School for Autism Spectrum Disorders expands to meet the needs of the growing autistic population

It was just five years ago that LeRoy Haynes Center decided to open a classroom to meet the special needs of the growing autistic population.

Focus is placed on developing and enhancing language skills, eye contact and joint attention skills, initiating interaction with peers, play skills, appropriate eating skills, and following directions.

Why NOT to Slash Marketing—and a Whole New Way to Think About the “M” Word

When times get tough, companies have a knee-jerk tendency to start slashing and burning. They lay off employees. They search for cheaper healthcare benefits and eliminate holiday bonuses. They seek ways to reduce overhead and extraneous costs. Sometimes this crude surgery improves the health of the overall organization; sometimes it doesn’t. But in the thick of all the “bad economy” clear-cutting, there’s one business function that should never get the ax—and yet, it’s all too often the first victim.

Marketing.

That’s right. To cut back on your efforts to market your products and services when people are already reluctant to buy is akin to corporate suicide.

In a recession, it’s harder to gain new customers, to convince existing customers to buy more, and to win back customers who have left. So companies often need to be spending more money, not less. They just need to be smart about it.

It’s this simple: During any period of economic hardship, there are winners and losers. Choke your marketing efforts down to a trickle—or just as bad, direct your dollars into the wrong channels—and you’ll surely find yourself among the latter group. Overhaul your approach to marketing and you’ll be positioned to swoop down and grab some of the customer dollars that previously went to a competitor or even capture an untapped market.

Consider, for example, that in a good economy the vacation and video game industries do not compete with each other. In a bad economy, consumers may have no option but to forgo vacations. But to compensate for this loss, they may reward themselves with a small, affordable purchase such as a video game. And that’s why it’s important to pay attention to shifts in consumer spending—if you’re a video game maker, you may well benefit from a dramatic increase in your marketing right now.

Before you, the hypothetical video game maker, can achieve such a feat, you must first get your marketing and finance departments working together rather than clashing against each other. It’s no secret that finance people typically wield the cost-cutting blade—while marketing people are perceived as free-spenders who have a tough time quantifying their ideas. Fortunately, common ground does exist. When these two groups stop talking at each other, when they get out of
Employment Training Panel Awards

Almost $8.5 Million

The California Labor and Workforce Development Agency's Employment Training Panel awarded almost $8.5 million in job training funds to improve the skills of 3,625 California workers for quality positions in both large and small businesses in sectors including green technology, bio-technology, health care, manufacturing, telecommunications, construction and agriculture.

The Employment Training Panel approved contracts for the following company, agency, hospital and college located in San Bernardino:


Riverside County Economic Development Agency in Riverside, San Bernardino, Orange and Los Angeles: $184,900

Riverside Healthcare Systems, LP, dba Riverside Community Hospital in Riverside: $296,320

San Bernardino Community College District Professional Development Center in San Bernardino and Riverside: $201,420

ETP is a business and labor supported state agency that assists employers in strengthening their competitive edge by providing funds to partially offset the cost of job training that is necessary to maintain high-performance workplaces. California's ETP is a performance-based program, providing funds for training that is successfully completed as approved training programs and are retained in well-paying jobs for a specific period of time.

The program is funded by the Employment Training Tax paid by California employers, and targets firms threatened by out-of-state and international competition. Since its inception in 1983, the ETP program has provided over $1 billion to train more than 800,000 workers in over 70,000 California companies. Employers match training funds awarded through ETP contracts, making these projects true public-private partnerships. To view copies of the proposals considered by the Panel at its most recent meeting, visit the ETP Website at www.etp.ca.gov/etp contracting. For more information about the ETP program, please visit www.etp.ca.gov or call 916-327-5261.

ARMc Receives Accreditation

Arrowhead Regional Medical Center recently earned accreditation from the American Osteopathic Association (AOA) Healthcare Facilities Accreditation Program (HFAP). "We are pleased to have earned this three-year accreditation from the AOA," said ARMc Director Patrick Petri. "The dedicated group of health care providers here at ARMc works diligently to maintain a high standard of care for our patients, and this demonstrates that we are meeting that standard."

ARMc, owned and operated by the County of San Bernardino, earned accreditation after AOYJ examiners measured the facility against a benchmark of more than 1,000 recognized standards relating to each area and function of the facility. HFAP, recognized nationally by the federal government, manufacturing and managed care organizations, has been accrediting health care facilities for more than 50 years. HFAP is one of only two national voluntary accreditation programs with "Deeming Authority," from the Center for Medicare and Medicaid Services (CMS), of the Federal Government to accredit hospitals and their clinical laboratories.
Preventing the... continued from page 1
their functional silos and start working together, they can create marketing strategies that help an organization thrive even in the grimmest of times. But that means Finance must squint in one direction: to create the budget, and Marketing must lean to create metrics that demonstrate the bottom-line impact of their ideas. How can this be done? Following are some tips to help you get started:

• "Old school" resource allocation methods are woefully inadequate.
Many companies, resource allocation decisions are based on cash flow inputs dictated by the finance department. However, cash flows are critically dependent on the company’s marketing decisions: the price charged for a product or service, the advertising budget for the product or service, the channels of distribution, and so on. And, here’s the real problem: It’s difficult to know how these marketing decisions affect cash flow. In particular, it’s hard to measure the degree of uncertainty involved in these decisions, a particular marketing decision. Marketing decision makers agonize over questions like:

* "How can I measure the effects of my company’s marketing policies on cash flow?"
* "How can I quantify the uncertainty in cash flows when my company's marketing decisions affect those cash flows?"

Clearly, such a transformation is easier said than done! There must be fundamental changes in the mindsets of managers at all levels in the organization and across functional areas.

• Marketing people must shine some light into the murky waters of the profit and loss statements and balance sheets.
Financially astute people often project marketing problems into which money disappears. Marketing professionals, perhaps rightly, see this perception as unfair. Still, their indignation doesn’t change the fact that they must convince others to get behind their ideas financially. While behavioral economists argue the best way to convince others is through a clear articulation of a customer’s value, it’s clear that marketing people can’t stay inside their silos anymore, but must reach across the aisle and coordinate decisions with the finance department.

• To avoid strategic blunders, Marketing and Finance must work together to measure risk and balance it against returns.
Let’s say you’re comparing two marketing strategies, each of which requires a large upfront expenditure (e.g., for a new product) but promises only a small profit. The decision will be based on the expected cash flows generated after the new customers, or 2) focus on retaining the customers you already have. Now, let’s say the market-growth strategy will offer, on average, higher future profits than the customer retention strategy. You might assume the decision is a no-brainer, but it’s not. The market-growth strategy is not necessarily superior. Even though, on average, this strategy will produce more profits than the customer retention option, it is much riskier. Indeed, depending on the magnitude of the uncertainties involved, after comparing risk and return, it may be better to focus on the strategy with lower average profits.

Regarding the "market growth" vs. "customer retention" question, how should a company decide which.... continued on page 21

Funder Day/ Q & A Grant and Sponsorship Opportunities
Thursday, February 19, 2009
10:00 AM - 1:00 PM
Members: FREE
Non Members: $25.00
Location: Altura Credit Union
2847 Campus Parkway
Riverside, CA 92507
(Off Day Street, Moreno Valley)

Learn valuable information from local funders!
The Resource Center is pleased to announce Funder Day/Q & A on Thursday, February 19, 10:00 AM - 1:00 PM. This event will be your opportunity to meet Altura Credit Union, Bank of America, and Jobing.com.

Altura Credit Union Giving and Sponsorship Opportunities are for Financial Education, Youth, Adult Financial Well-being, Community and Social programs or Events.

