April 2007

Inland Empire Business Journal

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Riverside County Fair
Revenue $4.5 Million

Attendance at the 2007 Riverside County Fair & National Date Festival reached an all-time high with 303,476 people traveling from throughout Southern California to the 120-acre fairgrounds in Indio, reported Robin Zimpher, assistant county executive officer/EDA, at a Board of Supervisor’s meeting in March.

“For all those who planned, worked and enjoyed the fair, it is no surprise that this year’s event was an off-the-chart success.” Zimpher added, “This is our chance to highlight traditions, provide jobs, bring dollars for county projects and attract businesses to the region.”

The fair is an annual economic boon to Riverside County. Nearly 350 vendors participated at the fair and secured more than $4.5 million in revenues. Managed by EDA, these profits are reinvested in the fairground and future fairs.

“Every year we take this opportunity to show off the quality of life in our vibrant and dynamic region,” said Zimpher. “This wonderful tradition joins families and friends in celebrating our history while having lots of fun in the process.”

For 60 years, the Riverside County fair has celebrated one of the desert’s most famous... continued on page 5

ONE MILLIONTH DISEASED TREE REMOVED FROM SAN BERNARDINO FOREST

The One Millionth Tree in the Mountain Area Safety Taskforce’s five-year effort to combat the bark beetle infestation and restore the health of Angeles and San Bernardino forests was removed in March as county and fire-protection agency officials lauded the fire-safety program.

The roughly 100-foot-tall pine had died as a result of bark beetle infestation, increasing the fire danger in an area already suffering from seven years of drought and rated as an extreme fire hazard. The tree was located at Santa’s Village near Lake Arrowhead, an area hit hard by bark beetles. It was felled by a crew from West Coast Timber.

“The removal of this tree is a significant milestone in our effort to gain an upper hand on the bark beetle infestation and reduce the risk of devastating wild fires like the Grand Prix and Old fires in 2003,” said Chairman Paul Biane, San Bernardino County Board of Supervisors.

MAST and its member agencies have used funds from a number of local, state and federal agencies, including a $70 million grant from the USDA’s Natural Resources Conservation Service (NRCS), to remove the trees from public and private property to reduce the risk of a catastrophic wildfire.

The tree-cutting event in March, “also marks our transition from the removal of dead, dying and diseased trees to the thinning of live trees to restore the health and vigor of our mountain forests.” Supervisor Dennis Hansberger told the Business Journal. “A thinned forest is a healthy forest.”

MAST’s program focus is shifting from removing dead trees to thinning live trees, or “green fuel,” to promote a healthy forest and further reduce the potential... continued on page 30

UCR Received $960,000 Grant for Fellowships for Minority Students

UC Riverside will receive a $960,000 grant from the National Science Foundation for 12 graduate fellowships in math, engineering, and science for students from ethnically underrepresented minorities.

Grant aimed at increasing minorities in mathematics, science and engineering

The fellowships include $30,000 a year for student stipend, plus $10,000 toward fees and tuition for the first two years of graduate study. It also includes support and academic year and summer research experiences, professional conference and research travel and monthly professional development seminars. ... continued on page 38
The University of California, Riverside Libraries and the SCMEF Foundation celebrated the 109th anniversary of the Tuskegee Airmen by awarding the Congressional Gold Medal to the Tuskegee Airmen at a special event, which was held on Feb. 10 at the UCR Extension Center, 1200 University Ave. in Riverside.

The aftrenoon celebration, marking Black History Month, included introductions of the original Tuskegee Airmen, a panel discussion on the historical meaning of the Congressional Gold Medal, moderated by Associate Professor Ralph L. Crowley; and a film presentation featuring excerpts of Tuskegee Airmen interviews from the Western Region Tuskegee Airmen Archive.

The Tuskegee Airmen were the first African American pilots to be trained for combat during World War II. Known as “the Red Tail Angels” by other flyers, they flew 1,578 missions and 15,533 sorties, destroyed 261 enemy aircraft, and won more than 850 medals. German pilots called them “Schwarze Vogelmeischens” or Black Birds. In March 2006, legislation confirming the Congressional Gold Medal on the Tuskegee Airmen in recognition of their heroism was signed into law. The medal will be awarded to the Airmen in Washington, D.C., later this year.

“This is the culmination of a huge effort by many people to grant the Gold Medal to the Tuskegee Airmen that they have earned and so well deserve,” said Ruth M. Jackson, University Librarian at UCR. “We are excited to have original Tuskegee Airmen from all over the country attending the celebration.”

In attendance were such Tuskegee Airmen as Judge Robert Decatur, Lt. (Ret.) Mitchell Higginbotham, Lt. (Ret.) Roger Terry, Col. (Ret.) Ted Lampkin, and Edith Roberts, spouse of the late Maj. George S. Roberts.

The original Tuskegee Airmen include members from the first aviation cadet class that began in July 1941 at the Tuskegee Army Air Field (TAAF) and Tuskegee Institute (Tuskegee, Alabama) and extended through the 332nd Fighter Group and the 477th Composite Group in 1948. Some 992 pilots graduated from the Tuskegee Airfield courses.

The Congressional Gold Medal is the highest award that may be bestowed by the U.S. Legislature, and recognizes outstanding service to the security, prosperity, and national interests of the United States. The U.S. Mint creates each Congressional Gold Medal to specifically commemorate the person and achievement. Past recipients include George Washington, Ulysses S. Grant, the Wright Brothers, Thomas Edison, Irving Berlin, Robert Frost, Bob Hope, and Robert Kennedy.

A year ago UC Riverside Libraries dedicated the Western Region Tuskegee Airmen Archive. For the past year, UCR Libraries has been digitizing and indexing the archives of the Airmen to make them more easily accessible to scholars, researchers, the K-12 community, and the public at large. Archive items include papers, memorabilia, photos, and other key research.

The establishment of the archive is fully endorsed by the national Tuskegee Airmen, Inc. and by the Western Region Tuskegee Airmen organization. The Airmen Archive will ultimately form the cornerstone for a much larger initiative at UCR to serve as an archive of African American history and culture in the Western States.
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News and Features

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Officials Break Ground on Ontario's Citizens Business Bank Arena The City of Ontario-owned Citizens Business Bank Arena will become one of the region's busiest and most popular venues. Located between Haven Avenue and Milliken in Ontario, it will be the centerpiece of Piemonte at the Ontario Center. 17

Communicating: Why Don't They Get It? Have you ever wondered why two people can witness the same auto accident yet have different views? The answer lies in how each person views the situation. 20

Close-Up The Alpaca King of the Inland Empire Bob Clausen, after selling his business, decided that he wanted a new challenge and a new career. That career would be directed to alpacas. He said that this new career changed his lifestyle and his escape from the fast pace of city living. Read how alpacas can be a great financial windfall and how these wonderful animals can be enjoyed. 24

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The California Report: A Different Strain of March Madness

By Ron Ratcliff, Economist, UCLA Anderson Forecast

At the end of 2006, the California economy looked like it was slowing: real estate-related employment was experiencing significant job losses and job growth in the rest of the economy was slowing. March has been a big news month for California. In the first week, the EDD released revised job figures for California that showed that the state is weathering the real estate slump better than we first thought: real estate employment was slightly more robust, and the slowdown on the service side of the economy was largely a statistical mirage.

Unfortunately, this dose of good news was followed by the implosion of the suburban mortgage market. Looking around California, we find that the biggest surges in mortgage defaults occurred in markets where new homes are a large share of total sales—a combination of overextended first time buyers and builders offering overly aggressive financing in order to close deals. Since the suburban market was almost the only thing keeping sales volumes buoyant in the last years of the boom, the drying up of suburban credit suggests that home sales in California will be stagnant for some time to come. It's too early to tell if this surge of mortgage delinquencies will translate into a surge of foreclosure sales, but our initial assessment is that it is unlikely without substantial job loss.

In spite of the positive news from the employment revisions, we are still forecasting a significant slowing of the California economy in 2007, as the double whammy from construction and mortgage finance creates drag on the rest of the economy.

