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AT DEADLINE

CONTINENTAL EAST DEVELOPMENT ANNOUNCES RADNET MEDICAL IMAGING AS NEWEST TENANT AT CONTINENTAL MEDICAL CENTER

Continental East Development (CED), a locally-based real estate development company focusing on commercial and large residential properties, announced its success in utilizing the EB-5 program to develop a distressed property in the area and attract RadNet Medical Imaging to the community. RadNet, a publically held national leader in providing high-quality, cost effective, diagnostic imaging services has confirmed it will occupy the entire 18,000 sq. ft. medical office building located at Continental Medical Center. It is anticipated that RadNet's construction and equipment investment in its new clinic will exceed \$10 million.

With operations in six states, including California, Maryland, Delaware, New Jersey, New York and Florida, RadNet is believed to be the largest owner of outpatient imaging centers in the U.S. with approximately 250

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Trustees Appoint Tomás D. Morales as President of California State University, San Bernardino

The California State University Board of Trustees has named Tomás D. Morales, president of the College of Staten Island, The City University of New York, as president of California State



Tomás D. Morales

University, San Bernardino.

"I am honored to have been selected to serve as the next president of Cal State San Bernardino," said Morales. "CSUSB is the foundation of opportunity for students, and I look forward to working with the outstanding staff, faculty and students as we build on the university's future together."

Morales, 58, was among the finalists for the position to succeed retiring President Al Karnig, who has served as CSUSB president since 1997. He is expected to begin his new position as president later this summer.

"Dr. Morales' strong leadership" *continued on page 37*

8th Annual Women of Distinction



Patricia Nix honored as the Woman of the Year at the 8th Annual Women of Distinction Luncheon

On May 18th the 8th Annual Women of Distinction luncheon was held at the DoubleTree Hotel in Ontario hosted by Assemblyman Mike Morrell from the 63rd District of California. Women from Yucaipa, Upland, Rancho Cucamonga, Redlands, Loma Linda, Riverside, Highland, Moreno Valley, Grand Terrace, Fontana and San Bernardino were recognized and honored for their dedication to service they have shown in their communities—in all, 63 women were given a well-deserved standing ovation for all their work and achievements.

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Special Sections

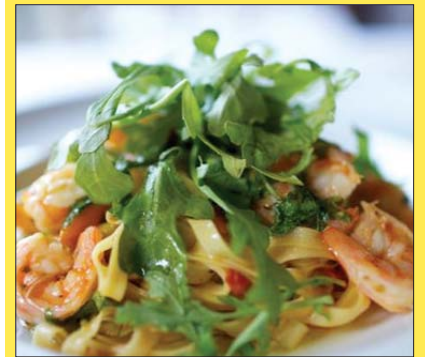
Value: What Your Customers Really Want

Improve Productivity: Identify Your Staff's Motivating Factors

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SUNDAY BRUNCH—SOMETHING FOR EVERYONE!



Pg. 34

KVCR President Resigns

The president of KVCR television and radio stations has suddenly resigned.

Larry Cicalone, who has headed public television and radio outlets serving San Bernardino and Riverside counties since 2003, has resigned



Larry Cicalone

effective May 31.

He will be paid through Dec. 31 at his \$172,624 annual salary.

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OPINION

No Wonder They Cannot Balance the Budget!!!

Waste Report: Some Health Districts Spending More on Salaries Than Health Care

Roughly 30 taxpayer-funded health care districts in California no longer run hospitals, in a departure from their original mission, and some have amassed large surpluses even as the health care needs in their communities go unmet.

Health care districts were created after World War II, when the state allowed communities to levy taxes to build hospitals in rural and low-income areas. But many have taken on very different roles over time. The Legislative Analyst's Office notes in a new report that there are 73 health care districts in California—43 that currently operate hospitals, and 30

that do not (including some that have never operated a hospital).

Most health care districts receive a share of local property taxes, the legislative analyst notes, and some levy parcel taxes.

Beach Cities Health District in Redondo Beach doesn't run a hospital, but operates two fitness centers—gyms that are used by less than 2 percent of the district's residents. The district gives about 30 free gym memberships to local police officers, firefighters and lifeguards. The district spent \$6.3 million of its \$10 million budget on salaries and professional fees in the 2010-11 fiscal year. Just \$1.4 million went to health grants, even though the district has a reserve of \$40 million.

Mt. Diablo Health Care District in Concord, which has not run a hospital since 1996, spent just 17 percent of its \$3.2 million in revenue on community grants between 2000 and 2011, public records show. In March, the district was stripped of its powers by a regional watchdog commission, and it now will be managed by the city of Concord.

The Peninsula Health Care District in San Mateo County no longer operates a hospital, and has a \$43 million reserve. The district spent just \$1.8 million, or 3.3 percent of its total assets, on the community in the 2010-11 fiscal year. (Sources: Legislative Analyst's Office report, "Overview of Health Care Districts," April 11; The Bay Citizen, April 11.)

Address Risks to Ensure Water Scarcity Does Not Dampen Growth

California's economy can grow and prosper despite droughts and water shortages caused by a changing climate—but only if threats to the water system are addressed now. This is the conclusion of a report released by the Public Policy Institute of California (PPIC). The report represents a consensus view of a wide-ranging group of experts on the role of water in the state's economy.

Water is vital to California's economy, a scarce resource subject to numerous and competing demands—including increasing demand for environmental uses. Yet the state has weathered droughts and supported a growing population, thanks to innovations in water management. These include more efficient use of water, water markets, reuse of highly treated wastewater, and

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Texas Firm Targets Inland Empire Homeowners With Foreclosed 2nd Mortgages

Adding new uncertainty in the state's ongoing mortgage crisis, a Texas company is aggressively pursuing hundreds of Californians to collect second-mortgage debt—on homes they've already lost through foreclosure.

Many of these former homeowners believed their mortgage debt had been erased after their houses were taken by banks and lending companies. But the Texas company, Heritage Pacific Financial, has pursued collections and filed lawsuits claiming those debts still linger.

For Ahmed Abdelfattah, debt collectors started calling in 2009, saying he owed Heritage Pacific \$135,000. He said he'd never heard of the company before.

"It's been a nightmare," Abdelfattah said. "It's cost me money and time, and they ruined my credit until now."

Oscar Trejo said his first encounter came a few days before he expected to exit bankruptcy and get a fresh financial start. That was in November 2010, he said. Heritage Pacific sent Trejo, who also lives in San Jose, a letter saying it had asked a bankruptcy judge not to discharge, or erase, its \$88,800 claim against him.

Trejo invested in properties in Merced and later lost them all in foreclosures. But he hadn't done business with Heritage Pacific. "I had never seen the company's name," he said.

Heritage Pacific was started by identical twin brothers, Chris and Ben Ganter, who once starred in a reality TV show, "PayDirt," about investing in the Dallas-Fort Worth real estate market.

The company's lawsuits often accuse defendants of misstating their incomes on loan applications. While many borrowers did overstate their incomes on applications, consumer attorneys say Heritage Pacific is targeting people who filled out their forms honestly or whose mortgage brokers pumped up their applications without their knowledge.

Critics of Heritage Pacific say the company's central tactic is forcing settlements from people who can't afford a drawn-out legal fight and who don't know the details of California law. The company has sued people with second-mortgage debts of less than \$150,000, despite a state law prohibiting lawsuits alleging fraud on mortgages below that amount.

Heritage Pacific's collection methods now face legal challenges, including a class-action lawsuit in Santa Clara County Superior Court that contends that the company is carrying out an "insidious and illegal debt collection scheme."

The company doesn't make mortgage loans, but instead attempts to collect payments on loans originated by others. Heritage Pacific launched its effort in late 2008 when it began buying — at a steep discount—second-mortgage loans that borrowers had stopped paying. Many of the loans were secured by houses that already had been sold in foreclosure by first-mortgage lenders.

By demanding payments from more than 1,000 individuals in California, the lawsuit contends, Heritage Pacific has violated "the rights of those who have already suffered the emotional and financial distress that results from the loss of their foreclosed home."

Heritage Pacific is nothing more than "people in Texas acting as vultures," said Will Kennedy, a lawyer in the class-action suit.

In an answer to the lawsuit, Heritage Pacific says it's not suing "innocent home-owners who, through no fault of their own, lost their homes." Instead, the company says it targets defendants who "made material misrepresentations to

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Improve Productivity: Identify Your Staff's Motivating Factors It is human to try to motivate another person from the same basis as one's own perspective. Different people are motivated for different reasons both personally and professionally. Diane Ciotta gives us five common motivation factors. 9

Airport Avatar Enters Brave New World of Customer Service Ron Kaufman gives us a glimpse of future fun which can improve customer service. 12

Value: What Your Customers Really Want Learn how to sell based on value, not price says Nathan Jamail. The key to overcoming price is not a scripted catchy phrase, rather it is learning how to create a real value partnership, and in order to do that, one must practice. 13

Hiring: Do It the Steve Jobs Way Steve Jobs was an amazing and unconventional leader in many respects. He personally interviewed over 5,000 applicants during his career. When you thoroughly analyze Apple's philosophy of hiring, you find out that there has always been fundamental, uncompromising attributes needed to get a job at Apple, Inc. 38

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Quotations on Health

You don't get ulcers from what you eat, but from what's eating you.

Albert Cliffe

Minor surgery is surgery someone else is having

Joseph Cook

The health of nations is more important than the wealth of nations.

Will Durant

It's rare that patients ask for a second opinion when they're happy with the first.

Robert Half

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The Prison Industry

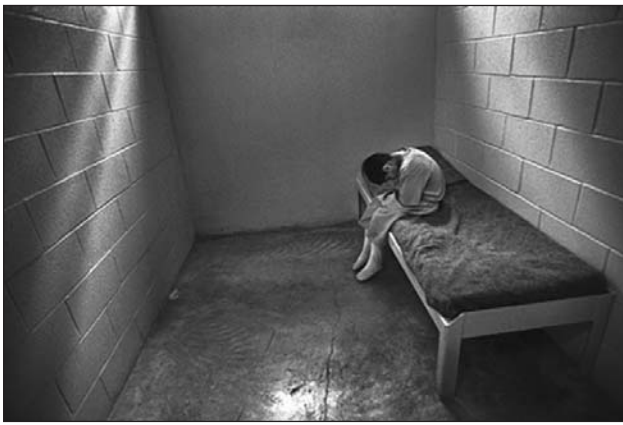
Part 1 of a 3 Part Series

By Randall G. Shelden, M.A., Ph.D.

Senior Research Fellow, Center on Juvenile and Criminal Justice

Incarceration: The United States versus the World At the close of 2009, the U.S. prison population was 1,610,446—a rate of 504 inmates in custody per 100,000 U.S. residents. If we include jails, the number of people incarcerated totals more than 2.3 million, and the incarceration rate climbs to 754 (Sabot et al., 2010). As noted in the *New York Times*:

The United States leads the world in producing prisoners, a reflection of a relatively recent and now entirely distinctive American



approach to crime and punishment. Americans are locked up for crimes—from writing bad checks to using drugs—that would rarely produce prison sentences in other countries. And, in particular, they are

kept incarcerated far longer than prisoners in other nations (Liptak, 2008).

The United States incarcerates almost 25% of the world's prisoners yet has only 5% of the world's population. The overall world prison population rate is 145 per 100,000; 59% of the countries in the world have rates below 150 prisoners per 100,000 population (King's College London, 2009). The next highest rates are the Russian Federation (626) and Rwanda (593). Canada's incarceration rate is less than one-sixth the U.S. rate despite relatively similar economic and political systems. As Nils Christie (2000) points out, there is one important difference:

Canada has more of a “social safety-net” various welfare benefits) than does the United States. The crime rate in Canada has risen and fallen in the last 40 years similar

“Pennsylvania rocked by “jailing kids for cash” scandal.” Two judges in Pennsylvania pled guilty of taken about \$2.6 million in payments from the operators of a private juvenile detention center in return for sending offenders to the facility, mostly on minor charges (Chen, 2009).

to the crime rate in the United States, but its imprisonment rate has remained stable (Liptak, 2008).

Historically the imprisonment rate changed very little between the early 20th century and the late 1970s. As noted in the overview, from the 1920s to the mid-1970s the number of prisoners fluctuated between around 100,000 and 300,000 while the rate remained rather steady at around 100. Since then the numbers and the rate boomed

“If crime doesn't pay, punishment certainly does...” (Duke, 2000, p. A01).

upward, driven largely by the “war on drugs” and extremely harsh sentencing laws (e.g., Three Strikes, Mandatory Sentencing). As the first decade of the 21st century comes to a close, the United States faces a growing crisis in imprisonment that threatens to cause unprecedented fiscal problems for virtually every state and large city in the country. The increases have also created what many have called a “prison industrial complex”

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Wells Fargo/Gallup survey: fewer small business owners expect difficulty obtaining credit in the year ahead

Second quarter business owner optimism moving in positive direction, strongest reading since Q3 2008

Small business owners are finding it less difficult to obtain credit, according to the latest Wells Fargo/Gallup Small Business Index survey (conducted April 2-6, 2012). Since the last survey in January, the number of small business owners who found it difficult to obtain credit in the past 12 months declined by 3 percentage points (from 33 to 30 percent). The number of business owners expecting difficulty securing credit over the coming 12 months fell by 6 percentage points (from 38 to 32 percent). This improved optimism about future credit availability contributed to the Small Business Index's 8-point growth over last quarter from 15 to 23, and is the strongest Index score recorded since Q3 2008 when the Index was at positive 45.

When asked about the amount of debt they carry today compared with one year ago, 32 percent of business owners said they are carrying less debt, 20 percent are carrying more debt and 47 percent are carrying about the same amount of debt. Nearly two-thirds (62 percent) of respondents expressed some level of comfort with the debt load they are carrying today, compared with 36 percent who are somewhat or very uncomfortable.

“The survey results are consistent with the deleveraging trend we've seen over the last two years among the small business owners we serve,” said Doug Hargraves, Wells Fargo business banking regional manager for the Inland Empire Market. “Many business owners who took on a significant amount of debt before or during the Great Recession have been focused on paying down existing debt and putting their business in a better position as the economy recovers.”

Thirty-nine percent of small business owners said they were able to obtain all the credit they required in the past year. Twenty percent said they were not able to obtain the credit they needed in the past year, and 38 percent of small business owners said they did not require credit.

Business owners use credit for a variety of business needs. The small business owners surveyed said having credit has (in order of most “yes” responses to least):

- Made it easier to run your business on a daily basis (76 percent)
- Helped your business to stay open (63 percent)
- Allowed you to expand your products or services (57 percent)
- Allowed you to take more risks (53 percent)
- Made you a more profitable business (53 percent)
- Helped with your payroll (33 percent)
- Allowed you to hire (21 percent)

Looking ahead, 14 percent of small business owners said they planned to apply for new credit over the next year. Of those who planned to apply, responses were equally split between financing short-term needs, like operating expenses, and long-term needs like capital investments.

Small Business Index

Wells Fargo, together with Gallup, surveys small business owners quarterly across the nation to gauge their perceptions of their present situation (past 12 months)

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KVCR President... *continued from pg. 1*

The San Bernardino Community College District - which oversees KVCR—will also continue to pay into his retirement and pay health benefits through the end of the year as well, according to a final settlement agreement between Cicalone and the station.

The resignation was announced at the end of a closed session during last week's meeting of the San Bernardino Community College District Board.

In March, Cicalone was placed on paid administrative leave, said Jack Miyamoto, vice chancellor of human resources. The reason was not disclosed.

The final settlement agreement says that "an actual dispute exists" between the parties, and that it is in the employee's and the district's best interest for Cicalone to resign.

District officials declined to discuss details, citing the confidentiality of personnel matters.

As part of the settlement, the district agreed not to place a notice of termination in Cicalone's personnel file.

And Cicalone agreed not to make any statements that disparage the district or any of its employees.

The settlement also requires the district to direct requests for references from potential employers to the district's Vice Chancellor of Human Resources Jack Miyamoto.

John Longville, a college board member, said that there is not an immediate plan to replace Cicalone, who was both KVCR's president and general manager.

The district "is trying to hold costs down during this difficult economic time," Longville said.

Do the benefits of "super PACs" outweigh the criticisms?

A SUPREME COURT decision in 2010 has led to a new way to finance political campaigns: the super PAC (political action committee). Although candidates are not allowed to be directly involved with super PACs, these committees are allowed to raise unlimited sums of money from groups or individuals and then spend unlimited sums to advocate openly for or against candidates.

Supporters say that super PACs enhance the democratic process by allowing people who would otherwise not be able to run for office to become candidates. Super PACs also educate voters by providing them with information from a variety of voices, they insist.

Critics consider super PACs a blot on the U.S. democratic system: a means for very wealthy individuals or well-funded special interests to distort the political process, curry favor with candidates and mislead voters.

What do you think?



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Saturday, September 29th

Gin Blossoms

ONT change prompts sinking feeling

By The David Allen Blog (Inland Valley Daily Bulletin)

The Novel Continues. * Update: I was misinformed as to the source of the second press release. It was forwarded to us by Ontario, but they now say it was circulating internally within Los Angeles World Airports and made its way to them. "We don't know who actually penned it," says Paul Haney, Ontario's PR guy. While



I'm disappointed (if not surprised) that Ontario gets its sense of humor secondhand, it's interesting that even within LAWA, someone must be rolling their eyes at the official importance placed on the shuffling of duties. I struck the mistaken wording below.

~~Ontario~~ someone has deployed a new weapon in the attempt to take back Ontario International Airport from LA: sarcasm.

Responding to a press release from Los Angeles World Airports about a change in the management structure of the airport, ~~the city sent out~~ someone wrote their own tongue-in-cheek announcement reflecting the view that the change is akin to rearranging the deck chairs on... well, see for yourself.

First, the top half of the LAWA press release:

REPORTING STRUCTURE CHANGE ANNOUNCED FOR LA/ONTARIO INTERNATIONAL AND VAN NUYS AIRPORTS

(Los Angeles, California) In an effort to provide increased coordination between divisions and improve continuity at Los Angeles World Airports (LAWA), Executive Director Gina Marie Lindsey has announced a structural change in reporting that involves two LAWA airports: LA/Ontario International (ONT) and Van Nuys (VNY) general aviation.



Effectively immediately, Jess Romo, airport manager of both facilities, will report to LAWA's Chief Operating Officer Steve Martin in an effort to align the expanded duties associated with his position.

"It has become clear that the daily management demands at both airports have moved progressively and significantly beyond the confines of Airport Operations," Lindsey said. "Management oversight at ONT and VNY airports includes an ever-expanding set of requirements in areas of public and community relations, effective tenant and stakeholder relations, resource allocation, budget controls and ONT air service development."

"Jess will actively participate in the ONT Task Force, along with other LAWA executive staff,

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Labor Committee UNDER THE DOME

While I have the good fortune of sitting as the vice chair of the Assembly Labor and Employment Committee, it was another bad month for Californians as I watched bad bill after bad bill pass out of committee without a single hesitation. I would like to share some examples of this egregious legislation introduced by some of my colleagues in the Majority Party.

First, AB 2573, the unionization of babysitters. This bill imposes exorbitant costs on hard-working parents and single moms by forcing their child care givers to join a union and pay dues with which they will have no say in how they are spent. In other words, this bill will force union membership on workers whether they want it or not, and force an employee-employer relationship among family members simply trying to help each other out in a struggling economy. Just think—grandma might be shut down....

AB 2517 is not only a job-killer, but will cause additional harm to our already struggling real estate industry. This bill authorizes a car wash employee to file a lien against an employer's real property or property that the employee worked on in order to collect unpaid wages. In other words, if an employee washes your car and feels they were paid unfairly, they can put a lien on their boss's home or even on your car! Shockingly, the author wants this lien to take precedent over a first or second trust deed (on a person's home). This will limit banks' desire to provide home loans in California, placing a further strain on our recovery. There is already a long list of laws protecting our employees; California's business climate has really dried up lending in California, and the real estate industry, which accounts for 24% of our economy, cannot take another blow.

The last example is AB 2217, presented by another Democrat. This bill requires a business that relocates a call center to any location within or outside of the state to "inform" the Department of Industrial Relations within 30 days. We are now requiring businesses to report to the government their plans before they complete them? In addition, we are now trying to regulate beyond our borders. According to this bill, upon request, a customer service representative shall transfer a customer to a call center located within the United States. This bill is just one more example of a union-driven regulation that will force jobs and businesses out of California, and is a testament to the overreaching philosophies guiding our state.

It was another tough day for the free economy. Progressivism runs deep in California and unemployment will continue while our recovery lags behind other states beginning to thrive again. Here is the good news: as I speak to voters across the state, they are keeping a closer eye on the government and are working to protect their liberties and guard against continued overreaching.

We only have to move the dial a little bit—a few steps at a time by persuading our neighbors to exercise their civic responsibility vigorously and encourage involvement. Even though small business owners have the most to lose, and therefore, the most to gain by getting involved, only 52% of them actually vote. The same applies to people of faith—we are only 28% of those who vote. We must get motivated to return California to the Golden State, to work to upgrade the quality of our elected officials,

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DUFF & PHELPS/INLAND EMPIRE BUSINESS JOURNAL

STOCK CHART

THE GAINERS

Top five, by percentage

Company	Current Close	Beg. of Month	Point Change	%Change
Physicians Formula Holdings Inc.	3.55	3.12	0.43	13.9%
Monster Beverage Corporation (H)	69.53	65.00	4.53	7.0%
American States Water Company	36.70	36.44	0.26	0.7%
Provident Financial Holdings Inc. (H)	10.95	10.94	0.01	0.1%
Kaiser Federal Financial Group, Inc. (H)	13.68	13.99	-0.31	-2.2%

THE LOSERS

Top five, by percentage

Company	Current Close	Beg. of Month	Point Change	%Change
Outdoor Channel Holdings, Inc.	6.83	7.40	-0.57	-7.7%
CVB Financial Corp.	10.78	11.57	-0.79	-6.8%
Watson Pharmaceuticals, Inc. (H)	70.46	75.36	-4.90	-6.5%
Hot Topic Inc.	9.55	9.80	-0.25	-2.6%
Kaiser Federal Financial Group, Inc. (H)	13.68	13.99	-0.31	-2.2%

	Ticker	5/21/12 Close Price	4/30/12 Open Price	% Chg. Month	52 Week High	52 Week Low	Current P/E Ratio	Exchange
American States Water Company	AWR	36.70	36.44	0.7	38.00	30.53	15.4	NYSE
CVB Financial Corp.	CVBF	10.78	11.57	-6.8	11.97	7.28	13.1	NASDAQGS
EMRISE Corporation	EMRI	0.63	0.60	5.0	0.85	0.35	NM	OTCBB
Monster Beverage Corporation (H)	MNST	69.53	65.00	7.0	83.96	34.38	42.1	NASDAQGS
Hot Topic Inc.	HOTT	9.55	9.80	-2.6	10.73	6.05	42.8	NASDAQGS
Kaiser Federal Financial Group, Inc. (H)	KFFG	13.68	13.99	-2.2	14.70	11.00	15.2	NASDAQGS
Outdoor Channel Holdings, Inc.	OUTD	6.83	7.40	-7.7	7.99	5.18	137.2	NASDAQGS
Physicians Formula Holdings Inc.	FACE	3.55	3.12	13.9	5.07	2.54	69.2	NASDAQGS
Provident Financial Holdings Inc. (H)	PROV	10.95	10.94	0.1	11.56	6.90	14.6	NASDAQGS
Watson Pharmaceuticals, Inc. (H)	WPI	70.46	75.36	-6.5	77.73	55.00	33.1	NYSE

Chase Announces Consumer Bank Leadership Changes in California, Nationwide

Andy Carney Promoted to California Consumer Bank Regional Manager and Former Manager, Pablo Sanchez, Promoted to National Manager Role

Chase announced the creation of a California consumer banking region focusing specifically on the needs of this important and growing market. With this change, Chase announced leadership moves within its consumer bank in California and nationwide.