Bank of America Grant Programs builds strong, healthy neighborhoods where people can live, work and dream. Through their signature philanthropic program, the Neighborhood Excellence Initiative, enhances nonprofit ability to serve more individuals and families in need and develop nonprofit visionaries, local heroes, and students as community leaders of today and tomorrow. The 2009 funding focus areas include Education, Youth, Adult Financial Education, Non Members:

Jobing.com offers a Maximizing Your Career Community Grant The Career Community grant provides members and clients access to the Career Community job board on your organization’s website and increase traffic, Market your organization to the public with Blogs, Event Calendar, Video Profile and Email Announcements.

Funder Day will create an opportunity for funders who have been affected by the state of the economy, to deliver a message about how they may affect their giving. Also, funders will discuss eligibility criteria.

Each Funder will discuss their grant guidelines followed by a session of questions and answers.

To RSVP, please call Cynthia Ebron at (951) 686-4402 x 152 or email: cebor@vcrvcvo.org...
Ferguson Re-Elected Chairman of Temecula Valley CVB

Denis Ferguson, who helped spearhead a major tourism branding effort in 2008, was re-elected chairman of board of directors in 2009 for the Temecula Valley Convention and Visitors Bureau.

Joining him on the board of directors is John Killefer (The betterment of our community and enhancing the Temecula Valley's reputation as a premiere tourist destination," said Kimberly Adams, president and chief executive of the Temecula Valley Convention and Visitors Bureau. Newly appointed directors to the CVB board include: Marlene Atier (Fairfield Inn & Suites), Chris Baily (Baily's Fine Dining and Front Street Bar & Grill), Matt Betz (City of Temecula), Melody Brunsting (Melody's Ad Works), Jason Carl (Temecula Creek Inn), Kelly Daniels (Premier Marketing & Valley Events) Tom DeMat (Embassy Suites Hotel Temecula Wine Country), Laurie Lewis (Hampton Inn & Suites) Steve Mallory (Pechanga Resort & Casino), Carlos Palma (Palomin Inn Hotel), Mario Robbins-Richmond (Triple R Sports), Joy Sarolai (Quality Inn), Bill Seltzer (Temecula

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A no-cost screening clinic will be held to identify children in your area who can benefit from the expert orthopedic and burn care provided at Shriner's Hospitals.

If you know of any children under 18 who have problems of the bones, joints or muscles; or problems associated with healed burns, bring them to the free clinic for an evaluation to find out if they are eligible for free, expert medical treatment.

All care provided at Shriner's Hospitals is absolutely free of charge.

Shriners Hospitals treat such problems as:
- Scoliosis
- Neuromuscular disorders
- Hand and back problems
- Leg length discrepancies
- Rickets
- Congenital hip problems
- Juvenile rheumatoid arthritis
- Orthopaedic problems associated with cerebral palsy

For Information Call: Boys and Girls Club (714) 530-0439 or (714) 839-3292 Spanish: Bonnie Weiss (714) 893-4315

Pre-Admission Clinic
Saturday, February 28, 2009
9:00 AM - Noon
Boys and Girls Club
10540 Chapman Ave.
Garden Grove, CA.

DUFF & PHELPS/INLAND EMPIRE BUSINESS JOURNAL STOCK CHART

THE Gainers
Top five, by percentage

<table>
<thead>
<tr>
<th>Company</th>
<th>Current Close</th>
<th>Reg. of Month</th>
<th>Point Change</th>
<th>% Change</th>
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<tr>
<td>PFF Bancorp Inc</td>
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<td>0.06</td>
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THE LOSERS
Top five, by percentage

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<th>Point Change</th>
<th>% Change</th>
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<td>11.90</td>
<td>-3.49</td>
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<td>Outdoor Channel Holdings Inc</td>
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<td>7.49</td>
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<td>Watson Pharmaceuticals Inc</td>
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<td>2.52</td>
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Monthly Summary 1/21/09

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<tr>
<td>Declines</td>
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<tr>
<td>Unchanged</td>
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<tr>
<td>New Highs</td>
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<tr>
<td>New Lows</td>
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Duff & Phelps, ILC

One of the nation's leading investment banking and financial advisor organizations. All stock data on this page is provided by Duff & Phelps, LLC from sources deemed reliable. No recommendation is intended or implied. (310) 284-8068

Five Most Active Stocks

<table>
<thead>
<tr>
<th>Company</th>
<th>Shares</th>
<th>Volume</th>
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<tr>
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<tr>
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D&P/IEBJ/Total Volume Month 114,797,459
Palm Desert Chamber of Commerce

Announces Spring EXPO

The Palm Desert Chamber of Commerce will be hosting the 11th annual Spring Table Top Expo at Westfield Palm Desert on Saturday, March 7, from 10am to 2pm. Open

REAL ESTATE NOTES

In Claremont, work on Claremont Medical Plaza, a new 50,000-sq.-ft. Class A medical office building, has just been completed. The three-story building, located at 1601 Monte Vista Ave., is the center of Monte Vista and Claremont Blvd., is 85 percent pre-leased with anchor tenant Pomona Valley Hospital Medical Center slated to occupy over 35,000 sq. ft. Initial tenant occupancies are planned to move in during the second quarter of 2009. The Anchor Hilywa and Natalie Bazarevitsch are representing the developer, StoneCreek Company, in leasing Claremont Medical Plaza, which is the Medical Facilities in the Claremont area. As one of the first LEED-certified projects in Claremont, Yes, you've been wearing your hands and obeying the financial news for months, while simultaneously scramb

Large chamber members and groups: "Keep your customers happy and your business strong. But the time for thing flounderingism is over—agriculture—now that the perfect time to create a recession contingency plan that will help you guide your business through any future rough patches.

"Too often, when the econ-
omy goes south, a small busi-
ness owner is paralyzed by anx-
iety and isn't able to act quickly enough to save his or her company," says Ed Hess, professor of business administration and Business at the University of California, from Oakmont Industrial Group. The building sold for $4 million ($96/sq.ft.). Grubb & Ellis' Golf Property Group represented the buyer and the seller in the transaction. In Riverside, two commercial properties totaling 110.3 sq. ft. of space recently sold in separate transactions with a combined value of $0.15 million. In one of the deals, the estate of Cristo Efti Riverside Inc. purchased a 58,300-sq.-ft. building located at 20600 4th Street and La Cadena Business

Please allow 2 to 3 weeks for your orders to arrive at your business. We regret any inconvenience you may have experienced. Our office is open Monday through Friday from 8:00am to 5:00pm. Thank you for your patience. Business at the University of California, from Oakmont Industrial Group. The building sold for $4 million ($96/sq.ft.). Grubb & Ellis' Golf Property Group represented the buyer and the seller in the transaction. Independent broker Jose Lemus handled matters for the buyer... In the other transaction, DOE & Ingalls Management LLC picked up a 41,300-sq.-ft. industrial building at 10018 Mesa Ave., West Covina, for $7 million ($171/sq.ft.). The facility will house a church. Ray Velasquez, Milo Lipkin, and John Vivas of the broker

members and non-members, the Palm Desert Chamber of Commerce Table Top Expo is a great Business to Consumer Expo event for businesses and organizations to meet potential clients in a fun and friendly atmosphere.

What better place to show
case your business, service organization than the busy Westfield Palm Desert on a Saturday afternoon, with expected shopping attendance of over 25,000.

Public is encouraged to attend and event is Free! While shopping
to your favorite stores meet other local businesses and groups.

Exhibitor spaces still available but going fast! Reserve today's cost is $160 for a single booth; $225 double booth for Palm Desert Chamber members, and $320 for non-members.

For more information please call Katie at 760-346-6111.

