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## AT DEADLINE

### State Revenues Up!

State revenues raised by sales and use taxes revenue were up as listed below in 2004-05 according to the *State Board of Equalization 2004-05 Annual Report*, released by Board Vice Chairman Claude Parrish. During the same fiscal year total revenues collected by the agency rose to total \$49.95 billion, with \$41.48 billion coming from sales and use tax.

Revenues collected by the Board of Equalization provide funding at the state and local level for public service programs related to health care, education, transportation and public safety.

Noteworthy facts in the report:

- Taxable sales in the state totaled \$515.30 billion during the fiscal year, an increase of \$35.23 billion, or 7.3 percent, from taxable sales in 2003-04.
  - Total sales and use tax revenues of \$41.48 billion included \$26.18 billion for state programs and services and \$14.11 billion for cities, counties, and special districts.
  - Gasoline, aircraft jet fuel, and diesel and use tax revenues rose by 0.8 percent to \$3.40 billion.
  - Collections from the state's tobacco-related taxes totaled \$1.091 billion. Alcoholic beverage tax revenues grew by
- continued on page 3*

### Economic Waves by UC Riverside

UC Riverside Makes Economic Waves Totaling \$953 Million  
CB Richard Ellis Consulting calculates that UCR produces \$5.50 in value to the Inland Empire for every \$1 invested from the region (June 26, 2006)

The first independent analysis of the University of California, Riverside's economic impact shows that UCR spent \$5.50 in Riverside and San Bernardino counties for every dollar received from the same

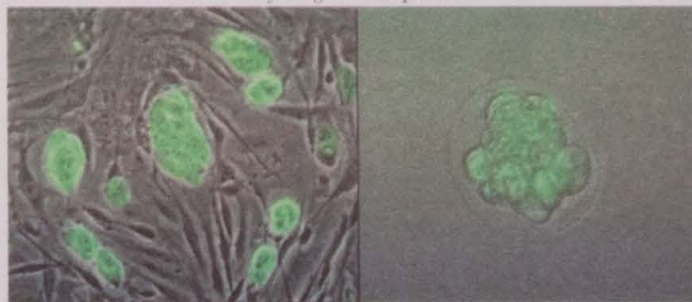
area.

Altogether, CB Richard Ellis Consulting estimated that UCR had a \$953 million economic impact in the state of California during the 2004-05

*continued on page 16*

### Stem Cell Research

by Angela Vasquez



While we've all heard about the controversy over stem cell research, many of us really have no clue as to what it really is and what the fuss is about.

In 2004, California voters passed Proposition 71 which allocates funding for stem cell research. The proposition won 59 percent of the vote and mandates the following:

- Establishes "California Institute for Regenerative Medicine" to regulate stem cell research and provide funding, through grants and loans, for such research and research facilities.

- Establishes constitutional right to conduct stem cell research; prohibits institute's funding of human reproductive cloning research.

- Establishes oversight committee to govern institute.

- Provides general fund loan up to \$3 million for institute's initial administration/implementation costs.

- Authorizes issuance of general obligation bonds to finance institute activities up to \$3 billion subject to annual limit of \$350 million.

- Appropriates monies from

*continued on page 7*

## Special Sections

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### Riverside Job Market

Riverside area employers expect to hire at a bullish pace during the third quarter of 2006, according to the Manpower Employment Outlook Survey.

From July to September, 47 percent of the companies interviewed plan to hire more employees, while 3 percent expect to reduce their payrolls, according to Manpower spokesperson Evelyn Wilcox. Another 50 percent expect to maintain their current staff levels.

"Riverside area employers have stronger hiring intentions than in the second quarter when 33 percent of the companies interviewed intended to add staff, and 7 percent planned to reduce headcount," said Wilcox. "Employers are slightly more positive about hiring than they were a year ago when 47 percent of companies surveyed thought employment increases were likely and 7 percent intended to cut back."

For the coming quarter, job prospects appear best in construction, durable and non-

*continued on page 37*

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# San Bernardino's Man With a Plan

Mayor Pat Morris has an interesting perspective on the city of San Bernardino.

"It's a hard working city with a lot of interesting economic challenges, and with those challenges go social and cultural issues that continue to challenge the city workforce, police force and code enforcement officers. We are a city on the move, but a city full of challenges," he told the Business Journal.

His economic plans begin with what was the Carousel Mall.

"The mall's coming down," he declared. The city is working with a developer to build housing and shopping and perhaps even office space where the mall currently stands on E Street.

"But the mall is history," he emphasized.

His plan is to recover the downtown area, block by block, to attract a new group of families. One new development even has an incentive program for families who might be described as middle-class but are out of the home market because of the current price boom. The city's program will help them get into these new homes and help to build a new image. Then there is the 20-block area north of the California Theater. That area is also a target. Hotels and businesses that are closed and decaying and attracting vandals are not helping the area. His development corporation is reacquiring many of the lots. The area's biggest problem, according to his honor, is that much is this property belongs to absentee landlords. They are hard to track down and even harder to regulate. None of this, however, will slow down Morris and his new crew.

The James Watson Company has taken over the project, closing down old motels and target-

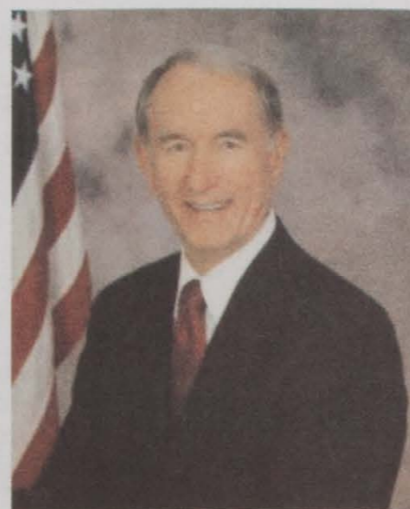
ing other blight. They plan to develop some 22 town houses in the area. Mixed-use plans will allow for retirement centers and low-income housing in the downtown corridor in order to address the issue of the displaced. These "gorgeous" structures will be built with low-income housing funds. Low-income housing and affordable housing will be mixed.

The much-discussed plan for a new lake in the downtown area is moving forward. The mayor sees this as a good thing on several levels. Most important is a reduction in pressure along the San Bernardino portion of the San Andreas fault line. While the city water table is not quite as close to the surface as some think, Morris sees the lake as a way to take advantage of the city's water resource.

become effectively isolated. This unfortunate economic disaster has been evident for some time and Mayor Morris plans to correct it with a new series of interchanges.

Cargo looms heavy in the new city hall plans. The Alameda Corridor East will run from Long Beach, along Interstate 10 and run into San Bernardino. A big "and beautiful" multimodal center is currently being developed for the city. This will be separate and apart from the recently remodeled rail terminal now being used by Metrolink.

With the help of County Supervisor Dennis Hansberger, the former Norton Air Force base will become an important



San Bernardino Mayor-Pat Morris

Other elements of Mayor Morris' plans include such programs as Operation Phoenix, Project Greenback and Arts on 5th.

Morris is reluctant to cast any shadows on his predecessors who were not as energized as he is. But he does credit his team of public and private individuals for the visions that they are putting into practice over the next five years. He describes them as "the best and brightest" in the world of economic development and intergovernmental relations. Among them are Emil Marzulo, Diane Lanning and his own son, Attorney Jim Morris, who until recently was with Best Best and Krieger, LLP. "I feel blest to have such a talented team around me," he told us.

Pat Morris' first 100 days in the mayor's office have not been easy. The Journal tried half a dozen times to talk to him and finally got him to sit down, with the police chief and the L.A. Times cooling their heels in his outer office. This lifelong San Bernardino County resident clearly plans to make his city competitive with Ontario and Riverside, giving the Inland Empire a three-city identity again.



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Infrastructure, property values, housing and retail demands and general esthetics will all benefit from the new lake according to his plan.

Then there is Interstate 215. Although it was originally planned with cloverleaf exits, all of the on-and-off ramps wound up being built to the east, directing traffic into the city. The result was for commercial areas to the west of the highway to

cargo-shipping terminus. Although the Air Force built a state-of-the-art runway, one of the deepest in the U.S., Morris want to extend it to accommodate 21st century aircraft. This will work just fine in conjunction with the remarkable recent development of warehousing at Norton such as the distribution centers from Mattel to Stater Bros. taking up vast amounts of square footage.

## PFF Bank & Trust to Open Five New Branches

PFF Bancorp, Inc., the holding company for PFF Bank & Trust announced that the bank has signed lease agreements to open five new branches in the Inland Empire pending approval from the Office of Thrift Supervision (OTS).

Two of the new branches will be located in the High Desert region of San Bernardino County. The Hesperia branch, expected to open in spring '07, will be located at the corner of Main and Topaz Streets. Also slated to open in spring 2007, the Apple Valley branch will be located at the corner of Reata and Apple Valley Road.

The bank will open two new branches in Riverside County. The bank's second branch in the city of Riverside will be located at the corner of Van Buren Blvd. and Wood Road. The San Jacinto branch will be located at the corner of Romona Expressway and North State Street. The Riverside branch is expected to open in winter 2006/07 and the San Jacinto branch in autumn 2007.

Also planned for winter 2006/07 is a second branch facility in the city of Ontario, at the corner of Philadelphia Street and Grove Avenue.

President/CEO Kevin McCarthy commented, "We intend to further expand our branch footprint in the high growth areas of the Inland Empire where the levels of household and business formation provide us with tremendous opportunity to continue to grow both our loan and deposit-franchises."

## UCR Outreach Center Receives Irvine Foundation Grant to Support and Expand Its Work

The ALPHA Center receives a math grant to support and expand programs that enrich students' understanding and strengthen teachers' knowledge.

Officials at UC Riverside's schools outreach clearinghouse, The ALPHA Center announced today the receipt of a \$150,000 James Irvine Foundation grant to sustain and expand programs for middle- and high-school students, their teachers, and prospective teachers from the Coachella and Imperial valleys.

The new Irvine Foundation grant augments an existing \$300,000 allocation that supports programs for K-12 teachers and their students in the two desert valleys.

Pamela Clute, ALPHA Center executive director and UCR assistant vice provost for Academic Outreach and Educational Partnerships, is excited about the grant because it allows UCR to strengthen its ties with the two desert regions.

"This Irvine grant basically allows successful ALPHA programs to continue to have a presence in the Coachella Valley," Clute said. "Using the satellite campus at UCR Palm

Desert, we are able to offer professional development for teachers, academies for K-12 students and opportunities for community college transfer students from the College of the Desert without them having to drive to Riverside."

Some desert programs the ALPHA Center provides include:

- Girls Excelling in Mathematics with Success (GEMS) is a collection of academies for middle- and high-school girls that focuses on importance of mathematics to college and to life. The purpose is to equip girls with knowledge about mathematics, community service, mentoring and the spirit of supporting one another. GEMS has served 800 girls and their parents, 20 college female students seeking certification in

mathematics and science teaching, 15 existing teachers and their principals, and 20 female community leaders who serve as speakers.

• Desert MATE (Mathematics Academy for Teaching Excellence) is an intensive summer program for teachers designed to provide them with mathematics content, teaching approaches to the content and research issues related to how teacher development impacts student achievement. Algebra, geometry and analysis form the core of the program because these topics are a key to higher mathematics for college entrance. MATE has reached 90 teachers from Riverside and Imperial Counties.

- California Mathematics

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## State Revenues Up!

continued from page 1

0.5 percent to \$314.27 million.

- State property tax levies for 2004-05 totaled \$34.52 billion, increase of 8.5 percent. County-assessed property values grew \$347 billion during 2004-05 to reach \$3.48 trillion for the 2005-06 tax year.

### CALL FOR ART ENTRIES



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See page 13 for details

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## Sodexo Lends a Hand to Twentynine Palms' Families

Sodexo, the nation's leading provider of food and facilities management services, has been a supporter of the Armed Services YMCA for a number of years. This year, Sodexo is renewing its commitment to America's military families with a total donation of \$166,000 to the Armed Services YMCA over the next three years. Sodexo's donation will help sustain the Operation Hero tutoring program and many of the other educational, recreational and support services provided by ASYMCA to military families at Camp Pendleton, Camp Lejeune and Twentynine Palms.

“Sodexo and ASYMCA share the same goal of supporting the needs of our country's military community,” said ASYMCA Executive Director Frank Gallo, Rear Admiral, U.S. Navy (Ret.). “As we continue this successful partnership, we'll be able to make even greater strides in improving the quality of life for America's military families.”

The ASYMCA offers essential programs to junior enlisted personnel and their families, such as childcare, hospital assistance, spouse support services, food services, computer training classes, health and wellness services, and holiday meals.

More than three-fourths of Sodexo's donation will be used

to support the Operation Hero programs at Camp Pendleton, Camp Lejeune and Twentynine Palms. Operation Hero is one of ASYMCA's national signature programs. Designed for children 6-12 years old who are experiencing temporary difficulty in school—both socially and academically—this semester-long program provides after-school tutoring and mentoring assistance with certified teachers.

Through its partnership with the Marine Corps, Sodexo operates mess halls and provides other logistical support to U.S. troops. The company's dedication to providing quality service to America's military personnel was recently recognized by the Marine Corps with the W.P.T. Hill Award “Best Full Food Service Mess Hall in the World” designation.

With support from Sodexo and other businesses that want to show their support for American troops, ASYMCA is able to operate more than 150 program centers around the globe. The ASYMCA has consistently provided programs to military members and their families since the Civil War.

For more information about Sodexo, please visit [www.sodexhousa.com](http://www.sodexhousa.com)

## Linda Lowry Selected as Pomona's New Assistant City Manager

Pomona City Manager Douglas Dunlap has named Linda Lowry as assistant city manager. Lowry will assume her new position on July 20, 2006. Lowry has been city manager of Diamond Bar for the past five years. She has also served as city administrator of Bellflower and deputy city manager in the City of South Gate. She served as finance director/city treasurer and assistant city administrator in Bellflower prior to being appointed city administrator.

“With her wealth of municipal experience and strong sense

of community involvement, Linda is a perfect fit for Pomona, and I look forward to working with her,” said City Manager Douglas Dunlap.

She has a bachelor of science degree in business from California State University, Long Beach and a bachelor of arts degree in English from the University of Irvine. She is also a certified public accountant and is enrolled in the masters' degree program at Claremont Graduate School.

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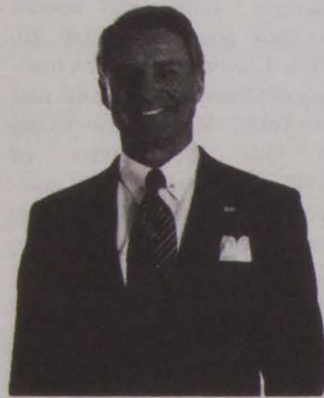
## CLOSE-UP

## D. Linn Wiley Retires From CVB Financial Corp. at the End of July and Christopher Myers is Named New President and CEO

Citizens Business Bank is one organization in the Inland Empire making its name with superior customer service and performance for investors. From its inception, the bank has outdone its competition because of their focus on customer service. In 1974, CVB Financial Corp. began as Chino Valley Bank started by a local group of businessmen from Chino. Their vision in 1974 was to create a premier financial services organization for the community of Chino. Although there was competition at the time, their performance attracted interest from three other local communities, resulting in them opening more branches over the next five years. Chino Valley Bank became Citizens Business Bank in March of 1996, in response to the geographic expansion and the strategic business focus of the bank.

Today, Citizens Business Bank has assets of more than \$2.5 billion, 40 branch offices, and a full line of business banking products and services; including asset management services. The bank serves the business banking needs of people in the Inland Empire, Orange County, San Gabriel Valley and the High Desert communities. Citizens Business Bank concentrates on the business and professional communities, small- to medium-sized businesses, and health care, legal, accounting, insurance, and other types of professionals. They have two specific markets: agribusiness and construction and real estate financing. They serve some of the numerous dairies in Chino, and provide construction and permanent real estate financing.

D. Linn Wiley, president and chief executive officer of CVB Financial Corp. and Citizens Business Bank, will be retiring effective Aug. 1, 2006. Wiley has been the president and CEO



D. Linn Wiley

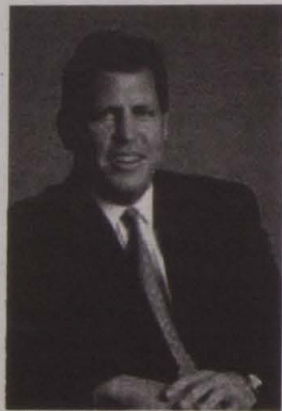
of CVB Financial Corp. and Citizens Business Bank for 15 years, and has fostered the bank from 14 financial centers to 40 and from \$500 million in assets to \$5.5 billion in assets. During Wiley's tenure, annual earnings have increased from \$8 million to more than \$70 million, and the market value of CVB Financial common stock has grown from \$54 million to \$1.25 billion.

Wiley received his associate of arts degree from Santa Ana College, and his bachelor of arts in economics from the University of California at Davis. He received his masters of business administration in finance and management from California State University at Long Beach. He completed the graduate school of credit and financial management at Harvard University, and the graduate school of sales management and marketing at Syracuse University.

He has been active in numerous civic, community and professional organizations, including serving as director of the Inland Empire Economic Partnership; the Southwest Region of Youth for Christ; and United Way. Wiley also serves on the advisory board for the Inland Valley Daily Bulletin and the Inland Empire Business Journal. He is a director and

chairman of the Federal Government Relations Committee for the California Bankers Association, and a member of the Government Relations Council for the American Bankers Association. Wiley has received the Outstanding Marine in Business Award, the Distinguished Service Award from the Junior Chamber of Commerce and the Distinguished Alumni Award from Santa Ana College. He was named Boss of the Year by the American Institute of Banking and received the silver CEO of the Year Award from Financial World Magazine. Wiley also received the Merit Award for his top ranking thesis on economics of scale in banking at Harvard University.

Wiley will remain a member of the executive committee and the chair of the Trust Services Committee, working full-time until the end of the year.



Christopher Myers

Christopher D. Myers will succeed Linn Wiley as president and chief executive officer of CVB Financial Corporation and Citizens Business Bank. "Chris Myers was a unanimous decision by our board of directors," said Wiley.

For the past 10 years, Myers has been with Mellon 1st Business Bank where he served as chairman and chief executive officer for the past two years.

Mellon 1st Business Bank is headquartered in Los Angeles with additional offices in the Inland Empire, Orange County and the San Fernando Valley, and has \$3.5 billion in assets.

Myers began his career with First Interstate Bank where he completed their extensive commercial loan training program, and progressed through the management ranks to become vice president and manager of the Westwood office. He then went on to join Bank of the West (Sanwa Bank of California) as commercial banking center manager for the San Fernando Valley and West Los Angeles.

Myers is a native Southern Californian and attended La Canada High School, playing on the football team. He went on to receive his bachelor of arts degree from Harvard University and a master of business administration degree in finance and marketing from the University of California at Los Angeles. Myers started on the Harvard University football team, where he helped win two Ivy League championship titles.

"Chris Myers is an ideal selection for the position. He has a great background and extensive experience in business banking. He knows our business and he knows our markets," said Wiley. "Chris is first-class in every respect."

Bank On It


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*The Bank Business Banks On*

### Stem Cell Research

*continued from page 1*  
general fund to pay for bonds.

Overall, Proposition 71 will cost the state about \$6 billion over 30 years to pay off both the principal (\$3 billion) and interest (\$3 billion) on the bonds. State payments will average about \$200 million per year.

Stem cells are the building blocks of living beings and are unique because of their two qualities: 1) They can copy themselves, and 2) They can grow into different cell types. A stem cell has two options once it copies itself—it can remain a stem cell or become another type of cell, such as a muscle, blood or brain cell.

There are many types of stem cells but the two most common types are adult and embryonic. Adult stem cells have been used in research for more than 40 years and have resulted in the development of several successful therapies. These stem cells have the ability to create replacement cells for those that are lost through injury, disease or the normal wear and tear of aging. Adult stem cells are cells that have already begun to develop into a particular cell type. An example of these stem cells would be cells found in an umbilical cord during or shortly after delivery. These would be considered adult stem cells because they have already partially developed into blood cells.

Adult stem cells have the ability to replenish the tissues where they are found, just like the new skin that develops when a wound is healing. Stem cells are considered "multipotent" because they can turn themselves into several different kinds of cells within the same basic cell type. Adult stem cells have helped to find cures for certain leukemia and other blood diseases.

