Fine Dining Establishment Destined to be a Gem of the Inland Empire

Las Campanas to Offer Upscale Mexican Cuisine in Ultra Luxurious Setting Mid-July

One of Southern California’s most exciting new restaurants won’t be located in downtown LA, West Hollywood or one of the region’s tony beachside communities. No, the ultra-luxurious, $5 million Las Campanas (“The Bells” in Spanish) will be situated right in the heart of the Inland Empire when it marks its debut in mid-July. The 7,200-square-foot fine dining establishment, which specializes in upscale Mexican cuisine, is the inspiration of Duane and Kelly Roberts, best known as owners and “keepers” of the world-famous Mission Inn. The new restaurant in Rancho Cucamonga will be a sister location to the original Las Campanas, which makes its home at the historic hotel in Riverside.

Borders Erased for Airlines

By Dr. Jerome Corsi

A new plan being discussed among officials from the United States, Mexico and Canada essentially would erase national borders in North America for air carriers, perhaps giving Aeromexico a pass to run a Los Angeles-Toronto route or Air Canada to compete on the NewYork-Paris connection, according to World Net Daily (WND) columnist Jerome Corsi.

He reported on a meeting held in Tucson, Ariz., involving U.S. Secretary of Transportation Mary Peters and her Mexican and Canadian counterparts.

She’s already under fire, as WND has reported, for continuing work on a program that could start as early as July 15 to give Mexican truckers a virtual free pass to travel on United States roads.

The meeting in Tucson, called the North American Transportation Triilateral, made it clear U.S. air transportation...
UC Regents Approve A. Gary Anderson Graduate School of Management at U.C.R. Dean

The University of California Board of Regents has approved David Stewart as Dean of the A. Gary Anderson Graduate School of Management at the University of California, Riverside effective July 1. Stewart is currently with the Marshall School of Business at the University of Southern California.

"Dave Stewart is absolutely the right person for the job and our top pick," said Interim Dean Anil Deodalkar and chair of the search committee. "He brings with him not only a distinguished scholarly record, having authored or co-authored more than 200 publications and seven books, but also a wealth of administrative experience, having successfully managed a large department and a college of business."

Marketing expert David Stewart is from the Marshall School of Business at USC.

Barbara Meguro/Univ. Cal. at Riverside

"There is no greater opportunity to build a school of management and influence management education than is present at UCR. Stewart said UCR is at the center of the growth of the U.S. economy—growth in population, growth in the economy, growth in connection to the world markets, growth in access to developing industries like biotech, and growth in new business education. Education is also about growth and UCR will be a center for understanding the growth options presented in a global economy and for personal growth designed to mold the future leaders of business and society."

Stewart was selected from a national pool of more than 100 candidates and will receive an annual salary of $370,000. In keeping with UC policy, additional compensation will include a relocation allowance, automobile allowance, participation in the Senior Management Retirement Benefit Program, and eligibility for a Mortgage Origination Program loan. For additional details about the total compensation package, go to http://www.universityofcalifornia.com/comensation/salaryactions.html.

His most recent position is the Robert E. Brooker professor of marketing and chair of the department of marketing at USC. During the same years he held numerous administrative positions at USC, including five years as dean of the Marshall School of Business. He was also previously the senior associate dean at the Owen Graduate School of Management at Vanderbilt.

He is a past editor of the Journal of Marketing and is the current editor of the Journal of the Academy of Marketing Science. He has served as an associate editor and finance as a member of the board of directors of the American Marketing Association (AMA). He is a fellow of the American Psychological Association and the American Psycholgical Society. He is also a former member and past-chairman of the U.S. Census Bureau's Advisory Committee of Professional Associations. He currently serves as a member of the Academic Vice-Chairman Advisory Committee for the Chief Marketing Officers (CMO) Council and as chair of the Boardroom Project, an industry task force focused on metrics for marketing success and accountability.

Stewart's research has examined a wide range of issues including marketing strategy, consumer decision making, services marketing, and health care marketing. Both the American Academy of Advertising and the Academy of Marketing Science have recognized him for lifetime contributions to research and practice in advertising and marketing.

"The University of California Board of Regents has approved David Stewart to be the new dean of the Anderson Graduate School of Management at UCR effective July 1.

Stewart has been named dean of the A. Gary Anderson Graduate School of Management at the University of California, Riverside. He will begin his new role on July 1.

Stewart’s appointment was announced by John H. Johnson, chancellor of the University of California, Riverside. "I am delighted to announce the appointment of David Stewart as dean of the Anderson Graduate School of Management. His leadership and management skills will be vital as we continue to build on the success of the school," Johnson said.

Stewart was previously dean of the Owen Graduate School of Management at Vanderbilt University. He joined the University of California, Riverside, in January 2001 as director of the graduate school of management.

Stewart is a member of the American Marketing Association, the American Psychological Association, the American Psychologica

Marketing expert David Stewart is from the Marshall School of Business at U.S.C.

Barbara Meguro/Univ. Cal. at Riverside

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new clip joints... continued from page 1

opening of two stores and has plans to open an additional store in late summer 2007. Sport Clips is a national sports-themed, hair care franchise for men and boys, where you can get a haircut, receive the MVP treatment, and watch sports on TV.

Wellington’s Inland Empire stores are located near the Ontario Mills at 4320 E. Mills Circle Drive, Suite E and at the newly completed The Marketplace on Grove shopping center located at 1510 East Philadelphia Street, Suite 109. Sport Clips also plans to open a new store in Mira Loma.

Founded in 1995 by former politician Gordon Logan and headquartered in Georgetown, TX, the professionals held Sport Clips, Inc. has approximately 440 stores in 35 states.

