October 2006

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Indio Chamber of Commerce
Announces 2007 Poster Artist for Southwest Arts Festival

The Indio Chamber of Commerce, producers of the 21st annual Southwest Arts Festival, officially announces Patricia Wyatt as the Poster Artist for the 2007 fine art and fine crafts show, Jan. 26-28, 2007 at the Empire Polo Club. Patricia Wyatt was selected for this honor from 2006 Award Winners. Patricia has painted all her life. “I feel a special, quiet, private and centered place in myself when I paint. I have come to understand that making art is a fluid process, that it is a constant discovery, and that it requires both internal and external work, and that it is always being refined. I very much enjoy this process as well as sharing my work with others.” said Patricia.

The 2007 Southwest Arts Festival® poster by Patricia Wyatt continues on page 3.

Baja California
Baja Real Estate is Hot - Don't Let It Burn You
by Patrick Osio

During the first weekend and Monday of last August, The Park at Malibu, a detached residence development along the Tijuana, Baja California coast opened sales and sold all 43 residences. The houses ranging in size from 1,500 to 1,900 square feet were priced from $190,000 to $230,000 but are ocean views not beach front property. According to the director of marketing, 80 percent of the

continued on page 3

Taking Flight in the Inland Empire
(Part II)
by Joe Lyons

Last month here in the Journal we began a brief overview of a few of the airports in the Inland Empire area. Space being limited, we only had room for one part of the story. We left you with the plight of Cable Airport in Upland, which finds development from the Lewis Group encroaching on that valuable acreage.

A Lewis Group spokesman has said homebuyers will be well advised that they will be living in an airport zone and the company has no concerns about the project's location.

Meanwhile, a similar threat could mean the demise of Rialto's airport now that the 210 Freeway has become its new neighbor. Rialto Airport is known by many as Art Scholl Field, in honor of the well-known pilot and stunt flier who “augured in” during the filming of stunts for the movie, “Top Gun.” The City of Rialto is conducting a strategy study to deter

continued on page 14

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In recognition of his continuous support for local government, Sen. Bob Dutton (R-Rancho Cucamonga) [above] was named "Legislator of the Year" by the California League of Cities.

The prestigious award was given during the League's 2006 Annual Conference in San Diego. In presenting the award to Senator Dutton, the league not only noted his continuous support for local government, but the key role he played in placing Proposition 1A and 1B, the transportation infrastructure bond measures, on the November ballot. Senator Dutton was key in placing language in the ballot measure that, if approved, will allow cities to split $1 billion in transportation bond funding to improve roads in their local communities.

"I’m a former City Councilman (from Rancho Cucamonga) so I realize the importance of local control," Senator Dutton said. "That’s why I felt it was vital that local officials have control of some of those dollars to determine which transportation projects they feel are most needed in their communities."

If passed by the voters on Nov. 8, Proposition 1A will ensure the state’s gas tax dollars are used for transportation projects. Proposition 1B will allow the state to sell nearly $20 billion in bonds to improve the state’s crumbling transportation system. It’s within this $20 billion bond that cities will be able to split $1 billion for local infrastructure improvements.

Upon receiving the award, Senator Dutton said, "I'm honored, but this is truly a team effort," referring to the bipartisan agreement that led to legislative passage of the infrastructure bonds. "Thank you for the recognition. It’s greatly appreciated and I’ll continue to do my best for everyone in Sacramento."

California League of Cities President Alex Padilla praised Senator Dutton's efforts in getting the bond package to the ballot. "(Senator Dutton) played a major role in winning passage of the infrastructure bonds," said League President Alex Padilla. "Securing increased funding for infrastructure was a top priority for the League this year, because it is so important to our cities and our state."

"We appreciate his leadership, and support for local and state efforts to invest in California’s future."

California League of Cities Executive Director Chris McKenzie added, "Senator Dutton served in local government before being elected to the Legislature. He has consistently demonstrated his understanding of the importance of preserving local decision-making and he has worked hard to defend this principle."

In addition to Senator Dutton, Sen. Tom Torlakson, who represents a Northern California Senate District, was also honored by the California League of Cities.
This October in the Inland Empire Business Journal!

News and Features

**Booming Job Market Predicted**

Riverside area employers expect to hire at a bullish pace during the fourth quarter of 2006. According to the Manpower Employment Outlook Survey. From October to December, 47 percent of the companies interviewed plan to hire more employees, while 3 percent expect to reduce their payrolls, according to Manpower spokesperson Evelyn Wilcox. Another 50 percent expect to maintain their current staff levels.

Riverside area employers have identical hiring intentions to the third quarter when 47 percent of the companies interviewed intended to add staff, and 3 percent planned to reduce. Employers also have identical hiring intentions compared to a year ago when 47 percent of the companies surveyed thought employment increases were likely, and 3 percent intended to cut back.

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

The following shows the percentage of employers who plan to change or maintain the size of their workforce during the indicated time period.

<table>
<thead>
<tr>
<th></th>
<th>Increase</th>
<th>No Change</th>
<th>Decrease</th>
<th>Don't Know</th>
<th>(Inc-Dec)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Los Angeles-Central</td>
<td>14%</td>
<td>61%</td>
<td>25%</td>
<td>0%</td>
<td>-11%</td>
</tr>
<tr>
<td>Ontario/Upland</td>
<td>43%</td>
<td>30%</td>
<td>7%</td>
<td>0%</td>
<td>36%</td>
</tr>
<tr>
<td>Orange County</td>
<td>33%</td>
<td>20%</td>
<td>7%</td>
<td>0%</td>
<td>13%</td>
</tr>
<tr>
<td>Riverside</td>
<td>47%</td>
<td>50%</td>
<td>3%</td>
<td>0%</td>
<td>44%</td>
</tr>
<tr>
<td>San Bernardino</td>
<td>43%</td>
<td>54%</td>
<td>0%</td>
<td>3%</td>
<td>43%</td>
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</tbody>
</table>

Vision, Planning and SBA Loan Equals Success

When Olivia Smith bought her business in 1998, she had a vision of what it could become. Her daughter was starting pre-school and she was restless. She and her husband, Scott Smith, owner of Renaissance Wealth Management, were searching for investment property when the opportunity to purchase a hair salon was presented.

She knew she enjoyed the spa experience and believed with her keen sense of marketing she could grow the business into something very different. Desert Community Bank suggested a U.S. Small Business Administration loan and the deal took off. Olivia felt she couldn’t ask for a better process. Olivia has become well known and is very involved in the community, and her contacts have proven to grow the J. Michael’s Salon clientele base each month.

Olivia inherited 14 employees in the purchase. During her first year, she investigated all aspects of the business, visiting trade shows and taking classes offered to shop owners. She also took classes offered by motivational speaker Anthony Robbins, joined Toastmasters and the Victorville Chamber of Commerce. Despite comments like “this will never work,” and “that will be too expensive,” she continued.

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TOP OF THE TRAM OFFERS COMPLETE BANQUET AND MEETING AMENITIES, INCLUDING VIDEO CONFERENCE WITH SPECTACULAR VIEWS OF THE SAN JACINTO STATE PARK WILDERNESS AREA.
The Friends of the Desert Mountains was founded in the Coachella Valley some 20 years ago. It has organized along with representatives from such diverse organizations as the Sierra Club, a kind of real estate organization that focuses on development.

That may sound like a contradiction in terms. In fact, the group brings together developers, conservationists, bankers, lawyers and politicians to look forward at what can be done, and what should not be done in the low desert. The group's vision and its boundless energy can take pride in the diversity of its membership. They take no stand on specific pieces of property, but they buy land to prevent selling it so it can be conserved for later.

Into this group comes its new CEO, Roger Tansey. Tansey has worked both sides of the political world. He has been a successful corporate lawyer and a bank vice president. He has been director of the Desert Development Agency, and even worked in the World Court at The Hague in Europe.

