor who has the kind of character you admire and respect. Look for a person who has high degrees of intelligence, integrity, judgment and wisdom. The more you associate with men and women who are advanced in the development of their character, the more you will tend to pattern them and to become like them.

The second quality you look for in a mentor is competence. This means that the person is extremely good at what he or she does. A good mentor in your career is one who has the knowledge, skills, and abilities to move ahead far more rapidly than his or her peers.

The impact of a mentor on your life is dependent on two additional factors. The first is your degree of openness to being influenced by another person. Openness is so important because many people, especially young people, are extremely impatient, always looking for shortcuts. When they get advice on something that another person has spent many years learning, they often try to add their own variations and improve on it without ever having mastered the original instruction.

Remember, when you open yourself up to guidance and input from another person, concentrate first on understanding and learning exactly what that person has to teach you. Afterward, you can modify and change that lesson to suit your changing circumstances.

The second factor that determines the influence of a mentor

on your life is the willingness of the mentor to help you in every way possible to achieve your goals. We know that the more emotionally involved someone is in our lives, the more susceptible we are to being influenced by that person. When you seek out a mentor, you must look for someone who genuinely cares about you as a person and who really wants you to be successful in your endeavors.

So, for a good mentor-protégé relationship, you must be wide open to the influence and instruction of the other person, and at the same time, the mentor must be genuinely concerned about your well-being and your ultimate success. These are the two essentials. Your ability to choose your mentors can be a crucial step toward achievement in all areas of your life. So here are 12 steps for building successful mentor-protégé relationships:

1. Set clear goals for yourself in every area of your life. Know exactly what you want to accomplish before you start thinking of the type of person who can help you accomplish it.

2. Determine the things you will have to do in order to achieve your goals, the obstacles you will have to overcome, and the roadblocks you will have to surmount.

3. Identify the areas of knowledge, skill, and expertise you will have to acquire in order to overcome the obstacles existing between you and your goals.

4. Look around for the most successful people in the areas in which you will need the most help.

5. Join the clubs, organiza-

tions, and business associations these people belong to.

6. Once you have joined these organizations, become actively involved and volunteer for responsibilities. This will bring you to the attention of the people you want to meet faster than anything else.

7. Work, study, and practice continually to get better and better at what you do. The very best mentors are interested in helping you only if they feel it is going to be worth their time. You will have no problem attracting people to you when you develop a reputation for being up-and-coming in your field.

8. When you find a potential mentor, don't make a nuisance of yourself. Instead, ask for 10 minutes of his or her time, in person, in private. Nothing more. Remember, most potential mentors are busy people, and they may be opposed to someone's trying to take up a lot of their time. It's not personal.

9. When you meet with a potential mentor, express your eagerness to be more successful in your field. Tell him or her that you would very much appreciate a little guidance and advice to help you move ahead. Ask for an answer to a specific question, for a specific book or audio program recommendation, or for a specific idea that has been helpful to him or her in the past.

10. After the initial meeting, send a thank-you note expressing your gratitude and appreciation for his or her time and guid-

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FLEET AUTOMOTIVE DEALERSHIPS

IN THE INLAND EMPIRE

CAR DEALERS	ADDRESS	CONTACT	PHONE/FAX #
Acura Metro	9377 Autoplex Dr., Montclair, CA	John Jomehri	(909) 626-6000/447-6167
Acura of Riverside	8001 Auto Dr., Riverside, CA	Marti Callow	(951) 785-6600/785-6874
Affordable RV	1510 Auto Center Dr. #B, Ontario, CA	Reb Smith	(909) 390-7070/456-2880
Alvarez Jaguar Lincoln Mercury	8051 Auto Dr., Riverside, CA	Ramon Alvarez	(951) 687-1212/687-1288
American RV Expo	908 RV Center Dr., Colton, CA	N/A	(909) 872-8000/872-0193
B&G Auto Sales	1630 W. Valley, Colton, CA	Scott Shadwick	(909) 825-1173/825-1249
BMW of Riverside	3060 Adams Street, Riverside, CA	Tom Naso	(951) 785-4444/352-5775
Bosch Kia	9540 Sierra Avenue, Fontana, CA	Katie Barr	(909) 822-3300/822-4422
Bosch Auto Group	2683 Wardlow Rd., Corona, CA	David Akbar	(951) 817-9500/817-9400
Cadillac of Riverside	8201 Auto Center Dr., Riverside, CA	Charles Dutton	(951) 687-2020/689-6503
Norco Mazda	2000 Hammer Avenue, Norco, CA	Jeff Wilhelm	(951) 734-1555/(701) 734-1572
Center Chevrolet	1355 E South Street, San Bernardino, CA	Cindy Cross	(909) 889-8561/889-6162
Chino Hills Ford	4480 Chino Hills Prkwy., Chino, CA	Clint Samuel	(909) 393-9331/393-9368
Chino Valley Motors	14740 Ramona Avenue, Chino, CA	Travis Hall	(909) 393-0103/597-2982
Chrysler Jeep Dodge	25 Rio Rancho Rd., Pomona, CA	Ahmad Nasri	(909) 620-7370/623-0616
Citrus Motors Ford	1375 S. Wooruff Way, Ontario, CA	Gilbert Canary/Dennis A. Shannon, Jr.	(909) 390-0930/390-0983
Clairston Auto Sales	5334 Holt Blvd., Montclair, CA	Ken Hairston	(909) 621-9522/621-9221
Clippinger Chevrolet	Upland, CA	Ahmad Nasri	(909) 946-9200/(626) 915-3262
Corona Chevrolet	2550 Wardlow Rd., Corona, CA	Tim Park	(951) 737-6442/273-9123
Corona Nissan	2575 Wardlow Rd., Corona, CA	Tim Hutcherson	(951) 735-3360/281-2627
Corona Volkswagen	2603 Wardlow Rd., Corona, CA	Harris Ruderman	(951) 279-1220/736-0861
Crest Chevrolet	909 W. 21st Street, San Bernardino, CA	Robert Bader	(909) 883-8833/886-4418
Crown Lexus	1125 Kettering Drive, Ontario, CA	Joe Cox	(909) 390-9800/390-9806
Crown Toyota	1201 Kettering Drive, Ontario, CA	Gil Perez	(909) 390-9700/380-9741
Don's Auto Center	16282 Valley Blvd., Fontana, CA	Butch Palmese	(909) 829-1900/829-3099
Dutton Motor Company	8201 Auto Drive, Riverside, CA	Woody Dutton	(951) 687-2020/689-6503
Empire Nissan	1377 Kettering Dr., Ontario, CA	James Rocco	(909) 390-9977/390-0209
Ontario Volvo	1300 Auto Center Drive, Ontario, CA	Earl Reed	(909) 605-5800/605-5819
Ford of Upland	555 W. Foothill Blvd., Upland, CA	Mike Sheridan	(909) 946-5555/946-1899
Frahm Dodge	1983 Hammer Avenue, Norco, CA	Dan Updyke	(951) 272-3110/738-0422
Freeway Lincoln-Mercury	1600 Camino Real, San Bernardino, CA	Chuck McVay	(909) 889-3514/381-2554
Fritts Ford	8000 Auto Center Drive, Riverside, CA	Chuck Catero	(951) 687-2121/354-8174
Giant RV	9150 Benson Street, Montclair, CA	Frankie Barouti	(909) 981-0444/510-6162
Griner Auto Plaza Pontiac-GMC	1455 Civic Dr., Victorville, CA	Juergen Buescher, GM	(760) 245-3451/245-3029
Hemborg Ford	1900 Hammer Avenue, Norco, CA	Tor Hemborg	(951) 737-6151/898-3462
High Desert-Kia	15529 Ramona Avenue, Victorville, CA	Dan Woha	(760) 241-0259/952-9586
Hibbard Chevrolet	191 S. Indian Hills Blvd., Claremont, CA	Jim Hibbard	(909) 624-4541/626-2841
Honda Cars of Corona	1080 Pomona Rd., Corona, CA	Bill Vazac	(951) 734-8400/273-2011
Honda Yamaha of Redlands	215 E. Redlands Blvd., Redlands, CA	Greg Jellerson	(909) 793-2833/793-2474
Infiniti of Montclair	9440 Autoplex Drive, Montclair, CA	Cordy Cerami, GM	(909) 625-8990/625-4007
Infiniti of Riverside	3040 Adams Street, Riverside, CA	Bill Stephens	(951) 324-8282/324-8383
Jeep Chrysler of Ontario	1202 Auto Center Drive, Ontario, CA	Mike Sego	(909) 390-9898/390-0298
Ontario Dodge	1201 Auto Center Dr. Ontario, CA	Mike Sego	(909) 390-0266
KIA	7850 Indiana Avenue, Riverside, CA	Robert Paul	(951) 353-8008
KIA Motors	14101 Pipeline Avenue, Chino, CA	Position Vacant	(909) 627-3700
Lexus of Riverside	3150 Adams Street, Riverside, CA	Francois Attalah	(951) 353-0903
Lincoln Mercury-Citrus Lincoln	1375 S. Woodruff Way, Ontario, CA	Gilbert Canary	(909) 292-0100/390-0983
Toyota of San Bernardino	765 Showcase Drive, San Bernardino, CA	Cliford Cummings	(909) 381-4444/888-3836
Toyota of Indio	78980 Varner Road, Indio, CA	Cliford Cummings	(760) 772-3300/200-4327
Walter's Mercedes-Benz	3213 Adams St./Auto Center Dr., Riverside, CA	Ted Pyle	(888) 294-6772/(951) 688-2646
Porche of Riverside	3210 Adams St./Auto Center Dr., Riverside, CA	Dave Mitre	(888) 271-0475/(951) 688-2646

Senate Fellow Joins Staff of Senator Dutton

Senator Bob Dutton (R-Rancho Cucamonga) announced the addition of Alexander Vassar, a 2007-08 Senate Fellow to his Capitol office. Vassar was selected among hundreds of applicants for one of 18 Senate Fellowships.

