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"The Drucker Difference" book has been released. Features insights from scholars and business leaders based on Peter Drucker's leadership principles


The book's release is part of the Drucker Centennial, which marks the 100th birthday of Peter Drucker, the father of modern management. The global celebration, which is being put on by the Drucker School and the Drucker Institute, will be crowned continued on page 2

Will California Watch the Take-Off From the Tarmac Once Again?
By Jerry Nickelsburg
Senior Economist, UCLA Anderson Forecast

This recession has been deep and wide. From housing and finance to retail, logistics and manufacturing, California has seen economic activity diminish. Now that there are signs of the end of the recession in the U.S., the question is, will California once again be waving from the tarmac as the U.S. economy takes off?

The answer seems to be, at least initially, yes. The difficulty we have to go through before joining the recovery is the incipient contraction of state and local government. Comprising 16% of all payroll jobs, this sector alone will damper the impact of the forces of recovery for the balance of the fiscal year. But the news is not all bad, though our takeoff will be delayed, we will ultimately get off the tarmac and take wing once again.

The good news comes from outside of Sacramento. The housing market is beginning to pick up. Previously, we presented research in the California Report on the underbuilding of homes in the coastal cities. Now that prices have adjusted to levels which make existing homes more affordable, sales are increasing and conditions continued on page 11

Governor signs bill to help keep working forests working, cut taxpayer costs

Governor Schwarzenegger signed AB 1066 (Mendoza) helping to protect family wage jobs in rural California and reduce taxpayers costs for regulatory-oversight. The new law extends the effective life of approved Timber Harvest Plans (THPs) while holding private forestland owners to all the provisions of the California Environmental Quality Act (CEQA) and the Z'berg-Nejedly Forest Practice Act.

"This is an important step toward protecting thousands of California jobs and conserving forest and financial resources," says David Bischel, California Forestry Association (CFA) president. "This will help sawmills stay open and sustain the infrastructure critical to sustaining forests. The measure will help continued on page 22
The Drucker...

continued from pg. 1

They are more than 1,000 business schools in America, but only one that is named for and anchored by the teachings of a great thinker, management guru, and social philosopher," said Ita Jackson, dean and professor of management at Claremont Graduate University. "This book, written by all of us on the Drucker School faculty, reflects our unique values-oriented approach to management as a liberal art, and conveys the essence of what we call The Drucker Difference."

The book, which was co-authored by 16 Drucker faculty members, is the result of a spontaneous conversation that came out of a typical Drucker School faculty meeting in spring 2007, when a group of professors unanimously decided to develop a much-needed groundbreaking academic course together — one that builds upon and honors the intellectual foundations that Peter Drucker had laid out in his teachings — a truly transdisciplinary approach to management in the business world as we know it.

And so, an entirely new academic title, the "Drucker Difference" was born — a 14-week course co-taught by Drucker faculty and visiting professors, who each teach one class per week based on Drucker’s philosophy and writings, extending these ideas through each professor’s own work. The course embodies Drucker’s living legacy, and The Drucker Difference book captures the essence of this course.

"This book is an excellent way to understand how Drucker’s ideas apply to today’s dilemmas," wrote Charles Handy, author and philosopher, in the foreword to the book. Handy says Drucker’s philosophy is "deeply rooted in his humanistic theory of a view of organizations as if people mattered."

Led by Drucker Professor Craig L. Pearce and his colleagues, Professor Joseph Maciariello and Drucker Associate Dean Hideki Yamawaki, the book’s 16 chapters are written from the perspective of each author’s teachings while holding true to the core foundation of Drucker’s wisdom. Each chapter covers an aspect of Drucker’s teachings — from government, business and civil society, to economic environment, innovation and industry dynamics — presenting and interpreting each through the lens of today’s ever-changing, turbulent business environment.

"By linking each professor’s work to the overall Drucker body of knowledge, each class builds upon and then extends this body of knowledge, thus creating a living Drucker philosophy," said Professor Maciariello. "In the process, students are taught that individuals can develop both their character and their capacities as organizations to pursue their broader missions."

The authors of this comprehensive work aspire to carry the Drucker message forward through their class lectures, writings, consulting and various civic engagements. Drucker’s perspective that people have value and the role of management is to provide a context in which people can flourish remains at the heart of the "Drucker Difference" academic course — which is now a graduate requirement for all MBA, EMBA and transdisciplinary students — and is also demonstrated in the living piece of work that is "The Drucker Difference: What the World’s Greatest Management Thinker Means to Today’s Business Leaders."

"We are honored to be a part of the continuing Drucker legacy," says McGraw-Hill Vice President and Business Group Publisher Gary M. Krebs. "Drucker’s teachings and wisdom have more relevance than ever in our current business environment."

About the Contributors

• Craig L. Pearce is professor of management at The Drucker School of Management. His research on shared leadership has been featured in The Wall Street Journal. Pearce’s most recent book is "Shared Leadership," and his forthcoming book is "Share the Lead."

• Joseph A. Maciariello is the Horton professor of management at The Drucker School of Management. He coauthored "The Daily Drucker and the Effective Executive in Action" with Peter F. Drucker and recently carried on Drucker’s legacy by revising two existing Drucker books: "Management" and "Management Cases."

• Hideki Yamawaki is professor of management and associate dean at The Drucker School of Management. His most recent book is "Japanese Exports and Foreign Direct Investment." The Drucker... continued on page 2

California's Road to Recovery

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William Bratton
Los Angeles Police Chief

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### News and Features

Get Happy or Get Out! Attitude is the Key to Organizational Success. The true secret to increased sales and productivity is to create an environment where everyone creates a culture—a "get happy or get out, but get somewhere" culture.

You Too Need Guerrilla Marketing Guerrilla marketing generates new business at a fraction of the cost of traditional methods. It essentially leverages powerful resources for marketing. Jay McQuin outlines the top 10 guerrilla marketing strategies that drive sales.

Network 3.0—New Methods of Making Contact, and Keeping Relationships Solid Networking is an art and is not just what to do, but how to do it. Some tips are shared by Reece Franklin. She says, "Stand up, speak clearly, don’t multi-task. Networking is not for wimps!" She gives seven ways to really network at your next event.

Public Speaking Tips for Webinars. Add Impact When You Present Through Webinars Patricia Ferg gives some tips to communicating through a Webinar. Anyone who sets out to present, persuade, and get with the spoken word faces pitfalls. Her advice and important information will ease these pitfalls and challenges.

Looking to Upgrade to Air Charters? A Simple Guide From an Industry Professional Jaime Cochran Paris gives advice in regard to flying in and out of air charters. Thinking that only movie stars, professional athletes and top executives are the only customers, a large percentage of charters is owned by business professionals who are looking to maximize time and productivity. Jaime answers common questions regarding the selection of booking private aircraft charter.

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**Quotes on Politics**

Government is too big and important to be left to the politicians.

— Robert Browne

In politics forget the trash, she focuses on it.

— John Kerry

It's not what's needed to do, it's how it's made to sound.

— George W. Bush

We need more, need more, the spenders cry. Our present status won't get us by. Nor can we cut the current cost—Our re-election must be lost.

— John McCain

The country's left in the rule of the people. It's getting to be hell.

— Thomas Paine

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A Business Owner's Hidden Asset

Frequently overlooked, potentially critical to a business's survival

By Dick Yemm

Rarely have business owners been faced with the difficult economic conditions that currently prevail. A small business owner's greatest concern is the threat of not being able to participate in daily operations due to imminent bankruptcy. United States Bankruptcy Code 11 U.S.C. 362(a) provides that "the commencement and conclusion of a case is subject to the jurisdiction of the court." Thus, an owner is free to avoid discussing the consequences of potential bankruptcy. The consequences of this inaction are clear. A company that is not financially viable has no future. Therefore, the owner's single most critical concern is to ensure the ongoing operation of the company, in the face of a perceived threat to their operating authority. Grooming a successor to take over the business requires a significant amount of time and a compromise of their decision-making ability.

Qualifying traits sought for a designated successor include:

- Loyalty
- Company knowledge
- Demonstrated operating ability
- Being a leader
- Innovative
- Possessing a required level of completed education and/or specialized degree

Having the necessary operating licenses

- The ability to advance the business rather than just be a caretaker.

Finding a knowledgeable experienced successor on short notice that can make essential contingency plans can be key to a business's survival. The availability of qualified successors is often uncertain unless they are already active in the business.

For those not already working in the company, the luxury of time to learn and make mistakes as the job becomes substantially reduced especially during severe economic times.

Who becomes the new successor operating manager can determine the business's survival. In small companies the responsibility for operating a company frequently falls by default to an immediate family member. The majority of the time it is the spouse, followed by children, then extended family members.

Who are your potential successors? Will they become the chosen successor? The list begins with:

- Your spouse
- A child or children
- A loyal employee
- Trustees of a trust
- Someone outside of the business

Power struggles within families or the business can develop immediately for many unforeseen reasons. Frequently overlooked when designing a plan are family member perceived entitlements. In a family business, an entitlement mentality often leads to a self-destructive family conflict. Heated competitor desires have not been previously addressed.

The extent of an owner's participation in the company's day-to-day operation determines immediate and long-term impact of their sudden departure. Different triggering events determine the type of plan implementation.

Protecting the survival of any business is complex at best. Key to protecting a company's long-term viability is having an effective contingency-succession plan. Contingency plans are short-term immediate action plans that depending on circumstances may evolve into a longer term permanent success plan. A contingency plan provides an immediate transfer of management authority while a succession plan provides a transfer of an owner's controlling interest and with it management appointment authority.

The difficulty with the "I'm Ok, and everything is running fine" owner/operational perception is reason for a postponing suddenly, leaving an owner unable to participate in determining the company's future. Who becomes the new operating manager is the key to a successful contingency plan. The trigger event can occur suddenly, leaving an owner unable to participate in determining the company's future. The inability to participate in decision-making is the key to a successful contingency plan.