In 2005 and 2006, Sport Clips opened 100 stores nationwide and expects to open 125 more stores in 2007, including 40 new stores in California. In 2008, the company plans to open 150 stores. Orange-based Wellington Franchise Systems is responsible for recruiting and training new franchisees as well as locating sites throughout the Southern California counties of Orange, Riverside and San Bernardino plus southern Nevada. Wellington’s area development agreement calls for a minimum of 125 new stores to be opened. Created with the sports’ fan in mind, Sport Clips’ clients can tune into their favorite game on the waiting room big-screen TV and continue watching the game at their stylist’s station. Focused on providing the highest level of service, Sport Clips offers boys’ haircuts for $14 and men’s haircuts for $17. The company has also designed the MVP Treatment, which, at just $23, features:

- a precision haircut by a professional Sport Clips stylist
- a relaxing scalp-massage shampoo
- a hot towel facial and pressure point massage for the ultimate in relaxation
- an all-star neck and shoulder massage

Fully equipped for the sports’ enthusiast, clients are surrounded by sports-themed decor including jerseys, pennants, lockers and sports memorabilia available for purchase. The stores use and recommend men’s hair care products from Paul Mitchell and American Crew. Sport Clips features an outdoor environment, Waikiki-inspired hair products, and acrylic nail shapes.

Gregory A. Fisher, managing member of Wellington Franchise Systems and a 20-year retail industry veteran, tells the Business Journal, “It’s as if ESPN meets a barbershop.”

One can only hope that all of this means there will be no old copies of Glamour magazine on the waiting table.

Harry S. Truman

“I have had enough experience in all my years, and have read enough of the past, to know that advice to grandchildren is usually wasted. If the second and third generation could profit by the experience of the first generation, we would not be having some of the troubles for today.”
Dean Donald Dunn recognizes that his name has a certain melodic rhythm to it. "It was worse," he tells the Business Journal, "when I was Dean Designate Donald Dunn!"

You might think that the head of a law school would not have such a sense of humor about things. In fact, more than just a dean, he is a dean who came out of the specific science of law libraries.

This is more important than you might think, since, as he pointed out to us, most of the work of a good lawyer is done in the library, not the courtroom. Not that the Internet hasn't changed things. Still, research is the key to any case, be it criminal law, corporate law or just moot court.

While many people get their ideas about lawyers and the law from TV, Dunn dismisses much of that. Forget Perry Mason, he emphases. You don't wrap up a case in one hour with a surprise confession on the stand. Forget the old movie and TV series "Paper Chase." John Houseman may have seemed intimidating, but the idea of "law school" was to learn how to do the necessary research. Dunn admits that ultimately is the purpose of a law school.

He also speaks defensively of law schools in general. There are more good law schools than just Harvard. His school, the University of La Verne College of Law, he believes is a good example.

Dean Dunn received his juris doctorate degree from Western New England College School of Law in 1983, and a master's in library science from the University of Texas at Austin in 1972. In 1973, he joined the Western New England College School of Law as the school's first law librarian. Dunn was a member of the law faculty at Western New England College from 1992-2003. During that time, he served as director of the law library and, from July 1996 through June 2001, served as dean. Prior to that time, he was supervising librarian at the Criminal Justice Reference Library at the University of Texas at Austin. He served as dean at Western New England School of Law from 1996 to 2001, making him one of only two law librarians in history to serve as student body and law school dean. He is an active member of the American Bar Association.

Dunn has served on 40 site evaluation teams for the ABA's Silver Gavel Awards Screening Committee. He is co-author of Fundamentals of Legal Research and Legal Research Illustrated, 8th ed. (2002) and is widely published in the areas of legal research and law librarian. He co-edits the quarterly Index to Periodical Articles Related to Law. He has also been an active member of American Bar Association site evaluation teams and currently serves on the ABA's Silver Gavel Awards Screening Committee. He is past-president of Scribes, the American Society of Writers on Legal Subjects and is on the board of directors for the Legal Research Training Legal Research and Writing. Not surprising—his wife is a professor of legal analysis and writing. In his current online message Dunn writes: "Welcome to College of Law. Dean Dunn teaches legal research and law and is the co-founder of the university's Center for Legal Education and Research (CLEAR)." Dunn believes is a good example. His idea of law school is to learn practical skills in the theoretical framework of the law, with an emphasis on real world experience. Dunn has also been an active participant in the national law school movement to increase the diversity of the law faculty at law schools.

We at the College of Law pride ourselves on offering our students a total educational experience, Dunn writes on an active Student Bar Association, most court and mock trial activities, and clinical experiential programs. While our curriculum is broad, we are small enough to take a personal interest in our students. Our student body is diverse, intelligent, and inquisitive. Students come from a variety of backgrounds and places, and the majority of students hail from California. Upon graduation, they enter private practice, government practice, the corporate sector, or engage in public interest work. "I hope you will have an opportunity to visit our Ontario, California campus. Such an experience will give you a real sense of the school in a way words on a Website can only suggest." Dunn writes.

The following are some of the latest news and activities at the University of La Verne College of Law. With a student body of deliberately controlled size, faculty with superb credentials, and a state-of-the-art learning facility, the College of Law seeks to give each student a personal educational experience of the highest order. "As you will see, the College of Law not only has a diverse and highly talented faculty whose members are dedicated to teaching and research, but also a strong and dedicated student body that is truly unique in the field prior to teaching. Consequently, they provide the valuable link between the theory of the law and its practice."