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International Education Programs Partners With Korean English Language Education Leader Winglish Ltd.

UCR Extension’s International Education Programs (IEP) and Winglish Ltd., one of South Korea’s English education leaders, have partnered to create a UCR Teachers of English to Speakers of Other Languages (TESOL) Certificate program in Seoul specifically designed for teachers in South Korea.

The program, developed by International Education Programs, will be delivered through Winglish Ltd. to Korean educators who are teaching English at the K-12 level. The Korean government recently mandated English training for all its K-12 teachers.

“The UCR TESOL Certificate program, Korean teachers will be able to access a quality North American teacher training program from a world-ranked university,” said IEP Director Bronwyn Jenkins-Deas.

The new Winglish TESOL Center is located in the Gangnam district of Seoul, which is also home to IEP’s second Korean-based school. The Gangnam University of California International Education Center.

UCR Extension’s Interim Dean Sharon Duffy and IEP Director Jenkins-Deas traveled to South Korea this month to meet with Winglish Meongshin Lee and attend the grand opening of the Winglish TESOL Center. In addition, IEP’s TESOL instructor Bonnie Insull spent five days training the two teachers that will be working in the new center. The fall program begins in March.

UCR Extension is the continuing education division of the University of California, Riverside. Extension offers more than 1,800 courses and certificate programs in a variety of academic programs, including agriculture and landscape, arts and humanities, business and management, education, teacher’s credentialing, English, environmental management, geospatial analysis and technology, health services and behavioral sciences, information technology, language, and law and public policy. Native American studies, natural sciences, forensic investigations and public safety, and yoga.

Riverside-San Bernardino

Housing Oversupply and Job Losses Point to Greater Weakness; Recovery Base Forming

The Inland Empire’s housing correction has left tenants with a number of options when pursuing rental housing. The region’s widespread overbuilding is expected to persist in 2009, leading to the third consecutive year of net job losses. Years of brick home building in the High Desert, Inland Empire and Moreno Valley and the southern stretch of Riverside County have saturated the market with single-family homes employed as rentals. As a result, some renters are finding themselves in overcrowded and shadow stock, particularly in the eastern portion of the metro. Despite these underlying threats, apartment performance in small areas like Corona and Ontario should stay relatively stable and may begin to firm later in 2009 due to these cities’ proximity to major coastal job centers. Developers are responding to the Inland Empire’s demand for housing by minimizing completions and multi-family permitting activity, which should help to alleviate supply-side pressures.

Recessions that were attainable during boom years have largely diminished, which may bring more financially distressed assets to the market in 2009. Sales velocity will remain constrained, however, as buyers consider forecasts for limited rent growth. With fewer investors active in the market, cap rates are expected to continue to creep higher from the mid- to high-9 percent range, particularly for newer assets in outlying areas where institutions were active during the metro’s period of robust growth. Consequently, owners wanting to divest their assets may have to price their assets accordingly. As the market begins to recover, investors will likely see an emphasis on traditionally tight areas along commuter routes in the western submarkets of the metro.

2009 Market Outlook

- 2009 NAI Rank: 17. Down 1 Place. Rent decline in the Inland Empire will fall one spot in the index, despite limited construction.
- Employment Forecast: Ongoing housing struggles are forecast to result in the loss of 40,000 jobs in 2009, a 6.8 percent decline. Last year, employers reduced payrolls by roughly 42,700 workers.
- Construction Forecast: Approximately 250 apartments will be delivered this year, after 480 units came online in 2008. Construction has shrewdly slowed from peak levels, completions averaged nearly 2,300 units annually for the past five years.
- Vacancy Forecast: After rising 90 basis points last year due to competition from shadow stock and rising rent demands, vacancy is projected to push up to 86 percent by 7.8 percent in 2009.
- Rent Forecast: This year, asking rents will dip 1.3 percent to $1,050 per month, while effective rents fall 2.1 percent to $1,007 per month.
- Investment Forecast: Properties in the western portion of the metro are being less impacted by the glut of shadow rentals and are expected to outperform the rest of the area. Investors may find opportunities in the Inland Empire, Rancho Cucamonga and Glendora, although the pricing expectations remain significant in these areas.

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Location: Quincy, CA

The Wall Disney continued on page 30
Supervisors Hire Consultant to Study Trauma System

The San Bernardino County Board of Supervisors approved a formal agreement with the Abair Group to study the adequacy of the county’s trauma system. Supervisors last year approved a request by First District Supervisor Brad Mizel, director of the Inland Counties Emergency Medical Agency (ICEMA) to develop a plan to perform a countywide assessment of the existing trauma system.

“Bringing a trauma center to the High Desert is something I believe is critical to health and safety in our region,” said Supervisor Mizel. “Today’s action is the first step toward making that a reality.”

There are currently only two designated trauma hospitals in San Bernardino County, including Arrowhead Regional Medical Center in Colton and Loma Linda University Medical Center in Loma Linda.

“The existing trauma centers in our county are world-class facilities, but they’re located on the southern border of our county and are separated from the rest of our county by mountains, deserts and great distances,” added Mizel. “There are no trauma centers in the High Desert, which is something I hope this study will show needs to change.”

The scope of work to be included in the study will include:

- Evaluation of current volume and projected volume, by geographic region.
- Evaluation of individual transport protocols and trauma triage practices.
- Evaluation of patient care capacity, including capacity specific to the hospital’s medical/surgical intensive care unit, operating rooms, and emergency departments.
- Evaluation of medical and hospital staffing practices and needs, including recruitment, coverage and retention practices.
- Evaluation of financial viability, and on-site hospital visits.

The assessment will show what the current needs are based on the existing trauma system continued on page 34.

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Feb 10, 2009

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Bye Bye Ballot? The Employee Free Choice Act Awaits Employers in 2009

The prospect of cards instead of secret ballot elections, forced contracts, and an NLRB with punitive powers should concern any employer.

Economic Slowdown Taking Toll on All Property Markets

Los Angeles County’s demand for office space will continue to shrink over the next year and a half, as the economy continues to contract, particularly in the financial sectors, says the recently issued 23rd annual Global Market Report from NAI Global. The office market has been struggling since late 2007 with early casualties from the sub-prime mortgage crisis. In the Los Angeles Basin, vacancy rates climbed to 13.1%, higher than optimal, but not nearly as high as in previous downturns. Rental rates dropped moderately in most markets, and sales activity plummeted. Surprisingly, though, sale prices per SF remained relatively firm. Demand for office space is expected to continue to diminish over the next 12 to 18 months.

“Southern California has definitely taken a hit in the current recession,” said Mike Zuger, chairman of NAI Capital, the Southern California affiliate of NAI Global. “This year 2008 has turned out to be a difficult year for investors, developers and brokers. With slowed or reversed demand from tenants for all property types, and frozen credit and investment markets, in the last third of the year, some correction to the over-heated markets was needed, but it appears that an over-correction is taking place. It is unclear at this time the degree to which the various stimuli and bail-out plans will help, but we are optimistic that an economic recovery will begin perhaps sometime in mid to late 2009. In the meantime, these will be challenging times, but also times of opportunity for cash-rich, contrarian investors as well as tenants.”

Some markets registered strong growth in office rental rates during the first half of 2008. However, absorption turned negative in many major property markets during the second half of the year as companies collapsed, retrenched and put expansion plans on hold, leading to rising vacancy rates and declining rental rates in most property sectors. Further erosion is expected in 2009 as slacker occupational demand and a growing supply of sublease space and shadow space—surplus inventory that is yet to be put-back on the market—push vacancy rates higher and put downward pressure on rents.