Pablo Sanchez, who has run the West Coast region since 2008, has been promoted to consumer banking national manager for Chase.

Andy Carney, has been promoted to California consumer bank regional manager.

Carney, formerly the market manager for Chase's South Los Angeles branches, which includes 140 branches in Los Angeles and Orange Counties, has been with Chase for more than nine years.

CHASE  Prior to coming to California, Carney managed branches in New York and several markets in the Midwest.

Sanchez, an industry veteran with more than 20 years experience across sales, operations, marketing, has managed the company's impressive growth in the West region, adding more than 350 branches over the past two years.

"California is one of Chase's most important growth markets," said Ryan McNerney, CEO of Chase consumer banking. "Later this summer, we will open our 1000th branch, which is incredible considering we had zero a few short years

continued on page 37

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

Five Most Active Stocks

Monster Beverage Corporation	39,437,440
Watson Pharmaceuticals, Inc.	37,383,620
Hot Topic Inc.	9,747,910
CVB Financial Corp.	8,204,470
American States Water Company	1,449,010

D&P/IEBJ Total Volume Month 97,977,660

Monthly Summary

5/21/12

Advances	5
Declines	5
Unchanged	0
New Highs	4
New Lows	0

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One of the nation's leading investment banking and financial advisory organizations. All stock data on this page is provided by Duff & Phelps, LLC from sources deemed reliable. No recommendation is intended or implied. (310) 689-0070.

MOTIVATION AND BUSINESS

Improve Productivity: Identify Your Staff's Motivating Factors

By Diane Ciotta

What's In It For Me? This common phrase exemplifies the reality of how people are primarily focused on the things that matter most to them. This is well depicted in the story of a young car salesman who enthusiastically shared with his 75-year-old female prospect the feature of how the new model SUV's spare tire bin was designed to double as a beer cooler; perfect for tailgating!

It is human nature to try to motivate another person from the same basis as one's own perspective. However, being motivated is an internal effort and therefore arguably cannot be instilled in someone else; rather, it must be self-induced. A well-known athletic apparel company's logo simplifies the act of "just doing it" and this would be a whole different world if everyone just did. Unfortunately, when it comes to managing employees, motivation is not a one-size-fits-all concept.

Different people are motivated for different reasons both personally and professionally. Particularly where employer/employee interactions are concerned, understanding an associate's individual motivating factor can enhance coaching opportunities and improve productivity while reducing turnover. Five common motivation factors are:

1. Compensation

"Show me the money!" This phrase is often heard at casinos around the world, but is also often the mindset of an employee that has a purely financial perspective on employment opportunities. This is especially common amongst people in commission-based positions. A professional that is motivated by money is less concerned about title, perks or even recognition. Instead, they operate from a 'put

it in my paycheck' mentality. Their philosophy is that if they can't cash it, it has no real value. This employee is usually self-motivated and as a result, often does not need a lot of coaxing to perform. They respond best to cash reward-based spiffs and bonuses which can be offered as additional incentives.

2. Advancement

A 26-year-old college graduate was convinced that he was making the right decision to turn down a position with a well-established corporation offering him a salary \$15,000/year more than the start-up venture group that was also interested in him. His decision was based on his theory that it's not just about the money. His desire to learn and grow in his new position with the start-up outweighed the income potential of the corporation. An employee that is motivated in this way genuinely thrives on the concept of moving up the corporate ladder. Offering constant reinforcement of advancement opportunities and highlighting examples of internal promotions are excellent ways to maintain a high level of motivation for this associate.

3. Recognition

From the Grammys to the Emmys and from horseracing to reality TV shows, our culture has trained us to focus on first place. Is it the sense of accomplishment or the bragging rights? Perhaps a little of both! Most contenders just aren't as excited about the silver medal or being the runner-up. Sadly in fact, second place has been referred to as "the first loser." Despite society's perspective, for some people, simply receiving accolades for the effort of a job well done at any level is their motivating factor.

Recognition builds self-esteem and confidence while setting a positive example for others. In the workplace, a photo on a wall, a designated parking spot or a shout out at the department meeting can mean more than a bonus to the employee motivated by recognition and usually doesn't impact the company budget.

4. Security

The well-known definition of insanity is to do the same thing over and over and expect a different result. On the other hand, doing the same responsi-

bilities over and over with a consistent result is considered job security. There's an old joke about a 40-year-veteran accountant who would start every day by looking in his top right-hand desk drawer. After his retirement, his associates were anxious to see just what it was that he peaked at daily. Upon looking, they found an old index card that read: "credits on the left...debits on the right." In the case of the security seeking employee, minimal change implies safety and increases motivation. When assured often

continued on page 37

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Texas Firm...*continued from pg. 3*

secure large loans upon which they soon stopped paying.”

Fraud claims “are the only ones we’re interested in pursuing,” Chris Ganter, the company’s chief executive and main owner, said in an interview.

But some former homeowners now threatened with legal action by Heritage Pacific dispute these claims. They told California Watch that the income they claimed on their mortgage applications was valid, and they stopped paying because they lost their jobs, their income plummeted, and the banks foreclosed on their houses. Others said they signed applications that had been prepared by brokers.

Rather than shy away from seemingly worthless second-mortgage notes, Heritage Pacific has spent millions of dollars to assemble an inventory of at least 40,000 second-mortgage notes, according to interviews with company executives and deposition testimony.

Fraud accusations against former homeowners became Heritage Pacific’s tactic for restoring value to its second-mortgage notes. California law gives a lender that can prove that a borrower fraudulently obtained a loan for more than \$150,000 the right to sue. A creditor also may allege fraud to prevent a debt from being erased in bankruptcy.

Abdelfattah, a 52-year-old naturalized American who was born in Egypt, said it wasn’t fraud, but a steep drop in his income as a sales manager at a local Honda dealership, that caused him to fall behind on his monthly house payments of \$5,000. In 2008, the holder of his first mortgage foreclosed on the three-bedroom, 1,170-square-foot Santa Clara house that he had purchased in 2005 for \$675,000.

But to his chagrin, Abdelfattah found that foreclosure didn’t end his house-related financial woes. As the summer of 2009 faded, he started getting collection calls from two or three individuals representing Heritage Pacific. They wanted him to pay a portion of the \$135,000 balance they said he still owed on the second-mortgage loan he had used in his house purchase.

The callers were “really annoying,” Abdelfattah said. One was “really aggressive, cursing on the phone.” They accused him of never having lived in the house. They sent him a letter asking him to verify his income, and another titled, “Demand for Payment of Outstanding Debt.”

In May 2010, Heritage Pacific named Abdelfattah in a lawsuit that claimed that he had used fraud to obtain a second mortgage. But on March 19, a Santa Clara County Superior Court judge threw out the company’s claim against Abdelfattah because the alleged fraud had involved a loan for less than \$150,000.

Abdelfattah, who wants to buy a house, was only somewhat relieved: “They are not able to sue me, but (Heritage Pacific’s claim) still affects my credit.” Abdelfattah’s countersuit alleging violations of debt-collection law by Heritage Pacific is scheduled for a jury trial in July. Heritage Pacific’s first big foray into California came in U.S. District Court in Los Angeles, where in a three-month period beginning in December 2009, Heritage Pacific filed three lawsuits seeking \$46 million in actual and punitive damages from 158 defendants who took out 143 loans.

Meanwhile, Heritage Pacific opened another front in California state courts. California Watch reviewed online records in 10 of the state’s 17 largest counties and found 365 lawsuits in which Heritage Pacific was a party. Heritage Pacific also has filed 226 cases in federal bankruptcy courts in California.

This story was produced by California Watch, the state’s largest investigative reporting team. It is a part of the independent, nonprofit Center for Investigative Reporting. For more, visit www.californiawatch.org. Jurgens can be reached at rjurgens_2000@yahoo.com.

TECHNOLOGY ISSUES AFFECTING YOUR BUSINESS

*By Atkinson, Andelson, Loya, Ruud & Romo,
A Professional Law Corporation*

Many of you, your companies and your employees, have been the victim of hacking, subject to computer viruses, or had your identity stolen. Perhaps your data or communications have found their way into unintended hands. For many of us, electronic devices and electronic media are our primary ways of communication and storage. We are in a brave new world in which electronically stored information is not always afforded the appropriate level of protection. Most companies and employers maintain private, sensitive, confidential, and otherwise valuable information about the company, its employees, and its customers, and when that information gets in the wrong hands, the ramifications can be significant.

Employees who previously talked about work over a beer at the local pub, are now posting, pinging, and ichatting. Employees may travel with smartphones, iPads, laptops, tablets, or perhaps flash drives that either contain critical data or serve as a gateway to your computer system. In addition to taking steps to minimize the risk, your business should have a plan in place if your data is compromised. This includes knowing where your sensitive data is stored, knowing who has access to it (and how), having a system which will alert you if there is a breach, being able to contain that breach, and knowing what your legal obligations are. One way to be prepared is to confer with your insurance broker ahead of time to determine whether to purchase an insurance policy that might limit your expenses and possible exposure if your data is compromised.

Your company’s data is at risk in many ways. Perhaps your employees are not setting passwords on their equipment, or their passwords are easily broken or their laptops have been lost or stolen. Perhaps flash drives are not being tracked or are not encrypted. Criminals may be taking advantage of open wireless networks, home computers used for business access, or tablets that are momentarily left unattended. A person who wants access will likely be able to get it, and this could mean access to many types of stored information including customer contact and purchase history data, employee information, tax documents, business plans, home addresses, payroll numbers, and information that is simply embarrassing. You do not want to be known for permitting this type of information to fall into the wrong hands. Simple steps should be taken, such as requiring strong passwords, using thumb print readers and security tokens, requiring employees to frequently change their passwords and to turn off their computers at night, using tracking devices, and being able to remotely wipe the data stored on equipment. Keeping a data storage inventory can also help minimize your risk. Ensuring that obsolete and broken equipment is handled appropriately is critical. Educating your workforce about the methods used by hackers to access their systems using viruses, spyware, and other techniques is also important. Every day companies get hacked and identities are stolen. It is an epidemic. A crisis management plan is critical, so be proactive before you get hacked.

Atkinson, Andelson, Loya, Ruud & Romo’s Data Security and Privacy Team (DSPT) can help guide you through this brave new world and help you manage your data and privacy issues to best avoid litigation and a public relations nightmare. This is the first in a two part series, the next DSPT Alert will address technology issues in the workplace.

For more information visit www.aalrr.com.

Top Health Care Medical Clinics/Groups in The Inland Empire

Ranked by number of licensed beds

continued on page. 27

	Medical Group Address City, State, Zip	# of Physicians: Employed Contracted	Organization: (IPA/Grp. Pract.)	Total Employees	Year Founded	Percentage of Prepaid Patients	Urgent Care Services	Nat. Accredited: Surg. Centers Clinic/Group	Top Local Executive Title Phone/Fax E-Mail Address
1.	Arrowhead Orthopedics 1901 W. Lugonia Ave. Redlands, CA 92374	13	Medical Group Practice	130	1989	90%	Yes	no no	Nabil Razzouk CEO (909) 557-1600/557-1740
2.	Beaver Medical Group 2 W. Fern Ave. Redlands, CA 92373	170 n/a	Multi-Specialty Group	1,000	1945	80%	Yes	No Yes	John Goodman CEO (909) 793-3311/796-0417 www.beavermedicalgroup.com
3.	Cal-Care Industrial Medical Clinic 502 S. Garey Ave. Pomona, CA 91766	3 3	Occupational Health	12	1998	100%	Yes	No No	Tom Blay General Manager (909) 620-8887/620-8817 calcare1@earthlink.net
4.	Choice Medical Group 18564 Hwy 18, Ste. 105 Apple Valley, CA 92307	5 160	IPA	480	1990	80%	Yes	No No	Manmohan Nayyar, M.D. President (760) 242-7777/242-0487 www.choicemg.com
5.	Community Medical Group of Riverside Inc. 4444 Magnolia Ave. Riverside, CA 92501	10 2	Multi-Specialty	99	1975	95%	Yes	No No	Richard M. Finn, FACMPE Administrator (951) 682-5661/274-3411
6.	Computerized Diagnostic Imaging Center 4000 14th St., Ste. 109 Riverside, CA 92501	10	MRI, CT, Fluoroscopy, Computerized Arterial Doppler, Ultrasound, Color Doppler	38	1976	80%	No	No No	Kathy Fresquez Administrator (951) 276-7500/276-8161 www.cdicimaging.com
7.	Cucamonga Valley Medical Group 16465 Sierra Lakes Parkway, Ste. 300 Fontana, CA 92336	4 1	Prime Care, Medical Group	30	2006	WND	Yes	N/A N/A	Amy Karp na (909) 429-2864/429-2868 www.cvmgdocs.com
8.	Desert Oasis HealthCare 275 N. El Cielo Rd. Palm Springs, CA 92262	26 110	Medical Group/IPA	550	1981	90%	Yes	N/A Yes	Marc Hoffing, M.D. Medical Director (760) 320-8814/320-2016 ketsell@mydohc.com
9.	Hemet Community Medical Group 1545 W. Florida Ave. Hemet, CA 92544	4 153	IPA	176	1985	N/A	Yes	N/A N/A	Kali P. Chaudhuri CEO (951) 791-1111/791-1120
10.	Heritage Victor Valley IPA Medical Group 12370 Hesperia Rd., Ste. 3 Victorville, CA 92395	1 110	High Desert Medical Group	17	2000	N/A	Yes (Off Site)	No No	Michelle Christensen V.P. Operations (760) 245-4747/553-7030
11.	Hospitality Dental 4942 Arlington Ave. Riverside, CA 92504	1 3	Dental Orthodontics Children	16	1971	90%	Yes	No No	Michael Boyko, DDS Owner (951) 359-4911/351-2013 hdusseau@hospitalitydental.com
12.	Hospitality Dental Associates 164 W. Hospitality Ln., Ste. 14 San Bernardino, CA 92408	22	Orthodontics	150	1971	90%	Yes	N/A N/A	Chad Tucker Administrator (909) 888-6919/888-4068
13.	Inland Eye Inst. Medical Group, Inc. 1900 E. Washington St. Colton, CA 92324	6 5	Ophthalmology	30	1985	90%	No	No No	Linda Greogein Practice Administrator (909) 824-6090/825-4778
14.	Kaiser Permanente Medical Center 10800 Magnolia Ave. Riverside, CA 92505	245 0	Multi-Specialty Full Service Medical Care	2,400	1989	100%	Yes	N/A N/A	Richard Rajaratnam M.D. Area Assoc. Medical Director (951) 353-2000/353-4611
15.	Lia Demmio, DDS Affiliated w/Hospitality Dental Associates 8325 Haven Ave., Ste. 130 Rancho Cucamonga, CA 91730	3	Dental Orthodontics	15	1988	90%	24 Hour on Call	No No	Doilene Graham Office Manager (909) 989-3566/980-8072
16.	Loma Linda University Health Care 11370 Anderson St., Ste. 3000 Loma Linda, CA 92354	400+	Medical School Faculty Practice	1,235	1967	15%	Yes	Yes Yes	David Wren CEO (909) 558-2315/558-2446
17.	Loma Linda University Health Care 25455 Barton Rd. Loma Linda, CA 92354	1 2	Medical Group	4	na	100%	Yes	Yes Yes	Alfred Quansah CEO (909) 433-0842/588-6221
18.	Magnolia Health Care Management 9496 Magnolia Ave., Ste. 206 Riverside, CA 92503	181	IPA	0	1995	N/A	No	N/A N/A	John Mukherjee CEO (951) 359-0779/689-6644
19.	NAMM California 3990 Concourse St. Ontario, CA 91764	21 1,500+	IPA Multi-Specialty	750	1983	95%	Yes	N/A N/A	Leigh Hutchins CEO (909) 605-8000/605-8031 www.nammcal.com

NAMM California manages PrimeCare Medical Network, Inc.

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. Copyright 2012 by IEBJ.

CUSTOMER SERVICE

Airport Avatar Enters Brave New World of Customer Service

Travelers coming through the New York City area's three airports—La Guardia, JFK, and Newark—might soon feel the need to double check that they aren't walking through the set of a science fiction movie. That's because the airports are introducing some high-tech help in the form of "Ava"—a life-sized, computer-generated female avatar. She'll provide answers to airport patrons' common questions. Customer service expert and author Ron Kaufman says Ava the Avatar offers a fun, exciting way to improve customer service for weary travelers.

"Ava is an absolutely fantastic customer service innovation," says Kaufman, author of the *New York Times* bestseller *Uplifting Service: The Proven Path to Delighting Your Customers, Colleagues, and Everyone Else You Meet*. "Like the invention of the telephone, the pager, email, and company websites before her, I think avatars will prove to be the next important step in how we use technology to improve service."

Kaufman says these avatars have the potential to be of great help in other high-volume service situations.

"I was at the Marriott in Times Square the other day and I asked a hotel employee seated behind the security desk how to get up to the rotating restaurant," notes Kaufman. "I'm sure he gets this question a hundred times a day, so he mechanically

and unsmilingly gave me the answer. Sure, the information was accurate, but it wasn't a very pleasant experience. What if, instead, there had been an avatar there saying, 'Hi! How can I help you? The front desk is located on Floor X. The restaurant is located on Floor Y,' etc.? The information could have been relayed to me in a fun, cheery way. But most importantly, the hotel employee would have been freed from behind the desk to be a roving customer service representative, greeting and helping guests with more complicated issues."

Read on to learn more from Kaufman on how Ava the Avatar will help uplift service:

She'll work tirelessly and cheerfully all the time. Anyone in service knows how difficult it can be to be at your 100 percent best all day long. Now imagine how difficult it might be to do so at some of the busiest airports in the world. "By having Ava the Avatar, these airports are offering travelers a guaranteed friendly 'face' to come to when they need quick help," says Kaufman. "She's in the same spot all the time so she's always there when you need her. Her mood can't be shaken by busy, curt passengers. She'll always provide service with a smile. I think that's a great addition to any business."

She'll be the FAQ of the airports. While the first round

of avatars won't be interactive, they will come equipped with a lot of helpful information. "These avatars will be like the FAQs of the airports," says Kaufman. "They'll provide a one-stop location for getting information on flights, restroom location, taxi location, and so on. All those things we want to know as travelers but don't want to spend time running around finding an airport employee to ask."

She'll free up airport employees to do what a machine could never do. Naturally, the first inclination will be for people to be concerned that these avatars will replace jobs done by humans. At least for now, that doesn't seem to be the case, as the Port Authority of New York and New Jersey has said in addition to adding Ava, it will be boosting its customer service staff by 20 percent.

"I don't think any service provider should be afraid of this technology," says Kaufman. "Many customer service situations require free thinking, something only humans are capable of. For example, sometimes the rules need to be bent to make a customer happy. You'll need an actual person there to decide when that is and isn't appropriate. Sometimes you have to go that extra mile, for example, physically walking with someone from one place to another, and obviously an avatar

can't do that. I really think service providers will be pleased to see how this frees them up to do what technology can never do—provide truly personal, unique, out-of-the-box, unexpected service situations."

Eventually, she'll be able to provide specialized care. "As the technology develops, I think avatars will be a great way for companies to provide efficient, specialized help to customers," says Kaufman. "For example, perhaps they'll be able to recognize different languages and respond in kind to customers—a great asset for an airport. Perhaps they'll be able to recognize a child or someone with special needs and immediately be able to answer the questions or concerns of those groups. The next step might be a 3-D holographic service advisor who will know your name, where you have been and where you are going, and can 'walk you there' and converse with you in real-time. The possibilities are endless, and it really is exciting to think about what a boost this technology can provide to service."

"At \$180,000 for a six-month rental, the avatars' price tag is probably too hefty for many small- or mid-size companies," says Kaufman. "But for high-volume businesses like these airports, it's probably quite reasonable, especially when you consider that they'll

continued on page 31

Top Savings & Loans and Federal Savings Banks

As of Year End 2011

Bank Name Address City, State, Zip	Tangible Assets (\$ mils)	Tangible Capital (\$ mils)	Tangible Capital Ratio	Risk-Based Capital Ratio	Year to Date Income (\$ mils)	Top Local Executive Title Phone/Fax E-Mail Address
1. Kaiser Federal Bank 1359 N. Grand Ave. Covina, CA 91724	844.840	70.666	8.45	13.30	4.422	Kay Hoveland CEO (626) 339-9663/858-5745 k.hoveland@kffg.com

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SALES

Value: What Your Customers Really Want

Learn How to Sell Based on Value, Not Price

By Nathan Jamail

How many times do you hear, “The customer only cares about the price?” Most companies or individuals will say they hear it all the time. Price is only an issue when it is presented as the only benefit (or primary benefit). Regardless of industry, product and economy, a company does not need professional sales people to sell price. For that, all they need is a website or catalog and a payment processor.

If a sales organization wants to increase sales and margin, they need to teach the sales team how to establish real value, and once the sales teams are taught this, they need to practice doing it over and over again. The difference between an amateur and a professional is a professional practices their skills; they don't just play the game or go on sales calls assuming the sales call is their “practice.” The key to overcoming price is not a scripted catchy phrase, rather it is learning how to create a real value partnership and in order to do that, one must practice.