Necessary segments that ensure a company's continuity of operation include:

- An operating plan
- Provision for the business's continuity operation
- Selecting a successor
- Comprehensive estate plan
- Durable power of attorney
- Will
- Insurance
- Replacing an owner's (key person's) value

Frequently overlooked when planning for a potential eventual share entitlements.

The term, depending on state, describes succession typically (1/3 to 1/2) established by state statute of an estate which the surviving spouse of the deceased may claim in place of what they were left in the deceased's will. A well known example according to news accounts is when Joe Robbie's widow exercised this option. Her award together with estate tax claims led to a Supreme Court of the United States holdings by Joe's estate.

The cost to create a proactive contingency-succession plan that includes an operating plan providing basic information and guidelines is minimal compared to the cost of battling through the court system as prescribed by state statute or ultimately seeing your business closed.

Is your business prepared to operate on a continuous basis without you? You need a plan.

Fred Bell to Join Noble & Company as COO

Veteran BIA Executive to Lead Developer's Push Into Renewable Energy Development

By Design

Well-known Cochella Valley business leader Fred Bell has been chosen by Desert Mountain's CEO Noble & Company LLC, the Palm Desert-based real estate development firm led by long-time local builder Tom Noble. Bell, who formerly served as executive officer for the Building Industry Association (BIA) - Desert Chapter, assumes his new post immediately.

The Noble & Company opportunity marks Bell's move to the corporate ranks after more than four years of distinguished public sector leadership. During his tenure at BIA- Desert Chapter, the organization achieved strong double-digit gains in both revenues and membership, while capturing numerous industry awards and services. Those successes helped him capture a number of industry honors, including the prestigious "Executive Officer of the Year," awarded in 2008 by The Building Industry Association of California. That same year he also received the "Chairman's Award" for the Building Industry Association.

The transition at local BIA office is seamless, as wealthy-er legislative affairs director James Brownyard assumes responsibility for all day-to-day managerial functions. He will lead a deep and experienced operating team that covers both the Coachella and Imperial Valleys.

In addition to his leadership at BIA-DC, Bell has served as a board member and officer for numerous civic organizations including: Habitat For Humanity of Coachella Valley, Workforce Housing Trust, The United Way, The University of California Riverside Lyceum and Executive Roundtable, Friends of the Desert Mountains, The Imperial County Workforce Development Board, and the Coachella Valley Economic Partnership's Economic Development Committee. He also has served as chairman of the California Executive Officer Council for the Building Industry Association as well as the Board of the Executive Officer for the National Association of Home Builders.

Noble & Company has long been a leader in沙漠 Mountains development, having developed a number of well known residential and commercial projects. Its latest, Palm Desert-based Pointe Monterey, includes best-in-class office/showroom and warehouse space. The development is located on Palm Desert Gateway, a 170-acre site that also developed previously by Noble & Company.

Early leasing demand at Pointe Monterey has remained strong for the mixed-use project, not only with local companies looking to upgrade their operating facilities but also with out-of-market firms attracted by the development's mid-valley location and close proximity to the I-10 transportation corridor.

Noble & Company CEO & President David mentioned the move into the "green" renewable energy sector as part of the company's strategy to serve as a major fac-

ty to the market and advocacy for emergent opportunities.

"We see immense development potential in the area to the alternative energy sector," said Tom Noble. "But, to take advantage of these opportunities, we need to increase our presence in the valley and political arena. Fred's strong marketing skills and proven track record, plus his engineering background, make him a great addition for us. We're excited to have him on board."

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MANAGEMENT

Get Happy or Get Out!
Attitude is the Key to Organizational Success
By Nathan Jamali

If your organization is looking for the true secret to increase sales and productivity, it’s simple: increase morale. Rather than looking for stories or testing unproven research, increasing employee morale has proven itself over again as the one tool that produces the most positive results. It just works, work it, and don’t ignore. Essentially morale creates a culture—a “get happy or get out, but somewhere culture.”

Creating the culture of “get happy or get out” is simple but that doesn’t mean it’s easy, which is why most take keep looking for the “other” secret sauce that is easier to execute and deliver. It takes strong leadership and commitment to the process to make the culture change successfully.

A “get happy or get out” culture encourages employees to stop complaining and being negative; either enjoy your job and be a positive person or find a job that makes you happy. Nobody likes to work with negative employees, but sometimes as leaders it’s easier to ignore than to take action and deal with “bad attitude” Bobby or “negative” Nancy. News flash: as a manager or leader of an organization, it IS your job to deal with them.

Why is a positive attitude so important? What about the people who are just not positive or are naturally grumpy? Do we fire everyone who doesn’t come into work with the overly bubbly attitude of, “It’s so great to be alive and so great to work with all these great people?” Being positive is not about being overly cheery, rather it is about being externally happy and pleasant toward others, which is a requirement of any organization.

When people ask, “How are you doing?” it means responding with “I’m doing great!” or heck, even, “I’m living the dream!” And being positive shouldn’t be difficult. Negative, there are three simple reasons why everybody in a successful organization should have a positive attitude:

1. Life is too short to be unhappy.
2. Many individuals spend more time at work than anywhere else including home, so they should not have to deal with negative life-sucking peers and supervisors.
3. It increases productivity, sales, customer satisfaction and employee job satisfaction.

It’s your job

Oftentimes, managers and leaders make the mistake of not paying enough job as a completing a task. For example, if the warehouse employee is early everyday, has zero shrinkage and his facility is in perfect condition, but he is always negative and cranky, and most people avoid him because he is unbearable to be around, his manager may say he does his job well—he’s just a grumpy and negative person by nature. Wrong! His job is to work the tasks of the warehouse and be a positive aspect of the business. The operational stuff is just part of the overall description. The actual job is doing the tasks with a positive attitude and enjoying your work.

It’s easy to think that only customer service employees should be happy and positive (actually some customer service people don’t even realize that is a priority either). That’s a mistake. If a company treats all of their employees the same way they want their employees to treat the customers, they will start seeing an improvement in the numbers. This does not mean people don’t have bad days and that nothing ever goes wrong, but it does mean that employees shouldn’t make other people’s days miserable and project their problems onto others—especially not customers and co-workers. This attitude starts at the top. A leader must first be happy and positive before he or she can expect it from the team.

How is it done?
The first thing is to make it a hard and fast expectation for all employees—not just customer service personnel or management. The second thing is to hold everyone accountable to it. Like most job expectations it must be tracked and enforced consistently. If a person stole money or product from a company, they would be fired instantly. Bad attitudes and negativity are steering—and in fact, it’s usually at a much larger dollar amount than the tangible things that people steal.

Measuring a positive attitude is difficult for many HR departments because so often it feels it isn’t tangible. Why not make it tangible by working on the little things?

A positive attitude is difficult for many HR departments because so often it feels it isn’t tangible. Why not make it tangible by working on the little things?

For additional information visit Nathan’s Website at www.NathanJamali.com or contact him at 972-377-0030.

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Five Most Active Stocks

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“Laws were made to be broken”
Christopher North, May, 1830

“Had laws not been, we never had been blind; for not to be blind we must be innocence”
Sir William Davenant

Monthly Summary

9/21/09

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I'm Not A Geek. I'm Not, I'm Not, I'm Not!

By Allen Leitner

Geeks, propellerheads, techno-nerds. You know the stereotype. It's not as if there isn't a lot of truth about computers than Jobs and Gates have acquired, but they have no social skills and they live in the room above their parents' garage. They have jobs in the basement but we don't have basements here in Southern California.

I am not them. I have seen them here, however. The Ontario Convention Center once hosted a podcasting convention and some of them spoke at Moore had produced "Star Trek: The Next Generation" and "Battleship Galactica." He also hosted a podcasting blog site. Would it surprise you to know that she is a Trek fan? I know that I am a Trek/Star Trekker in and around the inland Empire was jammed into that room.

But that's not me. True, I have been writing this column for the Business Journal for better than 15 years now. I have introduced you to the Palm Pilot. I premiered the iPod. (My editor kept trying to spell it with a capital "P.""

I was the one who told you to say good-bye to bege as the computer units colored at the turn of the century. I told you about flat screens and predict that the Blu-Ray would defeat HD-DVD.

I have tried to write about computer games every December, but the games took on a life of their own and now are found in Playstations, X-Boxes and Wii. (It's been announced "We don't know what the price tag will be but the price tag will be..."

"Why?"

All of this comes down to a point, I don't know. I do love e-mail. I love the fact that I can send letters and

MP3 recordings to my daugh-

ters, and others. I keep my operating system current by downloading the upgrades. I have a cell phone to make calls. The idea of trying to squeeze letters into short text messages is as easy as call and leave a voicemail is alien to me. I have gradually gotten used to YouTube for video clips, but Facebook and Twitter are not a part of my life. Besides, there appears to be more popular for passing answers on school in school. What every happened to good old-fashioned note passing? When I was young, guys didn't keep diaries, and girls who did locked them up and hid them in the bottom drawers. Today they proclaim their most intimate secrets on line for the world to see. With Twitter they can announce every time they are going to the bathroom.

Oddly enough, not only teens, but also marketers and even politicians are climbing aboard the Wi-Fi bandwagon in order to see which way the winds are heading. I have been to golf tournaments where play was held up by guys discussing the best way to attract prospective clientele online through the cell phone communication networks.