Still he confesses to a love of the lifestyle of the Coachella Valley and when the opportunity to return to it arose, he grabbed it. He understands going in that he is going to face many challenges.

Tansey's work has led to the establishment of the Hot Springs and Hot Springs Hot Springs Nature Reserve. It is not to be confused with the Friends of the Palm Springs Mountain, which is dedicated to the preservation of the San Jacinto Mountains, the largest of the washes that you pass as you drive into the Coachella Valley. Tansey says, "The Hot Springs Nature Reserve is a 1,000-acre property dedicated to the preservation of the Santa Rosa Mountains. It is a beautiful and unique place with many rare plants and animals.

The Friends of the Desert Mountains has been successful in acquiring land for conservation. One such acquisition was the acquisition of the White Water Trail Farm, an iconic property founded in 1937.

Tradition, Tansey describes, is to purchase land for grandparents to take the kids up there to catch their first fish. It is seen as the best of both worlds for developers and conservationists alike. Eight of nine cities in the valley have approved the plan already.

As the Hot Springs project continues, Tansey and his team are planning a modified concept, which they hope to announce early next year. The plan is to eventually chain off the area because it became too popular for hikers, bikers, and lovers. The plan is to make the property more accessible while protecting the natural beauty of the area.

Tansey has also been involved in the development of the Coachella Valley, which has seen a lot of growth in recent years. He sees the potential for the area to become a destination for those looking for a more relaxed, natural lifestyle.

There is a Mexican immigration restriction for those buying or even leasing property, which requires a FEMS-Business visa be obtained otherwise the buyer has no standing in Mexican court in the event of any dispute. Also, licensed California real estate agents cannot legally sell in Mexico without a Mexican real estate license and income taxes on commissions earned in Mexico.

There is the topic of real estate professionals or are they? Baja is quickly moving in the direction of licensing requirements for real estate sales. Legislation is pending and expected to be approved in this year's state assembly session. As of yet, licensing is not required, so great care must be exercised in choosing one's agent.

A new service is the availability of mortgage financing provided by CS Financial, a California-based mortgage banker that allows U.S. citizens purchasing or building a home in Mexico.

The conference opened with a video produced by the Sierra Club, containing aerial photographs of the Baja coastal corridor and interviews with members of the community. Then there were various panels, a luncheon with the Honorable Ernesto Ruffo, former governor of Baja California, speaking on the current and future economic outlook for the state.

The conference included an exhibition area where various Baja developers and associated professionals have contracted space.

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ESRI

Back in the sixties we all went to college but we didn't know what to study. Many of us took liberal arts, some more imaginative types took French literature. Jack Dangermond got a degree in landscape architecture at Columbia Poly Pennsylvania. He went on to get a masters in the same field from Harvard. Now if you were thinking that he studied lawn mowing, you'd be wrong.

He added a masters in urban planning and by 1969 came back to the Inland Empire to found ESRI, ESRI was originally the Environmental Systems Research Institute in 1969 a privately held consulting firm that specialized in land use analysis projects. The worldwide headquarters of ESRI still anchored in a multicampus environment in Redlands.

The early mission of ESRI focused on the principles of organizing and analyzing geographic information. The firm carefully managed project work to ensure growth without the need for venture capital or going public. ESRI projects included developing plans for rebuilding the city of Baltimore, Maryland, and assisting Mobil Oil in selecting a site for the new town of Reston, Virginia.

From these early projects emerged concepts for processes and tools that could be applied in an automated environment. During the 1980s, ESRI developed its resources to develop and apply a core set of application tools that could be applied in a computer environment to create a geographic information system. This is what is known today as geographic information system (GIS) technology.

In 1981, ESRI held its first user conference. This conference, attended by 18 people, at the ESRI office in Redlands, has now grown to the largest annual GIS event in the world, with more than 12,000 attendees from around the globe.

In 1982, ESRI launched its first commercial GIS software called ARC/INFO. It combined computer-display geographic features, such as points, lines, and polygons, with a database management tool for assigning attributes to these features.

Originally designed to support computers, ARC/INFO offered the first modern GIS. As the technology shifted from UNIX and the Windows operating systems.

ESRI evolved from a small consulting firm to the largest research and development organization dedicated to GIS by focusing on its user community. The relationship between ESRI and its users is synergistic. Over the years a unique culture has evolved, a culture that is user-focused and which emphasizes a team-based approach.

In 1986, another milestone was achieved with PC ARC/INFO, a stand-alone PC-based GIS station. This changed ESRI from a one-product company and opened the doors to even more innovative product development.

The 1990s brought more change and evolution. The global presence of ESRI grew with the release of ArcView, an easy-to-learn desktop mapping tool, which shipped more than 10,000 copies in the first six months of 1992.

The company also launched the ArcData Program designed to promote the commercialization of commercial off-the-shelf, high-quality data sets to help users quickly build and grow their GIS applications.

In 1997, ESRI embarked on an ambitious research project to reengineer all of its GIS software as a series of COBOL objects.

Several hundred man-years of development later, ArcInfo 8 were released in December 1999. ESRI also introduced ArcIMS, the only GIS software to enable users to integrate local data with Internet data in a simple browser interface.

In April 2001, ESRI began shipping ArcGIS 8.1, a family of software products that form complete GIS built on industry standards that provide exceptional, yet easy-to-use capabilities right out of the box. ArcGIS is a scalable system for geographic data creation, management, integration, analysis, and dissemination for every organization, from an individual to a globally distributed network of people.

In May 2004, ESRI released ArcGIS 9.9, the next generation of its integrated software products for building a complete GIS.

Notes (H)- Stock hit fifty two week high during the month, (L)- Stock hit fifty two week low during the month, NM- Not Meaningful
Okay, I promised I wouldn’t mention the iPod for a while, I lied.

Apple has now announced a new ‘iPod Shuffle’ unit. That’s big enough to hold a couple of hundred movies. Did I mention that iPods and the iTunes program can now be movies? I predict that feature here a couple of months ago.

But now comes word out of Terrance, CA about a discovery that makes 80 gigs in your hand seem like nothing.

Fantom Drives, an innovator in storage solutions for the consumer and prosumer markets, introduced, in September, the latest addition to its line of disk-based storage products with the launch of its MegaDisk 1.5 terabyte capacity consumer drives.

The new MegaDisk 1.5 TB disk storage system provides best-in-class features and performance to meet the demands of professional at a price point in line with traditional consumer-based storage products.

The G-Force MegaDisk provides up to 1.5 terabytes of capacity – the first drive solution in its class to reach the 1.5 TB benchmark — in an affordable, high-performance external hard disk drive featuring the latest SATA drive technology and high-speed Firewire 800, Firewire 400 and USB 2.0 external interfaces. The Fantom brand’s latest innovation in external drives is 25 percent smaller while simultaneously providing 50 percent higher capacity than competitive products.

The G-Force MegaDisk is immediately available through authorized VARs, catalogue resellers, retailers and distributors, including Ingram Micro. There are four available capacities 500GB, 800GB, 1.0TB and 1.5TB with a retail pricing starting at $269.95. The 1.5TB product is priced at just $599.95.

OK, just what does all of that tech talk mean?

It means that external hard drives for you and I are bigger than ever. Graphics, gaming and movies demand more and more hard drive space. Getting that much, and for only a thousand dollars, is the true computer introduction to the new century.

It should not be surprising, however.
Man has sought to forecast the future since time immemorial. Can you imagine how the caveman must have looked upon the landscape to try and predict what might appear, or his next threat? Astronomers, fortunetellers, economists and meteorologists all try to offer up "predictability" over what is to come. The problem with predicting the future is that we are at each moment, and with each effort, changing it forever!

The opening of Hong Kong's new airport provided a great example of what happens when seemingly small events join together to produce a large, catastrophic effect.