STOP SELLING VALUE LIKE EVERYONE ELSE

Selling value is more than making statements like, “We offer great customer service,” “We have experience and expertise,” or “Our people make the difference.” When asked about the value offered, these are the most common answers given from sales people and sales leaders. This is no different than a person going on a job interview and telling the interviewer that they should hire them because they are a self-starter, team player, people person, motivated and loyal. All of these answers are generic and do not differentiate

you from the next person.

Value is determined by the prospect. ‘What value do you add?’ is a trick question because it can only be answered after the sales professional understands what the prospect or client defines what they believe is value. To determine what the customer perceives as value, a sales professional must ask the prospective customer purposeful questions and ask a lot of them. The more the sales professional learns and understands, the more likely they will be able to establish their value according to the prospect. Although many sales people know this belief, very few truly implement it. Too many sales people flood a prospect with information on what they have to offer without knowing whether or not what they are saying will be a value to a client or prospect. It cannot be stressed enough—ask questions first before explaining the value you bring!

Asking questions is more than just asking open-ended or leading questions. Most sales people ask questions like, “Would it be a benefit to you if we could give you more of this for less money?” In most cases it is a rhetorical question that the customer has no choice but to respond to with a ‘yes.’ That is like asking a child if they'd like to have more candy, play all day and not do homework. **Asking purposeful questions** allows the sales professional to truly understand the prospect, and not just their service needs so they can ‘sell’ them.

Here are three easy steps to make sure you're able to sell on true value and not price.

1. Write down your ques-

tions and take them with you. This does not make a sales person less of a professional or less of an expert. In fact this will allow you to show a client or prospect how important it is

to fully understand their needs and desires. In order to do this correctly, the order of your questions is important as well. Start your questions wide: *continued on page 35*

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REAL ESTATE NOTES

224-UNIT AFFORDABLE SENIOR COMMUNITY OPENS IN RIVERSIDE

Vintage at Snowberry to address high demand for affordable housing among Riverside seniors

WNC, a national investor in community renewal and affordable housing projects, in partnership with USA Properties Fund, has announced the grand opening of Vintage at Snowberry Apartment Homes. The 224-unit community will address the extensive need for affordable housing among seniors in Riverside County. WNC provided \$9 million in Low Income Housing Tax Credits (LIHTC) financing for the project, which was developed by USA Properties Fund.

“There remains a dearth of affordable housing options for Riverside County’s large community of senior citizens,” said Will Cooper, Jr., chief executive officer of WNC. “This project was developed and leased up in an unprecedented 16 months and represents an important milestone in filling this substantial void.”

According to USA Properties Fund, the \$32 million development will also provide a positive economic impact to the Riverside community, supporting 170 construction jobs during development and 72 ongoing local jobs directly related to Snowberry’s operation.

The 10-acre property features spacious one- and two-bedroom apartment homes in five distinct floor plans. Located at 8402 Colorado Avenue in Riverside, the gated community offers the following features:

- Fully furnished kitchens with energy efficient appliances, full-size washer/dryer hook-ups and walk-in closets
- Extensive on-site amenities, including a spacious clubhouse, fitness area, pool and spa area, business center, laundry facilities and covered parking

Vintage at Snowberry is also conveniently located in close proximity to Riverside’s many shopping, dining and public transportation options.

“These beautiful, Spanish colonial style apartments will enable seniors to thrive within a vibrant community of their peers,” said Geoffrey C. Brown, president of USA Properties Fund. “With extensive amenities, mountain views and a central location, Vintage at Snowberry offers residents a vital mix of luxury, affordability and independence.”

Vintage at Snowberry celebrated its grand opening and ribbon cutting on May 2 with U.S. Congressman Ken Calvert and Riverside City Councilmember Chris MacArthur on hand to welcome residents to the new community and show support for affordable housing projects.

Financing partners for the project included WNC, The City of Riverside, Riverside County Department of Mental Health, Wells Fargo Bank and Citi Community Capital.

The LIHTC program is an indirect Federal subsidy used to finance the development of affordable rental housing for low income households. Additional information is available at www.hud.gov/offices/cpd/affordablehousing/training/web/lihtc/basic.s/.

REDLANDS DEVELOPMENT SITE SELLS FOR \$2.74 MILLION

A 13.26-acre parcel of land in Redlands recently traded hands at a price of \$2.74 million. The raw, unentitled land, located at the northwest corner of San Bernardino Avenue and I-210, is zoned for commercial/office use, and was pur-

continued on page 18

ONT change...

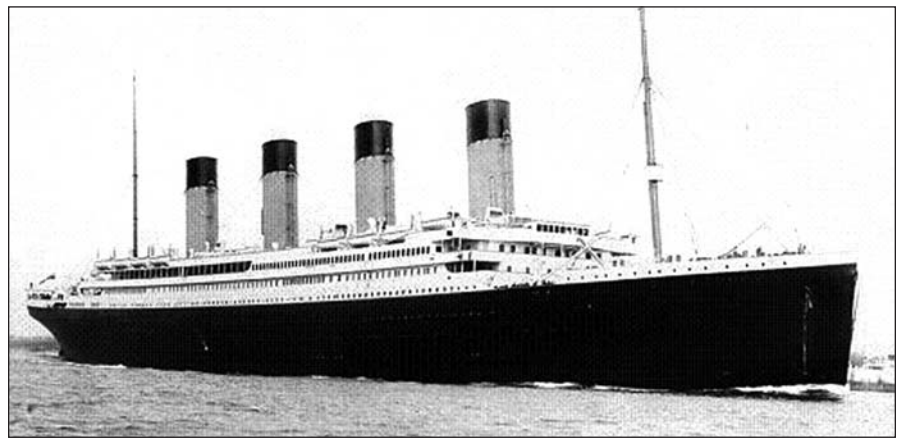
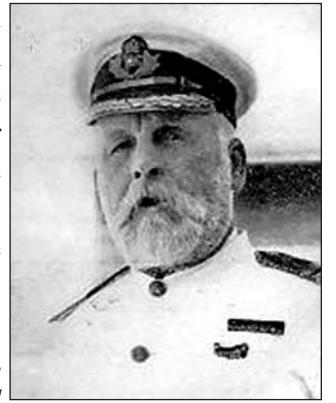
continued from pg. 7

and will take an active role in determining service levels from other divisions at the two airports for which he has accountability,” Lindsey added.

All other reporting relationships at the two airports remain unchanged.

Now, the Ontario bootleg version: **REPORTING STRUCTURE CHANGE ANNOUNCED (FOR RMS OLYMPIC AND RMS TITANTIC STEAMSHIPS)**

(Liverpool, England - April 14, 1912) In an effort to provide increased coordination between divisions and improve continuity at White Star Lines, Managing Director and Chairman Bruce Isman announced a structural change in reporting that involves two White



Star Lines ships: *RMS Olympic* and *RMS Titanic*.

Effectively immediately, *continued on page 31*

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Many Thanks, Melissa A.



BUDGET DEFICITS CONTINUE

In a surprise to few around the Capitol, the governor announced that the budget deficit for the remainder of this fiscal year and next year now stands at nearly \$16 billion dollars – up from his projected \$9 billion that he had projected in January.

The governor and Democrats have claimed that they have cut nearly \$60 billion from the budget since 2007-08. However, a look at the numbers reveals that revenues have actually increased by \$20 billion during that period.

In fact, this year, the governor's own May revision numbers show how General Fund spending will increase by nearly \$5 billion over the current fiscal year. Additionally, baseline revenues are growing by nearly six percent (or \$5 billion) without any new tax increases.

The fact of the matter is, the governor and Democrats are trying to scare voters into voting for tax increases on the November ballot. They are holding K-12 school spending hostage in hopes of getting the multi-billion dollar tax increase passed.

I've been saying for years that the solution to California's budget woes needs to focus on two areas. First, this Legislature must approve real structural reforms that keep spending in line with revenues, especially when revenues are lower than expected. Second, and equally as important, we must lift the government red tape that has caused California to have the second highest unemployment rate in this nation. If we can create an environment where private businesses can grow and thrive, those businesses will begin to hire some of the nearly two million people looking for work. Those unemployed workers will pay taxes and those taxes will fund the vital programs we all think are important.

I will continue to fight to implement real reforms that will permanently bring spending in line with revenues and against efforts to take more of your hard-earned money to pay for the Legislature's inability to fix this budget mess, which has plagued for the state for as long as I have served in this body.

ADA LAWSUIT LEGISLATION MOVES FORWARD

The issue of job-killing predatory lawsuits, which are being filed against thousands of small businesses in California under the guise of the Americans with Disabilities Act (ADA), has been well chronicled by me for the better part of the last year.

In another effort to try to curb these unscrupulous lawyers, I've teamed up with Senate pro Tem Darrell Steinberg (D-Sacramento) in an effort to push forward Senate Bill 1186, which aims to help California businesses comply with the requirements of the ADA without facing the threat of frivolous lawsuits.

The legislation cleared the Senate Judiciary Committee earlier this month on a 4-1 vote.

This bill is a work in progress and will be amended significantly as it moves forward in the legislative process over the next 90 days. Staff members from my, and Senator Steinberg's, office will be meeting weekly with stakeholders from all groups affected in an effort to come to a solution that protects both the business and disabled communities.

A recent report by ABC news pointed out several examples of these predatory lawsuits, including Alfred Garcia, a disabled illegal immigrant who has filed more than 600 of these lawsuits against Southern California businesses.

The story also featured Noni Gotti of San Diego, whose previous lawyer filed more than 243 ADA *continued on page 37*

Fragmented Recovery Starting to Materialize for Inland Empire Office Market

A significant upturn in space demand remains several quarters away for the Inland Empire office market as tenants backfill underutilized space, limiting improvements in 2012, according to the latest research provided to us by national real estate investment services firm Marcus & Millichap. Office-using firms will grow payrolls this year, but given the extent of layoffs during the recession, a sizable share of jobs created will only refill spots previously eliminated, restricting the need for additional space.

While overall conditions will remain weak, lower rents and a wide availability of inventory should entice financially strong firms to upgrade, and in few instances, expand their footprint to lock in current terms for future growth. Core hubs west of Interstate 15 that are saturated with newer, discounted space will capture the attention of businesses motivated by competitive rates. This movement has already taken shape and reduced Class A vacancy from recessionary highs in the Rancho Cucamonga/Ontario/Fontana and Corona/Riverside/Moreno Valley submarkets, which received the bulk of supply during the building boom. However, sites farther from core job centers will require several years of meaningful employment growth to fill the dark office space.

Sales activity will rise through 2012 as banks release assets at reduced prices, encouraging opportunistic investors and owner-users to step up purchases. Last year, these buyers accounted for a dominant share of sales and pursued assets between \$500,000 and \$2.5 million located in urbanized hubs. Given the region's volume of non-performing assets, these trends will again characterize the metro in 2012. Depending on location and property condition, deals involving owner-users will transact between the \$75- to \$125-per-square-foot range, with shell buildings to trade toward the lower end of the scale. Meanwhile, private investors pursuing well-located, multi-tenant buildings will generally command *continued on page 32*

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Hospitals Serving the Inland Empire

Ranked by number of licensed beds

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	Hospital Address City, State, Zip	# of Lic. Beds	Total Staff # of Doctors # of R.N.s	Current Operating Budget	Specialties	Owner	Top Local Executive Title Phone/Fax E-Mail Address
1.	Loma Linda University Medical Center 11234 Anderson St. Loma Linda, CA 92354	939	7,430 796 2,336	\$990 million	International Heart Institute, Cancer Treatment Institute, Over 300 Other Specialties	Loma Linda University Adventist Health Sciences Center, Non-Profit	Ruthita J. Fike CEO/Administrator (909) 558-6000/558-0308 www.lomalindahealth.org
2.	St. Bernardine Medical Center 2101 N. Waterman Ave. San Bernardino, CA 92404	463	1,425 400 562	\$217 million	Full Service Regional Medical Center	Catholic Healthcare West	Steven R. Barron President (909) 881-4300/881-7692 (909) 883-8711/881-4546 www.stbernadinemedicalcenter.com
3.	Pomona Valley Hospital Medical Center 1798 N. Garey Ave. Pomona, CA 91767	453	3,295 626 1,023	N/A	Cancer Treatm., Cardiac & Intensive Care, Cardiac Catheterization, Heart Surgery, Regional Kidney Stone Center; Women & Children's Services	Non-profit facility by Community BOD	Richard E. Yochum President/CEO (909) 865-9500/865-9796 www.pvhmc.org
4.	Kaiser Permanente Medical Center 9961 Sierra Ave. Fontana, CA 92335	444	6,188 700 1,613	N/A	Full Service Medical Care	Kaiser Permanente	Greg Christian Executive Director (909) 427-7714/427-7193 www.kp.org
5.	Desert Regional Medical Center 1150 N. Indian Canyon Dr. Palm Springs, CA 92262	388	1,300 250 450	\$178 million	Geriatrics, Rehabilitation, Oncology, Women & Infants, Trauma/Emergency, Inpatient Surgery, Heart Services, Home Health/Hospice	Desert Hospital Dist., Tenet Healthcare	Karolee Sowle CEO (760) 323-6511/323-6580
6.	Arrowhead Regional Medical Center 400 N. Pepper Ave. Colton, CA 92324	373	3,100 380 1,143	\$362 million	Family Medicine, Outpatient/Inpatient Care, Maternity, Neonatal, Burn, Kidney Transplant, Cancer, Cardiac, Orthopedics, Emergency, Trauma	County of San Bernardino	Patrick Petre CEO (909) 580-1000/580-6196 valenciaj@armc.sbcounty.gov
7.	Riverside County Regional Med. Ctr. 26520 Cactus Ave. Moreno Valley, CA 92555	364	1,800 350 300	\$240 million	Neurosurgery, Child Abuse, Orthopedics, Surgery, Fam. Practice, Obstetrics, Level II Adult & Pediatric Trauma Units	County of Riverside	Douglas Bagley CEO (951) 486-4470/486-4475 www.rcrmc.org
8.	Riverside Community Hospital 4445 Magnolia Ave. Riverside, CA 92501	373	1,790 506 775	N/A	HeartCare, 24-hr. ER/Trauma, Inpatient/Outpatient Surgery, Intensive Care, Kidney /Kidney-Pancreas Transplant, Orthopedics Physical/Occupational/Environmental Medicine	HCA	Patrick Brilliant CEO (951) 788-3000/788-3494 www.rchc.org
9.	Community Hospital of San Bernardino 1805 Medical Center Dr. San Bernardino, CA 92411	321	1,200 250 n/a	N/A	Full Service Medical Center, Obstetrics/ Neonatal Intensive Care, Comprehensive Rehab., Mental Health, 24 Hr. Emergency, Outpatient Surg.	Catholic Healthcare West	Diane Nitta V.P of Operations (909) 887-6333/887-6468 www.chsb.org
10.	Eisenhower Medical Center 39000 Bob Hope Dr. Rancho Mirage, CA 92270	289	2,218 400 643	N/A	Emergency, Cardiology, Orthopedics, Lucy Curci Cancer Care, Diabetes, Parkinson's, Alcohol and Drug Treatment	Community-Based Non-Profit	G. Abrey Serfling President/CEO (760) 340-3911/773-1425 www.emc.org
11.	San Antonio Community Hospital 999 San Bernardino Rd. Upland, CA 91786	279	2,018 500 677	N/A	Medical/Surgical, Critical Care, Maternity, Neonatal, Pediatrics, Cancer Treatment, Cardiac, and Outpatient Services, Radiology & Physical Therapy	Independent Non-Profit	Vince Least President/CEO (909) 985-2811/985-7659 www.sach.org
12.	Hemet Valley Medical Center 1117 E. Devonshire Ave. Hemet, CA 92543	244	1,000 200 287	N/A	Emergency Department, Cancer, Treatment, Maternity & Women's Services, Cardiac Care, Outpatient Lab	Valley Health Systems	Joel Bengerfeld CEO (951) 652-2811/765-4815 www.valleyhealthsystem.com
13.	LLU Children's Hospital 11234 Anderson St. Loma Linda, CA 92354	244	372 107 287	N/A	Pediatrics, Cardiology, Oncology, OB/GYN Gastroenterology, Neurology, Pathology, Radiology	Loma Linda University Adventist Health Sciences Center	Ruthita J. Fike President/CEO (909) 558-4000/558-0308 www.lomalindahealth.org
14.	Corona Regional Medical Center 800 S. Main St. Corona, CA 91720	228	921 308 227	N/A	Full Service Medical Center/ Rehabilitation Hospital, Behavioral Health, Comprehensive Cancer Center	Vista Hospital Systems, Inc. Non-Profit	Kevan Metcalst CEO (951) 736-6240/736-6310 www.coronaregional.com
15.	Kaiser Foundation Hospital 10800 Magnolia Ave. Riverside, CA 92505	215	3,600 400 635	N/A	Full Service Medical Care	Kaiser Foundation Hospitals	Vita Willett Executive Director (951) 353-4600/353-4611
16.	Redlands Community Hospital 350 Terracina Blvd. Redlands, CA 92373	206	1,500 354 250	N/A	Cardiac Rehab., Radiation/Onc., Gen./Laparoscopic Surg., Level II Intens. Care Nursery, High Risk OB, Neurosurgery, Orthopedic Surg., Wound Care, Home Health, Hospice, Phys. Therapy, Pediatrics, Behavioral Medicine, ICU, Urology, Gastroenterology	Community Non-profit	James R. Holmes President/CEO (909) 335-5500/335-6497 www.redlandshospital.org
17.	Parkview Community Hospital Medical Center 3865 Jackson St. Riverside, CA 92503	193	889 426 264	N/A	In/Out Surgery, Imaging, Bariatric Intensive Care Nursery Level II, Occupational Sweet Success, Emergency Care, Acute Care Hospital	Arlington Health Services Corp. Non-Profit	Douglas Drumwright CEO (951) 352-5400/354-5427 www.pchmc.org

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. Copyright 2012 by IEBJ.

The Prison...

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that is as problematic as the “military industrial complex” (Shelden, 2010, chapter 2).

The Prison Industrial Complex

The data provided above, along with the quotes at the start of this paper, indicate that incarceration is a huge industry in the United States. About \$69 billion is being spent each year on the correctional system (more about this below). What many have called the prison industrial complex represents an interconnection among the prison system, the political system and the economic system - just like the military represents a connection with the political and economic system, what has been called the “iron triangle,” originally mentioned by President Eisenhower when he brought attention to the Military Industrial Complex in 1960.

This is similar to what Lilly and Knepper (1993) called the “correctional-commercial complex,” which they describe as a sort of “sub-governmental policy-making” system

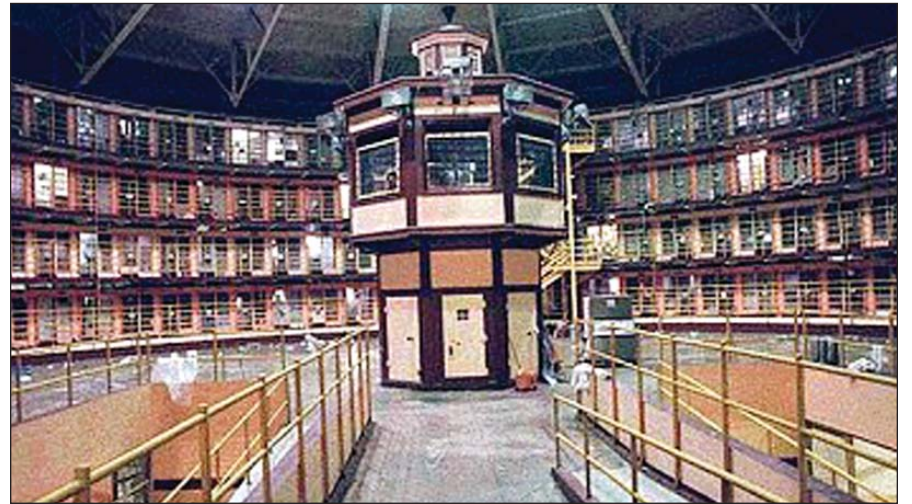
consisting of an alliance between government and private enterprise. Lilly and Knepper noted that this system is quite similar to the “military industrial complex,” since it consists of patterns of interrelationships known variously as “policy networks,” “subgovernment” or the “iron triangle.” They argued that such a system may not be legally a form of government, but nevertheless may exert greater influence than more formal structures of the government. In comparing this system to the military equivalent they note that within the military subgovernment there is an “iron triangle” of the Pentagon, private defense contractors, and various members of Congressional committees (e.g., armed services committees, defense appropriations committees). They noted further that the decision-making within any given policy arena “rests within a closed circle or elite of government bureaucrats, agency heads, interest groups, and private interests that gain from the allocation of public resources” (Lilly and Knepper, 1993, p. 152). Politics and economics go hand in hand, which is how politicians get elected. Think also of the large number of lobbyists in the nation’s capital (Parenti, 2007; Frank, 2008). Also, consider for a moment about the costs involved in the construction of prisons, jails, courthouses, police departments and furnishing them with everything they need to keep going (construction costs, electrical, furniture, toilet paper, etc.), all of which involve many different private enterprises (Christie, 2000; Shelden and Brown, 2000; Herivel and Wright, 2007).

A perfect example was the influence of Tom Beasley (head of the Republican Party of Tennessee) in 1983, Doctor Crants (with ties to Sodexo-Marriott) and Don Hutto, who was at the time the president of the American Correctional Association (ACA). In 1983 all of the individuals unified to help Corrections Corporation of America (CCA) enter the market by attempting to take over the entire prison system of Tennessee (Selman and Leighton, 2010, p. 55-56). More about CCA in a later section of this paper. A deeper understanding of this requires some discussion of the “free market” and the drive for profits within a capitalist economic system. It is to this subject that we now turn.

Prisons as a “Market” for Profits

As Robert Heilbroner (1985) notes, within a capitalist society there tends to be an insatiable desire to continue “converting money into commodities and commodities into money” (p. 60).

Everything, it seems, is turned into a “commodity” - from the simplest products (e.g., paper and pencil) to human beings (e.g., women’s bodies, slaves). Indeed, within a capitalist society “daily



life is scanned for possibilities that can be brought within the circuit of accumulation,” since any aspect of society that can produce a profit will be exploited. Life itself has been “commodified” (Heilbroner, 1985, p. 60).

“There are no seasonal fluctuations, it is a non-polluting industry, and in many circumstances it is virtually invisible.” A California Department of Corrections official explaining some of the benefits of putting a prison in a rural area (Huling, 2002, p. 200).

Part of this drive for profits stems from the ideology of the “free market,” a system of beliefs that under girds the entire capitalist economic system. According to this ideology every individual pursues his or her own personal interests and the result is a collective good for the entire society. It is Adam Smith’s “invisible

hand” at work. Corporations are “free” to do whatever they want. The failure of this philosophy became evident in late 2008 and continues to the present date. The current recession illustrates this perfectly. These “free markets” faltered miserably and taxpayers were called upon to “rescue” them. This is nothing less than socialism for the rich and free enterprise for everyone

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The Emperor Has No Clothes

By J. Allen Leinberger

I love it when I'm right.