There are others but being geek-less I have little know-
edge or understanding of them. Flickr, StumbleUpon, Delicious and Digg are mean-
gless to me. MySpace is another teen underground con-

vention. If I take a look at the song that has come out in the last few years can be downloaded as a free file. Most cool money. Many are only available on a monthly subscription. That can get costly. I am even told that there is a high pitch ring that scenes can hear but adults don't have the range for. I am told that only young people go today's technology. Maybe, maybe not. Gates and Jobs were in their twenties when they started, and look at how old they are now. There are even people who will not give up their VHS players because they invested so much money on all of those tapes. Even so, I think the rule applies, be, if you are as old as Mike Jagger, try to redo.

That's why I say, "Never trust anyone under thirty."
You Now Need Guerrilla Marketing
By Doig McQueen
The Top 10 Guerrilla Marketing Strategies That Drive Sales

Advertising cutbacks are a reality today, but that doesn’t necessarily mean a decline in new leads or business. For companies that are currently stuck watching their lead generation slump due to spending cutbacks and the poor economy, there is hope. There are companies that are thriving in this economy for no other reason than better guerrilla marketing. This article isolates the top 10 methods and defines them in ways that can be deployed immediately.

What is guerrilla marketing? Guerrilla marketing generates new business at a fraction of the cost of traditional methods. It essentially leverages powerful resources for little or no money. A clever marketing department or a clever entrepreneur can use its strategies and generate even more leads with a budget that is slashed to the bone.

The Top 10 Guerrilla Marketing Strategies:
1. Borrowed Interest Exposure
2. Monthly Press Releases
3. Published Articles
4. Vehicular Website/Logos
5. Free Directories
6. Becoming Newsworthy
7. Customer Advisory Boards
8. E-marketing Systems
9. Endorsements
10. Referrals

#1: Geronie Exposure with Borrowed Interest: Borrowing interest is both radical and easy. Businesses can attach their message to a high interest event, person or product and ride the surge of traffic for free. Here’s a remarkable example. In the first week after Michael Jackson’s death, over 35 million people watched a YouTube video of prisoners dancing a tribute to him. That’s an incredible number of people. The newsworthiness of this star intensified interest and correlating traffic at the time the video was released. The striking money-experience comparison in this is 14.5 million people watched this year’s Major League Baseball All Star game where a 30 second spot cost between $525,000 and $550,000. The Michael Jackson prisoner video is 4:26 long and it went to 35 million viewers; that would equate to over $10 million for the same impression time on TV! They did it for free. The video can be viewed by pasting this link into a browser: http://www.youtube.com/watch?v=Msk78b9Mto.

More. In July of 2009, 125,000 perennial high interest visitors attended The Comic Con convention in San Diego. Here, something called “Holy Handouts,” occurs as costumed characters; Batman, easily roam through venues and outgoing areas passing out flyers. Local events are efficient and underutilized ways to get foot traffic for less.

The last example is leveraging the social networking phenomenon of MySpace, Facebook, LinkedIn, Twitter and similar interna
tional sites where businesses and people are hosted free of charge with excellent search filters, networks, communication options and deep profiles. By March of 2009, 2/5 of all global online users were visiting social networking sites and blogs, placing this category in fourth position among all online categories — That places it ahead of personal e-mailing — reported by Nielsen.

#2: Monthly Press Releases: Advertising is about creating top of mind awareness so that when a person is ready to buy, they think of you first. Press releases do the same thing, but for free. Successful guerrilla organizations have a database of target editors, prospects, clients and industry gurus that get press releases regularly. Newsworthy releases typically

OPINION

UC Punishes Students
By Bill Leonard,
Member State Board of Equalization

It was announced last week that UC is increasing student fees by 32%. This is from an institution that makes the bogus claim that it does not charge tuition. As private colleges often point out, when the sum of all school fees are compared to private colleges they are much more equal than advertised.

So if I am a UC student and I somehow manage to pay 32% more, will I be getting smaller class sizes, more library books, or better computer access? No, around 3 of the student fee money, including the increase, will subsidize the fees of poorer students. Here we see the classic effect of distributive schemes: Raise costs on one group so that money can be given to others. The higher costs result in greater numbers who cannot afford to pay. Eventually the enterprise runs out of other peoples’ money. Lost is the simple notion that if the fees were not so high, there would be less need to subsidize any student’s fee.

So besides paying for other students who cannot pay, what else are students paying for? The quick answer is that no one knows andUC is not telling. This ivy tower is more like a medieval castle that has shut out the modern world of accountability and openness. Anybody want to bet that the controversial Labor Institute that was exempt from accountability for far too long.

Let the sun shine in.

The Drucker... continued from pg. 3
Investment: Imperfect Competition in International Markets.”

- Muriel Binay holds a Ph.D. in finance and an MBA from the University of Texas at Austin. Areas of expertise include institutional investing, initial public offerings, payout policy, venture capital, mergers and corporate governance. He has taught courses on corporate finance, financial strategy, investments, financial institutions, and derivatives.

- Jenny Darroch’s research and teaching focuses on marketing strategies that generate growth. She recently co-edited a “Special Issue of the Journal of the Academy of Marketing Science: A Tribute to Peter Drucker” and is author of the forthcoming, “Marketing Through Turbulent Times.”

- Cornelis A. "Kees" de Kuyter is the former dean and Manooshii his professor of management at the Drucker School. His most recent books are “A Primer of Corporate Governance” and “Strategy: A View from the Top.” 3rd edition.

- Richard Ellsworth’s teaching and research have focused on outstanding executive leadership. Before joining the Drucker School, he taught at Harvard Business School and held senior management positions with Kaiser Aetna. His publications include “Leadership and the Quest for Integrity” (with Joseph Badaracco) and “Leading with Purpose.” Ellsworth received his doctorate from Harvard University.

- Jeremy Hunter teaches courses on managing oneself and transforming “the executive mind.” He holds degrees from Harvard University, Wittenberg University, and the University of Chicago.

For more information visit www.habitat4.org or call (909) 596-7098 Donations to Pomona Valley Habitat for Humanity can be mailed to:
2111 Bonita Avenue, LaVerne, CA 91750

continued on page 22
Networking 3.0-New Methods of Making Contact, And Keeping Relationships Solid
By Reece Franklin, special correspondent

First there was Web 1.0, then 2.0, then 3.0. The same is true with the new networking.

Welcome to Networking 3.0, where you use networking in combination with social media, organized network tools, and e-mail marketing to build business relations, and move them along into services and sales.

Putting it all together is not hard. Once you know it works, that's where friends like Ray and Vince Perez come in. Salem and Perez, owners of ACE E-Mail Marketing, have created a special networking organization called REN, which stands for Referral Exchange Network.

In addition, they teach members how to use Facebook, Twitter, and strategy-specific e-mail marketing to give a twist to the old "time to go looking, pass out cards, follow up" methods of Networking 1.0.

Following the meetings, they encouraged everyone to take the cards they gathered with notes on the back (see "6 Ways to Really Network at Your Next Event") and send a personal e-mail to each person using the info we learned about the other person.

Why Another Group? So why did they create another networking group? As Vince told me, most meetings become boring and definitely unproductive in the time.

"We're really doing networking training at each meeting," he said. "We don't want people finding out how to pick up networking and meet a person with a high level mind." And knowing time is valuable, member meetings are actually taught how to network and follow up.

For example, at the first meeting I attended, Ray and Vince took the format from "speed dating" and applied it to become "speed networking." A simple exercise helped us refine our pitch into a one minute power intro. We learned what to say with no wasted words.

At a more recent meeting, Ray and Vince used another exercise to demonstrate how to appeal to potential clients on a more personal level.

Following the meetings, they encouraged everyone to take the cards they gathered with notes on the back (see "6 Ways to Really Network at Your Next Event") and send a personal e-mail to each person using the info we learned about the other person.

"Defining Your Purpose - You must have a plan. You are there to meet other people who can help you gain more and better business, and to "get into" their network of contacts. So determine what you want to accomplish, who you want to meet in advance, and develop a goal.

"Set a goal for the meeting - Perhaps it's to talk further with someone you already know, and find out what you can do to help their business. If you give yourself a goal, you'll get a lot.

"Use business cards wisely. Many people take cards, but don't look at them. Do this instead. Keep your cards available, but ask the person for their card. Then ask permission, as you talk about their business, to jot a quick note on the back of the card. It should be something that helps you remember them and the conversation.

6 Ways to Really Network at Your Next Event
1. Define Your Purpose - You must have a plan. You are there to meet other people who can help you gain more and better business, and to "get into" their network of contacts. So determine what you want to accomplish, who you want to meet in advance, and develop a goal.

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4. Prepare your 30-second "Pitch" - We are only given about 30 seconds to tell who we are, and what we do. Don't be afraid to tell why the audience is you, so that you are another consultant or CPA. Practice your pitch until perfect.

5. Project yourself as a winner - Speak clearly, don't mumble, and don't be shy. Networking is not for wimps.

6. Meet 3 New People, and Get Their Story - This should be a goal of yours. Write down on the back of your business card a few notes about them that you can use for follow up. Then follow up within 24 hours with a thank you note, incorporating what you discussed.

Reece Franklin is a charter member of REN from Chico Hills, CA. © 2009 Market Smarts Senior Marketing and REN. All rights reserved.

City of Rialto Receives Award at Economic Development Conference

The City of Rialto was recognized at the International Economic Development Council for its efforts in sustainable development and its partnership with EnergTech Environmental to develop the world's first-ever biosolids-to-renewable fuel Facility—the Rialto ShurryCarb®

The Rialto ShurryCarb® Facility provides substantial economic and environmental benefits including:

- Provides long-term disposal solutions for five local municipalities
- Annual tax revenue and avoided costs are estimated at $1.5 million
- Creating more than 20 green jobs for the surrounding Rialto area
- Prevents 80,000 tons of fossil fuel carbon dioxide emissions annually

Building upon this groundbreaking project, Rialto has also partnered with Chevron Energy Solutions, which is engineering a system at Rialto's wastewater treatment plant that will use biocar- bon produced from restaurant grease and other wastewater residuals to generate clean, renewable power, and Rentech, which has a announced plans to construct the Rialto Renewable Energy Center to create ethanol fuel.

