The California Report

By Jerry Nickelsburg
Economist, UCLA Anderson Forecast

In the last California Report we saw that in spite of the bad news arriving daily, the California economy continued to grow. But, the continuing plunge in housing prices and skyrocketing foreclosures, a slowing of imports though California’s major ports, and continued mortgage finance related troubles for the financial industry are taking their toll. No longer are the traditional engines of growth for California, the services sector, just barely keeping California employment growth in positive numbers. The good news is that the statistical continued on page 5

CAL STATE SAN BERNARDINO RECEIVES MAJOR LAND GIFT FROM INLAND COMMUNITIES CORPORATION

California State University, San Bernardino is the recipient of two significant parcels of land north of campus, university officials announced at the California State University Board of Trustees meeting last month.

Los Angeles-based Inland Communities Corp., which owns and is developing land north of Cal State San Bernardino, has donated 235 acres to the campus for use as a natural preserve, as well as four acres for the university to build future faculty and staff housing.

The land gift will expand the San Bernardino campus to a total of 680 acres.

“We’re delighted to partner with Inland Communities Corp. to bring a valuable land laboratory and research area to the university and to have land set aside that may be used for future faculty and staff housing,” said CSUSB President Albert Karnig.

Inland Communities Corp. will develop University Hills on 169 acres north of the CSUSB with small-lot detached, single- and multi-family housing units. No current campus land is being used for the development. Two small slope easement areas on the east side of campus will be used as a small section of the access road to the development.

“University Hills is a quality project that complements San Bernardino’s dynamic university district,” said San Bernardino Fifth Ward Councilman Chas Kelley. “It will provide needed housing for university faculty, active seniors and business professionals who value the project’s ready access to educational and athletic facilities at our region’s leading public university.”

The four-acre parcel for possible future faculty and staff housing is located north of Badger Hill. It will be graded and ready for construction, with roads and infra-

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Children’s Fund to Donate $96,000 to Local Community Colleges

Four local colleges will receive endowment checks from Children’s Fund to assist individuals who have gone through the foster care system. Students at San Bernardino Valley College, Crafton Hills College, Victor Valley College, and Chaffey College will benefit from the funds. The Bernard Osher Challenge Scholarship will then provide an additional $72,000 in matching funds to three of the colleges. The foundation has in place an initiative that will provide up to $70 million in endowed funds to support scholarship programs dedicated to California’s Community College students.

For over 21 years, Children’s Fund has worked to prevent child abuse in San Bernardino County and to ensure that at-risk children in our county receive adequate food, shelter, clothing, medical care and education; and to provide equal opportunity for social development for these children. For more information on Children’s Fund, please contact Rebecca L. Stafford or Heather Lint at (909) 387-4949.
The Food for Life Baking Company announced that it is unable to buy sufficient quantities of organic grains to meet demand from consumers for its breads, tortillas, pasta and breakfast cereal products. "There is a worldwide organic grain shortage. This limits our access to the high quality, organic whole grains we need to make our bakery products," said Gary Torres, sales and marketing Director. The company bakes its signature flourless Ezekiel 4:9 bread according to a recipe in the Bible that combines sprouted grains, legumes and seeds to create a high-quality protein loaf. Torres explained that the Food for Life Baking Company is the largest producer in the United States of organic flourless breads. All the company’s products are 100 percent natural and most are certified organic. Instead of grinding dry grains into flour to make bread, the Food for Life Baking Company invented a proprietary sprouting process to make bread without flour using sprouted whole organic grains. The company has appeared in such journals as the Accounting Review, and the Journal of Accounting Research. Mc 

Mock Joins A. Gary Anderson Graduate School of Management at UC Riverside

Theodore J. Mock, Ph.D., joins the AGSM faculty as distinguished professor of audit and assurance. Prior to joining the faculty of AGSM he served as professor of accounting at the University of Southern California (USC) and professor of auditing research at Maastricht University in the Netherlands. From 1982 to 2006 he served as Arthur Andersen Alumni Professor at USC. In 1983 he helped found the USC Audit Judgment Symposium (now the International Symposium on Audit Research). Mock’s research interests lie primarily in the areas of audit judgment, assurance services and evidential reasoning. Mock’s training includes degrees in mathematics and finance from Ohio State University and a doctorate from the University of California, Berkeley. He serves on the advisory boards of the Maastricht University Accounting & Auditing Research Center and the USC SEC & Financial Reporting Institute. His work has appeared in such journals as the Accounting Review, and the Journal of Accounting Research. }

Worldwide Organic Grain Shortage Threatens Bread Production at Largest Health Food Bakery in United States Located in Corona

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The California Real estate market has been hit by a wave of foreclosures and property values are falling rapidly. This is a continuation of a trend that has been evident for some time. 

In the past year, the number of foreclosures has increased dramatically, and the number of properties that are valued below their loan balances has also risen. This has led to a significant decline in home prices, as well as a decrease in the value of real estate. 

The decline in the housing market has been particularly pronounced in areas with high concentrations of subprime homeowners, such as Nevada and Arizona. In these areas, the number of foreclosures has increased by more than 50% in some cases, leading to a significant decrease in home prices. 

The decline in the housing market has also had a significant impact on the real estate market. The number of homes that are for sale has increased dramatically, while the number of homes that are being sold has decreased. This has led to a significant decline in housing prices, as well as a decrease in the value of real estate. 

In addition to the decline in the housing market, the real estate market has also been impacted by the decline in the economy. The number of homes that are being built has decreased significantly, while the number of homes that are being renovated has also declined. This has led to a decrease in the value of real estate, as well as a decrease in the number of new homes that are being built. 

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In conclusion, the decline in the housing market has had a significant impact on the real estate market. The decline in the housing market has led to a decrease in the value of real estate, as well as a decrease in the number of new homes that are being built. The decline in the real estate market has also had a significant impact on the economy, as well as on the lives of homeowners and real estate professionals. 

However, there are some positive signs on the horizon. The decline in the housing market has led to a decrease in the cost of housing, which has made it more affordable for many people. In addition, the decline in the real estate market has led to a decrease in the cost of real estate, which has made it more affordable for many people. 

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Water by railroad... lease to use the Arizona & California Railroad Company's (ARZC) railroad right-of-way for a water delivery pipeline. This pipeline will connect Cadiz's 35,000 acre-foot property in the east ern San Bernardino County with the Colorado River Aqueduct as part of the Cadiz Valley Dry-Year Supply Project. This project could deliver 150,000 acre-feet of new water during years of drought, emergencies, or to put it into context, that's around 49 billion gallons of water in a dry year—enough water to serve more than 1.2 million Southern California residents. The aquifer system that underlies the project area has the ability to provide both a new supply of indigenous groundwater and store approximately 1 million acre-feet of Colorado River water that could be imported from the Colorado River Aqueduct (CRA) in "wet" years. This stored water and indigenous groundwater could be delivered to the CRA in "dry" year for distribution to participating water providers throughout Southern California. The aquifer system is naturally replenished over a period of years that occurs within a regional watershed of 1,300 square miles. The project was actually first proposed in 1997 in partnership with Metropolitan Water District of Southern California which would have crossed federal lands and a right-of-way was offered by the U.S. Department of the Interior (DOI) for this pipeline alignment in 2002. Indeed the DOI stated that, "by providing storage of surplus Colorado River water, and the export of indigenous groundwater under specified conditions, the Cadiz Project will help ensure needed dry-year water supply reliability and will assist California in efficiently managing its water supplies. Future water supply needs in Metropolitan's Southern California service area, without implementation of the Cadiz Project, would likely need to exceed demands by the year 2020. The public benefits of the Cadiz Project are compelling reasons for the Department of the Interior to cooperate to the greatest extent possible in assisting California in meeting its water supply goals."

