February 2008

Inland Empire Business Journal
ESRI president Jack Dangermond named visiting professor by Beijing Normal University

Praising China for wholeheartedly embracing geographic information system (GIS) technology, ESRI president Jack Dangermond told university students and professors in Beijing yesterday that they’re helping turn GIS into one of the most important technologies of our time.

“GIS helps greatly in planning and decision making,” said Dangermond at Beijing Normal University, which bestowed upon him a visiting professorship during a two-day trip to the Chinese capital. “The technology provides the digital tools that abstract and organize geospatial data, model geographic processes, and visualize these data and models with advanced computer techniques. Your commitment toward and your academic initiatives with the technology will greatly benefit your nation in the future.”

Dangermond traveled to China to help launch GIS educational laboratories at two top universities: Beijing University and Beijing Normal University. The labs will use cutting-edge technologies provided by ESRI’s ArcGIS software that will help students learn how to use and apply GIS technology.

Beijing Normal University named Dangermond a visiting professor.

Change and continuity at Claremont Graduate University

By Ira Jackson

Peter Drucker said that innovation is a combination of change and continuity. And that innovation drives progress.

By that definition, we are making lots of progress at the Drucker School!

There’s a palpable sense of excitement and new beginnings at Drucker. The energy is in the air. But it’s also grounded on a firm foundation.

Last month we learned that the Drucker School is ranked #2 in the world by an organization of Japanese MBA students and graduates. Earlier this fall, Princeton Review ranked us as a “Top Ten Business School” in terms of the classroom experience and the quality of our faculty.

Eminent domain reform measure to be on June 2008 ballot

The Homeowners Protection Act qualified for the June 2008 ballot.

The Homeowners Protection Act would prohibit the use of eminent domain to acquire a single-family, owner-occupied home and transfer the property to a private party. It would still allow government to acquire property for traditional public works such as schools or roads. In addition to the strong backing of CRA, the League, and CSAC, more than 35 organizations have come out in support of this straightforward eminent domain reform, including the California Alliance for Retired Americans, the League of California Homeowners, Housing California, and the California League of Conservation Voters.

At the same time, this broad coalition is opposing the California Property Owners and Farmland Protection Act dubbed the Hidden Agendas Scheme -- which will eliminate the use of eminent domain for redevelopment purposes, rent control and renter protections, tax land-use planning, hurt the environment, and threaten water supply and development projects. This initiative has also qualified for the June ballot.

The “Hidden Agendas” measure is being funded primarily by apartment owners and mobile home park owners. While the proponents of this

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Palm Springs economic development corporation announces officers and new board members

Patrick L. Lilly from Palm Desert National Bank and James C. Turney from Best Best & Krieger LLP have joined the PSEDC board of directors for a 2008-2010 term.

Pat Lilly is the senior vice president and branch manager for Palm Desert National Bank’s Palm Springs office. Pat brings with him extensive city experience from Ridgecrest where he was chairman of Ridgecrest Housing and Economic Development Agency, served as a member of the Ridgecrest Redevelopment Agency, Ridgecrest Planning Commission, councilmember and

continued on page 5
Donald J. Dunn, dean of University of La Verne College of Law, Dies at 62

Donald J. Dunn, dean and professor of law at Ontario-based University of La Verne College of Law died of complications related to cancer. He is survived by his wife Cheryl, son Kevin, daughter-in-law and two grandchildren.

Dunn was an experienced administrator, dedicated educator and recognized scholar who had a profound and lasting effect on the University of La Verne College of Law. As dean, he provided leadership that helped carry our College of Law over the initial threshold of American Bar Association accreditation, said University of La Verne President Stephen Morgan. Having served on a number of ABA accreditation teams, including one that had previously visited our College of Law, Don brought with him a depth of knowledge and familiarity of the process that proved integral to achieving provisional accreditation.

Morgan added, “Don devoted his professional career to legal education. He and his wife, Cheryl, endeared themselves to the university community very quickly. So his passing is a loss that will be felt throughout the entire ULV family.”

In 2003, Donald Dunn and his wife, Cheryl, moved to Southern California, and Dunn joined the University of La Verne as dean and professor of law at the College of Law. While at ULV, the experienced ABA site evaluator worked with university administrators and the law school’s faculty to guide the California bar-accredited law school through the difficult process of applying for national accreditation. The attempt was successful and on Feb. 13, 2006, the American Bar Association granted ULV College of Law provisional ABA approval, allowing ULV’s graduates to begin receiving all the same rights and privileges as students graduating from fully ABA-approved law schools.

In 2006, Dean Donald J. Dunn and co-author Roy Mersky of the University of Texas were honored by the American Association of Law Libraries (AALS) for their fundamentals of legal research, voted one of the most influential texts in legal research over the last 50 years (1957-2006) by the AALS’ Academic Law Librarians Special Interest Section. Published in 2002, by Foundation Press, the 8th-edition of Fundamentals of Legal Research contains 821 pages and over 200 illustrations in 24 chapters and eight appendices and is used in both first-year and advanced research courses in law schools and paralegal programs. The text covers almost all aspects of legal research, including case, state and federal legislation, administrative law, international law, federal tax law and electronic research.


For more information about Dean Dunn’s lifetime achievements, visit http://law.ulv.edu/pdf/DonaldDunnResume.pdf.
The University of La Verne College of Law has announced that Associate Dean H. Randall Rubin has been named interim dean by University of La Verne Provost Alden Reinemund following the recent defeat of the law school’s dean, Donald J. Dam. In addition, Dean Rubin has named Professor Janella L. Daniel the law school’s interim associate dean.

As interim deans, Rubin and Daniel will have essential roles in leading the law school in its pursuit for full American Bar Association approval. The entire law school faculty is engaged in preparation for the regularly-scheduled site visit in late February 2008.

That’s why the measure is opposed by the Association of California Water Agencies, the Western Growers Association, and other organizations concerned about its impacts on future water development. The CPOFFA, or Hidden Orchestration, also prohibits laws and regulations that would transfer an economic benefit from one private party to another. The courts have ruled that virtually all land-use decisions transfer an economic benefit, and so this provision would hurt cities’ and counties’ ability to make land use decisions, whether they are to approve new housing or businesses or to protect the environment.

We can provide a summary of both measures on CRA’s website, www.careduxdevelop.org.

February 2008

University of La Verne College of Law
Anounces Appointments of Interim Deans

Gary Bradt, dean of the College of Business and Economics, commented that “in this environment, it’s important to remain conservative. While others may choose yield, our strong underwriting standards continue to contribute to our success. Banking, by its nature, is primarily a risk-management business, and the ones that manage best will out-perform.”

Thomas Jefferson, executive vice president and CFO, commented that “in this environment, it’s important to remain conservative. While others may chase yield, our strong underwriting standards continue to contribute to our success. Banking, by its nature, is primarily a risk-management business, and the ones that manage best will out-perform.”

For more information on this subject, please contact our housing market team. We will continue to struggle for another year or longer. Notwithstanding the challenges ahead, we will strive to perform at a high level and continue the success of the firm and its clients. We appreciate your continued support and look forward to serving you in the future.

continued from pg. 1

U.S. Banker Magazine Honors 1st Centennial Bancorp

1st Centennial Bancorp, parent holding company of 1st Centennial Bank, announced that U.S. Banker Magazine’s January edition has named 1st Centennial Bank as one of the top 25 banks in the nation, and in the top 10 of community banks in the country, and Executive Vice President/Chief Financial Officer Beth Sanders, as one of the top 10 CFOs in the United States. Rankings were principally rated on return on equity.

“We are proud to receive this recognition,” said Beth Sanders, according to Pat Meyer, chairman of the board of 1st Centennial. “We are building on a strong foundation. The management and employees of the bank are commended for their hard work and dedication.”

Chairman Meyer added, “Our management team, comprised of Tom Vessey, Beth Sanders, John Lang, executive vice president/chief lending officer and Suzanne Doodsall, executive vice president/chief operating officer, bring more than 130 years of combined banking experience. Our dedicated team has not been immune to the ramifications of the deteriorating real estate market, but our management has continued to operate through similar cyclical downturns.”