The newest member of the Dutton staff holds a bachelor of arts degree in political science from San Jose State University. He will join Senator Dutton's office as a full-time staff member Dec. 3. His duties will include researching, developing, and staffing legislation, along with participating in meetings as the senator's representative with constituents, school groups, lobbyists and others on a variety of policy issues.

"I am pleased to add Alex to my legislative team," Senator Dutton said. "Being a fellow provides an excellent opportunity to gain first-hand knowledge of the legislative process. Whether your career

Letter to the Editor:

For more than a century, The Salvation Army, combined with the public's generous assistance, has helped make Christmas a little brighter for millions of children and families. For many people, this helping hand was the difference in getting them past difficult and/or unforeseen circumstances and back on the road to productivity.

At the centerpiece of The Salvation Army's Christmas outreach is its 116-year-old Christmas Kettle program; a time-honored fund-raiser that symbolizes love, support and a helping hand for the disadvantaged and homeless.

In the Victor Valley, all

goals are in the public or private sector, the Senate Fellowship provides valuable training and experience."

Former Senate Fellows include current members of Congress and the California Legislature, judges, and numerous other elected officials and community leaders.

In addition to working on the personal staff of a State Senator or committee staff, fellows participate in academic seminars where they interact with senators, senior staff, journalists, lobbyists, and other state government officials. They earn 12 units of graduate credit from Sacramento State for the academic portion of the program.

The fellowship program is jointly operated by the California Senate and Center for California Studies at Sacramento State University. Fellows are paid a monthly salary plus receive health, vision, and dental benefits.

funds raised through the kettle program remain in the High Desert so that The Salvation Army can help those-in-need during Christmas and through a portion of the winter months.

In addition, two other vital Army holiday programs include: Angel Trees (new gifts for 1,400 pre-selected disadvantaged children) and Holiday Food baskets for 600 families who have already been chosen. Both numbers represent a slight increase from last Christmas.

Without the generosity of volunteers and donors like yourself, it would be extremely difficult for The Salvation Army to help countless chil-

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highway plan...

continued from page 5

from the population centers of the Victor Valley.

It's not just about safety, congestion and air quality; it's about economic growth and quality of life. In the near future, the High Desert will evolve into major "inland port" complex. At both the Southern California Logistics Airport (formerly George Air Force Base in Victorville) and Palmdale Airport, major inter-modal freight yards are in development or on the drawing board. These facilities will handle the large shipping containers which must now be put onto trucks and trains exclusively in the Los Angeles and Long Beach Harbors and at yards along our local freeways today, including the BNSF Railway inter-modal yard in San Bernardino.

New logistics-related jobs in the High Desert will reduce the need for thousands of commuters to drive "down the hill" to work in the urban and coastal communities. Every freight train that speeds to the High Desert takes 200 trucks off of Inland Empire streets and highways.

Shipments to our ports now account for almost 40% of all international trade nationally. In the next few decades, shipments are expected to triple. Speeding freight out of the Los Angeles basin isn't just a good idea - it is one of the only ways to maintain the harbors and our region's economic and transportation system.

That is why I have worked closely with Los Angeles County Supervisor Michael Antonovich and other officials to form the High Desert Corridor Joint Powers Authority to get this regionally and nationally important highway built. I

am chairman of the authority, which also includes High Desert cities from both counties. The High Desert continues to be one of the fastest growing regions in the country. Just the four incorporated cities in the Victor Valley have seen a 40-percent increase in population since 2000. Southern California is blessed to be the cultural and physical gateway to the Pacific Rim and trillions of dollars of economic activity. Our project is well into the design and environmental review phases of development and is exactly the kind of project envisioned when voters last year approved Proposition 1B, the \$19.9 billion bond measure for transportation infrastructure.

High Desert Corridor is on the top-five list of projects unanimously agreed upon by the county's transportation authority, San Bernardino Associated Governments. We are fighting hard to get our share of that bond money. The High Desert Corridor and Inland ports mark a historic opportunity to help shape our future, enhance economic growth and dramatically improve our quality of life. We encourage the state and federal governments, as well as all local leaders and citizens, to join us in this critical effort. The federal government, which regulates interstate and international commerce, the goods movement industries, and our regional political leaders have allowed the amount of freight coming into this country through our county to skyrocket without adequately providing necessary infrastructure.

Our plan is an opportunity to set us on a course to where we benefit more (with jobs), and get impacted less (by traffic), as goods movement continues to increase.

mentors...

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ance. Mention that you hope to meet again if you have another question.

11. Each month, drop your mentor a short note telling him or her about what you are doing and how you are progressing. Nothing makes a mentor more open to helping you further than your making it clear that the previous help has done you some good.

12. Arrange to meet with your mentor again, perhaps on a monthly basis, or even more often if you work closely together.

Over the course of your life, you will have many mentor-protégé relationships. As you grow and develop, you will seek out different mentors, the people who can give you the kind of advice that is most relevant to your current situation.

Successful people are very open to helping other people who want to be successful. This is especially true if they know you are willing to be a mentor to others who are younger and less experienced than you. The more open you are to helping others up the ladder of success, the more open others will be to helping you.

About the author

Brian Tracy is a legendary in the fields of management, leadership, and sales. He has produced more than 350 audio/video programs and has written over 42 books, including his just-released book "The Way To Wealth." To receive a free copy of one of Brian's CDs, go to www.briantracy.com and click on the Special Offers, Free Audio Program. Also check out Brian Tracy University of Sales and Entrepreneurship at www.briantracy.com. Brian can be reached at (858) 481-2977 or www.briantracy.com.

Massachusetts insurance...

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steeply reduce or eliminate work-based coverage."

Key points:

1. Massachusetts faces a simpler problem than California does: The state has 500,000 to 650,000 uninsured versus six to seven million in California. Unlike California, Massachusetts health insurers are primarily non-profit and the state had guaranteed issue and community rating before the mandate. Massachusetts' median annual income is also \$15,000 higher than California's. Even so, the law is not reaching the middle class.

Newly enrolled in Mass. sponsored health insurance: 135,306 (approx. 25% of MA uninsured)

94% of enrollees are taxpay-

er subsidized:

Full Subsidy: 101,000= 75%

Some Subsidy: 26,000 = 19%

Unsubsidized: 8,306 = 6%

2. The cheapest "affordable" plans aren't affordable: Massachusetts assumes that insurance is "affordable" if consumers can pay the premiums, disregarding deductibles, co-pays and other co-insurance. The cheapest plans offered come with \$2,000 deductibles, co-pays of up to 35% for most health services, separate medication deductibles with up to 50% co-pays, and cap only some out-of-pocket costs.

Families could be required to spend 10% or more of their incomes on the health insurance premium alone. The cheapest "affordable" plans would require each of the following to purchase insurance:

* A 55-year-old in Boston. Cost: \$4,510 premium/yr, 9% of

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Business Brokerage Firms Serving the I.E.

Listed Alphabetically

Company Name Address City, State, Zip	\$ Sales Volume: Fiscal Year 2005-06 Fiscal Year 2006-07	# Offices I.E. # Offices Total	# Agents I.E. Year Founded	Specialties	Headquarters	Top Local Executive Title Phone/Fax E-Mail Address
1. Century 21 Bright Horizons 2612 E. Garvey Ave. West Covina, CA 91791	24,000,000 215,000,000	1 2	20 1997	Motels, Gas Stations, Car Washes, Preschools, Residential	West Covina	T. Bashara President (800) 421-2154/626-331-7556
2. Century 21 Wright 27525 Jefferson Ave. Temecula, CA 92590	350,000 395,000	3 4	80 1990	Residential Real Estate, Commercial Lease, Small Business Sales/Property	Temecula	Earl Bonawitz Bus. Opportunity Specialist (800) 899-7447/(951) 694-5401 calwright@pe.net
3. Sunbelt Business Brokers P.O. Box 3079 Palm Desert, CA 92261	250,000 320,000	2 220	10 1978	Business Brokerage for All Types and Sizes of Businesses & Professional Practices	Palm Desert	Richard Sunetana President/Broker (760)568-1511/773-0668 Sunetana@sunbeltnetwork.com
4. Los Arcos Realty 72-711 Ramon Rd., Ste. 4 Thousand Palms, CA 92276	WND	1 1	3 1985	Commercial Property, Apartments Nationwide	Thousand Palms	Thomas Ward Owner (760) 343-1402/343-1589
5. Professional Practice Sales 364 E. First St. Tustin, CA 92780	10,000,000+ 10,000,000+	0 3	5 1966	Practice Appraisals, Practice Sales, Professional Business Sales	Tustin	Thomas M. Fitterer President (714) 832-0230/832-7858
6. Gas Station Exchange 72-757 Fred Waring Dr., Ste. 5 Palm Desert, CA 92260	10,000,000+ 10,000,000+	2 2	6 1997	Gas Stations/Car Washes	Palm Desert	Howard Spielberger Broker/Owner (800) 600-0037 ext.104/341-6067 howard@gasstationexchange.com
7. Prudential Properties of Big Bear 42149 Big Bear Blvd. P.O. Box 1968 Big Bear Lake, CA 92315	98,000 107,000	1 1	21 1996	Real Estate Sales, Real Estate Listings	Big Bear Lake	Michael P. Dolan Agent/Owner (909) 866-4949/866-0349 bigbearproperties.com
8. Quinn Business Sales 6825 Magnolia Ave., Ste. C Riverside, CA 92506	WND WND	1 1	3 1960	Business Brokers	Riverside	John J. Quinn Broker (951) 787-8812/682-1783 johnquinn@sbcglobal.net

Note: All California Business For Sale provides business for sale information on their Web sites at www.allcalbiz.com and www.bizben.com, or phone (925) 831-9225.
 N/A = Not Applicable WND = Would Not Disclose na = not available. The information in the above list was obtained from the companies listed. To the best of our knowledge the information supplied is accurate as of press time. While every effort is made to ensure the accuracy and thoroughness of the list, omissions and typographical errors sometimes occur. Please send corrections or additions on company letterhead to: The Inland Empire Business Journal, P.O. Box 1979, Rancho Cucamonga, CA 91729-1979. Researched by Janette Damian. Copyright IEBJ.