Unfortunately, in 2002, MWD refused to accept the right-of-way offered by the Cadiz Project. But Southern California’s need for new water supplies (and storage) has only increased since 2002—in fact, the need has never been greater. That is why the agreement with ARZC is so exciting. By utilizing the railroad right-of-way, we can finally offer our solution to water suppliers throughout Southern California and do it in a better way than we could ever hoped with the original route across federal lands. Projects such as these are always complex and often bring debate, and the project has seen its share of controversy. But at the end of the day, the only thing of importance is the facts. For 10 years, the project team has engaged environmental and technical studies to confirm that it is a source of water supply that Southern California can count on. This decade of analysis has confirmed that the pipeline has the ability to deliver needed supplies to Southern California (and store "wet" year supplies), that the groundwater quality is well suited for delivery to Southern California, and that the environment in and around the project area can be protected. We also expect that San Bernardino County will oversee a string of environmental Management Plans to monitor and guarantee the protection of the environment in and surrounding the project area and to ensure the reliability of the water supply. These objectives are of the utmost importance to us.

Prior to joining UC Riverside, Timothy White served as the University of Idaho’s 16th president as of August 2004. Through his leadership, the University of Idaho established a vision and strategic direction to further the university’s role as the state’s land-grant and flagship research university. Partial of the strategic direction put in place during White’s leadership entailed reinvesting resources in support of five key academic priorities: science and technology, liberal arts and sciences, entrepreneurship, the environment and sustainable design and lifestyle. Prior to joining the University of Idaho, White served Oregon State University as provost and executive vice president, with an interim appointment as president. He previously held positions as professor and chair of the Department of Human Biodynamics at the University of California, Berkeley, and as professor and the Department of Movement Science and research scientist in the Institute of Gerontology at the University of Michigan.

Unemployment Tops 9 Percent in Riverside-San Bernardino Counties

In a continuing sign of a struggling economy, California’s Employment Development Department announced today that unemployment in California had jumped to 7.7 percent in August, up from 7.5 percent in July.

The economic picture is much worse in San Bernardino and Riverside Counties where unemployment for the two-county area increased to 9.1 percent in August.

In the last two months alone the State of California has lost nearly 23,000 jobs.

As this Legislature continues to look for ways to generate revenue, some experts long said that the State must do is to do that is through job creation. It’s clear from the economic numbers that we haven’t done a very good job of doing all we can to eliminate the obstacles to job retention and growth.

Remember, the best social program is a good paying job. For more than a year I’ve urged the governor and Legislature to remove some of the economic barriers that have only slowed this economic recovery. Unfortunately, too many in Sacramento believe the answer to the state’s economic woes is to raise taxes. But in an economy so weak, any tax increase that would risk jobs is not the answer and that’s why I fought so hard against raising taxes on any hard working California resident.

Instead, this Legislature should begin work today (not tomorrow) to lift the burdens we have imposed on businesses—burdens that are costing this state so much.

Holiday Planning Ideas at the Bowling and Entertainment Center

Strike up the fun at 300 Anaheim, the newly opened upscale bowling and entertainment center located in the heart of Orange County. Anaheim GardenWalk, Reward everyone’s hard-work with a strikingly different bowling experience that offers a unique space that spans 47,000 square feet, features 41 state-of-the-art lanes, two full-service restaurants, a state-of-the-art fitness center, and night life in a stylish, contemporary atmosphere.

300 Anaheim is worlds apart from your run of the mill bowling alley with the kind of décor and amenities you expect from an upscale club. 300 bowlers are treated to the highest level of service as soon as they step then the doors. Customers are greeted at the concierge desk where they are assigned a lane and escorted to their designated room where they will meet their ten-pin fun with a game of ten-pin for a full and given shoes. With equipment in hand, guests are escorted to their lane where their names are entered into the scoring system by a lane captain, who remains on the team throughout the evening. Each lane experience to provide lane-side food and beverage service and answer any questions that may arise at a holiday party or a team building session with colleagues, the attention to service is second to none. Anaheim is the perfect destination for your next group event, large or small. Their on-site meeting planners assist you in planning your 2009 advertising budget, consider

The latest surveys indicate that the largest spas in Palm Springs are specialist in cross-cultural and global treatments with 18 treatment rooms, an expansive water pool, a state-of-the-art fitness center, and full service hair and nail salon.

The Riviera promises a genuine Southern California experience with their signature high-end steak house, Ciao 359, under the guidance of Chef Vint Garzon. In addition, the swanky Starlight Lounge or The Side Bar is perfect for a cocktail.

To further information please visit www.palmsprings.com or call (760) 327-8311.

Nancy Hite
Publicity can come from anywhere, and in many different forms. It can be as simple as writing a letter published in the editorial column of your local paper, or as dynamic as having a front-page article with your name splashed across the headlines. Building a successful publicity campaign is harder than you may think. It takes huge effort on your part to get your business noticed by the media.

So, why bother? Is publicity really that important? Yes...a thousand times, yes! The effectiveness of your publicity campaign will ultimately determine the success of your business. Publicity increases your sales without the outrageous cost of advertising. It adds credibility to your message and develops trust with your field. Essentially, publicity makes you stand out, above all the other businesses, to the buying public.

Now, you don’t have to be a public relations expert to maximize the results of your publicity campaign. Use the following trade secrets to increase your visibility and sell more of your product or service.

1. Get to Know Your Audience

According to a survey conducted by Jericho Communications, the typical Fortune 1000 CEO is more likely to have watched “The Simpsons” than to have watched all three presidential debates. So, what does this mean for your publicity? Simple, it means that you can’t make assumptions about your audience.

Understanding your audience and what appeals to them is important if you want to get their attention. Keep in mind that you have a variety of different tastes that go beyond your work, and so do everyone else’s. Be sure to find out what magazines your audience reads and what shows they watch, then you read and watch the same things.

2. Create News

If you believe yourself with popular publications within your audience, you should gain some understanding that some topics are important to them and what interests them. Understand what they find newsworthy and develop your publicity around these topics. Tie your topic to your product or service, and your contact information. Also include sample questions about your topic that the writer or host can use during the interview. Put all this information together in a professional folder, and present it to media professionals before interviews.

3. Send Press Releases

Press releases are the easiest and quickest ways to advertise to a large audience, and they inform the media that you have something new to offer. Press releases are also a good method for getting your product or service reviewed in publications. Watch the breaking news, and if something ties to your business, send a press release to the newspapers, radio and television shows, and magazines offering your story as an interview to talk about the situation.

Give your press releases a professional look by using a letterhead. Keep them short (two pages maximum), and double space if possible. Direct it to a specific reporter or editor to make sure it doesn’t get lost in the stacks, and always use a salutation and a closing that don’t interest you, and all you can think about is getting rid of them when you talk to the media.

4. Develop a Winning Media Kit

As you approach the different media outlets, you’ll need to send them a media kit. Think of your media kit as your business card. It tells the media professionals about you and your business. A media kit should include your short bio, a summary of your product or service, and your contact information. Also include sample questions about your topic that the writer can use during the interview. Make sure to include this information together in a professional folder, and present it to media professionals before interviews.

5. Solve Your Contact’s Problems

When it comes to stories, each reporter and producer has a unique personality and unique needs. If you can figure out what they want, you make their job much easier. And when you make a professional’s job easier, they will come back to you for more, and you will earn their media respect.

6. Give a Great Interview

Do you know what it’s like to talk to a boring person? They drone on for hours, and you never find out what magazines your audience reads and what shows they watch, then you read and watch the same things.

because if you’re boring, they won’t want to talk with you ever again. But if you have enough energy, and keep your responses on the topic, you’ll keep the media professional’s attention.

Before the interview, take time to prepare three to five main points you want to cover. Then when the conversation starts to stray, you can revert back to these points with ease. Also, don’t be pushy about what they want. They may or may not have room in their story to mention your product or service. If you ask nicely, you’ll have a better chance of getting it mentioned.

7. Follow up

Once you’ve established contact with media professionals, maintain the relationships and follow up for more exposure. Avoid nagging with “did you decide yet?” calls, as do media professionals get tired of these. When you make a professional’s job easier, they will come back to you for more, and you will earn their media respect.

8. Establish Working Relationships with Media Professionals

Use the Public Relations Secrets to Success A successful publicity campaign is hard work, but it doesn’t have to be excruciating. When you understand your readers’ interests, and then target the publications and newspapers that are interested in the needs of their audience, you position yourself for maximum exposure. By using a professional approach and media kit, the media will take notice. Develop strong working relationships.

