Riverside County Fair
Revenue $4.5 Million

Attendance at the 2007 Riverside County Fair & National Date Festival reached an all time high with 303,476 people traveling from throughout Southern California to the 120-acre fairgrounds in Indio, reported Robin Zimpfer, assistant county executive officer/EDA, at a Board of Supervisor’s meeting in March.

“For all those who planned, worked and enjoyed the fair, it is no surprise that this year’s event was an off-the-chart success.” Zimpfer added, “This is our chance to highlight traditions, provide jobs, bring dollars for county projects and attract businesses to the region.”

The fair is an annual economic boon to Riverside County. Nearly 350 vendors participated at the fair and secured more than $4.5 million in revenues. Managed by EDA, these profits are reinvested in the fairground and future fairs.

“Every year we take this opportunity to show off the quality of life in our vibrant and dynamic region,” said Zimpfer. “This wonderful tradition joins families and friends in celebrating our history while having lots of fun in the process.”

For 60 years, the Riverside County fair has celebrated one of the desert’s most famous annual events.

The One Millionth Tree in the Mountain Area Safety Taskforce’s five-year effort to combat the bark beetle infestation and restore the health of the Angeles and San Bernardino forests was removed in March as county and fire-protection agency officials lauded the fire-safety program.

The roughly 100-foot-tall pine had died as a result of bark beetle infestation, increasing the fire danger in an area already suffering from seven years of drought and rated as an extreme fire hazard. The tree was located at Santa’s Village near Lake Arrowhead, an area hit hard by bark beetles. It was felled by a crew from West Coast Timber.

“The removal of this tree is a significant milestone in our effort to gain an upper hand on the bark beetle infestation and reduce the risk of devastating wild fires like the Grand Prix and Old fires in 2003,” said Chairman Paul Biane, San Bernardino County Board of Supervisors.

MAST and its member agencies have used funds from a number of local, state and federal agencies, including a $70 million grant from the USDA’s Natural Resources Conservation Service (NRCS), to remove the trees from public and private property to reduce the risk of a catastrophic wildfire.

The tree-cutting event in March, “also marks our transition from the removal of dead, dying and diseased trees to the thinning of live trees to restore the health and vigor of our mountain forests.” Supervisor Dennis Hansberger told the Business Journal. “A thinned forest is a healthy forest.”

MAST’s program focus is shifting from removing dead trees to thinning live trees, or “green fuel,” to promote a healthy forest and further reduce the potential fire hazard.

UCR Received $960,000 Grant for Fellowships for Minority Students

UC Riverside will receive a $960,000 grant from the National Science Foundation for 12 graduate fellowships in math, engineering and science for students from ethnically underrepresented minorities.

Grant aimed at increasing minorities in mathematics, science and engineering

The fellowships include $30,000 a year for student stipend, plus $10,000 toward fees and tuition for the first two years of graduate study. It also includes support and academic year and summer research experiences, professional conference and research travel and monthly professional development seminars.

continued on page 5
continued on page 38
think experience
think burnham

The University of California, Riverside Libraries and the SCMEB Foundation celebrated the unanimous decision of the 194th United States Congress to award the Congressional Gold Medal to the Tuskegee Airmen at a special event, which was held on Feb. 10 at the UCR Extension Center, 1200 University Ave. in Riverside.

The afternoon celebration, marking Black History Month, included introductions of the original Tuskegee Airmen; a panel discussion on the historical meaning of the Congressional Gold Medal; moderated by Associate Professor Ralph L. Crowder; and a film presentation featuring excerpts of Tuskegee Airmen interviews from the Western Region Tuskegee Airmen Archive.

The Tuskegee Airmen were the first African American pilots to be trained for combat during World War II. Known as “the Red Tail Angels” by other flyers, they flew 1,578 missions and 15,533 sorties, destroyed 261 enemy aircraft, and won more than 850 medals. German pilots called them “Schwarz Vogelmäuschen” or Black Birdmen. In March 2006, legislation confirming the Congressional Gold Medal on the Tuskegee Airmen in recognition of their heroism was signed into law. The medal will be awarded to the Airmen in Washington, D.C. later this year.

“This is the culmination of a huge effort by many people to grant the Gold Medal to the Tuskegee Airmen that they have earned and so well deserve,” said Hubert M. Jackson, University Librarian at UCR. “We are excited to have original Tuskegee Airmen from all over the country attending the celebration.”

In attendance were such Tuskegee Airmen as Judge Robert Decatur, Lt. (Ret.) Mitchell Higginbotham, Lt. (Ret.) Roger Terry, Col. (Ret.) Ted Lumpkin, and Edith Roberts, spouse of the late Maj. George S. Roberts.

The original Tuskegee Airmen include members from the first aviation cadet class that began in July 1941 at the Tuskegee Army Air Field (TAAF) and Tuskegee Institute (Tuskegee, Alabama) and extended through the 332nd Fighter Group and the 477th Composite Group in 1948. Some 992 pilots graduated from the Tuskegee Airfield courses.

The Congressional Gold Medal is the highest award that may be bestowed by the U.S. Legislature, and recognizes outstanding service to the security, prosperity, and national interests of the United States. The U.S. Mint creates each Congressional Gold Medal to specifically commemorate the person and achievement. Past recipients include George Washington, Ulysses S. Grant, the Wright Brothers, Thomas Edison, Irving Berlin, Robert Frost, Bob Hope, and Robert Kennedy.

A year ago UC Riverside Libraries dedicated the Western Region Tuskegee Airmen Archive. For the past year, UCR Libraries has been digitizing and indexing the archives of the Airmen to make them more easily accessible to scholars, researchers, the K-12 community, and the public at large. Archive items include papers, memorabilia, photos, and other key research. The establishment of the archive is fully endorsed by the national board of the Tuskegee Airmen, Inc. and by the Western Region Tuskegee Airmen organization. The Airmen Archive will ultimately form the cornerstone for a much larger initiative at UCR to serve as an archive of African American history and culture in the Western States.
The California Report: A Different Strain of March Madness

By Ryan Ratcliff, Economist, UCLA Anderson Forecast

At the end of 2006, the California economy looked like it was stalled: real estate-related employment was experiencing significant job losses and job growth in the rest of the economy was slowing. March has been a big news month for California. In fact, the EDD released revised job figures for California that show that the state is weathering the real estate slump better than we first thought: real estate employment was slightly more robust, and the slowdown on the service side of the economy was largely a statistical mirage.

Unfortunately, this dose of good news was followed by the implosion of the subprime mortgage market. Looking around California, we find that the biggest surges in mortgage defaults occurred in markets where new homes are a large share of total sales—a combination of overextended first-time buyers and builders offering aggressively aggressive financing in order to close deals. Since the subprime market was almost the only thing keeping sales volumes buoyant in the last years of the boom, the drying up of subprime credit suggests that home sales in California will be stagnant for some time to come. It’s too early to tell if this surge of mortgage delinquencies will translate into a surge of foreclosures, but our initial assessment is that it is unlikely without substantial job loss.

In spite of the positive news from the employment revisions, we are still forecasting a significant slowing of the California economy in 2007, as the double whammy from construction and mortgage finance creates drag on the rest of the economy.

Forecast and Conclusions

Our last forecast was based in part on the combination of real estate trauma plus non-real estate sluggishness. The final picture of 2006 that emerges from these new employment estimates is a California economy where high employment served sector jobs were able to absorb a substantial amount of the punch from weak real estate markets. Obviously, this rosy picture forces us to reevaluate the forecast for 2007; however, we believe that these revisions are mainly a matter of timing rather than a change in the basic story. We still expect to see substantial job losses in construction, and we’ve already seen more job losses in financial activities than replaced by 21st century technology as those fans waved their cell phones, adding a strange green glow to the festivities.

EDA manages the Riverside County Fair & National Date Festival, one of Riverside County’s oldest community events. From jobs to housing to airport management, EDA advances numerous social, economic and cultural programs that enrich the quality of life in Riverside County and brings millions of dollars in local community jobs and investment. This fair continues to be part of EDA’s tradition of community improvement.

“EDA prides itself on improving the lives of Riverside County residents with local jobs and better wages through community investment. This fair is a visible and important part of that larger mission,” concluded Zimpfer.
L.A/Ontario International Airport Rolls Out Wireless Service in All Terminals

T-Mobile HotSpot, the largest carrier grade, commercial Wi-Fi network in the United States, and Los Angeles World Airports (LAWA) announced completion of the installation of T-Mobile HotSpot service for LAX and LAA/Ontario International Airport.

Through a multi-year agreement, T-Mobile is providing "curb to nose" Wi-Fi (802.11b) wireless broadband access in the terminals and public areas of two LAWAs airports including the ticket counters, restaurants, boarding gates and baggage claim. From the curb of the airport to the nose of the aircraft, passengers as well as those coming to drop off or greet travelers now have access to the T-Mobile Hotspot service. The new service provides travelers the convenience to check business and personal e-mail, surf the Web and stay connected through a fast, secure and reliable wireless connection.

The deployment at LAX alone spans more than 3.8 million square feet making the T-Mobile HotSpot deployment one of the largest Wi-Fi HotSpot deployments in the world. LAX services 61 million travelers per year, while ONT handles 7 million passengers annually.

"Reliable and secure wireless Internet access is one of the amenities most frequently requested by our travelers," said Acting LAW A Executive Director Samson Mengisita.

CA Report... continued from page 5

through the middle of 2008, with growth in real personal income and real taxable sales slowing to the low 2% through this period. If the profession/ all/business services sector can sustain its momentum longer in 2007, we might see a more mild slowdown; but if the carve out in prime sales turns out worse than we expect, job losses in Southern California could make things a bit worse.