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### Five Most Active Stocks

<table>
<thead>
<tr>
<th>Stock</th>
<th>Month Volume</th>
</tr>
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<tbody>
<tr>
<td>Hansen Natural Corp.</td>
<td>28,735,566</td>
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<tr>
<td>Hot Topic Inc.</td>
<td>9,873,055</td>
</tr>
<tr>
<td>Watson Pharmaceuticals Inc.</td>
<td>16,739,222</td>
</tr>
<tr>
<td>Fleetwood Enterprises Inc.</td>
<td>5,678,000</td>
</tr>
<tr>
<td>CBV Financial Corp.</td>
<td>4,226,988</td>
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| D&P/EIBJ Total Volume       | 73,086,117       |

### Monthly Summary

<table>
<thead>
<tr>
<th>6/21/07</th>
<th>Advances</th>
<th>Declines</th>
<th>Unchanged</th>
<th>New Highs</th>
<th>New Lows</th>
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<tr>
<td>6/21/07</td>
<td>5</td>
<td>8</td>
<td>0</td>
<td>1</td>
<td>4</td>
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</tbody>
</table>

Notes: 
- Stock hit fifty two week high during the month.
- Stock hit fifty two week low during the month.
- NM: Not Meaningful
You've been prospecting your company for ages, and finally got your foot in the door. You're apprehensive because you're meeting with the purchasing agent, the big boss, but it's a start—and you know you'll get hammered on price.

The agent shakes your hand. "Tell me what you can do for me—and how much it'll cost me." Already, he's scrutinizing you. You want only to make him recognize the value of your business solution. He only wants to dance around it, singing.

For any purchasing agent, there are six ways to eliminate price concerns:

1. Understand his biggest values
For any purchasing agent, this issue runs deeper than price or value. He wants to feel like he matters. He deals with the agent for ages and he's got your foot in the door. He's exulting what little power he has on vendors like you, and keeping good customers on that low price is the most obvious way he can prove his worth. His biggest values are:

- Recognition from his boss and colleagues. He wants to be recognized and rewarded for getting the lowest price, so of course he'll try to get it.

2. Understand their fears
Most people are satisfied with something average. With a purchasing agent, leaving their comfort zone, to spending more money than the boss wants, to getting fired, they're more likely to passively avoid things they don't like than actively pursue what they want.

3. Understand what they're up against
Most people want to do a good job and make a decent living, but they also want to clock out at a humane hour and have time for a life. Meanwhile, they're competing rigorous, clamoring for attention, mired in daily obligations. Consequently, they unwittingly overlook the bigger picture.

- Show that front-line manager a solution that'll bring the big picture back into focus. Pitching how you can help his company increase profitability is more meaningful when it directly impacts his year-end bonus. Maybe he's thinking, "Yeah, like my boss needs to

4. Understand their need to feel appreciated
When companies keep a narrow focus on increasing profitability, people can feel suppressed below the radar. When the company has a new CEO, the agent often says, "We owe it to all our purchasing agents toiling down in the basement, and all the CEOs skip across the top of us."

- Say your customer cited performance as a priority. "You mentioned that performance is important to you. Would you share with me your definition of performance?"

- "So that I'll best understand your needs, can you walk me through a situation in which your standards for performance were not met?"

- "Let's assume you're looking at three potential vendors who all meet your criteria (including price). How would you make your final decision?"

- "You mentioned that the most important thing for you is price. How does that compare to what engineering (manufacturing, design, production, marketing, fulfillment) thinks is most important?"

- "Let's discuss what's most important to your customers"

- "Think back to when you first chose your current product. What were your selection criteria? Based on continued on page 14
Twice Before I’ve Been Wrong

By Joe Lyons

The initiative process is crucial in addressing problems money from being used for ongoing operations. These funds are constitutionally linked to a one-time expenses that build or repair the state’s essential infrastructure. There are no problems, within the state, that caution recall so the people could protect themselves from abusive private interests.

The irony is Hiram Johnson’s initiative, instead of being a bulwark against private interests, has in two glaring instances become a tool of them. These abuses have tarnished the initiative process that has served the people well, as it did with Proposition 13. The need for that initiative was not private interests; it was government that had to be reined in by the people. The reforms of Proposition 13 would never have happened without the initiative.

Last fall’s Proposition 84, the “water bond,” was another example. The people voted on the stated purpose of the bond, protecting the state’s water supply, not knowing the true intent of special interests that were the true beneficiaries. Moreover, since the bond did not go through the legislative process, there was no public discussion on the state’s water needs and the related interests such as northern and southern California, or coastal and mountain California.

The biggest problem of all is that we have a system in which we support an all-around the country. Without a public brainstorming, we never use the word “tent.”

Singing the praises of the device, Dove lists among the uses of what he calls an “all-around product” which he tells us can be used by everyone from “a soccer mom, to a racing team, to conventions and hardware shows.”

“In olden days,” he continues, “people had to put pipes together and put the canvas over the top.”

Today the E-Z UP shelter pops in 60 seconds, “so the easy to put up and down has made it very popular for a lot of different uses.”

It became a valuable vehicle for advertising when the custom graphics became possible. Not just those radio stations but anyone on a logo can stop and stand out among the crowd. That feature added to the company success.

“Now the bond is better than just having a banner made and hung on top of it,” he added.

Added to the pop-up equipment now are such items as table-top covers. So often people have set up those folding banquet tables and covered them with a sheet, usually adding rolls to keep the wind from blowing everything away. E-Z UP has custom made vinyl table covers, designed to match the shelter with the same colors and logos and even a ripper down the back for easy installation and, of course, hiding things underneath. Best of all, they’re portable. You can carry all of the components in a car and be set up and ready to go in a minute.

E-Z UP® has been a part of coast to coast advertising since 1963. Today the tops are a solid vinyl with powdered-coated air-frame aluminum struts. This makes them much lighter than the original, and yet stronger yet steel. This is important, not just for the people setting them up, but also for the cost shipping them as well.

Sidewall covers were added to the menu to keep everything off chairs and weight bags. The bags have been an amazing addition, since they allow setup in either wet or dry conditions.

The idea is simple. The bags are placed around the sides of the four corners to keep everything off from lifting the shelter and blowing it away.

Pop-up tables have been added. These work like the shelters. Carry bags have been added for transportation. This year director chairs have been added, with optional embroidery, just like Hollywood.