The event targets business owners in the faith-based community in the Tri-County region of San Bernardino, Riverside and Orange Counties, identified by the U.S. Census Bureau as the fastest growing metropolises in the country. Faith-Based leaders from more than 1,500 faith-based organizations, representing over half a million parishioners, have been invited. Banks and financial leaders have also been invited from throughout the country.

The purpose of the Summit is to tangibly and practically promote the President’s Faith-Based Initiative by inviting faith-based leaders and their “business owner” and “entrepreneur” congregants to a conference that will be educational, motivational and practical for sustaining, growing and expanding a business. The Summit will include workshops for non-profit organizations. We are inviting representatives from the President’s Faith-Based initiative office, as well as several service providers for non-profits to be a part of the Summit.

The Summit is a great marketing opportunity to reach hundreds of influential community leaders and business owners who serve in the fastest growing metropolitan areas in the country. We would like to take this opportunity to invite you and your company to be a part of this exciting event.

You may easily reserve one of our limited sponsorship opportunities by calling Hilda Kennedy at (909) 915-1706.

Thank you in advance for your support of the Inaugural Faith Based Small Business Summit — CONNECTING FAITH & BUSINESS — PRESERVING BUSINESS ETHICS IN DIFFICULT ECONOMIC TIMES. Please note, if you have any questions, you may contact the AmPac CDC office at (909) 915-1706 or fax (909) 387-0810.

Creating an Open Climate for Communication
By Daisy Saunders

Manny is the owner and general manager of a small, family-owned car dealership. There are 10 employees, including Manny, an office assistant, manager or who also serves as the service manager. On numerous occasions, Manny could tell that they operate like a close-knit family. He is proud of the way they all work together to serve the customer. However, for the past two years, sales have been decreasing and Manny is determined to change this trend. At the weekly team meetings, he's made an effort to get ideas on how to further serve and expand the community. In this climate, no surprise, no one offers any suggestions.

Manny asked and at a loss as to why he is unable to get ideas from his team, Manny hired a consultant to facilitate a creative brainstorming session. All members of the staff were open to having such a session. At the beginning of the meeting, Manny informed the facilitator that he had to leave for a three-day conference. He got upset. Manny asked if he could return as soon as the call was over.

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1. Employers are valued.
Employers are a reservoir of information. They want to be valued, to feel that they are making significant contributions in their workplaces. The way you do that is by using it to invite normal give and take dialogue with employees. When dealing with conflict, be open-minded and listen. Take into account the employees’ feelings about the situation and find areas within their position in which you can both agree. If at all possible, find a win/win. If you don’t conflict, you don’t have innovation and creativity.

4. Creative dissent is welcome.
Surveys have consistently shown that most employees are afraid to question or disagree with their supervisors. However, in an organization where the leaders are committed to fostering an open communication climate, dissent is not only welcomed but rewarded. Employees are encouraged to think, question, and form independent judgments and take responsibility for changing the way business is done. One way to encourage employees to think is initiating an employee suggestion program. This allows the employees to come up with ideas on how to improve the company and they are in turn rewarded for that. Being able to express unique ideas allows the employee to feel as if they contributed to the company in a positive way.

5. Employee input is solicited.
While some serious world-class quality effort, a key requirement is that all employees, including those directly involved in the culture, language, sexual orientation, age, etc. at all levels, are informed about their fullest abilities. Employee input is a key to an organization’s success. Do not limit open communication to only staff meetings. Create a questionnaire or provide a suggestion box. Employees can express concerns in a guar- anteed confidential manner and then discuss the recommendations during a meeting. This method will help to provide information regarding employee perspectives. You may or may not be aware of it but will also establish a sense of involvement, improves working relations, and security for the employee.

6. Employees are well-informed through formal channels.
While the grapevine can be a credible source for communication avoidance and misunderstandings, it is best to use formal vehicles (meetings, memos, e-mail, etc.) to keep employees informed about what is happening within the organization. If these tools are not put into effect, then you are putting your company at risk due to the lack of knowledge, interaction, support and formal communication.

7. Feedback (positive and negative) is the tool for improved performance. After all, performance appraisals aren’t enough. People need to know regularly how they are doing. When giving feedback, be specific, descriptive, and focus on the person’s behavior, not the person. An example of specific, continued on page 31
The California R… much different from zero, but the addition of a quarter of a million new entrants to California’s labor force caused the unemployment rate to soar to 6.7%. This was a continuation of the trend with 90,000 jobs lost in just this one month and the unemployment rate going up to 7.3%. This is the rate of unemployment we are seeing in California, a recession in which it is being driven more by slow growth than by contraction. This fact is the key difference which leads us to believe that even though the unemployment rate is rising, the economic growth in the U.S. economy for the balance of 2008 and the first part of 2009 will not help matters, the employment picture, if not the unemployment rate.

To understand how we come to this conclusion in the face of the ugly unemployment numbers, let’s take a look at the breakup of job creation by sector. Construction and finance job reductions have been leading the charge downward for the past year. After a dismal two quarters at the end of 07 and the beginning of ’08, the hemorrhaging, while continuing, shows signs of abating. Absent the job losses in finance are quite a bit less than earlier in the year, 5,000 for July (-15,000 quarterly rate) compared to 25,000 to -30,000 Finance, which is not normally at the heart of the employment of hands, has a low monthly rate of 5,000, but barring any additional large bank failures should continue its quarterly trend as the industry adjusts to today’s transition requirements. This is the biggest risk to the economy over the term forecast.

Moreover, there is some anecdotal information that the revised numbers show that the level of business activity going to show a greater drop in finance employment than is reported now. Retail continues to be a source of job loss, and surprisingly, in the services sector so far we have not seen any signs of a slowdown in the employment of human services continue to grow, but at diminished rates, and information employment distorted by the threat of another strike in mid-August. Manufacturing and construction are down in the two most important sectors.

The last four months (April-July) show a similar pattern. Education is the only sector showing a acceleration of job creation.

Breaking down the retail numbers by type of establishment for the last four months compared to a year earlier, we find that housing and furniture are quite a bit less than earlier in the year.

The other sector we want to look more closely at it profession al and business services. The quarterly seasonally adjusted numbers show this sector to be soft with job loss in the last four months. Measured against a year earlier, there is in fact a job gain of 21,000 jobs, but this occurred earlier in the year. The soft sectors for the last four months are retail and food services and bookkeepers after tax day, are employment and business services (temporary workers), travel agents, management of companies, and legal services.

We can break these down into two types of reductions in employment; structural and macroeconomic demand shifts. Travel agents and bookkeepers who are losing their jobs will not be rehired for the same type of job, even if the employer wants to hire them. These individuals are losing their jobs because the business that they do not receive will not be replaced. It is likely, however, that the large drops in employment that we are seeing are primarily due to these structural changes.

Few sports spectacles were as anticipated as the 2008 Summer Olympics in Beijing! Millions tuned in around the world to watch the athletes who had tried previous Olympic records to become the most decorated Olympians of all time.

When Phelps was asked by Meredith Vieira on the Today Show "if there was one thing that she is proud of, what would that be?" Bowman did most for him, Phelps replied Bowman encour aged him to "use your imagination, to shoot for the stars and to see what you can do," Phelps said. Bowman also pushed him to the point of exhaustion, and when Bowman thought that was all Phelps could take, Bowman would push him even more.

As athletes who are passionate about their sports dream of competing in the Olympics, and winning the Super Bowl, World Series or Stanley Cup of their sport. As the odds suggest, few ever get that opportunity; however, those who do commit themselves to a disciplined life of preparation, the results stand that raw talent is not the determining factor.

There are thousands of talented athletes who do not have the drive and discipline you thick. It takes a long time to get right back on, your focus, your accounts, and make a decision to become the best in your given field. Just as there are no guarantees for Olympic victory, there are no guarantees for successful job hunting in the streets of sales. However, there are action steps that if taken, will help you improve your odds for success:

1. Focus on fundamentals and execution. There’s an old saying in sports, if you watch the scoreboard, the ball’s going to hit you in the face. U.S. based sales teams were keenly aware of the obstacles, but didn’t let them stop them.

2. Recovery is part of the process. Rodeo riders know that there will be times that you will get thrown off the horse. But they also know that if you don’t get back on, you will lose. The sooner you get back on, the sooner you will get back in the game.