Some time ago I wrote a few disparaging words about social media. Everyone else was saying it was the new "thing." People were conducting seminars on how to market on social media. Businesses were dropping cash advertising contracts in order to use this new Internet system for free.

I said they were expecting more that they should—and I was right.

Make no mistake. I use Facebook. I keep in touch with my daughters up north. I find out what local friends are up to. I do not do business on Facebook. I do business through phone calls, e-mail and on websites. Facebook is exactly what it says it is. It is a "social" network. Talk to your buddies. Watch baseball games or TV season finales together.

Do not expect to sell tires or fill the tables in your restaurant on karaoke night. If you don't believe me, remember that the same week Facebook went public; General Motors dropped their ad contract with them. They did it for a reason. Did they really think that people would buy \$40,000 cars because they saw a one paragraph blurb on the right hand column of a page full of cute kittens wrestling in a paper bag?

Which reminds me. Facebook went public in May. Mark Zuckerberg is now officially a billionaire. Too bad nobody else is. In less than a week shares of Facebook dropped by about 25 percent of their value. Is it a bust? Nasdaq says they mishandled the deal. I am sure that the FTC and some other government groups will hold hearings and point fingers.

Meanwhile high school kids will continue to use it for what it's best at—passing answers in a test. What? You say smartphones aren't allowed in class? Yeah. Right. That never happens.

What does amaze me is the power that social media really does have in one tragic area—bullying. Are our young people today so sensitive that calling them a nasty name online can drive them to suicide—amazing.

Surely in this age of digital technology, we can teach our children to hold a better, stronger opinion of themselves than some other dummy who can tear it down in the few words they allow on Twitter?

Which brings me to another thought. Last month I listed some of the things we are living without thanks to smartphones. Things like watches, maps, calendars and snapshot cameras. Well now I am beginning to wonder if everyone in Hollywood has fired their press agent. No longer do we hear that stars and other personalities have released a statement about a wedding or divorce or the passing of Donna Summers. Now we know only hear what they Twitted. This is the town crier of the 21st century.

In many cases I see the whole thing being forced. Radio and TV contests no longer ask you to call or send in an entry. Now they expect everyone to Twit or find them on Facebook. (Hey, it's not free if I have to buy a desktop and get a smartphone hooked up to it, subscribe to an Internet service and pay for electricity to keep it all charged.)

Now let me take you back to those people who think they have to do business on these social hookups. I could be wrong but it seems to me that there is a new system just about every month. And many of my friends are sending me messages asking me to join up. Hey, anyone who knows me can call me. But the idea that I will join a half dozen different social business con-

continued on page 31

Mental Health Rules

By Joseph Fetterman

1. **HAVE A HOBBY:** Acquire pursuits which absorb your interest; sports and nature are best.
2. **DEVELOP A PHILOSOPHY:** Adapt yourself to social and spiritual surroundings.
3. **SHARE YOUR THOUGHTS:** Cultivate companionship in thought and in feeling. Confide, confess, consult.
4. **FACE YOUR FEARS:** Analyze them; daylight dismisses ghosts.
5. **BALANCE FANTASY WITH FACT:** Dream but also do; wish but build; imagine but face reality.
6. **BEWARE ALLURING ESCAPES:** Alcohol, opiates and barbitals may prove faithless friends.
7. **EXERCISE:** Walk, swim, golf—muscles need activity.
8. **LOVE, BUT LOVE WISELY:** Sex is a flame which uncontrolled may scorch; properly guided, it will light the torch of eternity.
9. **DON'T BECOME ENGULFED IN WHIRLPOOL OF WORRIES:** Call early for help. The doctor is ready for your rescue.
10. **TRUST IN TIME:** Be patient and hopeful—time is a great therapist.

Real Estate...

continued from pg. 14

chased for future development.

Patrick Wood, a senior associate with Voit Real Estate Services, represented the seller, U.S. Bank National Association. The buyer TREH Partners LLC, is a Newport Beach-based developer.

The listing generated competing offers, which enabled the seller to secure pricing and terms that outpaced typical market conditions. In the end, the selected buyer provided a non-refundable deposit equal to the purchase price upon opening escrow, and the transaction closed four days thereafter.

"This transaction demonstrates the bullish outlook the development community has on the future growth of the Inland Empire market," said Wood. "As the health of the market continues to improve, we are starting to see increased competition among buyers to acquire the limited supply of quality land positions in the Inland Empire. This competitive atmosphere will help to improve property values throughout the region."

RIVERSIDE'S SUMMIT BIZ CENTER REACHING NEW HEIGHTS

Changes are in the air at Summit Business Center, a 138k business park owned by CIP Real Estate and located in the Hunter Park area of Riverside. CIP recently locked up 45k square feet of leasing at the property and is about to move forward with approximately \$1.6 million in capital improvements and cosmetic upgrades, plus an additional \$2.2 million allocated for interior tenant improvements. Renovations are expected to be completed in the 2nd and 3rd quarters of 2012.

CIP acquired the office property in November of 2011 for \$6.5 million in a joint venture with a real estate investment fund managed by Blue Vista Capital Partners ("Blue Vista"). The business center was 35 percent leased upon acquisition and has increased to 50 percent with the new transactions.

As a result of the renovation work and new management, three new leases have been signed, including the State of California for 3.5k square feet, Advanced Imaging Solutions (AIS) for 7.5k square feet and Goodwill Industries for 2.5k square feet. In addition, Crescent Healthcare has expanded its lease within the business center by 6.3k square feet and the County of Riverside has extended its lease of 15.2k square feet.

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Go Kart World, Carson
Golds Gym, Multiple Locations

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Hearst Castle, San Simeon
Hof's Hut, Multiple Locations
Hollywood Park, Inglewood
Hooper Camera Stores
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Pomona Valley Mining Company, Pomona
Punch Productions, Dustin Hoffman
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Spirit Cruises, San Pedro
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The Clubhouse at Anaheim Hills Golf Course
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The Inn at Deep Canyon, Palm Desert
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The Warehouse Restaurant, Marina Del Rey
The Westin Bonaventure Hotel & Suites, Los Angeles
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UCLA Athletic Department
ULTRAZONE Laser Tag, Sherman Oaks
USAopoly
Vikki Downey, Party Lite
Wienerschnitzel, Multiple Locations

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continued from pg. 1

is expected to enable them to create over 50 high paying positions in the next 12-18 months with an annual economic impact to the region of over ten million dollars.

Since its designation as a qualified Regional Center by the US Citizenship and Immigration Service in June 2011, the USA Continental Regional Center (USACRC) has been creating local jobs by matching foreign investors with American companies. USACRC's mission is to promote economic growth, job creation, and new investment capital in the US economy. The EB-5 immigration based investment partnership provides international investors the opportunity to invest in secure real estate development projects. USACRC is the pathway to a U.S. green card.

What separates USACRC from other EB-5 Regional Centers is that prior to syndication, all CED projects are debt free and go through a rigorous financial evaluation and feasibility process.

"Our job is to create economic growth, jobs, and invest capital into the U.S. economy," reported Al Rattan, president and co-founder, Continental East Development. "Unlike other regional centers, USACRC is truly a development group with a proven track record; we have an extensive background in banking, finance, and government relations."

"USA Continental Regional Center came in as the owners. They bought the building, improved it, and in my opinion turned it into a Grade-A building, which is exactly what we wanted. They've been very good and very easy to work with, and I think it's going to be a good start for us in this particular area," says Norman Hames, vice president and chief operating officer, RadNet. "The result of the increase in jobs will be a big boost for the city in terms of its overall socioeconomic position in the community since these individuals will be making their homes in the surrounding area, and investing into the local economy."

Continental East Development Inc. (CED) is a real estate development and management company which acquires undervalued properties throughout the Inland Empire. Its mission is to develop opportunity funds and provide key management which results in financially profitable real estate ventures. The acquisitions offer the opportunity to improve the underlying value of the land and position it for sale and/or joint venture as market conditions mandate. Since inception, CED has significantly increased its real estate holdings to include single family residential tracts, office, medical office buildings and a new retail shopping center, with total investments currently exceeding \$50M US dollars.

Address Risk... underground storage, or water "banking." The continued expansion of these tools will allow

continued from pg. 3

California to manage future water shortages.

Another reason for the state's resilience despite the scarcity of water is that its economy has evolved to become less reliant on water-intensive activities.

The authors point to key trends—expected to persist—that shed light on the role of water in the economy:

- **Agricultural water use has declined since the 1980s.** Farmers have improved irrigation efficiency and shifted toward crops that generate more value and profits per volume of water used, such as fruits, nuts, vegetables, and plants for horticultural use. Although agriculture is highly dependent on irrigation water—which accounts for about three-quarters of all business and residential use—it is now a small share of the state's economy. *continued on page 23*

EXECUTIVE NOTES

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

- Celia Cocherell to the position of assistant vice president and trust compliance officer for the risk management division in Ontario.

Cocherell's professional career incorporates over 30 years in the financial services industry with a background in sales, marketing and business development.

- The promotion of Sandra Areeboonsap to the position of assistant vice president and accounting officer of the bank's finance and accounting department in Ontario.

Prior to her promotion, Areeboonsap served as an accounting officer for the finance and accounting department.

- The promotion of Kimberly Ward to the position of vice president and portfolio manager of the bank's Tri City Business Financial Center in San Bernardino.

Prior to her promotion, Ward served as assistant vice president and portfolio manager at the Tri City Business Financial Center.

- The promotion of Joanne Ho to the position of vice president and portfolio manager of the bank's special assets department in Ontario. Prior to her promotion, Ho served as assistant vice president and portfolio manager in the special assets department.

- The appointment of Robert Swan to the position of vice president and portfolio manager for CitizensTrust in Ontario. Swan's professional career incorporates over 25 years in the financial services industry with a background in trust, wealth management and banking.

- The appointment of Susan Sayer to the position of vice president and senior portfolio manager for CitizensTrust in Ontario.

Sayer's professional career incorporates over 25 years in the financial services industry with a background in trust, wealth management and banking.

- The promotion of Robert Morris to the position of senior vice president and credit administrator of the bank's credit management division in Bakersfield.

Prior to his promotion, Morris served as vice president, credit administrator for the credit management division.

- The appointment of Heather Nichols to the position of assistant vice president and portfolio manager of the bank's Inland Empire Commercial Banking Center in Ontario.

Nichols' professional career incorporates over nine years of banking experience with a background in SBA lending, credit analysis and portfolio management.

- The promotion of Trish Rozhon to the position of vice president and portfolio manager of the bank's Tri City Business Financial Center in San Bernardino.

Prior to her promotion, Rozhon served as assistant vice president and portfolio manager at the Tri City Business Financial Center. Her professional career incorporates over 28 years of banking experience with a background in sales, credit and lending.

- The appointment of John Liu to the position of vice president and credit officer of the bank's credit management division in Ontario. Liu's professional career incorporates over 15 years of banking and financial experience with a background in lending, sales and marketing.

The Prison...

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else. A good assessment of the present economic crisis is found in Paul Krugman's book *The Return of Depression Economics* (2009) and several of his columns in the *New York Times* (such as Krugman, 2010).

A key part of the development of private prisons is the belief that the free market can do it better than the government. Although distrust of government dates back to the early years of the country, it became more common during the Reagan Administration. As the authors noted in Chapter 2, Ronald Reagan summed it up nicely when he said in 1981 that "Government is not the solution to our problems. Government is the problem." What he and others with similar views keep forgetting to mention is that government is a problem "unless it can benefit big business," which in fact it has done with much regularity for more than 100 years. Anti-government feelings have reached a boiling point during the past year or so, as exemplified with the so-called "Tea Party" movement. Incidentally, some fact checking on the size of the government under different administrations and lo and behold it has consistently increased more under Republican administrations than under Democratic administrations. Specifically, during a 40 year period (1962-2001) the total of non-defense government employees rose by 310,000 during Republican administrations, while during Democratic administrations there was an increase of just 59,000. In other words, of the 369,000 employees added, 84% were added under Republican administrations. The size of the government got even bigger under Bush, going from 18.4 percent of GDP in 2000 to 20.3 percent of GDP in 2006 (Ward, 2008). While Clinton increased the federal budget by 11%, under Bush it went up by 104 percent (De Rugy, 2009). Also, the national

debt went up by 72% under Bush (Knoller, 2010). This is the irony of free market worshipers: they actually want the government to help them out whenever possible. Without a doubt CCA and other private prison operators like the government.

Reagan was so enamored with the idea of the privatization of prisons that he established a special commission – the

President's Commission on Privatization. Its report of 1968 was for all practical purposes a foregone conclusion, as most of the members were already leaning toward support of privatization. The only opposition came from the American Bar Association. Many groups that were against the idea, such as the American Federation of State, County and Municipal

Employees (AFSCME), were never invited to testify. The commission concluded by supporting privatization.

This "free market" includes the prison system. The amount of money that flows into the financial resources of the prison system from tax dollars alone is quite substantial. As shown in Expenditures for prisons came

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The Prison...

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to about \$69 billion in fiscal 2006, an increase of more than 650 percent over 1982 when the figure was about \$9 billion. In California, between 1998 and 2009, the prison budget grew from \$3.5 billion to \$10.3 billion (California Department of Corrections and Rehabilitation,

2009).

Similarly, the budgets for probation and parole have also been increasing. The most recent data available for probation and parole are from the year 2000. While in fiscal year 1992 the average budgets for both probation and parole came to \$23 million, in the year 2000 the average was \$71 million, an increase of 209 percent. What is

most interesting about the budgets for probation and parole is that the largest increases went to the parole system, with their average budgets going from \$25.5 million in 1992 to \$43.1 million in 2000, compared to a very modest increase for probation budgets from \$55.7 million to \$56.3 million. The total budgets for both probation and parole came to just over \$1.7 billion in

fiscal year 2000 (Camp and Camp, 2000).

A Prison-Building Frenzy

Prison construction quickly became a booming business. In 1980 there were only 44 prisons; in 2002 there were 102, with 11 more under construction (Johnson, 2003). During the 1990s a total of 371 new prisons opened. (Approximately 92,000 new beds were added each year.) In 1999 alone, 24 new prisons were opened, at a total cost of just over \$1 billion. The average cost of building a new prison came to \$105 million (about \$57,000 per bed). Also, in 1999 a total of 146 prisons were adding or renovating beds at a cost of \$470 million (about \$30,000 per bed). The total estimated costs of these new building projects come to more than \$2.2 billion (Camp and Camp, 2000). These figures may be a bit misleading. A review of the Federal Bureau of Prisons web site finds that as of October, 2008, there were a total of 180 "facilities" plus 14 private "facilities." These "facilities" include not only prisons but also "camps" and "correctional complexes" (which include more than one "facility"). Regardless of which source is most accurate, the federal prison system is huge and covers both rural and urban areas all over the country.

The construction of new prisons has become such a big business that there are several web sites devoted to the topic. For example, the Government Accountability Office (GAO) (Government Accountability Office, 2008) issues reports on various prison construction projects. Also, many states publish reports on recent or upcoming construction projects (Oregon, State of, 2010; Firestone and Hansen, 2001). One interesting report comes from web site called Reed Construction Data (2008) which shows 10 planned prison construction projects around the country. A Google search also turns up dozens of companies

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Address Risk...

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- **Urban water use has leveled off since the mid-1990s despite population growth.** Appliances such as low-flow showers and toilets have generated much of the savings in water use. There is still considerable room for increased conservation among California households, particularly in landscaping, which accounts for at least half of all urban water use.

- **The manufacturing and service industries account for a small fraction of total water use.** These sectors have improved efficiency by using advanced appliances—such as prewash spray nozzles in restaurants—switching to recycled wastewater, and reducing outdoor watering. There is still room for cost-effective conservation in these areas, as well.

- **Demand for environmental water is growing.** Societal demand for healthy watersheds is reflected in the passage of environmental laws beginning in the late 1960s and approval of billions of dollars in state general obligation bonds focusing on better water quality and other environmental issues. Although meeting environmental demands for water poses a funding challenge, there are numerous economic benefits. Healthy watersheds help make California a desirable place to live and work, making it possible to attract and retain a highly productive workforce and businesses that create jobs. They also support commercial and recreational fisheries and other forms of recreation, as well as allowing cities to save millions of dollars annually in water treatment costs.

“California’s economy is less dependent on large volumes of water for production,” says Ellen Hanak, PPIC senior policy fellow

Agriculture and related manufacturing make up just 2 percent of state GDP and 4 percent of all jobs.

**HAZARDS TO ECONOMY INCLUDE
QUAKES, FLOODS, DEPLETED
GROUNDWATER**

and one of the report's 15 authors. “Water use efficiency is increasing in all sectors, and there is considerable opportunity to build on this progress.”

Contrary to conventional wisdom, the primary concerns about water are neither periodic drought nor long-term decline in water availability from climate change. California has the ability to manage water shortages by using surface reservoirs and groundwater basins to “bank” water for dry years, and tools such as drought conservation programs and water markets to voluntarily reallocate water. Of greater concern, the report says, are:

- **Catastrophic disruptions in the water supply.** Many parts of the water system—particularly the Sacramento-San Joaquin Delta—are vulnerable to earthquakes. Delta levee failures in late summer, autumn, or any time of drought—when there is little fresh water in the watershed—could draw in salt water from San Francisco Bay, potentially ending water exports for up to two years. Other water supply networks around the state are also at risk. This is a particular concern when urban systems rely heavily on a single source of vulnerable supplies, as in San Francisco, San Mateo, and parts of Alameda, Contra Costa, and Ventura Counties. Steps that can reduce risk include seismic upgrading, diversifying water supply sources, and building connections between utilities so that they can share supplies, if needed.

- **Continuing uncertainty about the reliability of water supplies.** Long-term uncertainty discourages business and infrastructure investments. The biggest single source of unreliability is the Delta, given its importance as a supply source for much of the state. To reduce uncertainty, it is essential

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The Prison...

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advertising for prison construction. One example, among many, is Kitchell. According to their web site they have built “more than 110,000 detention and corrections beds in place,” and they boast that “Kitchell stands among the most experienced program, project and construction management firms for criminal justice facilities in the country. Those years of experience include more than 130 projects in 17 states, among them are 42 state prisons, 30 adult jails, 30 juvenile facilities, four return-to-custody centers, two California Youth Authority institutions, as well as police stations, courts facilities, camps and other justice-related projects” (Kitchell, 2010).

Interested readers may want to pick out a few states at random and see how many prisons presently exist and how many have been built in recent years or will be built in the coming years. Take the state of North Carolina for example. On the web site for the North Carolina Department of Corrections (2010) there is a chart showing the prisons recently opened or about to open in that state. Between 1989 and May, 2008 a total of 26 correctional facilities (including two for young offenders, two work farms and a women’s prison) were opened. Currently eight correctional facilities are under construction. As of October 5, 2010 North Carolina had a total of 70 prisons and 40,371 prisoners and an incarceration rate of 368 as of June, 2008 (up from 28,772 and a rate of 345 in 2002), a rate considerably below the national rate of 504. Has there been a significant increase in crime lately? Not at all. According to the FBI Uniform Crime Reports (Federal Bureau of Investigation, 2010) in 2009 the rate of violent crime was 404 and for property crime it was 3,668; in 2005 the rate for violent crime was 468 and for property crime it was 4075.

Address Risk...

continued from pg. 23

that the debate be resolved about whether to build new conveyance to route water under or around the Delta or implement an alternative solution.

- **Declining groundwater basins.** Groundwater accounts for roughly a third of agricultural and urban water use

statewide, but in many parts of rural California it is not managed effectively. As a result, more water is pumped out than is replenished and nitrates from fertilizer seep into the aquifers. This is a particularly acute problem in the Tulare Basin—covering large parts of Fresno, Kern, Tulare, and Kings Counties—and the Salinas Basin in Monterey County. The lack of

effective regulation of groundwater threatens the long-term viability of agricultural production and raises the cost of drinking water treatment.

- **Increasing risk of catastrophic floods.** Flood protection is chronically and woefully underfunded. Federal and state policies allow new development

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CORPORATE PROFILE

Sideskills

Three lifelong friends from the Beach Cities are looking online to transform the job market—one skill at a time.

Manhattan Beach natives Ryan McKenzie, Morgan Ralls, and Casey Mauge have launched a hybrid website called Sideskills.com [1], which combines the benefits of social networking, ecommerce and online job searching.

“With Sideskills, you’re the hunted—you set up a profile, you get connected with your friends, establish your skills, and then if you’re offering a skill that somebody needs, you just sit back and get invitations to work,” McKenzie, 29, said. Ralls, 29, said that the goal behind the website is “to be a part of turning unemployment around.” California’s jobless rate was 11 percent in April and nationwide it was 9 percent, the California Employment Development Department [2] announced last month.

McKenzie, Ralls, and Mauge, 28, have been friends since they were children. The trio attended the same schools all the way up until graduating from Mira Costa High, in Manhattan Beach. After high school, they went off on their separate paths—McKenzie to Colorado, Ralls to Long Beach, and Mauge to Arizona—all to start their own respective careers.

But then years later, the three found themselves creating Sideskills, an idea born out of McKenzie’s other business: WebWorks and Graphics [3]. “I had a concept that had been sitting in the back of my mind for awhile and it was basically a way that people could list what they’re good at, whether professionally or for fun, what your skills are,” McKenzie said.

After about a year of brainstorming and designing, Sideskills launched in August and has steadily grown. Mauge

serves as the chief operating officer of Sideskills while Ralls is the chief networking officer.

Here’s how people can use the website to find work: Users first create an



don’t need and you might know somebody who might want that job. You could go to your list of friends and pass it on and help them out,” Ralls said.

After jobs or projects are



account on the site, where they can upload a photo of themselves and list their skills. SideSkills boasts more than 1,000 skills to choose from, according to the site. Resumes, video resumes and portfolios can be uploaded to a profile as well. Users can offer full-time, part-time, or one-time jobs to other friends or colleagues on the site. Those users then can accept or deny the job offers, as well as apply to public posts.

“We have three types of invitations people can receive, full time, part time, and contract work. If I type in that I want a graphic designer and it’s a one-time job and I want to pay \$500, I’ll see who has that skill and is available for one-time jobs and that pay and basically hire them right there,” McKenzie said.