The first flight was due in at 6:30 a.m. The airport authorities were exhausted from their efforts to move to the new air¬port. A number of passengers had trouble finding their luggage. The flight information display boards were blank or displaying incorrect information. People came to meet arriving passengers and couldn't find their gates or determine the time of arrival: departing passengers had similar problems. They could see any escalators that told them they were on target 5 minutes. In order to steer your team toward success, you must have a discernible leader. Without leadership, the team is lost in a sea of directions. When you are down in the trenches, all you can see is that in front of you, behind you, and the walls of the trench. In the absence of a mentor, the leader can set you in the right direction. Meanwhile, your team is dis¬organized and in disarray. It is impossible to steer your team to success from this vantage point. When you are down in the trenches, all you can see is that in front of you, behind you, and the walls of the trench. In the absence of a mentor, the leader can set you in the right direction. Meanwhile, your team is dis¬organized and in disarray.
Taking Flight In The Inland Empire (Part II) continued from page 1
mine what it will do with the air-
port, to city favorers of downsizing, or relocating the airport—relocating means mov-
ing the business to tenants to another airport, and then closing Rialto—allowing Lewis Operating Corp. to develop
the land for nonaviation.
Lewis Operating Corp. is a part of the same Lewis Group involved in the same issue at Cable Airport in Upland.
A not-for-profit organization known as the Aircraft Owners and Pilots Association (AOPA) contends that the City of Rialto
is working to create a self-suffi-
cilizing prophecy for the airport’s failure, and the association is asking the FAA to weigh in to stop that effort. The agency’s
Western Pacific Regional Airports Division has tried with little success.
"Best assured that AOPA is
going to continue to defend the con-
tinued viability of this key reliever airport," wrote Bill
dan, AOPA vice president of airports, in a letter to FAA
Associate Administrator for Airports
Woodward. "We will battle this proposed airport closure all the way."
AOPA contends that Rialto is a vital general aviation airport that is included in the FAA’s National Plan of Integrated
Airport Systems (NPIAS). The city has accepted more than $15 million in federal aid since 1984
more than half of that was for airport acquisition. It is also home base to the San Bernardino
County sheriff’s Aero Squadron and major air ambulance com-
pany.
The city claims that it cannot afford to operate the airport, yet according to AOPA, it has repeatedly rejected proposals for
aviation businesses. AOPA believes the proposed closure and redevelopment of airport property for other purposes is driven by local real estate
developers. Since the 435 acres of air-
port land is situated next to the
210 project, it can be presumed that the freeway would signifi-
cantly increase the value of the land.
Rep. Gary Miller (R-Calif) has
gotten involved with the Rialto Airport issue as he has
been working for legislation in the last year’s transportation bill that allowed the City of Rialto, Calif.
depart from his efforts, he paved the way for Lewis Operating Corp., one of his top campaign contributors, to
buy the land from the government and plan to build
reconstruction, a community con-
taining 2,200 homes, parks, and 80 acres of retail space on the former airport property and adjacent land.
Normally, the Federal Aviation Administration (FAA) has sole authority to close air-
ports. This is the first time… an airport has been closed through the legal maneuvering, said
a FAA spokesman Hank Price. "We follow Congress’s direc-
tion.
Miller’s relationship with Lewis Operating Corp. and its president of Southern California District, D. Serrano, is based on more than three decades, to
Miller’s years as a developer of planned communities. He found-
ed G-Miller Development Co. in 1980,
his 20s, and he and Lewis were competitors, Miller said.
Miller said it prides himself on his efforts to disclose his campaign contribu-
tions and contributions that it’s more than historical that anything else. In the specific case of SBA, it used to be Norton Air
Frame Base, but the Inland Valley Development
Agency had plans to create a new
passenger facility out of it. The decision turned to cargo, or maybe maintenance and repair. The site’s only use to date has been
warehousing space, Mattel, Mater Bros. and others have found the “cheap dirt” to be ideal for new distribution cen-
ters.
March Air Force Base took a "best-of-both-worlds" approach. It is now officially the March Air Rese
Base, with commercial cargo using part of the Small Strategic Command site.
March is also home to a rather extensive Air Force flight museum, which can be quite a distraction as you drive by on
the 215 Freeway.
Other, smaller landing strips would include Braccetti Field by Fairplex and the Big Bear Air
Port built by the resort town. In the high desert area, San Bernardino County fields include Apple Valley and Baker. It is not uncommon for
lock-box weary consumers to take their work planes from one of these smaller sites to another, flying over traffic jams in the process.
The Inland Empire may not have been home to the Wright Brothers or Boeing, but it has its
fair share of people ready to slip the
210 bands of earth.

Ontario Unveils Town Square in Historic Civic Center

Oregon Premier Los Angeles-Based Developer to Bring Approximately 400 Units of Residential and Focused
"City’s Historic Eclectic Avenue District as

The Ontario Housing Agency and Los Angeles developer JH Stayton Companies will take the first step toward revi-

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The Inland Empire may not have been home to the Wright Brothers or Boeing, but it has its
fair share of people ready to slip the
210 bands of earth.
It began simply as the eve of All Saints Day. All Holy. But, as with so many Christian holy days, it parallels pagan celebrations. In this case, the night before the celebration of the holy day became an observance of the damned.

"The night is cold of the Antarctic and the lost king. D1sney's Haunted Mansion. with the atmosphere of a true ghost town. The look and feel of some of the haunted houses at the park for the October 2006. As with the Haunted Mansion. the man—on an even more ominous pres­entation, the terrorifying, otherworldy experience that is "The Twilight Zone Tower of Terror." The park’s popular supernatural adventure, based on a "lost episode" of the classic "Twilight Zone" television series, will take the form of a peculiar presence with enhanced décor and creepy staff (such as the hotel maid, the "Mummy" and "Indiana Jones," mad madmonsters Spectral demons, beasts and bloodsuckers). All are repre­sented by increased stress. cynicism and even paranoia. That was the case.

Dick was born before our computerized world. Dick was born before the days of smart phones, and social media platforms. Dick was born before the internet.
Energy Company to Commercialize UCR Technology

continued from page 1

Jet fuel and gasoline. Initial cost estimates show that a clean sulfur-free diesel fuel can be produced for approximately $1 per gallon depending on the material fed into the process.

"We are very excited about the commercial potential for this technology and the role it can play in several energy sectors throughout the world, although our initial focus will be in California and the United States," said Jim Guthrie, the president of Riverside-based Viresco Energy. "As a company we are committed to the development of clean, inexpensive renewable fuels using domestic materials to reduce the need for imported oil."

Local political leaders see this process as a possible means to convert dead and dying forests in the San Bernardino Mountains into a viable energy source.

The University of California has applied for nine patents (for one of which a foreign application has been filed) on various aspects of the technology that was developed by UC Riverside Professor Joseph Norbeck, researchers Chan Seung Park and the late Colin Hackett from the Bourns College of Engineering and CE-CERT. The process uses high temperature steam and hydrogen gas, and has been shown to offer significant advantages over the other renewable energy processes including lower cost, faster production and less environmental impacts, CE-CERT officials said.

Viresco Energy is funding most of the developmental research since 2003. The university and Viresco are in the process of renewing a license agreement for the technology.

Viresco has identified two types of initial commercial facility demonstrations.

Synthetic diesel fuel will be produced from a mixture of wood harvested from dead forests and from coal at a Southern Utah site. A second proposed facility in the city of Riverside will convert sewage sludge combined with agricultural and biomass residues to synthetic diesel fuel.

Each plant will process around 400 tons of material daily to produce 16,000 gallons of diesel from biomass or 30,000 gallons from coal. Viresco's strategy is to develop an appropriately sized, cost-effective, modular, and standardized design with an eye to locating such production facilities near a material source to minimize the cost of transporting biomass. Information obtained by the pilot facilities will accelerate the successful commercialization of this technology.