“Though it has been a very difficult year in the economy, and continued on page 39

The Small... continued from page 11

Stop taking a salary? Ask friends or family for a cash infusion! Sell off some of the company’s assets? Reduce employee benefits? Supply for a small business loan? “You don’t want to be making these decisions when you are already in desperate need of cash,” says Hess. “While you are still in good shape, plan out the first three ways you could immediately increase your cash flow. And do everything to ensure that you are protecting your credit so that if you do need a small business loan you can get one. Make certain to pay your bills on time. Don’t let anything fall through the cracks. If you are having trouble making a payment, let the company or bank know why. If there is a dispute on a payment, get something in writing that says you aren’t to blame. Becoming turned in to a collection agency will tank your credit score. You absolutely can’t risk it.”

An Exit Plan.

What do you do when all of your customers have paid up and you’ve extended your payments to vendors, and you are still in business, but you have problems? Quite simply, you consider more drastic ways of putting cash into your business. It’s time to fall back on the financial safety net that you’ve created for your company. What will your safety net be? Will you draw on your home equity? If so, how much blood, sweat and tears are you willing to put into your business, it can be difficult to pull the plug at the right time. If you decide what your exit strategy will be before you are experiencing serious problems, you can take emotions out of the decision-making process and come up with a clear-headed solution that protects your best interests.

Creating a contingency plan will help you minimize the risk of surprises that pop up and they will—during a slow economy. But keep in mind that some basic things that you absolutely can’t lose focus on during a recession.

You should be aggressively going after new customers, marketing your business non-stop, and giving your customers a world-class service,” says Hess. “Yes, these are trying times for small business owners, but the obstacles are not insurmountable. With the right plan in place, you can create strong, long-lasting relationships with your customers and weather any storm that can weather any storm.”

For more information, please visit www.eapc.com or www.fypress.com.

Tuxedo Junction

February 2009

Just What is a... continued from page 15

In fact these times are now mad up of digital technology, and nothing more than the tiny dots that make up a picture. It’s pret­ty much the same in the worlds of cam­eras. Cameras are sold based on the number of pixels in the thou­sands. These are megapixels. Thus a camera may be a 2 MP (megapixel) or a 10 MP. Popular handheld cameras now are available with as much as a 10 or 20 megapixel capacity. Your cell phone may now be up to 3 or even 4 megapixels.

For reference, here at the Journal, I have been using a Canon Powershot S 40, which we reviewed a few years ago. It is a 4 MP camera whose pictures print quite nicely. Can you imagine what 16 MP will look like? (Stay tuned, Canon is sending out a 10 MP for us to review soon.)

If this thing with the dots is still confusing you, let me refer you to the neorealistist painter Georges-Pierre Seurat. whose most famous work is “Sunday Afternoon on the Island of La Grande Jatte.” You’ve seen this picture before. It is made up of colored dots, which look like nothing up close. When you stand back, you can see the picture, which forms as the dots appear to merge together.

This also underscores the point that digital is not natural. Remember that old saw about the tree that falls in the woods’! Just because no one hears it doesn’t mean that it doesn’t set off a vibration. Vibrations, as I refer to the dots, are analog sound. Nothing in nature can set off a digital
Architectural/Engineering Firms

continued from page. 17
continued on page. 33

Bellingham Engineering

18. 100 E. Third St.
San Bernardino, CA 92401-4801
San Bernardino

$6,000,000

Civil Engineering

Land Development

Top Local Name

Jim Fry

Gina Ludlow

President

(909) 863-1213

ludlow@bellinghameng.com

Norte Associates, Inc.

19. 7834 Indian Lane
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Yucca Valley

$5,200,000

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Civil Engineering

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Bill Warner

Executive Director

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(760) 735-7093/365 305-2146

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Marking Manager

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Larry Long

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(909) 866-8009/866-8010

Stephanie.goolsby@wcm.com

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Cities

Al Hodges

President

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Riverside

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Office Manager

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(909) 980-1924/1926

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President

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San Diego

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Architecture

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Civil Engineering

Land Developers

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$875,000

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Office Admin.

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martinez@ral.com

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Riverside

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Rafael Turner

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rsr@rafailturner.com

Turner & Associates

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Upland, CA 91786
Upland

$1,000,000

Architectural Design,

Commercial, Industrial

Rafael Larson

Rafael Larson

Owner

(909) 696-3380

(909) 671-2740

rafael@rafailturner.com
Preventing the... continued from page 8 best? Two steps are necessary:
1) The marketing department must provide quantitative estimates of the risk and return of cash flows from these two strategies, and
2) The finance department (or senior management or CEO) should determine which strategy provides a higher return after adjusting for risk. In this analysis, the ownership structure of the firm is critical. A publicly owned firm should focus on market risk—i.e., the risk to stockholders after they have diversified their holdings across firms. A privately held firm should choose the optimal strategy based on the owner’s tolerance for risk and return.

Starbucks is a prime example of a company that made the mistake of focusing on market growth at the expense of risk. In October 2006, the company dramatically raised its long-term store opening goal to 40,000 from its prior goal of 50,000. The stock market responded positively to this announcement and the company’s shares closed higher by 7.6 percent that day. But subsequently, Starbucks’s share prices plunged and the company paid the price for choosing the wrong strategy. It paid a high price for ignoring risk.

- Involve both Marketing and Finance when designing sales force compensation plans.

How a company pays its salespeople can have a dramatic impact on profits. Consider a PC manufacturer like Dell that sells to two segments: the transaction segment where customers buy once and the relationship segment where customers make multiple purchases over time. What types of compensation plans should the PC manufacturer use for people who sell to these segments?

To address this question, the PC manufacturer should view the effort of a salesperson who sells to the relationship segment as an investment. Decision-makers must keep in mind that the profits generated by that salesperson are uncertain. Consequently, it is best for the manufacturer to share current and future profits with him. In other words, it should pay the salesperson targeting the relationship segment a lower base salary and a higher commission rate than a salesperson targeting the transaction segment. Interestingly, the salesperson targeting the relationship segment will, on average, make more money than the “transaction” salesperson. However, her income will fluctuate more.

Odd as it may seem, the PC manufacturer must employ different sales force compensation plans for its salespeople who target different market segments, even though they are selling the same products. And in order to choose the optimal pay plan, the company must coordinate the decision across its marketing and finance departments. Why? Because each plan has a different effect on the firm’s net risk and return after paying the salesperson.

What worked yesterday won’t necessarily work tomorrow. And what works for a large publicly held corporation won’t necessarily work for a privately owned small business. Every company is different. If you want solid, long-term performance, you need a marketing strategy that is organic, that’s under-

continued on page 39
A Contrarian... continued from page 7
ment practices within the bank-
ing sector compounded by the nega-
tive impact of an overly lax credit environment. In both instances, a massive government intervention was necessary to clean up the mess. In the late 1980s, the government bailout came in the form of the RTC. Today, it is the Treasury's $700 billion Troubled Asset Relief Program (TARP), which is designed to recapitalize the banking system.

Perhaps the most important lesson from the S&L crisis is that the widening of credit spreads occurred well in advance of the deterioration of the real economy. Spreads were far wider when investors first realized that the FSLIC insurance fund was facing insolvency than they were when bank failures actually hit their peak five years later. No one knew how big the S&L crisis would ultimately become or whether the government was willing and able to address the root causes of the problem. The credit market started to improve well before economic conditions actually began to improve.