The parent company, International E-Z UP travels around the country to rep the product and to see how it is being used. Ideas come from this and then get added to the catalog.

“We constantly look for ways to improve the product and to stay ahead with new ideas,” says Dave.

New things are in development as we speak, but you can’t keep all of the people at liberty to reveal them. Competition is that tight in the shelter industry. “We keep all of our ideas to ourselves until they get patented,” Dove explains. In fact, the company holds almost all of the patents on how the E-Z UP is manufactured and all of the mechanisms.

Perhaps even more impressive is the success of the company is the company’s statement of commitment to company-wide values. Today the E-Z UP inventory of instant portable shelters and canopies includes a consumer shelter line that services every
avoiding price concerns...
continued from page 10
what you know now, how would those criteria change?
"Think ahead to three years from now. Do what you anticipate will be most important at that time - the initial "price" of the product? Or the peace of mind you'll have, knowing you're getting the necessary support long after a purchase was made?"
"Which characteristics of this product are "must haves" for you, and which are optional?"
"The changes we've dis-cussed would result in an increase in profits. What would you do with that increase in available funding?"
"What alternatives to this problem have you considered?"
"You have told me that your company has allocated $____ for this product. How was that amount determined?"

Show your customers your solution will help solve these problems. Get them to define value based on their specific needs, and it will be much easier to justify your solution as a smarter investment over lower-priced alternatives. Consider the changes you would make in your solution and accordingly, adjust the prices as a great value at any price.

We're open to everyone in Riverside County.

MORÉNO VALLEY – 25300 Cactus Ave
CORONA – 650 S. Lincoln Ave., Ste. 101
MENIFEE – 25519 Anacon Ave.
RIVERSIDE – 8454 Indiana Ave.

Paul can be reached at 302-478-4443 or e-mailed at cherrv@pbresults.com.

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- 2,000 Shared Branches
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- Telephone Banking
- Link-by-Phone
- And Much More....

Visa

TRITON Communications, Inc.

We earn the right to introduce ourselves: Triton Communications, Inc. is an all-service telecommunications company. Originally formed in 1981, and incorporated in August 1982, we began in a company providing telephone service for8olf of California. In 1981, Triton Communications, Inc. became an interconnection and began to serve our own customers.

We are proud to say that many of our original customers are still with us today. Please review the list of services and qualifications below. We assure you will find Triton Communications, Inc. to be easy to work with and that our technical staff and our installation and service technicians have advanced Liberty years together. The following is a list of our services:

Sales and service of established brands: Triton Communications, Inc. is a fully licensed telecommunications company. We are a dealer of top-quality products and services, and we are fully licensed to handle them.

- Voice Mail and Paging systems in Video conferencing and Call Accounting systems.
- Providing Local & Long Distance, Toll, Digital Services and ISDN services.

We strive to offer the best possible service for our customers, and we do so by maintaining a knowledgeable and highly skilled staff.

TRITON Communications, Inc.
1931 Brea Boulevard, Suite 301
Mission Viejo, CA 92692
Ph: (949) 368-4900
Fax: (949) 368-2621
www.tng.com

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2007 EDITORIAL SCHEDULE

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Dr. Iacono... continued from page 1

he met. Many of his patients unable to pay for his services were pro bono. He was a caring and well-respected surgeon who graduated from U.S.C. Medical School and did extensive research and surgeries on patients with Parkinson's disease. He will be extremely missed by those who knew him. Our condolences to his wife, Grace, and their two children.
PS Hard Rock Condootel
Hard to Swallow?

By S. Earl Slater

Palm Springs is no longer a place where geese and aging queens of the silver screen in spite of the influx of octogenarian snowbirds each winter. Actuarial, commonly watched as being flu, have crunched their numbers, and big bucks hotel moguls are lining up to give a new face lift to downtown Palm Springs. Most recently Indian gambling, under the guise of a “World Class Spa,” rejuvenated the downtown area. Now the town’s city council has given the “thumbs-up” for a Hard Rock Condotel to open in the “urban resort” designation.

Hard Rock International has entered into a management contract with the Nexus Companies of Santa Ana for the development of a condominium-hotel: the Hard Rock Hotel Palm Springs, a luxury property to be located in the heart of downtown, symbolizes continued efforts by community deep-pocketed stakeholders to infuse new excitement and energy into downtown Palm Springs. It also reflects Hard Rock’s strategy to accelerate the expansion of the brand into hotels and casinos in the U.S. and worldwide.

Hard Rock’s operation will offer its owners and guests the ultimate rock star experience with a unique rock vibe. The property will consist of 450 spacious luxury residences with a sophisticated style and design inspired by Palm Springs’ pro- found architecture and scenic mountain backdrop. The property will feature an array of first-class resort amenities, including a 20,000-square-foot Rock Spa revitalization center, signature restaurants and bars, as well as the sophisticated nightlife partners and a dramatic destination pool present- ing the most exciting new look in the Hard Rock vibe. The $145 million condotel will be built on a 5.7 acre site next to the city’s convention center. The city chose Hard Rock over a luxury hotel from Starwood—and the plan is even approved by many geese, obviously to have some tough votes to earn in Palm Springs, in the City Fathers.

“I think we need to get some young blood in here,” said Palm Springs’ resident Carolyn Fink, 79, told the The Desert Sun. “They’re the ones who have the money and the energy to enjoy the money.”

Although many slow growth and no growth advocates are against what they call run down growth, without properly developed infrastructure, as well as the 11248 condo industry. Ed Torres, president of Palm Springs Economic Development Corporation (PSEDC), said, “We know that some smaller hotels no longer exist, the blame for this,” he said, “is in the downsizing of developers of new hotel proj- ects alone. Owners or operators of smaller hotels are motivated by a variety of market-related forces when they decide to cease operation or sell their properties. As a result, they may logically decide to sell rather than invest in the cost to renovate or make the capital improvements necessary to maintain a hotel’s economic vi- ability, and in many cases in Palm Springs, this has been true.”