"The California Energy Commission (CEC) has followed the development of this technology for several years," said Commissioner James D. Boyd, who is vice-chairman of the CEC and resides the Transportation and Fuel Committee of CEC. "I am very pleased to see that the University of California, Riverside and Viresco have moved to a pilot demonstration. The potential versatility of the continued on page 15
Become An Extreme Leader
continued from page 17

When asked him how he accounted for the amazing spirit and morale even as people were jettisoning the door, he said, “Two things: I kept everyone involved, and I continued to let them know I cared—every freakin’ day.”

And that’s really the whole point: he knew their stories because he cared about them, and they knew he cared because he knew their stories; consequently, even through the most difficult of times, his team put their full effort into everything they did.

Can you say the same about your team?

The good news is that Dick’s “story-learning” ability wasn’t genetically encoded in his DNA. He learned how to do it by making a practice of fascination and gratitude and so can you by following these steps:

1. Write down the names of one or two key people internal to your business (colleagues, employees, staff, managers, partners, associates, etc.) and one or two key external people (customers, vendors, suppliers, etc.)
2. List everything you know about each person—the “function” he or she serves. Assess how much you know or don’t know about each as a human being.
3. Ask each person to tell you one important story or event from his or her life. Or look for an opportunity to find out more during your next conversation. Ask each to share with you his or her number one business challenge.
4. Ask if there’s some way you can be of service—something you can do to help with each person’s challenge. Even if that person declines your offer, he or she will always appreciate your asking.
5. Pick one or two more people and do it again.
6. Repeat until you run out of people—for the rest of your life, in other words.

For some, this practice may be awkward—even difficult at first. Like anything else, however, being a “story learner” becomes easier with practice. And the payoff will receive in your employees’ morale, engagement and productivity will be well worth the effort of any initial discomfort you may have to invest.

Contact Steve at steve@stevefarber.com or call (858) 513-4184.

Employment Training Panel Awards
continued from page 37

July to last July by calculating a year-over-year growth rate for payroll employment. The resulting rate is about the average for this year of time in Southern California, but it’s significantly below average for Sacramento County, which accounts for the bulk of the slowdown in the Central Valley.

Growth in financial activities employment has also slowed considerably as the real estate component of this sector has felt the pinch from slowing housing markets and higher interest rates. Layoffs at major mortgage industry players like Ameriquest and Countrywide have made Orange County the primary casualty, but this slowing has occurred throughout Southern California, accel­erating growth in leisure/hospitality and professional/business serv­ices has been able to offset some of the real estate weakness, but these local trends have not translated through to the state level. With serv­ice sector growth either about the same or slightly slower, the only offset to the housing-related drag has been slightly less bad news from the manufacturing sector, as the slop but steady job losses in both durable and non-durable manufacturing have moderated in recent months.

Forecast and Conclusions
The main themes of June’s California forecast have carried over into this quarter. Building permits will continue to decline, bottom-

The California Report
Ryan Ratcliff Economist
UCLA Anderson Forecast

Summary
So far, 2006 has unfolded just about like we predicted. The hous­ing market has continued to soften, and real estate-related employ­ment has moved from a major engine of growth in 2005 to a drag on growth in 2006. High home prices continue to eat away at income growth — real per capita incomes in California have yet to recover even five years after the recession.

Looking forward, the forecast calls for a similar picture. Real estate sector will continue to decline, but without significant declines in another sector, the net result will be a slowdown, not a recovery, in the pace of recovery, statewide home prices are unlikely to experience significant declines. However, since builders are much more willing to lower home prices than owners, the hand­ful of areas where new homes account for an above-average share of total sales activity could see some price declines.

Employment Trends in 2006
This year so far has seen a moderate slowdown in the California economy, with growth in non-farm payroll employment falling from an average rate of 1.8% in 2005 to just under 1% in the first half of 2006. Unemployment remains at lows not seen since the end of the tech boom, but has mostly moved laterally in 2006.

California’s slowing job market in 2006 has been shaped by three forces: a weakening real estate sector, a slightly-less-weak manufac­turing sector, and steady-as-she-goes growth in most of the service sectors. The 61,000 jobs created by the construction sector in 2005 were the biggest single source of job growth in California; however, 2006 has been much more weak. In raw terms, the construction industry added 7,000 jobs in the first half of 2005. However, this increase is far below the usual first half seasonally adjusting that we would expect to see — the substantial seasonal swings in construction employment make sorting trends from seasonally swings difficult.

There are two ways around the seasonality: we can compare this July to last July by calculating a year-over-year growth rate, or we can calculate the average percentage surge we’d expect to see in the first half of the year, and compare the actual number of jobs to the expected number — a simplified description of seasonally adjustment. By either measure, the construction sector is experiencing a major slowdown: the year-over-year growth in construction employment has slowed from 6%-9% to only 2% in July 2006. Similarly, construc­tion employment is about 10,000 jobs lower than we would expect given the usual seasonal patterns.

While every region has seen slower growth in construction employment, the regional pattern has varied widely. In terms of year­over-year growth, Southern California and the Central Valley have seen similar slowdowns, but in terms of seasonally-adjusted data, the Central Valley has lost jobs, while the Southern California has held steady — a 2% year-over-year growth rate is about the average for this time of year in Southern California, but it is significantly below average for Sacramento County, which accounts for the bulk of the slow­down in the Central Valley.

Internet Service Providers Serving the I. E.

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<td>Jeffrey McInerney</td>
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State Needs Debt Limit Before New Bonds

I want to thank Adrian Moore and George Passantino from the Reason Foundation and Carl DeMaio from the Performance Institute for inviting me to their press event last week on the November bond package. I recommend Reason’s site for detailed breakdown of the bonds and also the Performance Institute’s proposal for a debt limit. http://www.reason.org/california/ballot/debtlimite.pdf

First, the combined cost of the bonds on the November ballot will be $42.7 billion in new debt. To pay off this over 30 years will cost about $84 billion. Reason estimates that is around $7,300 from each California family. But what is worse is that this bond package is on top of around $45 billion in general obligation bonds the state is paying off already, plus $30 billion in bonds previously approved by voters that are in the pipeline, but not yet sold. Moreover, DeMaio points out that the state has more than $1.6 trillion in unfunded pension obligations to local and state employees that will be coming out of the General Fund as well. In short, we are swimming in debt.

How much debt is too much? The consensus from the likes of the Legislative Analyst Office and financial firms is that the state should not exceed debt service that is more than 6% of state revenues. Even without the new bonds, we will already be spending more than 7% until 2010 when the Governor’s Economic Recovery bonds are paid down. It is clearly time to pause for a bit on additional bonding. The Performance Institute is proposing that we cap state debt service at the 6% level over which new bonds can be approved by voters, but they would not be issued until the state’s debt service comes down under the 6% threshold. This is a very modest and easy to understand solution to this ruinous borrowing spree we are now on.

Prop. 84: Special Interest Hidden Agenda Bond

Proposition 84 is an enormous $5,385,000,000 bond that was placed on the November ballot through the initiative process by liberal special interests that stand to receive taxpayers’ money from the bond. I consider this an abuse of the initiative process. It is not only a bad idea, it should be illegal.

Unlike the other bonds, which are vague about the projects that might be funded, the proponents of Proposition 84 made so many log-rolling promises to their self-interested supporters that this bond now resembles the notoriously corrupt “Ham and Eggs” initiatives of the 1930s that led to the Single Subject Rule for initiatives. This measure surely violates that constitutional rule, unless you consider “government spending” to be a single subject.

What is most troubling, the proponents call Prop. 84 a “water bond,” even though it contains no funding at all for new reservoirs, dams, canals, aqueducts, or water storage. There is some funding for more studies, just in case someone thinks that government studies produce water.

It is also called a “flood bond” even though it allocates less than 15% of bond funds for flood control projects (and even those merger funds might be squandered on bureaucratic studies, environmental planning, and environmental mitigation, rather than building any actual levees).