Forecast and Conclusions

Our last forecast was based in part on the combination of real estate trauma plus non-real estate sluggishness. The final picture of 2006 that emerges from these new employment estimates is a California economy where high end service sector jobs were able to absorb a substantial amount of the punch from weak real estate markets. Obviously, this rosy picture forces us to reevaluate the forecast for 2007; however, we believe that these revisions are mainly a matter of timing rather than a change in the basic story. We still expect to see substantial job losses in construction, and we’ve already seen more job losses in financial activities than replaced by 21st century technology.

County Fair...

continued from page 1

fruits. The date, from Feb. 16th to Feb. 25th, was

Agriculture was entertaining by ostrich and camel races, spectacular shows, food stands, rides, events, parades and over 8,000 displays.

The Arabian Nights continued as the traditional theme for the event and a special miniature stage has for years been the focal point for entertainment. This year the major entertainment attractions were added in a new Fantasy Springs arena staging area.

Opening night featured the 70's rock group Foreigner, who electrified the crowd with smooth classic hits. The Bic lighters, which were waved during power ballads 30 some years ago were replaced by 21st century technology as those fans waved their cell phones, adding a strange new glow to the festivities.

EDA manages the Riverside County Fair & National Date Festival, one of Riverside County’s oldest community events. From jobs to traveling to airport management, EDA advances numerous social, economic and cultural programs that enrich the quality of life in Riverside County and brings millions of dollars in local community jobs and investment.

The fair continues to be part of EDA’s tradition of community improvement.

“EDA prides itself on improving the lives of Riverside County residents with local jobs and better wages through community investment. This fair is a visible and important part of that larger mission,” concluded Zimpfer.

TOP OF THE TRAM OFFERS COMPLETE BANQUET AND MEETING AMENITIES INCLUDING VIDEO CONFERENCING, WITH SPECTACULAR VIEWS OF THE SAN JACINTO STATE PARK WILDERNESS AREA

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A NATURAL HIGH
LA/Ontario International Airport Rolls Out Wireless Service in All Terminals

T-Mobile HotSpot, the largest carrier grade, commercial Wi-Fi network in the United States, and Los Angeles World Airports (LAWA) announced completion of the installation of T-Mobile Hotspot service for LAX and LA/Ontario International Airport.

Through a multi-year agreement, T-Mobile is providing "curb to nose" Wi-Fi (802.11b) wireless broadband access in the terminals and public areas of two LAWAs airports including the ticket counters, restaurants, boarding gates and baggage claim. From the curb of the airport to the nose of the aircraft, passengers as well as those coming to drop off or greet travelers now have access to the T-Mobile Hotspot service. The new service provides travelers the convenience to check business and personal e-mail, surf the Web and stay connected through a fast, secure and reliable wireless connection.

The deployment at LAX alone spans more than 3.8 million square feet making the T-Mobile Hotspot deployment one of the largest Wi-Fi HotSpot deployments in the world. LAX serves 61 million travelers per year, while ONT handles 7 million passengers annually.

"Reliable and secure wireless Internet access is one of the amenities most frequently requested by our travelers," said Acting LAWA Executive Director Samson Mengistu.

CA Report... continued from page 5

through the middle of 2008, with growth in real personal income and real taxable sales slowing to the low 2% through this period. If the profession all/business services sector can sustain its momentum longer in 2007, we might see a more mild slowdown; but if the carnage in subprime markets turns out worse than we expect, job losses in Southern California could make things a bit worse. But the essential logic of the

Positive Job Market Expected

Inland Empire area employers expect to hire at a respectable pace during the second quarter of 2007, according to the Manpower Employment Outlook Survey. "Riverside area employers expect slightly more favorable hiring conditions than in the first quarter when 33 percent of the companies interviewed intended to add staff, and 20 percent planned to reduce head count," said Wilcox. "By comparison, employer hiring intentions are more modest than they were a year ago when 33 percent of companies surveyed thought job gains were likely and 7 percent intended to cut back.

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

Steve Basurto

Steve Basurto is a vice president with Burnham Real Estate's Land- Investment Group in Temecula specializing in land acquisitions and leased investment sales. During a three-year time span, Steve has transacted leases and sales valued over $40 million. Prior to joining Burnham, Steve owned and operated businesses in Escondido and Oceanside. Temecula Valley investors and developers reply upon Basurto's ability to use his past entrepreneurial experience and real estate knowledge to identify and secure new real estate opportunities. Steve attended Southern Illinois University majoring in aviation administration and holds a Commercial Pilot License (CPL) with a multi-engine instrument rating. As a resident of Temecula for over a decade, Steve stays very involved in community organizations.

REAL ESTATE NOTES

Simpson Housing Solutions, LLC announced that construction has been completed on the 20-unit second phase of Mountain View Senior Apartments in Ontario, located at 1045 West G Street (at Mountain Avenue), the new 20-unit addition mirrors the Craftsman-style design that swept several award competitions when the initial 86 units were completed in 2004. All units have been set aside for seniors age 55 and older earning from 30% to 60% of the median area income for San Bernardino County, as established by HUD.

continued on page 14

April 2007
Spoiled Leadership: Seven Reasons Why Managers Find It So Difficult to Throw Out Their Bad Apples

A new study shows that your company’s bad apples have a tendency to spoil your entire corporate culture. KEYGroup’s Joanne G. Sujansky, PhD, offers solutions for managers who don’t know what to do with these problematic employees.

Every organization has at least one employee that everyone knows does whatever for whatever reason, behaves as though coming to work is a fate worse than death. You know the guy, the one who draggers in, who has a bad morale with his horrific attitude, or the gal whose absence transforms an office of formerly sociable cubicle hermits into a place where people productively work together to get extraordinary results. He (or she, as the case may be) is your company’s “bad apple.” And Joanne G. Sujansky, PhD, CSP, founder and president of KEYGroup® (keygroup-consulting.com), warns that if you want to keep him (or her) from spoiling the whole barrel, don’t let well, you’ve got your work cut out for you.

She cites a recent study—conducted by William Felps, a doctoral student at the University of Washington Business School, and Terrence Mitchell, a professor of management and organization at the UW Business School and a UW psychology professor, and published in Research on Organizational Behavior—that explores just how much damage one bad apple can wreak.

“This study takes an interesting look at a problem that is all too prevalent in corporate America,” says Sujansky. “The authors point out that it’s likely that your bad apples are harming your other employees’ morale, which can lead to an overall team breakdown. When bad apples are present, people aren’t as willing to face the problems that arise. They don’t foster open communication with one another, and generally stop functioning as a team—not a great recipe for high performance and productivity.”

Clearly, managers should make dealing with bad apples a top priority. But as Sujansky points out, doing so is no easy task. After all, managers are only human—and bad apples are human, too, so it’s just as draining for them as it are for everyone else in the company. In fact, many managers don’t know how to even begin dealing with these problematic employees.

“It’s been our experience that bad apples usually comprise only a small percentage of an organization,” says Sujansky. “But because they demand more effort to handle than other employees, it’s not uncommon for managers to spend a great deal of their time dealing with or listening to the bad apple’s various concerns or complaints or the complaints they receive from other employees. Because of the bad apple’s behavior, clearly, managers need to think about the toll of such an effort-to-resourced ratio.

If managers don’t deal with their bad apples—either metaphorically cutting out the rotten behaviors or tossing the entire apple out of the barrel—their “spoiling” effects will only multiply. The first step, though, is understanding just what makes these employees so incredibly difficult to handle.

Sujansky spells out the reasons managers are so enamored with bad apples, along with some practical techniques for dealing with them once and for all.

Problem #1: Some companies cultures tolerate managers’ passing bad apples from department to department. Rather than try to bring bad apple to a head or to rid their company of a bad apple’s various concerns or complaints, the managers often simply move the employee on to another department. By the time they get to you, they’ve been with the company for so long that it seems impossible to fire them. You’re tempted to follow the lead of your predecessors and simply shuffle your bad apples along to the next team—but all that does is move the problem to another manager.