Users also could choose to utilize the social networking aspect of the site to share job opportunities with their friends by using the “pass it on” feature. “Say you get a job offer that you don’t think you’re fit for or

completed, the employer can leave feedback and comments on an employee’s profile page for other employers to see. “That’s basically where the accountability comes in. If somebody you hired on Sideskills did such a good job for you that you want to recommend him, all you have to do is click the star on his profile,” McKenzie said. Employers also leave feedback by rating the employee on their level of communication, scheduling, and the final outcome of their work, on a scale of one to 10.

Ralls said that Sideskills just hired employees for marketing to help grow the website, which as of last week had more than 3,500 users. New features have been getting added to the site as the team thinks of them, and more are likely to come. The website is currently free to sign up for both job/income seekers and businesses.

For part-time and one-time jobs, employers will also be able to pay their employee through

the website itself.

Because of the evolving model of labor, Sideskills is a perfect fit. McKenzie adds, “Sideskills is absolutely the best tool that exists for job hunters. Imagine if you were an employer with two identical candidates and didn’t know who to hire. What if one was spending the last few months earning income and working on their skill set, and another was just applying to jobs...who would you hire? We want to give the edge back to job seekers, and allow people to earn income doing what they’re good at, in a safe and responsible community of like-minded individuals.”

[1] www.sideskills.com/login

[2] www.edd.ca.gov

[3] www.webworksandgraphics.com

[4] www.sideskills.com/u/ryanmckenzie

Address Risk...

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in floodplains without requiring adequate flood protection. Yet a large flood in the Sacramento area would endanger thousands of people and destroy tens of billions of dollars in property. Climate change is projected to increase flood risk inland because of faster snowmelt and in coastal areas such as the San Francisco Bay Area, as sea levels rise.

“As great as these challenges may seem, they do not need to limit California’s growth if we take actions to manage water wisely,” says co-author Jay Lund, director of the Center for Watershed Sciences at the University of California, Davis, and adjunct policy fellow at PPIC. “Many of the changes needed to secure future prosperity require proactive leadership—from policymakers and

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Top Health Care Medical Clinics/Groups in The Inland Empire

continued from page 11

Ranked by number of licensed beds

	Medical Group Address City, State, Zip	# of Physicians: Employed Contracted	Organization: (IPA/Grp. Pract.)	Total Employees	Year Founded	Percentage of Prepaid Patients	Urgent Care Services	Nat. Accredited: Surg. Centers Clinic/Group	Top Local Executive Title Phone/Fax E-Mail Address
20.	Pinnacle Medical Group 1850 N. Riverside Ave. Rialto, CA 92376	8	Medical Group	50	2003	WND	Yes	Yes Yes	Charles Sabbah, MD President (909) 421-2700/421-2922 www.pinnaclemedical.com
21.	Pomona Valley Health Center 1770 N. Orange Grove Ave., Ste. 101 Pomona, CA 91767	8	Premier Family Medicine Associates	36	1996	N/A	No	Yes Yes	Gregory Dahlquist, M.D. Medical Director (909) 469-9490/865-2982 www.pvhmc.org
22.	PVHC at Chino Hills 2140 Grand Ave. Chino Hills, CA 91709	4	Premier Family Medicine Associates	46	2003	N/A	Radiology & Physical Therapy	Yes Yes	Gary Fontan, M.D. Medical Director (909) 630-7875/630-7848 www.pvhmc.org
23.	PVHC at Claremont 1601 Monte Vista Ave. Claremont, CA 91711	N/A 2	Premier Family Medicine Associates	50	2009	N/A	Yes	Yes Sleep Disorders	Karen Levin Director of Operations (909) 865-9977/946-0166 www.pvhmc.org
24.	PVHC at Crossroads 3110 Chino Ave., Ste. 150-A Chino Hills, CA 91709	4	Premier Family Medicine Associates	27	2007	N/A	Yes	Yes Yes	Michael Deanda, M.D. Medical Director (909) 630-7490/630-7491 www.pvhmc.org
25.	Prime Care of Redlands 1520 Barton Rd. Redlands, CA 92373	3 50	IPA	15	1982	50%	Yes	No No	Sandee Derryberry Executive Director (909) 798-7766/335-0006
26.	ProMed Health Network 4150 E. Concours St., Ste. 100 Ontario, CA 91764	0 980+	IPA Multi-Specialty	87	1988	80%	Yes	N/A N/A	Jeereddi Prasad, M.D. President (909) 932-1045/932-1065 info@promedhealth.com
27.	Raincross Medical Group, Inc. 4646 Brockton Ave. Riverside, CA 92506	0 10	Multi-Specialty	70	1996	60%	Yes	No No	Deborah Novellino Executive Director (951) 774-2800/774-2846
28.	Redlands-Yucaipa Medical Group 255 Terraciana Blvd., Ste. 101A Redlands, CA 92373	10	Medical Group	50	2003	WND	Yes	Yes Yes	Walter Jones, MD President (909) 748-6569 www.rymg.com
29.	Riverside Medical Clinic 3660 Arlington Ave. Riverside, CA 92506	123 0	Multi-Specialty Medical Group	725	1935	50%	Yes	Yes Yes	Judy Carpenter President/CEO (951) 782-3744/328-9749 www.riversidemedicalclinic.com
30.	Riverside Physician Network 1650 Iowa Ave., Ste. 220 Riverside, CA 92507	0 200	IPA	55	1984	n/a	Yes	N/A N/A	Howard Saner CEO (951) 788-9800/788-0098 www.rpndocs.com
31.	San Bernardino Medical Group, Inc. 1700 N. Waterman Ave. San Bernardino, CA 92404	25 120	Multi-Specialty Practice Group	188	1954	65%	Yes	No Yes	James W. Malin CEO/Administrator (909) 883-8611/881-5707 administration@sbmed.com
32.	Stanley Trammel, DDS Affiliated w/Hospitality Dental Associates 14285 Seventh St. Victorville, CA 92392	1	Dental Orthodontics	6	1986	90%	24 Hour on Call	No No	Stephanie Urzua Office Manager (760) 243-7957/243-1310
33.	U.S. Health Works Medical Group 6485 Day St., Ste. 302 Riverside, CA 92507	1	Occupational & Industrial Medicine	4	1991	100%	Yes	No No	Carmen Wells Center Manager (951) 653-5291/653-2440
34.	U.S. Health Works Medical Group 15341 Central Ave. Chino, CA 91710	15	Family Practice, Industrial Medicine	35	1983	35%	Yes	No No	Alparze Jackson Medical Director (909) 628-6011/628-7801
35.	U.S. Health Works Medical Group 1760 Chicago Ave., Ste. J3 Riverside, CA 92507	6 10	Day Occupational Health, Industrial Medicine	17	1980	100%	Yes	No No	Eileen Jazo Clinic Manager (951) 781-2200/781-2220
36.	U.S. Health Works Medical Group 801 Corporate Center Dr., Ste. 130 Pomona, CA 91768	6 10	Occupational Health, Industrial Medicine	15	1980	100%	Yes	No No	Rosemary Lozano Clinic Manager (909) 623-1954/623-4988
37.	U.S. Health Works Medical Group 2171 S. Grove Ave., Ste. A Ontario, CA 91761	2 5	Occupational Health, Industrial Medicine	22	1980	100%	Yes	No No	Joseph Balatazar Clinic Manager (909) 923-4080/930-0704
38.	Western University Medical Center 887 E. 2nd St., Ste. C Pomona, CA 91766	0 3	Dental Family Practice Group	150 16	1971 1983	90% 90%	Yes Yes	NA No No	Carol Huie Clinic Manager (909) 865-2565/865-2955

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. Copyright 2012 by IEBJ.

Real Estate...

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“Downtown Riverside’s office market has remained one of the strongest regions in Southern California, with a vacancy rate of only about 7 percent,” said Eric Smyth, principal at CIP Real Estate. “This forces many office tenants to look beyond downtown and particularly at Hunter Park, an appealing office sub-market just five minutes from the Riverside city center.”

“We’ve seen a consistent increase in activity and occupancy in Hunter Park and expect more tenants to secure new office leases in the coming months, pushing the submarket’s vacancy to the lowest level in five years,” said Phil Woodford of CB Richard Ellis, Ontario.

WESTWOOD FINANCIAL COLLECTS \$7.4 MILLION FROM ONTARIO RETAIL SALE

Pacific Plaza Shopping Center, a 49k-square-foot shopping center located at 2544-98 South Archibald in the city of Ontario, recently sold for \$7.4 million (\$151/sf). It was sold by Westwood Financial Corp, one of the largest owner-operators of shopping centers in the U.S.

Built in 1989, Pacific Plaza currently contains 22 suites and is 58 percent leased. Current tenants include 24 Hour Fitness (NAP), Taco Bell, Manila Bay Seafood, Pizza Hut, Frazee Industries, Bank of America and Vineyard of Hope.

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PRIME HEALTHCARE SERVICES

Prime Healthcare is an award-winning healthcare system comprised of 16 hospitals in California, Texas and Pennsylvania. Prime has been recognized by Thomson Reuters as a “Top 15 Healthcare System in the Nation” in 2012, and a Top 10 Healthcare System in 2009.

THOMSON REUTERS 100 TOP HOSPITALS 2012

CHINO VALLEY MEDICAL CENTER

DESERT VALLEY HOSPITAL

MONTCLAIR HOSPITAL MEDICAL CENTER

SAN DIMAS COMMUNITY HOSPITAL

PRIMEHEALTHCARE.COM

Hospitals Serving The Inland Empire

continued from page 16

Ranked by number of licensed beds

	Hospital Address City, State, Zip	# of Lic. Beds	Total Staff # of Doctors # of R.N.s	Current Operating Budget	Specialties	Owner	Top Local Executive Title Phone/Fax E-Mail Address
18.	St. Mary Medical Center 18300 Highway 18 Apple Valley, CA 92307	186	1,450 266 400	N/A	General Acute Care, CT Scan, Cath. Lab, Open Heart, Neonatal I.C., Transitional Care, MRI, 24-Hour Emergency	St. Joseph Health System	Alan Garrett President/CEO (760) 242-2311/242-2994 www.stmary4health.org
19.	Hi-Desert Medical Center 6601 White Feather Rd. Joshua Tree, CA 92252	179	485 98 114	\$32 million	Medical, Surgery, Subacute, Home Care, Hospice 24-hr basic ER, Outpatient Surgery, Imaging, Lab, Rehab. Behavior Health, Rehab. CPSP, Health Care District, ICU, SNF,	Hi-Desert Memorial	Lionel Chadwick CEO (760) 366-6260/366-6251 www.hdmc.org
20.	J.F.K. Memorial Hospital 47-111 Monroe St. Indio, CA 92201	145	650 150 n/a	N/A	Surgery, Orthopedics, OB/GYN, Gastro, Oncology, Pediatrics, Internal Medicine, Neurosurgery, Urology, 24-Hr. E.R., Cardiac & Vascular Cath. Lab, Outpatient, Prenatal Svcs., ICU	Tenet Health Care	Dan Bowers CEO (760) 775-8019/775-8014 www.jfkmemorialhosp.com
21.	Chino Valley Medical Center 5451 Walnut Ave. Chino, CA 91710	126	560 280 250	N/A	24-hr. ER, Same-Day Surg., ICU, Transitional Care, Chest Pain Ctr., Indust. Care, The Birth Place, Pediatrics, Acute Care	Prime Healthcare Services Inc.	Dr. James M. Lally President/CEO (909) 464-8604/464-8882 drlally@cvmc.com
22.	Victor Valley Community Hospital 15248 Eleventh St. Victorville, CA 92395	115	530 250 175	N/A	Outpatient Surgery, Med./Surg. Units Inpatient & Outpatient Behavioral Health Unit, MR/CT/NICU	Community Owned	Edward Matthews CEO (760)843-6105/843-6020 www.vvch.org
23.	Canyon Ridge Hospital 5353 G St. Chino, CA 91710	106	170 8 30	N/A	Behavioral Health, Alcohol/Drug, Acute Care, Outpatient Programs, 24-Hr. Adult/Pediatric, Assessment, Referral	Psychiatric Solutions, Inc	Jeff McDonald CEO (909) 590-3700/590-4019 kevin.nolan@psysolutions.com
24.	Montclair Hospital Medical Center 5000 San Bernardino St. Montclair, CA 91763	102	475 300+ 145	N/A	24 hr. ER; Family Centered Birth Program, OB/GYN; Pediatrics, Outpatient Surgery, Medical/Surgical, ICU/CCU, CT Scan, MRI, Cardio Pulmonary, Mammograms, Physical Therapy, CPSP, Health Education	Prime Health Care	Gregory Brentano CEO (909) 625-5411/626-4777 www.montclairhospitalmedicalcenter.com
25.	Moreno Valley Community Hospital 27300 Iris Ave. Moreno Valley, CA 92555	101	356 104 116	N/A	Spine Center, OB Services, ER Acute Care Facility Outpatient Diagnostic Services	Kaiser Foundation Hospitals	Vita Willett CEO/Executive Director (951) 243-0811/243-2005
26.	Rancho Spring Medical Center 500 Medical Center Dr. Murrieta, CA 92562	99	500 250 200	WND	24-Hour Emergency, Acute Care, ICU Infusion Therapy, Inpatient & Outpatient Surgery, Maternity Care, Imaging Treatment, Total Joint Replacement Program, Community Education, Breast Care Center, Outpatient	San Diego Hospital Association	Ken Rivers CEO (951) 677-9710/677-0056
27.	San Dimas Community Hospital 1350 W. Covina Blvd. San Dimas, CA 91773	93	446 287 150	WND	ER, ICU/CCU, Med./Surg., Sub-Acute Skilled, Maternity, O/P Surg., Phys. Therapy, 24-Hr. Emergency, Bloodless Medicine & Surgery Program, Senior Program	Prime Healthcare	John Rossfeld CEO (909) 599-6811/305-5677 www.sandimascommunityhospital.com
28.	Kindred Hospital 550 N. Monterey Ave. Ontario, CA 91764	91	310 275 70	N/A	Acute Care-Long Term, Intensive Care, Cardio Pulmonary, Rehabilitation Services	Kindred Health Care Corp.	Robin Rapp CEO (909) 391-0333/391-2892 peter.adamo@kindredhealthcare.com
29.	Desert Valley Hospital 16850 Bear Valley Rd. Victorville, CA 92395	83	780 201 117	\$347 Million	OB, Imaging, Med./Surg., Telemetry, ICU, Lab., ER, Step-Down Unit, Outpatient Surgery, Diagnostic Catheterization Lab., Birth Place	Prime Care Services	Margaret Peterson, Ph D CEO (760) 241-8000 info@primehealthcare.com
30.	Robert H. Ballard Rehabilitation Hospital 1760 W. 16th St. San Bernardino, CA 92411	60	250 65 45	\$14.3 Million	Physical Acute Rehabilitation, Industrial Medicine, Pain Management, Pulmonary Rehabilitation	Sun Healthcare Group	Edward Palacios CEO/Administrator (909) 473-1275/473-1276 robertherrick@sunh.com
31.	Barstow Community Hospital 555 S. Seventh St. Barstow, CA 92311	56	255 76 120	WND	Inpatient & Outpatient Surgeries, OB/GYN, CCU, 24-hr. Emergency Dept. Anesthesiology, Cardiology, Family Practice, Gastroenterology, Synecology, Internal Medicine, Neurology, Obstetrics, Oncology, Ophthalmology, Orthopedics, Pediatrics, Podiatry, Urology	Community Health Systems	Michael Stewart CEO (760) 957-3203/957-3048 www.barstowhospital.com
32.	Palo Verde Hospital 250 N. First St. Blythe, CA 92225	41	WND	WND	Full Service Comm. Hospital, Adult/ Pediatric Acute Care, Inpatient/Outpatient Surgery, Emergency, Maternity, Women's Health, Home Health	Palo Verde Health Care District	Peter Klune CEO (760) 921-5151/921-5201 www.paloverdehospital.org
33.	Mountains Community Hospital 29101 Hospital Rd. Lake Arrowhead, CA 92352	35	162 50 35	\$15 Million	Skilled Nursing Unit, Lab., Radiology, 24-Hr. ER, OB, Physical Therapy, Rural Clinic, Med./Surg. Wing	Hospital District	Charles Harrison Executive Director (909) 336-3651 x3200/336-1179 www.mchcares.com

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. Copyright 2012 by IEBJ.

MANAGEMENT

Serve UP Satisfaction: 10 Tips for Effectively Handling Customer Complaints

As the Spirit Airlines case has recently shown, sticking to your guns is rarely the best way to handle customer complaints. Ron Kaufman concedes that these situations are difficult to navigate. He offers advice on how to handle complaints so that your unhappy customers become customers for life.

Spirit Airlines recently flew into a big public relations disaster. Sticking to a no-refunds policy, the airline refused to refund the airfare of a passenger who had to cancel his trip after finding out he has terminal cancer. The incident unearthed earlier cases of Spirit's difficulty handling customer complaints. A couple of years ago, CEO Ben Baldanza hit "Reply All" on an email from two customers who had missed a concert due to a delayed flight. Essentially, he told his employees and (accidentally) the customers themselves that Spirit Airlines didn't owe the customers anything and the customers would be back the next time they wanted low airfare.

These examples, says Ron Kaufman, are proof of just how tricky it can be to properly navigate customer complaints.

"Spirit Airlines has a policy and they're sticking to it," says Kaufman, author of the new book "Uplifting Service: The Proven Path to Delighting Your Customers, Colleagues, and Everyone Else You Meet." "That seems to be how the company chooses to handle customer complaints. Unfortunately, as we've seen, that approach might not be what's best for business. When any company receives a complaint, it essentially has two choices. One, treat the complaining customer like he's a pain in the neck. Or two, appreciate each complaining customer and use the complaint as an opportunity to improve."

Kaufman explains that one complaining customer actually represents many other customers who had the same problem, but didn't complain. And because that's true, you should try to uplift them every time.

"For every person who actually comes to complain to you, there is a quantum number who won't come to you," says Kaufman. "They're the ones who go off and tell somebody else, complain about you online, and take their business elsewhere. Let's say 1 out of 100 of your customers actually comes to you with their complaint. Shouldn't you really value that person times 100? Because they're representing all the other people who never came to you, you should be happy—or if not happy, at least very, very appreciative—when someone actually takes the time to give you a second chance."

Read on for Kaufman's advice on how to use customer complaints to uplift your service.

Thank them for their complaint. Give positive recognition by saying, right off the bat, "Thank you for reaching out." "Show appreciation for the complaining customer's time, effort, communication, feedback, and suggestions," says Kaufman. "Always keep in mind that the customer didn't have to come to you at all. He could have simply taken his business to your competitor. When a customer gives you the opportunity to recover their service, be grateful."

Don't be defensive. It's easy to get defensive when an angry customer is on the other end of the line. Customers with complaints exaggerate situations, they get confused, and yes, they may even lie about how things went down. It's tempting, as the Spirit Airlines CEO did in his "Reply All"

email, to just blow off the customer. You want to say, "No! That's not what happened. You're wrong!" But getting defensive will lead only to more problems.

"When you get defensive, you raise the temperature even higher," notes Kaufman. "Think about the last time you had a disagreement with your spouse. How did it make you feel when he or she told you that you were wrong about something or completely denied that a set of events happened the way you said they happened? Probably not very happy. When a customer complains, they're doing so because they feel wronged in some way. You don't have to agree with what they're saying. But you do have to agree to hear them out. That's how you keep the conversation moving in a positive direction."

Acknowledge what's important to them. Kaufman teaches that service providers must find a complaining customer's value dimension (or what's important to them). Even if you think the customer's complaint is unfair, there is something they value that your company didn't deliver on. Embrace that value.

"What the customer wants is to feel right," explains Kaufman. "When you agree with their value dimension, you're telling them they are right to value this specific thing. For example, if a customer says your service was slow, then that customer values speed. You might say, 'Absolutely, you deserve quick, efficient service.' Or if a customer says your staff was rude, you might say, 'We do agree that you should be treated with courtesy and respect every time you come to our store.' In Spirit Airlines' case, the man was complaining about their no-refund policy. The company might have responded by say-

ing, 'We understand that flexibility in appropriate circumstances is the right thing to do.'

"When you validate what a customer values, you aren't agreeing with them that your service is slow or that your staff is rude," he adds. "You're saying, 'We agree with you on what you find important and what you value. And we want to deliver in those areas.'"

Use judo, not boxing. In boxing, you go right after your opponent, trying to punch him to the ground. In judo, you work with someone else's motions to create a desired result. You use another person's speed and energy to spin him around and then end up together on the same side.

"When you show a customer you understand what they value, you're catching them off guard with your own movement," explains Kaufman. "They don't expect you to tell them that they're right. Suddenly, just as you might do in judo, you've avoided a defensive confrontation and you can spin them. In judo, you'd spin them to the ground. In customer service, you use the opportunity to show the customer that you're now both on the same side and you can work together."

Apologize once, upfront. Every service provider knows that the customer is not always right. But the customer is always the customer. "You don't have to tell the customer you were wrong, but you should apologize for the inconvenience they've experienced," says Kaufman. "When you do so, you're showing understanding and empathy for their discomfort, displeasure, or inconvenience."

Explain the company's desire to improve. When you

continued on page 32

Real Estate...*continued from pg. 28*

Modern Space Pacific Services is the latest tenant to take space at the Southern California Logistics Centre (SCLC), a 2,500-acre industrial and commercial complex in Victorville. The new tenant, a leading provider of retail store fixtures to major U.S. retailers, inked a lease for 47.7k square feet of space and is now the single largest user in the multi-tenant portion of the Southern California Logistics Centre, bringing occupancy to 94 percent in the building. SCLC is being master-developed by Stirling Capital Investments.

Modern Space Pacific Services' new headquarters at SCLC are located at 13644 George Boulevard. The company, which is relocating from Adelanto, selected this facility in part because of the property's flexible space options, abundance of dock high doors and reliable Internet connectivity. They'll utilize the space as an operating center for countrywide distribution and light assembly of retail store fixtures. The company is the U.S. affiliate of Modern Space Design Decoration, a Chinese manufacturer based in Shanghai.

Stirling Capital Investments has developed almost 3m square feet of Class A industrial space at SCLC with an overall project occupancy over 98 percent. Modern Space Pacific Services joins a number of high-profile corporations already located in Victorville including Aspen Logistics, Church & Dwight, ConAgra Foods, Dr Pepper Snapple Group, Fastenal, FedEx, General Electric, Goodyear Tire & Rubber Company, Newell Rubbermaid, Nutro Products, Plastipak Packaging, Pratt & Whitney, Red Bull, Sparkletts and United Furniture Industries.