All would agree, the Olympic experience continues… but were they inspiring? Did they inspire you, or motivate a change of behavior that will produce a change of results? What the world witnessed was the end result of many days, weeks, months, and years of disciplined hard work and training. Do you have what it takes? You never know until you “go for the gold.”

Michael Gold can be reached at (818) 365-1122 or michael.gold@goldsourceco.com.

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2008 ANNUAL OFFICE FORECAST Marcus & Millichap

Turnbull in Inland Empire’s local housing market will curtail economic growth in 2008, but the region’s strong demand drivers continue to support a favorable outlook. Office developers are responding to the changing climate, as construction is projected to slow from last year’s pace; however, completions will remain more than 20 percent above the metro’s five-year annual average. This development activity has weakened some local submarkets, such as Rancho Cucamonga/Ontario, whose position at the forefront of office construction in recent years has had the area particularly vulnerable to the current economic downturn. On the demand side, robust population growth over the past decade has generated the need for population-serving jobs. As a result, the region’s workforce has gradually transitioned into a more white-collar employment-based office demand.

ECONOMY

- Year over year, employers in the Inland Empire have eliminated 16,000 jobs metro-wide, a decrease of 1.8 percent. Losses were most pronounced in first quarter of 2008, when 12,500 positions were cut.
- The metro’s housing downturn continues to result in net job losses. Over the past 12 months, office-using employment across the market has contracted by 2.6 percent, or 5,400 workers. The financial services industry accounts for the bulk of the reductions, shedding nearly 3,000 positions during that time.
- Stirling Capital Investments recently completed Global Access Business Centre, an industrial complex located within the Southern California Logistics Center in Victorville. The project is expected to generate 200 jobs.
- Outlook: Employers are forecast to reduce staffing levels by 2.4 percent this year, eliminating 30,000 workers.

CONSTRUCTION

- Builders have built roughly 2 million square feet of space online during the past year, compared with just 634,000 square feet in the preceding 12-month period.
- More than 1.3 million square feet is under way in the metro area, and nearly 3.6 million square feet is in the various stages of planning. Deliveries will be concentrated in the Corona/ Riverside/ Moreno Valley submarket, where healthy demand has kept operating conditions relatively tight. Nearly 40 percent of new space projected for arrival this year will be located in the area.
- The final office phase of the 1 million-square-foot Turner Riverwalk came online in the second quarter, adding 270,000 square feet of Class A office space to the Corona/ Riverside/ Moreno Valley submarket. The mixed-use project will be one of the largest master-planned office campuses in the Inland Empire.

VACANCY

- Elevated construction activity and diminished tenant demand during the past 12 months have pushed vacancy 410 basis points higher to 15.7 percent. Since year-end 2007, vacancy has climbed 220 basis points.

continued on page 32

The California R...
New Technology and Medical Breakthroughs at Pomona Valley Hospital Medical Center

Pallium** or Capsule Endoscopy, as it is also known, is a non-invasive procedure used to diagnose and treat patients suffering from gastrointestinal disorders of the small intestine such as Crohn’s disease, celiac disease, or gastric bleeding, inflammatory bowel disease and small bowel tumors. With a miniature camera on one end, the PillCamTM video capsule is swallowed and glides down the GI track taking approximately 50 images of the small bowel. The images are transmitted to and then viewed on a recorder belt worn by the patient for eight hours. The physician views the images at a later time to make a diagnosis.

The Aquilion 64-channel Computed Tomography (CT) System, introduced by Toshiba America Medical Systems, Inc., was a first in the region and for PVHMC. Previously patients undergoing a traditional one or four channel CT would lie still for up to 30 minutes. These same CT exams could now be done in less than 30 seconds with the new 64-channel (or four dimensional) CT scan, while producing images more clearly than ever before. These images can then be manipulated in a variety of modes, including using a Vitrea 2 workstation, allowing the physician to choose the style, angle and color of the images in order to create optimal viewing to analyze vessels, bones, tumors or anomalies. The software offers images in two, three or four dimensional views. Because of the speed of its scans, the new 64-slice scanner has enormous implications in the treatment of emergency, pediatric and elderly patients.

The PillCamTM or Capsule Endoscopy with Computer-Aided Detection (CAD) is technology on the cutting edge of breast cancer screening. The New England Journal of Medicine has highlighted the accuracy of Digital Mammaryography, stating that it is more accurate than film in detecting breast cancer in women under age 50, those with dense breasts, and in pre-and peri-menopausal women. Although patients will initially notice little difference between digital and traditional film mammograms, which the digital system no longer must wait for their films, as the digital images are available right away for reading by a radiologist.

The Trilogy System from Varian Medical Systems was recently installed at The Roberts and Beverly Lewis Family Cancer Care Center at PVHMC. The new image-guided radiation therapy (IGRT) system for treatment of cancer is the most powerful, precise and versatile treatment solution ever provided to doctors. In addition to delivering conventional forms of radiation therapy, the Trilogy system can be used for stereotactic approaches (non-invasive radiation treatment with precision of surgery, used for certain brain conditions) for treating very small lesions quickly and with nearly undetectable precision. It can also compensate for any movements a patient might make during treatment, maintaining the target in normal respiratory motion. The Trilogy linear accelerator was designed to deliver high doses in concentrated beams, rapidly and with great precision. That translates into faster treatments, significantly reducing treatment time, and the potential for better outcomes.

The Siemens Biology 40-channel PET/CT is an imaging system that is designed to be easy to use. PET/CT is used to generate metabolic activity from the PET scan that is fused or superimposed with the anatomy from a CT scan all in one simultaneous procedure. The advantage of performing a PET/CT rather than just a PET scan is that with a CT scan a matter of scan time for the patient. A PET/CT scan is generally performed in about 20 minutes whereas a standard PET scan can take approximately an hour. Furthermore, a simultaneous PET/CT provides a greater level of certainty and confidence that the metabolic activity generated by the PET image is perfectly fused or superimposed with the activity provided by the CT scan. The combined detail of the PET/CT scan is very helpful in selecting specific areas for additional medical imaging rather than just a PET scan.

For more information on the newest technologies at PVHMC, call the Hospital’s Marketing and Public Relations Department at (909) 885-9129.

Pomona Valley Hospital Medical Center is one of only 277 hospitals in the country to be named a recipient of the HealthGrades 2006 Distinguished Hospital Award for Clinical Excellence, and is one of the top 5% in the nation for clinical excellence. PVHMC has also been designated as a benchmark Hospital by Solucient for earning the 100 Top Hospital designation for the last 12-year history. PVHMC is one of only two California hospitals given this Benchmark Hospitals recognition. No California hospital has earned the 100 Top Hospital designation more than four times.

Worldwide O... continued from pg. 3

not to produce our multigrain spouted breads, so we are forced to modify some of our bread recipes and add a small amount of gluten fiber to substitute for the missing protein. Gluten is the “glue” that binds dough and is found in wheat.” According to Greg Thayer, a business broker based in Montana, “organic wheat prices have doubled since 2006, but the demand for organic wheat has increased to such a degree that it cannot be supplied by local farmers.”

As farmland grows less productive, more farmland is needed in more countries around the globe, crop failures due to environmental changes—including drought and global warming—economically factors worsen, and the wheat foods spreads from Asia to the Middle East and possibly reaches Asia.”

October 2008
The Fourth Quarter Fix for Frantic Sales Managers: Three Strategies for Helping You Turn Around a Losing Game (and Save Your Own Hides)

by George Ludwig

- **Give salespeople your best "I have a dream" speech.** Pull everyone together (in person is best, but use the phone if you must), and from the heart about your belief that the game can still be won. This is where you frame the message for the people that you can lead them to victory. Your speech must highlight all the specific company and marketplace beliefs that are necessary for success. This speech doesn't have to be more than ten minutes long, but it must speak to the emotions and values you're trying to build in a way that fosters commitment.

- **Reinforce the message with some one-on-one coaching.** Sales managers must encourage individual salespeople to kick some serious booty, but to also make sure the sales management team (C-Level too) should be traveling and coaching salespeople right up until year-end. They should be there not only to encourage salespeople, but to also make sure that the company's specific sales "best practices" are being executed with the customer at every step of the way.