Take Advantage of the Opportunity

Putting aside the lessons learned from past financial crises, there are other reasons to be optimistic about the cur-
cent situation. One notable and little discussed positive in the current crisis is the lack of excessive leverage among many non-financial companies. In 1998, the Standard & Poor's (S&P) 500 companies had an average debt-to-equity ratio of 0.62x. Today, these companies have lowered their debt-to-
equity ratio by almost one-third from a decade ago to 0.40x. One of the most dramatic examples of de-leveraging is the consumer discretionary sector. The S&P 500 consumer discretionary sector reduced its
debt to equity ratio from 1.26x in 1998 to 0.19x in 2008. Another positive is the dra-
matic decline in oil prices (from peak levels of $145 per barrel in July to less than half that level today). Lower oil prices will help lower operating costs for many companies in the food and beverage, restaurant, transportation, chemicals, and packaging sectors. Airline companies, such as Continental and Southwest, should see direct benefits from lower oil prices. Oil-related commodities, such as corn and soybean, have also fallen with the price of oil. These agricultural commodi-
ties represent a large input cost for many food and beverage producers, and declining prices should result in an incremental margin improvement for com-
panies in these sectors.

If history serves as a guide for what could happen, today may be an opportunity time to selectively increase exposure to corporate debt, across the ratings spectrum from investment grade to high yield. A low federal funds rate, strong balance sheets ex-financials, and attractive yields should set the
tone going forward.
Rick Warren...

turned entrepreneur and chairman of the Drucker Institute
continued on page 7
Business Week

Jim Collins, author of "Good to Great" and "Built to Last"

• Doris Drucker, author and inventor
• Rajiv Dutta, Drucker MBA 82 and former president of eBay Markets
• David Gergen, director of Harvard University's Center for Public Leadership, CNN commentator and former White House advis-
• Charles Handy, author of "The Age of Unreason" and "The Elephant and the Flea," and co-founder of the London Business School
• Frances Hesselbein, chairman, Leader to Leader Institute, former CEO of the Girl Scouts of the USA and recipient of the Presidential Medal of Freedom

Masaaki Ito, founder and honorary chairman, the Ito-Yokado Group
• Rosabeth Moss Kanter, Ernest L. Arbuckle professor of business administration, Harvard University
• William Khand, CEO, Be The Change Inc. and co-founder of City Year

• Wendy Kopp, founder and CEO, Teach for America
• A.G. Lafley, chairman and CEO, Procter & Gamble Co.

America's leading business writers come together in "What's Driving Your Business Today?"

Among the activities being planned for the centennial are a one-day symposium with corporate leaders on "The Drucker CEO of the 21st Century," and a Drucker Centennial Public Lecture Series, to be held in conjunction with the Library Foundation of Los Angeles; a series of on-stage conversations between Rajiv Dutta and senior executives on "Managing in the 21st Century." A Drucker Centennial Marketing Symposium that will showcase Drucker's pioneering contributions to the field; and the production of a new text, "The Drucker Difference," by Drucker School faculty.

As planned as part of the centennial is the launch of a major community-service project in the Inland Empire by CGU students; the premiere of the Drucker Institute documentary, "Closing the Executive Gap: A Double Whammy," that dramatizes the world of the number of Drucker Societies—all volunteer groups that use Drucker's teachings to bring about positive change in their communities; and a major conference devoted to Drucker's concept of "management as a liberal art."

Ferguson...

Valley Golf School; Greg Sheets (Pechanga Resort & Casino), Jan Smith (Inland Management Group) and Bill Wilson (Wine Country Winery).

Drucker says this is a significant contribution to the local economy. A study conducted by Dean Runyan & Associates estimated that visi-
tor spending in the Temecula Valley in 2007 reached $604.7 million, an increase of 16.6 percent from 2006. Tourist-related employment in 2007 reached 6,620 workers, up 2.6 percent from 2006 and 21.8 percent from 2000. Tourism-related spending in 2007 resulted in $23.1 million in taxes and state coopers, up 9.6 percent from a year ago and 16.6 percent from 2000, according to the California Department of Finance.

The Temecula Valley Convention & Visitors Bureau, formed four years ago, is a non-profit organization whose mission is to grow the Temecula Valley as a premiere destination to meeting planners, tour operators and leisure travelers. The bureau is the first in Inland Southern California to use marketing assessment fees rather than taxpayer money to market the region.

Arizona Seeks to Pacific California Companies

A story published recently in the Sacramento Bee outlined a proposal by the Arizona Department of Commerce to adopt an initiative to lure companies away from California. The story took the wind out of many. Studies have shown that California consistently ranks near the bottom in the nation when it comes to providing a business friendly environment.

While many in Sacramento fail to see this as a reason why jobs are leaving, other states like Arizona and Nevada are taking advantage of our dire situation for their own benefit.

While I don’t blame others for their attempts to lure jobs to their state, I believe the best way for us to combat this poaching is by increasing our efforts to create a more business friendly environment for those businesses still in California.

I have said it before and I’ll say it again, instead of government trying to increase funding for social programs with your tax dollars we should be doing more to create the best social program of all—a good paying job.

California’s Migration Crisis

For the fourth consecutive year the number of people leaving California for another state topped the number of people moving into the state. This last year the net loss was 144,000 people.

The people who are leaving are not just retirees. That’s what you would think because, “years of rising taxes, dead-end schools, unchecked illegal immigration and clogged traffic have robbed the Golden State of its allure.”

But when you look at the numbers you see that California’s migration crisis is real—38,000 engineers are leaving the state each year and 27,000 doctors.

Many may disregard this trend, I find it troubling because nearly all of the people who are leaving California are those who probably have (or had) good paying jobs and paid taxes to the state. I doubt it is those dependent on state services looking for a better deal in another state, because a better deal doesn’t exist.

This is yet another example of why California must do more to provide the jobs that are available in this state.

We need guys like Mike Reiley to once again believe the California dream is in California not Colorado, or Nevada or Arizona.

Watchers Update

While many agencies that depend on your tax dollars to operate While many agencies that depend on your tax dollars to operate many years after the budget crisis, that many of you have known the budget has increased.

the Arizona Department of Commerce to adopt an initiative to lure companies away from California. The story took the wind out of many. Studies have shown that California consistently ranks near the bottom in the nation when it comes to providing a business friendly environment.

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Watchers Update

While many agencies that depend on your tax dollars to operate...
### Top Commercial / Industrial Contractors

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<thead>
<tr>
<th>Firm Name</th>
<th>Address</th>
<th>City, State, Zip</th>
<th>Phone</th>
<th>Fax</th>
<th>Website</th>
</tr>
</thead>
<tbody>
<tr>
<td>Saks Fifth Avenue</td>
<td>150 Fifth Ave</td>
<td>New York, NY 10010</td>
<td>(212) 697-5000</td>
<td></td>
<td><a href="http://www.saks.com">www.saks.com</a></td>
</tr>
<tr>
<td>Boeing</td>
<td>1 Boeing Plaza</td>
<td>Chicago, IL 60601</td>
<td>(773) 935-5000</td>
<td></td>
<td><a href="http://www.boeing.com">www.boeing.com</a></td>
</tr>
<tr>
<td>Amgen</td>
<td>14100 Amgen Rd</td>
<td>Thousand Oaks, CA 91320</td>
<td>(805) 594-1900</td>
<td></td>
<td><a href="http://www.amgen.com">www.amgen.com</a></td>
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</tbody>
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### lady

<table>
<thead>
<tr>
<th>Contractor</th>
<th>Address</th>
<th>City, State, Zip</th>
<th>Phone</th>
<th>Fax</th>
<th>Website</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fullerton Contractors</td>
<td>1725 S Grand Ave</td>
<td>Fullerton, CA 92832</td>
<td>(714) 524-1800</td>
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<td><a href="http://www.fullertoncontractors.com">www.fullertoncontractors.com</a></td>
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<td><a href="http://www.karconstructioninc.com">www.karconstructioninc.com</a></td>
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<td>(909) 876-8831</td>
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<td>wwwolsonco.com</td>
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<td>(407) 423-7000</td>
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<td><a href="http://www.youngshawrealty.com">www.youngshawrealty.com</a></td>
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### Financial Management

#### Getting Your Late-Paying Customers on Time

By Gene Siciliano

Your business was running pretty smoothly — sales growing, and profits growing, too — and then the credit crunch hit, some- one said the "credit crunch." Now everything started slowing down almost overnight. Most troubling of all, very few customers have been paying you later and later, as if they are using your money to fill their own personal credit crunch.