JOHNSON CAPITAL ARRANGES \$5 MILLION ON INLAND EMPIRE MOBILE HOME PARK

David Susank, senior vice president in Johnson Capital's Phoenix office, has arranged a \$5.1 million loan to refinance the Saddleback Mobile Home Estates in Hemet. The 227-pad mobile home park sits on 42.5 mountainous acres at 1536 S. State Street, providing tenants with spectacular views of the San Jacinto Valley.

The property is owned by a small group of Southern California-based investors that owns several other mobile home parks in the area, which they also manage. Susank secured a 10-year, Fannie Mae loan with a fixed interest rate below 4 percent.

Saddleback Mobile Home Estates was built in the late 1960s and has been well-maintained, resulting in the consistently strong occupancy rate in the upper 90 percent range. Hemet is a city of approximately 79,000 people located in Riverside County, roughly 50 miles southeast of Los Angeles.

Commenting on the transaction, Susank said, "While this is a high quality 4-Star mobile home park with excellent cash flow, its location in the Inland Empire and its older vintage created some challenges. But after analyzing many options, Fannie Mae ended up being the best fit."

CORONA VALUE-ADD OFFICE BUILDINGS FETCH \$24 MILLION

Three office buildings encompassing 282.8k square feet of space in the Inland Empire recently traded hands in a \$24 million (\$85/sf) transaction. The Class A buildings comprise Corona Summit Corporate Center, located at 2375, 2390 and 2455 Anselmo Drive, east of McKinley Street on the south side of the 91 Freeway in Corona.

KEVIN BOEVE NAMED SENIOR DIRECTOR OF MARCUS & MILLICHAP'S NATIONAL RETAIL GROUP

Marcus & Millichap Real Estate Investment Services has named

MODERN SPACE LEASES 48K-SQUARE-FOOT MODERN SPACE IN VICTORVILLE**The Emperor...***continued from pg. 18*

connections in order to do business with them is pretty narrow, if not foolish. Like CB radio back in the 70's, this too shall pass away. Remember MySpace? Many were on it, but as other things came up, the old got replaced by the new. Too many social sites means too many slices in the old pie. You want to find someone? You may just as well call them. You've got the number; besides, it's a real time communications. You don't have to wait till tomorrow to get their answer to your question. And then make them wait another day to hear from you.

The day will come when things settle out and we have a way of selecting one person to communicate with or select a functional for or mass communication to speak to many.

Basic things like paper and pen, or the telephone will rise up again and declare that they remain dominant—as they should.

Airport...*continued from pg. 12*

free up other employees to do their jobs more efficiently. "It will be very interesting to see what travelers think of Ava the Avatar once she's installed at these airports," says Kaufman. "I suspect they'll find that she's a positive service improvement, both in the helpful information she'll provide and in the way she'll free up airport employees to provide even greater service themselves. Here's to the future of uplifting service!"

ONT change...*continued from pg. 14*

Captain Edward John Smith, captain of the two ships, will report to White Star's Chief Operating Officer in an effort to align the expanded duties associated with his position.

"It has become clear that the daily management demands of both ships have moved progressively and significantly beyond the confines of White Star Operations," Isman said. "Management oversight of the *Olympic* and *Titanic* ships includes an ever-expanding set of requirements in areas of public and community relations, effective (passenger and stakeholder relations, resource allocation, budget controls and steamship market development."

"Captain Smith will actively participate in the *Titanic* Task Force, along with other White Star executive staff, and will take an active role in determining service levels from other divisions at the two ships for which he has accountability," Isman added.

All other reporting relationships at the two ships remain unchanged.

Kevin W. Boeve senior director of the firm's National Retail Group in Ontario. Boeve joined Marcus & Millichap in June 1999. During his career, he has closed 188 transactions valued at more than \$591 million.

Boeve specializes in retail and net-lease real estate, working with clients and properties throughout the United States. He was one of the youngest agents in Marcus & Millichap's history to be awarded senior investment associate and has also earned the title of vice president investments.

TWO INLAND EMPIRE RETAIL CENTERS TRADE IN RECENT DEALS VALUED OVER \$9 MILLION

Two multi-tenant strip centers in the Inland Empire recently traded hands in separate deals totaling more than \$9 million. In one of the transactions, Marketplace on Hamner, a 12.8k-square-foot multi-tenant strip center in Norco, sold for \$5 million, representing a 7.40 percent capitalization rate. Built in 2004, Marketplace on Hamner consists of two buildings on 1.54 acres at 1409-1411 Hamner Avenue. Tenants within the center include: *continued on page 37*

Fragmented...

continued from pg. 15
mix and location.

cap rates starting in the 9 percent territory, though return expectations will also vary by lease term, tenant

2012 Market Outlook

- 2012 NOPI Rank: 41, Down 4 Places. The Inland Empire continues to struggle with dark space, resulting in a four-spot decline in the NOPI.
- Employment Forecast: Total employment will rise by 25,000 spots this year, or 2.2 percent, with office-using payrolls accounting for 4,400 jobs.
- Construction Forecast: Office builders will complete 166.5k square feet this year, following two consecutive years of no supply growth.
- Vacancy Forecast: Vacancy will edge down 60 basis points in 2012 to 24.1 percent, after retreating a mild 10 basis points last year.
- Rent Forecast: Asking rents will tick up 0.1 percent to \$21.38 per square foot as effective rents increase 0.2 percent to \$17.12 per square foot.
- Investment Forecast: Buyers continue to seek future revenue upside, but single-tenant deals secured by credit tenants under long-term leases will typically trade at cap rates between 7 and 8 percent.

Wells Fargo...

continued from pg. 5

and future expectations (next 12 months) in six key areas: financial situation, cash flow, revenues, capital spending allocation, hiring, and credit availability.

The improvement in the overall Index this quarter was driven by increases in both the future expectations score (from positive 21 to positive 24) and an increase in the present situation score (from negative 6 to negative 1). Statistically significant improvements were seen in three of the six future expectations components:

- Financial situation – Fewer (15 percent vs. 21 percent in Q1 2012) expect their company's financial situation to be very or somewhat poor over the next 12 months.
- Cash flow – Fewer (18 percent vs. 23 percent in Q1 2012) expect their cash flow to be very or somewhat poor
- Credit access – Fewer (32 percent vs. 38 percent in Q1 2012)

Serve Up...

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understand what the customer values, show them things your company does that helps you perform well

in that area. For example, let's say a customer is complaining because a package was delivered a day late. You would say, "We understand that quick, on-time delivery is important to our customers."

Now the unhappy customer will probably say, "But you failed in my case! My package was a day late." Then, you should calmly say, "Here's what happened. On that day there was a snow storm that slowed our service. I'd like to reassure you that we are working right now to find a better solution. In fact, we've recently invested \$1.7 million in a fleet upgrade that will allow us to better navigate inclement weather and keep our deliveries coming to you on time."

"Show you are sincere about your commitment to do well in the areas the customer values," says Kaufman. "At the very least, you can say, 'I'm going to make sure everyone in the company hears your story. We don't want this to happen again.' When you express the company's desire to improve, you start on the path to rebuilding its credibility with the customer."

Educate your customer. Part of hearing the customer out is answering any questions they ask about their specific situation. Provide additional, useful information. "If they ask a question that you can't answer or don't know the answer to, tell them you'll find out the answer and get back to them," says Kaufman. "And then actually follow through. Contact the customer with the answers they requested. And even if they might not have requested an update about their situation, get back in touch with them with one anyway. These are additional opportunities for you to say through your actions, 'We care about you. We value your business.'"

Contain the problem. Let's say a family is at a crowded theme park on a hot day. The youngest child in the group starts to have an all-out meltdown. Suddenly, a theme park staff member sweeps onto the scene and whisks the family into a special room. Inside, they find an air-conditioned room with water and other beverages, an ice cream machine, a bathroom, a comfortable sitting area, etc. The only thing missing in the room is any connection to the theme park's brand. That's because this room is used to isolate customers from the brand until they're all—parents and children—having a more pleasurable experience. The room is also being used to isolate the unhappy family from the families outside the room who are enjoying their day at the theme park. And finally, they're being isolated from some park staff who may not be as well-prepared as the staff member who brought the family to the room to handle these sticky situations.

"That's how you contain a problem," says Kaufman. "The Spirit Airlines situation is completely different, but they still had an opportunity to contain the problem before it became a national public relations disaster. They could have done so by having a service provider educated in uplifting service responding to the customer's complaint. They might have said, 'No matter what our rules or policies are, we see that your circumstance requires flexibility. We want to handle your special situation carefully. Let's work together to figure out what's best. But first, let me thank you for reaching out.' Had they said this, they would have been working together with their customer to solve the problem. Instead, he didn't feel like he was going to get help from the airline so he took his complaint elsewhere."

Recover. Show the customer you care about them, even if you feel the company did everything right, by making them an offer. Companies worry that they'll get taken advantage of if they give vouchers, discounts, or freebies as part of their service recovery, but the reality is that almost never hap-

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A Slice of...

continued from pg. 44

Staying at Dromoland Castle is like going to a concert or theatrical production seated in the first row. The experience at this five-star hotel touches the soul with pleasure. Its like a touchdown, home run, and three-point buzzer beater all wrapped up in one.

Dromoland Castle is located at Newmarket-on-Fergus, Co. Clare. Reservations can be made through the hotel at sales@dromoland.ie, online at www.dromoland.ie or by calling Preferred Hotels & Resort at 1-800-323-7500.

For those who want to get a grasp of some of Ireland's rich history should take a day trip to explore the Burren region. A day trip to the Burren will widen eyes with wonder from megalithic tombs to ancient stone forts.

The Shannon Airport offers the most convenient access to County Clare. Aer Lingus offers flights from LA X and Long Beach Airport. If flying into or out of Shannon Airport, be sure to visit Bunratty Castle and Folk Park, which delights travelers with a unique entertaining experience at its medieval banquets. A close-by accommodation to the Shanon Airport that comes highly recommended is the Ashgrove House B & B in Bunratty. Innkeepers Frank and Shiela Tiernan are certain to keep guests entertained with a dose of Irish wit, and they serve a splendid traditional Irish breakfast. They even offer rides to and from the Bunratty Castle. It's hospitality at its best. To make reservations visit www.ashgrovehouse.com.

Visit Ireland—a slice of heaven awaits!

For all there is to see and do in Ireland (especially County Clare), or to order a free visitor's guide visit www.discoverireland.com. This resourceful website is a one-stop shop that even has an integrated itinerary builder that make planning a trip to Ireland a breeze.

because the in-room amenities are so plush that one automatically melds into the relaxing atmosphere.

Serve Up...

continued from pg. 32

so 'as a gesture of goodwill' or 'as a token of our appreciation,'" says Kaufman. "Sears takes recovery seriously. The company now has a 'blue ribbon team' of specially educated and empowered staff to handle recoveries. Once an issue goes to them, anything they recommend gets done. They have full support from the top down. Sears does this because the company understands that a successfully recovered customer can become your most loyal advocate and ally."

Give serial complainers an out. Some people just love to complain. These kinds of customers complain, not so that they can become satisfied, but because they are never satisfied. With serial complainers, you must limit your liability and isolate them from your brand.

"One leading luxury airline had a serial complainer who loved caviar," says Kaufman. "He loved it so much that on every flight he'd eat all of the caviar the flight crew had to offer and then he'd complain that they didn't have enough. As a test, the airline even stocked extra caviar on one of his flights. He ate it all again, and complained...again. His constant complaints led the airline to send him a letter. Essentially it read, 'Thank you for traveling with us for so many years. It appears that despite our best efforts we haven't been able to satisfy you. Out of our concern for your happiness we've provided you herewith the contact information for three other airlines that serve your route of travel. However, should you choose to travel with us again, and enjoy the high level of service we are able to provide, we will be delighted to welcome you on board with us again.' With the letter, they gave the complaint-prone passenger an out. On the rare occasions when you deal with someone who complains all the time, that's the best thing to do." *continued on page 37*

pens. "Offer the customer something and then explain that you're doing

For Planning 2012 Advertising, Marketing, and Publicity With The Inland Empire Business Journal

2012 EDITORIAL SCHEDULE

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NOVEMBER <ul style="list-style-type: none"> • Retail Sales • Industrial Real Estate • Commercial R.E./Office Parks • Educational Services Directory 	<ul style="list-style-type: none"> • Human Resources Guide • Executive Gifts • Building and Development • New Communities 	<ul style="list-style-type: none"> • Commercial R.E. Development Projects • Commercial R.E. Brokers • Fastest Growing I.E. Companies • Mortgage Companies • Title Companies
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RESTAURANT REVIEW

Sunday Brunches—Something for Everyone!

By Bill Anthony

Age, especially fossil age, brings many changes in one's life, and "Sunday Brunch" does not escape this "change."

Years ago, when the kids were preteen, my definition of Sunday Brunch was a time to eat a huge amount of food in about an hour and 15 minutes, and then go to a ball game or another event. Fast forward 40 years—my revised definition is really very, very good food with family, friends, grandkids, and three slow savoring hours of fun, pleasure and observation (mostly of the grandkids).

Here are, in my opinion, the perfect Sunday Brunch restau-

rants in order to have that perfect Sunday:

Khoury's Restaurant

The Sunday Brunch includes all the normal breakfast items plus shrimp, crab, oysters, great roast beef/prime rib, seafood crepes, beef stroganoff, leg of lamb, Cajun salmon—and for dessert banana's foster, crepes, and apple cheese cake.

Khoury's restaurant has waterfront dining with a great view and outside patio seating.

Price for Sunday Brunch is: Adults \$19.95; Seniors over 60 \$18.95; Children 9-12 \$12.95 and Children 3-8 \$4.95. Brunch is served from 10 a.m. to 3 p.m.

Khoury's is located at 110 Marina Drive in Long Beach.

Reservations are recommended by calling (562) 598-6800.

TAPS Fish House & Brewery

Let the good times roll every Sunday with TAPS Jazz Brunch Extravaganza. Start your feast with chilled seafood on ice, from plump shrimp to the freshest oysters on the half shell. Don't miss the smoked salmon, artisan cheeses, beautiful fruits, freshly baked breads and breakfast pastries.

Start off with pancakes and waffles made to order, or proceed directly to the carving sta-

tion and assorted brunch classics. Save room for made-to-order banana's foster and their interactive chocolate fountain. Inland Empire's most talked about brunch includes choice of TAPS award-winning beers or sparkling wine.

Price for Sunday Brunch is

\$31.95 for adults and \$11.95 for children. Brunch is served from 10 a.m. until 2 p.m.

TAPS Fish House & continued on page 35



Khoury's Restaurant

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It's New York without the attitude! This award-winning restaurant is where famous fare is finely defined. Our menu features prime steaks, Australian lobster tail, garlic roasted chicken, rack of lamb, prime rib and fresh seafood specialties. Join us for jazz in our Manhattan Room where acclaimed artists have made us the Inland Empire's most intimate jazz experience! We take care of every detail with innovative menu items, specialty dishes, dramatic desserts, outstanding wine selection and entertainment to complement your dining experience - and discover our magnificent banquet rooms, perfect for hosting your next event.

Sunday Brunch... *Brewery is located at 2745 Lakeshore Drive in Corona and 101 E. Imperial Highway in Brea. Reservations are recommended by calling (714) 257-0101.*

Orange Hill Restaurant

Their weekend brunch is always a special production at Orange Hill Restaurant. The buffet offers a number of indulgent options to appease any palate, including made-to-order pasta, omelets, fresh seafood, carving stations with perfect baby lamb chops and decadent desserts.

Price for Sunday Brunch is \$38.95 for adults and \$19.95 for children ages 3-11. Brunch is served from 9 a.m. until 3 p.m.

Orange Hill Restaurant also serves a Saturday Brunch from 10 a.m. until 2 p.m. Price for adults is \$32.95 and \$17.95 for children ages 3-11.

Orange Hill Restaurant is located at 6410 East Chapman Avenue in Orange. Call (714) 997-2910.

Spaghettini

Enjoy unlimited visits to their anti pasta buffet, hot pastas, fried shrimp, sushi grade ahi, house-made California and veggie sushi rolls, shrimp, seasonal fruits, grilled and marinated vegetables and assortment of pizzas. Also served are Tuscan salads and specialty appetizers, fresh baked breads and muffins. Try their delectable desserts prepared by the pastry chef.

Entree choices are made fresh to order with the following selections:

- Traditional eggs benedict with Canadian bacon and topped with Hollandaise sauce and shaved country potatoes.
- Stacked buttermilk waffles or pancakes topped with fresh blueberry compote. Also served with whipped cream, maple syrup and brown sugar candied bacon.
- Sliced center cut sirloin steak, soy-ginger marinade, buttermilk mashed potatoes.
- Salmon picatta with sautéed spinach, artichoke hearts and crispy fried onions
- Buttermilk fried chicken with mashed potatoes, mini cream biscuits and homemade gravy.
- Parmesan crusted sea bass with buttermilk mashed potatoes and lemon butter sauce.
- Bowtie pasta primavera served with julienne carrots, green zucchini, squash and tomatoes in a lemon butter sauce.

Price of Sunday Brunch is \$49.95 per adult and \$14.95 for children. The brunch is served from 10 a.m. until 3 p.m. and the last reservation is taken at 1 p.m.

Spaghettini is located at 3005 Old Ranch Parkway in Seal Beach. Call (562) 596-2199 for reservations.

Sterling Brunch at Bally's Hotel in Las Vegas

Delight in the finest brunch in Las Vegas—25 years running. Start your Sunday with this exquisite brunch served in the rarefied setting of Bally's Steakhouse. It was voted Best Brunch by the *Review Journal*. Their expansive Sunday Brunch includes sturgeon caviar, lobster and sushi, omelets, beef tenderloin and tempting desserts. It includes unlimited Champagne and sake. You name it, they have it!

Price is \$85 per person and is served on Sundays from 9:30 a.m. until 2:30 p.m. (last reservation is at 1:30 p.m.).

Bally's Hotel is located at 3645 Las Vegas Boulevard in Las Vegas. Call (702) 862-5138 for reservations.

If only Sunday meals could taste this good. Bon appetit!

8th Annual...

continued from pg. 1

A special tribute was given to Patricia Nix. She received the 2012 Woman of the Year award. Pat and her family lived in Grand Terrace for 45 years. In 1967, after only two weeks of living in this new city, Pat was taken to a Grand Terrace Women's Club meeting by a neighbor and she never left. She has served as president of the Grand Terrace Woman's Club, California Federation of Women's Clubs San Bernardino District Parliamentarian, and president of the California Federation of Women's Clubs. In addition to her service to the women's clubs, Pat is very involved with her church, the First Presbyterian Church of San Bernardino where she serves on the deacon board. During her acceptance speech, she advises women to serve only where their heart leads them. Only then can one really be of service to others. She mentioned that she uses the phrase, "This too will pass" on many occasions. It has helped her through the bad and even good times in her life.

State Senator Bill Emmerson (37th Senate District) helped to present the awards since the award was created seven years ago when he represented the 63rd District in the Assembly. However, now that legislative redistricting has been completed, this will be the last of the awards for the 63rd District as Morrell will represent the newly aligned 40th Assembly District when the new state legislature convenes in 2013.

Value: What...

continued from pg. 13

industry-company-person-current vendor and then finally about the product or service.

2. Help the prospective client understand what makes you and your company successful. A partnership is a two way street--so remember the sales professional is responsible for both ways. This means a sales professional shares with the prospective client what makes them successful without making it difficult or inconvenient for a prospective client but shows the why and value for both sides.

3. Practice your sales calls every day before you go on them rather than simply talking about the appointment afterwards and call it practice. Practice, practice, practice.

Final thoughts

This goes for all sales leaders and sales professionals—if the sales leader does not mandate ongoing practices and get involved themselves, then it will never happen. This is just like a professional sports team that will not practice if the coach does not require it and work on the field with the team. Second thought—if the prospect cannot truly afford the product or service the sales professional is offering, then do not lower the price and the perceived value. Instead, find a new prospect. By admitting that your product is not a fit, you will gain more clients long term than force feeding a product or service and losing value along the way. Lastly, every customer/client wants the most for the lowest price. This is not a bad thing once a sales professional learns how to help the prospect understand they really want success for the best price.

Success cannot be provided by just a vendor, rather it can only be provided by a true partner. Sales professionals need to prepare and practice so the next time the prospective client says, "I want the cheapest price," they are confident and ready to take control of the sales call and never sell (or lose) on price again.

For more information visit www.NathanJamail.com or contact 972-377-0030.

MANAGER'S BOOKSHELF

“High-tech, High-touch Customer Service: Inspire Timeless Loyalty in the Demanding New World of Social Commerce,”

By Micah Solomon; AMACOM, New York,
New York; 2012; 194 pages; \$23.00.

Some attitudes never seem to change, especially in business. Sometime during the 1930's, business owners posted signs reminding employees that “the customer is always right.” Perhaps this was an overstatement, but it pointed the employees in the right direction.

By the 1950's the signs changed somewhat, though the message didn't: “The customer may not always be right, but they're always the customer.” More precise than the earlier slogan, it also directed employees toward the sales value of customer services.

Somewhere during the 1960's, the slogan changed again, and not necessarily for the better: “Customers are always customers, but they're not necessarily our customers.”

By the 1970's they split into two areas. First, there were senior managers (mostly not in sales or marketing), who developed a new slogan: “What really counts is the bottom line.” Somehow, the very concept of a human “customer” disappeared and was replaced by annoying dollar signs. The second area was the ironic slogan (probably originated by a clearly confused sales staff): “If it weren't for the problems caused by customers, this could be a nice little business.”

Customer service, its meaning and application, has bounced around for nearly 70 years. Business owners and managers only seem to take it seriously during times of financial hardship, such as the one we have now. That's one good reason why customer service guru, Michael Solomon, has written

“High-tech, High-touch” about his favorite subject. He's done a good job of it, too.

Author Solomon has organized the book into three areas. The first he calls “Timeliness and Timelessness.” This “addresses the basics of doing customer service right, and what it looks like when you do it wrong, in any era.” Part Two is “High-Tech, High-Touch Anticipatory Service,” addresses “what it takes to create a true loyalty-building level of customers service.” Part Three is “The Rise of Self-Service and Social Media—And Other Seismic Shifts.” This portion of the book “extends the technological focus by covering in detail the trends of self-service, social media, and electronic customer input in general—and ways to stay ahead of competitors in these areas.”

Author Solomon makes an obvious point that's often forgotten these days where 90-days appear to rule the marketing roost. He notes, “The most crucial customer ‘trends’ today are individual changes.”

Solomon goes on to explain: “No matter how big you grow, or want to grow, as a company, individual customers buy from you, not assemblages of customers, not slices of a market. Learning to treat individual customers as individuals, honoring individual preferences unique to that customer, is a key to business success. But being aware of underlying trends in the marketplace is also essential for the success of any business that relies on significant numbers of transactions and on forward-looking planning.”