Adult stem cell research has been supported by federal funding in the United States; however, embryonic is the evil-stepchild of stem cell research.

Embryonic stem cells were discovered in 1998, and it is believed by some researchers that they could help find treatment and cures for more than 70 serious diseases and injuries.

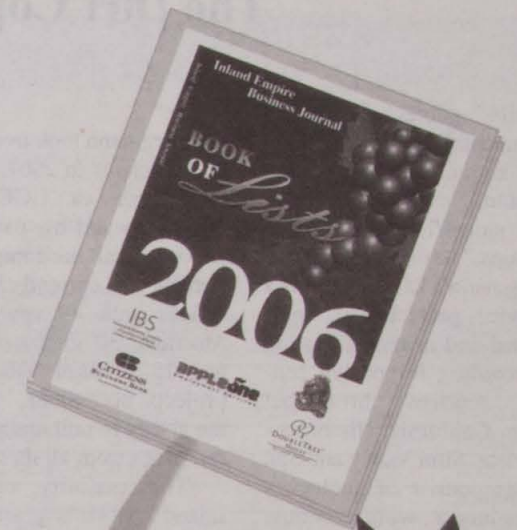
Embryonic stem cells are blank, unspecialized cells found in blastocyst. A blastocyst is a mass of 150 or so cells that develops approximately 5-14 days after an egg is fertilized. Embryonic stem cells make up the inner cell mass of the blastocyst. Embryonic stem cells are different from adult stem cells in that they are pluripotent, meaning they can grow into any and every cell except egg and sperm cells. Embryonic stem cells also have the ability to continue to multiply and exist indefinitely. Some scientists believe that the versatility of embryonic stem cells gives them a greater potential than that of adult stem cells.

This is where the controversy begins because some people believe that embryos should not be destroyed no matter what. Most embryonic stem cells currently used for research are gathered from fertility clinics. Infertile couples seeking to have a child often times use vitro fertilization to have multiple embryos frozen and stored at fertility clinics. Instead of throwing unused embryos away, many couples can opt to donate them for research.

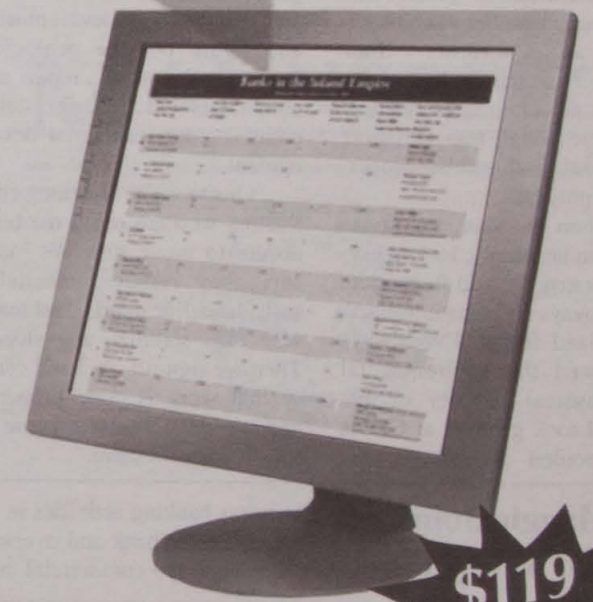
Egg donation is another option through which embryonic stem cells are made available for research. Somatic cell nuclear transfer (SCNT), sometimes called nuclear transfer or therapeutic cloning, allows scientists to remove the nucleus (containing the DNA) from an unfertilized egg and replace it with the nucleus from the cell of a patient who has a disease. The egg with the implanted genetic material is stimulated to convert to a blastocyst which contains stem cells that matches the patient's disease. SCNT offers a way to learn about diseases and test therapies on human cells rather than on actual living people.

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## CORPORATE PROFILE

## LGC Inland

### The Dirt Cops of the Inland Empire

by Angela Vasquez

While geotechnical and environmental consulting may sound like a complex tag, Mark Bergmann, owner of LGC Inland, simplifies the term to "Dirt Cops."

Bergmann's LGC Inland is a full-service geotechnical, environmental and materials' testing firm providing responsive consulting services throughout Southern California. His offices in Murrieta, Simi Valley and San Clemente consist of geologists and engineers who combine their technical knowledge and experience to provide cost effective solutions to complex geotechnical issues.

"We look for geological hazards and mitigate them to make it safe to build on those sites," said Bergmann.

Bergmann's knowledge in geology extends 25 years. After finishing his studies in earth science at California State University, Fullerton, he went on to work on commercial, residential, educational, transportation, municipal and public works' related projects.

"When I was going to Fullerton university, I was a psychology major," said Bergmann. "I've always had a natural interest in land forms. I've always questioned the environmental and physical aspects of the world. I took geology at CSUF, and decided to change my

major."

Bergmann took over Lawson & Associates in 2004, changing the name to LGC Inland. Bergmann and his partner, Tim Lawson, built the company from nothing and currently have three offices with 49 employees in Murrieta, 30 in San Clemente, and 15 in Simi Valley. When projects necessitate, they have the ability to pull manpower and resources from all three offices.

The majority of LGC Inland's work is geared toward residential projects, while 20 percent is focused on commercial developments.

"We study geological maps and look for old landslides, faults, trenches and compressible soil. You can't build a house on soil and have the foundation break up," said Bergmann. "We get out there and drill residential and commercial developments and figure out the geological concerns. We write a report and contractors bid to make stable paths for our residential development."

"Onsite we're watching contractors who are using the bulldozers to move dirt. We make sure they remove unsuitable soils, landslide debris, and make sure they stabilize any slopes. Then we sign-off on it and certify that work is done properly, and it's safe to build a home or start a business there."

business banking activities in 12 offices of the bank and oversaw more than 400 commercial customers.

"We are fortunate to find someone with Chris's experience and strong customer service skills," said Gene Wood, president of Inland Valley Bank, the newest community bank serving the Inland Empire. "His strong community ties and local relationships will be an invaluable asset as we bring our spe-

LGC Inland specializes in three types of consulting: geotechnical, environmental and materials' testing. Environmental consulting involves researching the history of a property to make sure it is suitable to be used. Bergmann describes their environmental assessments as 15-20 percent of their business, used in support of their geotechnical consulting.

"Lenders require phase 1 environmental assessment. We have to see how the land was used for in the past; phase 2 is the drilling necessary to find out the extent of contamination," said Bergmann.

Some examples of the type of phase 1 environmental work would be testing for asbestos and lead-based paint. Phase 2 would involve underground storage tank investigations, well redevelopments, and hazardous materials' management. Phase 3 would involve mitigating the problems with soil excavation or soil vapor extraction.

The third aspect of LGC Inland is materials' testing, and is an area which focuses on the beginning of the development. This service would include inspection of concrete, masonry, structural steel, fireproofing, roofing, and waterproofing.

"Materials' testing would involve such things as breaking concrete cylinders to make sure

cial brand of personalized banking to the Inland Southern California region."

Maggio also held management positions with Business Bank of California, Citizens Business Bank, Valley Merchants Bank in Hemet, CommerceBank and Bank of America.

Inland Valley Bank opened its first office in Moreno Valley in May. Although the bank is new, its managers and employ-

ees have more than 300 years' combined banking experience. Inland Valley Bank is a division of South County Bank, a subsidiary of CalWest Bancorp. Since it is wholly-owned by South County Bank, Inland Valley Bank can immediately offer its small business customers throughout the state the benefits of U.S. Small Business Administration's preferred lending status.

they have enough cement, and testing walls or foundations to make sure they're strong enough," said Bergmann. "We also inspect asphalt, concrete and masonry. Schools have lots of masonry buildings. We must be sure they are built correctly, and they are safe."

These "Dirt Cops" use a variety of resources to find possible sources of contamination in order to properly handle them. Their investigative tools include record searches, previous land usage, old air photos, and signs of stained soils. Bergmann describes the most prominent violator as petroleum contamination; for example, when old gas station sites have single-wall gas tanks that corrode and begin to leak. In Riverside County, the most common contamination is methane from animal waste product.

"In Riverside County, we can usually find the contamination and ship it to the proper waste facility," explains Bergmann. "In other areas we typically can dig all contaminated material out and haul to a dump site, but it just depends on the extent of the contamination. Sometimes it's too much to fix and a difficult process. Improper habits from the past catch up with us."

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## INVESTMENTS &amp; FINANCE

## DUFF &amp; PHELPS/INLAND EMPIRE BUSINESS JOURNAL

### THE GAINERS

#### Top five, by percentage

Company	Current Close	Beg. of Month	Point Change	% Change
Pacific Premier Bancorp Inc	11.82	11.50	0.32	2.8%
Provident Financial Hldg	28.50	27.87	0.63	2.3%
PFF Bancorp Inc	34.01	34.00	0.01	0.0%
Keystone Auto. Ind. Inc	39.60	40.32	-0.72	-1.8%
CVB Financial Corp	15.44	16.20	-0.76	-4.7%

### THE LOSERS

#### Top five, by percentage

Company	Current Close	Beg. of Month	Point Change	% Change
Modtech Holdings Inc	6.59	9.39	-2.80	-29.8%
HOT Topic Inc	11.70	13.84	-2.14	-15.5%
Fleetwood Enterprises Inc.	8.50	9.40	-0.90	-9.6%
Hansen Natural Corp	168.25	184.87	-16.62	-9.0%
Watson Pharmaceuticals	23.67	25.33	-1.66	-6.6%

Company	Ticker	6/21/06 Close Price	5/31/06 Open Price	% Chg. Month.	52 Week High	52 Week Low	Current P/E Ratio	Exchange
American States Water Co	AWR	35.06	36.90	-5.0	43.79	28.12	20.5	NYSE
Channell Commercial Corp (L)	CHNL	3.40	3.60	-5.6	10.25	3.22	NM	NASDAQ
CVB Financial Corp	CVBF	15.44	16.20	-4.7	17.55	13.78	16.4	NASDAQ
Fleetwood Enterprises Inc (L)	FLE	8.50	9.40	-9.6	13.69	8.38	NM	NYSE
Hansen Natural Corp.	HANS	168.25	184.87	-9.0	202.10	38.03	55.2	AMEX
HOT Topic Inc (L)	HOTT	11.70	13.84	-15.5	20.97	11.19	31.6	NASDAQ
Keystone Automotive Ind. Inc	KEYS	39.60	40.32	-1.8	46.92	23.69	28.3	NASDAQ
Modtech Holdings Inc	MODT	6.59	9.39	29.8	11.27	5.77	NM	NASDAQ
National RV Holdings Inc	NVH	5.33	5.70	-6.5	8.58	4.00	NM	NYSE
Pacific Premier Bancorp Inc	PPBI	11.82	11.50	2.8	13.25	10.23	11.8	NASDAQ
PFF Bancorp Inc (H)	PFB	34.01	34.00	0.0	35.51	27.01	16.0	NYSE
Provident Financial Hldg	PROV	28.50	27.87	2.3	33.15	25.04	11.1	NASDAQ
Watson Pharmaceuticals Inc (L)	WPI	23.67	25.33	-6.6	36.93	23.51	18.8	NYSE

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

### Duff & Phelps, LLC

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#### Five Most Active Stocks

Stock	Month Volume
Hansen Natural Corp.	34,085,850
Hot Topic Inc.	16,142,452
Watson Pharmaceuticals Inc	13,742,300
Fleetwood Enterprises Inc.	8,305,800
CVB Financial Corp	3,174,773
D&P/IEBJ Total Volume Month	85,177,588

#### Monthly Summary

6/21/06

Advances	3
Declines	10
Unchanged	0
New Highs	1
New Lows	4

## MANNERINO

LAW OFFICES



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

"Had laws not been, we never had been blam 'd; for  
not to know we sinn 'd is innocence"

Sir William Davenant

1606-1668

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### Maggio Joins Inland Valley Bank

Christopher D. Maggio, a veteran banker with 24 years experience, has joined Inland Valley Bank as vice president.

Before joining Inland Valley Bank, Maggio was vice president and manager of the business banking division of Provident Savings Bank in Riverside. There he managed

## COMMENTARY

## Another Primary Bites the Dust

by Joe Lyons

Ho hum. Another primary election has come and gone. Does anybody care? It would appear not. A less than 30 percent turn out was about the best we could muster for both Riverside and San Bernardino Counties.

We are talking about an ability to participate in the political process that many people before us have died for. But slightly more than 70 percent of our community says, "So what?" Even today, many countries with 100 percent turn out are told how to vote. We continue to be shocked by the tales of political machines who put dead people on the roster. Many of us still have not gotten over the embarrassment of Florida's "hanging chad" scandal of some six years ago. It's because of that scandal that we still hear arguments about what form of polling place is best for us. But we still don't get out the vote.

Consider this. That 30 percent figure is the amount of registered voters who turned out. Not eligible citizens. I've heard a lot of excuses. "I don't like any of the candidates." "I don't want to participate in this system." "I don't want to take the blame if the wrong guy gets in." "I can't vote in the primary because I don't want to declare a political party."

Then there is the classic. "My vote doesn't count." Excuses, not reasons. I have even heard from people who have told me if the government wanted their vote, they should get paid for it. OK, the system is not perfect. But most of the ideas that have been tossed out haven't made a lot of sense.

Three-day voting periods? Nuts. People used to take three days to ride to their nearest voting booth from their farm. Today, you can vote right down

the block. Your boss has to give you time to go vote.

Eighteen-year-olds, most of whom are now in their 50s, worked for their suffrage back in the radical sixties. MTV's "Rock The Vote" has been trying to get those young voters out, but usually they only manage to generate TV ratings. Speaking of which, I am shocked to realize that more people voted for the winner of "American Idol" than voted for Bush and Kerry combined in 2004. Shameful.

So what's wrong? Is it that the primaries are under promoted? I doubt it, because concerned voters would not wait to be told. They would care passionately about the right to have their opinion counted. They would know the date and the candidates and find their polling place. At least they would in a perfect world.

Is it that there are no real issues? You would think so, considering the kind of advertising that we were subjected to this past spring. Most of it consisted of telling us that we should vote for one candidate because the other one was no good. There was no discussion of what concerned California. Nothing about education, illegal immigrants in our state or spending by Sacramento.

Negative advertising may be another excuse for voter malaise. Advertising not based in truth could be another. It is often not easy to know which side is lying. In the case of the most recent primary, was the San Bernardino county assessor really guilty of sexual harassment? If he was guilty, why wasn't he charged? Why did the county pay the penalties and let him stay on. Whose version of the truth was to be believed? And that's just one case. How many other times have we been

deceived by spin-doctors who can make truth out of fantasy?

Of course, as always, many things that we have no control over often get tossed about. Where a local official stands on Iraq is not significant. Things like abortion and gay marriage are matters for Washington. Then there are the propositions. Goble-de-gook and legalese.

If you can't understand these, don't feel bad. Most people can't figure them out. They may or may not have any effect on the state. We are constantly being told that a "yes" vote means "no" and a "no" vote means "yes." And all of this confusion is in English. What errors get made in translations?

I know what you are thinking. I have written in these pages

before that we should always vote "no" on the propositions in order to make our elected representatives in the state capital do the job we sent them there for. But that only works if you vote.

I could tell you the old cliché about bad politicians being elected by good citizens who don't vote. I could tell of men and women who died at San Juan Hill and Saigon and Normandy and Baghdad.

But you've heard these things before. If they haven't motivated you yet, they never will. You have to want to get involved in the process.

In the end I have to shrug and say, "Oh well, as long as you don't vote, it gives my vote that much more weight."

I guess I should thank you.

## LETTER TO THE EDITOR

June 16, 2006

Dear Editor:

California's gay policy-writers are at it again, this time trying to push their agenda down the academic ladder into elementary and high schools.

There is nothing new to learn from their SB 1437, except another insufferable lesson on how gay rights activists have weaponized the concept of "tolerance." This lesson comes at the expense of our children, as state funds are drained that could have been used for meeting achievement standards.

My Webster's definition of tolerance means to "recognize and respect other's beliefs without sharing them." If parents and school boards do not wish to reach social mores of the gay rights "movement," they are branded "intolerant," because they are not tolerant enough to appease the movement's hubris. Yet, gays themselves are intolerant of the Judeo-Christian principles on which our country was founded.

The current trio of gay rights bills in Sacramento seeks to advance their reckless intolerance. It will be truly alarming if today's legislators are as easy to brainwash as tomorrow's schoolchildren.

Sincerely,

Mr. and Mrs. J. Anthony  
P.O. Box 3552  
San Leandro, CA 94578

## COMPUTERS/TECHNOLOGY

## LOOK! UP ON YOUR SCREEN!

by J. Allen Leinberger

This is the year of Superman.

It's not just the new movie. It's the major marketing campaign behind it. Not only can you find the iconic diamond shaped "S"-shield on soda pop and potato chips, it hangs as a banner over Dodger Stadium. There are, of course, trading cards and action figures

Computers linked to the Internet can provide you with connections to merchandise and imagery that Superman's creators never even dreamed of back in 1938.

For example, the Warner Bros. Website, supermanreturns.com has desktop images and screen savers of the last son of Krypton, along with his love, Lois Lane and his archenemy, Lex Luthor, for you to download.

Another Warner Bros site, wbstore.com has such merchandise as shirts, hats, rings, ties, and even cuff links.

For your cell phone, DC Comics has offered up the S-shield as wallpaper on your screen.

Here's a strange one out of England. You can order Superman aprons, tea towels and oven mitts at creative-tops.com. They also have similar items in pink and purple, for Supergirl fans.

You can order Superman checks and a handsome matching leather checkbook from checksunlimited.com.

Check the Internet Website for Target and Wal-Mart if you're shopping for Superman towels and bed sheets.

The Inland Empire Business Journal was surprised to discover a local connection to the Superman merchandise rage

with a series of peripheral items available from a company called I-Rocks out of Walnut just north of the 60 freeway. I-Rocks produces third party devices such as keyboards, computer mice, business card readers and USB terminals in various super colors, all with that S symbol prominently displayed.

And our local super connection does not stop there. I-Rocks uses the services of Ingram Micro as their technology distributor. Ingram, with an 800,000-square-foot highly automated distribution center in Mira Loma, sells only to resellers, so don't be looking there to get your Superman keyboard. They do feel pretty super themselves, however, being #72 on the Fortune 100 list with \$28.8 billion in sales last year alone.

The Website, supermanhome.com does have a hot link to I-Rocks, if you're looking.

There is even a company that can sell you a Superman cover for your iPod at xtrememac.com/cases.

Speaking of the iPod, the Associated Press announced last month that Apple's iPod music player has surpassed beer drinking as the most "in" thing among undergraduate college students. This is according to the latest biannual market research study by Ridgewood, New Jersey-based Student Monitor.

Nearly three quarters, or 73 percent, of 1,200 students surveyed said iPods were "in." That's more than any other item in a list that also included text messaging, bar hopping and downloading music.

It should be noted here that many of you first learned of the

iPod here in the pages of the Business Journal barely over five years ago. The original devices, while small, were big-



ger than the current models and had less hard drive space, thus holding less music. It did not hold pictures or videos and did not have color capability, but it began the 21st century's digital music revolution.

Even as you read this, people are downloading the soundtrack to "Superman Returns" off of Apple's iTunes Music Store, bringing everything full circle.

But there is more to come. Last year in these pages we announced the development of "Blue Ray" DVDs. More than likely the 14 disk "Ultimate Superman Box Set" due for release in the fall, will be available in 'blue-ray.'

Your current DVD player has a red ruby that projects a laser ray, which reads the tracks. The blue ray will play your old disks, but your old player will not read the new blue-ray disks. That 14 disk Superman box, by the way, will have the new movie, "Superman Returns," as well as the four newly re-edited Christopher Reeve films and other features, including a film of the '60s Broadway musical, "Up, Up and Away."

Like we said, the guys who developed Superman back in their college dormitory in pre-war Cleveland never dreamed of all of this. Besides, you were looking for something to replace all of that old Batman and Spider-Man stuff anyway.

## CALL FOR ART ENTRIES



March 30, 31 & April 1, 2007  
INDIAN WELLS, CA

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INLAND EMPIRE  
business journal

## Credit Unions vs. Banks

### What is a Credit Union?

The fundamental difference is the not-for-profit co-operative structure of credit unions. As co-operatives, credit unions are owned by their members—unlike banks, which are owned by their stockholders. And unlike banks, where the profits are returned to the share-holding stockholders, credit union “profits” (or excess earnings) are returned to the member/owners in the form of superior rates, lower fees, and high quality products and services.