Well, they probably are. Most of us don’t realize how deep the credit crunch runs. We run our businesses. Vendor open account credit — the kind you extend to your customers — is by far the largest source of borrowing power in our economy.

When you sell your products and services on credit, you are making interest-free loans to your customers, even if you are financing those loans with a bank loan for which you pay interest every month. When collections roll in on time, it all seems to work out nicely; but when collections slow down, you still need to replace goods you’ve sold, pay your rent, and pay the rest and all the other expenses of running a business. Assuming your bank credit line or lines of credit are adequate, you have a hit higher interest expense and you can ride it out with cash reserves. However, if your cash or credit lines aren’t sufficient to cushion you from the credit crunch, your cash flow, your business could be in trouble. Besides, most bad debts come from cash reserves, not current ones. The older the balance, the higher the risk it will never be collected.

So, your best bet is to encourage your customers to pay on time. No added expense, no hassle with customers, no write-offs, everyone understands this is a key job. Mostly importantly, do what you say. If you promise something in return for prompt payment, make sure you deliver. If you say you must deny future shipments until an account is brought current, stick to it — every time.

1. **Improved credit-granting practices**

   On the front end, screen new customers more closely before giving them credit. If a few dollars actually getting a credit report, and a few minutes calling a couple of their credit references to get a sense of the relationship they have with your potential customer. The conversation might go to their payment patterns when the economy slows, which could be different from what the customer states.

   Customers often say “they sometimes struggle to keep current but they always manage to get caught up” could be a real sign. This means the company can’t pay on time. As some customers don’t pay on time, as some customers don’t pay on time.

2. **Commitment effort, all the time**

   Make collection followup a key duty of at least one person in your company. Don’t make the mistake of giving the job to the controller to handle in her spare time, just because accounting handles the money. Companies have to come out of order, balance current ones. The older the balance, the higher the risk it will never be collected.

   So, your best bet is to encourage your customers to pay on time. No added expense, no hassle with customers, no write-offs, everyone understands this is a key job. Mostly importantly, do what you say. If you promise something in return for prompt payment, make sure you deliver. If you say you must deny future shipments until an account is brought current, stick to it — every time.

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#### 4. Discounts for prompt payment

This is an old technique that worked well years ago, but has fallen into neglect in recent years as business practices evolved. The old '2/10 net 30' was, and still is, a fantastic deal if explained to customers clearly.

### Consider this: a 2 percent discount for paying 30 days ear- lier than normal amounts to an annual return of 36 percent; not bad for a customer who pays late, whose savings account is probably earning 2 percent a year.

Even if your customers planned to pay in 45 days, getting them to pay in 15 days instead repre- sents an annual return to them of 24 percent. You can juggle the numbers any way that makes sense in your industry, but the key is getting the customer to understand the value they get from paying promptly. And by the way, if you do business with certain organizations, charities, or municipal governments, many of them are required by their policies to take advantage of such discounts.

#### Key point: You must be strict about charging back discounts taken when payments don’t come in on time, as some customers will try.

#### 5. "Preferred Customer" plan

Want to think out of the box? Consider a special pro- gram for your "special" customers. Offer free overnight delivery on rush orders, extra discounts, advance notice of price changes, special sales, etc. Promote this as a cus- tomer benefit and it make available only under certain condi- tions on page 34.
SCMBC’s...

continued from page 13

Company and The Boeing Company. To participate in these interviews, complete the one-on-one participant registration information on the council’s Web www.scmbc.org. Only businesses that have received confirmed interview schedules will be able to participate in this popular activity. Interviews are based on a first come, first-served basis with corporate members so register early. To better “match” corporate participants, business owners should identify their primary products and services on the registration form.

Business Opportunity Exhibit Fair

More than 400 corporate representatives, purchasing and procurement staff members are expected to be on hand to meet with minority suppliers face-to-face and provide information on how to get “in the door” with their companies.

For participating suppliers, it’s also a great opportunity to showcase products and services to countless major corporations for a minimal cost in a corporate relationship-building environment.

Sponsors to date include: Toyota Motor Sales; American Honda Motor Co., Inc.; British Petroleum (BP); Southern California Gas Company; Hilton Hotels Corporation; Southern California Edison; American Airlines; ConocoPhillips; Los Angeles Department of Water & Power; Kaiser Permanente; Macy’s West; Northern Grumman Corporation; The Boeing Company; The Walt Disney Company, and UPS.

Exhibitors include: California Water Association; Los Angeles World Airports; Port of Los Angeles; The Port of Long Beach; Aero Services

against unions for those instances where the NLRB found that a union acted unlawfully. Many employers are rightfully concerned that employees may be misused or mistreated by union representatives. The General Board of the National Labor Relations Board (NLRB) expects the board will handle complaints about union representation by a union without the opportunity for employees to learn the facts in a campaign, to vote their true choice, or to have a meaningful remedy against union coercion.

Will EFCA pass as written?

There is much debate over whether Congress would pass EFCA as written. Many believe that some version of the bill might hold quicker elections than under the 42 day time frame which currently exists. It is likely that the forced contract aspect of EFCA would rely on models in the public sector. Even so, significant litigation is likely to flow from the forced contract aspect of EFCA as the concept arguably takes private sector employer property without due process.

When would EFCA likely be enacted?

Heated Congressional debates over EFCA are forecast for early 2009. If EFCA is enacted in its current or modified form, it may pass prompt enactment. However, EFCA is expected to face legal challenges as soon as it takes effect. It is also important to note that as unions anxiously await EFCA’s enactment, it will take substantial increases and time for NLRB and PAMS budgets and processes to grow or make the major changes that is required to achieve the goals that EFCA envisions. Additionally, implementing regulations for the new law may take months before the full impact of EFCA is clear.

What would EFCA’s status be during legal challenges or hearings over implementing regulations?

The answers remain unclear. EFCA authority in ruling on cases presented, as well as role making, may fill any voids during challenges to EFCA. Additionally, whether an Executive Order could be implemented to affect this chemistry is an important consideration.

Who is a target under EFCA?

All private sector employers and employees are targets. Any non-union employer should expect that it is more vulnerable to union organizing. In the immediate wake of battles between unions, even unorganized employers are increasingly facing face-organizing campaigns by rival unions. It remains to be seen how EFCA will impact the landscape for employees with incumbent unions but the potential for chaos with signatory employers is significant. Furthermore, all employers should plan for preemptive training of managers on following the law and preventative education of employees who may otherwise lack the information or opportunity to make an informed choice before being confronted with an authorization card and a union’s demand to sign it. A post-EFCA “voter later practice” will become much more expensive much faster for the accused.

Are dual shop operations a possibility under EFCA?

It is expected that employer interest in commonly owned union and non-union entities known as “dual shops” will increase in an effort to maximize union-signatory and non-union membership. The viability of dual shops after EFCA remains unclear but it will likely remain at least as detail-intensive as it is now.

Should employers be concerned about EFCA?

Yes. The prospect of cards instead of secret

ballot elections, forced contracts, and an NLRB with punitive powers should concern any employer. Employers will be caught off guard by the surprise of organizing campaigns and demands for recognition. Unions will expect that the element of surprise and quicker turnaround on organizing efforts will effectively deprive employers of the opportunity to educate employees on the nature of the business and having a union. Employers should plan now to educate supervisors and employees and to take other steps in a proactive rather than reactive mode.