The Inland Empire is one of the fastest-growing economies in the United States, with major businesses in the areas of manufacturing, retail, and high-technology areas among other critical sectors. The wealth of expertise allows the city’s city council to attract, and continues to attract, highly-qualified people, some of whom are not legal permanent residents, (green card holders), or United States citizens looking to hire these individuals locally have a number of working visa options available to them to ensure that this talent is not lost. Some of the most commonly pursued working visa categories include the H-1B, TN, L-1, and the O-1. While all of these make it possible for foreign nationals to work in the United States for a limited period of time, there are impor- tant distinctions between them, in terms of validity period and eligibility criteria.

Perhaps the simplest of the above-mentioned working visas is the TN. A citizen of Canada or Mexico can be admitted to the United States under this visa in accordance with the North American Free Trade Agreement (NAFTA), to engage in business activities at a professional level. The TN status is available for up to 20 listed professions, such as an accountant, engineer, and phar- macist to name a few. Anyone seeking this status must prove not only the required citizenship, but also the relevant degree or experience, depending on the particular field. A TN is only valid for one year increments, renewable. A person in this category may be self-employed or work for an employer to seek change employment beyond that time.

Another working visa available to individuals irrespective of their country of citizenship is the H-1B. The H-1B program is helpful to employers who wish to employ foreign nationals in spe- cialty occupations at an occupation that requires not only the theoretical and practical application of highly specialized knowledge, but also the attainment of at least a relevant bache- lor’s degree as the minimum entry into the occupation. One of the most limiting factors however of the H-1B is the fact that there is a statutory limit on 65,000 on the number of new petitions that can be approved in a given year. An additional 20,000 visas are available in foreign nationals who have received a master’s degree or higher from a United States University. While 65,000 may seem like a large number, the quota for fiscal year 2007 was met in just one day! Finally, H-1B status is valid for up to three years, with the possibility of a second extension for another three-year period.

The H-2B is a working visa available in companies with national standing and that immigration reform becomes a reality.

Mr. Wexler is the partner and Mr. Rangan is an associate with Fragomen, Del Rey, Bernsen & Loewy, LLP, the world’s largest law firm that practices exclusively in the immigration field. They are residents of the firm’s Irvine, CA office which provides services the entire Inland Empire. Mr. Wexler can be contacted at 949-666-3531 or mwexler@fragomen.com
LEADERSHIP

Work Less. Produce More: 5 Steps to Delegating With Authority

By Christi Yoad

If you’re one of the many business professionals today who seems to be doing more in less time, you know that delegation is a must. Unfortunately, the majority of busy people reveal that they dislike delegating. Either they believe the delegated task will “fall through the cracks” and never get done, or that it will get done, but not to their liking. As such, they refuse to delegate anything to anyone unless it’s absolutely necessary, and even then they often opt to work longer hours rather than turn the task over to someone else.

Realize, though, that not delegating causes more stress to you and leads others to believe that you don’t trust them or don’t want them to take on new responsibilities. That’s when people view you as a “control freak” who refuses to let anything go.

The good news is that effective delegation follows a simple process that anyone can learn. And whether you’re a manager overwhelmed with deadlines and meetings or a business owner trying to stay on time with multiple projects and travel schedules, the following five tips will enable you to delegate effectively and be more productive.

1. Be committed to the full delegation cycle.

Proper delegation is actually a cycle. Think of it like the links in a chain. When one link breaks, the entire chain interacts with others. Every link has four points, just as the delegation cycle does.

- The top of the link transfers and comes away from the link above it. This represents the task you pass on to someone else, such as a supervisor or customer.
- The link then circles around and interacts with the link next to it and below it. One side of the interaction represents you delegating portions of the assignment to others.
- The other side of the interaction represents you following up on a task you delegated to someone else.
- Be sure to complete all four points of interaction with every assignment. If you neglect any of these four points, the link is broken and the chain loses its strength. That’s when the delegation process fails.

2. Delegate in writing.

Often the delegation process breaks down because the person being delegated to is unclear on the details of the assignment. And rather than ask you for clarification (and possibly appear incompetent) the person sits on the assignment hoping you’ll give some additional clues about what you really want.

That’s why you need to put every delegated task in writing. Whether you do it via a voice mail message, a simple e-mail or it can be something more formal, such as a detailed process sheet. The purpose of writing the task out is that it causes you to slow down and review all the details someone needs to complete the task successfully. Additionally, you’ve written not only the delegation for the person who receives it, he can refer back to your written instructions while the task is being done right.

Yes, written delegation takes more time than verbal delegation. However, remember that for every minute you spend writing out the details, you save one hour in execution.

3. Train your team members to report back on time.

In your written instructions, be sure to tell people when you want them to report back to you, whether it’s for status updates and the final product. Be specific. For example, rather than say, “Please give me regular updates on your progress,” say, “Please provide me a status update every Friday at 2:00 p.m. for the next two months, or until the project is completed.” And instead of saying, “Finish this by Wednesday,” say, “Please complete the job by noon on Wednesday.” Being specific removes any guesswork and enables your team to live up to your expectations.

When team members report back on time, make a big deal about it. Thank them for completing the assignment and congratulate them for reporting back within the time frame outlined. Likewise, when they fail to report back on time, make an even bigger deal about it. Even if they completed the task but didn’t report back until after the final product, help them realize that reporting back is every bit as important as getting the task done. With every delegated task, you need to reinforce the importance of reporting back in a timely manner.

4. Use a reminder system to ensure proper follow up.

Never delegate an assignment and completely leave it to the other person to make sure it gets done. Just as the person you delegate to needs to be accountable for reporting in you need to be accountable for following up.