Beth Sanders, executive vice president and CFO, commented that “in this environment, it’s important to remain conservative. While others may chase yield, our strong underwriting standards continue to contribute to our success. Banking, by its nature, is primarily a risk-management business, and the ones that manage best will out-perform.”

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continued from pg. 1
PacifiCare Violations Resulting in $1.33 Billion Fine

The up to $1.33 billion in fines for wrongful denials of medical care announced by California regulators against PacifiCare of California, which merged with UnitedHealth in 2005 to create the nation’s second-largest health insurer, is emblematic of a highly consolidated health insurance market that is inadequately regulated, according to the Foundation for Taxpayer and Consumer Rights (FTCR).

Regulators noted a spike in patient and physician complaints against the company following the 2005 merger. “Two years ago we fought to oppose this merger. We were concerned that PacifiCare would attempt to recoup $345 million in merger-related bonuses to top executives by charging higher premiums and refusing to pay for necessary medical care. That is exactly what regulators have uncovered two years after the merger,” said Jerry Flanagan of FTCR. “Cracking down on this illegal behavior is the first step in protecting consumers. The PacifiCare/United Health merger fantasy is a cautionary tale to all regulators reviewing future insurance mergers. With fewer competitors and a lack of government oversight, insurance companies have a stranglehold on health care, giving them more power to selectively insure only healthy customers and to refuse to pay for care when patients get sick.”

California regulators fined PacifiCare for:

- Wrongful denials of covered claims.
- Incorrect payment of claims.
- Lost documents including certificates of creditable coverage and medical records.
- Failure to timely acknowledge receipt of claims.
- Multiple requests for documentation that was previously provided.
- Failure to address all issues and respond in a timely fashion to member appeals and provider disputes.
- Failure to manage provider network contracts and resolve provider disputes.

Market Consolidation

Since 1994, there have been over 400 mergers of HMOs and health insurers [1] in the United States. In California, just five companies continued on page 39

Modtech Holdings, Inc. Announces Teaming Agreement With LivingHomes, LLC

Modtech Holdings, Inc., of Perris, California, announced a multi-year agreement with LivingHomes, LLC ("LivingHomes") under which Modtech Holdings Inc. ("Modtech") will be the exclusive manufacturer of LivingHomes’ Ray Kappe-designed net-frame modular single-family homes in markets served jointly by the two companies.

Modtech President and Chief Executive Officer Dennis Shogren commented: "We are excited to partner with LivingHomes and to build on the success of our first project together, which was completed last November. We are already under way on the next project, with several more in the early stages of design and approval. In addition to the substantial business opportunity this product line represents over the next several years, it’s just plain exciting to look at a completed Ray Kappe-designed home and say ‘Modtech built that!’

"We look forward to working with Modtech on our Ray Kappe-designed homes," said LivingHomes Founder and CEO Steve Glenn. "By partnering exclusively with a manufacturer of Modtech’s caliber, we will be able to reduce our costs and delivery schedules and increase our national reach.

Shogren concluded, “The agreement with LivingHomes capped a very good fourth-quarter bookings effort. At over $50 million in bookings, this was the highest level of quarterly bookings in the last two years. Even more gratifying than the turnaround in our bookings trend is the fact that more than half of the bookings came from new product offerings introduced over the past 15 months. Bookings for the quarter included new products for the military, our recently introduced BlockHead and GLO product lines, and our niche residential products, which demonstrate that our strategy of diversifying our product offerings is beginning to take hold and will serve us well in the future.

“Our excitement over the increased bookings is tempered by the realization that a turnaround in financial results can be expected to lag the turnaround in bookings by one to two quarters. We continue to carefully manage our costs and look forward to a return to profitability as we begin construction supported by the growing backlog.” Contact Modtech Holdings Inc. at www.modtech.com.

Modtech Holdings, Inc.
18215 Magnolia Avenue
P.O. Box 79
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www.modtech.com

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Growth Patterns Directing Investors to Pursue New Locations in the Inland Empire
2008 Inland Empire Apartment Report

The Inland Empire’s healthy demand drivers will continue to support apartment performance in 2008, as new supply is expected to come in well below the region’s longer-term average. The MSA is forecast to add an average of 25,000 new households, or 2 percent of the metro total, annually over the next five years, driving demand for residential properties. In recent years, developers have chosen to build in advance of the metro’s growth, but the housing downturn is resulting in reduced construction levels. Further supporting apartment demand in the region are the more than 60,000 residences in Riverside and San Bernardino counties that are in foreclosure, a number that will grow as ARMs reset in the coming quarters. Demand for apartment properties will increase, though the shadow-rental market will provide additional competition for renters, and vacancy will edge higher going forward. Owners will need to offer greater concessions than in recent periods to offset the impact of shadow-rental stock.

Investment activity has slowed throughout much of Southern California, but buyers remain active in the Inland Empire, drawn to the region’s prospects for sustainable long-term growth. Cap rates increased 40 basis points in 2007 to the mid-to-high 5 percent range, where they are expected to stay this year, barring a spike in interest rates. While metrowide sales activity has remained fairly steady in recent quarters, investors are targeting more properties in the eastern portion of the metro. Late last year, the 210 Freeway was extended for seven miles between Rialto and San Bernardino, which has made commuting to and from these areas more accessible. In addition, as the economy continues to diversify, there will be fewer residents commuting to Los Angeles and Orange counties. As a result, current owners may be looking to reposition their portfolios to include properties in areas such as Moreno Valley and San Bernardino.

2008 Market Outlook

- 2008 NAIRI Rank: 12, Down 1 Place. Concerns about a shadow-rental stock pushed the Inland Empire just outside the top 10 in this year’s index.
- Employment Forecast: Payrolls will expand by 2.3 percent in 2008 with the addition of 31,000 jobs. Last year, 46,000 positions were created.
- Construction Forecast: Apartment completions are expected to total 1,550 units this year, down from 2,350 units in 2007 and well below the metro’s five-year annual average of 2,700 units.
- Vacancy Forecast: Steady rental demand will not completely offset the impact of the shadow market, causing vacancy to rise to 6.0 basis points by 6.6 percent this year.
- Rent Forecast: In 2008, asking rents are forecast to advance 3.8 percent to $1,110 per month, while effective rents increase 3.4 percent to $1,065 per month as concessions play a larger role in current years.
- Investment Forecast: Healthy long-term demand drivers will continue to encourage investment in the Riverside-San Bernardino metro. Cap rates could edge somewhat higher this year but a major upward correction is not anticipated. Buyers focused on upside potential may want to target assets in the metro’s growing eastern submarkets.

Marcus & Millichap 2008 Annual Report
**SALES**

**Are You Relevant...To Women?**

By Ross Shafer

If you are losing your market share or not meeting sales projections, chances are you aren’t using all the tools available to you. In this article, Ross Shafer identifies some of the reasons why this may be happening. Women. Women. Women.

**Women Started Viral Marketing**

Not only do women tend to be more empathetic than men, but they also tell everyone else about the experience. Faith Popcorn, author of "E-Volution: The End of Standing Women," says that the average satisfied female customer will recommend a service, shop or client to 21 other people. Since women speak an average of 20,000 words a day vs. a man’s 6,000, women were indeed the first "viral marketing" machine. Therefore, when women have a good feeling about your company, it can create a vast army of unpaid spokespeople for you. Can you do better than that with traditional marketing?

**Women Are More Local Customers**

If you make an effort to understand the emotions of a woman’s purchase, she will start to form a relationship with you. This is critical because an emotional bond is the only factor that breeds true loyalty; not favored customer cards" not reward points or discounts, not even repeating their name in a friendly manner. Women don’t want "suggestions" from you, they want empathy. They want to be understood. Once women feel you have understood and appreciated them, you have not only a loyal customer, but a referral engine as well.