The author goes on to list and explain six customer trends that are based on individual changes:

“Customer trend #1: customers expect anticipatory technological behavior and aggregated information—instantly.

“Customer trend #2: shame shift and values based buying.

“Customer trend #3: timelessness over trendiness.

“Customer trend #4: customer empowerment.

“Customer trend #5: the greening of the customer.

“Customer trend #6: the desire for self-service.”

What the author is essentially doing with “High-Tech, High-Touch,” is to remind us that genuine customer service isn't an afterthought that exists as a postscript to making the first sale to the customer. It is a continuing approach to meeting customers' changing needs on an ongoing basis.

“High-Tech, High-Touch” provides an approach to getting
continued on page 37

Best-selling Business Books

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

1. **“By Invitation Only: How We Built Gilt and Changed the Way We Shop,”** by Alexis Maybank and Alexandra Wilkis Wilson (Penguin Group...\$18.63)(1)*
Innovating the high-end outlet version of “sample selling.”
2. **“Reverse Innovation: Create Far From Home, Win Everywhere,”** by Vijay Govindarajan and Chris Trimble (Harvard Business Review Press...\$30.00)(2)
How to make innovation happen in emerging markets.
3. **“Strengths Finder 2.0: A New and Updated Edition of the Online Test from Gallup's Now, Discover Your Strengths,”** by Tom Rath (Gallup Press...\$22.95)(3)
Discover your strengths and integrate them with your career.
4. **“It Worked for Me in Life and Leadership,”** by Colin Powell (with Tony Koltz)(HarperCollins Publishers...\$27.99)*
How to succeed in the workplace and beyond.
5. **“Steve Jobs,”** by Walter Isaacson (Simon & Schuster...\$35.00)(4)
The story of a modern Thomas Edison.
6. **“The Start-up of You: Adapt to the Future, Invest in Yourself, and Transform Your Career,”** by Reid Hoffman and Ben Casnocha (Crown Publishing...\$26.00)(5)
Managing your career as if you were starting a new business.
7. **“Great by Choice: Uncertainty, Chaos, and Luck—Why Some Thrive Despite Them All,”** by Jim Collins (HarperCollins...\$29.99)(6)
Why some people succeed against all the odds.
8. **“That Used to Be Us: How America Fell Behind in the World It Invented and How We Can Come Back,”** by Thomas L. Friedman & Michael Mandelbaum, (Farrar, Straus and Giroux...\$28.00)(7)
One possible roadmap back to fiscal and market stability.
9. **“The Startup Owner's Manual: The Step-by-Step Guide for Building a Great Company,”** by Steve Blank and Bob Dorf (K & S Ranch Publishing...\$39.95) (8)
A “how-to” book for business owners.
10. **“The Little Book of Leadership: The 12.5 Strengths of Responsible, Reliable, Remarkable Leaders That Create Results, Rewards, and Resilience,”** by Jeffrey Gitomer & Paul Hersey (John Wiley & Son...\$22.00)(9)
A concise look at the fundamental traits of leadership.

* (1) -- Indicates a book's previous position on the list.

** -- Indicates a book's first appearance on the list.

Hiring: Do It...

continued from pg. 38

these two basic attributes in the same process. Inform applicants that your company values and management philosophy imply honesty and willingness/positive attitude as primary selection criteria, no matter the position – lack of either is enough to be considered unqualified!

For more information, please visit www.nofail-hiring.com, www.m2-tec.com or call 877-831 2299.

Trustees...

continued from pg. 1

skills, accomplished academic record and articulated vision for the campus make him an excellent choice as the new president to lead Cal State San Bernardino," said CSU Trustee Debra Farar, chair of the presidential search committee.

Morales was appointed to serve as the third president of the College of Staten Island in 2007. Having served as an educator and administrative leader in higher education for more than 32 years, he is one of the few higher education administrators in the United States who has held senior administrative positions at the three largest public university systems in the nation: the California State University, The State University of New York, and The City University of New York.

From 2001 to 2007, Morales served in various capacities at Cal Poly Pomona, including vice president for student affairs, provost and vice president for academic affairs, professor of education and principal deputy to the president. While at Cal Poly Pomona, he established a University Honors College, realigned the division of academic affairs and played a key role in completing a \$23 million expansion of the Student Center. Morales has a house in Claremont.

Serve Up...

continued from pg. 33

"Your customers are not your enemy," says Kaufman. "It's sometimes hard to remember that when you're involved in a tense complaint situation. But they're essential to your business and you really are both on the same side. Your customer wants the product or service you provide, and you want to give it to them. When you treat complaints as opportunities to build loyalty, you can create customers for life and uplift your entire company in the process."

Visit www.Uplifting-Service.com for additional information.

Dutton Report...

continued from pg. 15

lawsuits without her knowledge after her original case was settled. She is now a vocal advocate for a change in the law.

I believe there is an opportunity to fix a serious problem that is plaguing California small businesses. I'm hopeful Senator Steinberg and I, along with the various stakeholder groups, will be able to find a real solution that will help stop these abusive lawsuits and protect small businesses, while also protecting the rights of the disabled community.

High-tech...

continued from pg. 36

and using the data you need that encourage customer purchases on a basis that meets their changing needs.

—Henry Holtzman

Real Estate...

continued from pg. 31

Chipotle Mexican Grill, Sprint, Nutrishop, Jersey Mike's, Magic Wok, Palm Beach Tan, and Sit N' Sleep (not a part of the sale). The property, which is adjacent to LA Fitness, was 100% occupied at the time of sale.

Mike Morrell...

continued from pg. 7

and to elect representatives who are committed to protecting our freedoms, not big government. This is our state—lets take it back!

California Budget FACTS & STATS

After the release of Governor Brown's May revision to his January budget proposal, here are the real facts and statistics straight from the source:

- The Governor estimates the budget deficit at \$15.7 billion
- Even with a growing deficit, the Governor has still increased spending from \$85.9 billion last year to \$91.4 billion for the 2012-13 fiscal year (\$5.5 billion increase)
- The proposed budget includes \$8.3 billion in cuts although \$1.8 billion of those "cuts" are funding shifts from one source to another
- The Governor's budget relies on voters to enact a \$8.5 billion annual tax increase to support his new spending and threatens to cut \$5.5 billion from education if we say no.

Chase...

continued from pg. 8

ago. Jamie Dimon started his first bus tour here, we are the number one small business lender, and we are the proud employer of 21,000 JPMorgan Chase employees across the state. The promotions of two great leaders like Pablo and Andy only underscore how important California is to our overall franchise."

Address Risk...

continued from pg. 26

from the business community."

This report, Water and the California Economy, was supported with funding from the S.D. Bechtel, Jr. Foundation.

Improve...

continued from pg. 9

that their position is valuable and necessary for the long term vision of the company; it reinforces a comfort level and encourages maximum effort.

5. Personal Satisfaction

If the dream is big enough the facts don't count. An aspiration, a personal objective or a self-established goal is the greatest encouragement to the employee that is more motivated by personal satisfaction than money, advancement, recognition or security. It is common for this employee to be willing to commit to activities that are beyond the call of duty in an effort to move closer to fruition of their own desire and not for any "at-a-boys" from the boss. In coaching this team member, gain a respectful understanding of their personal agenda and offer support to focus on what is necessary to accomplish those individual objectives which will simultaneously attain professional goals.

Identifying one's own motivating factor can be the trigger to hitting a goal. Recognizing what motivates others will have a positive impact on the process of building good relationships both at the office and at home.

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HUMAN RESOURCES

Hiring: Do It the Steve Jobs Way

By Patrick Valtin

Jim was the perfect candidate with many years of solid experience as a professional sales rep and had an obvious talent of persuasion and communication skills. But the hiring manager had some strong reservations during the interview. Jim's strong focus on results 'right now' and a certain aggressiveness that could probably overwhelm or upset clients were some of the weaknesses he was concerned about.

In regards to Jim's focus on the purposes of the company, its role in the community, the vital importance of innovation and unselfish dedication to excellence, he did the perfect job. He sold himself like never before and got hired.

Four months later, Jim was fired for lack of vision, lack of dedication and worst of all, for his lack of honesty in his intentions.

The manager knew he had to hire "the Steve Jobs way," but had no real clue as to how to do it. He hired what he saw and what he heard "at the moment." He was trapped into Jim's salesmanship talent. And he was fooled by Jim's hidden intentions: to get the job, "no matter what needs to be said..."

STEVE JOBS' HIRING PHILOSOPHY

Steve Jobs was an amazing and unconventional leader in many respects. His reputation as the best entrepreneur of our time can be summarized in a few words: he and his top execs never compromised with the talents and qualifications required of their employees. He personally interviewed over 5,000 applicants during his career. He and his executives considered very different qualities in people than most business owners do. When you thoroughly analyze Apple's philosophy of hiring, you find

out that there has always been fundamental, un-compromising attributes needed to get a job at Apple, Inc.

You too can apply these attributes when you look at attracting top players and ensure you avoid troublemakers. To help you in the hiring process, here are the main "Apple selection attributes."

1. Vision-minded.

Everyone joining the company must have a clear picture of its management vision – and fully agree to fight for it, to defend it and to live with it every day. Applicants who do not seem to get it are systematically rejected. When you hire people who don't seem to agree with, or care about your company vision, you are potentially employing future enemies.

2. Innovation-minded.

Steve Jobs always emphasized the vital importance of hiring people who are innovative – willing to create something from nothing. Applicants are first chosen for their ability and willingness to constantly create, rather than for their technical competence.

3. Future-minded.

Employees at Apple are driven by their leader's vision of the future and they contribute everyday to creating the future, more than just beating the competition. Each of them owns the future of the market because they know they can contribute to creating it. The eagerness to create, not follow the future is a vital attribute observed in top players, no matter the industry.

4. Passion-minded. Steve Jobs' first principle is: "Do what you love." People are hired because they love the product, the company and its vision. Applicants who do not demonstrate a genuine passion and "love" for the company's pur-

poses and business philosophy will never make it.

5. Contribution-minded.

A statement given by an Apple recruiter is clear enough: "We didn't want someone who desired to retire with a gold watch. We wanted entrepreneurs, demonstrated winners, high-energy contributors who defined their previous role in terms of what they contributed and not what their titles were."

6. Engagement-minded.

Over two thirds of Americans are not engaged in their workplace. Apple management is strict on employees' level of commitment. Committed individuals who are inspired by a grand purpose make the whole difference in the most competitive conditions.

7. Excellence-minded.

Steve Jobs was known for his passion of perfection. The company always tries things out until they are perfectly done. The same attitude is expected of every collaborator. Applicants who do not share that passion for excellence do not have a chance.

OTHER CRITICAL ATTRIBUTES TO EVALUATE

You will notice that these seven points enforced in the Apple's personnel selection are all personality-related attributes, also called soft skills. They do not always guarantee performance. But the chance of selecting productive people is at least 200% higher when focusing on these vital soft skills. It is very well known that recruiters who focus on soft skills in their personnel selection process are, on average, 50% more effective in selecting top players.

So, in order to avoid falling in the momentary personality trap – as the hiring manager in the above example did, you

should also focus on the following two basic soft skills:

- **Honesty.** Did you know that one third of all business failures in the USA are due to employee theft? Also, 95% of all US companies are victims of theft and yet only 10% ever discover it. So this is definitely a crucial criterion to evaluate. Everybody recognizes the importance of honesty so it would make sense to evaluate it PRIOR to evaluating any other soft skill, wouldn't it?

There are strong indicators which allow you to precisely evaluate honesty. Here are just a few: gaps in the resume, contradictory data between the resume and your standard job application, negative reaction or embarrassment from the applicant to your challenging questions and lack of accuracy in applicant's explanations of previous achievements.

- **Willingness.** According to the US Department of Labor, more than 87% of employee failures are due to unwillingness to do the job. You can't simply force someone to do something if they do not want to. Such persons will do what you want in order to keep their job or to avoid penalties. But they will not really put their heart into it.

Most applicants will tell you that they are willing, of course. The key to finding out if they are honest is to ask them to prove it. Challenge them to demonstrate that they have been willing to work hard, learn something new, question their old habits, work under tough conditions, etc... The way you do this is simply by asking them to give you specific examples when they had to display such willingness.

So, hire the Steve Job's way, by all means. But don't forget
continued on page 37

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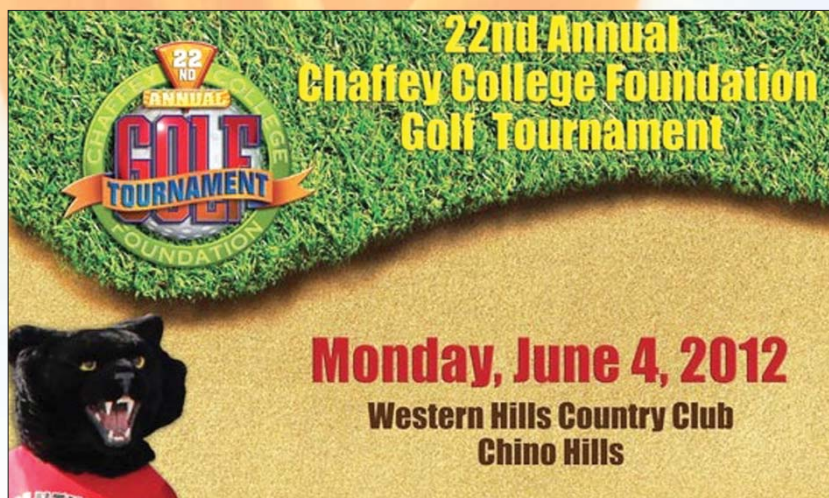
Cathedral City was awarded two \$30,000 grants to help reduce air pollution. The South Coast Air Quality Management District's Mobile Source Air Pollution Reduction Review Committee awarded the city the grants, which are being matched by state and federal entities and green technology groups, city spokesman Allen Howe said.

The first grant will go toward purchasing an alternative fuel public works vehicle and the second grant will be used for an electric vehicle charging station, Howe said.

The AQMD committee is considering awarding the city a third grant that could help offset the cost of the city's street-sweeping program.

"These funds allow us to spread our thin resources even further and highlight the great work our local city staff does in finding other revenues," Cathedral City Councilman Greg Pettis said.

For more information on Cathedral City visit www.cathedralcity.gov or call (760) 770-0340.



The 22nd Annual Chaffey College Foundation Golf Tournament is scheduled for Monday, June 4, at Western Hills Country Club in Chino Hills. This tournament continues a strong partnership between the Chaffey College Foundation and Department of Athletics, and is an opportunity to play an exclusively private, award-winning golf course—while helping to generate much-needed support for Chaffey College students.

For more information on Chaffey College Foundation visit www.chaffey.edu or call (909) 652-6545.

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11849 HESPERIA RD.
STE. 3
HESPERIA, CA 92345