It's the city's goal to attract other renewable energy technologies and partnerships, and grow in the face of the one of the most challenging economic environments we have ever seen. We proudly present this award to the City of Rialto for its superior work during these difficult times.

Competing in the category of Sustainable and Clean Energy Development by organizations serving areas with populations between 50,000 and 200,000, Rialto was a clear standout with the Rialto Regional Biosolids continued on page 20
No matter where you work these days, chances are your company is facing one or more very tough challenges. In order for you to be forever stuck in the Lone Ranger mindset, because you believe that only someone else—be it a coworker or a consultant—can assist you on a project will expose any shortcomings you have. The fact is that those who are confident know where their strengths lie. As a result, they are able to get and react to assignments as well as projects. Because they know themselves individually, they are better team players—planning to their strengths and getting assistance for the rest.

Therefore, give yourself the opportunity to get to know yourself. Do some periodic self-reflection. In this case, the self-help resource is accurate as well as a family or personal one. Ask your friends, family, and colleagues how you perceive your strengths and weaknesses so you can gain self-knowledge. Additionally, many people find such things as meditation and reflection useful for discovering their core interests and talents.

Know your role at work.

So far, you've been hired for your current role for a reason. What is that reason and what was the reason you were chosen to do it? If your role has changed since you began working, figure out how and why it evolved. Was it a deliberative re-focusing of your role, or did it just "happen"? Also look at how your identified strengths help you fulfill your role to the company. Realize, too, that other people have their roles. There's a natural hierarchy of the company or team, and you need to respect that. Think of the team or company as a system. A more efficient system will get better results; therefore, you need to get each part of the system in its role with the system for the role to work properly. So, if you're not the "computer guy," don't pretend that you are. Don't defer to someone else in groups of five or six and give yourself over to the group. Delegate. Be a leader—"blue sky" role so you don't slow down progress or make things worse.

Deferring to others can be hard, especially when you need to make a decision. Blue sky deferring to all, no one wants to give up their power. But you'll have to learn how to take a decision. For example, in a healthcare-focused company, the boss may be more familiar with broader trends of the healthcare industry, but the junior staff may be more familiar with details of cardiology drugs, doctor reimbursement guidelines, etc. If in this case, the boss provides information to supplement your decision-making role, that's how working together and using everyone's strengths can solve problems.

Be open to brainstorming.

One of the other challenges your company is facing is bringing everyone together for a brainstorming session. This helps people feel like they're part of the group, and it helps them figure out how their strengths and weaknesses can be used to gain self-knowledge. Additionally, many people find such things as meditation and reflection useful for discovering their core interests and talents.

Group conduct exercises to get people engaged.

Meetings or group retreats, get everyone to participate in some sort of group activity/exercise. Make sure everyone takes on a role or task. Don't just put everyone in a group and give them a piece of paper airplane. They have to design it, measure the distance it travels, and give it a marketing pitch. The group then has to provide a product or service, together at the end to perform a cohesive discussion of their product. The goal of any exercise like this is to get people working together and tackling something new. Whatever the exercise is, it should be irrelevant to current challenges. This enables people to work on roles normally wouldn't do. So in our paper airplane example, the accountant is responsible for the marketing campaign and the design role. This is a great way to convey important information and to keep attendees entertained while you're preparing for your presentation to begin.

These slides need to communicate:

When the session will begin.

The Conference Dial-in number.

A photo, name and title of the presenter.

What the audience is going to learn.

What to do in case of problems.

You may also have quotes about the content they will be learning.

BE MORE VISUAL IN YOUR PRESENTATION.

Be creative. Think Hollywood: Tell stories and give examples as you go through your program, the same way you would in person. However, your Webinar needs more visuals to help the audience understand the content. Use more visuals, not just text. Also, you usually want to get a specific message across. Anyone who sets out to present something on a paper airplane. They have to design it, measure the distance it travels, and give it a marketing pitch. The group then has to provide a product or service, together at the end to perform a cohesive discussion of their product. The goal of any exercise like this is to get people working together and tackling something new. Whatever the exercise is, it should be irrelevant to current challenges. This enables people to work on roles normally wouldn't do. So in our paper airplane example, the accountant is responsible for the marketing campaign and the design role. This is a great way to convey important information and to keep attendees entertained while you're preparing for your presentation to begin.

OPEN WITH A GRABBER SLIDE AND MAKE IT WORK.

It is up to you to engage your audience immediately with a powerful, relevant opening that includes the word "you." Your grabbed opening might be:

A catchy FACT: "It may interest you to know that you hold your value more than you know!" Therefore, your personal opinion.

An introspective CHALLENGE: "Ten years ago we had more computers and now they are making when they use them.”

BUILD IN INTERACTION.

Depending on the technology you are using, make sure you interact whenever logical. For example, stop and ask, "Based on what you have heard so far, what are your questions?"

US USE MEMORABLE STORIES.

People rarely remember your exact words, instead, they remember the mental images that your words inspire. Make your stories vivid, relevant stories. Help them "make the movie" in their heads by using memorable characters, exciting situations, dialogue, and humor. This is one of the best ways to engage your audience.

US USE EFFECTIVE PAUSING.

Good music and good communication both contain pauses. Effective pauses work on full rests. This is where your listeners think about what they have just heard. If you rush on at full speed to crowd in as much information as possible, you'll leave your listeners back at the station. It's okay to talk quickly, but when you say something profound or proactively ask a rhetorical question, pause.

AVOID IRITATING "NO."-

Ham-speak or you know what I mean. On a Webinar, this habit will only be enhanced. Are you doing it? Why not have a run-through and record yourself. As in person work, the four benefits of using Webinars as part of your client interaction; and the three missteps some companies are making when they use them.

continued on page 39
If you are thinking about aircraft charter for your or your company, you’ll be pleased to know that your timing is impeccable. Due to the recent economic downturn, charter operators and brokers are aggressively trying to earn and hold on to business. Never in my 12 years in the industry have I seen such competitiveness and accommodation in order to book a flight.

The aircraft industry is sometimes narrowly viewed as the preferred form of travel for movie stars, professional athletes and those with a bank roll. The size of the aircraft is sometimes forgotten that a large percentage of charter is concerned by business professionals who are looking to maximize time and productivity.

Avoiding crowded terminals, long lines and lost luggage are amongst the frequently cited reasons for preferring aircraft charter to a commercial airline.

Equally appealing is the comfort of knowing who you’re flying with, the end of the Logbook, fuel surcharges and other expenses. The flexibility of charter is the ability to fly in and out of smaller airports that commercial airlines don’t service. Utilizing these alternative airports can literally save hours and hours of travel time. When you combine the flexibility of the number of airports available to you, the efficiency of flying to several destinations in a day and the convenience of the location, it’s no wonder the airplane is flying within a flight, all the while discussing proprietary information, you can start to understand how so many executives see aircraft charter as a necessity rather than an extravagance. Dollar for dollar aircraft charter does not typically save over commercial airline rates; however, the value of charter starts to reveal itself when you look at the time saved in relation to how one values their time.

WHAT DOES IT COST?

The most common question asked in the charter industry has to be how much does it cost? What the general public isn’t always aware of is how many variables play a part in determining cost, such as:

1. Aircraft type: Helicopters: $700-$3,000/hr Turboprops: $900-$2,000/hr Light Jets: $1,500-$2,000/hr Mid-Sized Jets: $2,500-$4,000/hr Heavy Jets: $3,800-$5,000/hr Airliners: $6,500-$15,000/hr

2. Trip length and nature of the trip is a same day round trip, overnight or multiple days or weeks that may result in extra repositioning to drop you off and pick you up on a separate day (two round trips).

3. How much repositioning is involved? Is there a non-stop aircraft at that airport or if it availability dictates that an aircraft be repositioned to accommodate the flight.

4. Airport landing/taxi fees, on-board or FBO (Fixed base operation) fees.

5. Fuel Surcharge: In these ever-changing times where fuel is like a roller coaster, operators compensate by charging a fuel add-on.

6. Aircraft Age: manufacture date, interior and exterior refurbish date and the number of cycles on the engine.

7. Additional services requested such as catering, runway or limousine service or additional special requests.

8. Individual owner or operator costs unique to the operation. Not all aircraft are priced the same. For example, continued on page 29

Looking to Upgrade to Air Charter? A simple guide from an Industry Professional

By Jaime Cochran Paris

Will California...ploymen from recent budget cuts continued from pg. 11

News From the County of San Bernardino EDA

Globalization and free trade fuel business growth while improving the standard of living for American consumers, national expert says.

Job losses that result from outsourcing work overseas are more than offset by gains that globalization brings to the U.S., says Daniel Griswold, a Washington-based writer who advocates for increased free trade in his book. On the import side, he said, "the impact of international commerce he used his own closet. Of the more than 120 clothing items in that closet, only 10 were made in the U.S., and none of those items were priced, Griswold said. The other items were made around the world, in places like China and Mexico. The item he had tagged that "recho on China," a cross-cultural reference if ever there was one. "Before you question my patriotism, look into your own closet," Griswold declared, presenting at a California State University, San Bernardino. "Americans have voted with their dollars for more participation in the international marketplace. We are more global in what we have been."

Griswold spoke as part of the county's Business Stimulus Series, which highlights business leaders and visionaries who are impacting the economic recovery. The series is sponsored by the Economic Development Agency of San Bernardino County in partnership with CSUSB's College of Business and Public Administration.

Griswold, director of the Center for Trade Policy Studies at the Catso Institute in Washington, DC, argues in a new book that the benefits of increased globalization and free trade far outweigh the accompanying U.S. job losses.