**Offend Women and Die**

When you scorn or offend women, look out. Consider the detrimental effects to the Tom Cruise movie, “Mission Impossible III.” It was largely thought to be the best film of the trilogy, yet when Cruise blathered in the press insisting that his then-girlfriend Katie Holmes has a "silent birth" as prescribed by Scientology, his image suffered and he stayed home. Opening weekend ticket sales dipped over 30 percent. Don’t mess with women or their sisterhood.

**Women Get Stronger With Age**

The largest purchasing body is baby boomer women. They are rich and powerfully influential. Ken Dychtwald, author of, "The Power Years" says that by 2015, at least 15 trillion dollars will land in the hands of baby boomer women. Wouldn’t you like them to believe some of that money with you?

**How Do You Get Into a Woman’s Wallet?**

1. Think like a woman.

Behave like a woman. Instead that women crave appreciation for their immense buying power and influence. Know how to make her succeed because they love to introduce amazing new products. They want to be socially influential. Know that they want to be sold by you to succeed because they love to introduce amazing new products.

2. Be emotional

If you sell a product, write emotional content that speaks to her heart and reasons for her to own what you sell. If you sell a service, get personal and sell personal interest. She wants to buy from people who won’t make her feel helpless, anxious, embarrassed, or vulnerable. The Nordstrom clothing chain has been wildly successful because the salespeople are warm, friendly and personal. There is also no risk in buying from them. Nordstrom will let you return your purchase for any reason, at any time. Nordstrom breeds trust and confidence.

3. Don’t try to suck up to women

Don’t pander to women or try to exploit the obvious media stereotypes. Not all women are shoe fanatics and don’t show big tabloid readers. If you take that tactic, you’ll offend the Men’s forms, as well as the shoe fans and tabloid readers. Women want authenticity from you. They don’t want type or false promises. They would also like you to be socially conscious - which may mean that you donate some portion of the sale to famine relief, the environment, spousal abuse, or another heartfelt concern. They respond to empathy; both to her and her causes.

4. Rethink your current strategies

Visit the blog [www.market­ingtowomenonline.typepad.co m](http://www.market­ingtowomenonline.typepad.co m) This organization has a robust Web site to answer your questions. They also hold an annual conference complete with big name speakers and workshops to help you navigate these tricky times. If you are not a member of this group yet but you should. Join this organization as an associate member and you’ll be able to cross-pollinate ideas that could shatter your old sales records.

Ross founded the Customer Empathy Institute,[*]. For more information please visit: [www.RossShafer.com](http://www.RossShafer.com)

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**COMMENTARY/OPTION**

**Phase Out the Destructive Sales Tax**

By Bill Leonard, Member State Board of Equalization

The sales tax has become a destructive, unfair tax. Economists have been telling you for more than two decades that America is becoming a service-oriented economy. This now is true to such a degree that our high sales tax no longer makes sense.

When people pay for a service, they are consuming it. Transactions between consumers and service providers grow the economy and create jobs and new service products. But these transactions are not taxable. Sales tax was intended to tax consumption, but because of the shift toward services, less consumption is being captured by the sales tax.

This is an exasperating unfair situation for retailers. While lawyers and stockbrokers and good providers can provide their services and not bother with sales taxes, those who sell a tangible product are required to extract the sales tax from customers a surcharge between 7.25 and 8.75% on each transaction. Some would argue the way to bring fairness into this equation is to start taxing services too. I find it dubious that making others feel the same pain others feel makes anybody’s pain better. I also feel that it would be politically hard to tax services. Once people find out that lawyers want them to pay sales tax on their advice, they would likely give up and seek out another lawyer.

The state’s reliance on the sales tax: if an animal is raised to be consumed by human, it is taxable; if an animal is raised for a purpose other than that, it is subject to the sales tax. The RoE ruled that health facilities should charge sales tax for insulin, syringes and supplies used to treat diabetic patients, despite state law that says that these items are exempt directly to the patient. The result is that sales tax is an unfair tax.

There are many examples of how ludicrous the sales tax has become. It is time to end the sales tax and restore fairness and bring relief to Californians: phase out the state sales tax now.

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**BUSINESS JOURNAL • PAGE 10**

**February 2008**

**BUSINESS JOURNAL • PAGE 11**

**February 2008**
If I asked your employees, “What is it like to work at your company? What kind of place is it?” I would expect them to describe your company culture. How would your employees answer? Would you like what you hear? For most companies, a leader’s responsibility is to change it.

Some leadership teams attempt to change the culture by recasting the way they speak—wordsmithing, spending untold hours carefully crafting vision, mission and values statements (or worse, dating them because in the end culture is not created by words plastered on the walls but by the laminated cards, but rather culture is defined by actions on the ground).

It’s what leaders do: what they inspect, what they reject and what they reward that ultimately shapes company culture. It’s not that words don’t have a place in creating culture; they certainly must. But a single leader cannot create words so simple and basic a child can grasp them easily, and no vision can articulate them quickly.

And, in a winning culture, a leader’s words and actions are aligned. What leaders say accurately reflects the way things are. In a losing culture, words and actions are misaligned. “Happy talk” masks dysfunctional behavior.

A winning company culture is simple and emphasizes three areas: serving the customer, growing the business, and developing employees. A losing culture is confusing and complex, places customers lower behind those of the company, and empowers personal gain over achievement.

Culture can be consciously created by company leadership, and it can be redriven or redefined by your culture company. Remember, complexity equals confusion. If your culture is easy to describe, it will be easy to create.

1. Define 3-4 guiding principles that reflect who you are as an organization.

It’s the job of senior leadership to define terms that your organization is all about. One of my clients, a consulting group, had a culture centered around participative internal competition. New leadership came in and succinctly defined what the new culture would be and termed it something like this: We are one national practice: we consider our customers in the first place; we grow; we provide; and we are committed to each other’s success. Rather than worrying about printing these words everywhere, leadership set about making them reality.

2. Use the principles to guide every business discussion and decision going forward. Words are meaningless unless they spur new behavior. Once you have defined your guiding principles, use them to guide all of your business discussions and decisions. I constantly heard my client refer to the principles when talking about the market, the customer, and existing processes. This meant the principles became an enduring tool to reinforce the fundamental messages.

3. Expect resistance, but stay committed to group the principles and adhere to the principles. And, for existing employees, create processes to indoctrinate and immerse them in the new ways of thinking and behaving. As John Kotter has shown us, consistently repeating the simple, powerful principles is highly contagious. It even becomes a sort of adage or mantra in our organization.

4. Create a 2-3 day leadership development experience that reinforces the behaviors and values consistent with the guiding principles, and insist all senior leaders attend. Once again, you must truly believe you are driving lasting change behavior. You have to constantly reinforce your words with action.

The following are some of the latest real estate activities in the Inland Empire:

San Francisco-based AMB Property Group has acquired a distribution property landlord in Southern California, recently added to its portfolio with the purchase of a 92,000-sq-ft facility, now known as AMB Loma Grande Distribution Center, located in Temecula, purchased by Wal-Mart Stores. The price was not known at press time.

The purchase boosts AMB’s Southern California portfolio to more than 22 million sq. ft., which was 98% leased as of the end of the third quarter 2007. The California Housing Foundation acquired the Rancho Business Park from Volk Development Company for the construction of a new office campus.

The building, which is a 500,000-sq-ft. mixed-use office and industrial business center, is being developed by Silver Waterman in San Bernardino. The California Housing Foundation acquired the Rancho Business Park for $27 million and now to $14.5 million if lit unchecked.

Because I saw the state’s financial picture worsening by the day, with the deficit growing from $6.1 billion to $18 billion to $21 billion, I made phone calls on the governor for more than two years, all to no avail.

The governor announced during his State of the State speech earlier this month that the budget deficit for fiscal year 2009 would be $14.5 billion if lit unchecked.

You will probably be hearing over the next several weeks that the only way to fix this budget and the 2008-09 spending plan that begins July 1 is to raise taxes. Let me say again, and I’ll point out the governor said the same thing during his State of the State speech, California doesn’t have a revenue problem it has a spending problem.