ARMC Pediatrician Honored for His Work in the Field of Asthma and Allergy

Arrowhead Regional Medical Center's Dr. Joe D. Corless, recognized as one of the area's top physicians in the field of pediatric allergy and asthma and a key figure in the development of the successful Breathmobile program, has been honored by the Asthma & Allergy Foundation of America, California Chapter (AAFA-CA) as its Physician of the Year.

"For years, Dr. Corless has worked to improve the health of children who suffer from asthma and allergies," said Patrick Petre, Arrowhead Regional Medical Center director. "He's certainly had a positive impact on the lives of many children in the area, and this is a well-deserved honor."

Dr. Corless, a pediatric allergist at ARMC, was one of three individuals who were honored by the AAFA-CA during its annual Breath of Life Ball in Beverly Hills. Also honored were Alan C. Lloyd, former secretary of the California Environmental Protection Agency, and Donald T. Sterling, a philanthropist and longtime AAFA-CA supporter.

Dr. Corless, who joined the medical staff at ARMC in 2000 after more than 25 years of private practice in

Orange County, spearheaded efforts to bring the school-based Breathmobile asthma clinic to San Bernardino County. The Breathmobile, operated by ARMC under a grant from the AAFA-CA, is a 36-foot mobile unit that is staffed by a Medical Center pediatric allergist, respiratory therapist and licensed vocational nurse who treat, diagnose and educate children with asthma or allergies. Children are seen during regularly-scheduled visits to schools throughout San Bernardino County.

Since his arrival at ARMC, Dr. Corless has treated children in the Medical Center's pediatric asthma and allergy specialty clinic. A member of ARMC's pediatric teaching staff, Dr. Corless has academic appointments as Clinical Associate Professor of Pediatrics at Western University of Health Sciences, Clinical Associate Professor of Pediatrics at the University of California, Irvine School of Medicine and Visiting Professor/Clinical Professor of Pediatrics at St. George University School of Medicine in Grenada, West Indies. Dr. Corless is the chairman and co-founder of the Asthma Coalition of San Bernardino County.

RESTAURANT CLOSURES

San Bernardino County

Alberto's Mexican Restaurant

2795 Lenwood Rd.
Date Closed: November 7, 2007

Reason for Closure: Vermin infestation; insanitary conditions; other unsafe conditions
Date Reopened: November 8, 2007

Comments: Facility to request a rescore inspection within 30 days. Posted Facility Under Review sign at front counter.

Marshall Donuts Ice Cream & Sandwiches

3144 N. "E" St.
Date Closed: November 20, 2007

Reason for Closure: Vermin infestation
Date Reopened: November 21, 2007

Comments: Food contact surfaces were cleaned, vermin infestation and evidence of vermin eliminated, and a contract with a pest control agency obtained.

apartment report...

continued from page 24

lease-up only needing to absorb a total of 289 additional units to reach stabilization. This figure is dramatically improved from a May 2007 survey, which showed six of eleven new communities stabilized, with five communities in lease-up needing to absorb approximately 652 units to achieve stabilization. As a result of

Juice It Up

5244 University Pkwy., Unit A
Date Closed: November 20, 2007

Reason for Closure: Vermin infestation
Date Reopened: November 21, 2007
Comments: Food contact surfaces were cleaned, vermin infestation and evidence of vermin eliminated, and a contract with a pest control agency obtained.

Cold Stone Creamery

5244 University Pkwy.
Date Closed: October 24, 2007

Reason for Closure: Vermin infestation
Date Reopened: October 26, 2007
Comments: Corrected all critical violations.

Algoberito's Taco Shop

56143 29 Palms Hwy.
Date Closed: October 24 2007

Reason for Closure: vermin infestation
Date Reopened: October 24, 2007
Comments: Corrected all critical violations.

this strong absorption, the Moreno Valley is witnessing a pull-back of concessions from two months free on a 13-month lease as occupancies continue to strengthen. With ongoing strong job growth forecast for the submarket, and only about 1,000 units planned for the next three years, the supply imbalance of the past four years should not be repeated.

Contact: Hendricks & Partners
(951) 506-2787.

women and finance...

continued from page 8

including retirement, insurance and social security benefits will help you quickly settle accounts and continue to receive the income you are entitled to. For most communication with institutions that your husband had accounts with, you will need to provide a copy of his death certificate. Some important steps to take right away include:

- Keep all accounts current. Pay all of your husband's bills on time.

- Complete paperwork for multiple copies of death certificates.

- Notify the administrator of his IRA accounts, your insurance agent and his employer if he is still working or has a pension through them.

- Contact Social Security. They will need to be notified of your status as a widow to contin-

ue receiving benefits.

- Change ownership on all accounts and real estate. Any assets that were held jointly will need to be changed to sole ownership in your name for future estate planning.

Taking an active role in your finances is an important step for many women. While preparing for the unpleasant possibility of divorce or becoming a widow is not something you want to do, it can help ease some of the stress should one of these events occur. If you have not established a relationship with a financial professional, you should begin working with someone you trust. He or she can help you prepare for the unexpected and gain confidence in your financial decision-making.

Naseem Qader is a financial advisor with Smith Barney located in Claremont, CA and may be reached at 909-625-9702

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it was only a rat...

continued from page 3

us. His site, north of town, along the 215, preserves the memory of many four legged, and feathered friends. He was even there when I lost Snowball, a neighborhood cat that liked to sit next to me when I sat on my front porch with a cigar and a Tom Clancy novel. I even taught him to say "Hello." Snowball ate something that disagreed with him and he had to be put down. Styles' people at Gateway cremated him and his ashes are buried near my cigar bench.

He was only a cat. And Flower was only a rat. Yet creatures like that somehow find the better part of all of us.

Thank you, Snowball.
Thank you, Flower.
We will miss you.

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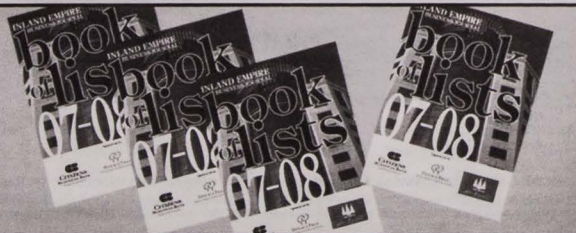


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Circle of Light Society

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For information on the Lights for Little Lives event on New Years Eve 2007 call 1-UNN-4 GOTTEN P.O. BOX 8754 Redlands CA 92375 Non-profit tax ID#33-0885478

www.theunforgettables.com

Employment Training Panel Awards Almost \$12 Million to Train 8,668 California Workers

The California Labor and Workforce Development Agency's Employment Training Panel (ETP) approved 38 contracts totaling almost \$12 million in job training funds. This money will provide training to 8,668 California workers for various high-wage occupations.

"Governor Arnold Schwarzenegger has taken action to develop comprehensive strategies to fight gang violence through intervention, suppression and prevention," said Labor and Workforce Development Agency Secretary Victoria Bradshaw. "This contract reinforces the Governor's commitment to expand job training opportunities for at-risk youth and teach skills that will land them high-paying jobs."

For more information regarding BAVC's programs that focus real world skill building and community engagement, contact Dov Golodner, Workforce Development Programs, at 415-558-2110. For general information on BAVC, please

visit www.bavc.org.

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

The program is funded by the Employment Training Tax paid by California employers, and targets firms threatened by out-of-state and international competition. Since its inception in 1983, the ETP program has provided over \$1 billion to train more than 700,000 workers in over 65,000 California companies. Employers match training funds awarded through ETP contracts, making these projects true public-private partnerships.

EMPLOYMENT TRAINING PANEL CONTRACTS APPROVED Nov. 9, 2007

Contractor	City/County	Contract Amount
Dart Container Corporation of CA	Riverside	\$345,600
Mt. View Child Care, Inc., dba Totally Kids	L. A., San Bernardino	\$499,392
Chaffey Community College	San Bernardino	\$200,605
Franklin Career College	L.A., San Bernardino	\$601,600
Geri's Screenprinting, LLC	San Bernardino	\$7,826
United Facilities, Inc.	San Joaquin, San Bernardino	\$266,220

divestiture...

continued from page 18

least three to four months prior to the separation and regularly communicating the impact of changes to all business units.

Costs associated with separating systems can soar, often including new facilities (separate facilities for the parent and for the divested company), new hardware, new software licenses, the actual data separation activities, rewriting of reports, implementing new security rules, restructuring of data warehouses, and creating new programs and interfaces to the separated systems.

With so much at stake, wise executives will take steps to ensure that when they decide what information is "yours, mine or ours," the only numbers they expose are the ones they intended.

TIPS ON MANAGING DATA DURING A DIVESTITURE

1. Get help. If you think

consultants and special software are expensive, try re-creating historical data that is accidentally purged or dealing with the impact of unintentionally divulging proprietary information to your competition.