If you read the text carefully, you will notice that the sponsors cleverly exempted Proposition 84 from Legislative oversight and from audits by the State Controller, the State Auditor, and the Legislative Analyst. Bond programs would even be exempt from the normal review by the Office of Administrative Law under the Administrative Procedures Act. Before voting for a bond like this one, I think people should demand to know why the proponents are trying to avoid any public oversight over a plan to spend nearly $11,000,000,000 in principal and interest over the next 30 years.

I am also concerned that Proposition 84 contains statewide funding for local projects that have no real statewide benefit. Local communities should be expected to pay for local facilities in the normal manner. This kind of statewide bond creates a situation where taxpayers throughout the state will be forced to pay for expensive projects in politically-influential districts, without regard for statewide priorities and without statewide oversight. This makes no sense.
Chamber Backs Infrastructure Bonds; Votes to Oppose Propositions 88, 90

The California Chamber of Commerce has reiterated its support for the infrastructure bond package (Propositions 1A-IE) on the November ballot and announced its support for Proposition 84.

In addition, the Chamber announced its opposition to Propositions 88 and 90, which increases costs for government regulations and places restrictions on eminent domain.

Support Propositions 1A-IE

In highlighting the Chamber’s support for the infrastructure measures, Chamber President Allan Zaremberg commented: “Passage of the infrastructure bonds as outlined in Governor Arnold Schwarzenegger’s Strategic Growth Plan is vital to California’s businesses, economy and growing population.

“One very important measure, Proposition 1A, addresses the current raiding of transportation funds in the state budget by amending the California Constitution to guarantee that all sales tax revenues on gasoline will be used for transportation needs, which was the original intent of the voters when they passed Proposition 40 in 2002.

“The transportation bonds in Proposition 1B will allow the state to take an important first step in addressing the more than $100 billion in backlogged transportation needs that have been identified by the California Transportation Commission. The bonds will cover the costs of new projects to help California businesses move their goods to consumers and will address critical needs surrounding California ports, airports and heavily congested transportation goods movement corridors, including truck and rail improvements.

“California’s schools are in disrepair and bond funds for modernization will benefit students, as well as the state’s businesses and economy, by providing classrooms that are equipped to deliver the highest quality education. As an added benefit, Proposition 1D will, for the first time in California’s history, provide bond monies for career technical education.

“An additional $7 billion in bonds will bring critically needed investments to California’s levees and other flood control facilities and allocate funds for additional housing, all of which will help keep our economy—and California businesses—strong. That is why the California Chamber of Commerce urges a ‘Yes’ vote on Proposition 1A, B, C, D and E.”

Infrastructure Bonds

The Chamber supports the following infrastructure bond measures:

• Proposition 1A: Transportation Funding Protection. The Chamber supported the enactment of Proposition 42 in 2002 and intended that the sales tax revenues on the sale of gasoline should be used for transportation needs. This constitutional amendment will protect gas tax revenues from being used for purposes other than transportation.


• Proposition 1C: Housing and Emergency Shelter Trust Fund Act of 2006. A $2.9 billion bond measure.

• Proposition 1D: Kindergarten-University Public Education Facilities Bond Act of 2006. A $10.4 billion bond measure.

• Proposition 1E: Disaster Preparedness and Flood Prevention Bond Act of 2006. A $4.1 billion bond measure.
Temecula Valley
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The Temecula Valley Balloon and Wine Festival is not a city-organized event. Still there are assorted groups designed to maintain the history of the area. For example, the Old Town Local Review Board is established by the Old Town Specific Plan and has specific responsibility for serving, as an advisory resource to all agencies of the city in matters pertaining to the historic significance and related areas of architectural themes of the historic district. They are also charged with encouraging public understanding and appreciation of the unique architectural, environmental and cultural heritage of the district through educational and interpretive programs.

This is then a community that spans three centuries. Rooted in history, it is today’s hot spot for housing, retail and business.

So many of those names that are taken for granted in the area clearly have historic significance. New names will no doubt be added as new growth brings new community leaders. One can only imagine that in the next few decades will bring to the Temecula Valley.

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Clinton Keith Road off-ramp...Developers are still bullish on opportunities throughout much of the Inland Empire as new projects continue to get underway and others are still being announced. In Victorville, Aybar Development plans to break ground in early October on a 56,900-square-foot, mixed-use campus located on the north- east corner of Amargosa Road and Midwest Drive. Called the Midtown Spectrum, the project represents the first new professional-office space in the High Desert since 2004 and will include a two-story, 36,000-square-foot, elevator-served office building, as well as 20,800 square feet of food and retail services. According to the latest numbers from CB Richard Ellis, the High Desert currently has 1,600,000 square feet of existing office space, less than 10 percent of the 20,000,000 square feet currently existing in the total Inland Empire region. No new office product has come online in the High Desert since 2004, when a new development in Hesperia leased 100 percent of its space prior to the completion of construction...In Redlands, Bizby Land Company has started construction on a 412,000-square-foot, manufacturing/distribution building situated on 21.5 acres at the Bizby Business Center in Redlands. The building is located at 2220 Almond Ave, south of San Bernardino Ave and a quarter mile north of the I-10 Freeway. It benefits from Bizby Business Center’s status as a designated Foreign Trade Zone by the U.S. Department of Commerce. Designed to accommodate manufacturing, the building is divisible four ways, and includes an ESFR fire suppression system, 51 dock-high doors, two ground-level doors and 30 minimum clearance...The Bates Company, out of Missouri, is planning a mas- ter-planned, mixed-use development on 40 acres in the city of Ontario that will include a 10-story, 250,000-square-foot Class A office tower and three-story parking structure; a 250-room plus Embassy Suites; a 200-room plus Springhill Suites; 100,000 square feet of medical office buildings; and a 200-plus bed hospital. The project, to be called Ontario Gateway, is located adjacent to an eight-acre proposing Mercedes Benz auto dealership. Located at the high-profile Haven Ave, exit at I-10, which has a visibility of more than 500,000 cars per day, and just one mile from LA-Ontario International Airport, Ontario Gateway is planned to start construction in late 2006. On the sales side, a 14,000-square-foot office building at 9353 Fairway View Place in Rancho Cucamonga was purchased by Butterfield Villas, I.L.C. for $3.5 million ($258/sf). Built in 2004, the free-standing building is part of Milliken Corporate Center, a Class "A" campus-like business center consisting of three buildings totaling 56,000 square feet. The center features lush landscaping, ample parking and is adjacent to the Empire Lakes Golf Course....In Corona, Celebrity Foods, Inc., the largest shop-and-serve food service provider in the United States, has acquired a 24,870-square-foot industrial facility located at 1701 N. Delilah St. for $2.9 million ($116/sf). Celebrity Foods will use the facility as a storage and distribution center for delivery of gourmet food items to its customers.

This column provides a review of the latest commercial real estate activity throughout the Inland Empire. It is produced in a joint media effort between the Inland Empire Business Journal and Rents.com. For more commercial real estate information from around California, go to www.rents.com.
California Weekend Getaways

by Gary Ordway

The California coast is one of the crown jewels of our great state and it’s easy to find beach towns all the way from the Oregon border to Mexico. But there are a few places that transcend the beautiful shoreline to become “seaside villages.”

La Jolla

This ritzy piece of San Diego real estate is known as the “Village by the Sea.” It’s a gum-"melt blend of those spices that make life so enjoyable — fine dining, world-class shopping, countless outdoor activities, surf, sand, incredible views and, of course, almost constant sunshine.

Nowadays, the home values in La Jolla have priced out the average mortal and, if you’re living here now, you’ve either done very well for yourself or had the good fortune to grow up in a family that bought La Jolla real estate back when local land prices were reasonable — probably sometime just after statehood. With a choice of several tasteful hotels — and, yes, some are quite reasonably priced — visitors can pretend they’re living the La Jolla lifestyle for a few days and still go home with their pockets in money. It all begins with watching the seagulls parade down on to the beach at Gerard Avenue. Plan to have a gourmet sandwich down at one of several cafes and then play yourself at an outside table. Leading the parade is a 20-something bombshell dressed in a spaghetti-strapped halter and a few days after her wedding ring down at Bowers Jewelers. Movie and TV filming are common and the long-time series “Silk Stalkings” was shot on used La Jolla quite often to depict the glitzy glamour of Southern California life.