But the essential logic of the continued on page 43

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Steve Basurto

Steve Basurto is a vice president with Burnham Real Estate's LandInvestment Group in Temecula, specializing in land acquisitions and leased investment sales. During a three-year time span, Steve has transacted leases and sales valued over $40 million. Prior to joining Burnham, Steve owned and operated businesses in Escondido and Oceanside. Temecula Valley investors and developers rely upon Basurto's ability to use his past entrepreneurial experience and real estate knowledge to identify and secure new real estate opportunities. Steve attended Southern Illinois University majoring in aviation administration and holds a Commercial Pilot License (CPL) with a multi-engine instrument rating. As a resident of Temecula for over a decade, Steve stays very involved in community organizations.

Mike Shirley

Michael "Mike" Shirley is a vice president and retail specialist with Burnham Real Estate in Temecula. Mike has 18 years of experience in leasing and sales of retail projects and land throughout Riverside and San Bernardino Counties, and specializes in ground-up shopping center development and marketing. Working closely with top retail developers, he has cultivated professional relationships with real estate representatives of many national chain retailers. Mike currently serves as president of the Murrieta Rotary Club and is a board member for Boys and Girls Club of Southwest Riverside County, and the Friends of the Temecula Library. Mike earned his bachelor of arts degree in business administration from the University of San Diego.

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Positive Job Market Expected

Inland Empire area employers expect to hire at a respectable pace during the second quarter of 2007, according to the Manpower Employment Outlook Survey. Riverside area employers expect slightly more favorable hiring conditions than in the first quarter when 33 percent of the companies interviewed intended to add staff, and 20 percent planned to reduce head count," said Wilcox. "By comparison, employer hiring intentions are more modest than they were a year ago when 33 percent of companies surveyed thought job gains were likely and 7 percent intended to cut back.

For the coming quarter, job prospects appear best in construction, education and public administration. Employers in nondurable goods manufacturing and finance/insurance/real estate plan to reduce staffing levels, while those in durable goods manufacturing, wholesale/retail trade and services voice mixed hiring intentions. Hiring in transportation/public utilities is expected to remain unchanged.

Real Estate Notes

Simpson Housing Solutions, LLC announced that construction has been completed on the 23-unit second phase of Mountain View Senior Apartments in Ontario. Located at 1045 West G Street (at Mountain Avenue), the new 20-unit addition mirrors the Craftsman-style design that swept several award competitions when the initial 86 units were completed in 2004. All units have been set aside for seniors age 55 and older earning from 30% to 60% of the median area income for San Bernardino County, as established by HUD. Monthly

continued on page 14
Spoiled Leadership: Seven Reasons Why Managers Find It So Difficult to Throw Out Their Bad Apples

A new study shows that your company’s bad apples have a tendency to spoil your entire corporate culture. KEYGroup’s Joanne G. Sujansky, PhD, offers solutions for managers who don’t know what to do with these problematic employees.

Every organization has at least one employee that everyone is tempted to fire for whatever reason, behaves as though coming to work is a fate worse than death. You know the guy who draws down the morale with his horrific attitude, or the gal whose absence transforms an office of formerly solicitous cubicle hermits into a place where people productively work together to get extraordinary results. He (or she, as the case may be) is your company’s “bad apple.” And Joanne G. Sujansky, PhD, CSP, founder and president of KEYGroup® (keygroup-consulting.com), warns that if you want to keep him (or her) from spoiling the whole barrel, well, you’ve got your work cut out for you.

She cites a recent study—conducted by William Felps, a doctoral student at the University of Washington Business School, and Terrence Mitchell, a professor of management and organization at the UW Business School and a UW psychology professor, and published in Research on Organizational Behavior—that explores just how much damage one bad apple can wreak.

The study, which explores just how much damage one bad apple can wreak, was conducted by William Felps, a doctoral student at the University of Washington Business School, and Terrence Mitchell, a professor of management and organization at the UW Business School and a UW psychology professor, and published in Research on Organizational Behavior, found that managers are tempted to fire their bad apples based on the following reasons:

1. Problem #1: Managers expect team members to deal with the bad apple, but they can’t—or won’t. People have a great deal of difficulty giving feedback to their peers. They almost always push the problem back to managers rather than correcting the employee directly.

2. Solution: “The study shows that confrontation by team members can occasionally be successful,” says Sujansky. “As in any conflict situation, you must create a culture that doesn’t allow people to avoid problems off on others.”

3. Problem #2: Managers tolerate managers’ passing bad apples from department to department. Rather than try to bring their own bad apple’s behavior to an end, many managers choose to simply move the employee on to another department. By the time they get to you, they’ve been with the company for so long that it seems impossible to fire them. You’re tempted to follow the lead of your predecessors and simply shuffle your bad apples along to the next team—but all that does is move the problem around the misery.

4. Solution: “When bad apples are present, people aren’t as willing to address the problems that arise,” says Sujansky. “They don’t open communication or deal with the problems. They don’t fix the problems.”

5. Problem #3: Managers are tempted to follow the lead of their company’s bad apples. A study by William Felps found that 20 companies have a tendency to pass their bad apples around from department to department. By the time they get to you, they’ve been with the company for so long that it seems impossible to fire them. You’re tempted to follow the lead of your predecessors and simply shuffle your bad apples along to the next team—but all that does is move the problem around the misery.

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Managing

Avoiding the Commitment Dip:
Seven Ways to Focus Your Employees on
and Committed to Change
By Richard Lepsinger

During any change initiative, there’s a point where employees focus and commitment fall off. A survey by OnPoint Consulting reveals the steps high-performing leaders take to get things back on track . . . before it’s too late.

Companies large and small spend millions of dollars each year in order to make change initiatives a success. Yet the results are frequently disappointing—changes fail to achieve their objectives, and leaders are left wondering what went wrong.

Managers blame change-phobic employees, and employees say managers didn’t manage the change effectively. If you’re responsible for driving change, you find all the finger-pointing frustrating and, frankly, unhelpful. Of course, you could pinpoint where the failure originates, yet you probably could head it off at the pass.

Here’s some good news. A survey conducted by OnPoint Consulting shows the real source of the problem, and it’s not getting employees to support the change effort—it’s keeping their support and commitment at high levels.

“Managers know they have to clarify the purpose of the change, develop a transition plan, and get employees committed to the change effort right up front,” says Lepsinger, president of OnPoint Consulting (onpointconsulting.com) and coauthor (along with Gary Geryo) of “Flexible Leadership: Creating Value by Balancing Multiple Challenges and Choices” (Jossey-Bass/A Wiley Imprint, 2004, ISBN: 0-7879-6531-6, $44.00). “And many of them appear to do a pretty good job at first. But in the first month or so of the big kick-off, a trend among both top performing and less successful companies reveals itself:

employee commitment and support for the change begins to trail off.

“I call that the ‘commitment dip,’” he adds. “It’s where employees’ support for, clarity about, and commitment to change falls off, sometimes dramatically.”

But here’s the difference: top performing companies detect this dip quickly and take action to get back on track. Less successful companies take longer to reverse the trend—and even if they are able to do so, many times their recovery does not stick. In fact, the OnPoint research found that if an organization does not take corrective action to reverse the change initiative back on track in the first one to three months, there is little likelihood that it will ever realize the objectives of its change effort or realize its full potential.

Based on its research, OnPoint Consulting provides guidance for what you as a leader can do to avoid the commitment dip and implement successful changes at your company.

Be forthright about the change and its impact.

Many leaders are hesitant to discuss a change with employees. Sometimes it’s because they feel word of the change will spread too fast, and be seen as less important. “It is not enough just to say the right thing or even enthusiastically communicate about it, and employees recognize that,” says Lepsinger. “Employees want to see those words backed up with behavior.”

In the middle of March I asked my tax guy if he had loaded the new Vista operating system into my computer. His response was, “Are you kidding?” he repeated, “At the height of preparation season I need all my software and I can’t afford any time switching.”

Sometimes it’s because they feel they won’t be able to answer all the questions, and the right thing to do, and you and me; the ones who want to push a button and make it happen. 

Example: I am perfectly happy to carry both a cell phone and an iPod. I don’t want to use my cell phone for audio calls on the phone. I want pictures, I use a camera. It’s a digital camera, but it is a separate item. “It’s not even until I have indicated this column before, sometimes you can just too much technology into things.”

Get middle managers on board.

Conventional wisdom (as well as the advice of many consultants and academics) emphasizes the importance of getting the senior team on board. But one big difference between top companies and less successful ones seems to be the extent to which middle-level managers feel involved in, and integral to, the change process.

OnPoint’s research shows that the involvement level of middle-level managers is a sharp increase in participating in the change and the less successful organizations is similar at the initiation of change. However, top performing companies are more effective at maintaining and increasing middle-level manager involvement in the first three months than are the less successful organizations. At the one-to-three month mark, top performing companies experience a 15 percent increase in the extent to which middle-level managers feel involved with, and integral to, the change process.

Now my Second Law shall be as follows:

Old computers were never meant to handle new programs. This is why my six-year-old Bondi Blue iMac never got more than OS X 10.3 loaded into it. My current computers may not be able to handle the new OS 10.5 either, since it comes out later this year. I don’t have Intel chips and my USB drives are 1.1. They should be USB2 in order to plug in new peripherals. My 10-giga-byte laptop may not even have enough room to install any new operating system.

Don’t put your plan on automatic pilot.