During the last five years, for example, revenues to the state have grown by nearly $27 billion dollars. Yet we are facing with a $14.5 billion fiscal deficit for the 2009-08 fiscal year.

I believe it’s time to enact a spending cap that will ensure spending will stay in line with revenues. The governor talked about a plan and it is very intriguing. The State of California would look at revenues over the last 10 years and take the average increase of those revenues to determine how much spending could increase in the next fiscal year. Any revenues that amount would then go into a reserve for the years when revenues don’t meet expectations.

Whether this plan is the continued on page 31

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Whether this plan is the continued on page 31
Tackling Tough Questions: Q & A

By Dianna Booher

"There are so many unknowns and variables in hypothetical cases that it's difficult to give a meaningful response to that situation." Or: "I prefer to stay focused on the current mission in formulating policy for our participants. For the present situation, I still consider..."

Tip: Probe for the Real Issue and Address That Concern
Examples: "Is your concern in raising that question the safety issue? If the audience member confirms that the safety issue is what prompts the hypothetical situation, then you can proceed to comment in general on the safety issue rather than getting bogged down in hypothetical details.""Show-Off: Generally, this "question" is a monologue either an excuse or a barrage of data. Then, after the dump, the asker throws up a limp question at the end, such as "Wouldn't you agree?" Tip: Call for the Question Example: "If you can't please restate your question... or "Were you just stating an observation, or is that just a question?" When the participant may not or may not be able to come up with a question that you can answer briefly and use to regain control.

Tip: Acknowledge the "Compliment and Move On" Examples: "Thank you for that observation." "Good information to have." "You sound as though you've had some experience with similar situations." "I'm sure others may feel as you do." "That's something else we may want to consider in the decision." Break eye contact, and move on.

Hostile
People ask hostile questions for all sorts of reasons: (1) They disagree with what you have said or have wrong information. (2) They have not established credibility with them. (3) They have misunderstood you. (4) They think they are "saving the day" for their organization. (5) Their personality makes them always look for the cloud in every silver lining. (6) They have a hostile tone and facial expression without realizing it. (7) They are angry with someone else and are taking it out on you - consciously or unconsciously. (8) Their question is neutral, but you have a bad day and are "reading hostility into the question."

Tip: Rephrase a Legitimate Question Minus the Hostile Tone
If the question is, "Why are you demanding six years of experience for all subcontracted work? I think that's totally unreasonable," you might rephrase it: "Why do we think these six years' experience is necessary? Well, first of all..." Don't feel that you need to have a forum in opposing view in great detail, particularly if the hostile view is not well founded. Simply comment: "No, I don't think that's the case." No elaboration is necessary. Your answer will sound authoritative and will make the asker appear rude and argumentative if he or she rephrases and continues. Avoid matching hostility with hostility.

Tip: Acknowledge and Accept Feelings
By acknowledging and legitimizing the feelings of the asker, you may define the hostility and help him/she receive your answer in a more open manner.

Example: "It sounds as though you've been through some difficult delays with this supplier or "I don't blame you for feeling as you do, given the situation.""Tip: Agree with Something
Examples: "Tackling Tough Questions: Q & A"

Wouldn't you agree?" Tip: Respect the Interlocutor
Examples: "Dianna's communication training firm, Booher Consultants, Inc., is based in the Dallas/Ft. Worth Metropolitan area and serves many Fortune 500 clients. www.booher.com. Her phone number is 817-318-6000."

About the Author
Dianna Booher, Management Consulting Group, Inc.
Art Institute Instructor Garners 4th Emmy Award

"It's always great to get recognition for what you do," says Michael Swanigan, the media arts and animation instructor at The Art Institute of California – Inland Empire, who recently accepted his fourth "Daytime Emmy Entertainment Award" by the National Academy of Television Arts and Sciences. Swanigan spent five full-time months as a storyboard artist on the Emmy-winning "Tueteister," currently airing nationally on the Discovery Kids channel. "Let's see," he reflects, "there were 250 pages to the animated script, and three drawing panels per page. So, I did around 750 drawings." The animation specialist received his first Emmy as storyboard artist/layout for "The Simpsons" in 1994. This was followed by a second Emmy as director/storyboards of the TV series "Voltron," and then again as producer of a 26-episode series, "The Mask." "No, you certainly don't get tired of receiving awards or being honored by your peers," Swanigan offers. "I've been doing this for 20 years now, and every project is fresh and exciting." Swanigan's talents have graced numerous other major animated television series such as "G.I. Joe," "Superman," "Spiderman," "Woody Woodpecker," the "Incredible Hulk" and "Fantastic Four." And with his broad knowledge and extensive experience, he's been asked to appear on nearly 20 DVD commentary tracks for such animated series as "Ghostbusters," "Dungeons and Dragons" and the complete Flash Gordon Collector's Edition; "Certainly I love what I've done for films and television," he says, "but, you know, I love just as much what I do in the classroom. Introducing these eager students to the hands-on world and mechanics of animation, and having the opportunity to ultimately do it all is as thrilling and challenging to me as anything else I've ever done."

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2008 EDITORIAL SCHEDULE

<table>
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<tr>
<th>March</th>
<th>April</th>
<th>May</th>
<th>June</th>
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**EDITORIAL FOCUS**

- Major/Event Coverage
- Features
- Business News
- Health Care

**SUPPLEMENTS**

- Environmental
- Education
- Economic
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**LISTS**

- Health
- Life
- Dentist
- Retail Stores

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**Types of Services**

- Industrial
- Transportation
- Water Engineering
- Public Agencies
- Civil Engineering
- Surveying
- Planning
- Private Water Resources
- San Bernardino County
- Real Estate
- Development
- Transporation
- Water Resources
- Grant Writing
- Private Water Resources
- San Bernardino County
- Real Estate
- Development
- Transporation
- Water Resources
- Grant Writing

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- Telephone

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**Business Journal • Page 17**

February 2008
Controlling Investment Risks

By Naseem Qader

The word "risk" is not something that conjures up a pleasant image in the minds of most investors. Many people don't like risk. Unfortunately, risk is unavoidable. If you invest for profit, you face the possibility of suffering a loss; and if you invest too cautiously, you run the risk of earning a return that will not keep pace with inflation.

One of the best ways to become comfortable with risk is to take the time to understand it. The more familiar you become with it, the better position you will be in to create the proper balance between risk and potential reward in your portfolio. Below is a description of five distinct types of risk that you can face as an investor and how you can deal with each:

Market Risk

Market risk refers to the fact that your investment could go down in value and, therefore, be worth less than your purchase price. Any number of factors can affect an investment's valuation. For example, disappointing earnings can cause a company's stock price to decline. Rising interest rates can trigger a drop in the price of a bond.

The best way to reduce the effect of market risk in your portfolio is to diversify your assets among sectors that are likely to perform differently in the same market environment. In this way, the positive performance of one security can help to offset the negative performance of another.

A good first step in creating a diversified portfolio is to spread assets among stocks and bonds or the mutual funds that invest primarily in these securities. While past performance is no guarantee of future results, stocks and bonds often perform differently under the same market and economic conditions. For example, if the economy shows strength after a period of weakness, stocks tend to do well; but bond prices tend to fall because interest rates usually move higher. Similarly, when interest rates decline on economic weakness, bonds typically do well, but stocks tend to fall as people become more concerned about the overall outlook for corporate earnings.

Although diversification can help limit risk, it can also limit your potential for gains. For example, if the stock market soars, you could enjoy large gains if you had a substantial portion of your portfolio in equities. But if most of your assets were spread across a wide range of non-equity-related investments, your gains would be limited. This strategy does not guarantee a profit or protect against loss.

Industry Risk

Industry risk refers to the risk that you face when you invest in a particular sector of the economy. For example, if you invest primarily in one sector, you may not do as well if that industry outperforms most others industries, but your portfolio could be severely affected if that group falls out of favor with investors.