Walk down Gerard just a little way and there seem to be plenty of temptation to bring out your credit card. There are specialty stores like Ranagon Shoes, art galleries like Cosmetic Fine Art and Images of Nature, and then more typical “mall” stores like Banana Republic and the Gap. Side streets have their own offerings, many of them related to health, fitness and well-being — even if you need a little plastic surgery to do so. For more information on La Jolla, contact the San Diego Convention and Visitors Bureau at 619/236-1212 or visit www.sandiego.org.

Carmel

Tucked neatly along the southernmost point of the Monterey Peninsula is the one-square-mile village of Carmel by the Sea, a name that seems fitting for a place known for its fairytale architecture and its popularity with artists. Just 4,500 people live in Carmel, but travelers from all over the world find the town an irresistible tourist attraction.

Maybe it’s all the press Carmel used to get when it was famous restaurant, actor Clint Eastwood, was the hands-on local mayor. Or maybe it’s the gorgeous white sand beach that’s said to be the best in the Monterey Peninsula. Then again, it could just be all of those storybook cottages complete with names instead of street addresses — that make Carmel seem like a storybook village just beckoning tourists to visit.

Judging from our recent visit, the appeal of Carmel is all of the above plus a good dose of California history and an excellent selection of top-notch resorts, hotels and tourist attractions either in Carmel or within a few miles.

The village itself is located on a gradual slope down to the beach, the trees in this area thick and hearty and adding just a little of that Hansel and Gretel forest feel to go with the storybook cottages. This no ordy- downtown, mind you — there are subtle distinctions. For example, there are no street addresses or neon signs. A local realtor points out it requires a permit to wear a wedding ring down at local mayor.

The village’s economy is the one-squar e-mile Banana Republic and the Gap. Side streets have their own offerings, many of them related to health, fitness and well-being — even if you need a little plastic surgery to do so. For more information on La Jolla, contact the San Diego Convention and Visitors Bureau at 619/236-1212 or visit www.sandiego.org.

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REAL ESTATE NOTES

Indymac Bank, savings and loan in Los Angeles and the seventh largest mortgage originator nationwide, announced that its home builder division financed a $31.6 million loan package with Pacer Companies to finance the construction of College Pines, a 138-unit townhome development in Chino. ... Faris Lee Investments, the nation’s largest retail-specialized investment sales team, announced the completion of the $8.1 million sale of the Shops at Rancho Cucamonga Town Square, a 15,472-sq.-ft. shopping center at 10399 Foothill Blvd. in Rancho Cucamonga to an individual 1031 Exchange investor. With the $507 per-sq.-ft. (PSF) sale of the four-tenant, the Irvine-based investment firm achieved one of the highest-per-sale sales for the Inland Empire trade area. Built in 2005, Shops at Rancho Cucamonga Town Square is 100 percent occupied by Active Ride, Golf, Etc., Platoss Closet and Rancho Beauty. Although fully leased, Faris Lee faced a challenge posed by the non-investment grade tenant roster, as well as the center’s secondary retail location on an intersection lacking traffic signals...

Birchler Development & Investments has acquired 22.8 acres of land in Riverside County for approximately $4 million. The site, located at the intersection of General Drive and Thompson Road, is close proximity to Highways 91 and 60 and Interstate 15, will eventually be developed into a 286,000-sq.-ft., three-building industrial park to be known as Birchler Business Centre at General Drive. ...Marcus & Millichap Real Estate Investment Brokerage Company sold Mountain Terrace Townhomes in Ontario which commanded a sales price of $8,800,000. ... Bixby Land Company, a real estate investment and development firm, announced the start of construction on a 42,000 sf, multi-family residence and distribution building situated on 21.5 acres at the Bixby Business Center in Redlands. The building is south of Bernard Avenue and west of the south end of 3rd Street. Located at 2220 Almond Avenue, the property has direct freeway access to I-10.

Ontario Unveils Town Square continued from page 15

core for the community and important public space in the city’s overall general plan.

"What an opportunity we have to revitalize this important public space. We are not creating a development from scratch like so many young communities do. Instead we’re reaching back to embrace the familiar, the unique old city focusing more on the creation of sense of a place rather than simply a retail destination," said Paul Johnson, Director of Ontario, "We’re taking advantage of a vibrant grand boulevard that we’ll use to bring back the residents, services and culture that this civic core had when envisioned by its founders in the 1890s."

Planning for Ontario Town Square is encouraging further development and investment. "If you’re interested in moving to Ontario, this is a great time to get involved," said Brent Schultz, Housing & Neighborhood RevitaJization director for the City of Ontario.

The evidence of the importance of this redevelopment effort is the success of The American Bar and Grill which opened in July, next to City Hall on the corner of Eucaluptus Avenue and the corner Schultz... "I’m not sure what Brent’s doing next to the American Bar and Grill," said Brent Schultz, Housing & Neighborhood RevitaJization director for the City of Ontario.

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Under the Influence: Five Key Behaviors for Sales Breakthroughs

By Alan Vengel

Charm has received a bad reputation in business. The entire concept of using an approach to interest others in who you are and what you can offer them requires secondary to mastering the art of influence. The reality merits a solid analytical approach to mastering the process of selling is inherently contradictory to why people buy. With the exception of commodities (and not always them) people want products or services based on price, quality, or function. They buy because they are persuaded by the salesperson that a product or service will help them solve a problem or achieve a goal. Most of all, they buy the salesperson. In fact, when you’re in the hands of a truly great salesperson, you don’t even realize that you are being sold. That’s the mastery of charm over product and process. When a customer buys you, he or she will buy your product.

Co-authors Brian Tracy and Ron Arden make the case that the essential concepts of gaining others’ confidence is simple: “make others feel important.” Tracy and Arden believe accomplishing this is a learned skill, and a highly rewarded one at that. They note that by learning five important behaviors you can make others feel important to you. They listen to their customers’ concerns, engage with the customer, show the customer how they can have the same effect on the customer as you, and help them solve a problem or achieve a goal. Most of all, they use the salesperson. In fact, when you’re in the hands of a truly great salesperson, you don’t even realize that you are being sold. That’s the mastery of charm over product and process. When a customer buys you, he or she will buy your product.

Behavior #1: Create Win/Win suggestions

You can influence your customer to help you obtain what you want by providing them with specific, concrete ideas that will ultimately benefit you both. To make this happen, preparation is essential, so you must know your customers. For example, if you want to make a direct approach, even if you don’t make the sale at that time:

Behavior #2: Build trust by clarifying any issues that may help your customer.

In a sales situation, show your customers that you have listened to what they say by clarifying any issues they bring up. For example, when a customer tells you, “I’m interested in the product or service you’re offering, but I am not able to do it financially right now,” make sure that you have cleared up any misunderstandings and summarize key points.

Behavior #3: Build trust by clarifying any issues that may help your customer.