Your reminder system can be your daily planner, a tickler file system, or any other system that works for you. Place a note in your reminder system to follow up with a team member if you have not received the report, update, or as requested so if you give the team member the deadline of Friday at 2:00 p.m. for a progress update, then you enter into your own reminder system to follow up with the person at 4:00 p.m. if he or she does not meet that deadline. Give the team member the full opportunity to report to you before you track the individual down for follow up.

5. Follow up.

When the team member reports back on time, make a big deal about it. Thank them for completing the assignment and congratulate them for reporting back within the time frame outlined. Likewise, when they fail to report back on time, make an even bigger deal about it. Even if they completed the task but didn’t report back until after the final product, help them realize that reporting back is every bit as important as getting the task done. With every delegated task, you need to reinforce the importance of reporting back in a timely manner.

Human Identification Technologies, Inc. (HIT), a private forensic casework DNA testing and consulting laboratory, has achieved recognition as the first ASCLD/LAB-International accredited DNA laboratory in the state of California. This is a significant achievement for the progressive laboratory that was founded by former government forensic laboratory criminalists, President Blaine Kern and laboratory Director Mehul B. Anjaria, in order to assist with the overwhelming backlog of DNA cases in the nation’s justice system.

“Currently, HIT is the only ASCLD/LAB-International accredited DNA laboratory in the nation offering a standard 10-20 business day turnaround time on criminal forensic DNA casework,” stated Kern. “It is also important for the legal community to understand that from this day forward all of the DNA profiles generated by our laboratory will be eligible for entry into the Combined DNA Index System (CODIS),”

The overwhelming majority of the 300-plus forensic laboratories accredited by the American Society of Crime Laboratory Directors Accreditation Board (ASCLD/LAB) are accredited under their ‘Legacy’ program and will be required to upgrade to ASCLD/LAB-International accreditation standards prior to 2010. The Laboratory Accreditation Board (ASCLD/LAB) are accredited under their ‘Legacy’ program and will be required to upgrade to ASCLD/LAB-International accreditation standards prior to 2010. The Laboratory Accreditation Board (ASCLD/LAB) are accredited under their ‘Legacy’ program and will be required to upgrade to ASCLD/LAB-International accreditation standards prior to 2010. The Laboratory Accreditation Board (ASCLD/LAB) are accredited under their ‘Legacy’ program and will be required to upgrade to ASCLD/LAB-International accreditation standards prior to 2010. The Laboratory Accreditation Board (ASCLD/LAB) are accredited under their ‘Legacy’ program and will be required to upgrade to ASCLD/LAB-International accreditation standards prior to 2010. The Laboratory Accreditation Board (ASCLD/LAB) are accredited under their ‘Legacy’ program and will be required to upgrade to ASCLD/LAB-International accreditation standards prior to 2010. The Laboratory Accreditation Board (ASCLD/LAB) are accredited under their ‘Legacy’ program and will be required to upgrade to ASCLD/LAB-International accreditation standards prior to 2010.
Free, fine concerts—believe it! Sigmund Stern Grove, is a beautiful 13-acre park with a natural amphitheater, picnic areas, meadows, a lake and hiking trails and is located at 19th Avenue and Stout Boulevard in San Francisco. This is truly San Francisco’s best-kept secret to visitors. All the first-rate concerts are free! Everything from the San Francisco Symphony, Opera and Ballet with the Preservation Hall Jazz Band, partially round out some of the programs offered this season. Bring a picnic lunch and blanket, (for sitting—but do come early since shows start at 2 p.m. (get around noon to get a good spot). Entry is closed when amphitheater is filled. A delightful afternoon in store. Idyllic hiking trails, picnic areas and meadows and take areas are open to the public year-round.

For information and the season’s schedule call 415/252-6252 • Web site: www.stergrove.org

An intimate, reasonable restaurant.

Looking for an intimate, romantic spot with a Parisian flair that serves French comfort food? Hop over to the Russian Hill area (you can even take a cable car; they pass by the restaurant on a regular schedule). Here you will find the Hyde Street Bistro—a charming, little restaurant (seats 49), in an unlikely residential area.

The amicable staff will immediately make you feel like you just arrived home; hungry and ready for a good meal. And that is exactly what you will get. A complimentary delicious goat cheese appetizer materialized as we sat down, menus and suggestions were offered and we were off to a gastronomic ecstasy. Appetizers were light and delicious, salads were fresh and crisp, then the main course was served. Desserts your arteries don’t want to hear about are available. Hazelnut Fort de Creme was my happy choice. A fine wine list complements all courses.

This is a place to relax and savor. Ties, jackets and stuffed wallets are not required.

The Hyde Street Bistro is at 1531 Hyde Street in the Russian Hill area San Francisco. Reservations are recommended, call 415/252-4415.

The boutique hotels

Another one of the best-kept secrets in San Francisco is the Chancellor Hotel, which sits on Union Square since 1914. Family-owned and operated since 1920, it prides itself with relaxed, personalized service. It has an Edwardian exterior and 137 redecorated rooms—a true find. Rates go from $100 (AAA) to $175 double. Located at 433 Powell Street, San Francisco. Call 1-800-428-4748 for reservations.

The Grooveon Suites is another gem sitting atop Nob Hill with spectacular views of the city and bay. It is located just a stone’s throw from Union Square, China Town and a cable car ride to Fisherman’s Wharf and Pier 39. The newly renovated suites include a stove and refrigerator. Daily complimentary continental breakfasts are offered. Availability rates start at $109.00 to $159.00. (Ask for an AAA discount). Located at 899 Pine Street, San Francisco. Call 1-800-999-9108 for reservations.