- **Fire them up—but don't fire them.** If you have a salesperson (or people) whose performance is dismal, don't get rid of him or her (or them) just yet. Plan to take the issue up in the first quarter of 2009 and don't discuss it at all during the second quarter. In the meantime, you must keep the positive energy at a peak level and have your salespeople feel positively committed as possible in order to stack the deck in your favor so the company can sell, sell, sell in the third quarter.

Q4 Quick Save Strategy #2: Be a Time Management Guru

- **Sort out your selling funnels and create a short list.** Ludwig says the sales management team, with the involvement of their salespeople, must evaluate each individual's sales funnel at the beginning of Q4 to determine which opportunities he or she should pursue. Come up with a short list by looking at factors like:
  1. What's the size and profitability of the sale?
  2. What's a realistic evaluation of where the potential sale is in the sales process and the probability of closing it by year-end?

- **What resources and actions are necessary to close the sale by year-end?**
  4. Are there any specific adverse customer behaviors as a result of economic conditions that may preclude them from being a hot-targeted prospect?

Q4 Quick Save Strategy #3: Coach "Em Relentlessly"

- **Stick to your salespeople like glue.** Now is not the time to let salespeople fly free, insists Ludwig. Instead, the entire sales management team (C-Level too) should be co-traveling and coaching salespeople right up until year-end. They should be there not only to encourage salespeople, but to also make sure that the company's specific sales "best practices" are being executed with the customer at every step of the way.

- **Coach and teach salespeople to improve key skill sets and you'll help make sure every sales call ends with as positive an outcome as possible,** he says. "Sometimes this involves a diplomatic intervention to help advance a sale that would otherwise be stalled or stopped."

- **Help them cut relational prospects loose.** If you think a salesperson is courting someone who probably isn't going to sign on the dotted line this year, it's up to you to help them lose or their current customers who are in the best position to purchase by year-end. It also costs less and is considerably faster to sell to existing customers than it is to pursue new ones.

- **Guarantees the skills with quick communiques.** One way to save precious time in Q4 is to reach out to your customer and prospect database, especially your identified targets, using a variety of time-saving communication tactics. Email, fax, mail, and telephone will all complement your direct mail and e-mail blasts and your phone calls, which is extremely helpful when trying to close business as quickly as possible.

Today, millions of children in developing countries are suffering with cleft lip and palate. Condemned to a lifetime of malformation, shame and isolation. The good news is that virtually all of these children can be helped. This is the mission of The Smile Train. We empower local surgeons to provide this life-changing four-cent surgery which takes as little as 45 minutes and costs as little as $250. It gives desperate children not just a nice smile—but a new life.

100% of your donation goes toward programs -- 0% goes toward overhead.

**YES, I want to give a child a second chance at life.**

- **$250** Provides cleft surgery for one child.
- **$1,000** Covers half the cost of one surgery.
- **$2,000** Covers the full cost of one surgery.

We are grateful for any amount.

Make check out to "The Smile Train."

**The Smile Train**

817-377-KID-SMILE

www.smiletrain.org

—continued on page 39—
The Ontario Reign expands executive offices

The Ontario Reign, an affiliate of the ECHL, has announced that Game Operations Manager Lisa Borges has been promoted to Assistant Sarah Wood has joined the Reign front office. Borges joins the Reign as game night manager, a role she previously held at an ACHL franchise. She will be responsible for operations and management of the Reign's game night activities.

The Reign are looking to hire more than 125 event staff to support their upcoming season. Interested applicants are encouraged to apply now.

Ontario Reign expands executive offices

The Ontario Reign, an affiliate of the ECHL, has appointed Lisa Borges as its new assistant game night manager. Borges was previously the game operations manager for an ACHL franchise. She will ensure that the Reign's game nights are entertaining and organized.

The Reign has announced that they are looking to hire event staff to support their upcoming season. Interested candidates are encouraged to apply now.

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Interconnect/Telecommunications Firms Serving the Inland Empire

<table>
<thead>
<tr>
<th>Company Name</th>
<th>Address</th>
<th>City, State, Zip</th>
<th>Employees</th>
<th>Year Founded/Inland Empire</th>
<th>Companies</th>
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<td>Alcatel-Lucent, Avaya, Nortel</td>
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Internet Service Providers Serving the I.E.

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<td><a href="mailto:charter@charter.net">charter@charter.net</a></td>
<td>10,000</td>
<td>Scott Wallis</td>
<td>(909) 688-4000</td>
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<tr>
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<td><a href="mailto:charter@charter.net">charter@charter.net</a></td>
<td>10,000</td>
<td></td>
<td>(909) 688-4000</td>
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</tbody>
</table>

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Season Tickets starting at just $332

Preparing for the upcoming season, the Ontario Reign will be offering season tickets at a discounted rate. Fans can purchase tickets online or by contacting the box office directly.
Our newest color copier technology is well traveled.
In fact, he's been to over 22 of the 30 big league ballparks.
The Drucker Award for Nonprofit Innovation

Cash prizes are designed to celebrate, inspire and further the work of innovative nonprofit organizations in the United States.

The ‘Made in NY’ Production Assistant Training Program, which enables underemployed and low-income New Yorkers to start careers in the TV and film industry, was awarded the $35,000 first-place prize. Co-sponsored by Brooklyn Public Library, a nonprofit organization, and the New York City Mayor’s Office of Film, Theatre and Broadcasting, the program offers four weeks of on-the-job training in both “hard” and “soft” skills followed by two years of job placement and career advancement services.

This year’s runner-up ($25,000) was Rx Partnership in Richmond, Va., which distributes free medication to the uninsured through health centers around the state. Additionally, DIGNITY Programs—operated through the Catholic Charities Community Services in Phoenix—was given the third-place award ($5,000). We’re very impressed by the innovative efforts to help former prisoners rebuild their lives. In all, more than 340 organizations applied for these honors.

‘Long before it was fashionable, Peter Drucker taught us that nonprofit organizations are often leaders in creative doing—doing things with a creative spirit and effectiveness that most businesses can only hope to emulate,’ said Rick Wartzman, director of The Drucker Institute. ‘This year’s winners underscore just what Peter was talking about.’

The Drucker Award for Nonprofit Innovation has been given annually since 1991 to recognize existing programs that have made a real difference in the lives of the people they serve. Considered by many to be the real winner of the Drucker definition of innovation—change that creates a new dimension of performance.

Incentive Program offers film and television productions a combination of tax and marketing credits, along with various customer services, for shooting in the Big Apple. ‘By partnering with the need, as New York City last year had the highest number of television and film shooting days in its history. Additionally, the program targets widespread unemployment and lack of career opportunities among young African-American and Latino New Yorkers. Ninety-seven percent of those who have gone through the program are people of color, and all are from economically disadvantaged backgrounds.

‘We’ve had so much success because we’re helping people develop skills the employer really wants,’ said Katy Finch, the program director of the ‘Made in NY’ PA Training Program. ‘The staff has a production background, so we really understand what happens on a set.’

‘PAs are the first point of contact that residents will have with film and television shoots on our city streets,’ said Katherine Oliver, commissioner of the Mayor’s Office of Film, Theatre and Broadcasting. ‘The ‘Made in NY’ PA Training Program is committed to providing well-trained PAs from diverse backgrounds for the hundreds of films, television shows, and commercials that come to New York each year. These talented graduates further the goals of smooth relations between productions and communities. The program has already accomplished so much.’

The Drucker Institute will honor the winner and two runners-up on Nov. 19 in New York at a gala dinner co-hosted by the Leader to Leader Institute. The dinner will be preceded by an all-day conference, ‘Creating the Future of Nonprofits: Opportunity and Innovation in the Social Sector.’ (For more on the conference, including a list of speakers and a link to register for the event, please go to www.DRUCKERInstitute.com.)

The Drucker Institute is a close affiliate of the Peter F. Drucker and Masatoshi Ito Graduate School of Management located in Claremont, Calif. More on The Institute and its programs, go to www.druckerinstitute.com.
Dear Roley & Associates,

Your Company Knows how to do business! I recommend you & would have done work for my family in years. It has always been a perfect job. (Perfect is always impossible, but we can come close.)