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The Enterprise Companies, a developer and homebuilder in Southern California and Arizona, announced the appointment of Steven Walton as their chief operating officer. Walton will oversee the day-to-day operations for all facets of The Enterprise Companies' entities, including residential and commercial development as well as their Aviation Private Jet Terminal and aircraft charter operations at Ontario International Airport. Roseanna Ruiz, the acting director for financial aid at Cal State San Bernadino, has been appointed the department's director. Ruiz, who has served as both associate director and acting director for the financial aid office since 2004, was named the permanent director. "The financial aid office is dedicated to the university, businesses, academics and students," Ruiz said. "It is critical not to forget about the parents, multilingual students and international students because it is an important component to their success and ours." The Western Center for Archaeology & Paleontology in Hemet announced that it has hired Paisley S. Cato, Ph.D., as the museum's new curator. Dr. Cato has worked extensively and is known in the international museum community. Her vast experience in collection management including protecting and preserving collections will assist the Western Center in its commitment to protect and preserve the nearly one million specimens owned and entrusted to them by the Metropolitan Water District. The Western Center for Archaeology & Paleontology is scheduled to open this fall at the entrance of Diamond Valley Lake in Hemet. Friends of the Desert announced that Beth Caskie, for many years the “old” days of the Inland Empire. The horse ranches of Moreno Valley. The dairies of Chino. The citrus groves of as far as you could see. But it doesn’t take much of a history to recall what Temecula used to be. It seems like barely 10 years ago that the spot where the 15 and 74 Freeways join was barely more than a gas stop. Today the Temecula Valley is the fastest-growing area of the Inland Empire. To many, that area isn’t even considered part of our area. It could just as well be an unclaimed part of San Diego’s North County area. It is, of course, the dominant area of the Inland Empire’s wine industry. But the housing market is all the rage of the Temecula Valley has long been a place where the combination of mild climate and beautiful rolling hills has attracted many people. The name Temecula, you should know, comes from the Luiseños, a Native American tribe. "Temecuaga"—"terrem" meaning "sun" and "ngma" which means "place." The Spanish interpreted this name to become Temecula. Over the years, the meaning of "Temecula" has been translated into several different versions of this interpretation, including the most popular, which is "Where the sun breaks through." The hillsides were the home of the Temecula Indians, the first residents of the area. Ancestors of the Temecula Indians were in this area as early as 900 A.D. The native people from here to the coast who shared the same language and culture are commonly known as the Luiseños, because many of their villages were once under the influence of Mission San Luis Rey. The first known European to set foot in this area was a Franciscan padre, Father Juan Norberto de Santiago, who jour...
Force Multipiers for High Performing Teams

by John "Hatch" Bortman

In today's rapidly changing business environment "good" teamwork is not good enough. To truly achieve extraordinary results, your team needs to think the way the afterburner and employ some force multipliers. In this article, we will show you how four critical force multipliers can take your high performance team and make it "fearless."

**Force Multiplier 1: Conduct More Effective Meetings**

"We have too many meetings!" is the battle cry of the knowledgeable worker. Intuitively managers have sought to reduce the number of meetings in order to improve the efficiency, but in many cases this will not fix the problem. The problem in most companies is not the number of meetings - it's that their meetings are irrelevant. In many cases the reason for the meeting is unclear, or there are no rules of conduct for the meeting - leading to confusion and frustration for the people involved. We've witnessed many well-intentioned teams, meeting for all the right reasons, only to be delayed by a lack of basic structure or discipline. Here are some practical tips that will dramatically improve the effectiveness of your meetings.

- Determine when your team must meet in order to allow subordinate groups or individuals the time they will need to plan and brief prior to executing actions that achieve desired outcomes.
- Determine the desired effect of your meeting. What are three things you want to see as a result of having a meeting? Create a standing agenda that is flexible enough to accommodate your group but keeps them focused on the elements they deem critical in advance of the meeting.
- That allows for the agenda to be finalized and sent to participants a day or two in advance. This consists of the minutes from the last meeting and identifies the things you want to see as a result of having a meeting? Create a standing agenda that is flexible enough to accommodate your group but keeps them focused on the elements they deem critical in advance of the meeting.
- Meeting participants MUST do any required pre-work.
- Establish Rules Of Engagement (ROEs) and enforce them. Here are some examples of meeting ROEs:
  - Only one person speaks at a time.
  - No email conversations.
  - Allow participants to finish their thought before responding.
  - No email/cell/Blackberry interruptions.
  - Consider carefully the impact of your decisions and how to best communicate decisions to subordinate organizations. Complete a Committee Sheet at the end of the meeting and e-mail it to the participants after the meeting. This consists of the minutes from the meeting, decisions made and assignment of accountability for action. Most teams struggle with decision-making in meetings. Filling out a Committee Sheet can dramatically improve how a team addresses issues and makes decisions. It also ensures accountability and records all of the issues brought to the table in a single document. A meeting Sheet should include the decisions discussed, what actions we will take, further research we will make, deferred decisions and contingency plans discussed. See example below.

**Force Multiplier 2: Build a Relevant Team Scorecard**

A relevant scorecard is essential to a high-performance team, but numbers for their own sake won't make your meeting effective. To engage viewers, consider using a slideshow or infographic to visually represent the data. Also, ensure that the meeting objectives are clear and that participants understand their roles and responsibilities. Finally, encourage active participation by asking questions or soliciting feedback from team members.
Galli’s: Where The Elite Meet to Drink
by Joe Lyons

Galli’s Piano Bar is as close to a neighborhood bar as you’ll find here in the Inland Empire. Most people only know about neighborhood bars from TV. Shows like “Cheers,” Archie Bunker’s place or Moe’s Tavern on the “Simpsons.”

If you lived back east, it is possible your father used to put on his hat and drive down the block to his local watering hole for a shot and a beer.

Here in Southern California we drive to some place 20 miles down the road where the music is soft, you can’t be sure if the bartender will get the order right.

Galli’s is not that place. True, it sits in a strip center just south of where Carmelit crosses the 210. But it comes as close to dad’s old place as you’ll find around here.

The atmosphere is dim and soft and warm. The location used to be a bike shop, but the current management closed up for three months to let things cool down. Still it is not a u s u a l today to have a gray-haired, runner in his l e a t h e r s come strutting through the door. If he does, he is met by a sedate crowd of baby boomers (and up age wise).

Music pours from hidden speakers performed by the late great Rat Pack.

When the piano man is playing, he knows the best of Sinatra, Cole Porter, Johnny Mercer and Henry Mancini. A small dance floor in back accommodates couples.

But I am not a music critic. I am here to tell you about the food. It is Italian. Make no mistake. Galli’s is not an Italian restaurant. It is a restaurant that has Italian dishes on its menu. It is called “c a s u a l ” Italian dining.

There are meatballs on the appetizer menu, along with other treats like garlic cheese bread and sausage with peppers. You could make a meal out of one of these dishes. Salads include a classic antipasti salad. Sandwiches include hot meatballs and hot sausages. The entrees are mostly spaghetti and lasagna dishes. There is no f o r t u c c i Alfredo. There is, however, a good linguine Alfredo, but it comes with a creamy cheese sauce, not the expected regular white Alfredo sauce.

Galli’s minestrone is not made on site. It is prepared locally though, and the Galli’s chef, Chef Bella, embellishes it. Bert and Rocky’s Ice Cream of Upland provides the spumoni. The sausages come from a local supplier and are very good, but they are not as spicy as you might expect. There is also a decent collection of pizzas on the menu. These are made on site. Regrettably, most of those neighborhood bars back east that I mentioned tend to do microwave pizzas and charge you for something better. Galli’s makes your pizza to order.

continued on page 38

Personalized Wine Labels for any Occasion by New York Grill

909/987-1928
950 Ontario Mills Drive, Ontario
Mon / Thur 11:30 a.m. - 9:30 p.m.
Fri 11:30 a.m. - 10:30 p.m. • Sat 4:30 p.m. - 10:30 p.m.
Sun 4:00 p.m. - 9:30 p.m. • Reservations Recommended

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

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• just for you
• shopping
• logos
• colors
• invitations
• themes

Galleano Winery is conveniently located between San Bernardino and Riverside. The winery is home to 60+ varietal wines including 15 Estate wines with reflective metal molding for packaging.

Our wines include a selection of reds, whites, rosés, blended, sparkling, dessert and specialty wines. The winery offers a full line of wines available to order by the bottle and case at competitive prices. We also offer a full line of wines to order by the bottle and case at competitive prices.