Many companies do a lot of work on the front end to put a continued on page 37
Does Anybody Really Know What Time It Is?

By Joe Lyons

Many years ago, even before my time, President Franklin Delano Roosevelt changed the date for Thanksgiving. Times were hard back then, and as it happened the last Thursday of November that year was the fifth Thursday of the month and it was only three weeks away from Christmas. Realizing that a depressed America could not afford to wait for two major celebrations so close together, he made a Presidential Declaration that Thanksgiving would then, and forever more be observed on the fourth Thursday of November.

For all of FDR’s good intentions, the change caused no end of confusion among the populace. People missed the announcement and were not in a mood to change the change. They already had their vacations scheduled. Why would the government do such a thing to people with no regard to what they had planned? What gave Washington the right?

History, we know, repeats itself, and people refuse to learn its lessons. This year we have a new date for daylight savings. If you haven’t reset your watch yet, we warn you to do so on March 11.

Many years ago, even before my time, President Franklin Delano Roosevelt changed the date for Thanksgiving. Times were hard back then, and as it happened the last Thursday of November that year was the fifth Thursday of the month and it was only three weeks away from Christmas. Realizing that a depressed America could not afford to wait for two major celebrations so close together, he made a Presidential Declaration that Thanksgiving would then, and forever more be observed on the fourth Thursday of November.

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The problem is that too many people simply don't pay attention. Some see it as a point of principle to never listen to what's going on politically. But don't believe the conspiracy theorists. The new daylight savings time was announced and covered as one of the few things that Congress actually came up with. This was not some bill that was snuck through in the dead of night, as many would have you believe the Income Tax Law was a century ago.

Just because the time change law wasn't covered with the same journalistic gusto of the Anna Nicole demise or Britney's shaved head doesn't mean that it didn't make news. There are other sources for current events besides "Entertainment Tonight" or Comedy Central's "The Daily Show."

Wake up, America. The Times, they are a changing and you're just going to have to re-plant your Blackberry.

REAL ESTATE NOTES... continued from pg. 14

features excellent access to the I-10, I-215 and 60 Freeways. Gus Andrade and Richard T. John of Collins Commercial Corporation are handling the project on behalf of L.A. Riverides, a four-building, 63,300-sq.-ft., 36-unit business center was purchased for $4,265 million ($67.65). Built in 1980, the property includes nine fenced storage spaces and is located at 725-785 West Rialto Ave. Lawrence of Marcus & Millichap represented the buyer, Rialto Business Center, L.P., and the seller, a private investor. ...Up in Victorville, Stirling Enterprises, a joint venture between Fox & Fox Enterprises and Ivanco Enterprises, has unveiled its plans for the development of Phase I at Southern California Logistics Airport (SCLA), a master-planned 8,500-acre multimodal transportation hub supported by air, ground and rail connections in Victorville. Construction is anticipated to start within the next 30 days on the first three projects, totaling nearly one million sq. ft. Once completed, Phase I development is expected to include approximately 250,000 square feet of industrial facilities on over 350 acres of land. The multimodal site will be built on a spec basis and will be complete by late 2007. For more information, contact Lance Rich of CB Richard Ellis representation for the buyer.?
Managing... continued from page 8  

do n't feel like they have enough power in the situation. Here's another instance when developing a VEO can solve the same problem. First, the sense of ownership instilled in employees who work in VEOs makes them want to find a solution to the problem themselves. In these kinds of workplaces, open communication is key.

"By the way, healthy problem communication doesn't just happen," she adds. "Smart leaders know they have to foster it, and there are plenty of ways to do so. For instance, we've developed a teambuilding activity called KEYGroup Quest that helps our clients dramatically improve their teams' communication, ingenuity, and problem-solving skills. Basically, team members spend a day completing and videotaping assigned tasks around the city. It works very, very well, and it's fun, too."

Problem #3: Bad apples can be master manipulators. After all, they've stayed around this long for a reason. When you confront them, bad apples aren't afraid to pull out all of the stops to redirect your attention from poor behavior to their more positive traits, or as is often the case, to some other employee. Maybe yours will mention an account she just brought in... or maybe she will point out that one of her fellow employees was late to work for the third time that month.

Solution: "Regardless of what your bad apple is telling you in order to distract you, stay focused on addressing the issues at hand," says Sujansky. "Simply say, 'That's not what we're here to discuss,' and bring her back to the subject of her destructive attitude. Rest assured that if you ignore it, you'll have that same employee in your office the next month and the month after that as you attempt to solve the same problem again and again."

Problem #4: Bad apples aren't always poor performers. Some can be great producers for the company. If your bad apple's problem is simply a negative attitude or a tendency to bully other employees, his bad apple-ness— if you will—may not prevent leaders from viewing him as an asset. Maybe he's a big producer, or maybe he's talented in some hard-to-find skill. His "good" qualities may make you reluctant to confront him at all.

Solution: "It's important that you provide balanced feedback to all of your direct reports, including your bad apples," says Sujansky. "Acknowledging the positive contributions your bad apple is making is helpful. But don't be afraid to confront the behavior that negatively affects others. Besides, after the confrontation, the bad apple may realize his annoying behaviors will limit his progress and promotability in the organization. Or at the very least, you may realize that his behavior will prevent him from getting support from others when his success is on the line. Ultimately, you must decide whether or not continued on page 18

Marcus Millichap
Riverside-San Bernardino
2007 Annual Report

Growing Inland Empire Office Market Attracting Investors

Evolving demographic trends and a maturing local economy will continue to stimulate leasing and building activity in the Inland Empire during 2007 and in the years ahead. The region's dynamic household growth has resulted in increased demand for employers in population-driven sectors. As a result, many professional employers who formerly competed in surrounding areas, such as Orange County, are finding suitable sites in the Riverside-Metro. Gains in office-using employment have spurred tenant demand and are driving development of up-to-date spaces.

The market. More than half of this year's scheduled new development is the Rancho Cucamonga submarket, where speculative space is expected to increase 270 basis points to a milli­moderate. Despite the positive outlook, an area of concern is the housing market, as residential builders and mortgage firms have been active in hiring and expanding office space in recent years, a trend that could reverse itself if home sales continue to slow.

Office investors from the Bay Area and Southern California coastal markets will continue to bring exchange capital to the Inland Empire, attracted by the region's growing office-using workforce, as well as the region's competitive cap rates. Despite a nearly 50 percent increase in prices last year, investment volume has remained fairly constant. Cap rates dipped to the mid-6 percent range in 2006, although properties that sold in the second half of the year were increasingly trading near to 7 percent. While activity has slowed again in the eastern area, investors have begun to increase leasing activity in theremaining Temecula Valley and Palm Desert submarkets as the population expands.

2007 Market Outlook

- 2007 NOI Rates: Down 1.5 Percent. The Inland Empire remains in the top 10 but improved demand will remain slow for occupancy, causing a drop in five percent.
- Employment Forecast: Employers are expected to increase payrolls by 2.0 percent, with the addition of 22,800 jobs this year, while office-using employment is expected to gain 3.6 percent. In 2006, total employment increased 2.2 percent, while office-using jobs gained 4.4 percent.
- Construction Forecast: Builder's are expected to be very active this year, delivering 2 million square feet of office space to the market after adding 1 million square feet in each of the last two years. While activity has slowed again in the eastern area, investors have begun to increase leasing activity in the remaining Temecula Valley and Palm Desert submarkets as the population expands.

- Vacancy Forecast: 2007 NOI Rates: Down 1.5 Percent. The Inland Empire remains in the top 10 but increased demand will remain slow for occupancy, causing a drop in five percent.
- Rent Forecast: Asking and effective rents are each expected to gain 6 percent. In 2006, asking and effective space rented rose by 8.7 percent and 10 percent, respectively. The delivery of new, more expensive office space is driving rents higher throughout the market.
- Leasehold Improvements: As the office market matures, investors may want to renovate in the future for a deeper cash flow. Where the 4.25- 5.00 to 9.25-12.50 per square foot.
- Construction Forecast: Builder's are expected to be very active this year, delivering 2 million square feet of office space to the market after adding 1 million square feet in each of the last two years. While activity has slowed again in the eastern area, investors have begun to increase leasing activity in the remaining Temecula Valley and Palm Desert submarkets as the population expands.

"With Southern California and AEG's headquarters, we are clearly aware of the demographics and the necessity for a state-of-the-art sports and entertainment arena in Ontario and the Inland Empire," said Timothy J. Leisweke, president and CEO, AEG. "There is no doubt in our minds that Citizens Business Bank Arena will become one of the region's busiest and most popular venues and a 'must play' continued on page 17

The City of Ontario-owned Citizens Business Bank Arena is a state-of-the-art, 11,000-seat sports and entertainment arena being built in Ontario officially broke ground in March. The groundbreaking ceremony was attended by top executives of AEG, the future operators of the venue, Citizens Business Bank Business Bank (naming rights partners of the arena) and the City of Ontario, on a 37-acre parcel located between Haven Avenue and Miliken Avenue, Fourth Street and the I-10 Freeway. The arena will include 9,500 fixed seats with additional "portable" seating risers to accommodate capacities of 11,089 for concerts, 9,736 for ice hockey and 10,832 for basketball. The 225,000 square foot venue will also feature 36 luxury suites located on two levels and a continuous concourse hosting a variety of refreshment stands and merchandise kiosks, a VIP club and other fan amenities.