Refresh with afternoon tea

The famous Nob Hill Restaurant at The Mark Hopkins is where delightful afternoon tea is served Monday through Friday 10:30 a.m. to 2:30 p.m. Delicate sandwiches, with Devonshire cream and jam complement the scones and crumpets (with delicate pastries that follow). All these delicacies are graciously served by attentive waitpersons that offer you a choice of special tea. A most agreeable experience for around $24 per person. Call 415/997-3434 for reservations for afternoon tea at the Mark Hopkins at 999 California Street in San Francisco.

Top theatre and entertainment is always available in San Francisco—check with your concierge. Enjoy and savor the San Francisco experience, and you will be rejuvenated.

Camille Boudin is the arts, food and wine editor for the Island Empire Business Journal and Sunrise Publications.
Maggiano’s serves huge (no, not huge, but rather massive) Southern Italian dishes made to please the masses. The restaurant is very large and seats over 400, yet on the afternoon that my wife and I arrived at 5 p.m., we witnessed every seat being occupied by 5:20 p.m. The bar area in addition was filled by 5:45 p.m. If, however, you are in a real hurry, try the “corner bakery.” It is a restaurant within the restaurant and has a limited menu. Background music plays Frank Sinatra, Dean Martin and other well-known Italian singers. The restaurant has a great warm feeling.

Maggiano’s has an enticing menu full of old and new world Southern Italian recipes, popular house specialties, irresistible desserts, and a selection of wines is yours for the choosing. The food is carefully made from scratch each day and the unique and welcoming environment purposely combines great service and a distinct ambiance culminating in a place you’ll want to return to again and again. Family-style service or individual entrees are available . . . whenever you choose, you’ll have plenty to share and to take home.

The family-style menu is served daily for four or more persons and is price fixed at $25 per person. A four-person offering and remember the portions are massive. It includes your choice of two appetizers, two salads, two pastas, two entrees and two desserts. The lasagna is huge and wonderful. I had enough leftovers for dinner for the next two months. I have listed below just a few items from the menu for your perusal.

Some items offered on the menu are: For appetizers: Baked Shrimp Oreganata (marinated shrimp, baked with garlic, roasted tomatoes, and basil, served with a white wine chicken sauce); Bombalina Platter (an assortment of appetizers including, mushrooms, crispy zucchini (fritte, brushtetta, crispy onions and spinach artichoke); Four Cheese Ravioli (homemade ravioli stuffed with ricotta cheese, cream cheese, mozzarella, and provolone filling sprinkled with house cheese, then browned in the oven and served in pesto-alfredo cream sauce with a touch of marinara); Dark Mushroom Ravioli at Forno (ravioli stuffed with mushrooms, marsala wine, parmesan cheese and baked with alfredo sauce until golden brown). Soups and Salads: Caesar Salad and Chopped Salad. Pastas: Linguine and Clams with White Clam Sauce. Steaks, Veal and Chops: Italian Port Roast. Bakery Specialties: Mom’s Lasagna. Little Italy Favorites: Chicken Cacciatore (I claim this “Best of the best.”)

Chow!

South Coast Maggiano’s is located at 3333 Bristol Street in Costa Mesa. Phone for reservations at (714) 546-9555. Carryout phone number is (714) 546-9555. The restaurant is opened from Sunday to Thursday from 11 a.m. to 10 p.m. and on Fridays and Saturdays from 11 a.m. until 11 p.m.
fine dining...

continued from page 1

Unlike the original, the new Las Campanas is being built from the ground up and will offer guests a number of first-class amenities as well as an expertly crafted menu of Mexican fare prepared by Executive Chef Rick Pacheco. Designed by Santa Barbara-based Lang Architects in concert with RNL Design, the 260-seat restaurant features four sets of sliding doors and diverse indoor dining areas as well as a 68-seat patio for those opting for alfresco dining. A palate of earth and jewel tones paints an understated atmosphere for guests who become lost at one of 63 tables or private booths.

Among the extraordinary features is a 16-foot “water wall” accented with an array of candles and rings as well as a signature bell water feature created by noted artist Nayer Kazimi. Other highlights are a bell tower with a tombed in vigil of vibrant colors that can be viewed from a distance; lush gardens designed by Hunter Landscaping; a unique building piece consisting of 100 ropes suspended from the ceiling; radiant-heated patio flooring; and a dramatic “glowing back bar.”

Las Campanas will be open daily for lunch and dinner. The diverse menu includes Bistec Adobado (grilled, hand-cut rib-eye steak) and house-made dishes, such as the Tamales de Campanas, served with a side of roasted salsa madre. The menu also features a variety of pastas, such as the Lobster Alfredo, and desserts, such as the Chocolate Mousse.

Opinion:
National Federation of Independent Business

Merging of Health-Care Bills Tightens Noose Around Necks of Small Business

The merging of two major health-care bills into one piece of legislation, which was announced by the National Federation of Independent Business (NFIB), is a fearsome small-business owner that they, more than ever, are dead center in the cross hairs of its open-ended agenda.

"Caring the deaf ears lawmakers have turned toward the pleas of small-business owners," said NFIB's Hope that Lamer Pecor (grilled pork tenderloin in a honey-pasilla sauce) and the chipotle honey glazed grilled USDA Prime rib-eye served with marbled mashed potatoes and roasted dijon potato cream. In addition, all beef menu items such as the tacos, blackened fish, and New York strip are marinated in jalapeno and lime, making them just a few of the many dishes offered at the restaurant. The menu prices range from $15 to $30.

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fine dining... continued from page 1

Christopher D. Myers, president and chief executive officer of Citizens Business Bank, has announced the following promotions: Al Vandeploeg to the position of vice president and application analyst in the bank's information services department; Evelyn Garcia to the position of senior vice president and credit administrator in the bank's credit management division; and ring as well as vata booths.

A warm palette of earthy colors that can be separate and distinctive indoor dining areas and as well as a 68-seat patio for those opting for alfresco dining. A palate of earth and jewel tones paints an understated atmosphere for guests who become lost at one of 63 tables or private booths.