Griswold, author of Mad About Trade: Why Main Street America Should Embrace Globalization, said, "free trade is responsible for creating a higher standard of living, especially for low-income residents. Clothes, toys and consumer electronics, among other things, are much cheaper to buy as a result of open markets, saving a family of four as much as $5,000 a year, Griswold said. Griswold noted, "Americans have voted with their dollars, not, as critics have claimed, "for low-pay sweatshop labor contributions to third-world economies." "Consumers," Griswold said. "Politicians always favor the small minority of people who are negatively affected by free trade, but trade is the working family's best friend." 6. Aircraft Age: manufacture date, interior and exterior refurbish date and the number of cycles on the engine.

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You Now Need... cover the following: new hires, product releases, new alliances, large contracts awarded, new territories covered, favorable independent lab results, and more. It is advisable to follow a professional press release format. The copy of the format must be written in news-based style and not as an advertisement. A PR firm can give you an example of a submission.

#3. Publish Articles: After spending time creating an editor database, it is time to improve relationships with publishers by offering to write articles for them. Articles generate long-impression times, improved perception of expertise, and leads. The authors name, phone number, e-mail and resume at the end of this article for reader questions and follow up. It is often cost effective to have reprints of articles printed and mailed to your prospects or to be added as sales tools. Companies should let prospects know when they get published. These touches accelerate selling cycles with higher credibility.

One important tip on articles: Submit them with incredible photography. They have a much higher likelihood of getting published without them.

#4. Vehicle Welcome Wagon: The only really good company vehicle ever, was the Ice Cream Man’s Truck. The ice cream man found the appeal so dramatic that the ice cream would run out of their houses and all the way down the street to stop him. What would happen if other businesses could generate that kind of demand?

If other businesses could generate that kind of demand, it would run the way that the demand was generated and, of course, great restaurants where he meets and chats with owners, the press and everyone else. So why couldn’t it be our business?

City of Rialto... Processing Facility. The facility, continued from pg. 15, Environmentally In partnership with the City of Rialto and the Redevelopment Agency of the City of Rialto, was conceived as a public service, environmental remediation and economic development project. It accepts, processes and disposes of single family solid waste through Southern California and the waste product to a renewable fuel source that produces no net carbon dioxide emissions. The facility produces a series of economic benefits for its host city in the form of new tax revenues, land lease payments, and profit sharing opportunities. It also caused the clean closure of an abandoned municipal landfill, and eliminated an unhealthy liability for Rialto.

The International Economic Development Council (IEDC) is headquartered in Washington, DC. Its mission is to provide leadership and excellence in economic development for communities, members and partners. IEDC’s professional economic development awards annually recognize excellence in the economic development profession.

Long Distance Companies Serving the Inland Empire

| Local Alphabetically | Number of Employees | Office Locations | Total Locations | Residential & Commercial | Total | Repair
<table>
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<tr>
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<td>244</td>
<td>57</td>
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</tr>
<tr>
<td>AT&amp;T</td>
<td>(800) 222-7222</td>
<td>(800) 222-7222</td>
<td>(800) 222-7222</td>
<td>(800) 222-7222</td>
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<td></td>
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<td>Pacific Bell</td>
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<td>(800) 222-7222</td>
<td>(800) 222-7222</td>
<td></td>
<td></td>
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<tr>
<td>Pacific Communications</td>
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</tr>
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<td>(800) 222-7222</td>
<td>(800) 222-7222</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

A coyote hangs on. They get the streets leading into the game. New account activity exploded and it did so with customer pride. By sending a WELCOME WAGON they generate friendly business stories to your local TV stations, radio stations, newspaper publishers, local associations, companies for the seats out in style. Everyone is in business continued on page 33.
The Drucker...

continued from pg. 13

- Ira A. Jackson is the dean of the Peter F. Drucker and Masatoshi Ito Graduate School of Management at Claremont Graduate University, where he is also professor of management. He has extensive experience in business, government, civil society, and higher education.

- Karen Linkletter is a lecturer in the American Studies Department of California State University, Fullerton. She and Professor Macriale coauthored an article on Drucker, "Genealogy of a Social Ethicist," forthcoming in the Journal of Management History. She received her Ph.D. in history from Claremont Graduate University in 2004.

- Jean Lipman-Blumen continued on page 24

Governor Signs...

continued from pg. 1

"This is a prime example of how industry, environmental stakeholders and the Legislature can work together to produce sound policy," said Assembly Member Mendoza. "This bill saves the state money, keeps people working and continues to uphold natural resource standards to ensure our forests are protect-

The extension provides forest owners some flexibility to respond to market conditions. Lumber markets have been in deep decline for more than a decade and stand at 30 years low. More than 1,000 mill-related jobs have been lost in California to date in 2009.

Traditional Authentic Chinese Cuisines:

- Salt & Pepper Shrimp
- Garlic Beef w-Cash
- King Pac Chicken
- Shanghai Spare Ribs...

Extensive Menu. Exquisite Ambiance. Delightful Selection of Beer, Wine & Liqueur

The Drucker... continues from pg. 23

holds the Thornton F. Brubaw chair in public policy and serves as professor of organizational behavior at the Peter F. Drucker and Masatoshi Ito Graduate School of Management, Claremont Graduate University. She is director of the Institute for Advanced Studies in Leadership at the Drucker Ito School.

- Roberto Pedace is an associate professor in the economics department at Scripps College. Prior to this, he was an associate professor in the Drucker School at Claremont Graduate University. His research interests are in the area of labor economics and his work addresses a variety of important public policy issues.

- Jay Pang has a Ph.D. in economics from the University of Rochester. He teaches finance, economics, strategy, and leadership at the Drucker School and Harvey Mudd College. Jay has been voted Outstanding Teacher 15 times in his 23 years at the Claremont Colleges. He also teaches financial analysis at Southern California Edison.

- Vijay Sathe is professor of management at the Drucker School. He is the author of five books, including "Corporate Entrepreneurship," as well as numerous journal publications. He has taught in MBA and executive education programs around the world and has advised leaders in all sectors of society.

- J. Scott Scherler graduated from the executive management program at the Drucker School and holds a degree in economics from Duke University. He is a principal at CoreWorks Consulting and serves as an executive coach. Scott received his training in integral coaching from New Ventues West in San Francisco.

- Richard Smith is the Boyd chair and professor of finance at University of California, Riverside. Before joining UCR, he was associate dean, professor of financial management, and served as director of the Venture Finance Institute at the Drucker School. He is the author of "Entrepreneurial Finance" and more than 35 journal articles.

- Sarah Smith Ort teaches social sector leadership, governance, and resource development. She is executive director of the Kravis Leadership Institute, and the author of, "Improving Leadership in Nonprofit Organizations," "Women Directors in the Board Room: Adding Value," "Making a Difference," and "Boardroom Realities."

- James Wallace has worked as an auditor in public accounting, as a division controller for a major health provider, and was a faculty member of the University of California, Irvine, prior to joining the faculty at Claremont Graduate University.

About Peter Drucker

Born in Vienna on Nov. 19, 1909, Peter Drucker had a profound impact on how people around the world organize themselves in the realms of business, government and civil society.

Drucker's 39 books, along with his countless scholarly and popular articles, predicted many of the major developments of the late 20th century, including privatization and decentralization; the rise of Japan to economic world power; the decisive importance of marketing and innovation; and the emergence of the information society with its necessity of lifelong learning. In 1959, Drucker coined the term "knowledge worker," and he spent the rest of his life examining an age in which an unprecedented...
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**Interconnect/Telecommunications Firms Serving the Inland Empire**

<table>
<thead>
<tr>
<th>Company Name</th>
<th>Employees</th>
<th>Year Established in Inland Empire</th>
<th>Major Products/Carried</th>
<th>Top Local Executive</th>
<th>Phone/Fax</th>
<th>E-Mail Address</th>
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</thead>
<tbody>
<tr>
<td>TelPacific Communications</td>
<td>55</td>
<td>1995</td>
<td>5</td>
<td>WND</td>
<td>(800) 413-2975</td>
<td><a href="http://www.telbackup.com">www.telbackup.com</a></td>
</tr>
<tr>
<td>TW Telecom</td>
<td>26</td>
<td>1997</td>
<td>55</td>
<td>WND</td>
<td>(800) 450-5590</td>
<td><a href="http://www.twteleco.com">www.twteleco.com</a></td>
</tr>
<tr>
<td>Edison Carrier Solutions</td>
<td>25</td>
<td>1995</td>
<td>5</td>
<td>EDS, Smart Web Development, WaveLength</td>
<td>(852) 543-8315</td>
<td><a href="mailto:ecarrier@comcast.com">ecarrier@comcast.com</a></td>
</tr>
<tr>
<td>Accent Computer Solutions Inc.</td>
<td>24</td>
<td>1985</td>
<td>2</td>
<td>VIP, Networks, Cisco</td>
<td>Marcy Kaufman</td>
<td>President</td>
</tr>
<tr>
<td>Business Telecommunications Systems Inc.</td>
<td>20</td>
<td>1981</td>
<td>1</td>
<td></td>
<td>Larry Carraige</td>
<td>President</td>
</tr>
<tr>
<td>Eon Kold</td>
<td>12</td>
<td>1986</td>
<td>2</td>
<td>NEC, Dallas, Novell</td>
<td></td>
<td>President</td>
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<tr>
<td>Telcom Communications, Inc.</td>
<td>12</td>
<td>1982</td>
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<tr>
<td>Intellise Communications, Inc.</td>
<td>10</td>
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<td>3</td>
<td>Silicon Valley, Dallas, VIP, VIP, VIPnet</td>
<td>Charles W. Miller</td>
<td>President</td>
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<td>1984</td>
<td>1</td>
<td>Web Development</td>
<td>Aaron Nelson</td>
<td>President</td>
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<tr>
<td>Quintessal Telephone Systems, Inc.</td>
<td>240</td>
<td>1982</td>
<td>3</td>
<td>Prime NCE Dealer, DNP, DNP, Telecom, Net, Net</td>
<td>Charles W. Miller</td>
<td>President</td>
</tr>
<tr>
<td>Verizon Communications</td>
<td>5</td>
<td>1996</td>
<td>1</td>
<td>VIP, Aspire, NCE</td>
<td>Beverly Hills</td>
<td>President</td>
</tr>
<tr>
<td>John Coughlin</td>
<td>465 S. Figueroa St, Ste 3000</td>
<td>1996</td>
<td>3</td>
<td>VIP, Networks, VIPnet</td>
<td>John Coughlin</td>
<td>President</td>
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(To verify the data, please visit the respective company's website or contact them directly. The information may change over time. For the most current data, please contact the respective companies.)