2. Review contracts and licenses. Decide who will pay any associated fees.

3. Allow adequate planning time before announcing the divestiture.

4. Keep employees informed during the planning and divesting stages.

5. Think beyond the divestiture. How will changes affect the parent company?

Helene Abrams is an internationally recognized technology and business strategy expert. She is founder and president of eprentise®, (www.eprentise.com) an Orlando, FL-based company that produces pioneering software to help businesses separate their data during a divestiture or consolidate their data for mergers and acquisitions.

Massachusetts insurance...

continued from page 29

a \$50,000 income;

* A small-town couple in their late-40s. Cost: \$9,121 premium/yr, 11.4% of an \$80,000 income;

* Parents in their mid-fifties with two kids in rural Greenfield. Cost: \$13,752 premium/yr, 12% of \$110,000 income.

3. Many cannot afford coverage even under this high affordability standard: Massachusetts estimates that 18% of the uninsured will be unable to afford to pay even the premiums of any insurance plan. This includes:

* Everyone, of any age, making just above 300% of the federal poverty level (the cutoff point for state subsidies);

* Singles over 55 making less than \$50,000 a year;

* Couples over 50 making

less than \$80,000 a year;

* Families, with parents over 30, making less than \$90,000 a year

"The Massachusetts experiment shows that mandatory purchase of health insurance just doesn't add up, for families or taxpayers. If inefficient, high-overhead private insurers are allowed to charge whatever they choose, consumers pay more in the form of higher premiums and less coverage," said Balber.

The report released provides an overview of the cost and status of the Massachusetts' mandatory purchase requirement. Download the report: <http://www.consumerwatchdog.org/resources/MassHealthNovUpdate.pdf>.

FTCR is California's leading public interest watchdog. For more information, visit us on the web at: <http://www.ConsumerWatchdog.org>.

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Program Agenda:
11:30 am – 2:00 pm Registration
12:00 noon – 12:30 pm Lunch Served
12:30 – 2:00 pm Program and Networking

Moderator:
Larry J. Kosmont, President & CEO, Kosmont Companies, Encino, CA

Panelists:

The Honorable Jan Perry, Councilwoman, Los Angeles Council District 9, Los Angeles, CA
Carolyn de Macias, V.P. of External Affairs, University of Southern California, Los Angeles, CA
Darryl Holter, CEO, The Shammis Group, Los Angeles, CA
Jeff Kreshek, Principal, CIM, Los Angeles, CA
Carol E. Schatz, President & CEO, Central City Association, Los Angeles, CA

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Apartment Research Market Update

Marcus & Millichap

Riverside-San Bernardino Metro Area

Buyers finding bargains in the Inland Empire's lower tiers

The Inland Empire apartment market is poised to record solid growth through the second half of the year and should post even more outstanding fundamental performance beginning in 2008. In addition to the metro's usual demand drivers of rapid employment and household growth, elevated foreclosures are returning some homeowners to the apartment market. During the second quarter, a combined 4,000 homes foreclosed in Riverside and San Bernardino counties, accounting for more than 40 percent of all foreclosures in Southern California. Apartment demand from these displaced residents should cause already tight conditions in Class B/C properties to further improve. On the supply side, developers are growing more cautious and will reduce apartment deliveries by more than 1,000 units this year, down from 2006, with additional slowing forecast for next year. With supply in check, existing owners will be able to improve vacancy levels, move rents higher and burn off concessions.

Apartment investors continue to add Riverside and San Bernardino counties' properties to their real estate portfolios, despite some near-term uncertainty in the marketplace. While higher borrowing costs could lessen the number of buyers in the metro, many of the region's existing owners have built up considerable equity in their holdings in recent years and may see the current climate as an opportunity to reposition assets to meet long-term goals. Cap rates, which have averaged in the mid- to high-5 percent range over the past year, will likely continue to push higher, although there will be enough capital in the market to keep valuations near their current ranges. While a flight to quality will support buyer demand for top-tier properties, investors will want to target the metro's Class B/C assets, where the most significant fundamental improvement is expected to occur over the next few quarters.

ECONOMY

• Job growth continues at a healthy pace in the Inland Empire, and 42,600 new positions have been created over the past 12 months, a 3.3 percent gain. Expansion has recently slowed, however, as nearly half of the new hires were added during the first quarter of 2007.

• Increased trade activity and the region's strong transportation infrastructure are supporting growth in the metro's largest employment

sector. Trade, transportation and utilities employment has generated 11,200 positions over the past 12 months, a 3.8 percent jump.

• As the number of households in the Riverside-San Bernardino metro expands, the job base is becoming more diverse. The professional and business services sector, for example, has created 7,300 new positions over the past year, a 5.1 percent increase and one of the metro's highest year-over-year growth rates.

• Employers in the Inland Empire are on pace to add 50,700 new jobs to the metro this year, a 3.9 percent gain. Many of these positions were delivered early in the year, however, and expansion in 2008 is forecast to be more restrained.

HOUSING AND DEMOGRAPHICS

• Permit activity has been mixed in recent periods. Cooling demand for for-sale housing has resulted in a 36 percent decline in single-family permit issuance from one year earlier to 18,200 annualized units. Multi-family permit issuance has surged to 5,600 annualized units, up from 2,200 units a year ago.

• Ongoing softening in the local housing market has driven prices lower. In the third quarter, the median price for a single-family home was \$395,100, down an estimated 2 percent year over year. Despite the decline, afford ability remains a challenge for many residents, as the median income is less than half of the amount needed to qualify for the metro's median-priced home.

• The monthly mortgage payment, using traditional financing for a median priced home, is \$1,200 more than the average Class A asking rent.

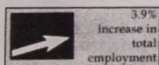
• **Outlook:** Despite declining home prices and higher wages, a wide gap remains between the costs of renting and owning. Additionally, as lenders raise underwriting standards, fewer marginal would-be buyers will be able to transition from renting into homeownership.

CONSTRUCTION

• Builders have constructed 2,350 new apartment units in the metro over the past year, increasing rental inventory 1.9 percent. Development

continued on page 36

2007 Annual Apartment Forecast



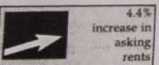
Employment: Employers in the Inland Empire are on pace to add 50,700 new jobs to the metro this year, a 3.9 percent gain. Many of these positions were delivered early in the year, however, and expansion in 2008 is forecast to be more restrained.



Construction: Apartment developers will bring 2,350 units online this year, with many of the new properties coming online in the second half. Deliveries will slow in 2008, however, a trend that is expected to continue in the years ahead.



Vacancy: With completions clustered toward the end of this year, vacancy is expected to increase 20 basis points to 5.6 percent. Beginning in 2008, completions will slow, allowing vacancy to ease lower.



Rents: The delivery of new inventory late in the year should help to support healthy rent growth. Asking rents are forecast to jump 4.4 percent to \$1,069 per month, while effective rents will gain 4 percent to \$1,032 per month.

letter to the
editor...

continued from page 28

dren and families during the holiday season. The public's support through volunteerism and donations of new toys, food items and monetary gifts are greatly needed and appreciated.

Please remember your fellow neighbors this Christmas and donate what you can to the Victor Valley Salvation Army. Your helping hand can make a difference! Please know that all donations - new toys, food and monetary gifts - will remain in the High Desert. May God bless you and your family this Christmas.

Captains Joe and Cathy Whipple

Corps Officers

Victor Valley Salvation Army

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EXECUTIVE NOTES

Parke, Guptill & Company, LLP, CPAs is pleased to announce that **Gerard P. Ayer** has joined the firm as a staff accountant. **Parke, Guptill & Company, LLP** is a full-service CPA firm headquartered in Ontario. The firm serves business and individuals in many industries, including automobile dealerships. Ayer has over 12 years of experience within the field of automobile dealership accounting..... **Michael Bobeczko**, director of marketing for **Sukut Construction Inc.**, has been named 2007 Associate of the Year by the Riverside Chapter of the California Building Industry Association in recognition of his dedicated leadership and tireless service to the industry. In receiving the honor, **Bobeczko**, a strong advocate of the networking opportunities available to BIA members, credited his involvement in the BIA with helping his company grow 800 percent in eight years.....Having worked for

several cities such as Chino Hills, Corona, Moreno Valley and Paramount, **Charles Rangel** is taking his land planning experience to the Coachella Valley as the new senior project manager at **Hogle-Ireland, Inc.** **Hogle-Ireland, Inc.** is a land planning and development consulting firm with offices in Irvine, Riverside, Palm Springs and a new office in Pasadena. **Rangel** was hired to manage the Palm Springs office for **Hogle-Ireland** while working to increase services in the Coachella Valley..... **Perry Design and Advertising** is pleased to announce the promotion of **Bethany Catron** to the position of marketing and research development associate. **Catron** completed her internship with the agency in August 2007, working alongside staff on account management and research for clients such as professional baseball, retail, manufacturing and entertainment..... Recognizing **Kovach Marketing's** expertise

in creating effective marketing campaigns for new-home communities in Riverside and San Bernardino Counties, **Shea Homes Inland Empire** has selected the Newport Beach-based agency to market its four newest communities, Cielo and Alborada at Luz del Sol in San Jacinto and Carmody and The Gables at Avonlea in Corona. These newest assignments continue a relationship that has already produced numerous marketing successes. **Kovach Marketing** is already developing advertising and public relations programs for **Shea Homes' Panorama** at Hunter's Ridge in Fontana, Pradera and Sendero at Elm Park in Rialto, 24-Seven and Three-65 at Victoria Gardens in Rancho Cucamonga, Enchanted Forest and Tetherwind at The Preserve in Chino, Red Rock and Silverstone at Eldorado in Menifee and Watermill, Northfield and Key Gate at Adeline's Farm in Winchester.