Solution: “The study shows that confrontation by team members can occasionally be successful,” says Sujansky. “As a VEO, you must create a culture that doesn’t allow people to work off of others’ backs.”

Problem #2: Managers expect team members to deal with the bad apple, but they can’t—or won’t. People have a great deal of difficulty giving feedback to their peers. They’ll almost always push the problem back to managers rather than confront the employee directly.

Solution: “The study shows that confrontation by team members can occasionally be successful,” says Sujansky. “As a VEO, you must create a culture that doesn’t allow people to work off of others’ backs.”

Problem #3: Some organizations are move around the misery. They don’t deal with their bad apples, but rather, they simply move them to another department without any repercussions.

Solution: “The study shows that confrontation by team members can occasionally be successful,” says Sujansky. “As a VEO, you must create a culture that doesn’t allow people to work off of others’ backs.”

Problem #4: Managers are tempted to follow the lead of the guy who drags down co-workers with his horrific attitude.

Solution: “The study shows that confrontation by team members can occasionally be successful,” says Sujansky. “As a VEO, you must create a culture that doesn’t allow people to work off of others’ backs.”

Problem #5: Some managers simply move the rotten behaviors or toss the apple out of the barrel—either one.

Solution: “The study shows that confrontation by team members can occasionally be successful,” says Sujansky. “As a VEO, you must create a culture that doesn’t allow people to work off of others’ backs.”

Problem #6: Managers are move around the misery. They don’t deal with their bad apples, but rather, they simply move them to another department without any repercussions.

Solution: “The study shows that confrontation by team members can occasionally be successful,” says Sujansky. “As a VEO, you must create a culture that doesn’t allow people to work off of others’ backs.”

Problem #7: Managers are more concerned about their own work than about other employees. They’re almost always push the problem back to managers rather than confront the employee directly.

Solution: “The study shows that confrontation by team members can occasionally be successful,” says Sujansky. “As a VEO, you must create a culture that doesn’t allow people to work off of others’ backs.”

Keynote Automotive Ind. Inc.

Hansel Natural Corp.

HOT Topic Inc.

National RV Holdings Inc.

Pacific Premier Bancorp Inc.

Provo Financial Hldg.

Winston Pharmaceuticals Inc.

The solution is to deal with the problem as a team. The study shows that confrontation by team members can occasionally be successful,” says Sujansky. “As a VEO, you must create a culture that doesn’t allow people to work off of others’ backs.”

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Five Most Active Stocks

Stock Ticker Ticker Price Close Open Change Volume

American States Water Co. AWK 29.5 27.5 0.1 0.6 383,306

Channell Commercial Corp. CHNL 3.65 3.47 5.2 0.02 2.3 389,099

CVB Financial Corp. (L) CVBF 12.26 12.37 -0.1 0.16 8,065,118

Fleetwood Enterprises Inc. FLE 7.98 7.27 0.7 0.75 3,239,848

Hansel Natural Corp. HANS 35.16 35.00 0.5 0.72 25,743,927

HOT Topic Inc. HOTT 11.10 10.66 -0.4 0.4 15,265,077

Keystone Automotive Ind. Inc. KEYS 5.50 5.08 0.4 0.43 14,279,723

Modtech Holdings Inc. (L) MDOT 3.13 3.07 0.02 0.05 2,95,191

National RV Holdings Inc. (L) NVH 2.18 2.30 0.12 0.5 1,355,192

Pacific Premier Bancorp Inc. PPBI 11.47 11.45 0.2 0.2 10,751,388

PFF Bancorp Inc. (L) PFF 51.87 51.62 0.8 0.4 39,49,505

Promont Financial Hldg. PROV 28.53 27.24 1.3 1.35 26,016,558

Winston Pharmaceuticals Inc. WPI 25.55 26.36 -0.8 0.34 41,43,492

Notes: (H) Stock hit fifty two week high during the month, (L) Stock hit fifty two week low during the month, NM: Not Meaningful.

DUFF & PHELANS/INLAND EMPIRE BUSINESS JOURNAL
Avoiding the Commitment Dip: Seven Ways to Keep Your Employees Focused on and Committed to Change

By Richard Leipinger

Companies large and small spend millions of dollars each year in order to make change initiatives a success. And yet the results are frequently disappointing because changes fail to achieve their objectives, and leaders are left wondering what went wrong. Managers blame change-phobic employees, and employees say leaders didn’t manage the change effectively. If you’re responsible for driving change, you find all the finger-pointing frustration and, frankly, unhelpful. If you could pinpoint where the failure originates, you could perhaps head it off at the pass.

Here’s some good news. A survey conducted by OnPoint Consulting reveals the steps high-performing leaders take to get things back on track... before it’s too late.

During any change initiative, there’s a point when employees’ focus and commitment fall off. A survey by OnPoint Consulting shows the steps high-performing leaders take to get things back on track... before it’s too late.

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Does Anybody Really Know What Time It Is?

By Joe Lyons

Many years ago, even before my time, President Franklin Delano Roosevelt changed the date for Thanksgiving. Times were hard back then, and as it happened the last Thursday of November that year was the fifth Thursday of the month and it was only three weeks away from Christmas. Realizing that a depressed America faced an urgent need to avoid a major celebration so close together, he made a Presidential Declaration that Thanksgiving would then, and forever more be observed on the fourth Thursday of November.

For all of FDR’s good intentions, the change caused no end of confusion among the populace. People missed the announcement because they were busy changing the change. They already had their vacations scheduled. Why would the government do such a thing to people with no regard to what they had planned? What gave Washington the right?

History, we know, repeats itself, and people refuse to learn its lessons. This year we have a new date for daylight savings. If you haven’t reset your watch yet, we sprang forward back on March 11.

Again, people are upset. This messes up plans and schedules. Computers had to be reprogrammed. Fears of a new jet lag disaster spread across the land. TV news shows had a field day. Worst of all was the Internet paranoia. What sort of black ops conspiracy was this? What dark plot had been hatched in the smoke-filled backrooms of power? Just who had struck this one by?

Wake up America! Nobody says anything about it. Why don’t you forget the energy crisis of a couple of years ago? Have you forgotten Enron? Have you forgotten the single-family homes that got $500 power bills for just continued on page 14

The Concrete Lady of the Low Desert

By Joe Lyons

Recognized as the third-largest residential concrete company in California and the fifth largest in the United States, this company is entering a new era with the construction of the Desert Contractors Association, a track association of builders, and immediate past-president of Building Horizons, the Concrete Valley’s construction industry vocational program for young people. She also serves on the board of directors of Sunrise Community Bank.

As president of the Desert Contractor’s Association, she has been instrumental in arranging English lessons in order to help workers advance into supervisory positions. According to Williams, “Bilingual pool managers are a valuable commodity.”

Desert Commerical Concrete and Milmark Painting together make up The Williams Companies, and both are among the largest and oldest specialty contracting firms headquartered in the Coachella Valley. Milmark Painting was founded in 1977 and is celebrating its 30th year in 2007. On the subject of size, Desert Commercial Concrete is now recognized as the third-largest residential concrete company in California and the fifth largest in the United States, this is according to Desert Contractors Association, a track association of builders, and immediate past president of Building Horizons, the Coachella Valley’s construction industry vocational program for young people. She also serves on the board of directors of Sunrise Community Bank.

In response to the recognition, Diane Williams, owner and president, told the Business Journal, “It is gratifying to be recognized for the growth we’ve accomplished over the past 15 years. I think it shows what you can do when you focus on quality and building a good reputation.”

As admired, in a recent article in the Indio Sun, having been caught by surprise by the announcement. “I just thought of myself as a little concrete company and industrial projects.

Williams is rightly proud of the fact that her companies are the choice for many of the most respected and commercial builders operating in the Coachella Valley.