"The construction of this arena has been years in the planning. The newly named Citizens Business Bank Arena represents a long-term investment strategy for Ontario and will fulfill the entertainment needs of the region's more than 4 million residents and businesses," stated an exuberant Ontario Mayor Paul S. Leon. "Leon discussed the importance of the facility with the Inland Empire Business Journal, as reported here last month." Citizens Business Bank Arena will be the centerpeice of Piemonte at the Ontario Center, an urban, mixed-use project, with Class A offices, specialty retail, a 200-plus room full-service hotel, entertainment and urban living components. Set for a winter 2008 opening, Citizens Business Bank Arena will host basketball, ice hockey and a variety of other sporting competitions, concerts, family shows, special events, conventions, school and community activities as well as private events. The venue will be the biggest and most modern arena within the Inland Empire.

Frankie Barouti
Giant RV

Frankie Barouti is excited that Giant RV is the largest RV dealership in the country! When Frankie and his father, Bob needed help managing a growing company, they got valuable assistance with Citizens On-Line Banking, Bank Card processing and a Construction Loan...the TOP Business Bank in the Nation -- US Banker Magazine. A Great Relationship for 17 years helped Giant RV get even bigger!
Managing... continued from page 16

The bad apple's negative behaviors outweigh his one big sale or his singular skill. Keeping these people on your team, though, may not be as critical as increasing the productivity of the others.

Problem #6: Some managers are afraid to fire bad employees. They believe that getting rid of bad behavior, the time will come when you must let them go. Unfortunately, this is the most unpleasant experience that most managers will put off as long as possible. And many managers would rather have inappropriate behaviors than actual fires. Problem #7: Firing employees, no matter how bad their behavior or poor their performance, is never easy. If bad apples stay on your team, they can cause problems working inside a company likely to also cause problems on their way out the door. Before you know it, you may fear that you fire your bad apple—or even confront or discipline them. You'll be afraid to discriminate or harass or any other reason she thinks will work.

Solution: "Even in a VEO the bottom line is dollars. Make sure you discuss your situation and intended actions with your human resources professional and/or counsel. They will help you plan and conduct the exit meeting with the bad apple. If you haven't had an exit strategy that should be made in the exit meeting: a reminder of previous discussions and warnings that have occurred; you should communicate to the bad apple, a brief explanation why the separation is taking place, and the following days and hours plan for the complete exit strategy. This final meeting shouldn't be a surprise to the bad apple. It should be the implementation of the next step that has been communicated in the time around his in performance. An important point the study makes is that companies can avoid the bad apple disease. Hence, top executives will wholeheartedly agree, and in fact this is a topic key group consistently addresses with our clients. Success story: one of our clients ran their hiring practices. For tales on values and character, just not careers. You can only teach the skills they need, but you can't always teach work ethic or integrity or respect. These are the behaviors that get you fired. And if you travel a lot for work, you have to handle such things as road rage from other drivers, airline regulations, travel tickets, and the usual delays and headaches that come with frequent travel. Even if your job does not require travel, you likely feel expected to put in more than 8 hours a day, and you are likely doing the work that two or more people used to accomplish just a few years ago. Because of your extended time away from home, either on the road or out of the office, you may be pressuring you to spend more time with the family, or he or she resents having to take on the additional responsibility of the home. Add to the fact that people who are stressed typically don't eat as healthy as they should, and you can see how quickly stress can fray your life and body out of balance. In other words, you are just busy bosses or senior executives who feel overwhelmed these days—it's everyone.

One other member of our party had the petite filet and found it to be tender and flavorful. It had been done medium rare, which is under what I normally expect. The fillet itself was impressive. The baked potato that came with it was wonderful. If you've been reading my culinary observations for a while, you know I am picky about baked potatoes.

It is important to note that these dishes are pricey by Inland Empire standards. The cost for the two of us was $86. We are not suggesting that you order as I ordered that was rather expensive. My guest ordered a veggie meal that was quite tasty, but not steamed as you might expect. Most places steam the veggie plate. My guest will probably order that when he returns. Dessert was so rich and so complicated that we only ordered one and shared it. I had to write down the name of it because it was not on the menu.

The following suggestions will help you keep your job and your life in perspective so you peak at your peak in all areas of life.

1. Follow the 20:1:2 Formula

20:1:2 formula: a great way to stay in balance. Basically, it's a formula that outlines the necessary time you need to fulfill your obligations. It's also a formula that will help you keep your stress level low. Here's how it works. Spend 20 minutes each day in reflective time. This is your time to forget about the daily grind and do those things that truly matter. If you must, get creative and find ways to incorporate the formula time into your day. For example, you could drive your kids to school (thus spending 8 minutes talking about their activities), and then head directly to the gym before going to the office. Or, if you're not a morning person, you could work 6 p.m., then keep your family's priority until at least 8 p.m. After the kids are in bed and you have a few minutes to yourself, you could do some additional work from home.

2. Get your spouse's buy in.

When you're making major career and life decisions, you must get your significant other involved early. Just as a business owner prioritizes his or her business owners for new initiatives, so must you when it comes to your work life and family. In this case, your spouse and your children are your stakeholders. So before accepting that demanding job, saying “yes” to work in the office in the morning, or putting in more hours, be upfront with your family so they understand what's going on and how it will affect them.

Together, come up with family systems that will take the burden off your spouse and kids. For example, if you now must travel frequently for work, hire some domestic help to assist your spouse with childcare. Or, use the services of a landscaper to free your spouse or older children from the stresses of yard work. Do what you must so that your family's don't seem to rely on an additional unfair burden just to maintain a career choice. The more your in your life, the more you have from everyone involved. It's up to you to protect your space and your family's needs.

3. Become a master at delegation.

It's important to note that your true role is in your company and what duties you must perform to advance the organization's goals. However, you outline are the essentials that you must do. For everything else you do that's not on your list, consult with your spouse or others. Think of it in business owner's terms: The owner of a small- or medium-size business focuses on the day-to-day operations and has staff to perform the day-to-day operations. If the business owner were to do everything himself, he would go nowhere.

Similarly, realize that all the non-essential tasks you perform are actually hurting your productivity. For example, if you're in a sales role, chances are your main task is to bring in new business, so you must constantly proactively look for new clients and follow up with existing ones. Those are your essential duties. If you spend any amount of time doing anything like filing papers or answering routine phone calls, your business owner terms: The owner of a small- or medium-size business focuses on the day-to-day operations and has staff to perform the day-to-day operations. If the business owner were to do everything himself, he would go nowhere.

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Communicating: Why Don’t They Get It? Communicate Your Message for Total Understanding

By Paul Endress

Have you ever wondered why two people can witness the same automobile accident, yet each person tells the police officer a different rendition of what actually occurred? Or, have you ever wondered why one person reacts to your sales materials favorably while another thinks your promo piece completely missed the mark?

The answer lies in how each person views the world. That is, we all have a unique set of values, beliefs, and past experiences that color how we interpret events. These three factors constitute our “model of the world.” And no matter how similar a group of people may seem to be, their models of the world are likely very different.

For example, you can have two children growing up in an alcoholic family. One child grows up and becomes an alcoholic, while the other child grows up and never touches a drop of alcohol. When you ask each person why he or she drinks or doesn’t drink, you get the same answer: “Because my parents were alcoholics.” Even though these two people grew up in the same household and experienced the same events, their models of the world are completely opposite. World models are like fingerprints—no two are the same.

Unfortunately, most people tend to communicate via their own model of the world, and not that of the person they’re talking to. As a result, the listener never truly understands what the speaker is saying, and everyone is left wondering, “Why don’t they get it?”

Realize that people can finally “get it” when you communicate using their model of the world. Here are some guidelines to help you:

Know your own model.

Everyone has a model of the world...even you. Our model develops over time, with many factors contributing to it. Some of it comes from learned experiences, some from the media, some from friends, some from conscious decision, and some from upbringing, just to name a few. While no one can pinpoint exactly what their model is, they can have a rough idea.

For example, in your marketing materials, are there certain things you always stress, such as low prices, geographic location, years of experience, etc.? If you see a theme in what you’re communicating to people, chances are that’s a part of your model. And if you’ve ever said to yourself, “Why aren’t people buying this product? We have the lowest advertised price,” then you’re likely communicating via your model of what’s important and not what’s important to your customers. Once you identify how your perceptions are shaping your communications, you can begin to change.

Identify the other person’s model.

When you know what model of the world your customers use, you can more effectively communicate your message. To determine someone else’s model, you need to ask two key questions:

1. “What is important to you about ...?”
2. “How do you know if yes?”

For example, suppose you’re selling someone a car. Rather than lead the discussion by talking about the rebates, the price savings, the dealer incentives, etc., simply ask, “What is most important to you about a new car?” Then be quiet and listen. The person may say “price,” or “gas mileage,” or “safety factors.” Whatever the person says, that’s an indication of his or her model.

So let’s suppose the customer said that gas mileage was most important. Your next question to ask is, “How do you know if you’re getting good gas mileage?” Again, be quiet and listen. Now you’re uncovering what rules the person uses to match information received against their model. The person may say, “When I can fill my tank for less than $30.” With the newly learned information, you can now lead the discussion with gas mileage ratings, gas tank size, and the approximate cost of filling up the car’s gas tank as your main selling points. Those are the factors that are important to the customer, so that’s what your communication must focus on.

Communicate according to your customers’ model.

After you do a sampling of all your customers, asking the two key questions just discussed, you can have a good idea of what’s important to your customer base. Now you can phrase your marketing materials to address the specific issues the majority of your customers reveal. So while you’ve always been advertising yourself as the low price leader (and experiencing mediocre results) you may learn that your customers value safety over price. With this knowledge, you can now make safety first and foremost in your marketing materials and use the price factor to sway those people who are “on the fence.”