Members of participating credit unions, including Arrowhead Credit Union, have free access to over 19,000 CO-OP Network ATMs and over 900 Service Center locations in the U.S.

As member-owned co-operatives, credit unions operate on a democratic model. Each member has the power to influence and direct credit union policy—and, unlike banks, credit unions give their members “a voice” in the organization’s operations.

Credit unions hold annual meetings during which members elect a board of directors—from among their membership—to represent the members in determining the future direction of the credit union. The credit union not-for-profit model allows for cooperative decision-making, which empowers each and every credit union member.

### Frequently Asked Questions:

#### Q. Are Credit Unions Safe?

A. Like other financial institutions, credit unions are closely regulated. Historically, they have operated in a very prudent manner. The National Credit Union Share Insurance Fund (NCUSIF), administered by an agency of the federal government, insures deposits of 80 million credit union members at all federal and many state credit unions nationwide. Deposits up to \$100,000 per account are

insured. Likewise, deposits are insured for \$100,000 or more in state-chartered credit unions covered by private insurance programs. Of the federal deposit insurance funds, the NCUSIF has had the strongest equity-to-insured risk ratio over the last decade. Not one penny of any insured savings has ever been lost by a member of a federally insured credit union.

#### Q. What Are the Advantages of Credit Unions?

A. Credit unions exist only to serve their member-owners. Surveys repeatedly show members are more satisfied with the service they receive from their credit union than customers of banks or savings and loans are with their institutions. Because credit unions are democratic, member-owned cooperatives, members have the power to direct credit union policy. If the majority of members are dissatisfied with the directors who set the policies of their credit union, they have the power to replace them. Credit union elections are based on a one-member, one-vote structure. This structure is in contrast to for-profit, public companies where stockholders vote according to the number of shares they own. Their non-profit status enables credit unions to operate at a lower cost than many for-profit institutions and helps them to offer competitive loan and savings rates. For instance, credit unions usually charge lower interest on credit cards than most other providers, and many credit unions charge no annual card fee.

#### Q. Can Anyone Join a Credit Union?

A. Members of each credit union must share a “common bond,” such as the same workplace, church, fraternal organization, or neighborhood.

If you have any questions please feel free to contact Arrowhead Credit Union’s Governmental

Affairs Office at the information below. Arrowhead Credit Union Governmental Affairs team strives to represent the best interests of the members through advocacy and education. We appreciate your support and welcome your feedback.

#### Contact:

Pete Aguilar  
VP, Director of  
Governmental Affairs  
Arrowhead Credit Union  
P.O. Box 735, #086  
San Bernardino, CA 92402  
paguilar@arrowheadcu.org  
Fax: (909) 379 - 6908

Credit Unions	Banks
Credit unions have member-owners, not customers. Each person who “deposits” money in a credit union becomes a member of the credit union because his deposit is considered his share of the ownership. That means credit unions are member-owned. Each member is also an owner of the credit union.	Banks can serve anyone in the general public. Banks have customers who have no voice in how the bank is operated. Banks are owned by small groups of investors who expect a certain return on their investments.
Credit unions are democratically controlled. They are run by a volunteer board of directors elected by and from the membership. Each member has one vote in electing board members and certain committee members and can run for election to the board or committees.	At banks, only the investors have voting privileges. Customers don’t have voting rights, cannot be elected to the board, and have no authority in the overall governance of their bank.
Credit unions are not-for-profit. This doesn’t mean that they do not or should not make a profit. After expenses are paid and reserves are set aside, surplus earnings are returned to members in the forms of higher dividends, lower loan rates and free or low-cost services.	In banks, only the investors get a share of the profits.
Federally-chartered and all of California’s state-chartered credit unions are insured by the National Credit Union Share Insurance Fund (NCUSIF), which is managed by the National Credit Union Administration, an agency of the federal government. As a federal deposit insurance fund, the NCUSIF is backed by the full faith and credit of the U.S. government. The NCUSIF is the only deposit insurance fund that operates on a pay-as-you-go system, which prevents the accumulation of annual losses. The NCUSIF has never had to use taxpayers’ money.	Banks are insured by the federal government. Their insurance fund is called the Federal Deposit Insurance Corp. Part of this fund, which covers savings and loans, had to be bailed out by using billions of dollars of taxpayers’ money. The FDIC is not operated on a pay-as-you-go system.
Credit unions are part of a worldwide support network that includes credit unions, state credit union leagues (California Credit Union League), a national trade association (Credit Union National Association) and a worldwide credit union organization (WOCCU). They share ideas, information and resources.	Most banks belong to state and national organizations. However, banks usually are reluctant to share ideas, information and resources.

## Largest Credit Unions in the Inland Empire

Ranked by Assets

Name of Credit Union Address City, State, Zip	Assets \$	Loans \$	Members	Employees	Branches	Key Executive Title Phone/Fax E-Mail Address
1. <b>Altura Credit Union</b> 2847 Campus Parkway Riverside, CA 92507	784,000,000	666,000,000	106,000	370	12	<b>Mark Hawkins</b> President/CEO (951) 571-5301/571-5830
2. <b>Arrowhead Credit Union</b> P.O. Box 735 San Bernardino, CA 92402	727,000,000	600,000,000	135,650	510	21	<b>Larry R. Sharp</b> President/CEO (909) 379-6280/379-6277 arrowheadcu.org
3. <b>USA Federal Credit Union</b> 9999 Willow Creek Rd. San Diego, CA 92131	603,000,000	620,000,000	60,000+	233	20	<b>Toni Clark</b> Regional Manager (800) 220-1872/(858) 31-8100 services@usafed.org
4. <b>March Community Credit Union</b> 23520 Cactus Ave. Moreno Valley, CA 92553	437,697,000	345,228,516	38,500	106	3	<b>Bob Cameron</b> President/CEO (951) 656-4411/697-8024 marchccu@marchccu.org
5. <b>Norton Community Credit Union*</b> Main- 295 S. Tippecanoe, San Bernardino, CA 92423-0847	149,863,797	95,538,242	13,125	53	2	<b>Debra Gannaway</b> President/CEO (909) 382-3324/382-7985 www.norcomcu.org
6. <b>High Desert Federal Credit Union</b> 15099 Kamana Road Apple Valley, CA 92307-1388	182,000,948	145,369,310	13,616	78	3	<b>Thomas J. Brown</b> President/CEO (760) 242-5646/242-5042 hdfcu@gte.net
7. <b>Service Plus Credit Union</b> 1209 University Ave. Riverside, CA 92507	90,461,997	52,899,359	7,560	33	2	<b>Berneta Titus</b> President/CEO (951) 680-1998/787-6699
8. <b>La Loma Federal Credit Union</b> 11131 Anderson St. Loma Linda, CA 92354	64,474,796	36,116,900	10,807	30	2	<b>Todd Murdoch</b> CEO (909) 796-0206/796-2233 llfcu.org
9. <b>United Methodist Federal Credit Union*</b> 5405 E. Arrow Highway Montclair, CA 91763	45,000,000	20,500,000	4,500	13	1	<b>Ramon Noperi</b> President/CEO (909) 946-4096/981-7055 memberservices@umfcu.org
10. <b>1st Valley Credit Union</b> 2441 N. Sierra Way San Bernardino, CA 92405	55,443,531	36,810,907	5,800	21	1	<b>Debbie Barrera</b> CEO (909) 882-2911/881-4162
11. <b>Inland Empire Credit Union*</b> 401 E. Second St. Pomona, CA 91766	45,000,000	21,000,000	99,000	20	2	<b>George E. Kirschner, CPA</b> President/CEO (909) 865-2655/469-1095 staff@inlandempirecu.org
12. <b>Raincross Credit Union</b> 8543 Indiana Ave. Riverside, CA 92504	36,000,000	19,000,000	6,500	19	1	<b>Vernon Elliott</b> President/CEO (951) 343-3280/343-1659
13. <b>San Bernardino Credit Union</b> 401 West 2nd St. San Bernardino, CA 92401	29,000,000	13,000,000	3,900	14	1	<b>Gregg Stockdale</b> President (909) 889-0838 ext. 225/889-7973 gregg@sbccu.org
14. <b>Bourns Employees Federal Credit Union*</b> 1200 Columbia Ave. Riverside, CA 92507	34,699,024	23,044,597	2,536	8	0	<b>Dan Robertson</b> Manager/CEO (951) 781-5600/781-5452 befcu@bourns.com
15. <b>Rafe Federal Credit Union*</b> 6876 Magnolia Ave. Riverside, CA 92506	20,341,417	18,233,133	3,917	12	1	<b>Bonnie Wann</b> President/CEO (951) 682-1555/682-4252
16. <b>Printing and Publishing Credit Union*</b> P.O. Box 1505 Riverside, CA 92502	7,900,000	4,750,000	2,900	4	1	<b>Carlos Vasconcelos</b> CEO (951) 781-0981
17. <b>Barstow Non-Ops Credit Union*</b> P.O. Box 846 Barstow, CA 92312	7,520,342	5,661,290	1,203	2	0	<b>Michael S. Ruffalo</b> CEO (760) 256-2591/256-2504 nonops@hdiss.net

### CALL FOR ART ENTRIES



March 30, 31 & April 1, 2007  
INDIAN WELLS, CA

At the Indian Wells Tennis Garden  
Deadline 9/19/06 Notification 10/31/06  
App fee \$25 standard - \$50 after deadline; Space fee \$250 to \$500; 10% commission Space sizes: 11 x 11; 17 x 11; 22 x 11 Jury by 3 slides of work and 1 display 200 exhibitor spaces; 5th Annual 10,000 last year attendance \$900,000 art sales.

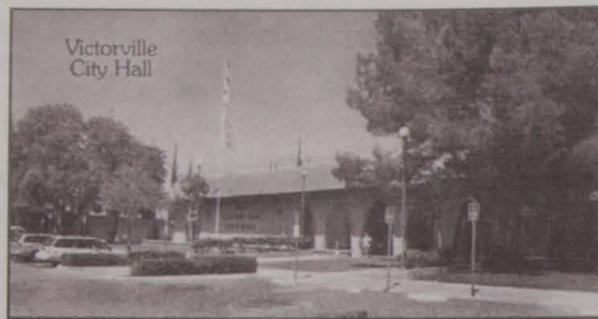
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# Population Growth in the High Desert Shows Signs of a Slowdown

by Ron Barbieri, PhD  
Senior Associate  
Lee & Associates' Victor Valley Office

Over the next two years, the population of the High Desert is expected to increase by 40,000, which is 15 percent less than the growth over the last two years. The projected slowdown reflects the impact of higher interest rates and gasoline costs on the economy. In addition, the reduction in housing demand was offset in part by the acceleration of the need for industrial space and the expansion of retail outlets in the High Desert.



Victorville City Hall

## Demand for Residential Space Decreases

In 2004 and 2005, an average of 7,500 homes was constructed each year. Almost all of the units that came on-line were single-family homes. The High Desert is the low-cost provider of new housing in all of Southern California where the annual increase in population ranges between 360,000 and 400,000. The lack of easily developable land in Los Angeles, Orange and San Diego Counties, coupled with a political preference for low density residential development, has channeled the growth in population to the Inland Empire. In each of the last three years, the population of Riverside and San Bernardino Counties grew by more than 130,000. This trend is expected to continue because land is still available to accommodate residential tract development and the construction of warehousing, distribution and manufacturing facilities.

The higher interest rates, which have reduced the demand for new housing across the United States, are having a similar effect on the Inland Empire and the High Desert. The level

of new home sales and residential construction appear to be down by 10 to 30 percent depending on the submarket. In

the High Desert, new home sales are reported to be down by as much as 25 percent while sales of existing homes have declined by 12 percent.

Home prices in the High Desert have declined slightly in the 4th quarter of 2005 and the 1st quarter of 2006. In the spring of this year, the median home price appears to have stabilized, but several real estate agents claim the price of more expensive homes is continuing to decline while lower price homes continue to increase in value. All of this is consistent with the "soft landing" being engineered by the Federal Reserve to fight inflation by slowing down the rate of economic expansion.

## Retail Market Continues to Increase

The absorption of retail space in the High Desert has been very high by historical standards. When the level of housing construction accelerated in 2002, retailers committed to expanding in the area. Over the last four years, new power and neighborhood centers anchored by Home Depot, Lowe's, Target and Wal-Mart and Stater Bros were developed. Several have opened for business, while an

equal number will come on-line over the next 18 months. A few additional centers are planned for 2008 and 2009.

The growth in population and the increase in the median household income are driving the demand for retail space. There are some indications that the completion of the retail space being developed will provide more capacity than required by the increase in households and income levels. The concern for a possible oversupply of retail space is mitigated by the fact that residents of the High Desert are making more of their purchases in local stores rather than in the Los Angeles Basin. As a broader range of retailers open stores in Victor Valley, the tendency to shop locally will accelerate.

## Industrial Market Experiences High Demand

From 2003 through 2005, the annual absorption of industrial space in the Inland Empire has averaged over 16 million square feet. Most of this has been for warehousing and distribution operations. The increase in the demand for such space is directly related to the increase in import and exports through the ports of Los Angeles and Long Beach. Forty-three percent of all the goods imported into the U.S. pass through those ports. The twin ports of Los Angeles and Long Beach will continue to maintain their share of the growth in imports and exports. Because of this, the Inland Empire is forecasted to experience high levels of industrial

absorption in the form of warehousing and distribution space over the next five years.

The inventory of vacant industrial land in the Los Angeles Basin will be substantially absorbed over the next five years. As that begins to occur, the demand for new industrial space will shift to the High Desert and further east along the I-10 Freeway to Banning and the Coachella Valley. The amount of industrial absorption captured by the High Desert will depend on whether or not BNSF railroad has constructed an intermodal facility in either Victorville or Barstow. If BNSF were to establish such a facility to transfer shipping containers from trains to trucks and visa-versa by 2011, the annual absorption of industrial space in the High Desert could be as high as 12 million square feet per year. This would be 12 times the current level of industrial growth in the High Desert.

## About the Author:

Ron Barbieri, PhD, is a senior associate in Lee & Associates' Victor Valley office. Lee & Associates is one of the largest national commercial real estate providers with regional expertise. As a group of independently owned and operated companies, Lee & Associates currently has more than 29 offices located in California, Arizona, Nevada, Missouri, Illinois, Michigan, New Jersey, Texas and Wisconsin. Additional information is available at [www.lee-associates.com](http://www.lee-associates.com)



# Commercial Printers

Ranked by 2005 Sales Volume

Name Address City/State/Zip	2005 \$ Sales Volume	# of Employees Year Established	Products	Press Type Colors	Services Specialties	Top Local Executive Title Phone/Fax E-Mail Address
1. <b>UBS Printing Group, Inc.</b> 2577 Research Dr. Corona, CA 92882	29,000,000	90 1984	Folding Cartons, Commercial Printing, Books, Manuals	KBA 6 Color (In-Line UV) 40", 29" 6 With Perfectors	Full Service Capabilities, In-Line UV, Stochastic Printing, Bindery, Die Making & Cutting	<b>Gene Hamrick</b> President/Owner (951) 273-7900/273-7912 ghamrick@ubsprint.com
2. <b>Crown Printers</b> 250 W. Rialto Ave. San Bernardino, CA 92408	8,000,000	60 1970	Marketing & Advertising, Direct Mail, Catalogs, Brochures	40" 6 Color, Plus Coating Litho, Digital Variable Data, CTP 1-6 Colors	Color Printing, Digital Printing, Complete Finishing Fulfillment, Distribution, Mailing	<b>Denny Shorett</b> President (909) 888-7531/889-0371 denny@crowncorner.com
3. <b>Advanced Color Graphics</b> 245 York Place Claremont, CA 91711	6,000,000	25 1979	Commercial Sheet-Fed Printing, Brochures, Catalogs, Manuals, Packaging	640 Heidelberg CD with Coater 240 Heidelberg 102 ZP Perfector Heidelberg QM 46 Quickmaster	High Quality, Quick Turn, In-House Design, Electronic Pre-Press, Full Bindery	<b>Steve Thompson</b> Owner (909) 625-3381/625-2081
4. <b>Faust Printing Inc.</b> 8656 Utica Ave., Ste. 100 Rancho Cucamonga, CA 91730	6,000,000	28 1962	Commercial Lithographic Printing, Magazine, Brochures, Marketing Materials	6 Color 41" KBA 105 With Coating, 5 Color 41" KBA 104 29x4 Perfector	Prepress Services Graphic Design Full Service In House Bindery	<b>Rose Mary Faust</b> CEO (909) 980-1577/989-9716 info@faustprinting.com
5. <b>Robinson Printing</b> 42685 Rio Nedo Street Temecula, CA 92595	4,600,000	30 1924	Product Catalogs, Brochures, Packaging, Calendars, Posters, Mailers, Presentation Folders, Stationery, Programs	(2) Komori & Ryobi, 4 Color + Spot	Creative Development Photography Quality Commercial Printing	<b>Dave Robinson</b> President (951) 296-0300/296-0306 dave@robinsonprinting.com
6. <b>Ace Direct</b> 948 Vella Road Palm Springs, CA 92264	5,500,000	50 1979	Full Color Offset Mailing Variable Digital	Komoris-IGEN 5 + Coating	In-Line Aqueous Coating, Conventional and Electronic Pre-Press, In-House Bindery	<b>Mark Lawrence</b> CEO (760) 969-5500 mlawrence@acedirect.com
7. <b>The Performance Marketing</b> 1251 Pomona Rd., #101 Corona, CA 92882	1,600,000	8 1991	Full Printing Design Services	1-4 Color	Brochures, Booklets, Folders Forms, Decals	<b>Natalie Young</b> President (951) 273-7390/273-7395 natalie@ideas2ink.com
8. <b>Printing &amp; Promotion Plus, Inc.</b> 930 South Mt. Vernon Ave., Ste. 200 Colton, CA 92324	1,890,000	10 1984	Graphic Design, Process Color Offset Printing, High Volume Digital Copies, Bulk Mailing	Ryobi 2 Color, 4 Color	Full Service From Design, Print & Mail	<b>Jon Melzer</b> GM (909) 370-0860/824-2396 info@printproplus.com
9. <b>Pomona Print Stop</b> 9077 Arrow Rte., Ste. 120 Rancho Cucamonga, CA 91730	1,450,000	8 1977	Volume Copies, Business Forms, Flyers, Business Cards, Envelopes, Manuals, Catalogs	4 AB Dick Presses, 3 Digital Doc-U-Techs Models 6180, 2135, 2045 Color	High Volume Copy Usage	<b>Joe &amp; Neal Cantone</b> Owners (909) 593-8993/989-5352
10. <b>Printing Resources of So. Calif.</b> 893 West 9th St. Upland, CA 91786	1,268,947	11 1970	Offset Printing, Mailing Services, High Speed Digital Printing (Black, White & Color)	Heidelberg QM46-2 Ryobi 3302 Two Colors Black & White + Color	High Speed Digital Printing Offset Printing, Mailing Services,	<b>Nancy DeDiemar</b> President (909) 981-5715/981-9396 nancy@printingresources.com
11. <b>A to Z Printing Co., Inc.</b> 4330 Van Buren Blvd. Riverside, CA 92503	1,000,000	10 1921	Books, Mags., Brochures, Catalogs, Posters, Newsletters, Letterheads, Envelopes, Cards, Pads, Labels Invitations, Business Forms, Promo Products	Heidelberg Letterpress Ryobi 2 - 4 Color	Promotional Products, Numbering, Perforating, Foil Stamping, Bindery, Wire "O"	<b>Allison Dale</b> President (951) 689-4411/687-6387 general@a-zprinting.com
12. <b>Alphagraphics</b> 9016 Archibald Ave. Rancho Cucamonga, CA 91730	1,000,000+	9 1985	Design, Black & White Copying Digital Mailing Services, Posters, Banners, Promo Products, Full Color, Printing	2 Heidelberg 2 Colors 1, 2 and 4	Design, Copy, Print	<b>Tim Main</b> Owner (909) 989-8550/989-0400 vsllie@alphagraphics.com922
13. <b>ZAP - Corona Printing</b> 210 N. Smith Ave. Corona, CA 92880	WND	9 1972	Business Printing, Wide Format Color Signs & Posters, Copying, Graphic Design	1, 2 And 4 Colors	FTP Dropbox, Strong Customer Service And Customer Service, Marketing Advice, Mailing Services	<b>Paula A. Montanez</b> President (951) 734-8181/737-1791 paula@zapcolor.com
14. <b>Acrey &amp; Tharp Printing</b> P.O. Box 2127 Riverside, CA 92516	850,000	5 1986	Commercial Printing, Brochures, Posters, Booklets, Magazine Flyers	Man Roland, 204 Hamada, Davidson, 4 Color, 2 Color, Single Color Process	Packet Folders, Foil Embossing,	<b>David Tharp</b> Owner (951) 653-4922/653-3408 dtharp@acreytharp.com
15. <b>Redlands Blueprint &amp; Commercial Printing Co.</b> 922 B New York St. Redlands, CA 92374	729,000	12 1946	Business Stationery, Brochures, Booklets, Folders, Newsletters, Reprographics, Color Copies, Banners, Labels, Courtroom Displays, Reports	AB Dick 9800 Series, 2 Color Komori Perfector 1 & 4 Colors	In-House Computer Graphics, Custom Printing, Bindery, Service Is Our Specialty	<b>Daney Bachiu</b> Manager/Owner (909) 792-3478/335-1121 redlandsblue@earthlink.net
16. <b>Harper's Printing</b> 1956 N. "E" St. San Bernardino, CA 92405	500,000	3 1984	Publishing Book Binding Services,	AB Dick 2-Color	Yearbook, Young Authors Publishing	<b>Elmer Harper</b> Owner (909) 882-1234/882-2772 4harper@verizon.net

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See page 11 for details.