Sincerely, Dr. Dennis & Angie Portener - Riverside, CA

Dear Roley & Associates,

Thank you, for sending such a professional and well-prepared crew. Your company was very thorough and did a great job commuting the crews around the perimeter as well as along the driveway on my large property. They were on time and did excellent work and cleaned up. I feel very comfortable and confident in their ability and expertise. Thanks for the great job!

Sincerely, Daren Dixon - Norco, CA

It seems every business is advertising "guaranteed," "customer service guaranteed," and so on. It all sounds good until you are unfortunate enough to have to use it. Then the run around starts! My guarantee is very simple: You assume absolutely NO RISK when using my services, I provide LONG-TERM SOLUTIONS for your tree and shrubs. You are completely HAPPY or, you simply do not pay. Now, doesn't that simplify your mind? Now how about me doing some business?

Dale Roley, President

Roley & Associates

Services Available:
- Corrective Pruning
- Artistic Shaping
- Stem Girdling
- Removals
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- Fertilization
- Soil Aerations
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October 2008

Business Journal • Page 27
How to Make Visual Communications Work
By Daniel Burreas

The challenge today is that many companies are going into crisis mode. Because air travel and gas costs are high, they’re using video and Web conferencing, as well as the new high-end video conferencing technology, to telepresence offered by Cisco and HP, to save travel money. However, having the technology is not enough. The decision is to save money on travel, rather than the more important goal of enhancing community and collaboration through the enterprise, then they’re making poor decisions. Video conferencing has evolved tremendously over the past few years, and companies need to use the technology of today rather than the more important profits, all of which hinge on relationships.

To add fuel to the fire is the fact that rising gas prices and travel costs are not cyclical this time; they’re permanent. Many social changes are taking place worldwide in such places as China and India, and the increased global energy consumption affects everyone. In other words, fuel costs will fluctuate but will not go back to the low levels we once enjoyed. Therefore, smart companies are changing how they think about meetings and the new video conferencing technology, and they’re realizing that it offers business that is much more powerful than they’ve had in the past. These companies are thinking in terms of “visual communications” rather than simply video and Web conferencing.

Visual communications heighten the bond you have with someone when you can see them face to face. It’s about adding dimension to the communication. There’s a reason why you shake someone’s hand when you meet them: The more senses you involve, the higher the connection. Those companies that can enhance their communication, both internally and externally, are the ones who can change faster and stay competitive longer.

How to Make Visual Communications Work

• First, realize that the need to meet, establish relationships, and share information, knowledge, and wisdom is not going away. No amount of high-tech gadgetry can change that. Wisely integrating existing communication is fundamental to any new technology that’s added in a fundamental way. That’s why face-to-face meetings are still the dominant form of meeting and extremely relevant, because there is no better way to build trust. In our increasingly global marketplace, trust is the glue that cements successful, enduring business relationships. Those who replace video conferencing will end face-to-face meetings are using “either/or” thinking, which often occurs when dazzling new technologies first appear. They view the new thing as makeshift, as a way to implement the old thing, except that rarely happens.

• Companies that make visual communications work will have the new and the old coexisting by allowing each to do what it does best. Video conferencing is a superb tool for saving travel time and expense; focusing on a structured agenda, obtaining senior-level points of view in real-time, building a rapport, and making announcements. It’s not so good at smoothing out contentious give-and-take or handling emotional or sensitive issues.

Fortunately, both virtual meetings and face-to-face meetings are readily available. It’s not either/or anymore. “Both/and” thinking is the new paradigm.

• In the past, video conferencing required a big fancy room with expensive equipment. That’s not the only option for video anymore. Many new companies come with a built-in video camera. That means you can do video conferencing on a personal laptop from your desk.

• If you determine that shar­ ing the information at the same time with everyone would be best, then consider audio confer­ encing and/or Web confer­ encing as an alternative to a face-to-face meeting.

• If the information delivery is primarily going to come in the form of an e-conference would serve the purpose. If, however, informing involves human demonstrations and/or high­ levels of interactivity, then a face­ to-face meeting is definitely a better order.

• If the goal is to influence, build on existing relationships, witness proof­ ing, gain credibility, solve a problem, or determine a strategy, then a face-to-face meeting is best, but it is no longer the only option. Technologies such as high-end video conferencing telepresence systems and satel­ lite-broadcast services that use full-motion video could help you accomplish your goals. If all participants have access to high-speed broadband connection, and almost all today do, then Web conferencing offers an increasingly attractive option.

Audio-conferencing could also be a viable option depending on the number of people attending and the amount of interactivity required during the meeting.

• If the goal is to gain trust and/or respect, or to inspire, persuade, establish relationships, negotiate, or change how people think, then a face-to-face meeting is a must. If this is not possible then the next best thing that could be telepresence video confer­ encing rooms, which typically have three huge carved screens and a fourth screen above for shared work, custom lighting and acoustics, and life-size images. Despite the current conditions of gas prices, transportation costs, and airfares, a business trip continued on page 39.
We are committed to collaborate with residents and concerns, encouraging independence, and promoting a sense of community and friendship."

In a recent interview, Kirsten Tierney set down with us to expand on the Art of Living WellSM lifestyle. Meaningful, supportive relationships. What will set Valencia Terrace apart from other senior living communities? Valencia Terrace residents will have an active role in creating the lifestyle that’s right for them. Our senior lifestyle counselors will provide residents with the information, opportunities, and support they need to explore their talents, discover their passions, and self-direct their future.

To learn more about Valencia Terrace and Kirsten Tierney, visit the blog community site at www.valenceterrace.com. You can also contact us at (909) 483-4700 for more information.

2008 ANNUAL OFFICE FORECAST

Marcus & Millichap Construction Inc. forecasts an occupancy drop of 21.1 percent up to 660 basis points over year over year and 400 basis points since the start of 2008. Occupancy rates in the lower tier have been steadier as some transitioned into more affordable Class B/C space. In the past year, vacancy in this segment has increased 260 basis points to a still healthy 11.2 percent.

OVERVIEW

In 2009, the northernwestern corner of Orange and 10th Streets in downtown Riverside will be the site of the newest and largest office building in the city. The 10-story Regency Tower will feature 250,000 square feet of office space.

Office owners in the Rancho Cucamonga/Ontario submarket should be cognizant of the area's development pipeline. In addition to the 420,000 square feet slated to come online this year, builders have 1.1 million square feet planned for delivery by 2010. If all of these projects have eventually completed, the submarket's inventory would expand by more than 20 percent. Some of the planned space, however, will likely be delayed until economic conditions strengthen.
BOE Updates List of Sales & Use Tax Debtors

The California State Board of Equalization (BOE) posted its quarterly update to the online list of top sales tax debtors at www.boe.ca.gov, as required by law. The BOE replaced 16 names on its list of debtors. Those added to the list have delinquencies totaling $19.01 million in sales tax owed.

Since Jan. 1, 2007, the BOE is mandated by state law to post a list of the largest 250 tax delinquencies of more than $100,000 in tax after notifying the debtors that their tax liabilities will be disclosed to the public. The taxpayers to be listed are notified 30 days before their information is posted.

Since the inception of this program, 16 taxpayers, whose account balances represent a total of $123.3 million in sales and use tax, have come forward to take care of their debts: 11 through payment agreements and five by making payments in full. The list, updated quarterly, currently includes debtors with $303 million in tax liabilities. Tax liens under appeal, litigation, or bankruptcy proceedings are not included. Below is a list of the 16 newly added businesses with the largest sales and use tax delinquencies.