Even if your company is large, you likely have market segments with appropriate products/services for each segment. Tailor your messages for each segment accordingly, communicating via your customers’...
Larger in every dimension, the all-new 2007 Tundra can truly be considered a full-size truck. With an available 5.7-liter i-Force V8 that makes 381 horsepower and 401 pound-feet of torque, Tundra has the power to get any job done. Designed, planned, engineered and assembled in America, Tundra has a long list of standard features, like the Star Safety System, tailgate assist and many features not available on the competition at any price. But best of all, it's a Toyota. Which means every Tundra comes with Toyota's legendary reputation for quality, dependability and reliability. To learn more, visit your Southern California Toyota dealer today.
The Alpaca King of the Inland Empire

By Joe Lyons

Alpacas, Clausen explained to us, offer you the chance to change your lifestyle and escape the relentless pace of city living. The alpaca business allows you more family and personal time without sacrificing your current earnings, something that is priceless in today’s world. Alpacas can also be a great financial windfall for those who enjoy their current lifestyle. You don’t even own your own ranch, as Clausen does, to take advantage of the wonderful business opportunities you gain with alpacas!

Close-Up

The Alpaca King of the Inland Empire

Bob Clausen, the owner of 2 Palms Alpaca, sat across from the Business Journal people at lunch recently to tell us about his life and passion. His life, as with many Californians, is centered around living and surf rail. But such a lifestyle comes at a cost. Clausen had already made one fortune with a successful metal design business that he sold off. It was time for a new challenge and a new career.

After selling, he looked for a business that would both satisfy monetarily as well as give him the peace he searched for away from the corporate world of lawyers and neckties. He looked into property investment in Central America but decided to stay in the U.S. as his son was 15, and Clausen felt the responsibilities of fatherhood outweighed the joy of adventure. He never thought his life would be directed to alpacas!

After studying these double-furred creatures, which he had found in Costa Rica, he saw the potential for all he was looking for. A way to make money as well as something he knew would bring him joy. With 5.5 acres of land, in view of the Big Bear and San Jacinto Mountains in his backyard, Bob couldn’t be more pleased with his choice of raising alpacas.

"At first I couldn’t believe I was doing this, but after all my investigations, I found I would be foolish not to." He has decided to raise the best of the breed as well, with a variety of Suri and Huacayal alpacas.

"You can’t not own your own ranch, as Clausen does, to take advantage of the wonderful business opportunities you gain with alpacas!"
Top Travel Agencies
Ranked By Sales in the Inland Empire (2006)

<table>
<thead>
<tr>
<th>Company</th>
<th>Name/Address</th>
<th>City/Mail Zip</th>
<th>2006 Sales</th>
<th>I.E. Only</th>
<th>I.F. Staff</th>
<th>Business Mix Corporate</th>
<th>Corporate &amp; Leisure</th>
<th>Systems Used</th>
<th>Specialties</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jones Travel Associates Inc.*</td>
<td>245 E. Bronson St., Riverside</td>
<td>CA 92501</td>
<td>30 million</td>
<td>5%</td>
<td>9%</td>
<td>Apollo Focal Point</td>
<td>TUI(SL)</td>
<td></td>
<td>Top Local DC, T.T.E., Phone, FAX Email Address</td>
</tr>
<tr>
<td>Navigant International Southeast</td>
<td>2980 International Blvd., Ste. 150, Ontario, CA 91764</td>
<td>CA 91768</td>
<td>25 million</td>
<td>22%</td>
<td>10%</td>
<td>Apollo &amp; Sabre</td>
<td>Corporate, Groups, Meeting Incentives, Leisure, Sports</td>
<td></td>
<td>TCI (800) 639-1232, TCI (800) 639-1232</td>
</tr>
<tr>
<td>Anderson Travel/Coach Tours, Inc.</td>
<td>700 East Tahijca Canyon Palm Springs, CA 92262</td>
<td>CA 92262</td>
<td>20 million</td>
<td>30%</td>
<td>5%</td>
<td>Sabre</td>
<td>Cruises, Tours, Leisure Travel</td>
<td></td>
<td>Apollo, Sabre, Group Travel, Corporate, Leisure</td>
</tr>
<tr>
<td>Supervill Adventures - Carboni Travel Tours</td>
<td>14542 Howell St., Moreno Valley, CA 92553</td>
<td>CA 92553</td>
<td>9.3 million</td>
<td>4%</td>
<td>50%</td>
<td>Apollo</td>
<td>Incentive Travel, Cruises, Specials, Leisure, Group Travel</td>
<td></td>
<td>Apollo, Sabre, Group Travel, Corporate, Leisure</td>
</tr>
<tr>
<td>Munro Travel - American Express</td>
<td>5277 Main St., Suite A, Riverside, CA 92501</td>
<td>CA 92501</td>
<td>8 million</td>
<td>8%</td>
<td>40%</td>
<td>Gulliver</td>
<td>Corporate, Incentive Travel, Groups</td>
<td></td>
<td>Apollo, Sabre, Group Travel, Corporate, Leisure</td>
</tr>
<tr>
<td>All-Ways Travel - American Express Tours*</td>
<td>1271 W. 7th St, Upland, CA 91786</td>
<td>CA 91786</td>
<td>8 million</td>
<td>6%</td>
<td>25%</td>
<td>Sabre</td>
<td>Cruise Vacations, Custom Tour Packages</td>
<td></td>
<td>Apollo, Sabre, Group Travel, Corporate, Leisure</td>
</tr>
<tr>
<td>Sandy You Travel, Inc.*</td>
<td>2846 Sunnymead Blvd., Suite B, Moreno Valley, CA 92553</td>
<td>CA 92553</td>
<td>6.5 million</td>
<td>7%</td>
<td>60%</td>
<td>Sabre</td>
<td>Corporate Travel, Inc, Cruises, Tours, Groups, Flexible Independent Travel</td>
<td></td>
<td>Apollo, Sabre, Group Travel, Corporate, Leisure</td>
</tr>
<tr>
<td>Laura's Travel Service, Inc.*</td>
<td>296 E. Citrus Ave, La Verne, CA 91733</td>
<td>CA 91733</td>
<td>6 million</td>
<td>9%</td>
<td>10%</td>
<td>Apollo</td>
<td>Excellent Customer Service, Special Interest Groups, Incentive Travel</td>
<td></td>
<td>Apollo, Sabre, Group Travel, Corporate, Leisure</td>
</tr>
<tr>
<td>Carbon Wagoni Travel/University Travel</td>
<td>24890 East Valley Dr., Loma Linda, CA 92354</td>
<td>CA 92354</td>
<td>3.5 million</td>
<td>8%</td>
<td>10%</td>
<td>Worldspan</td>
<td>Hawaii, Mexican, Tahiti, Europe, Asia, Group Cruises, Family Reunions, Client Alumni, Business Incentives</td>
<td></td>
<td>Apollo, Sabre, Group Travel, Corporate, Leisure</td>
</tr>
<tr>
<td>Care Free Vacations</td>
<td>40791 Old Colton Rd., San Dimas, CA 91773</td>
<td>CA 91773</td>
<td>5.2 million</td>
<td>10%</td>
<td>40%</td>
<td>Apollo</td>
<td>Hawaii, China, Cruises, Tours, Leisure Travel</td>
<td></td>
<td>Apollo, Sabre, Group Travel, Corporate, Leisure</td>
</tr>
<tr>
<td>International Travel &amp; Tours*</td>
<td>2358 San Bernardino Rd., San Dimas, CA 91773</td>
<td>CA 91773</td>
<td>5 million</td>
<td>4%</td>
<td>90%</td>
<td>Sabre</td>
<td>Incentive Travel, Custom Cruises, Groups, Corporate Travel</td>
<td></td>
<td>Apollo, Sabre, Group Travel, Corporate, Leisure</td>
</tr>
<tr>
<td>Carbon Wagoni Travel</td>
<td>3055 S. Archibald Ave., Ste. G, Norwalk, CA 90650</td>
<td>CA 90650</td>
<td>4 million</td>
<td>10%</td>
<td>10%</td>
<td>Apollo Focal Point</td>
<td>Southern Corporate, Cruises, Tours, International Travel</td>
<td></td>
<td>Apollo, Sabre, Group Travel, Corporate, Leisure</td>
</tr>
<tr>
<td>MTS Travel*</td>
<td>480 E. Baseline Rd., Ste. D, Clamarch, CA 90711</td>
<td>CA 90711</td>
<td>4 million</td>
<td>10%</td>
<td>90%</td>
<td>Sabre</td>
<td>Attrax, Asia, Missionary Travel</td>
<td></td>
<td>Apollo, Sabre, Group Travel, Corporate, Leisure</td>
</tr>
<tr>
<td>Carbon Wagoni Travel/Cruise Travel Express*</td>
<td>5212 S. Avalon Ave, Ste. D, Norwalk, CA 90651</td>
<td>CA 90651</td>
<td>3.5 million</td>
<td>5%</td>
<td>20%</td>
<td>Sabre, Micros I.E., Orchard, Outlook</td>
<td>Preferred Specials, Boutique Cruises, Cruises Hawaii, Mexico, Caribbean</td>
<td></td>
<td>Apollo, Sabre, Group Travel, Corporate, Leisure</td>
</tr>
<tr>
<td>VLP Travel*</td>
<td>22940 Rutland Rd., #14, Grand Terrace, CA 91730</td>
<td>CA 91730</td>
<td>3 million</td>
<td>5%</td>
<td>55%</td>
<td>Apollo Focal Point</td>
<td>Small Business, Group, Incentive Travel</td>
<td></td>
<td>Apollo, Sabre, Group Travel, Corporate, Leisure</td>
</tr>
<tr>
<td>Carbon Wagoni Travel/All Air Travel*</td>
<td>1855 Mountain Ave., #115, Upland, CA 91786</td>
<td>CA 91786</td>
<td>3 million</td>
<td>4%</td>
<td>96%</td>
<td>Apollo</td>
<td>Hawaii, Europe, Mexico, Discounted International Air Fares, Discounted Domestic Air Fares, South Pacific</td>
<td></td>
<td>Apollo, Sabre, Group Travel, Corporate, Leisure</td>
</tr>
<tr>
<td>Golden Globe Travel Bureau</td>
<td>20201 Center Court Mall, San Bernardino, CA 92408</td>
<td>CA 92408</td>
<td>1.5 million</td>
<td>3%</td>
<td>50%</td>
<td>Apollo</td>
<td>Hawaii, Europe, Mexico, Discounted International Air Fares, Discounted Domestic Air Fares, South Pacific</td>
<td></td>
<td>Apollo, Sabre, Group Travel, Corporate, Leisure</td>
</tr>
</tbody>
</table>

Communicating...

continued from page 20

model, and you’ll have less confusion and greater results.