**Economic Waves by UCR**

*continued from page 1*  
 academic year. The firm arrived at that number by using industry-standard multipliers to show how direct campus spending ripples through the economy, as the institution buys goods and services, pays salaries to employees and constructs new buildings, prompting the need for more production elsewhere.

"I am not surprised to see that the university is a very robust and efficient economic engine for the region," said Chancellor France A. Córdoba. "As we continue to expand our own workforce and student enrollment – and with new initiatives such as the proposed School of Medicine and the newly launched Palm Desert center – we expect that UCR will further broaden its impacts and contributions."

The nine-month study showed that while most of UCR's revenue comes from outside the region, the majority of spending is concentrated in the fast-growing Inland Empire.

In 2004-05, the campus spent \$380.7 million on salaries and wages, goods and services, and construction, of which \$256.6 was spent in the Inland Empire. Since just \$46.7 million of the university's revenue came from local sources, that means the campus made a net contribution of \$209.9 million to the local economy. In other words, UCR spent \$5.50 in the Inland region for every dollar in revenue received from the same geographical area.

In all, UC Riverside's total spending impact in California was \$638.0 million in the 2004-05 fiscal year. In addition, spending by UCR's students and retirees and by visitors to the campus had an economic impact of \$315 million. The campus also generated 8,031 full-time equivalent jobs statewide.

"This total impact of \$953 million includes the direct spending of the campus, as well as the indirect and induced

impacts of that spending," said Kathy Barton, UCR's director of technology collaboration. "In other words, every dollar spent by the campus itself – and by students, faculty, staff, and retired employees – has ripple effects in the local economy and beyond."

The full report, which is

available online at [www.impact.ucr.edu](http://www.impact.ucr.edu), summarizes UCR's various impacts:

- The highly-skilled graduates of UCR's colleges and schools are perhaps UC Riverside's most significant contribution to the Inland Empire and California

economies. Of the 57,740 total alumni of UC Riverside, 46,146, or about 80 percent, lived in the State of California in 2005.

- Of these alumni, nearly 18,000, or about 31 percent, lived in the Inland Empire.

- Each year, UCR graduates add to the pool of skilled

*continued on page 38*

# WHY YOUR CUSTOMERS BUY

by Brian Tracy  
[www.briantracy.com](http://www.briantracy.com)

Why does your customer buy? This is the most important question in selling. What benefits does he seek? What is he attempting to avoid, achieve or preserve by buying your products or service? Amongst the various benefits available to him or her, what are the tangible benefits and what are the intangible benefits? A tangible benefit is something the customer can touch and feel. It is something the customer can hold up and show to someone else. A tangible benefit has very much to do with how the purchase is viewed by others, and is very important. Describing the components and features of a product or service is how you point out to the customer the tangible benefits of purchasing and using it.

However, as we have seen, the intangible benefits are largely emotional. They are concerned with pride, status, securi-

ty, admiration and respect of others, and other factors that make the person feel happy that he or she has purchased what you are selling.

A person who buys a Rolex watch will explain it to others in terms of its gold case, its jeweled Swiss movement, the fact that it is waterproof to 330 feet and the tremendous accuracy for which it is famous. But none of these are reasons for buying a Rolex.

The real reasons, the intangible benefits, are the feeling of success, prestige and status that a person gets when he or she wears a Rolex in the presence of people who are wearing less expensive timepieces. It is the unspoken statement that "I have arrived!" that the customer is making that causes him to buy the watch in the first place.

What are the tangible benefits of buying and using your product or service, and what are

the intangible benefits? What are the tangible and intangible benefits of dealing with you as a salesperson? What are the obvious payoffs of dealing with you, and what are the not so obvious payoffs?

Now, here are two things you can do immediately to put these ideas into action:

- First, identify the specific tangible benefits your customer will enjoy from ownership and use of your product or service. How could you prove these to your prospect?

- Second, identify the intangible, emotional reasons why your customer buys from you. How could you demonstrate and emphasize these benefits in your sales conversation?

**UCR Outreach Center**

*continued from page 3*  
 and Science Teacher Initiative (CMST) provides College of the Desert students, who are willing to transfer to UC Riverside, with annual \$5,000 fellowships for teaching highly-conceptualized mathematics or science to K-12 students in Riverside County while pursuing their teaching credentials. These transfer students must major in mathematics, science or education. The program has just begun in the region.

Since 1998, the ALPHA Center has worked to develop programs which prepare students to enter and excel in college.

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**Riverside-San Bernardino**

▼ 4 Places 2006 Rank: 10 2005 Rank: 6

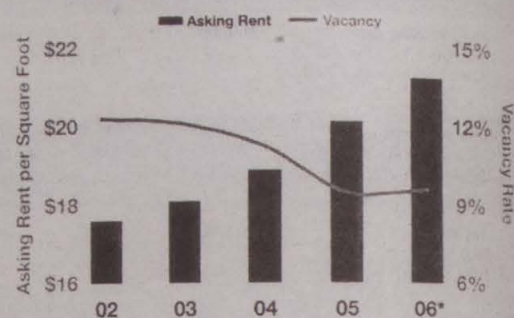
▼ 2006 NRI Rank: 10, Down 4 Places. The Inland Empire fell four spots due to rising risks associated with low housing affordability.

▲ Employment Forecast: Employers continue to add jobs in the Inland Empire. The job market will expand by 33,000 positions this year. Nearly 8,500 jobs will be created in the trade, transportation and utilities sector, while higher-paying positions will also be added in the professional and business services sector.

▼ Construction Forecast: Builders are expected to add 3.7 million square feet of retail space this year, up almost 50 percent from 2005. Much of the new growth is being driven by big-box retailers along Interstates 10, 15 and 215.

▼ Vacancy Forecast: Vacancy in the metro will increase 10 basis points to 9.4 percent by year-end 2006. The increase is expected to be temporary, as population and job growth will continue to run at above-average levels, and retailer demand is expected to accelerate in response.

**Asking Rent and Vacancy Trends**



**Strong Growth Prospects Throughout Region Attract Investors**

Strong population and retail sales growth continue to attract businesses to the Inland Empire. National retailers are making a major expansion throughout the region, as they are eager to position themselves in the path of population growth. For example, this year alone, Wal-Mart is adding Supercenters in Hesperia, San Jacinto and Palm Desert. By the end of this year, developers will add more than 1.5 million square feet of retail space to South Riverside. While the metro has recorded significant price appreciation in recent years, prospective buyers are still attracted to the anticipated long-term growth of the region and to properties that are reasonably priced compared to the rest of Southern California. Investors are encouraged by both the sheer numbers of new residents and jobs, as well as the type of positions that are expected within the region, including higher-paying services careers. While new positions will be created across employment sectors, professional and business services will post the most significant job growth over the next few years.

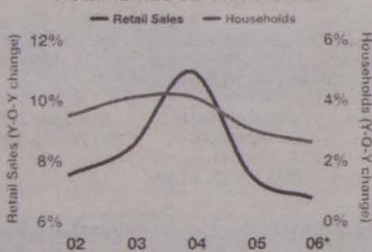
Competition for available properties continues to put downward pressure on cap rates, with the average for single- and multi-tenant properties at 6.1 percent and 6.3 percent, respectively. While transaction velocity has slowed from the breakneck pace of prior years, investors are still finding value throughout the metro. Retailers continue to expand as new housing is pushed farther out toward the edges of the metro area. The Victorville submarket has been booming, with new home construction drawing more residents to the area. Multi-tenant prices in Victorville, however, remain as much as 25 percent below the median for the market as a whole and cap rates are slightly greater than the metrowide average. Opportunities also exist in Palm Desert, where single-tenant cap rates are averaging 7 percent.

▲ Rent Forecast: Despite a mild uptick in vacancy, asking rents will increase 5.8 percent to \$21.25 per square foot by year-end 2006. Effective rents will rise at a similar rate to \$19.40 per square foot.

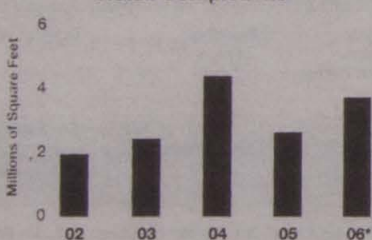
▲ Investment Forecast: The Inland Empire's more affordable housing will continue to draw new residents from coastal areas. Sales activity is expected to pick up further in Coachella Valley, South Riverside County and Victorville, where cap rates and prices are attractive compared to other submarkets in the metro area.

Marcus & Millichap

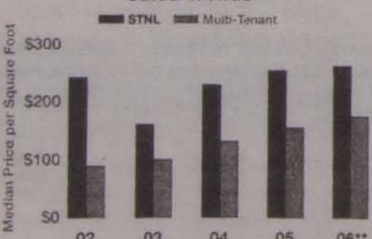
**Retail Sales vs. Households**



**Retail Completions**



**Sales Trends**



\* Forecast \*\* 1H 06 Estimate

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## "Houston, we have a problem": Leadership in Times of Crisis

by Winston Scott

Perhaps you've never been called upon to lead in a situation as fraught with potential peril as the manual capture of a \$10 million, 3,000 pound, out-of-control satellite in outer space, but business leaders face major crises all the time: a scandal involving senior management, fall-out from an economic downturn, product malfunction and recall, or the loss of a key employee.

Leadership under extreme conditions, like those encountered aboard the space shuttle *Columbia* mission in 1999, requires key principles that will guide you, your team, and your mission to success. The *Columbia* mission ultimately succeeded, and using the same principles of leadership that worked on this space mission, business leaders can turn an obstacle into an opportunity, too.

### Space Mission Lesson #1: Prepare for the unknown.

A leader needs to anticipate potential problems as part of preparation. The original *Columbia* mission was to launch a research satellite called *Spartan*, but it malfunctioned almost immediately. The effort to retrieve it for repair went awry when the shuttle's robotic arm inadvertently tipped the satellite, setting this object, roughly the size and weight of an automobile, spinning unpredictably in space. Because NASA and the *Columbia* crew already prepared for potential problems, they immediately knew what to do next: have two spacewalking astronauts—one on his first space flight—perform a dangerous manual capture of the satellite.

When an unanticipated problem occurs in business, like the astronauts, you should be so thoroughly prepared that you already know what options and resources might be available to help solve it. Otherwise, you waste time trying to figure out

your options, thus allowing the crisis time to get even worse. So in your business, determine what possible factors could cause your company to suffer, and then devise action plans for each scenario. Should that problem ever occur, you already know how to react and lead your team to victory.

### Space Mission Lesson #2: Conquer communication barriers.

Get to know the members of your team well and understand what their particular communication strengths and weaknesses are, particularly in times of crisis. Be careful not to assume that they understand you, even those you think you know best. It's never more important for everyone to be on the same page than when you're confronting a problem. To ensure that the message you send has been received as you wanted it to be, solicit feedback, asking, "Do you understand what I mean?" to encourage clarifying questions and honest responses from your team.

English was the other spacewalker's second language, so the lead spacewalker took extra care heading off potential problems by spending time with him to ensure they were speaking the same language, literally, before they attempted to capture the satellite together. What's more, in space, all direction is relative to something else, so to facilitate the manual capture of a satellite while cruising at 18,000 miles an hour, everyone on the team needs to know what "up" and "down" mean in that context.

In the world of international space flight, there may be literal language barriers to overcome, and in an organization, even if everyone speaks the same language, the filters of culture sometimes put up obstacles that you must use finely-honed communications skills to conquer.

Men and women are known to communicate differently, for example, and business leaders must ensure that communications' meaning and intent are clearly understood by everyone, especially when trying to solve a problem.

### Space Mission Lesson #3: Be alert for non-verbal communication.

A good leader will pick up on cues to potential problems and misunderstandings before they occur. For example, while both the robot arm operator and one spacewalker on the *Columbia* mission were highly qualified individuals, both were on their first space flights. The lead spacewalker observed the other spacewalker talking very little and keeping to himself away from the group, so he shared his own experiences on his first spacewalk to reassure the other man that he empathized with his nervousness but was confident he would do well.

As a business leader, you must know how key team members act on a normal basis so you can gauge when something is awry and their behavior changes. When a crisis occurs, is your usually social VP of marketing now keeping to her office, with the door closed and the blinds drawn? Is your usually mild-mannered CFO now barking orders like a drill sergeant? These are tell-tale non-verbal cues that you must step in and lead your team more effectively, as the crisis is taking its toll on your much needed key players.

### Space Mission Lesson #4: Ask for help.

A leader must demonstrate an immediate understanding of the problem. You can't be wishy-washy, even if, at the moment, you don't have a clue

what's going wrong. You need to show that you're in control, demonstrating self-assurance. Your people will follow confidence.

But confident doesn't mean omniscient. You must solicit input and feedback from the experts on your team and from people outside of the team as well. NASA rehearsed the satellite's capture on the ground and sent images up to the shuttle. The spacewalkers constructed a *Spartan* simulator for practice, and the team leader rehearsed the terminology to use in the capture and to direct the commander where to fly the shuttle to get it close enough to the satellite so they could reach out with gloved hands and manually direct the satellite back into the shuttle.

You don't need to know every single nut and bolt involved in every single person's job, but there are people on your staff who are more expert in certain areas than you are. Acknowledge that and benefit from it when planning and problem-solving.

### Space Mission Lesson #5: Earn real experience.

Business leaders, like astronauts, obviously need technical training in their field, but equally important are maturity and experience at making difficult real-time decisions. There's a reason you never see 22-year-old astronauts! You must have complete confidence in your ability to make critical judgments and to take action in tough situations, and the only way to acquire that is to be seasoned by experience.

While mounted in foot restraints on the edge of the shuttle, the *Columbia* spacewalkers spent three hours safely manipulating the satellite into the single orientation that would fit it into the payload bay. The

continued on page 37

## CALENDAR

### July

#### 12th

The University of La Verne's Center for Strategic Thinking is offering a "hands-on" workshop to provide companies, investors and entrepreneurs a comprehensive look at the due diligence process. The workshop will get underway at 7:30 a.m. in the Presidents Dining Room (PDR) on the university's main campus. Attendees will be provided an extensive checklist intended to assist in conducting or preparing for a due diligence review. They will also receive detailed information and take part in a dialogue focusing on specific due diligence aspects with a guest expert and ULV faculty members. All ULV Center for Strategic Thinking workshops are open to the public. Admission is \$25 and includes breakfast. Due to space limitations, reservations are recommended. For additional information on each workshop and to make reservations, contact Erica Arias at (909) 593-3511, ext. 4202 or e-mail [ariase@ulv.edu](mailto:ariase@ulv.edu).

#### 25th

Rancho Cucamonga Chamber mixer/expo being held at Dave & Busters, 4821 Mills Circle in Ontario. Hosting sponsor is Arbonne International. Eat, drink, door prizes and more at 5:30 p.m.

#### 27th

Multi-Chamber mixer (Upland, Montclair, Rancho Cucamonga and Ontario) being held at Draper Mortuary, 811 N. Mountain Avenue, Upland at 5:30 p.m. This will be a Christmas in July event, so please bring an unwrapped toy for underprivileged children.

## Tramway Signs Aramark

The Palm Springs Aerial Tramway announced it has signed a contract with Aramark Sports and Entertainment Services, a division of Aramark to provide the food and beverage services. Aramark will operate the Peaks Fine Dining Restaurant, Pines Casual Dining Restaurant, Lookout Lounge as well as provide catering for banquets and special events.

"I am pleased that we have entered into a contract with a substantial restaurant operator in order to ensure that our customers will enjoy outstanding dining and service," stated Rob Parkins, president of the Palm Springs Aerial Tramway. "Aramark has both the experience and the resources to deliver quality food and beverage."

Aramark chefs have created

a menu featuring a variety of fresh vegetables and greens from the Coachella Valley, dry aged meats and poultry along with fresh breads from local bakeries. Additional selections will include market fresh seafood and pastas.

## This Holiday Season, Give The Gift Of A Smile.

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

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## Stem Cell Research

*continued from page 7*

Embryonic stem cell research is often times confused with human or reproductive cloning. Cloning is different in that the cells are copied so that their genetic material, or DNA, matches exactly. Embryonic stem cell research utilizes therapeutic cloning, or somatic cell nuclear transfer, to copy cells with the goal of making stem cells to treat and cure serious diseases and injuries. Using SCNT, scientists can produce embryonic stem cells without using sperm to fertilize an egg.

Some researchers believe not only could stem cell research help find cures for blood diseases, it could also be instrumental in treating Parkinson's disease, Alzheimer's, spinal cord injuries, stroke, heart disease, diabetes, arthritis and severe burns.

The California Institute for Regenerative Medicine was created from California's Proposition 71, to fund and

direct research. Another agency resulting from this legislature was the Alliance for Stem Cell Research (AFSCR), created by the sponsors of the proposition. The mission of AFSCR is to advance stem cell research and educate the public about its potential and progress.

The AFSCR is currently working with patient advocates and local leadership to ensure the passage of The Stem Cell Research Enhancement Act, H.R. 810, a bill that will significantly increase federal support for embryonic stem cell research. The AFSCR is one organization striving to make stem cell research beneficial to humans as soon as possible.

"There is a group of people who will never support stem cell research, and there's a group of people who will always support stem cell research," said Susan DeLaurentis, president and CEO of Alliance for Stem Cell Research. "The numbers of people supporting stem cell research are increasing because of the

people in the middle. Once those people in the middle become educated, they become supporters."

Alzheimer's disease is one such ailment researchers believe stem cell research can unlock some answers to. Alzheimer's disease is a chronic, progressive neurological disorder characterized by accelerated loss of brain cells and the connections between cells. Losing brain mass and connectivity degrades normal brain function, including reasoning and information storage and recall.

Stem cells could possibly provide some of the first models to study Alzheimer's and its mechanisms. Human cellular models would enable the exploration of the basic biology and chemistry of the healthy brain, and help researchers understand what goes wrong with the Alzheimer's brain. Stem cells may also be able to provide tools to search for new drug targets, as well as human cellular screens for testing drug safety and effi-

cacy. Stem cells may be used to deliver growth factors or other compounds that protect cells or promote cell regeneration. Some believe, in time, stem cells may be used to replace cells lost to Alzheimer's.

"The amazing thing about science is you don't know how long something will take. Research will provide answers about diseases," said DeLaurentis. "If you can create a model and see how a disease progresses, you can test different drugs to see which ones work. We may have an amazing surprise in a lab somewhere, and that's the exciting part."