A good example of industry risk is what took place in the technology sector during and after the infamous "Bubble." After experiencing strong growth throughout the last half of the 1990s, technology stocks fell sharply during the first three years of this decade, creating significant losses for investors who were heavily exposed to this sector.

One of the best ways to deal with industry risk is to invest your assets across several industries. By doing so, you can enjoy the benefits of diversification — the positive performance of one industry group can help to offset the negative results of an under-performing sector.

Company Risk

Company risk refers to the concern that your assets may decline because a significant portion of your portfolio is invested in the stock of one company. Conversely, if a company is often favored by employees whose net worth is largely tied up in their employer's stock.

Diversification is the key to limiting the risk of investing in one company. Focusing on high-quality companies should be another part of this strategy. Generally, the stocks of high-quality, well-established companies (e.g. blue chips) tend to carry less risk than those of small, emerging growth companies.

A good strategy to limit interest-rate risk is known as laddering. Laddering is the process of investing assets in fixed-income securities with varying maturity dates, such as every year or every other year. As these terms come to maturity, you can invest your spread over a period of years. This is because when you earn a return that is lower than inflation, your dollars lose purchasing power. This means you will need to spend more money to buy the same amount of goods and services that you bought in the previous year. If this trend continues over time, it could affect your standard of living.

Inflation Risk

Inflation risk refers to the idea that the return from an investment may be less than the inflation rate rise in the cost of living. While earning a return that is lower than inflation may appear to be insignificant, it can have a significant impact on your financial health if it occurs over a period of years.

This is because when you earn a return that is lower than inflation, your dollars lose purchasing power. This means you will need to spend more money to buy the same amount of goods and services that you bought in the previous year. If this trend continues over time, it could affect your standard of living.

To counter inflation risk, you need to buy securities with the potential to deliver returns that exceed the increases in the cost of living. Although past performance is no guarantee of future results, equities have had the best record of outpacing inflation since 1926. According to Lipsey Associates, Inc., a Chicago-based research firm.

Interest Rate Risk

The valuations of fixed-income investments, such as bonds and preferred stock, are affected by interest rates. When rates rise, overall valuations of fixed-income securities usually decline. Conversely, when interest rates decline, valuations of fixed-income securities typically rise.

The degree by which fixed-income securities are affected by interest rates usually depends on their maturity (the number of years before principal is supposed to be returned to the investor). Generally, short-term, fixed-income securities are less affected by interest-rate movements than long-term, fixed-income securities.

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We’ve Merged or Reorganized. Now What? Successfully Lead Through Major Organizational Change

By Gary Brudt

Today, companies get bought and sold at a dizzying rate, and reorganizations happen like clockwork. These changes are usually made with the best of intentions but unfortunately don’t always end up with the intended results. That’s because leaders pay attention to the logical aspects of the process, i.e. the business case, but not necessarily enough attention to the psychological aspects, i.e. just how do we do it, and can we embrace this new entity and/or new way of doing business?

Following are five keys to meeting this challenge.

1. Accept that in the eyes of employees, a merger of equals rarely occurs. The standard line from senior management is that “there are no winners and losers, all we know when two organizations come together. Employees, however, usually see it differently. They notice who gets the best offices like which name goes onto the new company’s letterhead, and how many “legacy” executives from each company end up in similar roles on the new executive team. Like it or not, employees keep score, and their initial feelings toward all the changes going on depend on their final tally.

2. Be a leader, rather than arguing this point, you are much better off accepting it, and then developing strategies and tactics to mitigate or reverse any negative perceptions. For example, as much as possible balance the new team with executives from both legacy companies/divisions/etc. Certainly the best-person-for-the-job should always be your primary criteria, but in the special case of a merger or reorg, a perception that both sides get representation is important to employees.

When meeting with employees groups, acknowledge your desire to make it a merger of equals. It’s not that you don’t want to please everyone, it’s that your intentions but unfortunately don’t always end up with the intended results. That’s because leaders pay attention to the logical aspects of the process, i.e. the business case, but not necessarily enough attention to the psychological aspects, i.e. just how do we do it, and can we embrace this new entity and/or new way of doing business?

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When Do We Learn?

By Joe Lyons

Seven years of fat and seven years of lean.

It's a common rule of economics that you can find in history as well as in the Old Testament. We also say, "Save for a rainy day."

We say these things but we don't do them.

Now Governor Schwarzenegger says we should have started saving money during California's good times to help cover the debt in the budget gaps of the recession. This is a good idea.

California's Ex-Mayor Gus Skropolis put it into practice about a decade ago. In fact, former California governors suggested it for the state as far back as Ronald Reagan and even Earl Warren. Sacramento just never got around to doing it.

Well, heck. We just came out of about 15 years of good times. Sure gas is $3 a gallon. Housing is out of sight. We whistled past the graveyard whenever someone talked about a recession.

So, in the immortal words of MAD magazine's Alfred E. Newman, "What, me worry?"

Now we have a $3.3 billion budget gap. The money the Indian gambling casinos have promised us won't cover our debts. And imagine where we'd be if the tribes weren't here to bail us out.

The state will have to "impose strict spending restraints" in order to "preserve essential services."

But here's the worst part. The governor has stated that he has hate sitting to sit at the table from people representing seniors. AIDS' victims, the arts, medical care, the environment, and a dozen other issues, and tell everyone that his hands are tied and the state just can't help anymore.

What I don't understand is why he doesn't tell everyone who cares that if they cared enough, they would find solutions to our problems without having to run up to Sacramento all the time.

When do we stop making government the charity of first resort for everything?

In the movie "Oh God!" John Denver asked the Almighty, in the guise of George Burns, "How can you allow all of the pain and suffering in the world?" George (God) replied, "How can you?"

Perhaps if we took this little lesson from an old movie to heart, the governor's problems, the State's problems, and, most importantly, our own problems could be dealt with.

A little personal responsibility can go a long way.

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February 2008
Prop. 93: Not What It Seems

By Bill Leonard,
Member State Board of Equalization

Proponents of Prop. 93 are pushing for a sales tax increase to fund education, which is good. The idea of using a sales tax to fund education is a good one. However, the way Prop. 93 is written is not good. The sales tax increase is not going to be enough to fund education, and it will not be enough to fund anything else. The sales tax increase will also be a burden on the state's economy, which is already in trouble.

Steve Jones
Decra Roofing Systems

Decra Roofing Systems manufactures stone coated metal roofing products and sells them all over the world. 7 years ago, Decra's bank was not providing the personalized service necessary to help the business grow. Decra started a new relationship with Citizens Business Bank, and now they enjoy great service from Citizens International Services and bankers who take the time to understand their clients' businesses.

“The TOP Business Bank in the Nation” - GB Barringer Magazine

Independent Banks

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<thead>
<tr>
<th>Bank Name</th>
<th>Tangible Assets (S m)</th>
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Seven Service Behaviors to Boost Your Bottom Line
By Joe Takah

"Vista is a four letter word:" That was the comment recently from the head of an informal profit group who has spent the first part of this year looking for old files and has not upgraded her computer. "Team, before we start this meeting, I need to admit fault over the first part of the quarter," she continued. "Remember, your best relationships are not built. They are rebuilt.

6. Be positively contagious: Why is that you can be wide awake, but when you see someone, you yell? Just writing "yawn" right now makes me want to yawn. You're probably yawning too, stop it. Human actions are contagious, so why not be positively contagious? This attracts coworkers and builds morale; it connects with clients and builds business.

5. Show constant appreciation: The Godfather of philanthropy, William James, said, "The deepest principle in human nature is the craving to be noticed for good." How about you? Do you remember to take the time to thank the beloved Apple people who would have their new OS X operating system up and running, bug free, and ready to go? Such is the case. The new system does not recognize the old OS 9 documents. When the first OS X disks came out, we were told that OS 9 would not work but it would remain in the computer as a separate start up system called Classic.