HI DESERT INVESTMENTS
11146 HESPERIA RD.
HESPERIA, CA 92345

HORSESHOE CORRAL
30522 RABBIT SPRINGS RD.
LUCERNE VALLEY, CA
92356

INLAND DKI
541 W. RIALTO AVE.
RIALTO, CA 92376

INLAND LAW CENTER
17715 ARROW BLVD.
STE. B
FONTANA, CA 92335

INSPECT IT NOW
14592 PALMDALE RD.
STE. D6-130
VICTORVILLE, CA 92392

J & F PAINTWORKS
203 S. SIERRA PL.
UPLAND, CA 91786

J & K'S FEED & PET
16361 YUCCA ST.
HESPERIA, CA 92345

J.T. EXPRESS
9115 BEECH AVE.
FOTNANA, CA 92335

JOY'S GIFTS AND HOME DECOR
13528 NOMWAKET RD.
STE. C APPLE VALLEY, CA
92308

JR'S AUTO SALES
1265 LA CADENA DR.
STE. 10A
COLTON, CA 92324

JT AUTO DETAILING SERVICES
1470 CARISSA ST.
UPLAND, CA 91784

KML DISPATCH SERVICE
16577 EUCALYPTUS ST.
HESPERIA, CA 92345

KROMA STUDIO SALON AND ART GALLERY
151 N. SECOND AVE.
STE. A
UPLAND, CA 91786

LOMA LINDA CHILDREN'S DENTAL GROUP
25455 BARTON RD.
STE. 205-B
LOMA LINDA., CA 92354

LONNIE'S AUTO BEAUTY MOBILE DETAILING
779 N. BENSON AVE.
STE. G
UPLAND, CA 91786

LUXURY MONARCH HAIR SALON
1870 S MOUNTAIN VIEW
AVE.
STE. 2
LOMA LINDA, CA 92354

M & J CLEANING SERVICE
9830 LOCUST AVE.
BLOOMINGTON, CA 92316

M & M AUTO DETAILING
55537 NAVAJO TR.
YUCCA VALLEY, CA 92284

MARILYN'S OWN
13267 YORBA AVE.
STE. 5
CHINO, CA 91710

MARQUEZ MEX-IMPORTS
1103 COLUMBIA ST.
REDLANDS, CA 92374

MC PROFESSIONAL CONSULTANT AND RESEARCH
13326 RACIMO ST.
VICTORVILLE, CA 92392

MEMBERS ONLY GROUP
11391 CEDAR AVE.
STE. D
BLOOMINGTON, CA 92316

MERRILL'S SMOG
16600 MERRILL AVE.
STE. B
FONTANA, CA 92335

MINDRUM PRECISION, INC.
10,000 4TH ST.
RANCHO CUCAMONGA,
CA 91730

MOLINAS CLOTHING
23928-30 LAKE DR.
CRESTLINE, CA 92325

MT BALDY LODGE
6777 MT. BALDY RD.
MT. BALDY, CA 91759

NATURAL SOILUTIONS
13267 YORBA AVE.
STE. 5
CHINO, CA 91710

NORTH DESERT DEFENDERS
17715 ARROW BLVD.
STE. B
FONTANA, CA 92335

OAK HILLS LANDSCAPE MAINTENANCE
10340 RANCHERO RD.
OAK HILLS, CA 92345

OCEAN BUFFET
345 W. FOOTHILL BLVD.
UPLAND, CA 91786

ONE DAY WHEELS
9816 CRESCENT CENTER
DR.
STE. 703
RANCHO CUCAMONGA,
CA 91730

ONTARIO SUPER STOP
1442 S EUCLID AVE.
ONTARIO, CA 91762-5816

OUTDOOR OASIS
397 FREEDOM AVE.
UPLAND, CA 91786

PUFFS PREHISTORIC POWDER
13267 YORBA AVE.
STE. 5
CHINO, CA 91710

PUFFSPOWDER.COM
13267 YORBA AVE.
STE. 5
CHINO, CA 91710

PYNOY'S BEST ENTERPRISES
1254 S. WATERMAN AVE.
STE. 10
SAN BERNARDINO, CA
92408

R P SERVICES
36586 HINKLEY RD.
HINKLEY, CA 92347

R&E UPHOLSTERY
1730 S. LILAC AVE.
BLOOMINGTON, CA 92316

RB CARPET CLEANING
1228 W. 9TH ST.
UPLAND, CA 91786

RC PRODUCTIONS
229 S OLIVE AVE.
RIALTO, CA 92376

RIOS & ASSOCIATES
301 NORTH 9TH ST.
STE. 313
REDLANDS, CA 92374

RMG DIRECT
5070 RIVERSIDE DR.
CHNIO, CA 91710-3441

ROME'S BSD
12732 FOOTHILL BLVD.
STE. 101
RANCHO CUCAMONGA,
CA 91739

ROYALTY MEDICAL SOLUTIONS
3400 INLAND EMPIRE
BLVD.
ONTARIO, CA 91764

S&R TEST ONLY SMOG CHECK#2
18908 SAN BERNARDINO
AVE.
BLOOMINGTON, CA 92316

SAB TRUCKING
16975 VIA DE ANZA
FONTANA, CA 92337

SAINZ PLASTERING
1339 E. DAVIDSON ST.
STE. B
SAN BERNARDINO, CA
92408

SHINE ON DESIGN
31632 SILVER SPRUCE DR.
RUNNING SPRINGS, CA
92382

SHOW OFF SIGNS
16060 ARROYO DR.
VICTORVILLE, CA 92395

SIGNATURE 1 MANAGEMENT
3261 S. WESTMONT LN.
STE. 4
ONTARIO, CA 91761

SOCAL HOME PHOTOS
1569 CORTE HACIENDA
UPLAND, CA 91786

STAFFMASTER INTERNATIONAL
1254 S. WATERMAN AVE.
STE. 10
SAN BERNARDINO, CA
92408

STARS & STRIPES TACTICAL, INC.
31776 YUCAIPA BLVD.
STE. 1
YUCAIPA, CA 92399

STAY TRUE DO YOU CLOTHNG
17525 ALDER ST.
STE. 3
HESPERIA, CA 92345

STR8 G.A.M.E RECORDZ
1264 S. WATERMAN AVE.
STE. 13-14
SAN BERNADINO, CA 92408

STR8 GAME ENTERTAINMENT/COGNITO DESIGNZ
1264 S. WATERMAN AVE.
STE. 13-14
SAN BERNADINO, CA 92408

STUDIO 10
10828 FOOTHILL BLVD.
STE. 100
RANCHO CUCAMONGA,
CA 91730

SUNLIGHT GARDENING
519 EAST D ST.
UPLAND, CA 91786

SWIMMORE POOL & SPA
12826 YUCAIPA CREEK
PLACE YUCAIPA, CA 92399

T'S HANDYMAN SERVICE
28977 RADIO RD.
BARSTOW, CA 92311

TASHATASHA77
6787 COLE AVE.
STE. 212
HIGHLAND, CA 92346

THE BIG GRILL ALL YOU CAN EAT KOREAN BBQ
3911 GRAND AVE.
CHINO, CA 91710

THE BIZ DANCE STUDIO
13548 NOMWAKET RD.
APPLE VALLEY, CA 92308

THE EFFICIENT TEACHER, LLC
16462 FREESIA CT.
FONTANA, CA 92336

THE NEW CREATION BY MARILOU
13627 CRAWFORD CT.
FONTANA, CA 92336

THE PARKING SOLUTIONS TOWING & RECOVERY
4037 PHELAN RD.
STE. A
FONTANA, CA 92336

NEW BUSINESS County of San Bernardino

THIS LADY QUILTS
3363 GABRIEL DR.
CHINO HILLS, CA 91709

TO THE EXTREME
255 N. D ST.
STE. 408
SAN BERNARDINO, CA
92401

VONESH AIRCRAFT
372 W. MEADOW LN.
HANGAR N. BIG BEAR
CITY, CA 92314

WEB DATA CENTER
229 S OLIVE AVE.
RIALTO, CA 92376

WEEKEND CAFE
7223 CHURCH ST. A-13
STE. 226
HIGHLAND, CA 92346

**WIGGLES & GIGGLES
CONSIGNMENT**
20129 E. DAMERAL DR.
COVINA, CA 91724

WILL BUY YOUR CAR
11399 SANTA FE AVE.
HESPERIA, CA 92345

**WINGNUTZ
MOTORSPORTS**
17218 SEAFORTH ST.
HESPERIA, CA 92345

**X-TREAM STEAM
CARPET CLEANING**
14370 OLANCHA RD.
VICTORVILLE, CA 92392

XUMAA.COM
3200 GUASTI RD.
STE. 100
ONTARIO, CA 91761

XUMAABEAUTY.COM
3200 GUASTI RD.
STE. 100
ONTARIO, CA 91761

XUMAAFIT.COM
3200 GUASTI RD.
STE. 100
ONTARIO, CA 91761

YONG'S ALTERATIONS
621 MONTARA RD.
BARSTOW, CA 92311

**YOUR MOBILE
MECHANIC**
779 N. BENSON AVE.
STE. G
UPLAND, CA 91786

**AAA MY DRIVING
SCHOOL DRIVING
INSTITUTE**
9417 A SIERRA AVE.
FONTANA, CA 93225

**AAA DRIVE 4 LESS
DRIVING SCHOOL**
9417 A SIERRA AVE.
FONTANA, CA 93225

ALL-STAR PRECISION
8739 LION ST.
RANCHO CUCAMONGA,
CA 91730

AYDEN'S UNLIMITED
999 N. WATERMAN AVE.
SAN BERNARDINO, CA
92410

A1 AUTO REPAIR
27627 BASELINE ST.
HIGHLAND, CA 92346

BABY GIRL BOUTIQUE
6275 SUNDOWN DR.
PHELAN, CA 92329

BO BO'S PIZZERIA
202 E 40TH ST.
STE. E
SAN BERNARDINO, CA
92404

CLUB PED NAILS & SPA
13518 BASELINE RD.
STE. B
FONTANA, CA 92336

**COOKING WITH
FLAVOUR**
11754 FERNWOOD AVE.
FONTANA, CA 92337

COOL ARROW VENDING
1012 HERALD ST.
STE. A
REDLANDS, CA 92374

CR TRANSPORTATION
14801 CHOLAME RD.
VICTORVILLE, CA 92392-
2525

**DON'S ACUPUNCTURE
CLINIC**
8856 SIERRA AVE.
FONTANA, CA 92335

EL CORAZON
53590 MANE ST.
PIONEERTOWN, CA 92268

**EMPIRE CAMERA
RIGGING**
9808 ALDER RIDGE PL.
ALTA LOMA, CA 91737

ESIMPLEX
3030 ARIZONA AVE.
SAN BERNARDINO, CA
92407

**EXTREME PACKAGING &
LOGISTICS**
5049 JADEITE AVE.
ALTA LOMA, CA 91737

**FLAMINGO PALMS
CUBAN BISTRO**
9223 ARCHABALD AVE.
STE. H
RANCHO CUCAMONGA,
CA 91730

FUNDKIDS
39611 OAK GLEN RD.
STE. 12
YUCAIPA, CA 92399

GLV INDUSTRIES
5049 JADEITE AVE.
ALTA LOMA, CA 91737

NLPM
14359 AMARGOSA RD.
STE. D
VICTORVILLE, CA 92392

**NEW LEGACY PARTNERS
MANAGEMENT**
14359 AMARGOSA RD.
STE. D
VICTORVILLE, CA 92392

**PANADERIA JALISCO
BAKERY #2**
584 WEST FOOTHILL BLVD.
RIALTO, CA 92376

PERSY CLEANING
1399 W. COLTON AVE.
STE. 5
REDLANDS, CA 92374

**PHELAN FEAR FARM
HAUNTED ATTRACTION**
6275 SUNDOWN DR.
PHELAN, CA 92371

**PRO-TECH GLASS
COATING AND WINDOW
TINTING**
3325 RANCHO RD.
PHELAN, CA 92371

**PROMISE LAND
REALESTATE INVEST-
MENTS**
1255 W COLTON AVE.
STE. 119
REDLANDS, CA 92374

**SECURITY ALARM
SERVICES**
15225 MURRAY AVE.
CHINO HILLS, CA 91709

**SERENITY HAIR AND
BARBER SALON**
18429 HIGHWAY 18
STE. 1
APPLE VALLEY, CA 92307

**SHEAR VISIONS HAIR
STUDIO**
10828 FOOTHILL BLVD.
RANCHO CUCAMONGA,
CA 91701

**SMITH REALTY
ADVISORS**
936 SAN JACINTO ST.
REDLANDS, CA 92373

TURNER'S TRUCK STUFF
598 N. WATERMAN AVE.
SAN BERNARDINO, CA
92410

UNIQUE SOUNDS
753 W. PARK ST.
ONTARIO, CA 91762

NEW BUSINESS

County of Riverside

NLC HOLDING
69032 EAST PALM CANYON
CATHEDRAL CITY, CA
92234

PACIFIC COAST JEWELS
71377 HALGAR RD.
RANCHO MIRAGE CA 92270

PACIFIC COAST JEWELS
71377 HALGAR RD.
RANCHO MIRAGE CA 92270

S & B USA
67865 DILLON RD.
DESERT HOT SPRINGS, CA
92240

EJOY MEDIA
36901 COOK ST.
STE. 8-222
PALM DESERT, CA 92211

EJOY FINE MEDIA TIME
36901 COOK ST.
STE. 8-222
PALM DESERT, CA 92211

CICI'S PIZZA #848
49291 GRAPEFRUIT BLVD.
STE. 2
COACHELLA, CA 92236

**EL RANCHITO 99 CENT
PLUS**
66790 HIGHWAY 86
THERMAL, CA 92274

**J & J DRYWALL &
PAINTING**
53330 AVE. NAVARRO
LA QUINTA CA 92253

SAWA SUSHI
78995 HWY 111
STE. 6
LA QUINTA CA 92253

**WHAT EVER HAPPENED
TO BABY JANE HUDSON?**
4651 E. RAMON RD.
PALM SPRINGS CA 92264

**GLR CONSULTING
SERVICES**
233 CAMINO SUR
PALM SPRINGS CA 92262

SWISS DONUT #6
34-300 MONTEREY AVE.
STE. 102
PALM DESERT, CA 92211

**TRIUMPH ATTORNEY &
PROCESS SERVICES**
2200 BUSINESS WAY
STE. 203
RIVERSIDE, CA 92501

**MOUNTAIN VIEW
PREMIER REALTY**
50-435 LOS VERDES WAY
LA QUINTA, CA 92253

DRIGO ENTERTAINMENT
2981 FLORINE AVE.
RIVERSIDE CA 92509

**STAGECOACH TOWING,
INC.**
724 E RAMSEY ST.
BANNING CA 92220

**HEMET ENDOSCOPY
CENTER**
1003 E FLORIDA AVE.
STE. 104
HEMET CA 92543

**ADVANCED EMISSION
SPECIALISTS, INC**
29770 BRADLEY RD.
STE. C
SUN CITY, CA 92586

SPADES AND BLADES
4901 GREEN RIVER RD.
STE. 241
CORONA, CA 92880

METAL BLADES INC
4901 GREEN RIVER RD.
STE. 241
CORONA, CA 92880

SB COMPANY INC.
4901 GREEN RIVER RD.
STE. 241
CORONA, CA 92880

AIR DUCT PRODUCTS
234 N. SHERMAN AVE.
CORONA, CA 92882

NOVA STEEL COMPANY
234 N. SHERMAN AVE.
CORONA, CA 92882

FUJISTAR EQUIP
1061 VIA GRANDE
CATHEDRAL CITY, CA
92234

**3N1 AIR-CONDITIONING
& HEATING**
4533 CARDENA DR.
RIVERSIDE, CA 92506

ZEN SCENTS
37676 COLLEGE
STE. 201
PALM DESERT, CA 92260

ZEN INC.
37676 COLLEGE
STE. 201
PALM DESERT, CA 92260

NEW BORN CLOTHING
521 MAIR ST.
PALM DESERT CA 92260

SKULL AND BONES
487 RIO RANDS AVE.
STE. 2
PALM DESERT, CA 92260

B-MIXED ORGANIC
68175 TACHEVAH DR..
CATHEDRAL CITY, CA
92234

WIG AISLE
4125 JACKSON ST.
RIVERSIDE, CA 92503

**TEMECULA HALAL
MARKET**
27371 JEFFERSON AVE.
STE. S & R
TEMECULA, CA 92590

**TEMECULA HALAL
INDIAN MARKET**
27371 JEFFERSON AVE.
STE. S & R
TEMECULA, CA 92590

JC MOTORS LAKE
2006 E. LAKESHORE DR.
LAKE ELSINORE, CA 92530

GRAND SMILE CARE
502 W. GRAND AVE.
CORONA, CA 92882

ECO GREEN HOME
11052 CERES WAY
MIRA LOMA, CA 91752

R A D SERVICES
4425 BARTEL DR.
RIVERSIDE, CA 92503

**SANCHEZ MEXICAN
BAKERY**
3854 OPAL ST.
RIVERSIDE, CA 92509

CARNICERIA LUPITA
3854 OPAL ST.
RIVERSIDE, CA 92509

SANCHEZ PRODUCE
3854 OPAL ST.
RIVERSIDE, CA 92509

UNLIMITED SERVICES
11651 STERLING AVE.
STE. K
RIVERSIDE, CA 92503

**UNLIMITED SERVICES
BUILDING
MAINTENANCE**
11651 STERLING AVE.
STE. K
RIVERSIDE, CA 92503

USBM
11651 STERLING AVE.
STE. K
RIVERSIDE, CA 92503

DESERT OUTLETS
54-170 AVENIDA OBREGON
LA QUINTA, CA 92253

DESERT OUTLETS
54-170 AVENIDA OBREGON
LA QUINTA, CA 92253

SIGGY'S #2 INC.
31970 TEMECULA PRKY.
TEMECULA, CA 92592

**PERFECT CREATIONS
LLC**
519 N SMITH ST.
STE. 102
CORONA, CA 92880

NEW BUSINESS

County of Riverside

MARICRUZ CLEANING
2848 STOKES CIR.
RIVERSIDE, CA 92503

WEB MADE EASY
48 WEBSKI AVE.
RIVERSIDE, CA 92508

HARD KNOX
309 CALDERA ST.
PERRIS CA 92570

ELSINORE HEAT BASEBALL
31870 BIRCHWOOD DR.
LAKE ELSINORE, CA 92532

OUTTA NOWHERE AUTOMOTIVE
730 KEMP ST.
RIVERSIDE, CA 92501

INFINITI STATIONARY
23612 WOODEN HORSE TRAIL
MURRIETA, CA 92562

OFFICE SUPPLIES PLUS
23612 WOODEN HORSE TRAIL
MURRIETA, CA 92562

A NUTTER DELI
27523 YNEZ RD.
TEMECULA, CA 92591

ABOVE & BEYOND
8557 MILLPOND PL.
RIVERSIDE, CA 92508

GINA'S BEAUTY SALON
24578 SUNNYMEAD BLVD.
STE. D1
MORENO VALLEY CA 92553

CLEAN PROPERTY SOLUTIONS
31577 CANYON ESTATES DR.
STE. 100
LAKE ELSINORE, CA 92532

BUSINESS SCENE
29684 MASTERS DR.
MURRIETA, CA 92563

AMERICA'S DEPENDABLE CHOICE SECURITY
28481 RANCHO CALIFORNIA RD.
STE. 200
TEMECULA CA 92590

AMERICA'S FIRST SECURITY
28481 RANCHO CALIFORNIA RD.
STE. 200
TEMECULA, CA 92590

RICARDO'S ROCKET RED CHILIE (R3 CHILE)
1232 SEA LAVENDER LN.
BEAUMONT, CA 92223

RICARDO'S ROCKET
1232 SEA LAVENDER LN.
BEAUMONT, CA 92223

JESSICA VALENCIA INSURANCE AGENCY
1318 SUNSET AVE.
PERRIS, CA 92571

CREATIVE KIDS HAVE FUN
20443 MARCUS RD.
RIVERSIDE, CA 92508

AIR TIME TRANSPORTATION
15095 WINTERGREEN ST.
MORENO VALLEY, CA 92551

THE FUNDAMENTALS
1282 VIA VISTA DR.
RIVERSIDE, CA 92506

FUNDAMENTALS CO.
1282 VIA VISTA DR.
RIVERSIDE, CA 92506

HOME SAFE HOME CONSULTANT GROUP
1282 VIA VISTA DR.
RIVERSIDE, CA 92506

HOME SAFE HOME CONSULTANT GROUP
1282 VIA VISTA DR.
RIVERSIDE CA 92506

KARRMA NAIL & SPA
2748 HAMNER AVE.
STE. 102
NORCO, CA 92860

BOLANDER DISTRIBUTION
13662 ASPEN LEAF LN.
EASTVALE, CA 92880

1800 MOBILE DETAIL
6266 AVE JUAN DIAZ
RIVERSIDE, CA 92509

JUSTICE CONSTRUCTION & PLUMBING
31098 RUIDOSA DR.
TEMECULA, CA 92592

GUNCO STEEL
944 FOURTH ST.
CALIMESA, CA 92320

A DOOR OF HOPE REALTY
533 WILDRIE CT.
HEMET, CA 92543

EPROPERTY PRESERVATION
533 WILDRIE CT.
HEMET, CA 92543

SUNSET SOLAR
32049 MEADOW WOOD LN.
LAKE ELSINORE, CA 92532

SUNSET POWER STREAM
32049 MEADOW WOOD LN.
LAKE ELSINORE, CA 92532

J'ANNE ORIGINALS
28841 GOLDEN DAWN DR.
MENIFEE, CA 92584

FAST FORWARD PRODUCTIONS
35706 DAVID LN.
WILDOMAR, CA 92595

EPIC POOL SERVICE
31780 BRIGGS RD.
MENIFEE, CA 92584

HMS HEALTHCARE MEDICAL SUPPLY
24060 MYERS AVE.
MORENO VALLEY, CA 92553

CORNERSTONE INTERNATIONAL PRODUCTS
40630 CARMELITA CIR.
TEMECULA, CA 92591

THE OFFICIAL MAGIC STORE OUTLIT
33214 MAIN CIR.
PERRIS, CA 92571

SHINTO MARTIAL ARTS SUPPLY
2550 WARDLOW RD.
STE. D
CORONA, CA 92882

ROBIN'S NEST DESSERTS & CATERING
41946 5TH ST.
TEMECULA, CA 92590

YOUTH PROJECT
44564 ALIGHCHI WAY
TEMECULA CA 92592

S P A Z ENTERTAINMENT GROUP
16615 GREENE CIR.
RIVERSIDE, CA 92504

YAZDANI & ASSOCIATES
16615 GREENE CIR.
RIVERSIDE, CA 92504

CAPITAN POOL/SPA SERVICE
31325 AVENIDA VALDEZ
CATHEDRAL CITY, CA 92234

RAPID SERVE ATTORNEY SERVICES
73220 COLONIAL DR.
THOUSAND PALMS, CA 92276

BENUS
82227 HWY 111
STE. D-2
INDIO, CA. 92201

WASHINGTON CLEANERS
72817 DINAH SHORE DR.
STE. 101
RANCHO MIRAGE, CA. 92270

CLEANERS PERFECT!
72817 DINAH SHORE DR.
STE. 101
RANCHO MIRAGE, CA. 92270

SANDPIPER INN
12800 FOXDALE DR.
DESERT HOT SPRINGS, CA 92240

WASHINGTON CLEANERS
42215 WASHINGTON ST.
STE. H
PALM DESERT, CA. 92211

BEAUTY CAR WASH
5565 WILDOW AVE.
STE. 5
PERRIS, CA 92570

HUTCH'S UPHOLSTERY REPAIR
58 OAKTREE DR.
RANCHO MIRAGE, CA 92270

LEAF CREEK LAND CO.
590 E RAMSEY ST.
STE. 300
BANNING, CA 92220

QUALITY LANDSCAPE DESIGN
52-350 AVE. NAVARRO
LA QUINTA, CA 92253

R-RIVAS TRUCKING
49091 RIO RANCHO CT.
COACHELLA, CA 92236

MY COMPUTER EXPERT
40392 EASTWOOD LN.
PALM DESERT, CA 92211

PRISCILLA'S CAKES
43581 SMURR ST
INDIO, CA 92201

CERTIFIED SMOG
81-780 HWY 111
INDIO, CA 92201

DESERT CLASSIC AUTO EXPO ITALIANO
47037 MARRAKESH DR.
PALM DESERT, CA 92260

DESERT CLASSIC TOUR CLASSIQUE
47037 MARRAKESH DR.
PALM DESERT, CA 92260

DESERT CLASSIC VINTAGE AUTO RACES - SPEEDWEEK
47037 MARRAKESH DR.
PALM DESERT, CA 92260

DESERT CLASSIC VINTAGE CAR AUCTION
47037 MARRAKESH DR.
PALM DESERT, CA 92260

KIKOS AUTO REPAIR
45-116 COMMERCE ST.
STE. 8
INDIO, CA 92201

CREATIVE TECHNOLOGIES
48-870 VIA ESTACIO,
INDIO, CA 92201

JUST IN TIME DELIVERY SERVICE
45776 COCO PALM DR.
INDIO, CA 92201

SMOKIN JAY'S GIFT SHOP
45776 COCO PALM DR.
INDIO, CA 92201

DEL CAMPO PROMOTIONS
84711 AVE. 51
STE. E103
COACHELLA, CA 92236

TRANSCEND SPA CENTER
27464 COMMERCE CENTER DR.
STE. B
TEMECULA, CA 92590

FSI ENERGY SERVICES
14419 VETERANS WAY
STE. 1
MORENO VALLEY, CA 92553

PERRIS PROFESSIONAL
1640 RUBY DR.
STE. 77
PERRIS, CA 92571

TO THE TOP ENTERTAINMENT
13589 RED MAHOGANY DR.
MORENO VALLEY, CA 92553

LOADED NUTRITION
7056 ARCHIBALD AVE.
STE. 102-257
CORONA, CA 92880

BMP CAPITAL FUNDING
20863 SUNDROPS LN.
WILDOMAR, CA 92595

SUSHI YA
18434 MOSS RD.
RIVERSIDE CA 92505

BIGCOUNTRY RECOVERY
3727 VALLEY VIEW AVE.
NORCO, CA 92860

DECISION PERFECTA
3765 JURUPA AVE.
STE. A
RIVERSIDE, CA 92506

DON LEON TORTILLAS
469 E. BLAINE ST.
CORONA, CA 92878

JENNY'S DONUT
630 S. STATE ST.
SAN JACINTO, CA 92583

RIVERSIDE CONSERVATORY
14962 OLD GROVE RD.
RIVERSIDE, CA 92504

ARMED FORCES REALTY GROUP
43402 BUSINESS PARK DR.
TEMECULA, CA 92590

AMERICA'S COUNTRY STORE
1004 SIXTH ST.
NORCO, CA 92806

ZOLLIC & FAMILY REAL ESTATE AND PROPERTY MANAGEMENT
11801 PIERCE ST.
STE. 240
RIVERSIDE, CA 92505

UNITED CONSTRUCTION'S UNION OF AMERICA
583 MARCOLE ST.
STE. 2
MENIFEE, CA 92584

INK CHAMBER
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EXECUTIVE TIME OUT

A Slice of Heaven Awaits in Ireland

(Part II of II)

By Daniel P. McKernan

History buffs are impressed with Ireland's extraordinary past. The entire country tells fascinating stories of the days of yore with relics and historic sites. Its vivid green scenery is dotted with Celtic ruins, medieval forts, early Christian churches, and Anglo-Norman fortresses and castles.

It's only natural to wonder what life must have been like centuries ago, especially within the lavish living quarters of a castle. Although the feudal system of royal families no longer exists in Ireland, guests can experience the glory of royal treatment at Dromoland Castle. This well-restored 16th century castle serves as a luxurious five-star hotel with all the fixings to live the life of a king or queen for a few days...in real time, not fantasy.

The 410-acres estate offers breathtaking views including a world-class 18-hole parkland golf course, situated front and center with greens that stand out like emerald jewels. The golf course is complemented with a state-of-the-art country club complete with gymnasium, sauna, steam room and a heated, indoor swimming pool.

The spa at Dromoland offers genuine "spoil me" amenities with six luxury treatment rooms, two dedicated manicure and pedicure suites, a hair salon, and a hydrotherapy hot tub covered with a gazebo. This superlative spa takes the "ahhhhh" factor to a whole new world of bliss. The spa's menu offers just about every treatment imaginable. For ultimate relief and relaxation try the spa's signature treatment "Gaelic Escape" with deep-release massage combined with hot-stone massage.

Dromoland Castle is a complete resort with ample activities and outdoor recreational oppor-



Dromoland Castle

tunities on site to keep guests engaged during their stay. Some of the activities to choose from include golfing, trail walking, fishing, horseback riding, cycling, archery, clay shooting, tennis, and even hawk walks at The Dromoland School of Falconry.

What really sets Dromoland Castle apart from other resorts is its elaborate dining experience. Chef David McCann puts an exclamation point on gourmet dining! The award-winning Earl of Thomond Restaurant pulls out all of the stops from breakfast to dinner. The wow factor is alive at breakfast with a dazzling array of fine, fresh food at the self-serve breakfast buffet, that makes a Las Vegas buffet look like a kid's Happy Meal. Or choose from an exceptional menu that has something to please all palettes. Combine this with a grand royal setting and top-of-the-line service, and it becomes a feast worth cherishing. And this is just to start the day.

As dinner time rolls around, the Earl of Thomond Restaurant gives its guests the utmost degree of pleasure. The service alone steps up to a level above superb; in other words, the service here—from its tuxedo-clad waiters to its expert sommeliers—

is bar none. The menu is like a Mozart concerto where everything sounds pleasing. Some of the menu items that stand out include roast loin of estate venison served with savoy

cabbage, celeriac puree and cassis sauce or the fillet of sea bass served with scallion and garlic eggplant caviar, Swiss chard and a nantaise sauce. The wine selection is tops with wine from all corners of the earth. Some special choices are the Montepulciano D'abruzzo from Italy or the Chateau Penin from Bordeaux, France, which goes perfect with the venison. For dessert a nice choice to complement the strawberry and raspberry warm cheesecake with light pistachio ice cream is the Krohn Colheita Tawny Port.

Dromoland Castle offers 99 deluxe-style guest rooms with comforts suited for a king. It's difficult to leave the room

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