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Please join NAWBO-IE's monthly dinner meeting

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- \* Installation & Awards Dinner
- \* State of the Community Luncheon
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For More Information call the Chamber at (909) 799-2828 or visit us at 25541 Barton Road, Loma Linda

# Staff Leasing Companies Serving the I.E.

Ranked by Number of Offices in the Inland Empire

Company Name Address City, State, Zip	Number of Offices: Inland Empire Companywide	2004 Revenue, I.E. Placements, I.E.	Year Established, I.E. Headquarters	Specialties	Top Local Executive Title Phone/Fax E-Mail Address
1. <b>Select Personnel Services, Inc.</b> 14011 Park Ave., Ste. 170 Victorville, CA 92392	6 50+	WND	1985 Santa Barbara, CA	Clerical, Light Industrial, Engineering/Tech.	<b>Steve Sorenson</b> CEO (805) 882-2200
2. <b>Amvigor Staffing Services</b> 1943 N. Campus Ave. Ste B-158 Upland, CA 917681	2 3	\$1,000,000 100	1988 Upland, CA	Engineering, Administrative, Clerical, Light Industrial, IT, Scientific & Technical	<b>Victor Teller</b> Director (909) 920-5037/920-5040 amvigor1@yahoo.com
3. <b>Princeton Corporate Consultants</b> 420 W. Baseline Rd., Ste. C Claremont, CA 91711	1 6	\$2,300,000 N/A	1986 Encino, CA	Medical Device/ Pharmaceutical	<b>Steve Adams</b> V.P., Operations (909) 625-3007/621-0315 sadams7727@aol.com
4. <b>Kimstaff HR</b> 17872 Cowan Ave. Irvine, CA 92614	4 25	\$40,000,000 377	1986 Irvine, CA	HR Outsourcing, Risk Management, Admin. of Plc, HR & Compliance, Workers Compensation Benefits	<b>Mike Johnson</b> Director of Sales & Marketing (949) 752-2995x2106/752-59006 rsaunders@kimstaff.com

## 2006 EDITORIAL SCHEDULE

### EDITORIAL FOCUS

### SUPPLEMENTS

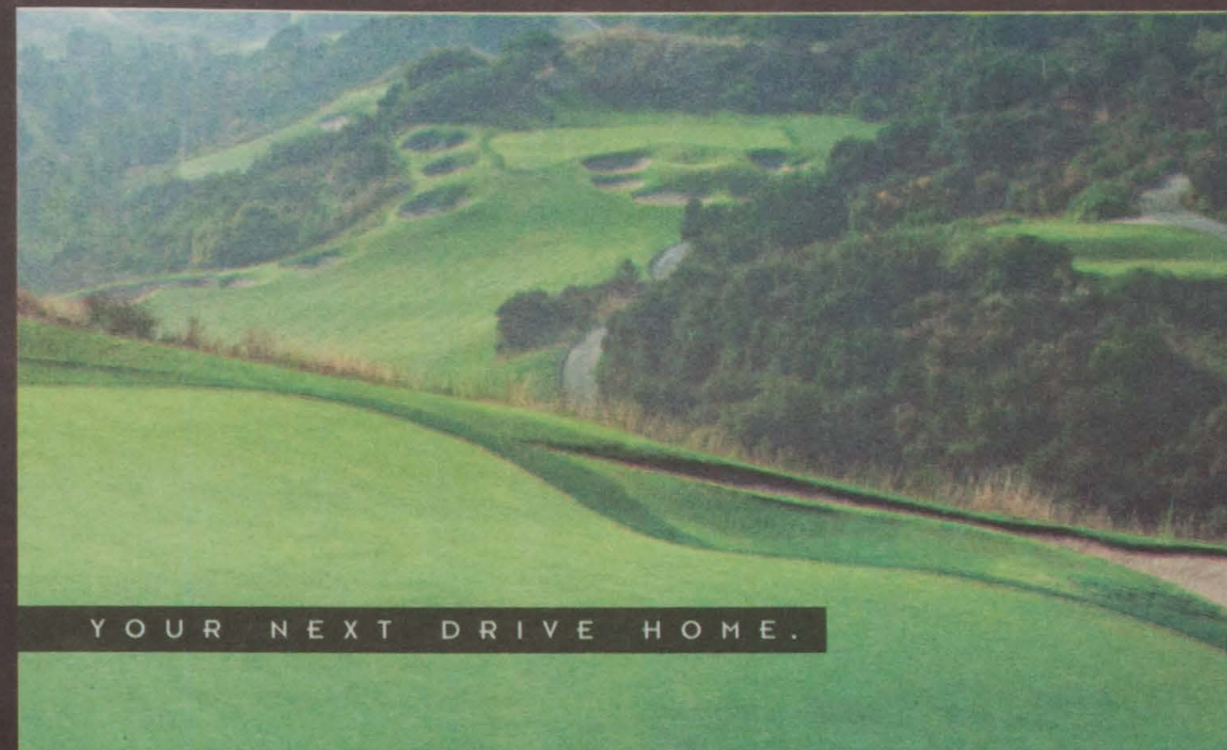
### LISTS

July	August	September	October	November	December
<ul style="list-style-type: none"> <li>• Manufacturing</li> <li>• Distribution/Fulfillment</li> <li>• Credit Unions</li> <li>• Event Planning</li> <li>• High Desert Economic Development</li> </ul>	<ul style="list-style-type: none"> <li>• Marketing/Public Relations</li> <li>• Media Advertising</li> <li>• Casual Dining</li> <li>• Building Services Directory</li> <li>• Quarterly Financial Review</li> </ul>	<ul style="list-style-type: none"> <li>• Personal/Professional Development</li> <li>• Employment/Service Agencies</li> <li>• Health &amp; Fitness Centers</li> <li>• Caterers</li> <li>• Coachella Valley Economic Development</li> </ul>	<ul style="list-style-type: none"> <li>• Environmental</li> <li>• Expansion &amp; Relocations</li> <li>• Women in Commercial Real Estate</li> </ul>	<ul style="list-style-type: none"> <li>• Mortgage Banking</li> <li>• SBA Lending</li> <li>• Independent Living Centers</li> </ul>	<ul style="list-style-type: none"> <li>• Health Care &amp; Services</li> <li>• Airports</li> <li>• Golf Guide to Southern California</li> </ul>
<ul style="list-style-type: none"> <li>• Credit Unions</li> <li>• Commercial Printers</li> <li>• Ad Agencies/Public Relations Firms</li> <li>• Largest Insurance Brokers (Property/Casualty)</li> <li>• SBA Lenders</li> <li>• Staff Leasing Companies Serving the I.E.</li> </ul>	<ul style="list-style-type: none"> <li>• Environmental Firms</li> <li>• Largest Companies</li> <li>• Small Package Delivery Services</li> <li>• MBA Programs</li> <li>• Medical Clinics</li> </ul>	<ul style="list-style-type: none"> <li>• Substance Abuse Programs</li> <li>• Largest Banks</li> <li>• Largest Hotels</li> <li>• Golf Courses</li> </ul>	<ul style="list-style-type: none"> <li>• Lawyers/Accountants</li> <li>• HMO/PPO Enrollment Guide</li> <li>• Economic Development</li> <li>* Temecula Valley</li> <li>• Financial Institutions (2nd Quarter, '06)</li> </ul>	<ul style="list-style-type: none"> <li>• Telecommunications</li> <li>• Office Technology/Computers</li> <li>• International Trade</li> <li>• Holiday Party Planning</li> <li>• Quarterly Financial Review</li> </ul>	<ul style="list-style-type: none"> <li>• Wireless Phone Service</li> <li>• Internet Services</li> <li>• Long Distance/Interconnect Firms</li> <li>• Copiers/Fax/Business Equipment</li> </ul>
<ul style="list-style-type: none"> <li>• Retail Sales</li> <li>• Industrial Real Estate</li> <li>• Commercial R.E./Office Parks</li> <li>• Educational Services Directory</li> </ul>	<ul style="list-style-type: none"> <li>• Human Resources Guide</li> <li>• Executive Gifts</li> <li>• Building and Development</li> <li>* New Communities</li> </ul>	<ul style="list-style-type: none"> <li>• Commercial R.E. Development Projects</li> <li>• Commercial R.E. Brokers</li> <li>• Fastest Growing I.E. Companies</li> <li>• Mortgage Companies</li> <li>• Title Companies</li> </ul>	<ul style="list-style-type: none"> <li>• Financial Institutions (3rd Quarter, '06)</li> <li>• Top Ten Southern California Resorts</li> <li>• Temporary Placement Agencies</li> </ul>	<ul style="list-style-type: none"> <li>• Health Care</li> </ul>	<ul style="list-style-type: none"> <li>• 2007 "Book of Lists"</li> <li>• Fleet Leasing Auto Dealers</li> <li>• Business Brokerage Firms</li> </ul>

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# MANAGING

## Lead Your Team to Victory:

### The Do's and Don'ts of Effective Group Influence

by Alan Vengel

Web Site: [www.vengelconsulting.com](http://www.vengelconsulting.com)

Much of our work today depends on our ability to influence groups of people we lead or work with on projects. Groups are made up of many personalities, mindsets, motives and agendas—some explicit and others hidden—so having a specific strategy for influencing teams can mean the difference between success and failure.

Effective influencers have a good set of communication behaviors, know how and when to use them. They strategize which to use based on their assessment and the result they want. They are flexible in developing an approach and responding in the moment.

As an influencer, you assert your needs and make specific suggestions to others about how they can meet your needs. Influence is not manipulation.

These behaviors should not be exercised aggressively, or else the team or group you're seeking to influence may resist or withdraw.

To successfully lead a group or team, consider the following do's and don'ts. These tips will help you to be an effective influencer and to prepare for the unique challenges you're likely to experience when you seek to lead teams and groups.

#### DO'S

Mentally separate the group. Knowledge beforehand is essential to efficient planning. In order to influence the individuals in the group, you must target each of them before the meeting takes place. Think of the group as a collection of individuals, each of them having opinions and issues that you must seek to understand in order to influence them. Put yourself in each team member's shoes and make some assumptions about what their main concerns might be so that you can create a strategy. For

example, looking at individuals on a work team, you might think, "If I were \_\_\_\_, what would I be most concerned about? What would be \_\_\_\_'s response to my efforts to influence the group? If I were \_\_\_\_, how would I respond to "me"? What does \_\_\_\_ feel he or she has to gain and lose?"

Form a common ground coalition. Before the group meets, contact those whom you've identified as key stakeholders and listen to their concerns.

Check out the assumptions you've made. Ask questions to find out stakeholders' main concerns, how each views the issues, and where you might experience resistance. Consider some disclosure of your own as you feel it's appropriate, such as similar situations you may have been in or ways that you feel you can identify with a key member's position. When you have established a rapport with these key people, you establish your approach and will be prepared to capitalize on common ground issues when the full group meets. You can open the meeting by saying something like, "I know that none of us in this room really are welcoming change right now. All of us have something to lose in this proposition, but we all have something to gain. I believe we can work together to make that gain something that outweighs the loss."

Make desired results clear. From the group's first meeting, let them know what you expect the team to accomplish. Create a vision for the group by presenting a clear picture of future success. This can play a key role in your ability to influence them. For example, "What I can see us doing today is coming up with a strategy that all of us can buy into and accomplish." Or "I can

see us looking back at this meeting a year from now and saying that it was then that we really turned things around."

Provide rationale for your ideas. Supporting your contentions with facts shows that you have done your homework and provides a good balance to your vision. Remember, people may be convinced by rational reasoning, but they will be more likely to be moved to action when you supplement rationality with emotion-based arguments.

Ask open-ended, focused questions. Your goal should be inclusiveness and rapport building with everyone in the group. Without being passive or giving a lot of ground, ask how, what, where and why questions that drill down, focusing on one particular issue or statement. For example:

"How do you suggest we proceed with an initiative like this?"

"What are some ways you think we could move more quickly on these issues?"

"Would you tell me more about your scheduling concern?"

"What do you think we ought to do, \_\_\_\_?"

"Who do you think we need get on board to make this happen?"

Create a brainstorming atmosphere. Let the group know that they will need to create and explore many options and that you are open to hearing their ideas. Motivate the group by establishing ground rules for brainstorming and for how the group will listen to each other in order to promote open thinking.

Vote when appropriate. Votes should be private because when individuals must publicly take a stand, they'll naturally feel more defensive. Always vote only when there are a num-

ber of options on the table. Before the vote, keep people open and thinking about possibilities, rather than just giving them two choices: this or that. Otherwise, they will select that and have a tendency to defend their choice, even if they don't wholeheartedly believe in it.

#### DON'TS

Don't allow people to take a fixed position. To avoid defensiveness, encourage openness and collaboration right at the beginning. If people take a position too early, they will have the tendency to dig in and defend it.

Suggest putting several options on a flip chart and then narrowing those down to a top three before voting. If you do your homework, you will remain unsurprised by team members who come into the meeting with fixed positions that they try to push through. You can best deal with this by saying, "I know some people have a strong idea about how we should do this. I'll put that option up on the board. I also want to get a couple of other options up here, too, so what are some other possibilities?"

Don't put people into like-minded discussion groups. To encourage a diversity of opinions, group people who have contrasting views. That way, rather than reinforcing each other's positions, groups will explore new territory and create new material through the interplay of their ideas.

Blend the groups so that they debate one another and you'll eliminate "groupthink" reinforcing itself.

Don't let objections sabotage the team. When a team member presents an objection, it need not sink the ship. Look at objections as signals of an opportunity for you to obtain information that will allow you

continued on page 34

## SBA Lenders Serving the Inland Empire

Ranked by loans funded (Riverside & San Bernardino Counties)

Company Name Address City, State, Zip	SBA Loans Funded-10/04-9/05 (\$ Amount)*	Number of SBA Loans Funded 10/04-9/05	Types of Loans Offered: 7A 504	Types SBA Loans Funded: Intl. Loans Programs Seas™ L. Line of Cred. Contract Loan Prg.	Number of Offices: Inland Empire Companywide Small Loan Programs	Top Local Executive Title Phone/Fax E-Mail Address
1. CDC Sm. Bus. Finance Corp. 10370 Hemet St. Riverside, CA 92506	119,838,000	204	Yes Yes No	No No Yes	2 5	Michael A. Owen Executive Vice President (800) 337-6003/(909) 352-5737 mowen@cdcloans.com
2. Community National Bank 900 Canterbury Place, Ste. 300 Escondido, CA 92025	70,828,500	41	Yes Yes No	No No No	1 12	Tom Vasquez VP-SBA Lending (951) 587-5225/587-5239 gyoumans@mycnbonline.com mowen@cdcloans.com
3. Southland Econ. Dev. Corp. 400 N. Tustin Ave., #375 Santa Ana, CA 92705	13,453,000	23	No Yes No	No No No	1 3	James R. Davis President (714) 647-1143/(714) 667-1005 jd@southlandecdc.com
4. Temecula Valley Bank 27710 Jefferson Ave., Ste. A100 Temecula, CA 92590	7,372,700	18	Yes Yes No	No No No	1 11	Stephen H. Wacknitz President/CEO (951) 694-9940/694-3602
5. Mission Oaks National Bank 41530 Enterprise Circle South Temecula, CA 92590	7,846,700	21	Yes Yes No	No Yes No	3 5	Hector Hernandez Senior Vice President (951) 719-1235/719-1229 hhernandez@missionoaksbank.com
6. Desert Community Bank 12530 Hesperia Rd. Victorville, CA 92395	3,897,071	9	Yes Yes No	No Yes Yes	8 8	Ronald L. Wilson Chairman/President/CEO (760) 243-2140/243-0310 rwilson@dcbk.org
7. 1st Centennial Bank 218 E. State St. Redlands, CA 92373	10,521,500	31	Yes Yes No	No No Yes	2 4	Tim Walbridge President/Ceo (909) 798-3611/335-2363
8. Comerica Bank 611 Anton Blvd. Costa Mesa, CA 92626	14,864,80	27	Yes Yes No	No No No	1 60	Nancy Russell Vice President/Regional Sales Manager (714) 424-3826/424-3894 nrussell@comerica.com
9. Bank of America Community Development Bank 27489 Ynez Rd. Temecula, CA 92591	2,599,800	19	Yes Yes No	No No Yes	184 2,000+	John Osburn Vice President (951) 676-4114/676-9703
10. City National Bank 3484 Central Ave. Riverside, CA 92506	3,134,000	5	Yes Yes No	Yes Yes Yes	8 55	Tony Fahr Senior V.P./Gov. Lending Department (800) 722-5945/(213)347-2395 sbaloans@cnb.com
11. PFF Bank & Trust 9467 Milliken Ave. Rancho Cucamonga, CA 91730	4,094,200	11	Yes Yes No	Yes Yes Yes	20 29	Gene Rosecrans Vice President (909) 481-3095/481-3115 gene.rosecrans@pffb.com
12. Wachovia Small Bus. Capital One Park Plaza, #450 Irvine, CA 92614	23,314,300	26	Yes Yes No	No No Yes	1 33	Mark Hogan Business Development Officer (909) 983-8100/(949) 251-9016
13. Citizens Business Bank 701 N. Haven Ave. Ontario, CA 91764	WND	WND	Yes Yes WND	No No No	40	D. Linn Wiley President CEO (909) 980-4030/476-3268 rjett@cbbank.com
14. Pacific Western Bank 12474 Central Avenue Chino, CA 91710	980,000	2	Yes Yes No	Yes No Yes	2 2	Dorothy J. Walker Vice President/SBA Division Manager (909)591-6371/591-6867 dorothywalker@uplandbank.com
15. Western State Bank 1801 E. Huntington Drive Duarte, CA 91010	732,870	2	Yes Yes No	No No No	0 2	Victor Magsarili Executive Vice President/COO (626)357-9611x224/357-8750 www.westernstatebank.com
16. California Bank & Trust 102 N. Yale Avenue Claremont, CA 91711	505,000	10	Yes Yes No	Yes Yes Yes	6 100	Andre Ellis Vice President/Manager (909)624-9091/625-2982 www.calbt.com
17. Palm Desert National Bank 739-745 El Paseo Palm Desert, CA 92260	WND	WND	Yes Yes No	No No Yes	3 3	Patrick L. Lilly Vice President Commercial Lending (760)674-1418/341-5589 www.pdnbn.com

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Listed Alphabetically

Agency Address City/Zip	% Print % Broadcast % Other (Fiscal Year 2005)	Top 3 Clients	# of Employees/Offices Inland Empire Companywide	Yr. Est. in IE Hdqtrs. Parent Co.	Creative Director Title Phone/Fax	Top Local Exec. Title Phone/Fax E-Mail Address
<b>Butler Advertising and Graphics</b> 5750 Division St., Ste. 203 Riverside, CA 92506	92 0 8	Ziehm Imaging Inc., Riverside Unified School District KPI	2/1 2/1	1992 Riverside	<b>Wayne Haniuk</b> Owner (909) 784-2240/784-2379 butlerad@aol.com	<b>Wayne Haniuk</b> Owner (951) 784-2240/784-2379 butlerad@aol.com
<b>Designet Marketing Graphic Concepts</b> 8926 Benson Ave., Ste. D Montclair, CA 91763		Pioneer Hughes Aircraft Hewlett-Packard	3/1 3/1	1991 Montclair	<b>Ricka Scott</b> Head Designer (909) 981-4611/981-3674 e:dnet7@aol.com	<b>Ricka Scott</b> Owner (909) 981-4611/981-3674 e:dnet7@aol.com
<b>DuBois Agency, The</b> 1131 W. Sixth St. Ontario, CA 91762	70 10 20	Advertising Branding/Multimedia Marketing	1	1992 Ontario Americus Logistics	<b>Greg Poutre</b> Creative Director (909) 984-2727/984-3736	<b>Ed Rodriguez</b> Principal, Exec. V.P. (909) 984-2727/984-3736 edr@DuBoisAgency.com
<b>Geographics</b> 4178 Chestnut St. Riverside, CA 92501	70 10 20	Riverside Community Hospital County Transportation Comm. Lake Arrowhead Services District	7/1 7/1	1983 Riverside		<b>Dawn Hassett</b> Managing Partner (951) 369-1564/369-8837
<b>Hyatt Advertising, Inc.</b> 1174 Nevada Street, Suite 200 Redlands, CA 92374	30 30 40	Altura Credit Union Home Loan Fundity Auto Expert	5/1	Redlands	<b>Richard Lee</b> Creative Writer (909)793-3840/793-3845 www.adworksadvertising.com	<b>Adrian Hyatt-Ward</b> President/CEO (909)793-3840/793-3845
<b>Jones Agency, The</b> 303 N. Indian Canyon Drive Palm Springs, CA 92262	40 40 20	Palm Springs Aerial Tramway Canyon National Bank P.S. Des. Resorts Conv. & Visitors Authority	8	1958 Palm Springs Desert Publications, Inc.	<b>Larry Pao</b> Creative Director (760)325-1437/778-0320 larryp@jonesagency.com	<b>Kyle Radke</b> V.P./General Manager (760) 325-1437x206/778-0320 kradle@jonesagency.com
<b>Kiner Communications</b> 73-101 Hwy. 111 Palm Desert, CA 92260	30 50 20	Fantasy Springs Resort Casino City of La Quinta Coachella Valley Water District	18/2 22/1	1994 Palm Desert	<b>Steve Johnson</b> V.P Creative Services (760) 773-0290/773-1750	<b>Chris Hunter</b> President (760) 773-0290/773-1750 chrish@kinercom.com
<b>Lyons' Media</b> 2910 E. Inland Empire Blvd. #107 Ontario, CA 91764	0 100	Ontario Mitsubishi Southern California Senior Expo	2 1 0	1998 Ontario	<b>Fran Robertson</b> (909) 980-7200 mr1take@aol.com	<b>Joe Lyons</b> Warrior/Poet (909) 980-7200 mr1take@aol.com
<b>PMA Advertising &amp; Public Relations, Inc</b> 550 Oleander Palm Springs, CA 92262	90 10 20	Century Homes Rilington Communitites First Pacifica Development	19/1 19	1982 Palm Springs PMA	<b>Barbara Gorman</b> Sr. Art Director (760) 778-1313/778-1314	<b>Paul Mahoney</b> President/Owner (760) 320-9973/778-1314 paul@pmaadvertising.com
<b>Perry Design &amp; Advertising</b> 6750 Pilgrims Ct. Alta Loma, CA 91701	85 10 5	Quakes Baseball Kessler Alair Insurance Simplify Your Life Spa	3/1	1997 Alta Loma	<b>Janine Perry</b> Partner (909) 945-9500/980-6398 janine@perryadvertising.com	<b>Angelique Strahan</b> Partner (909) 945-9500/980-6398 angelique@perryadvertising.com
<b>Publicity Unlimited</b> P.O. Box 724 Rancho Mirage, CA 92270	80 10 10	RaboBank N.A. Contour Dermatology & Cosmetic Surgery Center Ansalsusia at Coral Mountain		1993 Rancho Mirage	<b>Erika Z. Byrd</b> President (760) 776-9946/776-9956	<b>Erika Z. Byrd</b> President (760) 776-9946/776-9956 erika@publicityunlimited.com
<b>Spitfire Studios</b> 112 Harvard Ave., Ste. 92 Claremont, CA 91711	60 20 20	San Antonio Community Hospital Diversified Pacific Dev. Company	4/1	1979 Claremont	<b>Melissa Flicker</b> (909) 621-6138/621-6231 production@spitfirestudios.net	<b>Chas Seward</b> Principal (909) 621-6138/621-6231
<b>Wilkin Guge Marketing</b> 651 Wharton Drive Claremont, CA 91711	50 20 30	Peppendine University, Ontario Convention Center, Metropolitan Water District Vineyard Bank	23 1	1998 Claremont	<b>Andrew Wilkin</b> Managing Partner Brand Creatiive Director (909) 625-2225/625-3225	<b>Gail Guge</b> Managing Director (909) 625-2225/625-3225 www.wilkinguge.com