Name | Address | 1st Lien Date | Balance | Amount
--- | --- | --- | --- | ---
Manian | 29019 Livingston Rd, Temecula, 92591 | 8/10/2003 | $1,774,190.20 | 
Andro Marie Lartigue | 13875 Biscayne Ave. Victorville, 92392 | 5/12/2003 | $3,803,663.02 | 
Emporia, Inc. | 793 Holt Ave. Pomona, 92977 | 1/12/2001 | $2,260,553.34 | 
Edgar Tijaja | P.O. Box 1583 Upland, 91785 | 3/28/2007 | $28,025,364.15 | 
Hampatousson | 9491 Foothil Blvd. Rancho Cucamonga, 91730 | 11/5/2002 | $1,998,856.62 | 
Korovin | 74760 Ched Ave. Palm Desert, 92260 | 8/25/2005 | $2,781,320.46 | 
Matt J. Moscrop | 51501 El Dorado Dr. La Quinta, 92253 | 1/24/2008 | $1,781,320.44 | 
The R.A.Q. Corporation | 15055 Business Dr. Fontana, 92337 | 3/10/2003 | $1,486,739.63 | 
Norwest Group of Companies, Inc. | 111 Lincoln Ave. Corona, 92882 | 11/15/2000 | $1,356,958.27 | 
William Larry Mangone | 17395 Foothil Blvd. Fontana, 92337 | 4/22/2005 | $1,415,703.40 | 
Husain Mohsin | 14642 Shore Ave. Fontana, 92337 | 11/20/2000 | $1,078,856.57 | 
Darin Elmo Festa | 11971 Ashburn Ave. Upland, 91786 | 1/23/2004 | $931,782.17 | 
Wild West Trailer Sales, Inc. | 1238 Cameron Ave. Corona, 92881 | 7/25/2003 | $750,418.09 | 
Phyllis L Silver | 470 Villa Ct. Pismo Springs, 93449 | 6/30/2006 | $630,023.32 | 
Long Beach Realt. Inc. | 2215 Via Corno Corona, 92879 | 5/20/2003 | $631,023.32 | 
Jan Weilc BV, Inc. | 27700 Jefferson Ave. Temecula, 92590 | 3/14/2008 | $631,995.97 | 
Custien Metal, Inc. | 8606 Bouch Ave. Fontana, 92335 | 8/30/2007 | $588,188.45 | 
Mark Joseph Cleland | 33175 Temescal Plwy Temecula, 92592 | 12/24/2006 | $518,440.73 |
CORPORATE PROFILE

It All Started With a “QUARTER”
By Crystal Magun

Upon setting down on one of the expansive terraces at South Coast Winery Resort & Spa on a warm winter’s day with Jim Carter, owner, one cannot help but be mesmerized by the vast view of vineyards that stretch for miles beyond what the eye can see. As discussions ensue, one cannot help but be captivated by the obvious sparkle of his blue eyes as he begins to talk about the development, growth, and future of Temecula’s latest entrepreneur. I was taken aback a bit when hearing of his humble beginnings in Ohio; where he’s been; and what he and his wife, Maggie, are doing today.

Unlike many of us, Jim Carter went to work at the young age of 12. A smile fills his face as he fondly reminisces about his first hourly wage: a quarter an hour! Jim worked for his dad at the time, and his father kept higher goals for Jim to attain by promising an extra $0.25 raise for each goal reached. Soon, this ambitious youth had met those goals and then some. While preparing his father for the full $1 raise, however, his father heartedly chuckled and suggested to Jim Carter to look for employment elsewhere. With a strong spirit and a lot of drive, Jim soon landed a job making prefabricated homes for $1.50 an hour. By the age of 16, he earned himself a fine reputation as a builder and was approached by a local farmer to build homes on the farmer’s land. In a short while, this 16-year-old had not only helped the farmer build his homestead, but also he finished high school and a crop of corn and soybeans had been a success. He was earning $25 hourly wage, plus an additional 10 percent bonus on profits from the “village” he and the farmers had built together. Jim Carter had fallen in love with the “craft of building” and its rewards.

While this project was wrapping up, Jim’s father had called with an invitation to work in California. Jim’s intention, of course, was to stay in California for six months during the cold winter and head back East for the summer. However, landing himself the title of “the youngest carpenter journeyman ever entered into the Union,” Jim soon learned he particularly loved building year-round in the warm climates the fine state of California offered, and he decided to stay and start a company of his own. With the same ambition that drove him as a child, he landed several contracts in one year’s time, his business had over 2,500 homes built. With this success, young Jim Carter realized that he loved the “craft of building”—that is, the entire process, from digging up the site and laying the foundation, to putting on the roof and landscaping. His roots had been firmly planted and he started another business.

In fact, over the course of the years, he continued building more projects and then reinvesting his profits back into more developments. Life had been good to Jim Carter and his family in California, and he soon found himself building homes, apartment complexes, shopping centers: purchasing a 260-acre farm, a 440-acre piece of land, a bank, and, ultimately—a successful savings and loan just before the savings and loan disaster of the 90’s. That’s when Carter learned the important lesson of cash flow.

For the next 10 years, Jim struggled to make ends meet, coming dangerously close to losing the very home in which he and his wife had raised their children. He aggressively sold his assets, reduced his workforce by 500 employees down to 50 employees, he continued to turn his backs on him. Adding to this turmoils of events was the tragic and unexpected loss of his first wife. As Jim so aptly puts it, “you have a lot more friends during an upward trend than you do when things are spiraling downward.”

A lesser man could have easily given up and called it quits, but not Jim Carter. With his only remaining assets being the gardeners from his apartment complexes and the quarters from the laundry machines in the apartment building he owned, he nevver quit. While watching the movie “A WALK IN THE CLOUDS,”

SOUTH COAST WINERY RESTAURANTS ENHANCE GUEST WINE AND FOOD EXPERIENCE

The state of California wine competition judges have spoken and the winner of the prestigious “Best Winery in the State” title goes to Southern California Wine Country’s very own South Coast Winery Resort & Spa. With 10 of its 12 wines earning 255 awards and medals from both regional and international wine competitions in 2008 alone, there is little doubt in anybody’s mind that South Coast Winery is committed to producing quality wines and adhering to quality production methods; yet little is known about this winery’s two award winning restaurants—one located in Temecula Wine Country and the other located in Orange County.

South Coast Winery propri- etors, Jim and Lorna Carter share this, “We’re sharpening our focus and commitment to providing each guest with an unforgettable wine and food experience and, in the process, make the restaurants one of our crown jewels. The Winery true culinary destinations.” So no matter what a person’s culinary persuasion, you can rest assured knowing South Coast Winery will be serving up both award-winning wines and perfectly paired foods from its two restaurants and tasting rooms this year that are designed to delight even the most refined palate. Specifically, the Vineyard Rose Restaurant, found at South Coast Winery Resort & Spa’s location in Temecula Wine Country, serves up award-winning breakfast, lunch and dinner in a casually elegant atmosphere overlooking the vineyards found on premises, but the newest addition of the South Coast fine wine and dining establishments is Carter’s, the most dis- criminating foodie and take note: introducing Orange County’s very own South Coast Winery Restaurant & Tasting Room.

Situated just north of the famed South Coast Plaza, South Coast Winery Restaurant opened its doors last summer and is already making a name for itself. Set on its terraced, roof, lush-laided patios and fireplaces built from mountain vineyard stone, this dynamic restaurant and tasting room make it possible for Orange County residents to escape to the splendor of Southern California Wine Country without having to leave Orange County. An intimate wine bar with poolside seating, 600 bottles of the most heralded wines from around the world, a chef’s table where our Chef de Cuisine, Mike, will seat our guests up to 10 people for a truly unique dining experience, and an expansive wine menu that includes an impressive selection of wines by the glass. Carter’s is expertly orchestrated by Executive Chef Enrique Acuna with contemporary renditions of old world Italian classics, along with steak, seafood and globally inspired dishes.

For those not familiar with the wines, South Coast Winery produces a broad portfolio of premium wines, all 100% estate grown and produced with care under Carter’s tutelage in the beautiful Owl Hill, Southern California’s up and coming Southern California Wine Country. Over the course of the first five years of its wine production, the South Coast Winery Resort & Spa received over 600 awards and medals.

2008 Wine Competitions Summary

Orange County’s South Coast Winery Restaurant located at 3060 S. Bristol, South Coast Winery Resort & Spa is situated in the heart of Temecula Wine Country. For additional information, please contact Crystal Magun at (951) 567-9683, Ext. 7204.

GALLEANO WINERY

The historic 909 / 897-1928
950 Ontario Mills Drive, Ontario
Mon - Thu 11:30 a.m. - 9:30 p.m. • Fri 2:00 p.m. - 9:30 p.m. • Sat 11:30 a.m. - 9:30 p.m. • Sun 12:00 p.m. - 9:00 p.m. • Reservations Recommended

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

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951-772-5825 or 368-9180
www.galleanowinery.com

Tour the Historic Winery weekends from 2:00 p.m. to 4:00 p.m. or by appointment
Listed in the National Register of Historic Places
he suddenly experienced that life-changing epiphany we all hope for. According to Jim, there was an instant connection with the movie's story line of a thriving vineyard in a beautiful mountain valley that closely resembled the 400-acre parcel of land that he had managed to hang on to throughout those struggling years, which sits in a valley in the shadow of Santa Rosa Plateau’s Palomar Mountain.