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We are very proud to say that many of our original customers are still with us today. Please review the list of services and qualifications below. We are a very well trained technical staff and our installation and service technicians have an average of fifteen years experience each. The following is a list of our services:

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REAL ESTATE NOTES...

continued from pg.6

estate company, paid \$96 million for 99.18 acres (\$22/sf) in Ontario. The property is about two blocks from Ontario International Airport and represents one of the last master-planned distribution sites in the city of Ontario. The land was purchased from Irvine-based **Sares*Regis Group**, which acquired the site from the County of San Bernardino at auction in May 2006. **ProLogis** plans to build about 2 million sq. ft. of warehouse and distribution buildings on the site.....**AMB Property Corporation** acquired the three remaining warehouse and distribution buildings that **Sares*Regis Group (SRG)** had not yet sold at its six-building, 3.1-million-sq-ft **Sierra Business Park** in Fontana. The buildings, which contain 604,700 sq. ft. of space, traded for a total price of \$55 million (\$91/sf). Individually, they are 116,200 sq. ft., 167,500 sq. ft. and 321,000 sq. ft. in size.....In a Rancho Cucamonga sale, **Price Self-Storage** purchased two Class A self-storage facilities, totaling 271,100 sq. ft. of space, for \$29.7 million (\$110/sf). The properties were sold by **Aim All Storage**. One of the properties, a 111,000-sq.-ft. facility at 10005 Arrow Route St, sold for more than \$11.7 million (\$106/sf). The other property, a 160,100-sq.-ft. structure at 6599 Haven Ave, traded for \$18 million

(\$112/sf).....Also in Rancho Cucamonga, **ERS Partners** purchased a three-building industrial portfolio at the **Mountain Vineyards Business Park** from **Chase El Monte, LLC** in a deal totaling more than \$4.5 million. Two of the properties were 9,200 sq. ft. in size while the third structure contained 12,200 sq. ft.....**Wintech Development**, out of Diamond Bar, purchased the **California Oaks Golf Course** in Murrieta for \$2.2 million. The 18-hole executive golf course, which was constructed in 1989, is located at 40603 Colony Dr. just east of I-15 off California Oaks Rd.....In a Corona lease, **Lexani International**, a manufacturer of luxury alloy wheels, has signed a five-year, \$1.4 million deal for a 45,500-sq.-ft. (\$0.51/sf/mo) industrial building at 2652 Research Dr. north of the 91 Fwy. The high-image, single-story office building is situated on 2.2 acres of land and features 4,400 sq. ft. of office space, four dock-high positions and visibility from the 91 Freeway.

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 Rentv.com, a leading Internet real estate news site which has been covering the industry in California for over eight years. For more commercial real estate information from around California, go to www.rentv.com.

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apartment forecast...

continued from page 34

is slowing, however, as 4,600 units were delivered during the same period one year ago.

- The development pipeline consists of 1,100 units currently under construction and 2,600 apartments in the various planning stages.

- The Southwest Riverside County submarket will receive approximately 650 new units this year and another 320 units in 2008. In all, the deliveries will account for a 15 percent boost to the submarket's inventory.

- **Outlook:** Apartment developers will bring 2,350 units online this year, with many of the new properties coming online in the second half. Deliveries are forecast to slow in 2008.

SALES TRENDS

- The Inland Empire apartment market has been resilient, despite volatility in the credit markets. Sales velocity has advanced 5.6 percent over the past year.

- The median price has inched up less than 1 percent over the past 12 months, ending the second quarter at \$113,300 per unit, as slower revenue growth has resulted in buyers using greater caution when writing offers.

- Over the past year, the average cap rate has remained fairly steady in the mid- to high-5 percent range; however, as lenders have tightened underwriting standards and spreads have widened, cap rates in recent transactions have crept into the 6 percent range.

Submarket Vacancy Ranking

Rank	Submarket	Vacancy Rate	Y-O-Y Basis Point Change	Effective Rents	Y-O-Y % Change
1	Colton/LomaLinda	2.4%	-100	\$1,036	4.6%
2	Upland	2.8%	20	\$1,062	3.5%
3	South Ontario/Chino	3.7%	80	\$1,277	4.6%
4	Riverside/North Magnolia	3.9%	30	\$978	1.0%
5	Riverside	4.0%	-160	\$1,128	2.7%
6	Victorville	4.1%	210	\$725	1.0%
7	Rancho Cucamonga	4.2%	-60	\$1,326	7.4%
8	Hemet	4.2%	80	\$758	0.9%
9	San Bernardino	5.7%	50	\$811	2.8%
10	Temecula/S.W. Riverside	8.4%	40	\$1,099	2.3%

- **Outlook:** Apartment properties in the Inland Empire will continue to attract buyers due to the region's outstanding long-term growth prospects. In the near term, sellers may have to adjust their expectations due to the unwinding in the credit markets. Properties that feature assumable debt could command premium pricing, while cash buyers will find themselves in an advantageous position.

SUB MARKET OVERVIEW

- The Rialto and San Bernardino sub markets are expected to benefit from a seven-mile extension of the 210 freeway between the two cities. The project, which was completed in the third quarter, will make both submarkets more attractive to renters, who will now have improved traffic flow throughout the metro and greater accessibility to jobs in the San Gabriel Valley.

- With the changing environment leading some buyers to focus on high quality assets, properties in Rancho Cucamonga could generate elevated interest, especially after factoring in the area's lack of planned new construction.

- Investors in the Temecula/Southwest Riverside County sub market will want to monitor the impact of significant amounts of new construction. While owners may still feel compelled to offer some of the highest concessions in the metro in an effort to attract tenants, the new properties will likely push average rents up, and owners of existing properties should be able to implement healthy asking rent gains.

RESTAURANT REVIEW

Dinner at the "Other" DoubleTree

By Joe Lyons

While many of us are familiar with the large hotel facility near LA/Ontario International Airport that bears the DoubleTree name, few are aware that Griswold's in Claremont is now also a DoubleTree Hotel.

Keeping with the company standards of fine dining, the DoubleTree in Claremont has revised the old restaurant and built it to new standards. It seems smaller than I remember it. I have to believe that it has been completely remodeled.

The outside patio looks completely redone and even has a small stage area making it suitable for bands or meetings. Dining is possible out there just about any night thanks to those tall butane heaters, and I have to imagine that the open-air seating would allow for a

cigar dinner on occasion.

Meanwhile, back inside, things are cooking.

The restaurant is now called The Orchard and it serves breakfast, lunch and dinner along with low cholesterol and vegetarian meals. The DoubleTree calls these their Eat Right meals.

I was impressed to see that the buns came to the table pre-cut. A nice touch. Add to that the fact that the butter was soft, not frozen, impressed me from the start.

For our appetizer the fresh mozzarella and plum tomatoes are served sandwich style. I had a small cup of the homemade lentil soup with sausage. There was no sausage but the soup was good and lighter than you might expect of a lentil

As I often find, the Cobb salad came with all of the right ingredients, but it was not properly ground, as a Cobb should be. Still it was well made and tasty.

One order for our party was citrus grilled chicken, which is a part of the Eat Right menu. It was excellent. The party member who ordered it said that it was actually like an East Coast style chicken cutlet.

The filet was rare and juicy and tender. It came with au gratin potatoes, which were good, and it was topped with a

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MANAGER'S BOOKSHELF

"Work Like You're Showing Off,"

By Joe Calloway;

John Wiley & Sons, Inc., New York, New York;
2007;

142 pages; \$14.95.

There's no doubt about it. This book is an unabashed and unashamed, motivational effort designed to get a reader out of his or her emotional rut and onto a high road of enthusiasm.

How does that relate to "showing off." It's all in the definition, as Author Calloway explains:

"Showing off, as I define it (which I can, because this is my book), is a good thing. Showing off is about bringing the best you have to any situation. It's about excelling; exceeding expectations, and experiencing the joy, jazz, and kick of being better tomorrow than you were today. When presented with a problem or challenge, showing off is an attitude that says, "Watch this."

On another level it's about continually being at peak performance for your customer or your boss regardless of how you feel or how you're treated. It's doing that extra something quietly, efficiently, and with a smile in a way that builds confidence. It doesn't matter that you rarely receive a simple thank you for your performance, just dig down and do it. Somehow, some way, you'll be rewarded for your behavior.

Author Calloway firmly believes that the rewards may come quite quickly. He offers us this tale:

"Showing off means that when the easy route would be to get mad...or generally raise hell about whatever perceived injustice is taking place (e.g., the cancelled flight), you completely surprise everyone and remain the coolest person in the room. You handle it. You are the oasis in the desert, the calm in the storm, the cooling rain in the firestorm of raging insanity. When everyone else is screaming bloody murder at the airline ticket agent, you tell him that he's doing a good job, to hang in there, that this, too, shall pass. Then watch when the ticket agent puts you at the head of the list for the next flight. That's showing off."

Perhaps so, but try this example. The airline's operations VP smiles at the ticket agent and hands him his business card. He flashes a smile, then calmly and quietly says to the agent, "Put me at the head of the list for the next flight or you will be the first one laid off in the coming right-sizing." Now, that's showing off.

There are several times in the book when Calloway seems to express praise for the employee who jumps at the opportunity to please the customer or the boss. It apparently doesn't matter that pleasing the boss might ultimately jeopardize the interests of the customer, company, or any number of other stakeholders, including the boss.

Here's one example of the author's logic:

"Columbus didn't spend all his life standing around arguing whether or not the world was flat. He finally said, "Guys, let's get in the damn boat and go. We may go over the edge, but it beats sitting around here."