# Targeting the Inland Empire Market

by Joe Lyons

Advertising to the Inland Empire is not any easy job. Knowing the identity of your target is important and this is one of the big problems in our area. We don't know what our identity is. We think of ourselves as the Inland Empire, the I.E, the road to Palm Springs or simply the eastern suburbs of Los Angeles. We just can't agree on what we are.

Just what is the Inland Empire? Some see it as the ground level area between Kellogg Hill and Banning Pass. Some include the high and low deserts. Some exclude the Pomona-Claremont area.

This confusion is reflected in the various media used for marketing out here. There are half as many people in our area listening to the Los Angeles' radio stations as there are who are listening to the local stations which they are trying to serve and focus on. This results in the useless frustration, "Why don't they ever cover what goes on here?"

Conversely, some of our more powerful FM signals, like KOLA and KFRG, have actually drawn some listenership in the L.A. metro area. L.A. ad agencies are not impressed.

They figure that if they load up the L.A. stations with their message, they will get us out here for free. They see us as a part of the Greater Los Angeles area, along with Santa Barbara and San Diego. This becomes very frustrating for local franchisees that have to pay into a Wilshire Boulevard advertising pool but can't get any of their money to come back out here.

Add to this the problem of local businesses that insist on using advertising agencies outside of our market because it makes them feel bigger. Could local talent do the job? Of course. But it's so much better to tell people that your marketing is handled out of Orange County--or even Atlanta, Georgia.

Highway billboards are not much better. Pay attention to the boards on the highway for a while, and you will find that too many target the traffic that is running from L.A. to Palm Springs. OK, maybe half are actually local businesses going to local people.

The newspapers would like to believe that they are doing their job, but they are still fairly provincial. Granted, it's not as bad as it was 20 years ago. The Inland Valley Daily Bulletin, out of Ontario, now is part of the same company as the San Bernardino Sun, which makes them quite similar now. The Riverside Press Enterprise has moved into the San Bernardino market. But there is still no one paper that covers everything.

Those few areas that are covered by all three papers aren't sure which way to turn. And local papers such as the ones in Redlands and Fontana still get overlooked.

Meanwhile the L.A. Times continues to push for subscriptions out here by telling people that they are the local paper.

Television is hardly a factor.

The Los Angeles stations remain dominant because of their network affiliations and their big budget operations. The half dozen UHF channels that are licensed to serve us are specialty broadcasters, with programs like home shopping, international programming and religious programming. The only local channel with a national network is the independent (formerly PAX) channel 30. The newer, low-power TV stations now serve several communities, but few people know about them and they have not made the roster of cable channels.

Cable is a whole different animal. Although the big local system, Adelphia, covers everything from Ontario and Montclair to San Bernardino and Redlands, the services are most-

ly provincial. Corona advertisers are not seen in Rancho Cucamonga. This is all well and good if you are a single storefront in Corona. But if you were a regional business, say one of the Corona auto mall dealerships, you would have to buy multiple systems to reach your overall market. As for Adelphia themselves, they will soon become Time Warner, and there may or may not be changes in the system.

Public relation firms, who are not advertisers, rather good news tellers, suffer from the same fates. Getting press releases out among the various scattered media is not easy, nor effective. And there is still the overall taint. If it happens in the Inland Empire, it can't be as good as if it happened in L.A.

The other problem with P.R. is that the advertising income of local media is nowhere near what L.A. gets; therefore, most local outlets are not inclined to give away what companies do not wish to pay for.

Many companies just do not understand that transmitters and printing presses cost money to operate and advertising revenue is the life's blood of all media.

I was once asked at a radio station where I worked to report on heart-shaped pizzas for Valentine's Day. The owner of the business thought it would be a public service to tell the audience. He couldn't understand that if we announced his special for free, then the people at the station could not afford to buy those same pizzas.

Granted, we are able to mount major events like the Route 66 rendezvous, and the L.A. County Fair in our area. But there is still the "over there" attitude. People in Ontario see Route 66 as happening "over there." Some west end communities even talk of having "their own" rendezvous.

Many local businesses think

they are doing themselves good by using one piece of the puzzle at a time. Cable this month, radio in the fall. They do not understand or recognize the value of the combined campaign.

What much of this comes down to is this: Lacking a cohesive identity makes geographic targeting difficult. True, it is good if you just want to target Riverside. But most marketing efforts are geographically aimed. They shoot for other demographics like age, gender and income level. Limiting those values by coverage area is just not productive.

Even those media outlets that are target specific are not well understood out here. The Inland Empire Business Journal is NOT the Inland Empire Magazine, yet advertisers tend to lump them all in together.

One thing is true. For all of its faults, the media available in the Inland Empire does do its job. It is a pity then that many people still tell themselves the BIG LIE. That is 'word-of-mouth is best.' It is not. Word of mouth is only worth what you pay for it--nothing. It cannot tell people about your red tag sale, your pre-inventory sale or even your going out-of-business sale.

Only bad word-of-mouth rally works, and that's because people will go out of their way to tell their friends about bad service or food poisoning.

I still find it hard to believe that even the SBA does not demand a marketing plan with the business plan. I am disappointed at business people who advertise in their favorite paper or their favorite radio station just so they can entertain themselves, instead of their customers. Car dealers have told me that they advertise where their sales people tell them. How many times have dealers told me that they hate Howard Stern, but the lot

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### CALL FOR ART ENTRIES



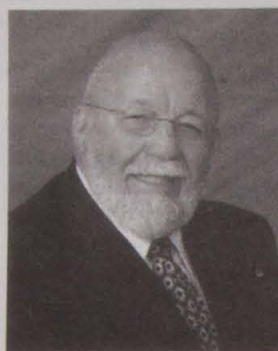
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## REAL ESTATE NOTES

### Paul Eaton: The Reluctant Mayor



Paul Eaton did not plan to be mayor of Montclair. He had no interest in politics. He worked in the heavy equipment industry. Then, back in 1970, he was asked to be a part of the city's new community action committee. After four years there, he served another 14 years on the planning commission.

A city council seat came after that, and in 1995, he was elected mayor. Unlike many other elected officials, he is very specific about his plans. He has no political agenda, no aspirations for moving up to a county or state position. He hopes to serve one more term as Montclair's mayor and then step down and enjoy retirement. "That is 100 percent correct," he explained to the Journal. "I just love being the mayor of Montclair and that is just as far as I intend to go."

Montclair is fairly young as a city, only just this year celebrating its 50th anniversary. It had been an unincorporated handful of acres in-between Ontario and Pomona until the mid '50s when the locals came together and voted for incorporation. The original plan was to call the new city Monte Vista, but the post office found another town in northern California with that name---so they reversed the name of their neighbor, Claremont, and thus was born Montclair.

Much has happened since then to solidify the city's position. Not just the formation of the Monte Vista Water District, but effective police and fire departments as well. They came together with their next-door neighbor to form the Ontario-Montclair School District. Such major businesses as the Montclair Plaza have helped to build both a solid tax base and an identity. So too have the Metro Link station, Costco and Target stores and the other retail businesses that have developed around the plaza. Eaton clearly takes pride in all of these developments. "The city works very, very hard," he told the Business Journal, "to keep our commercial base alive." Still some areas of this young city are already blighted. Mission Boulevard, for one. The Journal actually met with Eaton at the grand opening of a new McDonald's in the middle of the empty overgrown fields, but he spoke proudly of new streets and sidewalks in the area, and new businesses coming in.

Clearly, where some of us see decay, Eaton sees opportunity. That area around the Metrolink station is being called the "North Montclair Downtown Area" and plans are being drawn to create what Eaton hopes will become the new downtown for this city that technically doesn't have one. Eaton is well aware of the downtown village areas of Claremont and Upland, and he notes how Rancho Cucamonga suddenly got a new downtown with the opening of Victoria Gardens.

Eaton points out that his downtown effort could give Montclair a new image as many people are not aware of the parts of his city that are north of Interstate 10. "We're up there!" he declared. Eaton is also proud of the support he gets from his remarkably solid city council. The newest member is Bill Ruh, who was elected back in 1998.

New projects for his city will include overpasses at Ramona and Monte Vista to accommodate traffic as the Alameda Corridor East moves more and more rail stock out our way. There are also plans for future annexation of land down towards Chino.

But what is it that Paul Eaton is most proud of in his city? "I care that we continue to be a safe city, a safe place to raise our children. And... people are taking time for remodeling and taking pride in where they live. That just pleases me to no end."

*continued on page 34*

## Seniors Housing Research Report

by Marcus & Millichap

### COMPARATIVELY HIGH RETURNS DRAW INVESTORS TO SENIORS HOUSING

*Demand has grown rapidly for seniors housing properties, putting upward pressure on sales prices and driving down cap rates. While returns have decreased, they remain attractive when compared to core property sectors, such as apartments or retail, which has drawn more attention to the market. In addition to relatively high cap rates, investors are taking note of demographic shifts, such as the growing retiree population, that will support a positive outlook for seniors housing well into the future. Buyers have also become more comfortable with the operating risks inherent to the seniors housing industry and are increasingly willing to pay premium prices, for quality*

*properties, particularly Assisted Living (AL) and Independent*

#### Executive Summary

- Among the four major types of seniors housing, occupancy rates improved between 90 basis points and 170 basis points in 2005, led by increases in Assisted Living and Dementia Care.
- Last year, the Skilled Nursing sector posted the strongest revenue growth at nearly 5 percent. The Dementia Care sector followed with revenue growth of more than 4 percent.
- Nationwide, 37,000 units were under construction at the start of 2006, compared to 33,000 units one year earlier. Independent Living units

*Living (IL) assets. As a result, cap rates for these types of properties have dipped to historic*

*lows, and the spread between AL/IL and Skilled Nursing (SN)*

*account for almost half of the supply under way.*

- Rising interest rates, along with some resistance on the part of buyers, will hinder further price gains. Cap rates for all types of seniors housing assets are at historically low levels, while prices are at all-time highs.
- Cap rates for Continuing Care Retirement Communities (CCRC) ranged from 7.5 percent to 10.0 percent last year, with the average at 8.7 percent. Large scale CCRC campuses account for only a handful of sales, as many are owned by nonprofit.

*cap rates is at an all-time high of approximately 400 basis points.*

### Non-Traditional Investors Driving Up Prices

One catalyst for the dramatic price appreciation registered in recent years has been the influx of non-traditional investors into the marketplace. Many buyers who typically focus on apartment properties or shopping centers have turned their attention to seniors housing investments, attracted by greater availability of quality product and comparatively higher returns. These investors, typically larger entities, have purchased properties at 8 percent to 9 percent cap rates that would have previously sold at cap rates closer to 11 percent. Cap rate compression has led to some reluctance on the part of long-time seniors housing investors, as the decline has chipped away at the risk premium previously built into this asset class.

*continued on page 35*

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# The California Report: At the Tipping Point

Ryan Ratcliff Economist UCLA Anderson Forecast

The California economy is currently poised at a tipping point. Real estate was still a major contributor to the economic growth of 2005, but housing markets are slowing across the state: sales are falling, price growth has slowed dramatically and even building activity has started to slow. We have even started to see the effects of this slowdown on the wider state economy: construction employment is flat or falling in most regions in 2006.

So how will it end? Is California in for a repeat of the 1990s, with a stagnant economy and consistently falling home prices or will we manage a soft landing, with flat home prices and a mild economic slowdown? We continue to argue that the soft landing scenario looks more likely, based on the following reasoning:

- Historically, sustained declines in the average price of a home are extremely rare - occurring only during recessions and only in the hardest hit regions (like California in the '90s).
- The likelihood of recession-sized job losses in California over the next two years looks small, though some real estate related sectors look vulnerable.

California shook off the final lingering effects of the 2001 recession in the summer of 2005, with both unemployment and non-farm payroll employment returning to their pre-recession levels. However, hidden in this aggregate recovery is a profound shift in the distribution of jobs across the state. In 2000, the Bay Area and Southern California accounted for 75% of all payroll jobs in California, split 22% and 53% respectively. In 2005, the Bay Area's share was down to 19%, and Southern California's had risen to 54% -- California's

recovery has essentially been growth in Southern California and the Central Valley compensating for a Bay Area economy that has been stuck at a 1997 level of employment for over three years.

So far, the first four months of 2006 have seen a mild slowdown in job creation as growth in construction employment has tapered off. 2006's year-to-date growth rate in non-farm payrolls has been 1.4%, compared to 2005's average growth of 1.7%. Growth in the Bay Area has accelerated to 2.1% YTD, but the Central Valley and Southern California have both slowed. The good news is that 2006's employment growth has largely come from outside the real estate sectors. Leisure/hospitality and trade have fueled the acceleration of job growth in the Bay Area, while professional and business services has been the main source of job growth in Southern California, and a surge in Federal Government employment in Fresno has been the main story in the Central Valley. Yet all this has occurred with flat or falling construction employment. We'll have a lot more to say about the recent downward trend in construction employment a little bit later, but it is a hopeful sign for the California economy that the non-real estate economy has weathered a slowdown in real estate employment with little ill effect - so far. . .

Growth in California's taxable sales shows the same spurt of growth as personal income, although with a typical helping of extra volatility - both the highs and lows of our preliminary 2005 estimates are likely to be revised towards a middle-of-the-road growth rate. This relatively strong growth in revenue sources generated a pleasant surprise in the May revise of the California budget: the state has \$7.5 billion that we weren't

expecting to have at this point in the year. Of course, this was just as much a result of conservative revenue forecasts as it was the result of high growth. The governor's proposed use of these funds shows encouraging signs of avoiding the mistakes of the past. Recognizing that this windfall is unlikely to persist, the May revise proposed to split this \$7.5 billion almost equally between new spending (mostly on schools) and paying down existing debt (including those "paying the rent with the credit card" bonds from a few years ago). While the final fate of this new money is still shrouded in political uncertainty, this definitely is an encouraging beginning.

The first four months of 2006 have left little doubt that the real estate slowdown is underway in California. Regional sales activity peaked late 2003 in Southern California, though sales remained at 90% of that level through mid-2005, largely thanks to continued strength in the Inland Empire. However, as these inland markets slowed, total sales activity in April 2006 in Southern California had fallen to 28% off its peak and almost 10% below its average level in 2000.

The evidence in the previous section suggests that California is at a tipping point: real estate markets are slowing, but as of April there are few signs of this slowdown spilling over into the wider economy. But what happens next? The first question to tackle is how the real estate slowdown itself will play out. Are we likely to see falling home prices? What will happen to construction activity and real estate-related employment? Which leads directly to the essential question: How will the real estate slowdown affect the wider economy? Will the loss of real estate related growth just

create drag, or will it create a full-blown recession? What about the loss of equity-fueled consumption spending? Will all those high-leverage exotic mortgages create a financial pinch?

## Forecast and Conclusions

Our forecast for California for 2006-08 is that the real estate slowdown will lead to a flat housing market and a slower economy. We do not predict a recession, nor do we predict a substantial decline in average nominal home prices. This forecast is based on two arguments: there is not enough vulnerability in the usual sources of employment loss to create a recession, and that the historical record suggests that average home prices do not usually fall without this kind of job loss.

Specifically, the forecast is that residential permit activity will continue to slow, dropping to 120,000 units by 2008. Construction employment will peak in 2006Q3, and fall by about 100,000 jobs over the life of the forecast. Finance employment essentially stays flat, as gains in other components offset the losses in real estate related sectors. Manufacturing employment remains flat. Taken in total, these trends cause total non-farm payroll growth to slow to just over 1%, with a small up-tick in the unemployment rate. Real personal income growth and taxable sales growth slow to 2-2.5%.

There are several features of today's economy that are different than anything we've seen: the sheer size of the home price appreciation we've seen since 2000, the proliferation of exotic financing, the buoyancy of consumer spending through a production recession in 2001, and the continuing slump in manufacturing employment. Since our forecast is based both conceptually

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## MANAGER'S BOOKSHELF

### "The Art of Connecting: How to Overcome Differences, Build Rapport, and Communicate Effectively with Anyone"

by Claire Raines and Lara Ewing

One of the great myths about America is that we are a vast melting pot where people from around the world eventually blend into a single homogenized culture. Perhaps the more appropriate analogy is that we are like a huge tossed salad that goes well with any kind of dressing....or stands by itself with no dressing at all.

Authors Raines and Ewing make the point that from early in our colonial period, Americans have been a diverse group of people differing cultures and backgrounds. Some were native to the Western Hemisphere, but most were transplanted here, sometimes by force. The vast majority came from all points of the compass in Europe and Africa, while those from Asia were primarily from China. That was pretty much the case from 1648 to 1948. Today there may be several million legal permanent residents from a single overseas nation. They didn't get along that well on a social basis over there, and they don't get along all that well over here. They are all decent hard-working folks, but the employer who doesn't take active steps to connect them within the context of work can be asking for trouble, even if it's no more than decreased employee morale and increased turnover. Both can substantially raise your business costs. Avoiding these and other issues in what is becoming a hyper-diverse society is the authors' goal.

Raines and Ewing have interviewed dozens of people, both well known and anonymous, who have managed to establish connections with some of the most widely diverse individuals in the world. The authors believe that it is the ability to connect individuals from diverse backgrounds that focuses them toward common goals despite differing backgrounds. They also believe that the tool to accomplish this is communication founded on what they call "the Titanium Rule: Do unto others according to their druthers."

#### The co-authors explain:

"The Golden Rule - do unto others as you would have them do unto you - means that you treat others exactly the way you like to be treated. It works best when we're the same. When we're from similar backgrounds and have the same style and preferences, it's likely we can connect in virtually any setting, almost effortlessly. We can probably even make decisions for each other. If we follow the Golden Rule and we like sushi, we order sushi for you. If we enjoy big, loud parties, we throw one for you on your birthday. If we like to work through interpersonal conflict at the conference table with the whole team, we bring up our issues with you there. "But the Golden Rule can cause a disconnect when the other person is different....your preferences may not be the same as ours, especially if we're from different backgrounds."