Armed with the ambition and spirit of a “Wild West Settler,” Jim soon turned these energies to making the vineyard. Soils were tested, water, lighting and temperatures were measured, and the conditions were perfect for growing some outstanding varietals of grapes. Using the gardener from his apartment complexes and those precious quarters from his laundry machines, the finest fruit was purchased and planted.

By 1995, the renewal process had begun. Jim found himself back on track, digging in the soils, planting and building with renewed conviction.

Because of the location of the Wild Horse Peak Vineyard and the quality of those vines, contracts soon started coming in from local wineries to purchase these bountiful harvests. Shortly thereafter, Jim Carter brought in the finest winemakers, purchased Rolling Hills Vineyard and South Coast Vineyard in the Temecula Appellation, and began the life of a vintner. He’s still a builder and a grower, but most of all a vintner. In fact, Jim Carter will tell you, “Wine is the magical fruit.” So much so that grapes are not the only items Jim has harvested in recent years. In 1999, Jim met and married the love of his life, Maggie Carter. Together, the couple have designed and are building their shared dream, South Coast Winery Resort & Spa, in Temecula.

Today, South Coast Winery

Resort & Spa and Carter Estates are the “Diamond of the Temecula Valley.” Touting over 600 distinguished awards for the wines they’ve produced in just four years, South Coast shocked the wine industry further in July of 2009 when it took the coveted “Golden Bear” award from its Northern California counterparts, naming it “California Winery of the Year” from the California State Fair Wine Competition. “It’s an honor to have South Coast Winery recognized as an outstanding wine producer among its peers of California Wineries,” says a smiling Jim Carter, owner/vintner. “This marks the beginning for our winery.

South Coast Winery produces a broad portfolio of premium wines that are 100% grown and produced with care under his tutelage in Southern California and Temecula Valley Wine Country. In fact, it’s targeting to produce over 65,000 cases of award-winning wine next year under four very distinct labels: Elevation; South Coast Winery; Wild Horse Peak Mountain Vineyard; and, of course, Carter Estates. In early 2009 the Inland Empire Business Journal will review the Orange County “South Coast Winery Restaurant.” Look for the review in February or March.

Bowen Hayes School of the Arts is performing arts school open to ages 4–adults created in Grand Terrace. It is owned and operated by Jamey Azpeitia. Each year in October, Bowen Hayes School of The Arts puts on a dance showcase to bring funding to the Breast Cancer Research Foundation, in honor of Sammye “Gayle” Horsley, Jamie’s aunt. Dancing For A Cure is being held on Saturday, Oct. 4, 2008 at Sturges Center For The Fine Arts in San Bernardino. For further information call (909) 420-0044 or E-mail bowenhayesschoolofthearts@hotmail.com

Margaret Jones Earns Ambassador of the Year Honors for 2007–2008. Long-time Murrieta Chamber of Commerce member and community activist, Margaret Jones, earned honors at the 2008 Installation and Awards Dinner as Ambassador of the Year according to Ric Oliver, Chamber President and CEO.

Golfer Construction Management took home the first place trophy at the Mortimer Clark Chamber of Commerce Golf Tournament held at Sierra Lakes Golf Course.

Great Success! Highland Chamber bought coffee for the community who attended “Coffee Date” at the Grind coffee house on Greenspot Road. It’s a great way to network and socialize in a casual environment.

In Apple Valley, the grand opening for Exit Realty Blaine Associates. Mayor Jasper reads proclamation to Barbara Blaine.

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Management In Print

"Moving Out Of The Box: Tools for Team Decision Making." 
by Jana M. Kemp; Praeger Publishers, Westport, Connecticut; 2008; 168 pages; $34.95.

In case no one has noticed, business terms and military terms are often used interchangeably. The difference from one field to another is obvious. Command-and-control is a phrase that originated with the military and has been picked up by business. It is usually the opposite of what is happening in the situation. A lack of given authority might be an indication of a lack of cooperation. This will create a consensus approach. A consensus approach is often used when a group wants to reach a decision. A lack of given authority may delay a decision. A lack of given authority may cause paralysis of decision making. A lack of given authority may cause paralysis of decision making.

In each case Kemp offers questions and points to guidelines, then goes on to offer practical exercises in making changes in the way they collaborate. Once you determine what it does to you, you can determine the success of the approach. "Moving Out of the Box" is a thought-out-of-the-box approach to making business-based decision-making discussions, question-asking tips, and listening.

Perhaps one of the best tips

Bestselling Business Books

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

1. "Debt Cures They Don't Want You to Know About," by Kevin Trudeau (Equity Publishing, Inc. $25.95) (11)
2. "Winning Strategies as seen by the Global Investment Guru. New investment strategies as seen by the global investment guru. Hill...$27.95) (8)
3. "The Fourth Quar...continued from pg. 18"
4. "Aetha’s Voluntary...continued from pg. 18"
5. "Seven Public Rel...continued from pg. A7"

About the Author:

Jana M. Kemp is president of PR/PR, a media relations agency based in Orlando, Fla. She is author of "101 Ways to Reach the Next 100 Million in Sales." PR/PR has placed clients in publications such as USA Today, The Wall Street Journal, Forbes, BusinessWeek, and the Los Angeles Times. PR/PR and PR/PR’s sister companies have been recognized by national publications such as Women’s World and Entrepreneur. PR/PR received the "Best PR Agency" award from PR Week in 2019.

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**FALL COLORS FLY HIGH IN BIG BEAR**

The average price for roundtrip airfare to New England from LAX is $400. That is quite a price to pay to see fall during economic hardships. Southern California and Southern Nevada residents can save money by staying close to home to see spectacular displays of autumn hues in Big Bear Lake. In addition to saving on airfare, this October, overnight guests who stay at one of Big Bear’s participating lodges can receive up to $100 in free gas (restrictions may apply). “During these economic times, it makes more sense to stay close to home to enjoy nature,” said Ken Bringle, CEO for Big Bear Lake Resort Association. The best time of the year to visit Catalina is most definitely October… the crowds are gone, kids are back in school… hotel rates are low and temperature is perfect.

**Catalina Island Vacation**

Hour for hour, a Catalina Island vacation delivers one of the most remarkable return on investment experiences anywhere. Despite its location just twenty-six miles west of super-crowded Los Angeles, it is relatively unknown and uncrowded.

The most popular Catalina Island vacation spot, the town of Avalon seems almost unchanged. Things don’t work the same way here as they do on the mainland. Fish fly. The grocery store delivers but the post office doesn’t. The town controller at the Airport in-the-Sky goes out in his pickup truck to chase bison off the run-way. There’s a casino with no gambling and a bell tower without a church. As if the air were full of a mysterious relaxation potion, you begin to relax as soon as you arrive.

Santa Catalina is small—21 miles long and a mile wide at its narrowest point. Elevations range from sea level to 2,000 feet. Coastal cliffs fall precipitously into the ocean and an encircling underwater ledge provides a rich habitat for marine life.

There are only two towns here: Avalon, with a population of about 3,000, and Two Harbors, where a few hardy souls live at the island’s narrowest point. The rest is preserved in its natural state, thanks to a conservation established by churning gum magnets. It is the monument for the island’s former owner.

Many tourists travel by boat to Catalina on the Catalina Express Line. One can expect to arrive in an hour from Long Beach, San Pedro or Dana Point. If you wish to leave from Newport Beach, catch the Catalina Ferry Express—it arrives about the same time.

With a focus on bringing a gasoline-powered vehicle onto the island, golf cart of all descriptions are the primary mode of transportation for residents and tourists alike. If you’re a hiker and like to get away from the crowds, Catalina Island offers more hiking trails than any other place.

**This Autumn Economic Woes Keep Business Travelers Close to Home**

**EXECUTIVE TIME OUT**

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**EXECUTIVE TIME OUT**

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