That's a great way to paint a scene with words, and also pretty funny in a training session or seminar setting. The logic is another matter. If you're a hotel employee on the tenth floor of the building and a guest complains about the slow elevator service, would you (a) point out the stairwell, (b) carry the guest down the steps, or (b) shove him out the window with a cheery, "Is that fast enough for you?"

There's another point where Calloway compliments the military officers. He praises them for hardly wasting any time (compared to civilians) discussing complex projects. They immediately begin drafting their project plans instead of taking half the allotted time discussing the projects. Does the phrase, "Ready...Fire...Aim!" mean anything to those officers? Not in Calloway's eyes.

In fairness to the author, some of the points he makes should be made and re-stated. The need to keep promises is certainly one of these. For the most part, however, by trying to make his humor work on the printed page, Calloway goes over the top with his advice.

Seek out good books on self-motivation, learn their lessons, and put them into practice. When you do, you can pass this one by.

-- Henry Holtzman

Bestselling Business Books

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

1. "Jeffrey Gitomer's Little Red Book of Sales Answers," by Jeffrey Gitomer (Pearson Education...\$19.99) (1)*
Sales guru offers answers to sales questions.
2. "The Age of Turbulence: Adventures in a New World," by Alan Greenspan (Penguin Group...\$35.00) (2)
Former Fed Reserve Chairman tells...all more or less.
3. "Think Big and Kick Ass in Business and in Life," by Donald Trump with Bill Zanker (HarperCollins...\$26.95)**
"The Donald" continues to brand his favorite product.
4. "The Long Tail: Why the Future of Business Is Selling Less of More," by Chris Anderson (Hyperion...\$24.95) (3)
Why products sold by the Internet generate nearly unending sales.
5. "The Dip: A Little Book That Teaches You When to Quit (and When to Stick)" by Seth Godin and Hugh Macleod [Illustrator] (Penguin Group - USA...\$12.95) (4)
Why winners often quit while losers stick.
6. "Launching a Leadership Revolution: Mastering the Five Levels of Influence," by Chris Brady and Orrin Woodward (Business Plus...\$23.99)**
Detailed view of how to develop leadership skills.
7. "Good to Great," by Jim Collins (HarperCollins...\$27.50) (5)***
Climbing the steps from a good organization to a great one.
8. "Execution: The Discipline of Getting Things Done," by Larry Bossidy & Ram Charan (Crown Publishing...\$27.50)*** (6)
The key to transforming dreams into reality.
9. "The Five Dysfunctions of A Team: A Leadership Fable," by Patrick M. Lencion (John Wiley & Sons...\$22.95) (7)
Common problems that prevent teams from working together.
10. "Freakonomics: A Rogue Economist Explores the Hidden Side of Everything," by Steven D. Levitt (HarperCollins...\$25.95) (9)
Why you shouldn't accept the official version of anything.

* (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.

Hennes & Mauritz...

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House | Black Market, New York & Company, Ann Taylor Loft, Victoria's Secret, Bath & Body Works, Wood Ranch BBQ & Grill, Brighton Collectibles, The Buckle, Claire's, Chipotle, Panera Bread, and Solstice.

Designed by internationally known architect Altoon + Porter, the 400,000-square-foot regional center will be part of a new 750,000-square-foot master-planned project that will include civic, office, retail, restaurant and residential uses. Located on 50 acres, the project will create a truly unique downtown experience for the city of Chino Hills. The Shoppes at Chino Hills will feature outdoor shopping along landscaped streets, allowing store adjacent parking. One component of the site will be designed as a pedestrian-only promenade with shaded seating areas and fountains. The development will be surrounded by 240 units of luxury housing, 50,000 square feet of office space built over the retail, a new civic center, a community library and police station.



NATIONAL ASSOCIATION OF WOMEN BUSINESS OWNERS

The National Association of Women Business Owners, Inland Empire (NAWBO-IE), will have its next meeting on Thursday, January 17, 2008 at 6PM at the Doubletree Hotel Ontario. We are dark for the month of December.

HAPPY HOLIDAYS!

DoubleTree Claremont...

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caramelized onion emulsion, which was too sugary for our tastes.

My grilled rib eye was just a bit tough. That was probably my fault, I always order medium well. The most impressive part was the pile of mushrooms over it.

Disappointing to all of us were the hard, dried mashed potatoes. I am sorry. It was such a wonderful place to be dining in that the potatoes stood out, glaringly.

For dessert we had a very good, very light cheesecake, along with bread pudding, made with rum and bananas foster, regrettably made without rum.

In all, it was an quite an event to return to this old site and see just how fine it has become. Fix the potatoes and add rum to the bananas foster, and I'll be back.

The DoubleTree Hotel, Claremont is located at 555 W. Foothill Boulevard in Claremont. Call for reservations at 909-626-2411, ext. 1896.

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ONE STOP COPY
2141 PHILADELPHIA ST
ONTARIO, CA 91761