Diane and her husband, Don, reside in Indian Wells.
The problem is that too many people simply don’t pay attention. Some see it as a point of principle to never listen to what’s going on politically. This is why some people vote for the candidates as if it were a popularity contest. Others refuse to participate, as it is all beneath them.

Just because the time change law wasn’t covered with the journalistic gusto of the Anna Nicole demise or Britney’s shaved head doesn’t mean it didn’t make news. There are other sources for current events besides “Entertainment Tonight” or Comedy Central’s “The Daily Show.”

Wake up, America. The Times, they are a changin’ and you’re just going to have to reythe your Blackberry.

BE MINDS EYES

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MINDS EYES

REAL ESTATE NOTES...

continued from pg. 14

April 2007

Voicething in Victorville, CIR will create an environment focused on professional excellence that captures the essence of the Victorville community. The project will provide an area that fosters innovation and development, promoting economic growth and attracting businesses to the region. The project’s design will emphasize interaction and collaboration, creating a space that encourages creativity and productivity. The property is currently vacant and is zoned for both retail and industrial use.

The project includes a large-scale development and multi-tenant facilities. Phase I, expected to begin construction first quarter of 2007, is aimed at creating 13,663 direct and ancillary jobs and is anticipated to take 30 months to complete. CIR Richard Ellis Investments, headed by Dick Darla Longo, Market Manager and Jeff Morgan is responsible for overseeing the marketing Phase I facilities of the High Desert Corridor. The site is expected to be finished in 2014. Mehdi Mostaedi and Ron Barrie of Lee & Associates Victorville office represented the seller. The unnamed seller was represented by Kathy Christian, Managing Director in the property.

In Victorville, Apple Valley, and Yermo, there are currently 3,700 sq. ft. business park at 1012, 1014 and 1016 Coolway Drive for $6,25 million ($877/sf). Gary Stache, Pat Scruggs and Erin Croswell of CB Richard Ellis handled negotiations for the buyer. The seller, 124-6 LLC, was represented by ICP-West.

In Chino, Chino Hills Community Development paid $2.3 million for 1.6 acres located at California and Cambridge Avenue. The buyer plans to build a single-tenant retail building on the site. Ryan Campbell, Jim Wynne and Namara-Wayne of Grubb & Ellis’ San Gabriel Valley office represented the seller. The property, which is vacant and currently zoned for commercial, is located at 2012 W. Rialto Ave.

REAL ESTATE NOTES...

continued from pg. 7
Managing... continued from page 8

Problem #4: Bad apples aren’t always poor performers. Someone can be great producers for the company. If your bad apple’s problem is simply a negative attitude or a tendency to bully other employees, his bad apple-ness— if you will— may not prevent leaders from viewing him as an asset. Maybe he’s a big producer, or maybe he’s talented in some hard-to-find skill. His “good” qualities may make you reluctant to confront him, much less get rid of him altogether.

Solution: “It’s important that you provide balanced feedback to all of your direct reports, including your bad apples,” says Sujaustainability. “Acknowledge the positive contributions your bad apple is making, but don’t be afraid to confront the behavior that negatively affects others. Besides, after the confrontation, he may realize his annoying behaviors will limit his progress and promotability in the organization. Or at the very least, you may realize that his behavior will prevent him from getting support from others when his success is on the line. Ultimately, you must decide whether or not continued on page 18

Marcus Millichap
Riverside-San Bernardino
2007 Annual Report

Down 5 Places

Growing Inland Empire Office Market Attracting Investors

Evolving demographic trends and a maturing local economy will continue to stimulate leasing and building activity in the Inland Empire through 2007 and in the years ahead. The region’s dynamic household growth has resulted in increased demand for employers in population-driven sectors. As a result, many professional employers who formerly commuted to surrounding areas like Orange County are finding viable new sites in the Riverside-Metro. Gains in office employment have spurred tenant demand and are driving development and supply dynamics to deliver space to the market. More than half of this year’s scheduled new development is in the Rancho Cucamonga, where vacancy is expected to increase 270 basis points to a still-modest 10.4 percent. Despite the positive outlook, an area of concern is the housing market, as institutional builders and mortgage firms have been active in hiring and expanding office space in recent years, a trend that could reverse itself if home sales continue to slow.

Office investors from the Bay Area and Southern California coastal markets will continue to bring exchange capital to the Inland Empire, attracted by the region’s growing office and work force, as well as the region’s competitive cap rates. Despite a nearly 20 percent increase in prices last year, transaction velocity has remained fairly consistent. Cap rates dipped to the mid-6 percent range in 2006, although properties that sold in the second half of the year were generally in the 7 percent range. While activity in the second half of the year was again centered in the Inland Empire, investors have begun increasing buying activity in the adjoining Temecula Valley and Palm Desert submarkets as the population expands.

2007 Market Outlook

- 2007 NOI Rates: Down 5 Places. The Inland Empire remains in the top 10, but increased demand will strain occupancy this year, causing a drop of five places.
- Employment Forecast: Employers are expected to increase payrolls by 2 percent, with the addition of 22,000 jobs this year, while office-using employment is expected to gain 3 percent. In 2006, total employment increased 2.2 percent, while office-using jobs gained 4 percent.
- Construction Forecast: Builders are expected to be very active this year, delivering 2 million square feet of office space to the market after adding 1.8 million square feet in each of the last two years. While activity continues to center around the Inland Empire, investors have begun increasing buying activity in the adjoining Temecula Valley and Palm Desert submarkets as the population expands.

Market Forecast

Employment: 2.4% increase

Vacancy: 50 bps increase

Rents: 0.5% decrease

Sales Trends

Office Supply and Demand

Office Supply is up 20.0% year over year, while demand is up 2.0% year over year. 2006 office supply is up 12.2% year over year. The net absorption of 2.7 million square feet in 2006 results in a year-end vacancy rate of 12.3%.

Employment Trends

- 2006: 4.0% increase
- 2007: 3.4% increase

Rent Trends

- 2006: 8.5% increase
- 2007: 7.0% increase

April 2007

OFFICIALS BREAK GROUND ON ONTARIO’S CITIZENS BUSINESS BANK ARENA

The City of Ontario-owned Citizens Business Bank Arena will become one of the region’s busiest and most popular venues and a ‘must play’ site for other sporting competitions, concerts, family shows, special events, conventions, school and community activities as well as private events. The venue will be the biggest and most modern arena within the Inland Empire,” said Timothy J. Leiswode, president and CEO, AEG. “There is no doubt in our minds that Citizens Business Bank Arena will be the number one arena in the region.”

With Southern California as AEG’s headquarters, we are clearly aware of the demographics and the necessity for a state-of-the-art sports and entertainment arena in Ontario and the Inland Empire,” said Timothy J. Leiswode, president and CEO, AEG. “We have no doubt that Citizens Business Bank Arena will become one of the region’s busiest and most popular venues and a ‘must play’ site for other sporting competitions, concerts, family shows, special events, conventions, school and community activities as well as private events. The venue will be the biggest and most modern arena within the Inland Empire,” said Timothy J. Leiswode, president and CEO, AEG. “There is no doubt in our minds that Citizens Business Bank Arena will become one of the region’s busiest and most popular venues and a ‘must play’ site for other sporting competitions, concerts, family shows, special events, conventions, school and community activities as well as private events. The venue will be the biggest and most modern arena within the Inland Empire,” said Timothy J. Leiswode, president and CEO, AEG. “There is no doubt in our minds that Citizens Business Bank Arena will become one of the region’s busiest and most popular venues and a ‘must play’ site for other sporting competitions, concerts, family shows, special events, conventions, school and community activities as well as private events. The venue will be the biggest and most modern arena within the Inland Empire,” said Timothy J. Leiswode, president and CEO, AEG. “The City of Ontario-owned Citizens Business Bank Arena will become one of the region’s busiest and most popular venues and a ‘must play’ site for other sporting competitions, concerts, family shows, special events, conventions, school what about... ?
Managing:

continued from page 16

but the bad apple’s negative behaviors outweigh his one big sale or his singular skill. Keeping these problems in mind, their solution may not be as critical as increasing the productivity of the bad apple.