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<td>VIP, Networks, VIPnet</td>
<td>John Coughlin</td>
<td>President</td>
</tr>
</tbody>
</table>
The Drucker...

continued from pg. 23

number of people use their brains more than their backs.

Drucker's first major work, "The End of Economic Man," was published in 1939. Driven
by an insatiable curiosity about the world around him—and a deep desire to make that world a
better place—Drucker continued to write long after most others
would have put away their pens. The result was a ceaseless
procession of landmarks and classics: "Concept of the
Corporation" in 1946, "The Practice of Management" in
1954, "The Effective Executive" in 1967, "Management: Tasks,
Responsibilities, Practices" in 1973, "Innovation and
Entrepreneurship" in 1985, "Post-Capitalist Society" in

Drucker, who had taught at Sarah Lawrence College,
Bembridge College, and New York University, spent the last
35-plus years of his career on the faculty at Claremont
Graduate University. In 2000, he received the Presidential Medal
of Freedom, the nation's highest civilian honor. He died in
November 2005, just shy of his 96th birthday.

About The Drucker School of Management

The Peter F. Drucker and Muriel M. Drucker School of Management is training
the next generation of effective managers and ethical leaders for
all sectors of society: private, public and philanthropic.

Inspired by principles and practices advanced by Peter
Drucker, the school approaches management as a liberal arts and
seeks to tackle some of the biggest questions challenging
global society.

Part of the world-renowned Claremont Colleges and
located in the foothills of the beautiful
San Gabriel mountains 35 miles from
downtown Los Angeles, the Drucker School is more than
just a traditional "B" school; it is also an "M" (management)
and an "L" (leadership) school.

With a strong commitment to research, values orientation,
and an intimate graduate-only curriculum, the school was
recently ranked fifth in the nation by Princeton Review in
faculty quality. The Drucker School offers a variety of profes-
sional and doctoral degrees, including MBA, EMBA, MSFE
(jointly with CGU's School of Math), MA in arts management
(jointly with CGU's School of Arts and Humanities) and MA in
politics, business, and economics (jointly with CGU's School
of Politics and Economics). Named for both a pioneering
thinker (Peter Drucker) and an accomplished donor (Muriel M.
Drucker), the school produces gradu-

ates who have a strong sense of
social responsibility and a deep

desire to make a difference by
doing well while also doing

good. To learn more about its
mission and Peter F. Drucker's
work, please visit www.druck-
er.english railing or www.the druck-
ereciahne.com.

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Inland Valley Business
Advocate.

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Alliance represents the busi-
ess interests at the city, coun-
ty, state, and federal levels
when issues affect your fir-
manship and the busi-
ness community in the Inland Valley.

• Business Guidance &
Counseling—Through the
Inland Empire West Small
Business Development Center,
Business Expos—Headquar-
ter in strategic locations
throughout the Inland Valley.

• Credit Union Access—
Members have Credit Union
privileges with SCE Credit
Union.

• Member to Member
Discount Program—This pro-
gram provides discounts to
Alliance members and their
employees.

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Half Page... $2,750

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www.busjournal.com
INLAND EMPIRE
People and Events

A ribbon cutting ceremony presented by Cathedral City Chamber of Commerce for Classic Yellow Cab opening a new branch in Cathedral City.

For more information on Classic Yellow Cab of Cathedral City visit www.classicyellowcab.com.

10th Annual Chairman’s Award Dinner
Rick Cambridge was named Citizen of the Year at the Apple Valley Chamber’s 10th Annual Chairman’s Awards Dinner.

For more information on Apple Valley Chamber visit www.avchamber.org.

Old Creek House Restaurant celebrated its ribbon cutting with a special appearance from the Palm Springs Chamber of Commerce. Old Creek House Restaurant is located at 1555 S. Palm Canyon Drive, Palm Springs.

For more information about Old Creek House Restaurant call (760) 322-3442.

Atlas Storage along with Yucaipa Chamber of Commerce cuts the ribbon at their new facility located at 12189 Seventh Street in Yucaipa.

For more information on Atlas Storage in Yucaipa call (909) 790-4848. For more information about the Yucaipa Chamber of Commerce visit www.yucaipachamber.org or call (909) 790-1841.

Looking To... continued from pg. 18

Leav 55 may be a different hourly rate, than your first competitor even though they are based at the same airport and are the same model. The operating costs may vary from company to company and will be reflected in the overall charter cost.

6. Geographic location: Charter in Southern California for example not less than charter in Colorado typically.

DON’T USE A HELICOPTER TO FLY CROSS COUNTRY

Before an operator or broker is even able to give you a quote, they need to determine what aircraft is best for the job at hand. Even though you may enjoy the scenery from a helicopter, you wouldn’t want to fly from New York to Los Angeles in one because it’s not cost effective at time efficient. Without a doubt, a helicopter would be the worst possible choice for the task at hand. A good operator or broker will ask you questions to ensure that they are quoting you an appropriate aircraft. Conversely, if they don’t have the appropriate equipment for your flight, they should be honest and tell you, instead of putting you in an aircraft that you will be disappointed with. If you are calling around and inquiring about charter services, it is in your best interest to provide as much information as possible so that you are quoted on an aircraft that specifically suits the trip requirements and any special needs that you may have. The aircraft you’re quoted on may be determined by:

1. Aircraft availability.
2. Your budget.
3. The number of passengers.
4. The amount of luggage.
5. The total weight of passengers and luggage.
6. The distance of the flight.
7. The length of the runway.
8. The performance of the aircraft.
9. International or domestic flight
10. Are you flying over the ocean where high frequency radios are required, such as Bermuda?
12. Individual preferences: Newer interior/exterior, model year, specific model, amenities such as Atrio/DVD or flight phone, etc.

I can’t stress how important it is to be as clear as possible about special needs. For example, if you use an oxygen tank, don’t assume that because you are flying private you can travel with it. There are specific operators and aircraft that are certified to carry hazard (hazardous material) and there are no exceptions. Complete disclosure on the part of the buyer and supplier is the key to avoid any miscommunication or potential problems.

ASK QUESTIONS AND KNOW WHAT YOU ARE PAYING FOR

I am amazed at how few people ask questions when chartering. Everyone wants to know about COST, COST, COST, but nobody asks the question: Why is that price so low? It won’t fall out of the sky. If you are working with a charter company or broker that you are not familiar with, I would encourage you to ask questions above and beyond cost. The list below is a guideline to help you have piece of mind in choosing a supplier.

continued on page 30

Will California...

Typically, California’s unemployment rate continues until the end of a recession and beyond. The list below is a guideline to help you have piece of mind in choosing a supplier.

People and Events

For more information on Minuteman Press of Rancho Cucamonga visit www.minutemanpress.com.

Kevin and Maribel Brown have been the business owners for 9 years.

Rancho Cucamonga is proud to present Minuteman Press the 2009 Small Business of the Year Award.

Rexin and Maribel Brown have been the owners of Minuteman, Rancho Cucamonga for over 12 years.

For more information on Minuteman Press of Rancho Cucamonga visit www.minutemanpress.com.

While you may enjoy the scenery from a helicopter, you wouldn’t want to fly from New York to Los Angeles in one because it’s not cost effective at time efficient. Without a doubt, a helicopter would be the worst possible choice for the task at hand. A good operator or broker will ask you questions to ensure that they are quoting you an appropriate aircraft. Conversely, if they don’t have the appropriate equipment for your flight, they should be honest and tell you, instead of putting you in an aircraft that you will be disappointed with. If you are calling around and inquiring about charter services, it is in your best interest to provide as much information as possible so that you are quoted on an aircraft that specifically suits the trip requirements and any special needs that you may have. The aircraft you’re quoted on may be determined by:

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2. Your budget.
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4. The amount of luggage.
5. The total weight of passengers and luggage.
6. The distance of the flight.
7. The length of the runway.
8. The performance of the aircraft.
9. International or domestic flight
10. Are you flying over the ocean where high frequency radios are required, such as Bermuda?
12. Individual preferences: Newer interior/exterior, model year, specific model, amenities such as Atrio/DVD or flight phone, etc.

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Rancho Cucamonga is proud to present Minuteman Press the 2009 Small Business of the Year Award.

Rexin and Maribel Brown have been the owners of Minuteman, Rancho Cucamonga for over 12 years.

For more information on Minuteman Press of Rancho Cucamonga visit www.minutemanpress.com.