The “RESPECT” Act is a companion to EFCA.

The “RESPECT” Act responds to recent NLRB rulings by limiting who can engage in organizing. This would expand who has legal protection to organize for a union. Significantly, many unions have increasingly relied on supervisors to exert leverage on employees to sign authorization cards. It is a violation of the labor laws for supervisors to assist employees in union organizing. It is not surprising that a union benefit from such employer misconduct would not challenge it.

Conclusion

We are now in a time of change for labor law. It is a troubling time for employers who have to grow or maintain the status quo in a very difficult economy. Forbidding changes to the law may reasonably be expected to benefit unions and employers more than their employees. How far the change reaches may depend on whether those affected by labor law changes speak out to make their concerns and challenges known before it happens.

[Editor’s note: A copy of this column appears in the 2/17/09 issue of the Inland Empire Business Journal printed before the release of the new NLRB EFCA decision. For more information, call (909) 483-4700.]

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Summers/Murphy and Partners, Inc. Receives Gold From NABH's Green Building Program

Landscape architectural firm Summers/Murphy & Partners, Inc., in collaboration with Daniel M. Bogen Associates Architects & Planners has earned the highest award from the National Association of Home Builders (NABH) for a Gold rating in Green Building/Leeds Accreditation. This coveted honor was bestowed during the NABH’s annual International Builders’ Show (IBS) in Las Vegas for the firm’s collaboration on the New American Home® 2009, the nation’s premier show home and construction technology laboratory. The 2009 edition of The New American Home®, which was featured on Las Vegas NBC4, HGTV and in Builder magazine’s January issue, offers real-world demonstrations of the latest concepts in architecture, construction techniques, new products and lifestyle trends. The event’s dominant theme is cutting-edge energy efficiency and stunning contemporary design. “There is no question the future of green technology is here, and our team was thrilled to be part of this special project that showcased environmental considerations, sustainability and resource efficiency into every step of the building process. The New American Home is a leading force in green building and this latest edition was featured in the most energy-conscious home in the history of our series, so we were particularly delighted to contribute our expertise and partner with some of the country’s top architects, builders and designers,” explained Pat Murphy, president of Summers/Murphy & Partners, Inc.

To accomplish these important objectives, the New American Home was sized to optimize solar resources and incorporate landscape design that helps limit water and energy demand, while also avoiding environmentally sensitive areas. “Our team was inspired to create room-like experiences among the outdoor living spaces, and we worked closely with the rest of the project team to reflect the vision of the house with the closest in the design process, and to create seamless transitions throughout. For instance, we incorporated native, drought-tolerant plants,” continued on page 39.

Governments SANBAG Working Together

INLAND EMPIRE ECONOMIC REPORT

62 Per cent back to 2003 Levels

The key questions about the Inland Empire’s housing market appears to have been answered. The trough for sales was apparently reached in fourth quarter 2007 as seasonally adjusted sales of 11,398 units. In third quarter 2008, sales were at 18,337 units, up 7.0% or 659 units (Exhibit 1). The volume leader was Riverside County, which led the median price of all homes ($253,794) and included a significant number of buyers in the average income. Sales prices in the fourth quarter 2007. However, prices continue falling since the supply of foreclosures is still overwhelming the higher demand, which likely the price declines is overwhelming and will ultimately end up at a current level since affordability is now 52%.

VOLUME

Looking at recent home sales, Riverside County had 10.6% existing home sales in third quarter, up 6,543 units from second quarter. 2008. Volume was up 9.0% from second quarter’s level of 2,656. San Bernardino had the highest increase in home sales in third quarter, up 7,776 units from 2007 (75%), from 2007. In second quarter 2008 at 4,518 (Exhibit 10). By sub-market, Moreno Valley was Riverside County’s percentage growth leader (37%), followed by Beaumont, Rancho Cucamonga and San Jacinto (19%); Perris, Hemet, San Jacinto in volume leader (21%, 19%)

A LOOK AHEAD

With foreclosures continuing over 60% of inland home sales, prices cannot stabilize until volume is reduced. The key to find a way to lower the mortgage principal amount we have an equity interest in their homes at pay levels they can afford. That cannot occur unless the law, bankruptcy judges or negotiators with mortgage lenders give servicers the ability to lower the principal owed. Until prices rebound, new home construction will remain dormant, leaving the inland area in a deep recession.
Dutton Report... continued from page 26

booming budget cuts, reducing workforce, and costs is a sound administrative solution. However, the benefits for a number of University of California employees will surprise you.

According to the Sacramento Bee (Dec. 8, 2008), "16 employees (were) paid a total of $628,432 to leave jobs in the UC President's Office." Within days, some of these same employees were rehired at different UC campuses, raising questions as to their previous positions.

Ingrid H. Schmidt, a University of California employee received a five-figure severance package to voluntarily leave her position in Oakland, and then started a new job at UC Davis position.

Robert Stern, president for the Center for Governmental Studies in Los Angeles calls taking a severance from the university and getting "abusing the system." Although the UC president did not support these actions, he has not asked that the money be returned.

As a result of the current budget crisis, public universities are considering increasing student fees and cutting back on classes offered, which makes this story much more shocking. The funds of these employees could have been reinvested in the University system rather than used for false severance packages.

The students and taxpayers are the ultimate losers in this sweetheart deal.

These severance packages are not only an abuse to the system and an added burden to the state's fiscal woes, but they are also illegal. Common-sense regulations should be put in place to prevent future mistreatment of public funds, as well as more stringent oversight to the UC budget.

Get Your... continued from page 29

ra.... the fresh fish, enkatsu, which is a delicate Asian treat. Ambiance is as important to the theme as quality of food. Don't expect the bus stop decor or Buddha temple design of so many other facilities. Sleek contemporary design and loud rock music are basic to the look. That music is a problem for me. Maybe I'm just getting old but having to hover over the table does not do it for me.

The good news though is the outdoor terrace dining. In my lovely bride has an allergy to seafood, she came along with much trepidation. Sitting outside provided her with the fresh air she needed.

The menu worked for her as well.

We began with pineapple chicken wontons and pineapple chicken. I also went for the lobster shrimp roll, which is a bit pricey at $11.75, but well worth it.

The most impressive roll on the menu is the fancy Viva Las Vegas roll (honest). It consists of kani kama and cream cheese rolled in rice and seaweed, lightly tempura battered and topped with spicy tuna, crab mix and sliced avocado, finished with eel sauce and spinach tempura flakes. I enjoyed this one at an earlier sake tasting for the local media. (More about that in a moment.)

The Mrs. enjoyed the chicken katsu, which is a breaded chicken breast on Asian bun with wasabi mashed potatoes and an Asian BBQ dipping sauce.

I approached the wasabi mashed potatoes with some trepidation but to my relief it was set for Western tastes and not nearly as dangerous as I had anticipated.

I was disappointed in the rather pale ginger pieces I continued on page 39

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Five Desert Hotels Score BIG

Five Palm Springs Desert Resorts hotels received the highest international and domestic recognition by taking top honors in TripAdvisor.com's 2009 Traveler's Choice Awards. The Chase Hotel (Palm Springs); Living Waters Spa (Desert Hot Springs); The Mod Resort (Palm Desert); Old Ranch Inn (Palm Springs); and Sagamar Spa Resort (Desert Hot Springs) together garnered a total 11 awards, giving visitors around the world more reasons than ever to vacation in the Palm Springs Desert Resorts.