Problem #6: Some managers are afraid to fire bad apples. Because of the fear of classifying people in bad behavior, the time will come when you must let them go. Unfortunately, many managers believe that ignoring this unpleasant experience that most managers will put it off as long as possible. And many managers don’t hire the appropriate replacements.

Solution: “Even in a VED they can do anything that job. Just isn’t working outside job,” says Suajansky. “It’s important that managers know exactly how to fire someone. Make sure you discuss your situation and intended actions with your human resource professional and/or legal counsel. They will help you plan and conduct the exit meeting with the bad apple.”

Feeling stressed?

Feeling Stressed? Treating Your Job Like Your Own Business Can Help

By: Phil Wilkins

Whether you’re a sales person who has been expected frequently or an officer who is expected to work 7-8 hours a day, you likely feel immense pressure at work and at home. You have the same demands as the company owner or executive team, your stress is very real and can be diffi-cult to overcome, affecting not just your work life, but also your family life.

If you travel a lot for work, you have to handle such things as road rage from other drivers, airline regulations, travel delays, and the usual delays and headaches that come with frequent travel. Even if your job does not require travel, you likely feel expected to put in more than 8 hours a day, and you are likely doing the work that two or more people used to accompli-sh just a few years ago.

Because of your extended time away from home, either on the road or at the office, your spouse may be pressuring you to spend more time with the family, or she or he seems having to take on more responsibility at home. Add to that the fact that people who are stressed are not as healthy as they should be, and you can see how quickly stress can throw your life and body out of balance.

In other words, the only business owners or senior executives who feel overwhelmed these days—it’s everybody.

Whether you want to stay healthy and productive and let stress throw your life out of balance, you need to think of yourself as an owner, not just a worker, but also of your life. And, just like a business owner, you need to develop systems and processes that will keep you in control and going strong for years to come.

The following suggestions will help you keep your job and your life in perspective so you peak in all areas of your life.

1. Follow the 1:2:1 Formula

2012 formula is one idea way to stay in balance. Basically, it’s a formula that out- lines the necessary time you should allocate for personal and professional development.

You start by spending 20 minutes each day in reflective time. This is time to reflect on your personal and professional development.

Second, you should spend 60 minutes each week in personal development. This could include reading or watching a book or movie that helps you stay balanced.

Finally, you should spend 2 hours each month in personal development. This could include attending a personal development workshop or seminar.

In conclusion, the 1:2:1 formula is a great way to stay in balance.

2. Get your spouse’s buy in

When you’re making major career and life decisions, you must get your significant other involved early. Just as a business owner, you need input from stakeholders for new ideas or initiatives, so must you when it comes to the effect your work life has on your family. In this case, your spouse and children are your stakeholders.

Before accepting that demanding job, saying “yes” to that new project, or putting in more hours, be upfront with your family so they understand what you’re doing, where you’ll be going, and how it will affect them.

Together, come up with family systems that will take the burden off your spouse and kids. For example, if you must travel frequently for work, hire some domestic help to assist your spouse with childcare. Or use the services of a landscaper to free your spouse or children from all the rigors of yard work.

Do what you must that your family’s needs don’t require you to take on an unfair burden just because your job is your career choice. The more you can do for your family, the more your family will feel.

3. Become a master at delegation

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Do what you must that your family’s needs don’t require you to take on an unfair burden just because your job is your career choice. The more you can do for your family, the more your family will feel.

4. Value your own family

All businesses have a number one asset—the thing that makes them the most money. For some, that is the home you own, for others it is the company car, for yet others it is the retirement account—it’s your health.

After all, if you lose health, you can’t work and support your family, nor can you do all the great things you had planned. Therefore, make a concerted effort to reduce your stress and live a healthy lifestyle. Eat right, stay active, and get your a good rest you need.

If co-workers or supervisors are putting you in situations that are not in your best interest, you must do what you must to take care of your family. This means you must constantly look for new clients and follow up with your current ones.

Those are your essential duties. If you spend any amount of time doing anything like filing papers, working on your company’s newsletter mailing, you’re essen-tially missing sales. You’re spending time on non-vital activities, thus causing you to work longer and when it comes to those essential tasks, you’re doing as much as you can.

A balanced lifestyle: It is just as important to have a balanced lifestyle as it is to have a balanced work life.
Communicating:

Why Don’t They Get It? Communicate Your Message for Total Understanding

By Paul Endless

Have you ever wondered why two people can witness the same automobile accident, yet each person tells the police officer a different rendition of what actually occurred? Or, have you ever wondered why one person reacts to your sales materials favorably while another thinks your promo piece completely missed the mark?

The answer lies in how each person views the world. That is, we all have a unique set of values, beliefs, and past experiences that color how we interpret events. These three factors constitute our “model of the world.” And no matter how similar a group of people may seem to be, their models of the world are likely very different.

For example, you can have two children growing up in an alcoholic family. One child grows up and becomes an alcoholic, while the other child grows up and never touches a drop of alcohol. When you ask each person why he or she drinks or doesn’t drink, you get the same answer: “Because my parents were alcoholics.” Even though these two people grew up in the same household and experienced the same events, their models of the world are completely opposite. World models are like fingerprints—no two are the same.

Unfortunately, most people tend to communicate via their own model of the world, and not that of the person they’re talking to. As a result, the listener never truly understands what the speaker is saying, and everyone is left scratching their heads and wondering, “Why don’t they get it?”

Realize that people can finally “get it” when you communicate using their model of the world. Here are some guidelines to help.

• Know your own model.

Everyone has a model of the world—even you. Our model develops over time, with many factors contributing to it. Some of it comes from learned experiences, some from the media, some from friends, some from conscious decision, and some from upbringing, just to name a few. While no one can pinpoint exactly what their model is, they can have a rough idea.

For example, in your marketing materials, are there certain things you always stress, such as low prices, geographic location, years of experience, etc.? If you see a theme in what you’re communicating to people, chances are that’s a part of your model. And if you’ve ever said to yourself, “Why aren’t people buying this product? We have the lowest advertised price,” then you’re likely communicating via your model of what’s important and not what’s important to your customers. Once you identify how your perceptions are shaping your communications, you can begin to change.

• Identify the other person’s model.

When you know what model your customers use, you can more effectively communicate your message. To determine someone else’s model, you need to ask two key questions:

1. “What is important to you about ____?”
2. “How do you know if ____?”

For example, suppose you’re selling someone a car. Rather than lead the discussion by talking about the rebates, the price savings, the dealer incentives, etc., simply ask, “What is most important to you about a new car?” Then be quiet and listen. The person may say “price,” “gas mileage,” or “safety factors.” Whatever the person says, that’s an indication of his or her model.

So let’s suppose the customer said that gas mileage was most important. Your next question to ask is, “How do you know if you’re getting good gas mileage?” Again, be quiet and listen. Now you’re uncovering what rules the person uses to match information received against their model. The person may say, “When I can fill my tank for less than $30.” With the newly learned information, you can now lead the discussion with gas mileage ratings, gas tank sizes, and the approximate cost of filling up the car’s gas tank as your main selling points. These are the factors that are important to the customer, so that’s what your communication must focus on.

• Communicate according to your customers’ model.

After you do a sampling of all your customers, asking the two key questions just discussed, you can have a good idea of what’s important to your customer base. Now you can phrase your marketing materials to address the specific issues the majority of your customers reveal. So while you’ve always been advertising yourself as the low price leader (and experiencing mediocre results) you may learn that your customers value safety over price. With this knowledge, you can now make safety first and foremost in your marketing materials and use the price factor to sway those people who are “on the fence.”