4. Create common ground: This is when you and others can relate to each other because of a shared interest or experience. When people have things in common, they have trust, peace of mind, and a real desire for profitable relationships. Many times, the way you smile at you? Do they convey interest in you? ABC in sales how people greet you. Do they look you in the eye? Do you do anything fun last weekend?" Anything exciting you're looking forward to? By learning about people beyond the workplace, you discover a whole world that they are passionate about, much of which you can relate to or make a link. Make these questions habitual and you'll be standing tall on common ground.

3. Be a fantastic listener: Most people are lousy listeners. The average American has a name shape. When you and I have written the problems, you do not interrupt or add anything. They are not just smart business, it says a lot about your character.

2. Be a name-learning machine: When I ask seminar participants, "How are you at remembering people's names?" A: Fantastically! B: Not-so-hot? C: Embarrassingly bad?" I'm still amazed that more than 90 percent check off B or C. Fact: Names mean money in business. They create a comfortable atmosphere, make people feel great, and they are a competitive advantage.

a. Winning Behaviors: Ask people's names. When you forget immediately, (which we all do), ask again. Then create associations like "Donna from Detroit" or "Stan the man." Write names down. Use them nonverbally. It's the same for all, the name-game everywhere. You'll get in great name shape.

1. Make a great first impression: It sounds academic, but start paying attention to how people greet you. Do they smile at you? Do they convey warmth and enthusiasm? Do they ask questions and show interest in you? ABC in sales minutes. Ask questions like, "Always be Closing." Try ABO: "Always be Closing." This is what sets the tone for profitable relationships.

a. Winning Behaviors: Ask open-ended questions. Practice silence. Do not interrupt or finish people's sentences. Show authentic attentiveness. Paraphrase what others said to show respect and gain accurate understanding. Show emotional support and empathy by trying to understand their perspective. Most of all, be fully engaged. Excellent listening is not just smart business, it says a lot about your character.
The "Inland Empire" is one of the nation's most active and dynamic real estate markets. Over the past decade, the area has added 491,000 residents, a 31% increase, and 475,000 jobs, a 56% increase. In 2007 alone, job growth increased 3.6%, adding 46,000 new jobs. While its future growth rate is projected to slow from this heady pace, the area will still remain one of the fastest growing metropolitan areas in the nation.

Current trends in population and employment has fueled growth in demand for all categories of real estate. For the industrial market, demand has also been stimulated by migration of firms unable to find space that meets their needs in the adjacent very tight Los Angeles, Orange County and San Diego markets. Net absorption in 2007 totaled an exceptional 20 million square feet, with much of the activity shifting to Inland Empire East, where a construction boom is taking place.

Currently, there is a million square feet under construction, Big-box distribution, in particular facilities of at least 500,000 square feet, remains a key portion of the market. Vacancy rates in Inland Empire West are tight, in the 3% range. In Inland Empire East, however, there is near 10% due to the construction boom taking place. Sales price growth appears to have been stepped on by the end of a speculative boom (median prices grew 260% from 1997 to 2007), the tightening of excessively permissive financing criteria and an oversupply of inventory. Riverside and San Bernardino Counties now have the third highest foreclosure-purchases-home rate in the country, behind Las Vegas and Detroit. This obviously will have a negative impact on the housing and residential-land markets in the short-term. However, with the area still growing by approximately 30,000 households per year, the correction is not expected to be long-lived.

new officers... continued from pg. 1

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January 2008

February 2008

NAI Inland Empire Market Report

Inland Empire (Riverside/San Bernardino) At A Glance

(From/Square foot/Year)

Low

High

Effective Avg. Vacancy

DOWNTOWN OFFICE

New Construction (AAA)

$23.90

$28.90

$24.00

$9.00

Class A (Prime)

$19.20

$20.40

$20.00

$11.00

Class B (Secondary)

$16.30

$18.00

$17.00

$11.00

SUBURBAN OFFICE

New Construction (AAA)

$23.40

$25.80

$24.00

$9.00

Class A (Prime)

$19.20

$20.40

$20.00

$11.00

Class B (Secondary)

$16.30

$18.00

$17.00

$12.00

INDUSTRIAL

Bulk Warehouse

$3.50

$4.50

$5.00

$5.00

Manufacturing

$3.50

$5.70

$5.00

$4.00

High Tech/RAID

$3.60

$4.30

$4.00

$2.00

RETAIL

Downtown

$42.00

$50.00

$48.00

N/A

Service Neighborhood Centers

$30.00

$42.00

$36.00

N/A

Regional Malls

$30.00

$42.00

$42.00

N/A

DEVELOPMENT LAND

Office in CBD (per buildable SF)

$25.00

$30.00

Land in Office Parks (per acre)

N/A

N/A

Land in Industrial Parks (per acre)

$522.70

$784.00

Office/Industrial Land - Non-park (per acre)

N/A

N/A

Retail/Commercial Land (per acre)

$890.00

$1,060.00

Residential (per acre)

N/A

N/A

Contacts: NAI Capital (909) 945-2339/951) 346-0800

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Jim Tumey is an attorney in the Business Transactions and Finance Practice Group of Best & Krieger LLP. His practice is focused on real estate development and business transactions. In his early career, Tumey performed financial management and strategic planning functions with the Fraud Motor Company and Eastman Kodak. He has also taught undergraduate and MBA courses at the USC School of Business.

Jim Tumey earned his BSB from the University of Minnesota, MBA at the University of Denver, PhD with USC and JD from the University of California, Hastings College of Law.

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Calender, vice president - LSA Associates

Jeff Gobble, secretary - Canyon National Bank

Kathy Hallock, treasurer - Rabobank Board Members for 2008 include:

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Cathy Van Hor - City of Palm Springs

Marna Van Horn - Marna Van Horn Consulting

For information, contact Tamara Stevens at 326-1625.
SALES

Should You Give Up On Cold Calling as a Small Business Marketing Tool?

By Charlie Cook

Ever had second thoughts about using cold calling to find new customers or build your client base? Before you pick up the phone to make a single cold call, there are several things you should know. First, few people are naturally successful at cold calling. Second, cold calling has a bad reputation as a marketing tool. Most people find cold calls intrusive and obnoxious.

Third, conversion rates for cold calls are typically about 2%, compared to 20% for solid leads and 50% for referrals.

With three strikes against cold calling, shouldn’t you cross this marketing strategy off your list once and for all? The reason most cold calls fail is simply because they’re done wrong.

If you’re thinking of giving up on the phone to generate leads, first ask yourself if you really are cold calling that annoys people, or the way it’s done. Don’t throw the baby out with the bathwater - many small businesses have been built on the basis of successful cold-calling campaigns.

One of my clients, Steve, confessed that he didn’t want to be bothered with most small business marketing activities. He gave me a list of leads and a phone and in a couple of hours he could find a warm prospect. Instead of alienating prospects, his cold calls resulted in more business.

Cold-calling worked for Steve because he was a master at it. You too can become a master of cold calling when you know how to prepare and how to make the calls using the strategy detailed below.

Why Do People Hate Most Cold Calls?

Every day, hundreds of thousands of cold calls are conducted by hundreds of advertising messages each day. Many choose to ignore, a select few with our interest. The ones that annoy us the most are the ones we are forced to pay attention to without any choice. If you want to overcome this natural resistance, you’ll need to find out how to make your cold calls less intrusive.

Get Your Prospects’ Permission

One of the most effective ways to generate a lead on your Website is to ask a prospect to give you his or her e-mail address and then, with their permission, send them ideas and information they want.

The same is true when you pick up the phone to call a prospect. Get your prospect’s permission, give them the information they want, and you can generate a warm lead and a sale.

The traditional approach to small business marketing and cold calling misses a ‘sell’ in the prospect’s face. Most people don’t respond well to this.

The more effective alternative is to get a prospect’s attention, ask permission, find out what they want and then give them what they asked for.