The authors state that although there is no magic bullet or single approach to resolving issues of disconnection, there are a number of basic principles. Of these, there are four key ones: "There's always a bridge. Believing it's always possible to find something in common will help you when you're tired or frustrated and struggling to make a connection.

"Curiosity is key. Curiosity opens a mental door. As long as that door is open, there's no container for judgment and self-righteousness.

"What you assume is what you get. Positive expectations contribute to successful outcomes."

"Each individual is a culture. We're all different."

"No strings attached. When people aren't receptive, assume there's a good reason and become curious all over again."

The book not only makes the case that there are many good reasons to make connection in the diverse American business culture, it offers new approaches and case studies to keep them memorable. It's about time attention was paid to getting past the issues that exist in our increasingly diverse workplace

-- Henry Holtzman

## Bestselling Business Books

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

1. "The World Is Flat [Updated and Expanded]: A Brief History of the Twenty-First Century," by Thomas L. Friedman (Farrar, Straus & Giroux...\$27.50) (1)\*  
Why business globalization has arrived and is likely to stay.
2. "Empire of Debt: The Rise of an Epic Financial Crisis," by Bill Bonner and Addison Wiggin (John Wiley & Sons...\$27.95) (4)  
Why America's future is fast approaching an economic crisis.
3. "Freakonomics: A Rogue Economist Explores the Hidden Side of Everything," by Steven D. Levitt (HarperCollins...\$25.95) (2)  
Why you shouldn't accept the official version of anything.
4. "The Five Dysfunctions of a Team: A Leadership Fable," by Patrick M. Lencion (John Wiley & Sons...\$22.95) (2)  
Common problems that prevent teams from working together.
5. "Jeffrey Gitomer's Little Red Book of Sales Answers," by Jeffrey Gitomer (Pearson Education...\$19.99) (6)  
Sales guru offers answers to sales questions.
6. "The Little Book That Beats the Market," by Joel Greenblatt (John Wiley & Sons...\$19.95)(5)  
How to achieve a successful investing strategy at any age.
7. "Who Moved My Cheese? An Amazing Way to Deal with Change in Your Work and in Your Life," by Spencer Johnson (Penguin...\$19.95)(9)\*\*\*  
Motivational book become popular once again.
8. "Blink: The Power of Thinking Without Thinking," by Malcolm Gladwell (Little, Brown & Co...\$25.95) (7)  
Why instant judgments aren't as fast as you believe.
9. "Secrets of the Millionaire Mind: Mastering the Inner Game of Wealth," by T. Harv Eker (HarperCollins...\$19.95) (8)  
The missing link between wanting wealth and achieving it.
10. "Good to Great," by Jim Collins (HarperCollins...\$27.50) (10)  
Climbing the steps from being good to being great.

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

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

\*\*\* -- Book previously on the list is on the list once again.

## EXECUTIVE NOTES

"Tossed," a NYC salad chain with a cult following is coming to the Inland Empire with 10 locations planned over the next two years.....**Wingnuts** will debut its third restaurant location at the Gateway at Mountain Village (1520 North Mountain Avenue) in Ontario in late July. One of the first West Coast eateries to specialize in gourmet wings and ribs, the new 5,000-square-foot, 170-seat eatery will be designed with a whimsically designed aeronautical theme and serve "31" flavors of wings, including roadhouse BBQ, ancho chile BBQ, soy-ginger, chile garlic and, of course, Buffalo-style (from mild to "ouch") and 10 flavors of babyback ribs ranging from charred-whiskey BBQ to Cajun. The new Ontario **Wingnuts** will join its sister locations in Costa Mesa and Aliso Viejo.....**The Los Angeles County Fair Association** has expanded its

membership, adding four leaders from the communities surrounding Fairplex in Pomona. Bringing their experience are **Maria Contreras-Sweet**, **Jimmy Espinoza**, **Robert Mendez** and **John Solomon**. **Maria Contreras-Sweet** is managing partner and co-founder of FORTIUS Holdings, LLC, a private equity fund and commercial real estate development company. **Jimmy Espinoza** is president and managing partner of De Oro Properties, LLC a real estate services firm in Ontario. **Robert Mendez** is senior vice president of diversity at Disney-ABC TV Group. **John Solomon** has been the owner and president of Liquorama in Upland for 10 years.....**Risa Dickson**, who has served as the associate dean for **Cal State San Bernardino's College of Arts and Letters** for the past two years, will become the new executive assistant to the president.....**Vineyard Bank**

has selected **Wilkin Guge Marketing** as its agency of record. **Wilkin Guge** will work with **Vineyard Bank** to develop and implement a branding initiative and a fully integrated communications campaign to strategically support the bank's efforts in marketing, advertising, media planning/buying and public relations.....**DeVry University** has named **Dr. Amir H. Nilipour** dean of academic affairs for its Southern California and Las Vegas locations. **Nilipour** has nearly 25 years of experience in higher education, including the last 10 years with **DeVry University** where he was most recently dean of technology programs. Prior to joining **DeVry University**, **Nilipour** served as chairman of the engineering technology department at Northrop University in Inglewood.....Ontario journalist **Kay Presto** received a first-place national award in Online

Technical Writing for her article titled, "Computer Testing by NASCAR Race Teams," and a national honorable mention for her motorsports Web site, www.carsandcompetition.com. These awards were presented to **Presto** by the American Auto Racing Writers' & Broadcasters' Association (AARWBA) at their annual press breakfast held in Indianapolis the day before the Indianapolis 500. **Presto** is the owner of **Presto Productions** in Ontario. She currently has received 60 national and state awards for her motorsports work in TV, radio, photography, journalism, and public relations for race teams.

## CALL FOR ART ENTRIES



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See page 13 for details

## SALES

## "Sorry, What's Your Name Again?" Six Steps to Relieve the Most Common Memory Worry

by Roger Seip

If you live in fear of forgetting prospects' names, sometimes within mere seconds of being introduced to them, you're not alone. Surveys show that 83 percent of the population worries about their inability to recall people's names. Ironically, while most of us hate having our names forgotten or mispronounced, the majority of us claim we just "aren't good at remembering names" or putting faces together with names when we meet people again.

If you have difficulty recalling names, you know that the two most common scenarios are forgetting the name instantaneously upon being introduced to someone new, and failing to recall the name of someone you've met and interacted with in the past and should know but just can't pull up from your memory bank.

Forgetting names becomes more than just an embarrassing social faux pas in sales. Straining to recall a name can so preoccupy you that you are unable to fully pay attention to your client or prospect. He or she may perceive you not only as unfocused and easily distracted, but also as not very bright if you're unable to devote your full attention to him or her. Even worse, if you forget the name of a client with whom you've worked in the past, he or she may view your memory lapse as a betrayal of trust, which can cost you a great deal of money if that client severs the relationship.

## Integrating Learning Styles to Improve Name Recall

While common, this frustrating phenomenon can be relatively easy to overcome when you commit to taking steps to improve your memory. The most important key to really effective learning of any kind is understanding that there are three learning styles: visual, auditory, and kinesthetic (physically inter-

active). The more you can apply all three of these styles to a task, the more quickly and solidly you will learn anything.

## Practice each of the following steps to improve your name recollection in every sales and social situation.

1. When you're first introduced to someone, look closely at his or her face and try to find something unique about it. Whether you find a distinctive quality or not is irrelevant; by really looking for a memorable characteristic in a new face, you're incorporating the visual learning style. And a word of advice: if you do find something that really stands out about someone's face, don't say anything! Within minutes of meeting someone new, it's generally a bad idea to exclaim, "Whoa! That's a huge nose!"

2. The next step utilizes both auditory and kinesthetic learning styles. When you meet someone, slow down for five seconds, and concentrate on listening to him or her. Focus on the prospect and repeat his or her name back in a conversational manner, such as "Susan. Nice to meet you, Susan." Also make sure to give a good firm handshake, which establishes a physical connection with the prospect.

3. Creating a mental picture of someone's name incorporates the visual sense again. Many people have names that already are pictures: consider Robin, Jay, Matt, or Dawn to name just a few. Some names will require you to play with them a bit to create a picture. Ken, for example, may not bring an immediate image to your mind, but a "can" is very close. Or you might envision a Ken doll. The point is not to create the best, most creative mental image ever, so don't get caught up in your head during this step of the process, thinking, "Oh, that's not a very good picture. What's a better one?" The

worst thing you can do when learning is to stress yourself out and over think the process. If an image doesn't come to you right away, skip it and do it later. You'll undo all of your good efforts if you're staring dumbly at your prospect, insisting, "Hey. Hold still for a minute while I try to turn your name into a picture!"

4. Once you've identified a mental image that you associate with a person's name, the next step is to "glue" that image to the person's face or upper body. This bridges that gap many people experience between being able to recall faces but not the names that belong to those faces. If you met a new prospect named Rosalind, for example, you might have broken her name down into the memorable image of "rose on land." Now you must create a mental picture that will stick with you as long as you need it and pop into your head every time you meet her; this should be something fun, even a little odd, that will bring "rose on land" to mind when you see her face. You might imagine her buried up to her neck in earth, with roses scattered around her, for example. Because you created the image, it will come up next time you see her and enable you to recall her name.

5. At the end of the conversation, integrate auditory learning by repeating the prospect's name one more time, but don't ever overuse someone's name in an effort to place it more firmly in your mind. Use the prospect's name only right at the beginning of the conversation, and then again at the end; if you feel like you can do so naturally, you might insert someone's name once or twice in a natural fashion during the course of the conversation, too. But if you've ever had a stereotypically pushy salesperson use your name a dozen times in a five minute conversation, you know how

annoying, even weird, this can be, so don't overdo it.

6. Writing is a form of kinesthetic learning—you're getting a part of your body involved in the learning process—so if you're really serious about wanting to remember people's names for the long term, keep a name journal or a log of important people you meet, and review it periodically.

## Forget Me Not: It's the Effort That Matters Most

The most important thing to know about this memory process is that even when it doesn't work, it still works! For example, if you get stuck trying to make a picture out of someone's name, skip it for now. The next day, when you have a chance, give the matter a few minutes of concentrated thought. If you still can't get a picture, stop and take up the matter a week later. Even if you're still unsuccessful at creating a mental image, you've thought about the prospect's name so much, there's now no way you'll ever forget it! So you've actually accomplished what you set to do in the first place.

People can't remember names for one main reason: they're just not paying attention. This process forces you to think. If, for example, you struggle with the step of creating a mental picture, the other steps - looking at the prospect closely, shaking his or her hand confidently and repeating the name a few times - are easy to do, will solidify the name in your memory, and will ultimately convey a positive image of you to clients and prospects. That positive image will certainly make you memorable to prospects, enabling you to close more deals and increase your bottom line.

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**Lead Your Team to Victory**

*continued from page 24*  
to influence the group. Probe more deeply into objections and empathize with team members who raise them, really listening to what they have to say about why they disagree. Then take some time to mull over the information before you attempt to overcome the objection. Don't come up with an answer too quickly or the objector will feel you didn't really listen or are giving a prepared answer.

**Go Team! Influencing Your Way to Success**

Great communication skills are essential for you to effectively influence teams and groups. You can't lead a group well if you go into the meeting unprepared. You must do your homework in advance so that you can understand their concerns and move the team in the direction you want it to go. When you're prepared, yet remain flexible, your influence will also extend to those in the group who might

tend to dig in behind a predetermined position to defend it. Practicing and refining your team influencing strategy will lead to success for your group, its project and you!

**REAL ESTATE NOTES**

*continued from page 28*

The company currently has another location in Irvine..... Development of a new industrial park in the city of Perris has just gotten underway, as Chicago-based **First Industrial Realty Trust** broke ground on **Perris Ranch Business Park**, an 81,700-sq.-ft. project. It is located on the southwest corner of Nandina Ave and Western Way, off the I-215 Fwy and next to March Air Reserve Base. The development includes 10 single-tenant buildings ranging in size from 4,900-sq.-ft. to 10,700-sq.-ft. The buildings, which feature secured fenced yards, have asking prices ranging from approximately \$800,000 to \$1.4 million. Construction will be

completed in the fourth quarter of 2006. The project is being marketed by **John Roldan of Grubb & Ellis**, who reports that three of the buildings are already under contract.....**Southern California Edison** purchased 19.96 acres of land located directly off of I-15 and Clinton Keith Rd. on Preilipp Dr. in Wildomar, in a transaction valued at \$5.95 million (\$6.84/sf). **Edison**, which plans to develop an industrial business park on the site, represented itself in the transaction. The seller, Santa Ynez-based **Olla Trust et al**, was represented by **Patrick Baker of Sperry Van Ness** and **Doug Earnhardt of Lee & Associates**.....On the leasing side, **PETCO**, the big San Diego-based pet supply company, signed a long-term renewal for its 329,800-sq.-ft. distribution center in Mira Loma. The property, which is owned by **Ohio State Teachers Retirement System**, is located at 4345 Parkhurst Street, just west of Etiwanda Ave. and north

of Bellegrave Ave. The transaction had a total value of over \$10 million.

*This column provides a review of the latest commercial real estate activity throughout the Inland Empire. It is produced in a joint media effort between the Inland Empire Business Journal and Rentv.com, a leading Internet real estate news site.*

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*See page 11 for details.*

**Seniors Housing Report**

*continued from page 29*  
**As More Capital Chases Seniors Housing, Investor Strategies May Shift**

Institutional investors typically prefer to purchase existing properties, as many offer upside potential that can be tapped into by improving efficiency and cutting costs. As the investment market becomes more competitive, however, larger payers may be forced to look to new development in order to place capital. In many cases, prices have increased to levels greater than replacement costs, which is expected to push more developers into action. Fortunately, some of the supply risk in the market has been reduced since the last peak in development activity, as many states have implemented Certificate of Need (CON) requirements to regulate the addition of new facilities.

**Independent-Living Facilities**

Among the four seniors housing property sectors, IL facilities continue to record the highest occupancy rates. The median occupancy rate of stabilized IL properties in the top 30 metro areas is slightly below 97 percent, up approximately 100 basis points over the past year. Approximately 25 percent of stabilized IL properties are fully occupied. At 98 percent, occupancy remains highest in facilities offering a mix of IL units along with units serving higher-acuity care, compared to 95.9 percent for freestanding facilities. IL properties in Boston, Baltimore, Washington, D.C., and Philadelphia are posting the highest occupancy rates, all at 98.7 percent or higher. Developers have taken note, with approximately one-third of the 8,100 IL units under way in the top 30 metros located in these four markets. By MSA, New York has the most units under construction, but it also boasts the lowest ratio of available units to 75-plus-year-old households, an indication that

the market should be in a position to absorb new supply.

Sales prices for IL properties have reached record-high levels, with the median nearly doubling last year to \$130,000 per unit. The gain was due to a variety of factors, including the influx of crossover buyers from the traditional apartment sector seeking higher yields in seniors housing. In addition, a few high-quality portfolio transactions closed last year, which provided an extra boost to the market-wide median. We expect crossover buyers to remain active through 2006, but cap rates are expected to hold stable in the mid-8 percent range. Most properties are already being priced on pro forma, and rising interest rates will offset near-term improvements in operations.

**Assisted-Living Facilities**

The AL sector continues to report consistent improvement, with occupancy among stabilized properties in the largest 30 metros starting 2006 at 95.8 percent, up 170 basis points from one year earlier. Similar to IL, approximately 25 percent of AL properties are 100 percent occupied. The increase in occupancy supported a 1.4 percent gain in revenue last year, pushing the median to \$3,000 per occupied unit, \$900 more than the median for IL properties. Revenue per occupied private unit is slightly below the overall median at \$2,923, while semi-private units, or those occupied by two or more unrelated individuals, are generating a median of \$4,420. Among the top 30 MSAs, there are 4,600 AL units under way, an addition of 2.7 percent to existing inventory. Construction is highest in New York and San Francisco, followed by Dallas, Kansas City and Chicago.

Investment in AL facilities accelerated last year, and based on recent activity, 2006 results appear promising. After going public in late-2005, Brookdale Senior Living went on a buying spree and currently has an estimated \$725 million of seniors

housing properties under contract, many of which are AL facilities. Also this year, it was announced that Nationwide Health Properties is purchasing 32 AL facilities from Hearthstone Assisted Living for an estimated \$430 million. Transactions involving high-quality properties drove up the median price per unit by 50 percent to \$116,000 last year, and it is possible that further gains may be recorded this year for similar reasons. Cap rates for AL properties declined 100 basis points last year to 8.9 percent, though under-performing assets or those in less desirable areas are selling at cap rates closer to 11 percent. Another dramatic decline is not likely this year, as interest rates have increased and long-time investors are showing more resistance to cap rates for many AL properties.

**Coalition for California Jobs**

*continued from page 39*

**Tax and Fee Increases**

**AB 1177 (Chan) Tax Increase -**

Increases the tax burden on small business by increasing personal income tax rate to 10 and 11 percent and the alternative tax rate. (Senate Education)

**AB 1766 (Dymally)** (Senate Third Reading)/**SB 1008 (Ducheny/Machado)** (Assembly Jobs, Economic Development and the Economy) **Tax Increase** - Reduces the state's only remaining economic development tax credit by making it harder for business to qualify for the credit and making it harder for banks to lend to these businesses.

**AB 2442 (Klehs) Gas Tax Increase** - Drives up fuel prices for businesses and consumers by imposing a 2 percent tax on oil companies' net income in excess of \$10 million to fund a reduction in the gasoline sales tax. (Assembly Third Reading)

**AB 2829 (Ridley-Thomas) Tax Increase** - Increases taxes on multinational companies that do business in California but are incorporated overseas. (Assembly Third Reading)

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# RESTAURANT REVIEW

## Lucille's: The Reigning Queen of Bar-B-Que

by Joe Lyons

Lucille's Smokehouse Bar-B-Que has come to the Inland Empire. With its Southern cooking and Delta Blues music in the ceiling, it is easy to imagine where the name came from.

Lucille, of course, is the famous guitar of B.B. King. He named it for some lyan', cheatin', heart breakin' woman who inspired his music. At least I thought so, just like you, I was wrong.

The 'real' Lucille was Lucille Buchanan who grew up working in her grandmother's bar-b-que shack and learned her recipes and her technique of slow cooking. She and her husband were working at the shipyards in Long Beach during

WWII when she opened her own restaurant to duplicate what her granny had taught her.

Three generations later this family restaurant has become a chain with six California locations and four more on the way.

Since its opening in Rancho Cucamonga, the rather large capacity facility has seldom seen a quiet day. Our visit began at 5:00 pm, and it was already crowded. It is easy to see why.

Or perhaps I should say, smell why. With its large automated smoker in the center of the main dining room, the scent of the meat fills the air for several blocks around the restaurant.

As soon as you sit down, you

know you are about to enjoy something special. Almost every seat in the area has a view of the glassed-in kitchen. An amazing number of chefs seem busy in there.

At your table are three bottles of sauce—the original, which is good, but mild; the red Memphis, which is sweeter; and the hot and spicy, which indeed it is, although it could be hotter and spicier. No matter, the food is hot and spicy just as it is.

The appetizers alone could make up an entire meal. Our platter included fried green tomatoes, stuffed jalapeños, very good chicken strips, which go well with that hot and spicy sauce, a tri-tip quesadilla, and

wonderful Dixie egg rolls.

Included also are onion straws. Unlike other bar-b-que restaurants, Lucille's onions are dry, not greasy. You can drip a little sauce on them if you like. They're great either way.

Although the meats are the backbone (should I say rib-bone) of the menu, I went for a personal favorite, blackened chicken breast with fettuccini. The chicken was sliced thinner than I am used to, but with the pasta and the onions and peppers, it was an amazing dish. The size of the serving was remarkable and there was enough left to take home and nuke the next day. It was just as good then.

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## RESTAURANT REVIEW

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Our second dish was a bar-b-que chicken salad, again served giant style. It comes with chunks of cheese, cucumbers and its own sweet and sour taste. Like my blackened chicken, it carried well the next day.

We passed on dessert, which is a shame because Lucille's has traditional peach cobbler and bread pudding on the menu. We did ask for a bar-b-que chicken sandwich with a side of bar-b-que beans to take home. Even though it waited in the refrigerator overnight, it was still tasty and spicy.