Get It? Got It! Good!

Even though your natural tendency may be to focus on what you think is important, if you want to get your message clearly communicated to more people, then you need to focus on what the other person thinks is important. So think about your model of the world and pinpoint what you believe your customers need to keep. Keep all your motivational points geared towards your customers’ model of the world, and they will finally “get it.”

For more information on his speaking and consulting, please contact: www.maximadvantage.com

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April 2007

OTTC GETS NEW PROGRAM DIRECTOR

The Office of Technology Transfer and Commercialization at California State University, San Bernardino has appointed as its new director Tim Gerrity, an award-winning physicist recognized for his work in biological science, technology, and science and technology policy.

Gerrity most recently was president and CEO of Novenest Medical, a firm he founded in Worcester, MA, that specializes in bringing together resources needed to transform emerging technologies into new medical devices.

“We are very happy to have Dr. Gerrity join the OTTC team,” said Jeff Thompson, associate provost for research at Cal State San Bernardino. “Tim has a long list of peer-reviewed medical and scientific journal articles to his credit, including that of a new California Journal of Medical Research, Journal of Applied Physiology, and the IEEE Transactions in Biomedical Engineering. He has extensive experience working with Washington policymakers and administrators, and a genuine passion for bringing exciting new technologies to the marketplace.

He will be able to bring all those skills and contacts to bear as he works to help OTTC broaden its funding base and improve on its already impressive track record in commercializing new technologies.

Gerrity, who earned his doctoral degree in physics from the University of Illinois at Chicago, has led research and development activities in heart-rate variability and neuroendocrine function in patients with chronic pain as executive director of Georgetown’s Chronic Pain and Fatigue Research Center. He had shared responsibility for a $1 billion annual national health research program and directly managed $100 million in research programs while with the U.S. Dept. of Veteran Affairs.

He has also worked for the University of Illinois at Chicago, Dept. of Medicine; the U.S. Environmental Protection Agency and Worcester Polytechnic Institute.

“I am looking forward to this very interesting opportunity with a program that truly has a unique business model in the technology transfer field,” said Gerrity. OTTC has a highly motivated team of people who have created an outstanding record of success in preparing new technologies for both government and commercial markets. I want to see this program expand and help its model be put into broader use going forward. Our country needs this kind of effort to compete effectively in today’s global markets and stay secure in the face of today’s international threats.”

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Serendipity
Serenity
One Milliionth Tree...

continued from page 1

for a catastrophic fire.

The deadline for property owners
to get trees marked for removal
by the County's Hazardous Tree Removal Program is June 30, 2007.

Interested property owners should contact the Program office at
(909) 867-1240.

The fire problem protection officials face is that the forest is overstocked, with 500 to 200
trees per acre, where a healthy forest has 40 to 60 trees per acre. To achieve this goal, low-value
tree live trees need to be removed.

Removing live trees also helps property owners create a defensibility
around their homes, where trees should be about 20 to 30 feet apart,
depending on the ground conditions and objects.

The event also serves as a reminder to property owners that public funds for tree removal and
tree thinning are expected to be irregular through the end of this year,
which means property owners should assume full responsibility for
creating defensible space around their homes and other structures.

Licensed foresters on the county's list of
Best Tree Appraisers will also
help property owners devise a plan
for thinning trees on their property.

One Milliionth Tree...
continued from page 29

Meeting Facilities

continued from page 29

| Facility | City/State/Zip | Room # | Sq. Ft. | Total # | Largest Meeting Capacity | Year Built | Fire Load | Year Last Renewed | Headquarters | Contact | Maximum # of Rooms | Rate with Restricted # of Rooms May Be Waived | Amenities | General Manager/Contact | Owners | Phone/Fax | Email | Address |
| Rolling Hills West Conference Center & Lodge | Rolling Hills Estates, CA 90274 | 20 | 6,500 | 298 | 1997 | 2002 | | | | | | | | | | | | | |
| Rolling Hills Village | Rolling Hills, CA 90274 | 1 | 12,500 | 500 | 2000 | | | | | | | | | | | | | | |
| Mission Valley | San Diego, CA 92122 | 1 | 400 | 150 | 2000 | | | | | | | | | | | | | | |
| San Pio | Rancho Bernardo, CA 92127 | 2 | 1,500 | 750 | 2001 | | | | | | | | | | | | | | |
| Double Tree Golf Clubhouse | Thousand Oaks, CA 91360 | 1 | 6,000 | 200 | 2001 | | | | | | | | | | | | | | |
| Northwood Resort & Conference Center | Thousand Oaks, CA 91360 | 1 | 5,000 | 175 | 2001 | | | | | | | | | | | | | | |
| Pleasant Valley Water & Tennis Park | Thousand Oaks, CA 91360 | 1 | 5,000 | 200 | 2001 | | | | | | | | | | | | | | |
| Holiday Inn Palm Springs-City Center | Palm Springs, CA 92262 | 5 | 3,500 | 150 | 1989 | | | | | | | | | | | | | | |
| Westin Mission Hills Resort & Country Club | Rancho Mirage, CA 92277 | 5 | 6,500 | 300 | 1978 | | | | | | | | | | | | | | |
| Best Western Inn | San Diego, CA 92101 | 7 | 1,000 | 150 | 1993 | | | | | | | | | | | | | | |
| Best Western Heritage Inn | San Diego, CA 92101 | 6 | 1,500 | 125 | 1977 | | | | | | | | | | | | | | |

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Best Tree Appraisers will also
help property owners devise a plan
for thinning trees on their property.

Thull puts it this way: "If you are having a conversation with a customer about the customer's world, you can plan the engagement to develop information in a logical sequence and answer critical questions as they appear in the customer's mind. For instance, you can ensure that customers fully understand what Thull is the magnitude of their problem
before they begin considering solutions. This bridges one of the most common problems in sales and enables us to make sure that our customers are reasonably and emotionally prepared to buy.

If you haven't picked up a book on sales and selling, during the past two years, "Exceptional Selling" is a very good place to begin your reacquaintance with a dynamic process that makes all business possible.

The reengagement of business ultimately rests on accepting and executing the changes taking place in selling.

— Henry Holtzman
In companies around the world, those in the reception role—whether it be an office receptionist, a retail establishment greeter, an airport greeter, or any other front line position—set the stage for how customers view their entire experience with the organization. In fact, in five seconds or less, the reception person’s greeting, attitude, and words will either prompt customers to investigate other options for their needs or will encourage them to stay and do business with your firm.

Unfortunately, when asked about the reception person’s performance, many managers shrug it off, stating such things as “She’s fresh out of school.” Or “He’s just a $7 an hour worker... do what you expect?” But just because someone is inexperienced or low-paid does not mean he or she does not have to greet and treat customers appropriately.

The fact is that the person who initially greets your customers is one of the most important employees on staff. The initial greeter sets the tone for the customer’s entire experience and can very easily be the difference between a company losing customers or gaining lifelong raving fans.

If you want your reception position to be an income generator, keep the following seven guidelines in mind.

1. Always have some sort of reception person.

While you don’t necessarily need to have a designated reception area, you do need to have designated people who are the greeters and who deliver the first impression to all your customers. Too many companies today have client calls go straight to voice-mail, or customers enter the establishment and must find their own way around. All consumer-oriented companies must get back to actually greeting customers and having designated people to do precisely that.

2. Give your reception people an adequate orientation.

Make sure they know the company’s values and goals, and why customers deserve to be treated a certain way. Bring your reception people into the fold early and teach them how important their job really is. If you simply tell them what to do—“scat people,” “answer phones,” or direct people to the appropriate associate—but you don’t tell them what’s behind those actions, you can’t expect to get the results you want out of them.

3. Make sure the reception department’s manager observes his or her staff in action.

Realize that not everyone is going to get it right the first time. That’s why you need to observe what the reception people are doing and offer continuous feedback. If you leave your front line workers on their own to “wing it,” you send the message that what they’re doing doesn’t matter. However, by doing regular observations and keeping in continuous communication with your reception people, you reinforce the message that “your job matters.”

4. Get feedback from others, such as peers, such as peers, vendors, and customers.

The feedback you receive on the reception department’s performance must come from other sources than just the direct manager. If you only get feedback from one source, then that person’s biases and blind spots will distort the big picture. When you seek feedback from outside sources, though, you can see the gaps. So always ask for feedback from others, and make sure your reception people realize that other people will be offering their suggestions for improvement.