CREKESIDE TRADING COMPANY
35326 CORNELL DRIVE
YUCAIPA, CA 92399

EAGLES ESPRESS
15247 LILAC ST
HESPERIA, CA 92345
(760)244-4444

EMILY'S MURALS & MORE
12909 LEITH WAY
YUCAIPA, CA 92399

ESTORGA PHOTOGRAPHY
1450 N. SOLANO PLACE
ONTARIO, CA 91764

FAMILY WELLNESS MEDICAL GROUP
444 NORTH WILLOW AVE.,
SUITE A
RIALTO, CA 92376
(909)874-2933

FLORES TRANSPORTATION SERVICES
11251 SIERRA AVE
STE 2F #307
FONTANA, CA 92337
(909)684-7901

FRUGAL POOLS
201 TAMARISK STREET
REDLANDS, CA 92373

HIGH DESERT COMPUTING
26530 ANCHORAGE LANE
HELENDALE, CA 92342

HR & IMPROVEMENTS
528 N SPRUCE AVE
RIALTO, CA 92376
(909)770-6905

IEGRAPEVINE.COM
2351 PARK BLVD
UPLAND, CA 91784
(909)225-1046

IMPACT STUDIOS
5884 WAINSBRIGHT
TWENTYNINE PALMS, CA
92277

J & C ENTERPRISES
560 E. 7TH STREET
UPLAND, CA 91786

JADE INN CHINESE RESTAURANT
7259 BOULDER AVE #A9
HIGHLAND, CA 92346

JALOS EXPRESS FREIGHT
7407 E. RIVERSIDE DR
ONTARIO, CA 91761

JCL COMMERCIAL SAFETY CONSULTANTS
1148 GOLD MOUNTAIN
BIG BEAR CITY, CA 92314

JS & LT BUILDERS TERRAZAS & STUQUETTE DEVELOPMENT
12188 CENTRAL AVE # 597
CHINO, CA 91710-2420
(909)319-1500

LE' RHONDA'S HAIR GALLERY
25899 BASELINE AVE # D
HIGHLAND, CA 92410
(909)770-6905

LEGACY PORTRAITS
1112 GRANT AVE
COLTON, CA 92324

MARIO TRUCKING
1361 N. ISADORA WAY
ONTARIO, CA 91764

MATTITZE S&Y
10941 MC LENNAN ST
ALTA LOMA, CA 91701
(909)944-3272

MAYRA'S ACCESSORIES
7407 E. RIVERSIDE DR
ONTARIO, CA 91761

MG SWISS
43921 LAKE BREEZE DR
YUCAIPA, CA 92399
(909)902-1092

MIND REALIGNMENT TRAINING INSTITUTE
2253 WATERFORD WAY
COLTON, CA 92324
(909)824-2247

MOMS COUNTRY ORCHARDS
38695 OAK GLEN RD
YUCAIPA, CA 92399

MOULTON TRUCKING
7376 KENYON AVE
HESPERIA, CA 92345
(760)947-0721

MOUNTAIN BEACH CLOTHING
1121 W. BIG BEAR BLVD.
BIG BEAR CITY, CA 92314

MTS MARKETING
2523 S. MELISSA WAY
SAN BERNARDINO, CA
92408

MUCH LOVE FOUNDATION
2107 N. EUCLID AVE
UPLAND, CA 91784

NIKLAR INVESTMENTS
2766 MUSCUPHABE DRIVE
SAN BERNARDINO, CA
92405
(909)648-9469

P & G ACCOUNTING
1754 ALBRIGHT AVE
UPLAND, CA 91784
(909)730-8018

PAR 3
4774 MURRIETA # 3
CHINO, CA 91710

NEW BUSINESS County of San Bernardino

INTERFACING TECHNOLOGIES, INCORPORATED
286 1/2 NORTH PALM CANYON DRIVE
PALM SPRINGS, CA 92262

KANDEL, BEVERLY DIANE
78510 DANCING WATERS RD
PALM DESERT, CA 92211

HUSHABYE BABY
72960 FRED WARING DR
SUITE 13
PALM DESERT, CA 92260

MARK SPACE SYSTEMS COMPANY
68-420 VERANO ROAD
CATHEDRAL CITY CA 92234
P.O. BOX 1867
CATHEDRAL CITY, CA
92235

NELSON, CYNTHIA LOUISE
52-185 AVENIDA CORTEZ
LA QUINTA, CA 92253

GRACE REAL ESTATE
80-916 HWY 111
INDIO, CA 92201

CULINARY COMFORT
68390 DURANGO ROAD
CATHEDRAL CITY, CA
92234

MARKARE TRAVEL SERVICES
78954 QUIET SPRINGS DR
PALM DESERT, CA 92211

JV'S GARDENING
83475 PUERTO ESCONDIDO AVE
COACHELLA, CA 92236

Z'MARIE'Z
47675 AZALEA STREET
INDIO, CA 92201

TRUE LIFE'S SOLUTIONS
68333 PANORAMA CT
DESERT HOT SPRINGS, CA
92240

DESERT TEAK
77-682 COUNTRY CLUB DR
SUITE E
PALM DESERT, CA 92211

LEPEZ GARDENING
33865 CATHEDRAL CYN
CATHEDRAL CITY, CA
92234

MARTHA'S CLEANING SERVICE
83-160 ELLA AVE
THERMAL, CA 92274

RANCHO MIRAGE ONCOLOGY HEMATOLOGY
1180 NORTH INDIAN CANYON DRIVE
PALM SPRINGS, CA 92262

LUTHER, D GLENN MD INC
69813 CAMINO PACIFICO
RANCHO MIRAGE, CA
92270

BACK-UP BUDDY
11307 WARMINGTON STREET
RIVERSIDE, CA 92503

ADRENALINE SPORTS
22801 LASSEN DR
CANYON LAKE, CA 92587

AMERICAS CHOICE REAL ESTATE
458 OVERLEAF WAY
SAN JACINTO, CA 92582

THUNDER STAFFING AND BUSINESS DEVELOPMENT
45891 GRAND AVE SUITE C
LAKE ELSINORE, CA 92530

MOON, DANIEL PETER
37922 CALLE AZUCAR
LAKE ELSINORE, CA 92530

ROCKY DEVELOPMENT
27420 SUNSET AVE
PERRIS, CA 92571

PROCONTACT MARKETING
32194 PERIGORD RD
FRENCH VALLEY, CA 92596

CLEAN PRO CARPET CLEANING
26223 PALM TREE LANE
MURRIETA, CA 92563

TAGGART, JEFFERY JOHN
18890 SPRINGWOOD LANE
PERRIS, CA 92570

STUDIO 4 DANCE COMPANY
2 CAMBRIDGE COURT
RANCHO MIRAGE, CA
92270

MIRANDA, ANTOLIN
12132 AMBERHILL TR
MORENO VALLEY, CA
92557

AMERICAN CHOICE REAL ESTATE
458 OVERLEAF WAY
SAN JACINTO, CA 92582

THUNDER STAFFING AND BUSINESS DEVELOPMENT
45891 GRAND AVE SUITE C
LAKE ELSINORE, CA 92530

FAUSNAUGH, MICHAEL ALAN
39722 CALLE AZUCAR
MURRIETA, CA 92562

RIV-OR COUNTIES PUMP COMPANY
5405 TEABERRY RD
RIVERSIDE, CA 92505

JPL JUDGMENT RECOVERY SERVICES
1107 @HERRY AVE
BEAUMONT, CA 92223

ALLIE'S ACRES
1055 BIG PINE LANE
NORCO, CA 92860

JACOB, SAIED HESKEL
42416 MEADOWLARK RIDGE
MURRIETA, CA 92562

STUDIO 4 DANCE COMPANY
2 CAMBRIDGE COURT
RANCHO MIRAGE, CA
92270

MORTGAGE PROCESSING AND NOTARY SERVICES
33183 WILLOW TREE LANE
WILDOMAR, CA 92595

ANDY MIX
5242 LA SALLE ST
RIVERSIDE, CA 92505

VICTOR WELDING IRON WORK
42274 RIO NEDO DRIVE
SUITE 8
TEMECULA, CA 92590

GARCIA, VICTOR VEGA
47521 PALA RD
TEMECULA, CA 92592

INTERNATIONAL STUDENT RECRUITING & PLACEMENT
6845 INDIANA AVE
SUITE 203
RIVERSIDE, CA 92506

ABBOUD, WILLIAM
231 ALESSANDRO BLVD
RIVERSIDE, CA 92506

NEW BUSINESS County of Riverside

NEW BUSINESS *County of Riverside*

CAL OAKS AUTO SERVICE
40648 CALIFORNIA OAKS
MURRIETA, CA 92562

MARES, JR AURELIO
44852 GRADO CIRCLE
TEMECULA, CA 92592

GONZALEZ FEED
10891 JURUPA RD
MIRA LOMA, CA 91752

GONZALEZ, JOSE RAUL
13102 12TH STREET
CHINO, CA 91710

H & D AUTO REPAIR
16765 MADISON AVE
SUITE 107
MURRIETA, CA 92562

TRUCK CITY
5909C JURUPA AVE
RIVERSIDE, CA 92504

EDY, RONALD GEORGE
18430 ROBERTS RD
RIVERSIDE, CA 92508

KYOTO SAUNA & MASSAGE
10600 MAGNOLIA AVE #D
RIVERSIDE, CA 92503

YUE, JAMPIL
4155 EXECUTIVE DR #208
LA JOLLA, CA 92037

DG AUTO
23336 MOUNTAIN AVE
PERRIS, CA 92570

ARROYO, DAVID
2004 W 18TH STREET
SAN BERNARDINO, CA 92411

TERRA CONTRACTORS
34577 SLOUGH RD
WINCHESTER, CA 92596

INDIGENOUS PLUSH
1114 WEST BLAINE ST #201
RIVERSIDE, CA 92507

MIKEY & MOSEY'S PAT BAKERY
8753 KENTVILLE ST
RIVERSIDE, CA 92508

MERCEDE CONSTRUCTION SERVICES
25315 FAY AVE
MORENO VALLEY, CA 92551

AURORA INTERNATIONAL
29991 CANYON HILL RD
SUITE 1709-114
LAKE ELSINORE, CA 92587

T-3 PRODUCTS
28425 CHAMPIONSHIP DR
MORENO VALLEY, CA 92555

DKS INVESTMENTS
2435 S COTA AVE
CORONA, CA 92882

HAM AND EGGS RANCH
1487 DETROIT ST
NORCO, CA 92260-1319

INDEPENDENT REAL ESTATE AND INVESTMENTS
3153 ARMSTRONGS DR
CORONA, CA 92881

MASTER'S TOUCH PAINTING COMPANY
24843 OTIS DR
MORENO VALLEY, CA 92553

HIDALGO, DERRICK GERARD
5700 LOCHMOOR DR
APT 167
RIVERSIDE, CA 92507

ALLIANCE UNITED PROPERTY MANAGEMENT
3681 CRAWFORD AVE
UNIT 6
RIVERSIDE, CA 92507

909 FLOORING
1189 STATE ST
HEMET, CA 92543

SELLWOOD, VICKI SELLWOOD
41422 THORNTON AVE
HEMET, CA 92544

ICS INDOOR COMFORT SOLUTIONS
41633 LORI LN
HEMET, CA 92544

REVIVE MAINTENANCE
253 S PENNSYLVANIA ST
LAKE ELSINORE, CA 92530

OLIVE TREE LANDSCAPE CONSTRUCTION
53175 ODYSSEY ST
LAKE ELSINORE, CA 92532

DOWNTOWN PILATES
3840 LEMON ST
RIVERSIDE, CA 92501

DAVIS FABRICATORS
1316 RAILROAD ST
CORONA, CA 92882

A - TD SERVICES
DERRY, THOMAS LEE
26779 HAMMACK AVE
PERRIS, CA 92570

LUV 2 CAMP S.D. LLC
26910 WILDFLOWER ST
MENIFEE, CA 92584

G AND G TRUCKING
39766 AVENIDA MIGUEL
OESTE
MURRIETA, CA 92563

THE RYTE TOUCH
210 W FLORIDA AVE #A
HEMET, CA 92543

GRIFFIN, JENNIFER DEAN
417 ORION PLACE
ESCONDIDO, CA 92026

WILLIAMS, DANIEL
807 EARLY DAWN WAY
SAN JACINTO, CA 92582

VITIS CONSULTING
30843 BARDMORE DRIVE
TEMECULA, CA 92592

A INSPIRATIONS HOME CARE
GARCIA, JR ROMULO
LABAYEN
2755 THACKER DR
CORONA, CA 92881

ANNIE'S CAFE
32251 MISSION TRAIL
SUITES G 89
LAKE ELSINORE, CA 92530

XTRME HOOPS
42200 MORAGA RD #33D
TEMECULA, CA 92591

THE LUXURY BOX SPORTS GRILL
712 N MAIN STREET
CORONA, CA 92880

THOMPSON, LAMAR
11 BETTONI AISLE
IRVINE, CA 92606

LEDEEN CONSIGNMENTS
3939 MERRILL AVE
RIVERSIDE, CA 92506

PICKETT, KATIE LEDEEN
5942 BIRCH ST
RIVERSIDE, CA 92506

FRANK'S HANDYMAN
12672 LIMONITE
STE #178
CORONA, CA 92880

THE GARDENS SHOPPING CENTER
73-525 EL PASEO
SUITE 2516
PALM DESERT, CA 92260

951 MOBILE AUTO REPAIR
29544 BRANWIN ST
MURRIETA, CA 92563

RED HOUND
26196 LAWRENCE UNION DR
MURRIETA, CA 92563

RFG INVESTIGATIONS