Lucille's has 13 sides in all, each one sounding as delicious as the last. Among the other intriguing items on the menu are simple things like a soup and sandwich selection and a family super feast for \$189. That one includes three racks of ribs, four bar-b-que half chickens, two pounds of hot links, two pounds of tri-tip and six side dishes. You could feed a refugee camp.

Among the other items that I will have to go back for are a long list of burgers and sandwiches, steaks and seafood done Southern or New Orleans style.

Of course, there are a number of types of ribs. In fact, the bar-b-que platters offer a wide variety, not to mention the smoked ham, spicy hot links and pulled pork or rib tips.

Lucille's slowly smokes its meats with hickory wood. They believe it gives their meat the best possible bar-b-que flavor. If you prefer your meat smoked but sauceless, they invite you to ask for your dish "bone dry."

You will have noticed that I referred to Lucille's in the headline as the "reigning" champ. This is because any two people you ask will have an opinion as to what makes the best bar-b-que. (Or even how to spell b-b-q.)

At the moment everyone I have spoken to has given the nod to Lucille's. I can't disagree.

Lucille's Smokehouse Bar-B-Que is at 12624 North Main Street in Rancho Cucamonga.

Their phone number is (909) 463-RIBS. Of course.

## Riverside Job Market

continued from page 1

durable goods manufacturing, wholesale/retail trade, finance/insurance/real estate, education, services and public administration. Employers in transportation/public utilities plan to reduce staffing levels.

According to the national seasonally adjusted results of the Manpower Employment Outlook Survey, U.S. employers still won't budge on hiring plans for the third quarter of 2006.

Of the 16,000 U.S. employers surveyed, 31 percent expect to add to their payrolls during the third quarter of 2006, while 6 percent expect to reduce staff levels. Fifty-seven percent expect no change in the hiring pace, while 6 percent are undecided about their July-September hiring plans.

## "Houston, we have a problem"

continued from page 18

leader had never had this particular mission to accomplish before, but he did have a vast array of experience—even some mistakes that allowed him the focus and determination that were essential to keep the 3,000 pounds of mass from getting out of control, where it might injure the spacewalkers or damage the space shuttle.

As you came up through the business ranks, decisions you made may have cost your department money, set back a safety record, or otherwise affected some critical aspect of the business, but all of that is part of your essential real-world education.

## Leaders Reach for the Stars

As NASA knows, one of the main considerations for hiring or promoting senior management must be whether they have had

experience, training, and education in problem-solving, especially in a crisis situation. Have they turned critical circumstances around? Do they thrive or shrink in the face of disaster?

Whether walking in space or walking into a boardroom, good leaders must not only be prepared for everything that might go wrong, they must come alive when faced with a predicament, large or small. Great leaders have confidence, can communicate what's necessary to handle a problem, and know how to best utilize the skills of each member of their team to solve it. The ability to lead in the face of a crisis separates the great leaders, those who have "the right stuff," from those who don't.

For more information please visit: [www.winstonescott.com](http://www.winstonescott.com) or email: [jazzairllc@aol.com](mailto:jazzairllc@aol.com).

## Targeting the Inland Empire Market

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boy listens and he told him to put his advertising dollars there? There are more than 3 million people here in the Inland Empire. More are moving here every day. Among the new crowd are any number of white-collar workers with upper management level incomes. They have money to spend and they are willing to spend it. As a market we are the size of Kansas City or maybe Cleveland. We just aren't very unified and it confuses businesses who can't figure out how to reach us.

From Pomona to Beaumont, from Big Bear to Temecula, the Inland Empire needs to stand united in order to give proof positive of our value as a marketplace.

## The California Report: At the Tipping Point

continued from page 30

ally and statistically on the assumption that the future will

resemble the past, these never-before-seen factors add substantial uncertainty. However, the recent strength shown in sectors outside of real estate suggests that while these housing-related factors will create some drag in the California economy, it will not be enough to cause a recession.

## Jamaica

continued from page 43

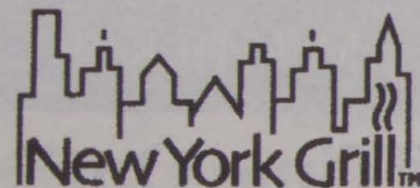
ry added. The scenery is unmatched and the sunsets are stunning. The white beach stretches out for seven miles. Nothing much to do here but play a little golf and enjoy the view, but what a view! The natives will assist you in reliving the days when pirates used Negril as their headquarters to pillage ships going from the Spanish Main to Havana. There are quality, classy places to stay: Sandals, Grand Lido Negril and Couples Swept Away are the best known, and most include inclusive\* packages. (\*All meals, liquor and entertainment included.) Negril caters to the younger, single, thirty something set, although all age levels are welcome if you are into the lively ambiance.

Jamaica has many packages offered by many travel consultants in your area. Jamaica has infinitely more places to see, go and stay which we will visit in another article at another time, as we have only scratched the surface. ([www.Jamaica.com](http://www.Jamaica.com) will get you contact numbers and exact locations for all attractions and properties.)

## Getting there:

American, Delta and Air Jamaica have connecting flights to Montego Bay from Los Angeles.

Camille Bounds is the travel editor for Sunrise Publications and the Inland Empire Business Journal.



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## New Cancer Center in Corona

Beginning in 1957 with just one office located in Los Angeles, Wilshire Oncology Medical Group now offers services at seven cancer centers serving the San Gabriel Valley and Inland Empire.

Their newest location in Corona, in addition to medical oncology, infusion, support and clinical trials services, will offer radiation oncology and PET/CT imaging services—all with the latest technology.

The Corona Cancer Center is directed by Frank D. Howard, IV, MD, PhD, FACP, who is respected for his profound, scientifically-based knowledge. He

### Economic Waves by UCR

*continued from page 16*

labor in the region and throughout the state. In the 2004-05 fiscal year, UC Riverside conferred 3,632 degrees, including 3,080 bachelors, 393 masters, and 159 doctoral degrees.

• UCR is an important economic engine for the fast-growing Inland Empire, made up of 3.8 million people. The area has about 1.2 million jobs and accounted for more than 50 percent of all job growth in the Southern California region from 2000-2005.

"In addition to the hard numbers, the analysis documents the workforce contributions of UCR—a contribution that is the heart of any research university," Barton said. "The creation of new knowledge both through the education of our graduates and through research benefits the local, regional, and statewide economies by providing highly-skilled workers and discoveries that can be applied to new products and services."

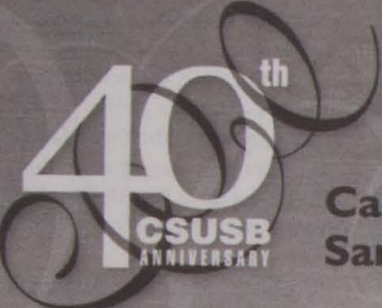
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trained alongside the best in oncology at Stanford and Harvard, and then led the Loma Linda Medical Oncology program for 10 years before joining Wilshire Oncology Medical Group in 2005. Dr. Howard is committed to bringing patients the latest scientific developments.

Dr. Howard continues to hold a faculty position at Loma Linda as clinical assistant professor of medicine. He also serves as chief of oncology and hematology at Arrowhead Regional Medical Center. He is currently on the medical staff of the above hospitals, along with Corona Regional Medical Center, San

Antonio Community Hospital and Pomona Valley Hospital Medical Center. Wilshire Oncology has also had a long history of commitment to clinical research and, with their affiliation with UCLA/Community Oncology Research Network and Translational Oncology


*continued on page 42*



## California State University San Bernardino

**In honor of its 40th Anniversary, Cal State San Bernardino held a benefit auction on May 6, 2006, to raise funds to meet student needs. The university wishes to thank the following donors and associates who contributed to making this benefit a success.**

<p><b>Presenting</b> <b>SAN MANUEL</b> BAND OF THE MISSION INDIANS</p> <p><b>Premier</b> Io Consulting, Inc. The San Bernardino Sun</p> <p><b>Platinum</b> LPA, Inc.</p> <p><b>Diamond</b> Arrowhead Credit Union Charter Communications CSUSB Alumni Association</p> <p><b>Silver</b> AT&amp;T DMJM + Harris, Inc. Watson &amp; Associates</p> <p><b>Bronze</b> Bank of America CSUSB Associated Students, Inc. Inland Empire Business Journal Kaiser Ventures Richard and Jan Oliphant</p>	<p><b>Patrons</b> A &amp; A Food Service Company Christie, Parker &amp; Hale Converse Consultants CSUSB College of Extended Learning CSUSB Facilities Services CSUSB Santos Manuel Student Union Faust Printing Mary Gutekunst HP Construction Inter Valley Pool J.C. Lian Associates Ran Graphics Coral Sherba Sysco Yamas Controls</p> <p><b>Auction Donors</b> Alvarez Lincoln Mercury Jaguar Anonymous - CSUSB Apple Computers Arrowhead Credit Union U.S. Representative Joe Baca Balboa Bay Club Resort Pinky Briar &amp; the Joe &amp; Evelyn Briar Foundation James Brown Debbie Burns Arthur and Celine Butler Hector "Tito" &amp; Cheryl Calderon</p>	<p>John Cassese - The Dance Doctor Dorothy Chen &amp; David Maynard Bruce &amp; Sara Clausen College of Extended Learning Coussocks Arena Nicholas Coussocks Coyote Bookstore CSUSB-Athletics CSUSB-Library Associates CSUSB-Pfau Library Juan Delgado Dell Computers Corporation Disneyland Viade Divac Leo Doyle Dr. James Egan B.H. (Pete) Fairchild Robert V. Fullerton Museum Jiggs Gallagher Gorian Investment Group Group Seven Children's Foundation Halverson's Photography HCS-Cutler Neng He Hilton Ontario Hilton San Bernardino Bret Johnston Jeet Joshee JTP Films Inc. Sant Khalsa</p> <p>Dean Koontz L.A. County Fair Assn. Alexandria LaFaye U.S. Representative Jerry Lewis Joe Moran April Morris, Associated Engineers Inc. Nicole Nichols/ABC Lewis Rosenberg Ross Dress for Less San Bernardino County Sheriff San Bernardino Sun Billie Sessions William &amp; Cindy Shum Stater Bros. Family of Employees Gordon and Helena Stanton Stuart S. Sumida Dwight P. Sweeney Jeff Thompson &amp; Deanna Stover Tire Guys Jun Ying Wang Xiwen Zhang</p> <p><i>Special assistance provided by</i> Ramon Alvarez Randall Chew Dick Dixon Tim Jenkins Mike Kohl Connie and Rick LaMarche Bill and Janice Lemann</p>
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## Coalition for California Jobs

### 'Job Killer' Bills

**AB 1835 (Lieber)** (Senate Labor and Industrial Relations)/**SB 1162 (Cedillo)** (Assembly Labor and Employment) **Automatic Minimum Wage Increases** - Increases the cost of doing business without regard to the state's economy by increasing the minimum wage with annual automatic increases.

**AB 1884 (Chu)** **Unemployment Insurance Compensation Benefits** - Increases the cost of doing business in California by forcing California employers to subsidize a strike against their own company by providing unemployment insurance benefits to workers unemployed due to a strike. (Senate Labor and Industrial Relations)

**AB 2209 (Pavley)** **Unemployment Insurance Benefit Expansion** - Increases the cost of business by forcing California employers to subsidize a strike against their own company by requiring an employer to pay locked out workers a monetary penalty equal to level of unemployment insurance benefits workers might have received during a trade dispute if any business misconduct is alleged. (Senate Labor and Industrial Relations)

**SB 300 (Kuehl)** **Leave Law Abuse** - Opens California's leave law to potential abuse by removing controls that require that the employee actually provides the care, among other provisions. (Assembly Appropriations)

**SB 840 (Kuehl)** **Government-Run Health Care** - Imposes a government-run health care system on all Californians. (Assembly Rules)

**SB 1414 (Migden)** **Health Care Tax** - Imposes a tax on employers with over 10,000 employees to spend the equivalent of 8 percent of their total payroll on health insurance or pay the equivalent amount to the state. (Assembly Health)

#### Economic Development Barriers

**AB 32 (Nunez/Pavley)** **Halts Economic Growth** - Increases costs for California businesses, makes them less competitive and discourages economic growth with little or no proven environmental benefit by adopting an arbitrary cap on carbon emissions. (Senate Environmental Quality)

**AB 1101 (Oropeza)** **Ports; Regulatory Complexity** - Hampers operations at ports, rail yards and airports by shifting regulatory authority over emissions from state to local entities, creating a patchwork of potentially inconsistent regulations statewide, creating conflicts with federal law. (Senate Transportation and Housing)

**AB 1528 (Jones)** **Halts Economic Growth** - Halts much-needed housing in undeveloped areas by shifting flood liability from state government to local government, resulting in local governments refusing to issue development permits. (Senate Rules)

**AB 1899 (Wolk)** **Halts Economic Growth** - Prohibits development in the Central Valley by requiring the creation of a 200-year flood standard that is currently impossible to achieve. (Senate Local Government)

**AB 2641 (Coto)** **Halts Economic Growth** - Halts development indefinitely by requiring openended consultation and ultimate land use decision by an advocacy commission for Native Americans. (Senate Natural Resources and Water/Judiciary)

**SB 44 (Kehoe)** **Affordable Housing Development Impediment** - Slows the development process by adding yet another element to be included within general plans and increases opportunities for "anti-growth" litigation. (Assembly Local Government)

**SB 646 (Kuehl)** **Water Discharge Fee** - Jeopardizes jobs and agriculture and timber industry revenues by imposing mandatory annual fees for water discharge waivers with no accountability requirements. (Assembly Inactive File)

**SB 764 (Lowenthal)** **Ports: Goods Movement Cost Increase** - Increases the costs of goods movement and drives business and jobs from California ports by requiring the City of Los Angeles and the City of Long Beach to prohibit any growth at their respective ports unless that growth can be accomplished with no net negative impact on air quality. (Assembly Transportation)

**SB 1368 (Perata)** **Increases the Cost of Electricity** - Limits the available power sources to meet California's energy demands while substantially increasing the price of electricity to consumers and businesses by establishing an unattainable greenhouse gas emission performance standard. (Assembly Utilities and Commerce)

#### Expensive, Unnecessary Regulatory Burdens

**SB 1205 (Escutia)** **Punitive Regulation** - Makes California unattractive to business by raising maximum fines for emission violations, creating a new category of violators with no due process for the determination of who is a violator while ignoring that there is no demonstrated connection between penalties and emission rates. (Assembly Natural Resources)

**SB 1252 (Florez)** **Resource Regulation** - Penalizes businesses that are in the process of implementing the latest air standards by imposing an additional civil penalty. (Assembly Natural Resources)

**SB 1379 (Perata)** **Biomonitoring** - Makes California unfriendly to business by establishing a biomonitoring program that could generally lead to the elimination or reduction of use of certain chemicals that have not been scientifically proven harmful, based on mere detection. (Assembly Environmental Safety)

#### Increases Frivolous Lawsuits

**AB 581 (Klehs)** **New Reason to Sue** - Makes California less desirable as a place to locate or expand a business by opening new avenues to sue employers by establishing a broad private right of action that permits joint labor management committees to sue any employer for certain Labor Code violations that may have occurred up to four years previously, among other provisions. (Senate Appropriations)

**SB 1489 (Ducheny)** **Government Agency Potential Harassment of Employers** - Invites unlimited "fishing expeditions" by the Attorney General under numerous statutes, including the Unruh Civil Rights Act and environmental laws, by making defendant companies pay all the investigation and lawsuit costs, including attorneys' fees, if the Attorney General "prevails." The term "prevail" could include settlements, changes in operation by a defendant or even a minuscule monetary award to the plaintiff. (Assembly Judiciary)



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# EXECUTIVE TIME OUT

## Jamaica: Lusty, lush and lively

by Camille Bounds Travel Editor

Think the whitest sandy beaches in the universe, lush jungles, beautiful mountains, glistening rivers, and clear waterfalls. Throw in gastronomic delights and reggae everywhere you turn and you have boisterous, uninhibited, lively, happy-go-lucky Jamaica.

### A romantic history

Jamaica has always been undulating since Columbus first sighted her in 1494 while on his second jaunt to the New World. The island was inhabited by Arawak Indians who had migrated from South America through the Greater Antilles about 250 AD and probably reached Jamaica a few years later.

Fifteen years after Columbus spotted this idyllic looking spot in the Caribbean, the Spanish tried colonizing her for the purpose of finding gold only to find it a disappointing venture. Jamaica then became a neglected Spanish holding and became fair game for the British to take her over in 1655. This turned out to be an unhappy acquisition due to a group of organized freed slaves called the Maroons who operated a type of guerrilla warfare against the British from the woods and mountains.

British buccaneers operated from Port Royal in Jamaica, attacking Spanish ships and giving present Jamaica a more quixotic history. The locals draw upon those events to weave romantic, swashbuckling stories for anyone who will listen.

### Breathtaking scenery

Jamaica is the third largest island in the Caribbean (following Cuba and Puerto Rico) and occupies about 4,400 square miles. Its majestic coastline rises from the sea within a few

hundred feet and immediately blends into the mountains—peaking at 7,400 feet, it makes for breathtaking scenery. Almost half of the island is at least 1,000 feet above sea level.

### Delightful adventures

You can't do Jamaica justice in less than a week - two is better. Arriving in Montego Bay or Kingston will give you access to both coastlines and allowing you to follow your choice to delight-



Cliff huts - Negril, Jamaica

ful adventures. Driving in Jamaica can be frustrating, and being alert and careful as you would in any foreign country is the advice given by hotels and locals. Taking guides and available tours are your safest best bets.

### Glorious and lush

Montego Bay is one of the most popular commercial areas. Hotels, apartments and villas, duty-free shopping and tourist-filled beaches are in abundance. Located on the northeast coast, halfway between Port Antonio and Montego Bay Ocho Rios, is a glorious, lush area with gardens and rivers and many upscale resorts. Within driving distance is the famous Dunn's River Falls one of Jamaica's most scenic attractions. Sandal's, Dunn's River Golf Resort and Spa welcomes cou-

ples over 18—all are inclusive and very upbeat. Great food and service abound. On the lower end but delightful is the Hibiscus Lodge with peacocks and its own tiny private beach.

### Culturally dynamic

Kingston (the capital), is the most culturally-dynamic center in Jamaica. She boasts of some of the choice high-rise hotels with fine rooftop restaurants, pantomime dance, classic the-

### Native style

If you want to see how the natives spend their holidays, try to arrange a tour to Black River a slightly seedy town on the south coast. To make up for its faded aura, inviting boat rides are offered into the Great Morass Swamp. The mangrove trees are fascinating with their hanging tendrils that set the stage for an experience where you can view great blue herons, jacanas, and purple gallinules. A lazy crocodile will tour the area like an old log floating some where with a slow deliberate purpose. On an occasional moment, if you're lucky and in the right place at the right time, you may get to sight the rare manatee. Another local Jamaican holiday choice is Treasure Beach a delightful seaside town that leaves the tourist mentality behind—pleasant, laid back and a great place to unwind. Very basic and nothing fancy.

### A spot to decompress

Negril, about 50 miles west of Montego Bay is a great spot to decompress with a little luxury—*continued on page 37*

## New Cancer Center in Corona

*continued from page 38*

Research International (TORI), provides patient's access to many important new cancer treatment trials on the leading edge of science.

Dr. Howard has built a team at Wilshire Oncology, which includes an experienced and compassionate oncology nurse practitioner Stephanie Hernandez and oncology nurse Judy Larsen. Dr. Peter Peng, radiation oncologist, will manage radiation therapy. Using

only the latest in current technology, 3D conformal treatment, planning will be used for guiding external beam radiation along with the highly precise method of Intensity Modulated Radiation Therapy (IMRT). High Dose Radiation Brachytherapy (radioactive seed implants) will also be available for patients who would benefit by having radiation given directly to the tumor site. Dr. Peng's team includes Jeri Overfelt, who is a radiation therapist and Meaghan Dee, the nuclear medicine technologist.

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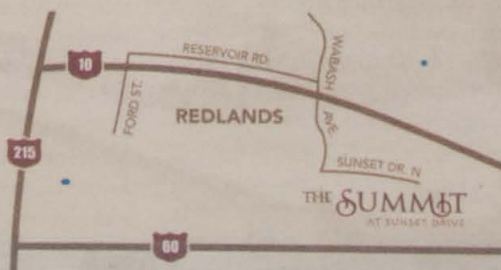
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