While you may enjoy the scenery from a helicopter, you wouldn’t want to fly from New York to Los Angeles in one because it’s not cost effective at time efficient. Without a doubt, a helicopter would be the worst possible choice for the task at hand. A good operator or broker will ask you questions to ensure that they are quoting you an appropriate aircraft. Conversely, if they don’t have the appropriate equipment for your flight, they should be honest and tell you, instead of putting you in an aircraft that you will be disappointed with. If you are calling around and inquiring about charter services, it is in your best interest to provide as much information as possible so that you are quoted on an aircraft that specifically suits the trip requirements and any special needs that you may have. The aircraft you’re quoted on may be determined by:

1. Aircraft availability.
2. Your budget.
3. The number of passengers.
4. The amount of luggage.
5. The total weight of passengers and luggage.
6. The distance of the flight.
7. The length of the runway.
8. The performance of the aircraft.
9. International or domestic flight
10. Are you flying over the ocean where high frequency radios are required, such as Bermuda?
12. Individual preferences: Newer interior/exterior, model year, specific model, amenities such as Atrio/DVD or flight phone, etc.

I can’t stress how important it is to be as clear as possible about special needs. For example, if you use an oxygen tank, don’t assume that because you are flying private you can travel with it. There are specific operators and aircraft that are certified to carry hazard (hazardous material) and there are no exceptions. Complete disclosure on the part of the buyer and supplier is the key to avoid any miscommunication or potential problems.

ASK QUESTIONS AND KN...
Looking To...

1. Ask for photos of the aircraft and make sure you understand what you are flying on. You don’t want to be disappointed with what you are getting, so make sure you are not expecting a jet to show up when you have contracted for a turboprop.
2. Ask about luggage and weight restrictions because every aircraft is different. Weight restrictions can be influenced by the discounted cost of the flight in addition to other factors.
3. Get a copy of the Air Carrier Certificate, Proof of Insurance and DO-85. The DO-85 verifies that the specific aircraft you are booking is on the Air Carrier Certificate.

Also, brokers are interested in getting the best aircraft for the best price and will look in all aircraft in the area including those that are currently quoted or are currently involved in quoting. They are often interested in pricing and will look for opportunities to sell charts on their own fleet.

4. Ask for cash, check or wire transfer discount if not already quoted that way.
5. Do not call around and simply ask for an hourly rate and then go with the company with the lowest hourly rate. Hourly rates can be deceiving as every quoting system is different and the adjustment for wind or delays can vary greatly from one system to another. Also, hourly rates do not take into account other add-ons such as hard surcharge or landing fees. When calling for a charter, be prepared to give as much information as possible so that you can get a price that accurately reflects what your final cost will be.

6. If you are traveling in one direction, seek one way rates or empty legs. An empty leg is quoted when a flight is repositioning to/from a destination without passengers. Empty legs are opportunities to save hundreds to thousands of dollars on traditional charter rates, but you must have a little flexibility and understand that availability can change. Empty legs represent the greatest savings possible for charter service. One way rates are reduced over a traditional charter rate and the operator assumes the risk of the empty repositioning leg. One way rates are not contingent on an originating flight in contrast to an empty leg.

As you can see, chartering an aircraft can and should be a bit more involved than just making a phone call. All your efforts will be greatly rewarded with piece of mind as you arrive at altitude in your own private cabin with plenty of leg room to spare.
11 Southern California Arts Institutions Receive $4 Million to Expand Audiences and Increase Financial Sustainability

Second Phase of Irvine Foundation’s Arts Regional Initiative Continues; Commitment to Leading Regional Arts Institutions

The James Irvine Foundation announced $4 million in grants to 11 arts institutions in Southern California that are committed to broadening and diversifying their audiences and strengthening their financial sustainability.

The organizations selected this year for the Arts Regional Initiative are planning to use the grants to advance financial sustainability within a challenging economic environment and to increase cultural participation from underrepresented communities. While each institution is developing specific plans, initial participants are updating their strategic plans to recalibrate for the current economy, strengthening and diversifying board leadership, and developing culturally relevant artistic programs to attract diverse audiences.

"In this tough economy, we want to underscore commitment to these regional arts organizations as they explore new ways of achieving financial sustainability and attracting culturally diverse audiences," noted James E. Caudill, Irvine Foundation’s president and CEO.

The organizations represent a mix of artistic disciplines, including music, dance, theater, visual and multidisciplinary arts. The grants will be awarded over three years and grantees will share resources, best practices and lessons learned for a complete list of grantees, see example A.

Irvine launched phase one of the Arts Regional Initiative in 2006 with support for continued on page 36

You Now Need... continued from pg. 12

Grant Amount

Example A

<table>
<thead>
<tr>
<th>Organization</th>
<th>City</th>
<th>Grant Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Charles W. Bowers Museum</td>
<td>Santa Ana</td>
<td>$400,000</td>
</tr>
<tr>
<td>Cygnet Theater Company</td>
<td>San Diego</td>
<td>$325,000</td>
</tr>
<tr>
<td>Laguna Art Museum</td>
<td>Laguna Beach</td>
<td>$375,000</td>
</tr>
<tr>
<td>&gt;Mainly Mozart</td>
<td>San Diego</td>
<td>$325,000</td>
</tr>
<tr>
<td>Oceanside Museum of Art</td>
<td>Oceanside</td>
<td>$300,000</td>
</tr>
<tr>
<td>Orange County Museum of Art</td>
<td>Newport Beach</td>
<td>$400,000</td>
</tr>
<tr>
<td>Redlands Community Music Association</td>
<td>Redlands</td>
<td>$275,000</td>
</tr>
<tr>
<td>Riverside Art Museum</td>
<td>Riverside</td>
<td>$225,000</td>
</tr>
<tr>
<td>Saint Joseph Ballet</td>
<td>Santa Ana</td>
<td>$375,000</td>
</tr>
<tr>
<td>San Bernardino Symphony Association</td>
<td>San Bernardino</td>
<td>$350,000</td>
</tr>
<tr>
<td>Orchestra Nova San Diego</td>
<td>San Diego</td>
<td>$275,000</td>
</tr>
</tbody>
</table>

Give The Gift Of A Smile.

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

The good news is that virtually all of these children can be helped. This is the mission of The Smile Train. We empower local surgeons to provide this life changing free cleft surgery which takes as little as 45 minutes and costs as little as $250. It gives desperate children not just a new smile—but a new life.

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

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

$10 Provides cleft surgery for one child.

$20 Provides medications for one surgery

$25 Covers half the cost of one surgery.

We graciously accept any amount.

Promote the Smile Train P.O. Box 1979 Rancho Cucamonga, CA, 91729-1979

The Smile Train

1-877-KID-SMILE

www.smiletrain.org

Our newest color copier technology is well traveled.

In fact, he’s been to over 22 of the 30 big league ballparks.

c. Client says, "Umm, yes, I might know a few people." 

b. Says, "I think John Doe and Mary Smith could use you." 

a. "Would it be possible for you to call them to recommend me? I don't want my first call to be an interruption." 

b. "Sure." 

a. "Thanks so much. If they say yes, could you forward me their number and I’ll call them right away?" 

b. "Absolutely." 

Referrals not only add to a company’s prospect list but also solidify loyalty between the referring client and the business. Once that call is made, it locks in a memory of preference and a set of beliefs that you will continue to perform. References create strong emotions that companies need to invest in.

Having the top 10 Guerrilla Marketing Strategies, it is time to put them to work, to make a plan and execute. The sooner a company begins to develop their guerrilla marketing plan, the sooner they begin to take action and action everyone can afford in a tough economy is going to create positive results.

Money and money in getting it off the ground, there are experts in guerrilla marketing that can help. Firms like Your Results Marketing Co. and others can make a good plan a great one.

Doug McQueen shares his time lecturing CEOs and business owners for Voyage. He is a writer, lecturer and successful business over/underwriter living in Encinitas, CA with his wife, four children and a slew of animals. Your Results Marketing Co. is a full service marketing company that helps businesses sell more efficiently with proven neuroscience languages and their positive effect on decision making and memory. http://www.yourresultsmarketing.com

TOSHIBA

BUSINESS SOLUTIONS

Our newest color copier technology is well traveled. In fact, he’s been to over 22 of the 30 big league ballparks.

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Centro Basco... bring a designated driver. If you can manage dessert, the homemade plan is highly recommended. The best is the cost for all this—approximately $25 each including tax and tip. So much food is served—you must come with a very large appetite.

Family-style lunch (a reduced version of dinner) is served Tuesday through Friday at noon; Sundays at 12:30 p.m. Family-style dinner is from Friday through Sunday at 7:30 p.m. You don't have to make a reservation for a family-style meal, but you do have to be on time. They ring a dinner bell at noon or 7:00 p.m. sharp. If you want to go the traditional route and not eat massive amounts, enter the dining room and select some of their dishes such as lamb, veal, fish and beef. A typical lunch menu consists roast beef, thinly sliced served with mushroom gravy (salad or soup, vegetables and potato du jour included) for $8.65; prime rib for $10.95; lamb chops (2) for $13.95; veal cutlet for $14.95; steak for $11.90; and pork chops (2) for only $8.95. It's certainly a value when sandwiches run around $6.00 or so. The dinner menu (served with soup du jour, hors d'oeuvres, house salad, pasta homemade French fries and vegetables) includes rack of lamb, T-bone steak, veal parmesan, trout, orange roughy, poulet Basque (baked chicken), lamb chops, shimp scampi and other delightful dishes. Prices range from $15.25 to around $32.25 (rack of lamb). Wine is also affordable for about $20 a bottle or offered by the glass.

Centro Basco Restaurant is a great place to enjoy a Sunday (or another day) with other Basque folks—strangers or not—and it's quite a bargain for this adventure.

Centro Basco is located at 13432 Central Avenue in Chico. Phone (909) 628-9014 for reservations, etc.