Even if your company is large, you likely have market segments with appropriate products/services for each segment. Tailor your messages for each segment accordingly, communicating via your customers’ continued on page 27
Larger in every dimension, the all-new 2007 Tundra can truly be considered a full-size truck. With an available 5.7-liter i-Force V8 that makes 381 horsepower and 401 pound-feet of torque, Tundra has the power to get any job done. Designed, planned, engineered and assembled in America, Tundra has a long list of standard features, like the Star Safety System, tailgate assist and many features not available on the competition at any price. But best of all, it's a Toyota. Which means every Tundra comes with Toyota's legendary reputation for quality, dependability and reliability. To learn more, visit your Southern California Toyota dealer today.
The Alpaca King of the Inland Empire

By Joe Lyons

Bob Clausen, the owner of 2 Palms Alpaca, sat across from the Business Journal people at lunch recently to tell us about his life and his passion. His life, as with many Californians, is centered around living and surf culture. But such a lifestyle comes with a cost. Clausen had already made one fortune with a successful metal design business that he sold off. It was time for a new challenge and a new career.

After selling, he looked for a business that would both satisfy monetarily as well as give him the peace he searched for away from the corporate world of lawyers and neckties. He looked into property investment in Central America but decided to stay in the U.S. as his son was 15, and Clausen felt the responsibilities of fatherhood outweighed the joy of adventure.

He never thought his life would be directed to alpacas! After studying these docile furry creatures, which he had found in Costa Rica, he saw the potential for all he was looking for. A way to make money as well as something he knew would bring him joy. With 5.5 acres of land, in view of the Big Bear and San Jacinto Mountains in his back yard, Bob couldn’t lose unless he chose the option of raising alpacas.

"At first I couldn’t believe I was doing this, but after all my investigations, I found I would be foolish not to." He has decided to raise the best of the breed as well, with a variety of Suri and Huacaya alpacas. Alpacas. Clausen explained to us, offer you the chance to change your lifestyle and escape the relentless pace of city living. The alpaca business allows you more family and personal time without sacrificing your current earnings, something that is priceless in today’s world. Alpacas can also be a great financial windfall for those who enjoy their current lifestyle. You don’t even own your own ranch, as Clausen does, to take advantage of the wonderful business opportunities you gain with alpacas!

Alpacas, Clausen turns out, have some what have called the "sitter of the Gods." It is as soft as cashmere, lycra-genic, as well as lighter, warmer and more durable than sheep’s wool. It is as easy, if not easier, to manufacture due to its lack of lanolin. The entire process from the birth of an alpaca to finished garments is completely environmentally continued on page 35.
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If you have been in the business world for more than 10 years, or in sales for five, your initial reaction to yet another new book about selling is often Pavlovian. An alarm bell rings in your head, the hair on your neck goes up, and you start looking for the closest way to an exit. But if you set your new book on selling will surprise you. It’s relevant to the real world and it keeps you involved.

Thull is part of a new wave of business analysts and sales consultants that are taking a fresh look at the way the organizations operate.

What they are finding is that organizations have become increasingly collaborative in what Thull calls the "3rd Era of Selling." Unfortunately nearly everyone in selling and sales management was trained in the dogma of either the first or second era of selling.

The author distinguishes the first two eras by selling skill sets needed, sales tools used, and the product value offered during the sales process. For example, Era 1 skills were based on sales scripts. In Era 2, they were based on questioning the prospect's needs, and understanding the meaning of the response. This has evolved during Era 3, the present era, into understanding how business works within its current team both within an organization and between organizations and its suppliers (initially represented by the suppliers' representatives).

Thull makes several points about how the Era 3 changes impact sales results:

- "Salespeople have devoted countless hours to perfecting their presentation techniques and to understanding how to overcome objections and close sales. The problem is that much of this sales dogma was not designed for the collaborative effort required in today's sales and customer relationships."

- "When salespeople get it right, they can become part of a customer's buying team."

- "Salespeople emotionally involved in the outcome of a customer engagement. "That salespeople can join the customer's buying team"... "That salespeople can build a buyer-seller relationship..."

- "If you are having a conversation with a customer about the customer's world, you can engage the customer to develop information in logical sequence and answer critical questions as they appear in the customer's mind."

- "By understanding the customer's mind, you can engage the customer to be a collaborator in developing business solutions that fit the customer's needs.

Thull puts it this way: "If you are having a conversation with a customer about the customer's world, you can engage the customer to develop information in logical sequence and answer critical questions as they appear in the customer's mind. For instance, you can create a conversation that understands the customer's mind and then engage the customer to be a collaborator in developing business solutions that fit the customer's needs."

The new book on selling will surprise you. It’s relevant to the real world and it keeps you involved.

— Henry Holtzman

**One Milliionth Tree...**

The deadline for property owners to get trees marked for removal by the County's Hazardous Tree Removal Program is June 30, 2007.

**More Thull puts it this way:**

"If you are having a conversation with a customer about the customer's world, you can engage the customer to develop information in logical sequence and answer critical questions as they appear in the customer's mind. For instance, you can create a conversation that understands the customer's mind and then engage the customer to be a collaborator in developing business solutions that fit the customer's needs."

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**Bestselling Business Books**

- "The Long Tail: Why the Future of Business Is Selling Less of More," by Chris Anderson (Hyperion, $24.95) (1)" Why a growing number of products are generating undreamed sales.


- "Death by Meeting: A Leader's Guide About Solving the Most Painful Problem in Business," by Patrick Lencioni (John Wiley & Sons, $22.95) (4) Why meetings should have a specific purpose.


- "The World Is Flat [Updated and Expanded]: A Brief History of the Twenty-First Century," by Thomas L. Friedman (Farrar, Straus & Giroux, $27.50) (7) Why global business globalization has arrived and is likely to stay.


- "Good to Great," by Jim Collins (HarperCollins, $27.50) (10) Climbing the steps from being good to being great.

— Henry Holtzman

**Interested property owners should contact the Program office at (909) 867-1240.**

**The fire protection fire officials face is that the forest is overstocked, with 200 to 200 trees per acre, while a healthy forest has 40 to 60 trees per acre.**

**To achieve this goal, low-value live trees need to be removed.**

**Removing live trees also helps property owners create a defensive space around their homes, where trees should be about 20 to 30 feet apart, depending on the ground’s moisture content.**

**The event also serves as a reminder to property owners that public funds for tree removal and tree thinning are expected to expire by the end of this year, which means property owners should assume full responsibility for creating defensible space around their homes and other structures.**

**Licensed foresters are available to help property owners devise a plan for thinning trees on their property.**

**continued on page 38**
In companies around the world, those in the reception role—whether it be an office receptionist, a retail establishment greeter, an airport greeter, or any other front line position—set the stage for how customers view their entire experience with the organization. In fact, in five seconds or less, the reception person’s greeting, attitude, and words will either prompt customers to investigate other options for their needs or will encourage them to stay and do business with your firm.

Unfortunately, when asked about the reception person’s performance, many managers shrug it off, stating such things as, “She’s fresh out of school,” or “He’s just a $7 an hour worker... what do you expect?” But just because someone is inexperienced or low-paid does not mean he or she does not have to greet and treat customers appropriately.

The fact is that the person who initially greets your customers is one of the most important employees on staff. The initial greeter sets the tone for the customer’s entire experience and can very easily be the difference between a company losing customers or gaining lifelong raving fans.

If you want your reception position to be an income generator, keep the following seven guidelines in mind.

1. Always have some sort of orientation.
   - Make sure the company’s values and goals, and why customers describe it as a place to do business are treated in a certain way. Bring your reception personnel into the fold early and teach them how important their job really is. If you simply tell them what to do—“eat people,” “answer phones,” or “direct people to the appropriate associate”—but don’t tell them what’s behind those actions, you can’t expect to get the results you want out of them.

2. Make sure the reception department’s manager observes his or her staff in action.
   - Realize that not everyone is going to get it right the first time. That’s why you need to observe what the reception people are doing and offer continuous feedback. If you leave your front line workers on their own to “wing it,” you send the message that what they’re doing doesn’t matter. However, by using regular observations and keeping in continuous communication with your reception personnel, you reinforce the message that “your job matters.”