Our wines are produced in a state-of-the-art facility with the latest technology in winemaking and conditioning. We are committed to producing quality wines that reflect the unique characteristics of our vineyards and the California climate.

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Corporate Profile
ESRI has more than 1,100 staff, more than 1,500 of whom are based in Redlands, at the world headquarters. ESRI offers employment opportunities to qualified professionals from around the world and has a rich diverse workforce. The Redlands campus expanded with the addition of a three-story Research and Development (R&D) Center in 1996. Further expansion of the R&D Center was completed in the summer of 1998, and another state-of-the-art facility opened in summer 2001. With 10 regional offices in the United States, more than 80 international distributors, and users in more than 200 countries, ESRI stands ready to meet the needs of its user community and to set the standards for the GIS industry.

ESRI is still privately held and debt-free, and there are no plans for the company to go public or change ownership. The company's focus remains on producing excellent software and delivering exceptional service to users. Jack Dangermond and his people at ESRI believe that better information makes for better decisions. Their reputation is built on contributing their technical knowledge, their special people, and their valuable experience to the collection, analysis, and communication of geographic information.

As for Jack Dangermond, today he is recognized not only as a pioneer in spatial analysis methods, but also as one of the most influential people in GIS. Over the last 35 years, Mr. Dangermond has delivered keynote addresses at numerous international conferences, published hundreds of papers on GIS, and given thousands of presentations on GIS around the world.

And on top of what he studied for back in the sixties, while the rest of us played poker in the Student Union, Dangermond now holds honorary doctorates from California Polytechnic University-Pomona, the State University of New York at Buffalo, University of West Hungary, City University in University of London, and Ferris State University in Michigan. Silicon Valley may get the international glory, but this is just one more proof of how the Inland Empire is a power to be reckoned with in the modern computer industry.

Galli's continued from page 36
We did not order the Burt and Rocky's smoky, but did take home a cannoli. The New Yorkers in the family gave it high marks.

Galli's is a local, independent restaurant. It has no affiliation with any chain or corporation. Pete Stella, the owner, can, often as not, be found behind the bar. Either that or he is going from table to table to welcome the clientele. He even runs the Rancho Cucamonga Chamber of Commerce once a month for an after work mixer.

Like I said, if there was such a thing as a neighborhood bar here in the Inland Empire, Galli's would be it.

Galli's Neighborhood Piano Bar and Lounge is at 6820 Carmelita at Interstate 210. Call 909-941-1100 or find it on the Web at gallis.net.

Interconnect/Telecommunications Firms Serving the Inland Empire continued from page 25

California Weekend Getaways continued from page 28
Carmel, contact the Carmel Chamber of Commerce at 1-800-550-4333 for a free visitor's guide, or visit www.carmelcalifornia.org.

Sausalito
Just across the Golden Gate Bridge from San Francisco is a place dripping with charm but lacking the Bay area traffic that is so much a part of any visit to that fascinating city — a place where you can gaze at the San Francisco skyline, but not fret about the hassles of navigating through traffic.

Look up the term "bedroom community" in the dictionary and you must have a picture of Sausalito, the tiny bayside borg that basically is a narrow slice of waterfront hugging lush hills covered with spectacular view homes. Way back before the turn of the century, San Franciscans figured out that Sausalito — with its postcard views of the city and nearby Tiburon — was the perfect place to get away from the city, yet still never lose sight of the city. This town of just 7,000 residents will swell with tourists on any day there is decent weather which is most of the time and visitors also arrive by regular ferry service from San Francisco's Fisherman's Wharf. Conversely, Bay area visitors will use the ample parking in Sausalito and take the ferry to visit tourist attractions in San Francisco.

Like other California luxury seaside towns, the gallery "hustling" in Sausalito — there are 13 of them by our count — and trendy clothing stores are not far behind. Some of them are expensive shops, whereas others offer specialty items such as the unusual pottery or the nautical gifts at the Harbor Shop.

Many of the shops are located in historic buildings on the west side of Bridgeway while, on the east, shoppers enjoy an ever-changing slide show of waterfront views.

The Sausalito Yacht Harbor and other docking areas stretch along as much as two-thirds of the length of the waterfront. Sausalito's shops and restaurants are built on pilings on the bay, reminding us of many Puget Sound towns we visited while residents of the Pacific Northwest.

For more information on Sausalito, please go to www.sausalito.org or phone 415-331-7262.

Some deals to check out
Northern California: If Monterey Bay is on your vacation calendar, the Portola Plaza Hotel offers unique luxury residencial-style accommodations close to all of the Monterey action. The hotel is offering a guest room for one night, two passes to the Monterey Aquarium, breakfast for two, a bottle of Monterey County wine, a complimentary wine tasting, 15 percent off your oceanfront restaurant bill at Jack's and a free tasting and map — all beginning at $219, which the hotel says is a $150 savings. Visit www.portolaplazahotel.com or phone 888-222-3551.

Southern California: One of our favorite places to stay in the Palm Springs area is La Quinta Resort and Club in the Palm Desert. Known for its luxurious accommodations and enormous well-manicured campus-style grounds, the resort is especially inviting to golfers who can enjoy unlimited play on La Quinta and PGA West courses as part of a package starting at $129 per night. Phone 800-598-3828 or visit www.laquintareort.com.

For more information on travel in California, please visit www.calforniaweekend.com.
The economy of the Temecula Valley centered on the Vail Ranch; the cattle business and agriculture were the stimul for most businesses. During that period, the clientele of the Swing Inn, the Long Branch Saloon and the Stables Bar, tended to be confined to ranchers, cowboys, and Indians. While the Old West was gone, the wineries, the outside world was evolving dramatically.

On Dec. 4, 1964, the Vail Ranch Foundation, Development Company and launched the transformation of the Temecula Valley.

At the turn of the century Temecula gained a place as a shipping point for grain and cattle. During this period the cowboys ruled the roost and the great cattle drives from the backcountry took place. Temecula had become a cow town.

In 1904, Walter L. Vail, who had a deal with his parents from Nova Scotia, migrated to California and with various partners began building a vast acreage in Southern California. Vail was already a cattle rancher on a family ranch before he started buying ranch land in the Temecula Valley in 1905, buying large tracts beginning with 3,000 acres of Temecula Valley. Pauha Ranchos, along with the northern half of the Little Temecula Valley. Vail was run over and killed by a streeetcar in Los Angeles in 1906; his son, Mahlon Vail, took over the family ranches.

In 1914, financed by Mahlon Vail and local first, the Ranch Company launched a bond open on Front Street. By 1947, the Vail Ranch contained over 78,500 acres. For the Ranch Company, they were building a dam to connect the Temecula Creek, which is the result of the course of the Pacific Ocean. To generate plantable land skyrocketed. The late 1970s brought changes to the Old West sites. The Long Branch Saloon was converted into a meeting-house, while the Stables Bar became the site for retail stores. The 1-15 corridor through the valley was completed in the late 1960s and the subdivision land boom began. When Rancho California incorporated in December 1989, the city voted to officially name their city “Temecula.”

As we indicated earlier, there is a question as to just what the Temecula Valley is. Is it the southern end of the Inland Empire, the most northerly tip of San Diego? According to Inland Empire economist Dr. John Husing, much of this new housing boom is not so much from people in L.A. or Orange Counties or even the Inland Empire. It comes from people moving up the I-15 corridor looking for affordable housing. Regrettably, he adds, the demand for labor is not up to the available population base. Many continue to commute each day.

Dr. Husing predicts that the people moving up from San Diego will, eventually, cross paths with the people moving east from the coast. For now they are creating the jobs that fuel the growth of Temecula Valley is effectively an extension of San Diego. Still, the good doctor believes that people follow “steer” and most likely to get the gentle breezes of the air currents. You could find yourself back at the foothills, walking on floating gracefully over the Temecula Valley wine country. Either way your pilot will return you safely to the festival and an afternoon of fun.
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