5. Invest heavily in training.

In a consumer-oriented environment, the best way to train new hires is by using the buddy system. That is, teaming new hires with a veteran employee who can show the new person “the ropes” of how things are done and why. Too often companies give new employees a verbal overview of the job, a process manual, and a job description, and then they expect the person to thrive without any guided direction.

6. Offer kudos freely and often.

During your training and observations, give your front line workers praise when they’re doing a good job, especially early on. Very often those in the reception roles feel overlooked. The more positive reinforcement you can give, in the form of praise, awards, and encouragement, the more you’ll see your reception people blossom and do things the way you expect.

7. Encourage creativity.

Encourage your people to get creative in developing new ways to make what they do interesting for them and a positive experience for your customers. Help them feel a bigger sense of belonging so their job is more than just a paycheck. Remember, these people usually know the customer better than anyone else, simply because they have the most interaction with customers. So listen to what they have to say.

Shift Your Mindset for Greater Profits

If you believe that hiring people for the reception position is simply a matter of putting a warm body in the role, then guess what... all you’ll get are warm bodies. However, when you believe the reception position is crucial to your company’s success, then the people in that role will believe they’re important as well and will work hard to make sure the customer has a wonderful first impression of your company.

In the end, it all comes down to your front line workers treating customers the way you’d want to be treated—with respect and appreciation. So no matter what industry you’re in, get past the attitude that the reception positions don’t matter. They do matter.

Embrace the fact that your reception people are the most important employees in the entire company. That one simple attitude shift will change how people perceive the job, and will dramatically improve your company’s bottom line.

For more information, please visit: www.MarshallIndquist.com or email her: Marshall@marshallindquist.com.

REAL ESTATE NOTES...continued from pg. 15

- Dan Corcoran of Remax All Cities represented the buyer.
- 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. For more commercial real estate information around California, go to www.rentv.com.
Visit the Russian River region and enjoy a special place and time

By Camille Bounds-Travel Editor

planning a getaway to Monterey or San Francisco would be a bit too far. Why not take the less traveled route and go to Healdsburg, Sonoma County, and the surrounding wine country. About an hour and 15 minutes from the Golden Gate Bridge leads to a “quiet” place where you can go unwound, let go and just simply go with the flow. The villages are inviting and they seem to “date” you not to relate. Healdsburg is a perfect example of a small crossroads area that has that quality.

The Russian River region includes the Russian River Valley, the Sonoma Coast, and the surrounding wine country. About an hour and 15 minutes from the Golden Gate Bridge leads to a “quiet” place where you can go unwound, let go and just simply go with the flow. The villages are inviting and they seem to “date” you not to relate. Healdsburg has that quality.

Named for a Quaker

Healdsburg was named after Harmon Heald, one of eight Quaker children who came over and settled the area in 1849 from Jackson County, Missouri. Their families were in search of gold but, as the fates would have it, Harmon instead, founded what is now known as Healdsburg. This place was once the best kept secret in the area because the traveler that is looking for a place to simply rest and enjoy good wine and good food, has more or less let the cat out of the bag. Healdsburg is attracting the vacationer while still maintaining its relaxed, laid back aura.

Everything within walking distance

One of the most amazing things about Healdsburg is their restaurants. One after another, all excellent, all varied from Italian, Thai, Chinese, and so good that you might need reservations on some occasions. The town is made up of over 35,000 with over 11,000 inhabiting the city limits. Just some of the things, including shopping, boutique shopping, taxis, pubs, wineries and tasting rooms, are within walking distance from the central part of town. It’s a great place for a memorable wedding. For rates, information and reservations call (707) 433-4556 or (800) 833-6749 or visit www.shelford.com. The Shelford House is located at 2965 Russian River CA 95448 just a few miles from Healdsburg. This is a non-smoking property.

A substitute for Prozac

To say this area is idyllic and completely relaxing is an absolute understatement. Here is a place to unwind, forget the pressures, and just let God. Doctors should prescribe this area as a substitute for Prozac. Just a few days visiting this area would have the health care community a bunch with the complete rejuvenation of the body and soul they need. The Russian River region area affords. Go ballooning, take a massage, drink good wine, eat good food, sit by a hot tub, do nothing. It’s not that you can’t do it. You can, but you do, it’s the quiet magic of this place that makes the difference.

A great combination

If you are going to motor or fly into San Francisco, here is a great vacation idea. Combine Monterey, Santa Cruz, San Francisco, and the Russian River region into an unforgettable quest for something different, delightful and relaxing. San Francisco, which allows enough time at each place to be able to enjoy and not rush. If you are on a train ride, you can also get there from Los Angeles by AMTRAK via Santa Rosa. Driving and flying is an alternative.

Camille Bounds-Travel Editor

The Alexander Valley wines have different functions all year long. For example, on September 14, there are 16 bottle schedules with scrumptious foods—a meal that will even have “foodie run” grape juice at their wine bars. This is a perfect time to enjoy the local wines. A picnic lunch over looking the vineyards is available. A grand soak in the hot tub in the evening will round out a truly idyllic day.

For more information on the Russian River region visit www.alexandervalley.org/events.

Alpaca...

continued from page 24

friends. Just a side note: Did you know that cotton takes up about 20 percent of the world’s land, 25 percent of all pesticides and a significant part of the energy required to cultivate these fibers? Alpacas, on the other hand are 100 percent Green! That is to say, weally friendly.)

The statistics are quite impressive to us quoted as we are. The market for alpacas is stronger now than it was at the beginning of our century. In 1946, alpacas have been served for over 4,000 times. Now we know what they are. This represents a wide open market, and a well-run alpaca farm is a quality supplier of alpacas. In fact, he has trouble keeping them in stock. Alpaca gives birth to one baby, or cria, a cria, with a 50:50 ratio of males to females. This time, in the U.S. every female alpaca is considered breedable whether it is a baby or an adult. Every alpaca in the U.S. is registered with Alpaca Registry Inc. (ARI). Every alpaca must be blood typed and DNA tested to match his or her sire and dam in order to be registered. Every alpaca has been imported to cigists from other countries since 1998 where costs control the genetics of the breed. However, there are already almost 100,000 alpacas in the U.S. today, there are many more interested in the future. They are interested in the demands of a commercial mill. If we were to gather up every shred of alpaca fiber in the country, we could fill a commercial mill in one big batch, it would only keep them busy for about two weeks! Claussen’s research showed him that alpacas provide outstanding benefits. Breeders can take write-offs according to their tax bracket for itemized tax. In addition, to alpaca care, feed, computer, home office supplies, labor, and farm improvements. The more immediate reward is seeing that the alpaca can get home, which allows accelerated depreciation, up to $10,000. No one is doing anything like this.

Further, he told us, alpaca cost as much to feed per year as the average family dog. They are generally healthy when cared for properly. Breeding practices that provide concentrated living conditions at national level are necessary to ensure that a female cria will hold the value of her dam, or more. Top-notch males control the highest prices overall. Half the interest ownership in a stud was sold recently for $750,000.

Bloodlines and performance in the show ring play a major role in the value of the alpaca, and they are well known what they are. As a result, the male that will become top stud. Non-breeding males are typically valuable companions to their herd. Every ranch needs some. They go to school and work, and are generally easy to sell, covering the expenses for a normal year. When you look down, the talent points are: they are 100 percent tax deductible, 100 percent insurable against loss and your ongoing income tax reduction spread over a five year period.

As to the alpacas themselves, they are shy, peaceful animals that are not afraid of other large livestock, they generally don’t challenge fences, chew on the corrals, and break water pipes. Because their feet are padded, they are easy on the pasture, also. They are very difficult to be “riled” up. You will often hear soft hums and clicks as the herd communicates with one another. The fact is, in the herd will sound an alarm call to gather the herd and call for help while they prepare to defend themselves against predators.

Alpacas are both a herding animal, are a bit skittish, but respond well to consistent kind treatment. Once they come to know you, they are fun to work with. They can be harnessed easily with time and patience, and generally do not go through obstacles, and do not clip. Each has its own distinct personality, and temperament, and give a (very) pleasant breed of dog. They are not fed much, and do not need any help. Alpacas are very curious and playful.

Claussen’s next question was how would a person raise them if they lived in the city? Claussen’s answer is simple. You can only do it with a pen, or a very small enclosed area. In the existing ranch and still have all the fun and benefits of ownership. You can even get the variability, but the time you add up the cost of feed, daily care, and marketing, it is just about a wash. As long as you can show that you spend at least 400 hours a year working on your business, you are eligible for all the tax write-offs of an active investor. Travel time, time with your alpacas, phone calls, email communications, and attending shows and seminars, and entertaining future alpaca owners make the hours add up fast. The bottom line is that you don’t need land to make a profit and capitalize on your investment.

Have the alpaca managed to give Claire this lifestyle he wanted? The answer is a resounding YES. Currently he has about 50 alpacas at the ranch and they usually require less than 2 hours of care a day. He sometimes spends more time than that, just for the pure joy of it. You will probably not have to spend 400 hours a year spending more time with them.

Claussen is only too happy to share his good news with others. He can be reached at 2 Palms Alpaca, at 951-767-0850 or simply look for the “Bob Claussen” on the Alpaca.com. He’ll be happy to discuss such odd features as finding an alpaca friendly CPA, a good insurance broker, or the U.S. film industry.