3. Get feedback from others, such as peers, peers, vendors, and customers.
   - The feedback you receive on the reception department’s performance must come from other sources than just the direct manager. If you only get feedback from one source, then that person’s biases and blind spots will distort the big picture. When you seek feedback from outside sources, though, be careful that other people will be offering their suggestions for improvement.

4. Invest heavily in training.
   - In a consumer-oriented environment, the best way to train new hires is by using the buddy system. That is, teaching new hires with a veteran employee who can show the new person the ropes as the ropes of things are done and why. Too often companies give new employees a verbal overview of the job, a process manual, and a job description, and then they expect the person to thrive without any guided direction.

5. Offer kudos freely and often.
   - During your training and observations, give your front line workers praise on the bank so they’re doing a good job, especially early on. Very often those in the reception roles feel overlooked. The more positive reinforcement you can give, in the form of praise, awards, and encouragement, the more you’ll see your reception people blossom and do things the way you expect.

6. Encourage creativity.
   - Encourage your people to get creative in developing new ways to make what they do interesting for them and a positive experience for your customers. Help them feel a bigger sense of belonging so their job is more than just a paycheck. Remember, these people usually know the customer better than anyone else, simply because they have the most interaction with customers. So listen to what they have to say.
Visit the Russian River region and enjoy a special place and time.

By Camille Bounds-Travel Editor

Planning a getaway to Monterey or Sonoma? Think Sonoma Coast and the Russian River region for a sensuous adventure of relaxation, beauty, and wine and cuisine.

The Russian River region includes the Russian River Valley, the Sonoma Coast, and the surrounding wine country. Amidst a hour-long driving time from the Golden Gate Bridge leads to a “quiet” place to unwind, let go and just simply go with the flow. The villages are inviting and seem they are “date” you not to relish.

Healdsburg is a perfect example of a small crossroads community that has that quality.

Named for a Quaker

Healdsburg was named after Harmon Heald, one of eight Quaker children who came overland in 1849 from Jackson County, Minnesota. They were in search of gold, but as the fates would have it, Harmon instead, founded what was now known as Healdsburg. This place was once the best kept secret in the area to the traveler that is looking for a break from the hustle and bustle.

There is everything within walking distance.

One of the most amazing things about Healdsburg is their restaurants. One after another, all excellent, all varied, all evolved from Italian, Thai, Chinese, and so good that you might need reservations on some days. The city of over 35,000 with over 11,000 inhabiting the city limits. It might be an over-stated statement, including shop, boutiques, bakeries, pubs, wineries and tasting rooms, are within walking distance from each other. It’s an ideal spot for a special occasion. It’s a great place for a memorable wedding.

For rates, information and reservations call (707) 433-3956 or (800) 833-6747 or visit www.sheffeld.com. The Sheffeld House is located at 2955 River CA 101 just a few miles from Healdsburg. This is a non-smoking property.

A substitute for Prozac

To say this area is idyllic and completely relaxing is an absolute understatement. Here is a place to unwind, forget the pressures, and just let Go. Doctors should prescribe this area as a substitute for Prozac. Just a few days visiting this area would save the health care companies a bundle with the complete rejuvenation of the body and soul the Russian River region affords. Go ballooning, take a massage, drink good wine, eat good food, and have a hot tub, do nothing. It’s not only for those who want to do, it’s the quiet magic of this place that makes the difference.

A great combination

If you are going to motor or fly into San Francisco, here is a great vacation idea. Combine Monterey, San Francisco, and the Russian River region into an unforgettable quest for something different, delightful and relaxed. With all the activities available, allow enough time at each place to be able to enjoy and not rush.

If you are on train rides, you can also get there from Los Angeles by AMTRAK via Santa Rosa. Driving and flying is an alternative.

A view from Ye Old Sheffeld House

Ye Old Sheffeld House

Here is an elegant restored 1881 mansion that is listed in the National Register of Historic Places. All the rooms are beautifully decorated, Victorian-styled building circa 1885, with immaculate carriage house. The rooms are named for the former inhabitants like Elsie’s Room, with its beautiful five-piece, oak antique bed set, a claw foot bath tub, chair, pembled-paint and pedestal sink, and a spectacular view overlooking the valley of vineyards. Equally delightful are Sarah’s Room and Vera’s Room. The difference here is a feeling of complete relaxation that sits through this place.

A breakfast of fresh orange juice, and a gourmet delight offering with rich steaming coffee, gives you your breakfast the finishing touch. A visit and taste at the local wineries. A picnic lunch overlooking the vineyards is available. A grand soak in the hot tub in the evening will round out a truly idyllic day.

Hotel Madrona Manor

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Camille Bounds is the Travel Editor for the Western Division of Vacations Public Relations. The Inland Empire Business Journal.

Alpaca...continued from page 24

friends. Just a side note: Did you know that cotton takes up far less percent of the land’s 25 percent of all pesticides and a significant number of the fertilizers used? Alpacas, on the other hand, are 100 percent Green! That is to say, naturally friendly.)

The statistics we quoted to us are impressive. The market for alpacas is strong in the area and the demand for 100 percent natural, healthy, wholly sustainable alpacas is growing. As a result, the alpaca industry is thriving and the demand for alpacas in the area is strong. The market for alpacas is growing and the demand for 100 percent natural, healthy, wholly sustainable alpacas is growing. As a result, the alpaca industry is thriving and the demand for alpacas in the area is strong.

Further, they told us, alpacas cost about as much to feed per year as the average family dog. They require a lot of attention and are not healthy when cared for properly. Breeding practices that produce commercially viable alpacas and the national herd ensure that alpacas are safe and healthy. The animals are not stressed and are not stress fed to produce alpacas. The alpacas are hand raised and then transitioned to the natural environment of the ranch and are allowed to grow up naturally.

The alpacas are also non-shedding and do not produce any of the usual shedding that other breeds do. They are non-aggressive and do not require a lot of training. The alpacas are also very easy to handle and are not prone to any of the usual animal behavior problems that other breeds are. The alpacas are also very easy to handle and are not prone to any of the usual animal behavior problems that other breeds are.

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**RESTAURANT REVIEW**

**Fleming’s Comes to the Inland Empire**

By Joe Lyons

Sean Connery won an Oscar for pointing out that you don’t bring a knife to a gunfight. For myself, I went to one of the most popular steakhouses in the USA and had the fish. Specifically, New Zealand King Salmon Filet. It was the best I have had in a long time.

Let me explain that I have been to the new Fleming’s Prime Steakhouse in Rancho Cucamonga’s Victoria Gardens twice already. Media night was my first visit. It was a chance for some of us in local publications and radio stations to meet the management of the facility and learn their philosophies.

They impressed us with appetizers such as seared aril tuna and Fleming’s artisanal cheese selections. That was followed by “wicked” Cajun BBQ shrimp and a salad wedge. This is when ordered the filet mignon with mushrooms and Fleming’s potatoes.

On a recent evening we served in a private dining room where the corporate heads introduced themselves. Our waitress spilled champagne all over the publisher of the Business Journal, forcing her to go extra 50.

One thing that they have learned (which I could have told them) is that restaurants in downtown L.A. watch the people get into their cars and drive home at the end of the workday. Putting a restaurant in the middle of some of the hottest new housing developments in Southern California (such as Rancho Cucamonga) gives them a clientele that is just down the road.

This has worked so well that, by the middle of March, manager Brent Shinyeda told me they have any number of regular customers already. I could even hear people around me comparing the restaurant favorably to some of the older established restaurants in the area.

While all of these restaurants take pride in their wine cellars, Fleming’s goes all out. They offer four pages of wines in their menu, both by the glass and the bottle—as well as a special wine selection. They feature such wine tasting events as the continued on page 18

**New York Grill**

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950 Ontario Mills Drive, Ontario
Mon – Thu 11:30 a.m. – 3:00 p.m. • Fri 11:30 a.m. – 10:30 p.m. • Sat 4:30 p.m. – 10:30 p.m. • Sun 4:30 p.m. – 9:00 p.m. • Reservations Recommended

It’s New York without the attitude. This award-winning restaurant is where famous fare is finely defined. Our menu features prime steaks, Australian lobster tail, garlic roasted chicken, rack of lamb, prime rib and fresh seafood specialties. Join us for jazz 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 desserts, outstanding wine selection and entertainment to complement your dining experience – and discover our magnificent banquet rooms, perfect for hosting your next event.