39750 NOTTING HILL RD
MURRIETA, CA 92563

KIDS INSURANCE MATTERS
32395 WINDEMERE DR
LAKE ELSINORE, CA 92532

MURRIETA CARPET CARE
37133 EDMONT DR
MURRIETA, CA 92563

RAMONA CLEANER
1261 N STATE ST #4
SAN JACINTO, CA 92583

ASSEMBLE AND GO OF LAKE ELSINORE
16667 LAKESHORE DR
UNIT D
LAKE ELSINORE, CA 92530

FRUGAL COURT FILING SERVICES
12308 GRENVILLE AVE
MORENO VALLEY, CA 92557

CASUAL WRAPPINGS
27388 SUN CITY BLVD
UNIT B
SUN CITY, CA 92586

ONGOING ENTERPRISES
32166 CORTE PARADO
TEMECULA, CA 92592

ETS EFFECTIVE TECHNOLOGY SOLUTIONS
801 S UNIVERSITY DR
RIVERSIDE, CA 92507

FINLEY, JAMES ROBERT
9896 PASEO CAYUCO
MORENO VALLEY, CA 92557

BYERS TRANSPORT
29878 SALMON ST
MENIFEE, CA 92584

MINARA INVESTMENTS
17029 VIA LOS CABALLEROS
RIVERSIDE, CA 92504

RIVERSIDE COUNTY JUVENILE DEFENSE PANEL
30111 TECHNOLOGY DRIVE
SUITE 160
MURRIETA, CA 92563

J&M SERVICES
7098 TWINSBUR CT
CORONA, CA 92880

PINEDA TRUCKNG
14666 PARKWOOD CT
MORENO VALLEY, CA 92553

ELEGANTE HAIR SALON
12125 DAY ST #H303
MORENO VALLEY, CA 92557

RADWAN, NABIL AWAD
27535 ALMENDRA ST
MISSION VIEJO, CA 92691

FRESH FINISH CLEANING
50213 SAN SOLANO RD
COACHELLA, CA 92236

WINTERS CHIROPRACTIC CLINIC
322 W. HOBSONWAY STE. 1
BLYTHE, CA 92225

BLACK OPS VIDEOCAMS
43328 AMARYLIS WAY
PALM DESERT, CA 92260

LATINAS PLUS
49-621 HARRISON ST
COACHELLA, CA 92236

PREMIERE HOME AUDIO
46500 CAMEO PALMS DR
LA QUINTA, CA 92253

WILCOX, DENVER LEE
46500 CAMEO PALMS DR
LA QUINTA, CA 92253

DESERT SPORTS THERAPIES
812 ARROYO VISTA DR
PALM SPRINGS, CA 92264

EL DON BAIL AGENCY
73-444 HAYSTACK MTN DR
PALM DESERT, CA 92260

A.I. SOFTWARE
79740 RYAN WAY
BERMUDA DUNES, CA 92203-1715

C.L. MILLER & ASSOCIATES
78435-C HIGHWAY 111
LA QUINTA, CA 92253

JOSLYN SENIOR CENTER
73-750 CATALINA WAY
PALM DESERT, CA 92260

J/A TRUCKING
82-301 AVE 50
INDIO, CA 92201

FAMILY HOME SOLUTIONS INC
333 N. PALM CYN #207
PALM SPRINGS, CA 92262

ACTIONS FOR ALL SOCIAL SKILLS MUSIC GROUPS
47666 PIRATES STREET
INDIO, CA 92201

ESMERALDA'S LANDSCAPING
40-600 WASHINGTON ST #40
BERMUDA DUNES, CA 92203

CANNEDY QUEST
82-365 HIGHWAY 111,
SUITE 108
INDIO, CA 92201

FAMOUS FOOTWEAR
27210 EUCALYPTUS AVE
MORENO VALLEY, CA 92553

TRI ELECTRONICS & TECHNOLOGY
12492 PALMERIA LANE
MIRA LOMA, CA 91752

PHAN, HA BICH
12492 PALMERIA LANE
MIRA LOMA, CA 91752

JURUPA HILLS MOBILE PARK
8086 MISSION BLVD
RIVERSIDE, CA 92509

JP TEK CONSULTANTS
29171 DEL MONTE DR.
SUN CITY, CA 92586

INLAND ENTERTAINMENT REVIEW
5005 LA MART DR
RIVERSIDE, CA 92507

REASONABLE FINDINGS
2066 CALIFORNIA AVE
CORONA, CA 92881

HAWAIIAN SPICY BBQ
29910 MURRIETA HOT
SPRINGS #M
MURRIETA, CA 92563

WOO, OK JOO
31231 OLD TRAIL CIR
MURRIETA, CA 92563

LYNXUS CONSULTING GROUP
2758 RIDGELINE DR
SUITE 203
CORONA, CA 92882

MI OFICINA INCOME TAX
4069 CHICAGO AVE # 112
RIVERSIDE, CA 92507

PACIFIC INLAND JUDGMENT RECOVERY
32640 SAN CLEMENT
LAKE ELSINORE, CA 92530

ROJAS FAMILY CHILD CARE
SARA'S FIRST STEPS
7870 MAGNOLIA AVE #56
RIVERSIDE, CA 92504

I-10 CORRIDOR NEIGHBORHOOD WATCH
52209 LOIS AVE
CABAZON, CA 92230

HYDROPHIX / DAS ENGINEERING
3873 CARTER AVENUE
SUITE # 202
RIVERSIDE, CA 92501

RETROTEK SPEED
469 HARRISON STREET
UNIT E
CORONA, CALIFORNIA 92879

DELUXE CUSTOM UPHOLSTERY
1640 E. 6TH ST
CORONA, CA 92879

COLEWEST
1455 S. STATE ST. #367
HEMET, CA 92543

UPPER CHASE NURSERY
17010 WASHINGTON
STREET
RIVERSIDE, CA 92504

V.L.P. AUTO CENTER INC
5160 W. RAMSEY RD
BANNING, CA 92220

STUDIO 138
4656 COUNTRYGATE COURT
RIVERSIDE, CA 92505

UNITED CHIROPRACTIC
29950 HAU N RD
MENIFEE, CA 92586

Inland Empire's People and Events



Inland Empire's Largest Mixer, held at the Ontario Convention Center.

The Spirit of the Entrepreneur award ceremony was held in Riverside last month.



Jazz'n on the Promenade, at Dos Lagos, Corona.



Cast members from "Wicked" perform at Ontario Mayor Paul Leon's birthday bash.



President Bush on his recent visit to Fort Irwin in Victorville.



One Woman and a Few Pots and Pans...

By William J. Anthony

In real estate, they say the ingredient to success is location--location---location. In the restaurant business, the major ingredient of success is passion--passion--passion.....and Cindy Pawlacyn is all about passion and food.

Cindy, at 13, worked at a cooking school---ran a catering business while in high school and went on to receive a bachelor's degree in restaurant management in addition to more studies at Cordon Bleu and La Varenne in Paris. Returning to the United States, she started her career in Chicago and Minneapolis prior to moving to California. Cindy was the first chef at Meadowood as well as chef at Rose and le Favour prior to opening her first restaurant Mustards Grill in 1983. Now about to celebrate the 25th anniversary of Mustards, she operates Cindy's Backstreet Kitchen as well as Go Fish in St. Helena.

A pioneer in her field, Cindy has been acknowledged by a local and national following, as well as by many top culinary organizations and magazines. Cindy is an inductee of Who's Who of Cooking in America. She has been twice nominated for the James Beard Foundation award for Best Chef in California, is the recipient of the

Robert Mondavi Award for Culinary Federation's Career Achievement Award. Her cookbook, "Mustards Grill Cookbook," won a James Beard Award. She is currently working on her third cookbook.

Highlights:

Go Fish---

Ordering is a challenge. It all looks so good, and the menu is very, very large, but we can only eat so much. Don't miss the surf and turf ahi tuna, the veal sweetbreads with wild mushrooms and leek pancakes in a ruby port sauce. Many.... many selections from the sushi/sashimi menu that are all very, very fresh. Check a few of the daily fresh seasonal specialties.

Cindy's Backstreet Kitchen---

Ordering is not easy here. With almost 40 menu items, I found that I liked everything....but I think the following are the best of the best:

Salads:

Cindy's curried chicken, mixed greens, arugula, radishes and crispy bacon.....\$15

Large Plates:

Incredible mushroom tamales, creamy grits and chard with

Yucatecan salsa\$15
Wood oven duck, crispy potato croquettes and citrus sauce\$22.75

Sonoma Plates:

Backstreet flatbread, wild mushrooms, truffle oil, Manchego and Parmesan cheeses.....\$11.50
Oysters Pablo, garlic and spinach (as many as you want).....\$2.75 each
Rabbit tostado, red chile salsa, black bean and feta.....\$11.75
Laura Chenel goat cheese ravioli, scallions, Gaeta olive sauce and Parmesan.....\$10.95

Sandwiches:

Havana Cubana, smoked port, black forest ham, Gruyere cheese and house made pickles.....\$11.50

Mustards Grill---

Mustards Grill is Cindy's first restaurant. It has received the tender loving care (and lack of sleep) that parents bestow on their first child. She still works hard to maintain that specialness. It is THE restaurant where wine-makers go to meet, eat and sip.

A sample of its menu---

Sonoma rabbit in mole sauce.....\$23.50
Tea smoked duck, chili-plum chutney.....\$23.75
Mongolian pork chop.....\$24.95
Calf's liver.....\$17.25

I had the opportunity to dine at each of these three remarkable restaurants a few weeks ago and



The "Tin Man" welcomes the hungry, thirsty and social to Mustards Grill on Highway 29 in Yountville.



Ken Tominaga is the "fish monger" at Go Fish. The sushi/sashimi selections are large and always fresh.

highly recommend you try one or all on your next trip to Napa. For affordability, quality of food, presentation and taste, they are winners.

Author's Note: Next month I will review wineries and places to stay in Sonoma and Napa Counties----until then, eat and sip well!

LOCATIONS

Go Fish
641 Main St.
St Helena, CA 94574
(707) 963-0700

Cindy's Backstreet Kitchen
1327 Railroad Ave.
St Helena, CA 94574
(707) 963-1200

Mustards Grill
7399 Saint Helena Hwy.
Yountville, CA 94558
(707) 944-2424



Cindy Pawlacyn smiles after telling Bill Anthony, "Stay out of my kitchen!"