How To Generate Leads and Sales With Your Phone Calls

Before you make the call; prepare for your marketing success:

A. Don’t blindly pick up the phone and expect to get results. When at all possible, research your prospects’ needs. The more you know about what they want, the more effective you’ll be on the tone. Depending on who you’re calling, you can:

1. Research the individual, company and person to identify problem areas where you could be of assistance. Send a letter or a series of postcards in advance of your call.

2. Use a response form on your Web site or a postcard to prompt your prospects to tell you what they are looking for. On the form, ask the prospect to tell you what his biggest or most intractable problem is. When a prospect completes an inquiry form on your Web site, you’ve got the most important thing to a successful call; their permission for you to contact them again, to discuss how you can help them.

3. Survey your existing clients to define the 3-5 reasons they find your products and services valuable.

B. Your first objective with a prospect isn’t to sell to them. Before a sale can take place you need to establish rapport and find out what they want and need. If you haven’t already done this with your marketing, then you’ll need to take the first couple of calls to do this and then you can move towards a sale.

Making the call - partner with your prospect:

1. State your name and ask the prospect of the first moment. (Get their permission to continue the conversation.)

2. If they’re busy, schedule a time to call back. This way you’ve got their permission to have the next conversation.

3. Give them a reason to listen. Let them know you’ll be brief and tell them why you are calling. Tell them what your firm does in terms of the benefits you offer. For example, “We help hotels like yours increase bookings and generate more revenue per guest.”

4. Tell them you’d like to ask them a couple of questions and get their permission to proceed. Then find out what’s working and what’s not and what types of solutions they are looking for.

5. Summarize what they’ve told you about their needs and wants. Then ask them if they could solve the problems they just told you they wanted solved, whether it’d be worth it to schedule another time to talk further, schedule a meet-up or follow-up conversation.

Advertising, Web sites, e-mail, and sales letters are great ways to market your products and services, but... picking up the phone and personally talking to a prospect can get immediate results when you apply fundamental marketing principles and techniques.

Use these five steps to master marketing on the phone and you’ll generate more leads and sales and have more fun marketing on the phone.

Dutton report... continued from pg. 13

Department of Public Social Services disclosed that illegal aliens in Los Angeles County collected more than $37 million dollars in welfare and food stamp allocations during the month of November. This represents a $3 million dollar increase since September. Los Angeles County projected the total of these illegal aliens with welfare assistance and food stamp allocations for 2007 will total $444 million dollars. So as we look at what services should be cut, we can start by making sure that only those who are in this country legally are receiving services funded by your tax dollars.

If we did that, a big part of our spending problem would be solved!

investment risks... continued from pg. 18

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Visit www.esri.com/careers to discover who we are and what we’re so excited about what we do.
Inland Area & Nearby Resorts & Vacation Spots

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Architectural/Engineering Firms

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Business Journal • Page 32
February 2008

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Ira A. Jackson: Doing Good and Doing Well at Claremont's Drucker School

As the dean of the Drucker-Ito Graduate School of Management at Claremont Graduate University, Ira A. Jackson has developed a deep connection with the school's namesake, the late management guru Peter Drucker. In fact, Jackson likes to quote one of Drucker's favorite sayings: "The best way to predict the future is to create it." And creating the future is exactly what he believes he is doing everyday.

Jackson arrived at Claremont in the summer of 2006, and has used his experience to catapult the program into one of the top programs in Southern California. But this is nothing new to him. Throughout his career, he has brought entrepreneurship and excellence to government, higher education, and the non-profit sector. At the age of 26, he was chief of staff to Boston's Mayor Kevin White. At 32, he was the senior associate dean of Harvard's John F. Kennedy School of Government, where he helped lead the school during its period of rapid growth and institutional transformation.

He left the Kennedy School to become Commissioner of Revenue for the Commonwealth of Massachusetts, where he was credited with being one of the architects of the "Massachusetts economic miracle." He also served as executive vice president of BankBoston for a dozen years. During his tenure at BankBoston, the company consistently received Outstanding Community Reinvestment Act ratings from federal regulators for leadership in strengthening inner-city communities. Jackson's role in helping to support and expand CityYear earned him the City Year Award.

Prior to coming to Claremont, he was president and CEO of the Arizona State University Foundation. Jackson received an A.B. from Harvard College and an MBA from the Kennedy School of Government, and attended the Advanced Management Program at Harvard Business School. He is co-author (with Jane Nelson) of Profits with Principles: Seven Strategies for Delivering Value with Values (Doubleday), described by Tom Peters as "a stunning achievement...and a survival guide for business executives and a socially aware manager alike." Jackson was one of only six business school deans who attended the Global Leaders Summit sponsored by the UN Global Compact last July in Geneva. They were there to discuss ways to voluntarily advance human, labor and environmental rights and to combat corruption. Just a week earlier, in Claremont, Jackson hosted delegates from 10 nations gathered at the Center for the next Global Symposium of Drucker Societies, dedicated to advancing responsible management practices in business, government and civil society that capture Druckerian principles and practices. Drucker, who challenged leaders to be both effective and ethical, is widely revered in Asia.

When Jackson came to the Inland Empire, he immediately realized the vast potential of the Drucker School of Management. Now, he has reached out into the community to spread the word of the school's ideologies and world-class faculty. Under his leadership, the Drucker School was named in the top 10 in the United States by the Princeton Review, including sixth in the nation for quality of faculty.

And, his experience lends for the Drucker School to gain traction among both younger MBA and experienced EMBA students throughout Southern California. (The Drucker School also offers graduate programs in politics and business, arts management, and is one of only a handful of programs in the nation to offer a graduate program in financial engineering.) As Jackson sees it, the Drucker School is at the nexus of a new emerging movement: putting innovation to work for the good of society. "Profits without principles won't work any longer," says Jackson. "The world problems, starting with global warming and moving on from there, are simply too immense and interrelated to focus on making money to the detriment of the world around us. This is a time for examples of international collaboration across all sectors: business, government, non-profit. It's that cross-sector approach that the Drucker School apart and that promises to create the future in new ways."

For Jackson, the future is about making the Drucker School one of the world's centers for socially aware managers. As he likes to point out: "by embedding a new set of competencies and values in the next generation of leaders, we are offering up a social agenda."

Propositions 94 through 97 are similar, but they are not really about gambling. They are actually on your ballot because of union politics, not Indian gaming or revenue sharing.

Each of these four compacts or agreements a tribe to expand the number of slot machines in the casinos it already operates. In return, the tribe will make substantial and permanent increases in its payments to the state. The tribes would pay up to 25 percent of the net revenues from each new slot machine to our General Fund. Some say this is a huge expansion of tribal gaming, but remember that the governor and legislature have already approved compacts with other tribes that allow for unlimited expansion of slot machines, and the courts have held that as long as the state has a lottery, then tribes can operate unlimited lottery-type slot machines on any reservation.

The real issue with each of these compacts is union politics. None of these compacts would be on the ballot if the unions were not paid to put them there. Like every other compact, these four already contain detailed protections for union organizing and collective bargaining. However, the unions have been unable to approve compact language that would unionize voluntarily, so they are now demanding that tribal compacts mandate the controversial "card check." "Card check" means that union organizers can have casino employees sign the petition saying that they would be willing to be represented by the union. When a majority of the employees have supposedly signed the cards, the casino must recognize the union and begin deducting union dues and fees from the employees' paychecks, without their consent and whether they joined the union or not. So there would be no election, just basically a petition drive without supervision, secret ballot or appeal to the National Labor Relations Board. This unfair process invites fraud, intimidation, bribery, and corruption. The unions put up with these problems because their power and influence depends on having control over these deductions from workers' paychecks.

I am not a gambler, but I support Indian sovereignty and self-determination on their own reservations. I would allow them to operate casinos and other businesses on their lands as they see fit. Gambling will continue to expand under the old compacts or under new compacts, whether these propositions pass or fail. The real issue is the right of casino workers to demand secret ballots and supervised elections versus the power of unions to more easily make takes out of workers' paychecks.

I recommend a "Yes" vote on Propositions 94, 95, and 97 to support these compacts without the power-grabbing provisions the unions want.