New York Grill

909 / 987-1928

950 Ontario Mills Drive, Ontario
Mon / Thur 11:30 a.m. - 9:30 p.m.
Fri 11:30 a.m. - 10:30 p.m. • Sat 4:30 p.m. - 10:30 p.m. • Sun 4:00 p.m. - 9:00 p.m. • Reservations Recommended

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

ie coffee

Small batch roasted in the sunny Inland Empire

About ie Coffee

At Inland Empire coffee and tea purveyors, we are all about high quality: the quality of the coffee beans, the quality of life for the growers, the quality of our business practices. Coffee is one of the world’s most heavily traded commodities, second only to oil. It is the world’s largest agricultural commodity. A beverage enjoyed by people worldwide, coffee production has a great effect on the Earth’s ecology.

We use only the top 1% of the finest, organic and eco-friendly coffees that we can source because it is an environmentally and socially responsible product. It’s production helps protect valuable eco-systems, helps improve the lives of the growers and their families, and helps ensure that you will have access to the best hand-grown Arabica beans in the world.

Using organic and eco-friendly coffee is a simple extension of our personal beliefs that everything we do should help rather than harm, the world in which we live. For us, it is simply good business practice to use, promote, and supply products that help protect the Earth’s ecology and provide better working environments and living conditions for our suppliers.

Contact IE Coffee

For more information about IE Coffee contact Cliff Young: (909) 801-2113 or e-mail iecoffee@gmail.com.

RESTAURANT REVIEW

Centro Basco—“Boarding House Style Dining”

By Ingrid Anthony

A taste of French and Spanish cuisine served “Basque” style is found right here in Chico, and it happens to be the oldest Basque restaurant in the valley.

This restaurant has been around since 1940 and remains one of the favorite forms that like eating family-style and mingling with other folks who enjoy the same. This dining experience has been passed down to generations serving with the Basque shepherds and dairy men who were a large part of Chico’s population. The service is friendly and down to earth which makes it a comfortable place to share a great meal.

Centro Basco is open for lunch and dinner. You have the option of dining in the traditional family-style in which everyone dines together at long tables in the Red Room or the Music Room. If you are in a small group, we have a dessert course featuring unique and interesting flavors. You can manage a large family (or family members) and eat a large meal (dinner) or lunch with other groups. This restaurant offers special dishes not found on the conventional menu such as oxtail stew, rabbit, blood sausage, etc. Included in this meal is “all you can drink” house wine from a local winery—so if you are planning to drink till you drop, it is recommended to order wine by the glass.

The menu consists of two m e a t + v i r t u o u s i n g options and its excellent complement of vegetable. The family-style menu offers special dishes not found on the conventional menu such as oxtail stew, rabbit, blood sausage, etc. Included in this meal is “all you can drink” house wine from a local winery—so if you are planning to drink till you drop, it is recommended to order wine by the glass.

Personized Wine Labels for any Occasion

The Historic

1927

GALLEANO WINERY

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We can custom design a label just for you.

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Personalized Wine Labels for any Occasion

continued on page 34
11 Southern... continued from pg. 12
organizations in Riverside, San Bernardino, Orange and San Diego counties. The initiative supported arts organizations in the Central Valley in 2007 and along the Central Coast in 2008. This year marks the second phase of the initiative, with a return to leading arts organizations located in Southern California. Of the 11 current grantees, seven participated in phase one of the initiative (Bowers, Oceanside, Orange County, Redlands, Riverside, San José, and San Bernardino).

The James Irvine Foundation is a private, non-profit grantmaking foundation dedicated to expanding opportunity for the people of California to participate in a vibrant, successful and inclusive society. The Foundation’s grantmaking focuses on three program areas: Arts, California Democracy and Youth. Since 1987 the Foundation has provided over $1 billion in grants to more than 3,000 nonprofit organizations throughout California. With $1.5 billion in assets, the Foundation made grants of $78 million in 2008 for the people of California.
PAY-TO-PLAY...continued from pg. 11.

The Securities and Exchange Commission has recognized that "pay to play" is a huge problem, but it believes it does not have the power to mandate attorneys who use campaign contributions to get business. We should make sure the SEC has the power to prevent this practice.

Lawyers who are charged because of their political connections rather than merit may harm pension funds. The lawyers have a conflict of interest. They may profit their pension funds. These pension funds are a vital source of retirement income for police, firefighters, and teachers.

Want to learn more?
Contact Maureen Black at 916-757-9311.

Make Your...continued from pg. 16.

them change their attitude, as their actions and behaviors affect the whole company. If they won't or can't change, then it's time for management to decide if they're the type of people who can contribute to the company's overall success.

Use Your Team to Get Ahead.
When people take the time to shift their perspective about themselves, they are empowered to do more and start focusing on finding solutions. Crucially, it's crucial that employees feel safe. Any repercussions, or hints or rumors of repercussions, will quickly shut down the lines of open and honest sharing of emotions.

"Outliers: The Story of Success," by Malcolm Gladwell (Little Brown & Co., $27.97) (19)

Why the cause of success can be linked to where you were born.

"In FED We Trust: Ben Bernanke's War on the Great Panic," by David Wessel (Crown Publishing, $17.54) (4)


How unending financial risks led to economic catastrophe.


A road map to a rich life with or without a lot of money.

"The First Tycoon: The Epic Life of Cornelius Vanderbilt," by T.J. Stiles (Knopf Doubleday, $37.50) (5)

How the first one percent developed connections rather than merit.

"Nice Girls Don't Get Rich: 57 Avoidable Mistakes Make Women Money With Less Make," by Loo P. Frankel (Grand Central, $21.95) (8)

Why more women don't build more and more and more and more effort being focused on finding solutions.

"How to Smell a Rat: The Five Signs of Financial Fraud," by Louis Spiker (John Wiley & Sons, $24.95) (**) (5)

When an investigation is needed, it is usually.


Suzie offers her classic advice for survival in tough times.

"Street Fighters: The Last 72 Hours of Bear Stearns, the Toughest Firm on Wall Street," by Kate Kelly (Penguin Group, $25.95) (6)

Why the toughest kid in themock couldn't survive.

"The Great Depression Ahead: How to Prosper in the Crash Following the Greatest Boom in History," by Harry Dent (Simon & Schuster, $27.00) (**) (6)

How to survive the real economic land mines of mid-2009.

The Other Kind...continued from pg. 38

not only stand behind the business issues we face, but often drive those issues without our realizing it. The book's value is that it requires us to look at how we use those issues to positively motivate and guide the people who compose our organizations.

- Henry Hotzman

Fallbrook...continued from pg. 43

join him at his newly renovated home for a sandwich and some wine. His home is magnificient with a panoramic view that includes your vineyards and winery. We had a relaxed visit and it's been a pleasant get to know this gentleman.

Fallbrook Vineyards is available for visiting by appointment. You can call them at (760) 726-0165. Don't be surprised if I answer the phone.

"Secret of Making Money and What Matters" by Alexander Green (Wiley & Sons, $29.95) (5)

How to survive the real economic land mines of mid-2009.

Make Your...continued from pg. 6

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How to survive the real economic land mines of mid-2009.
"We are in a perfect place to grow grapes. We’ve got sunshine, we’ve got hillside proximity to the ocean, the cool breezes and fog and we’ve got low yields." Ira Gourvitz has plenty to be happy about. It’s harvest time and the fruit is exceptional. His 2007 Sleepy Hollow Vineyard Chardonnay has been awarded the Gold Medal for Best of Region and Best of Class at the California State Fair. His Fallbrook Winery 33rd BDX (the barrel code for Bordeaux Blend) is getting rave reviews. His team of winemakers, Duncan Williams and Vernon Kindred are producing exceptional wines.

Ira says the difference between Fallbrook fruit and Temecula fruit is not only Fallbrook’s proximity to the ocean, but the decomposed granite soil that allows his vines to grow 30 feet deep. Because of the cool nights and mornings his grapes have more natural acids and he can produce a wine that’s lower in alcohol, allowing the fruit to shine through. The hillside vineyards allow for excellent drainage. Fallbrook Winery is the largest winery in San Diego County. He has 20 of his 36 acres planted now with Merlot, Cabernet Sauvignon, Malbec, Sangiovese, Syrah, Chardonnay and Sauvignon Blanc. There are plans to plant an additional five acres over the next five years. He’s not afraid to invest money to continue producing a quality product. He recently installed a water monitoring system that has sensors at one, three and 10-foot depths. By looking at a computer he can tell how long it takes the water to get to a certain depth. Ira uses both French and American oak barrels with an inventory of 500 barrels and another 200 on the way. At approximately $1,000 per barrel, well, you do the math. It’s a gentleman and a gracious host. He gave me a complete tour of the facility, showed me some of the wines they produce for other wineries and then guided me into the tasting room. His pride in the wines he is producing is evident. As he opens a bottle, he delights in telling you where the grapes came from and how the wine went from vine to bottle. His 2008 Rosato Sangiovese Rosé has an exquisite color that comes from spending 14 hours on the skin. The nose and mouth feel are heavenly. It’s his best Rosato yet. Sleepy Hollow Vineyard Chardonnay fared so well in competition, it was taken out of the tasting room and sent to the judges. Ira got photos copied as he puts me to work. We visited with Vern and Duncan and did a bit of barrel tasting. Ira’s first granddaugh- ter is named Gracie Hill, and one of his vineyards bears her name. His Taylor Ranch vineyards will soon be renamed Mela vineyards after his other granddaughter. After touring and tasting, Ira invited me to continue on page 19.

Fallbrook Winery – The Best of Both Worlds
By Tom Plant
Price is what you pay
Value is what we deliver

At Kisco Senior Living, we provide more than just a place to live. For more than 18 years, we’ve been helping seniors discover The Art of Living Well™ in vibrant community settings that are attractive and attainable. In fact, when you compare your monthly living expenses with ours, you will discover that you can enhance your quality of life and improve your cost of living as a member of Valencia Terrace.

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888-544-9195 | WWW.KISCOSENIORLIVING.COM