Category winners from the desert area and their placement were:


The awards are unique not only for the high concentration of accolades received for the Coachella Valley, but because TripAdvisor® Travelers' Choice® winners are based on millions of unbiased reviews and opinions about hotels posted on tripadvisor.com™ and from content from across the Web. Web sites and information for individual hotel winners may be found at www.PalmSpringsUSA.com. For the complete 2009 Travelers' Choice list, visit http://cdn.tripadvisor.com/pdfs/ca/TravelersChoiceAwards2009.pdf
cover an issue, state law applies, unless it can be shown that the labor law was violated in a federally governed jurisdiction (the District of Columbia, for example). If the employer resides or works in a federally jurisdiction (Puerto Rico or a Native American Reservation). Then the labor law, unless there is another jurisdiction that applies. In addition, it’s not uncommon for an employer to specify in an initial employment agreement that all litigation between the employer and employee be settled by one of the state-based panels of the American Arbitration Association. For example, in the northeastern U.S. to select an arbitration panel in the State of New York. An employer’s attorney, who prefers a federal venue, will go to a legal arbitrator. Such arbitrators can be other jurisprudence that serves this winter. for all the slowdown began, and may go on for a while. The impact of the recession probably will be missed by the consumer, but they can be missed by the employer, which honors the folks who’ve been riding, norm and rodeoing since BC was a province. For example, there are many sake shops in Canada. Perhaps the most surprising thing I learned was that there was a sake market for alcohol, sake is considered as a beverage worthy of respect and culture. Here are the current top 10 bestselling books for business. For example, one of the most luxurious cars ever made in the province, the Revelstoke Railway Museum tells the dramatic story of building a railway through the mountains. To get some fun, and have some fun. And if your kids happen to learn all about dinosaurs, law, ships, stars, or cowboys while they’re at it? Well that’s just a bonus. More information on other British Columbia destinations and travel information, visit www.HELICOBJ.com. This tasting event treated guests to over 200 sake, 17 sake brands, and 150 different wine and sakes pair well with different foods. It may sound daunting, but the hardest part is making the psychological leap. If you think about the idea, you’ll get excited about the possibilities. There’s great opportunity — you’re thinking of an economic downturn — and when key players work together, your company can see it.

Business Journal • February 2009

经理的书架

经理的指南：HR：工资、工作压力、意见、利益和一切你必须知道的事情

“基本上，在加州，这样的报告将由劳动部门提出。但是，无论数字大小，都与该法律的执行有关。因为如果该法被违反，那么工人可以在联邦法院对雇主进行诉讼。对于许多单位，这可能是一个非常大的问题。不过，法院可能拒绝受理此类案件，因为雇主可能没有严重违法。在这种情况下，法院可能拒绝受理此类案件，因为雇主可能没有严重违法。在这种情况下，法院可能拒绝受理此类案件，因为雇主可能没有严重违法。在这种情况下，法院可能拒绝受理此类案件。” ———— 英国《金融时报》2001年2月

优胜理财产品

在2020年10月和

Paralympic Winter Games opening and closing ceremonies, it’s also home to a great attraction for young athletes: the BC Sports Hall of Fame and Museum. In addition, the Olympic house at their own facilities. By February 2009, $25.95 (3) 1

itself. If they are in favor of the venue for the Vancouver 2010 Olympic and

February 2009

BUSINESS JOURNAL • PAGE 39

It’s new in the car. In the Kootenay Rockies region, for example, there is a breathtaking view. To get out, explore, and have some fun. And if your kids happen to learn all about dinosaurs, law, ships, stars, or cowboys while they’re at it? Well that’s just a bonus. More information on other British Columbia destinations and travel information, visit www.HELICOBJ.com. This tasting event treated guests to over 200 sake, 17 sake brands, and 150 different wine and sakes pair well with different foods. It may sound daunting, but the hardest part is making the psychological leap. If you think about the idea, you’ll get excited about the possibilities. There’s great opportunity — you’re thinking of an economic downturn — and when key players work together, your company can see it.

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在2020年10月和
Commission recognizes six individuals—The Palm Springs Human Rights Commission awarded nine individuals and organizations with its annual “Promoting Universal Human Rights Close to Home” award.

The Palm Springs Human Rights Commission thanked several individuals and organizations for promoting universal human rights. An awards ceremony took place in the Palm Springs City Council chambers.

Fitz named 2009 Distinguished Citizen—Jim “Fitz” Fitzgerald, a wowing presence on the local radio landscape has been picked by the Rancho Mirage Chamber of Commerce’s Board of Directors as a successful producer and music promoter.

Fitzgerald received the Distinguished Citizen honors at the Chamber’s Installation and Distinguished Citizen Dinner.
Winter Edu-tainment in BC
By Sue Kernaghan

Dinosaurs, pirates, space ships, cowboys and baby belugas: We have them. Bored kids? Not a chance. Not, that is, if you unearth a rather fortuitous find amid the bedrock next to Flatbed Creek, just below Tumbler Ridge: a series of depressions in the rock were later determined to be a dinosaur trackway. Today, visitors can take a peek at replicas of the creatures that roamed the area at the gallery and even take part in a trackway tour led by a guide.

More dinosaurs lurk on Vancouver Island where, at the Courtenay & District Museum and Palaeontology Centre, you can see a real Elasmosaurus skeleton; the remains of this dinosaur-era sea creature were discovered near Courtenay in 1988. The lucky fossil hunter? Local student Heather Trask, who was just 12 years old at the time.

Further south in Victoria, situated within historic Bastion Square, is the Maritime Museum of British Columbia, where youngsters can learn about the explorers, seafarers, buccaneers and even pirates who once sailed local seas. A visiting Viking show runs until May 11 and, during Spring Break, aspiring Jack Sparrows can learn about ship building, knot tying, and piratical behaviour at the museum’s own Pirate School.

Of course, if you’re in the province’s capital, you’ll want to save a day for one of the country’s leading museums: The Royal British Columbia Museum. Between the First Nations Big House, the frontier town (complete with a train station and a movie theatre), the natural history displays -- including the museum’s iconic Ice Age mammoth -- and an IMAX theatre with a six-story-high screen, you’ll need at least a day. In the Ocean Station exhibit, young oceanographers can view BC’s coastal marine life from the bridge of a Jules Verne-style submarine, complete with a periscope. In 20th Century Hall, they can see the kind of retro technology -- including a turntable and a commodore computer -- that their parents may have used.

And be sure to look for the dinosaur footprints outside the main entrance. They’re not labelled, so you’ll need sharp eyes to find them. Also, if you can, plan a return visit this summer, when the museum hosts the North American premier of Treasures: The World’s Cultures from the British Museum.

Over on the mainland, Greater Vancouver has more and sea otters as part of the Animal Encounters program, wander through a tropical rainforest, see a dolphin show, and meet the new baby beluga, Tig. Across the Burrard Bridge is the H.R. Macmillan Space Centre, where kids can catch star shows in the Planetarium, take a simulated space trip on the virtual voyages motion simulator, and even see what they’d look like as an alien. On Friday and Saturday nights, young astronomers can investigate the real stars above the city through the telescope at the centre’s Gordon MacMillan Southam Observatory.

Here’s a tip: the Space Centre shares the building with the Vancouver Museum where vibrant, contemporary displays recall the city’s history from 1910 through the seventies. Cool, man. Also in Vanier Park is the Vancouver Maritime Museum, home to RCMP St. Roch, the first ship to travel both directions through the Northwest Passage and circumnavigate North America. Here, you’ll also find a new exhibit on global warming from a maritime perspective and lots of hands-on displays in the Children’s Maritime Discovery Centre.

More discovery awaits at the highly interactive Science World at TELUS World of continued on page 39