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March 2002

Ira A. Jackson, dean of Drucker-Ito Graduate School of Management at Claremont Graduate University.
Claremont University...

continued from pg. 35

Peter Drucker progress we are making – the change and the continuity – I welcome you to share the pride and to participate in the active, vital life of the Drucker School. Stop by and sit in the back of a class. Attend a public lecture. Talk to our students. Come by and give me a suggestion on how we can do even better. Send us some talented prospects or perhaps offer an internship to one of our students. For a visit, you’re leaving your desk, please check out our new electronic video magazine, at www.epu.webvision.com, and scroll through the special features, including back issues. And for those who haven’t been here before: it will be 65 degrees and sunny here in Claremont tomorrow and I’m looking up at beautiful snow-capped mountains that frame our pretty little city of trees and palms. So, we are committed to advancing corporate social responsibility, and we are one of the first business schools in the world to formatively adopt the “Principles of Responsible Management Education.” The Drucker School has also become an academic member of the UN Global Compact, the world’s largest corporate initiative that is committed to advancing corporate social responsibility and the knowledge that it would be a great place to gather for a drink or one of the nine “starters” ($7.00 to $17.75) described on their menu.

We each ordered different starters to share with one another – Shrimp Cakes, Seared Ahi

Grilled Chicken Satays, and Chicken Spring Pea Stack. The shrimp cakes were flavored with red peppers, jalapenos, red onion seasoned with Japanese breadcrumb mixture and served with creamy corn sauce and spicy, angular green salad; the sesame seed ball was seasoned coated and lightly seared served with an Asian salad in a flavorful ponzu sauce; the chicken satays were marinated and grilled with Thai peanut sauce and a tasty cucumber salad; and the sweet potato stack, their signature starter, was coconut encrusted and lightly dusted with Parmesan cheese.

The plaques were, in every case, unusual and appealing to eyes, palate, and enough spices and flavors to do what starters are meant to do – continued on page 39

February 2008

Claremont University...
Indicates a book previous position on the list.

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As part of our expansion program, our company is looking for part time work from home account managers and sales representatives, it pays $3500 a month plus benefits and takes only little of your time. Please contact us for more details. Requirements: - Should be a computer literate. - 2 hours access to the internet weekly. Must be over 19 yrs. Must be efficient and Dedicated. If you are interested and need more information, Please contact Nino Family, for more information please call: (909).146.0550)

PacifiCare... continued from pg. 6

BeneFit ones now account for 80 percent of California's health care service plan market.[2]

PacifiCare Executive Bonuses

In addition to the $345 million in merger-related bonuses to top executives, Howard Phanstiel, former PacifiCare CEO, received $130 million in additional "retirement payments" as part of a deal worked out prior to the merger announcement. Under the terms of the merger, top executives received:

- $245 million in accelerated stock options;
- $15 million in change of control payments;
- $5 million in cash bonuses and stock if they stay with the merged company.

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**PacificCare... continued from pg. 6**

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The final Chaffey College Foundation Telethon came to a successful end on Sunday, Jan. 13. When the telephone went off the air Jan. 13, it had raised $408,945, exceeding its goal by $143,000.

Ontario set to reign the Inland Empire—official team name announced as Ontario Reign takes ECHL by storm. Season ticket deposits are currently being taken for just $25 per seat, guaranteeing every minute of excitement for the inaugural year. For more information, log on to www.ontario-prohockey.com or call (909) 456-8868.

The Robert V. Fullerton Art Museum, in partnership with the Sam and Alfreda Maloof Foundation for Arts and Craft, proudly announces an exhibition celebrating the life and works of Sam Maloof, master woodworker. Close to 30 pieces of Maloof furniture will be on display beginning January, 2008. The exhibition, showcasing chairs, settees, cabinets, tables and music stands, will be supported by photographs, models, patterns, drawings and an instructional area dedicated to the fascinating process of making a chair. "Sam Maloof: Essence of Wood," will be open to the public Jan. 29 - May 17, 2008, at the Fullerton Art Museum.
By Bill Anthony

Meadowood is a 250-acre retreat snuggled away off the Silverado Trail in the town of St. Helena, one of Napa Valley’s most luxurious places. The private club, founded in 1964, features championship croquet lawns, tennis courts, a nine-hole walking golf course, hiking trails, swimming, a full-service health spa and 85 suites and cottages.

The main reason for the existence of Meadowood......in my mind......is the fabulous Restaurant at Meadowood. Under Manager Nathaniel Dorn, Chef Christopher Kostow and Sommelier Ron Toulon, this restaurant has earned two stars from the renowned Michelin Guide. There are only five other restaurants in all of northern California to have two Michelin stars. The 48-seat dining room is a stage upon which staff, chef, and sommelier do their food and wine magic for a most appreciative group of gourmets. Diners choose from a few food and wine pairings: A three-course selection for $70 plus $45 for wine pairing; a four-course selection for $85 plus $60 wine pairing; a five-course selection for $95 plus $75 wine pairing; and finally, a seven-course chef’s tasting menu at $120 plus $110 wine pairing.

I included in this story a sample menu for your perusal......please try not to drool all over the page. On a wine note, the cellar contains 11,000 bottles, the wine list is over 50 pages and leaves you to choose from over 800 great wines.

I enjoyed my experience; however, I want to hear from you. Please, should you dine there, please e-mail me your experience at williamj@busjournal.com

For additional information, call (707) 968-3161 or visit their Web site at meadowood.com.

The Restaurant at Meadowood

Chilled Young Garlic Gazpacho
Roasted Grapes, Spiced Almonds, Smoked Paprika Oil Krug
“Grande Cuvee” - Champagne, France MV

Heirloom Tomato & Watermelon Salad
Meadowood Garden Cucumber, Peppercress, Basil
Pinot Blanc, Robert Sinskey - Los Cameros 2005

Wild Scottish Langoustines
Shaved Matsuake Mushrooms, Salt Cured Capers

German Butterball Potato Gnocchi
Grilled Surf Clam, Matsuakes
Meursault-Puruzots Jéroboam, Francois Jobard - Burgundy, France 2002

Andante Dairy “Aria”
Quickly Baked in Rye Bread, Apricot-Whiskey Coulis
Dry Muscat Canelli “Moscato Azul,” La Sirena - Oakville 2006

Organic Red Kuri Squash
Fresh Ricotta, Toasted Pistachios, Heirloom Apple
Gruner Veltliner Smaragd/Wölflendorf Hochrain, Rudi Pichler - Wachau, Austria 2005

Local Dungeness Crab
Sunflower Seeds, Vanilla, Bartlett Pear
Viognier, Paras Vineyards - Mount Veeder 2005

Maine Lobster & Squab Salad
Savoy Spinach, Lobster Mushrooms, Red Onion Marmalade
Zinfandel “Howell Mountain,” Lamborn Family - Napa Valley 2005

Hand Harvested Sea Scallop
Roasted in its Shell, Scallop “Trip,” Geoduck Clam, Periwinkles
“W... Dreams...,” Jermann - Friuli, Italy 2005

Organic Farro “Risotto”
Squash Blossoms, Chanterelles, Cabernet Emulsion
Cabernet Sauvignon, Mayacamas Vineyards - Napa Valley 1991

Sonoma Coast Lamb
Celery Root Mousseline, Truffle Braised Celery, Baked Canneloni
Syrah, Lagier Meredith - Mount Veeder 2004

Alaskan Halibut
Roasted in Fig Leaves, Sausanfas, Horseradish, Fennel Brandy

Liberty Farms Duck
Marinated Golden Beets, Turnip Puree, Licorice
Merlot, Pahlmeyer - Napa Valley 2004

Ponzi Farms Pastured Veal
Cranberry Beans, Carrot Salad, Chimichurri
Cabernet Sauvignon, Hartwell - Stags Leap District 2000

Duo of Domestic Wagyu & True Japanese Kobe Beef
Simply Grilled, Baby Vegetables, Truffle Marmalade