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**MANAGING...**

continued from page 10

In a place that clearly communicates the objectives and processes so that employees know what they should be doing when they lay out the work to be done, all they need to do is switch on the automatic pilot and say: ‘It will be handled by someone and employees will stay committed to the plan and carry out the change.’ Companies that do that will find that they are not achieving the change objectives they planned for. "Planning by definition is working toward an unknown future state. When you’re making your plan, you know what you want to happen and can predict some of the problems and obstacles that might pop up, but once you’re in it, discover what you are actually up against and the plan will have to be adjusted," says Lepsinger. "That’s why you must treat your plan as a living document—one that you keep coming back to and revising as you learn and discover unanticipated problems and opportunities."

**DON’T UNDERESTIMATE THE RESOURCES REQUIRED.**

The overcommitment of existing resources to too many initiatives or the underestimation of what it takes to accomplish the stated change objectives is a primary cause of change initiatives failing to meet their intended outcomes. Top executives in your organization must set measurable goals for the change you are undertaking and determine the resources that will be required to carry out the change. Once you have that number and have allocated the resources needed to the change, you can no longer adjust the plan to meet your needs. That is the reason why our top executive team assigned the change program to a dedicated team that had the authority to make the necessary adjustments—no matter how short-term the decision might seem."

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**SET REALISTIC OBJECTIVES AND MILESTONES.**

Regardless of how often you revisit and revise your plan, your change won’t be successful if you aren’t realistic about what can be accomplished in the time available. Don’t set employees up for failure by asking them to bite off more than they can chew in the first critical few months. If they feel overwhelmed or pressed for time in getting certain goals accomplished, they will lose enthusiasm for the effort. Thinking big is great, but not when it endangers your change implementation. As your employees reach realistic goals and milestoners, they will become more positive about the change and will see its benefits. "As we’ve mentioned, our research shows that projects will get worse before they get better during the first month," says Lepsinger. "Targeting unrealistic goals certainly isn’t going to speed up your successes. If anything, it’ll frustrate and demotivate employees during those first few critical months, and the time and energy you’ve spent preparing for the change will have been a waste."

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**ARENA...**

continued from page 17

for concert tours and family shows that visit the southland. Additionally, we remain confident that we will be able to attract a professional sports franchise for the arena in the very near future. We thank Mayor Leon, and the leadership from the City of Ontario, specifically, partnerships with Chris Myers and Citizens Business Bank for their affiliations and commitment to both of you and your organizations that we won’t let you down." With the tremendous population growth and business boom we are seeing throughout Ontario and the entire Inland Empire, the timing is absolutely perfect to develop a world-class arena for this area," added Dana Warg, senior vice president, AEG Facilities. "At Citizens Business Bank we are excited about this partnership. AEG brings a wealth of expertise and experience to the project. It is an honor to be associated with an organization that is known worldwide for its successful venue and event operations," stated Christopher D. Myers, president and chief executive officer. "Ontario is our hometown. We have benefited from being a part of the tremendous growth of the area. Our involvement in this partnership is indicative of Citizens Business Bank’s strong commitment to the local community and its future success. We look forward to completion of the arena and the enjoying the events with our many customers and friends," commented Meyers.

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For more information, visit onpointconsultinginc.com

April 2007
Life Balance... continued from page 19
Run Your Life’s Business Today
Life is about so much more than just work. Realize that if you let your job run your life, then you really don’t have a life. And if you don’t have a life, then what’s the point of work?
So make your life successful by doing what businesses do every day: decide what’s important, devote the necessary time to key activities, learn to delegate, and guard your most important asset. The more diligently you follow these guidelines, the happier and less stressed you’ll be.

For more information, please contact Phil Wilkins at 586-663-6254 or aphil@philwilkins.com.

One Millionth Tree... (continued from page 20)
Property owners may be eligible for reimbursement of up to 75 percent of the cost of implementing a qualified forest care plan under a grant from USDA Forest Service. Call 1-888-833-THIN or complete the form online at: http://www.sbnfa.com/forestcare.php.

The Mountain Area Safety Taskforce, or MAST, is a coalition of local, state and federal government agencies, private companies and volunteer organizations in San Bernardino County that are concerned with public safety in the mountain areas of their respective jurisdictions including the San Bernardino County Fire Department, U.S. Forest Service, California Department of Forestry and Fire Protection, Natural Resources Conservation Service, Southern California Edison, and Caltrans, that are concerned with public safety in the mountain areas of their respective jurisdictions.

For more information about MAST, you can visit www.cal-mast.org.

The taskforce was formed in 2002 to coordinate fire prevention efforts in response to the large number of trees dying from the combined effects of a prolonged drought and bark beetle infestation.

Dead and dying trees pose an extreme fire danger, and members of MAST began removing these trees under state and federal grants, including a $70 million grant from the USDA’s Natural Resources Conservation Service.

At the height of the program, Southern California Edison contractors were taking out 750 trees a day, with a one day high of 1,024. More than one million dead, dying or diseased trees had been removed under the program as of March 2007.

MAST members in San Bernardino County launched a two-year public outreach campaign in November 2006 to increase public awareness and urge property owners in the San Bernardino and San Gabriel mountains to thin the trees and vegetation on their property to help make the forest more fire resistant.

The focus of MAST has expanded to include reducing “green fuel” by thinning live trees in densely wooded areas. Although MAST will continue removing dead trees through the end of 2008, property owners also are being informed of the need to thin the live trees and vegetation on their property to gain an upper hand on the bark beetle infestation and reduce the risk of catastrophic wildfires like the Grand Prix and Old fires in 2003.

Computers/Technology... continued from page 11
McAfee diagnosed a strong rise in vulnerabilities in Mac OS X. While it is true that none of the bugs for Mac OS X had managed to achieve wide dissemination, this has typically reflected programming errors by the virus authors and the still-minor market share of the OS. Exploit code for the Mac is easy to find on the Internet, the security vendor claims, which makes it likely that Mac OS X will soon be faced with the same plagues as Windows: botnets, spyware, spam and DDoS attacks. For their part, Mac partisans note that they are still waiting for the first hard proof.

While I have always strongly recommended that you have virus protection in place (such as Norton AntiVirus, Virex, ClamAV or Sophos), there is no need to fall for the scare tactics being used by the virus vendors, especially Symantec.

For all of this, both the Mr.s. and I will probably still buy new computers later this year.

Maybe.

UCR Grant... continued from page 1
These 12 Bridge to the Doctorate awards are open to alumni of the Louis Stokes Alliances for Minority Participation (LSAMP) program who accept admission to a mathematics, engineering or science graduate program at UCR for the fall 2007 term. The LSAMP program is part of a University of California-wide initiative called the California Alliance for Minority Participation in Science, Engineering and Mathematics (CAMP), which seeks to increase the number of minority students getting doctorates in technical and science fields.

Each year, all 10 UC campuses compete for the $960,000 in graduate student grants and this year UC Riverside won. This is the first time the program has been awarded to UCR. “We have 12 lucrative fellowships for qualified graduates pursuing a Ph.D. degree in the science, technology and mathematics fields,” says Michael Marsella, assistant professor of chemistry who is in charge of the program. “We really want to find qualified applicants who can take advantage of the wonderful opportunity.”

Marsella said the program is currently accepting applications from qualified students.

Three UCR students who are participating in the CAMP-UCR program for undergraduate students received special merit awards at this month’s 2007 CAMP Statewide Symposium. Serena Cervantes was given an award for her oral presentation in life/biological sciences, Felipe Gutierrez and Dorian Perkins received awards for separate presentations in physical sciences/engineering.
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