Bob Claussen at lunch that day, which you might bring up if you talk to him. How do you get married in these days?
Fleming's Comes to the Inland Empire

By Joe Lyons

Sean Connery won an Oscar for pointing out that you don't bring a knife to a steak fight. For myself, I went to one of the most popular steakhouses in the USA and had the fish. Specifically, New Zealand King Salmon Filet. It was the best I have had in a long time.

Let me explain that I have been to the new Fleming's Prime Steakhouse in Rancho Cucamonga's Victoria Gardens twice already. Media night was my first visit. It was a chance for those of us in local publications and radio stations to meet the management of the facility and learn a bit of its philosophy. They impressed us with appetizers such as seared arctic char and Fleming's artisan cheese selections. That was followed by "wicked" Cajun BBQ shrimp and a salad wedge. This is when I ordered the filet mignon with mushrooms and Fleming's potatoes. Fleming's is known for its mouthwatering sirloin and is served in a private dining room where the corporate heads introduced themselves. Our waitress Belle watched the people get into their cars and drive home at the end of the day. Putting that restaurant in the middle of some of the hottest new housing developments in Southern California (such as Rancho Cucamonga) gives them a clientele that is just down the road.

This has worked so well that, by the middle of March, manager Brent Shinuya told me they have any number of regular customers already. I could even hear people around me comparing the restaurant favorably to some of the older established restaurants in the area. While all of these restaurants take pride in their wine cellars, Fleming's goes all out. They offer four pages of wines in their menu, both by the glass and the bottle—as well as a special wine selection. They feature such wine tasting events as the continued on page 18

Managing...

continued from page 10
planned in place that clearly communicates the objectives and precedizes them so that employees know what they should be doing and that they will lay out the work to be done, all they need to do is switch on the automatic pilot and sales will increase. Employees will stay committed to the plan and carry out the change. Companies that do this will find that they aren't achieving the change objectives they planned for. "Planning, by definition, what you want to happen and you can predict some of the problems and obstacles that might pop up, but once you're in it, you discover what you are actually up against and the plan will have to be adjusted," says Lepsteger. "That's why you must treat your plan as a living document—one that you keep coming back to and revising as you learn and discover unplanned problems and opportunities." Set realistic objectives and milestones.

Regardless of how often you revise and revise your plan, your change won't be successful if you aren't realistic about what can be accomplished in the time available. Don't set employees up for failure by asking them to bite off more than they can chew in the first critical few months. If they feel overwhelmed or pressured for time in getting certain goals accomplished, they will lose enthusiasm for the effort. Thinking big is great, but not when it endangers your change implementation. As your employees reach realistic goals and milestones, they will become more positive about the change and will see its benefits. "As we've mentioned, our research shows that people will get worse before they get better during the first month," says Lepsteger. "Targeting unrealistic goals certainly isn't going to speed up your successes. If anything, it'll frustrate and demoralize employees during those first few critical months, and the time and energy you've spent preparing for the change will have been a waste."

Don't underestimate the resources required.

The overcommitment of existing resources to too many initiatives or the underestimation of what it takes to accomplish the stated change objectives is a primary cause of change initiatives' failing to meet their intended outcomes. Keep in mind that your employees have regular jobs aside from the work they'll do to make the change a success. If you don't provide them with the resources they need to be successful, they either won't be able to commit themselves to making the change successful or they won't be able to do their jobs well. "Eighty-two percent of the people at top performing organizations we surveyed said that the availability of adequate resources is the key element in successfully achieving change objectives," says Lepsteger. "Without the proper resources, your employees will quickly become frustrated."

Maintain enthusiasm and excitement among your employees.

Think about what's going on during the first month of the change. Senior-level managers are pumping up the troops, traveling from office to office promoting the change and making sure everyone is on board. Banners, buttons, and other promotional materials are circulating to ensure that the change is on every employee's mind. After the first month, though, these senior-level managers return to their day-to-day jobs, and employees can lose focus on the task at hand. To keep employee enthusiasm from waning, continuously celebrate your company's successes and communicate the benefits of the change to your employees so that they stay motivated and continue to perform at a high level. Devise a reward system so that your employees benefit when they successfully meet objectives or reach set goals.

"You have to keep the change in front of your employees at all times. You can't do that only during the first month," says Lepsteger. "It's another reason why you can't put your plan on automatic pilot and let your HR department and why leaders need to model behaviors that support the change for the duration of the initiative, not just at the kickoff.

Managing change comes up on almost every list of organizational and leadership success factors. Yet, despite the amount of time and money that has been invested in educating organizations and training leaders in the tools and skills to effectively manage change, the results have been uneven at best. OnPoint's survey provides the first step in showing these companies where the problem is and what they can do to make their changes more successful. "It is possible to avoid the commitment dip," says Lepsteger. "Follow our prescriptions and you will keep your employees highly committed and focused on making change in your organization a success."

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"At Citizens Business Bank we are excited about this partnership. AEG brings a wealth of expertise and experience to the project. It is an honor to be associated with an organization that is known worldwide for its successful venue and event operations," stated Christopher D. Myers, president and chief executive officer. "Ontario is our home base. We have benefited from being a part of the tremendous growth of the area. Our involvement in this partnership is indicative of Citizens Business Bank’s strong commitment to the local community and its future success. We look forward to completion of the arena and the enjoying the events with our many customers and friends," commented Myers.
Life Balance... continued from page 19

Run Your Life's Business Today

Life is about so much more than just work. Realize that if you let your job run your life, then you really don't have a life. And if you don't have a life, then what's the point of work?

So make your life successful by doing what businesses do every day: decide what's important, devote the necessary time to key activities, learn to delegate, and guard your most important asset. The more diligently you follow these guidelines, the happier and less stressed you'll be.

For more information, please contact Phil Wilkins at 888-663-6254 or aphil@philwilkins.com.

One Millionth Tree...

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Property owners may be eligible for reimbursement of up to 75 percent of the cost of implementing a qualified forest care plan under a grant from USDA Forest Service. Call 1-888-833-THIN or complete the form online at http://www.ybfa.com/forestcare.php.

The Mountain Area Safety Taskforce, or MAST, is a coalition of local, state and federal government agencies, private companies and volunteer organizations in San Bernardino County that are concerned with public safety in the mountain areas of their respective jurisdictions including the San Bernardino County Fire Department, U.S. Forest Service, California Department of Forestry and Fire Protection, Natural Resources Conservation Service, Southern California Edison, and Caltrans, that are concerned with public safety in the mountain areas of their respective jurisdictions.

For more information about MAST, you can visit www.cal-mast.org.

The taskforce was formed in 2002 to coordinate fire prevention efforts in response to the large number of trees dying from the combined effects of a prolonged drought and bark beetle infestation.

Dead and dying trees pose an extreme fire danger, and members of MAST began removing these trees under state and federal grants, including a $70 million grant from the USDA's Natural Resources Conservation Service. At the height of the program, Southern California Edison contractors were taking out 750 trees a day, with a one day high of 1,024. More than one million dead, dying or diseased trees has been removed under the program as of March 2007.

MAST members in San Bernardino County launched a two-year public outreach campaign in November 2006 to increase public awareness and to urge property owners in the San Bernardino and San Gabriel mountains to thin their trees and vegetation on their property to help make the forest more fire resistant.

The focus of MAST has expanded to include reducing "green fuel" by thinning live trees in densely wooded areas. Although MAST will continue removing dead trees through the end of 2008, property owners also are being informed of the need to thin the live trees and vegetation on their property to gain an upper hand on the bark beetle infestation and reduce the risk of catastrophic wildfires like the Grand Prix and Old fires in 2003.

Computers/Technology...

continued from page 11

McAfee diagnosed a strong rise in vulnerabilities in Mac OS X. While it is true that none of the bugs for Mac OS X had managed to achieve widespread dissemination, this has typically reflected programming errors by the virus authors and the still-minor market share of the OS. Exploit code for the Mac is easy to find on the Internet, the security vendor claims, which makes it likely that Mac OS X will soon be faced with the same plagues as Windows: bonets, spyware, spam and DDoS attacks. For their part, Mac partisans note that they are still waiting for the first hard proof.

While I have always strongly recommended that you have virus protection in place (such as Norton AntiVirus, Virex, ClamAV or Sophos), there is no need to fall for the scare tactics being used by the virus vendors, especially Symantec.

For all of this, both the Mr. and I will probably still buy new computers later this year.

Maybe.

UCR Grant...

continued from page 1

These 12 Bridge to the Doctorate awards are open to alumni of the Louis Stokes Alliances for Minority Participation (LSAMP) program who accept admission to a mathematics, engineering or science graduate program at UCR for the fall 2007 term. The LSAMP program is part of a University of California-wide initiative called the California Alliance for Minority Participation in Science, Engineering and Mathematics (CAMP) which seeks to increase the number of minorities getting doctorates in technical and science fields.

Each year, all 10 UC campuses compete for the $960,000 in graduate student grants and this year UC Riverside won. This is the first time the program has been awarded to UCR. "We have 12 lucrative fellowships for qualified graduates pursuing a Ph.D. degree in the science, technology and mathematics fields," says Michael Marsella, assistant professor of chemistry who is in charge of the program. "We really want to find qualified applicants who can take advantage of the wonderful opportunity."

Marsella said the program is currently accepting applications from qualified students.

Three UCR students who are participating in the CAMP-UCR program for undergraduate students received special merit awards at this month's 2007 CAMP Statewide Symposium. Serena Cervantes was given an award for her oral presentation in life/biological sciences, Felipe Gotoine and Dorian Perkins received awards for separate presentations in physical sciences/engineering.
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