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The Troubleshooting Guide for PW 1050

1. The printer won't print at all.
   - Check the power cord and formatter cable connections.
   - Make sure the ink cartridges are installed correctly.
   - Turn off and then back on the printer.
   - Run a diagnostic test by pressing the button labeled "Test".

2. The printer prints text but not graphics.
   - Check the printer driver settings in your application.
   - Ensure the printer is set to grayscale mode.
   - Adjust the print settings in the printer properties.

3. The printer prints slowly.
   - Increase the priority of the print job.
   - Clear the print queue.
   - Check for any active print jobs.
   - Limit the number of open applications.

4. The printer makes strange noises.
   - Check for loose or damaged parts.
   - Clean the printhead by running a cleaning page.
   - Contact customer support.

5. The printer is not printing to the correct location.
   - Verify the printer's IP address and port settings.
   - Check the network connectivity.
   - Ensure the printer is selected as the default printer.

6. The printer is consuming ink excessively.
   - Check for any open holes or leaks in the ink cartridges.
   - Replace the ink cartridges when necessary.
   - Adjust the print settings to reduce ink usage.

7. The printer is running out of paper.
   - Check the paper tray for empty paper.
   - Load the paper correctly and ensure the paper type is selected.
   - Verify the printer's maximum input capacity.

8. The printer is not responding to commands.
   - Check the printer's status report.
   - Power cycle the printer.
   - Disable any firewall settings that may be blocking the printer.

9. The printer is spooling slowly.
   - Increase the priority of the jobs in the spooler.
   - Clear any jobs in the spooler.
   - Check the print server's network connection.

10. The printer is printing with poor quality.
    - Check the printer's print settings.
    - Ensure the printhead is clean.
    - Change the ink cartridges if necessary.

11. The printer is showing error messages.
    - Run a diagnostic test to determine the cause.
    - Refer to the error codes in the printer's manual.
    - Contact customer support.

12. The printer is printing blank pages.
    - Check the paper settings in the printer properties.
    - Ensure the paper is loaded correctly.
    - Check for any printer errors or warnings.

13. The printer is printing in the wrong orientation.
    - Verify the orientation settings in your application.
    - Check the printer's layout settings.
    - Contact customer support.

14. The printer is printing with strange characters.
    - Check the printer's default encoding settings.
    - Ensure the correct encoding is selected in the application.
    - Contact customer support.

15. The printer is printing with streaks or lines.
    - Check the printhead for any wear or damage.
    - Clean the printhead by running a cleaning page.
    - Contact customer support.

16. The printer is printing with missing characters.
    - Check the printer's font settings.
    - Ensure the correct fonts are installed.
    - Contact customer support.

17. The printer is printing with cut-off text.
    - Check the paper settings in the printer properties.
    - Ensure the paper is loaded correctly.
    - Check for any printer errors or warnings.

18. The printer is printing with incorrect font sizes.
    - Check the printer's font settings.
    - Ensure the correct fonts are installed.
    - Contact customer support.

19. The printer is printing with incorrect colors.
    - Check the printer's color settings.
    - Ensure the correct color settings are selected in the application.
    - Contact customer support.

20. The printer is printing with incorrect page numbers.
    - Check the printer's page setup settings.
    - Ensure the correct page numbers are selected in the application.
    - Contact customer support.

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If you are experiencing any of these issues, please refer to the troubleshooting guide provided by the printer manufacturer.
Melissa was a stellar agent in a small real estate agency for years. The time was coming when she decided that the business was no longer exciting to her. She saw the small agency as a stepping stone to a bigger company, and she was ready to move on. Melissa felt she was more apt to be surrounded by a different set of people and be engaged in a different kind of work. She was ready to move on to her next challenge.

2. Convert your dream into a goal.

The difference between a dream and a goal is a written date. Writing down a specific goal and a date forces us to do things we might never have done. It permits us to measure our progress and keep us focused on reaching that dream.

Get a pen and paper and write down your specific dream or goal, along with the date when you are going to achieve it. If you won't commit to paper and pen, you won't be able to commit to the reality of accomplishing the task when faced with challenges. Write it down in your calendar or PDA so that you can keep track of your progress and make the efforts necessary to reach it.

3. Write your goal on post-it notes and put them everywhere.

Each morning and evening before you go to sleep, read your goal. Envision yourself as that successful person. Feel the luxury of that new car. Smell the ocean from your dream vacation. See yourself sitting at the desk of your own company. Make that goal yours in your mind. When you write down your goal, you are making sure that it is specific and motivates you.

For example: "On April 30, 2008, I will start my own management consulting firm that specializes in product development and marketing strategies." When you have a goal that is clear and specific, you are more likely to achieve it. Not having a clear goal is like pulling a piece of string without a leader to guide it.

5. Write down the obstacles.

The moment you set a goal, you and others will find a million reasons why you can't or shouldn't go after it. Contrary to a popular book, you will not attract obstacles or the naysayers, just because you are aware of them. In fact, the purpose of preempting barriers will facilitate your recognizing them when they occur and not use them as excuses to desist.

For example, an obstacle list could include:

- "I am afraid of failure."
- "I am too old for the job and no one will promote me."
- "I am too busy with my home life to put the time into getting promoted."
- "I am not experienced enough to lead a large staff."

It is obvious that Henry wants something but is sabotaging himself with negative self-talk. Before he begins his action plan, Henry needs to work on his belief system and find out where it comes from.

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Continued on page 35
Management In Print


By Richard H.K. Vietor
Harvard University Press
Boston, Massachusetts
2007, 251 pages, $37.00.

Many Americans hold the belief that federal government's interference overcomes competition, especially regarding national assets and services, they are responsible for much of the economic problems and loss of our individual liberties. In many ways these beliefs cut across our commonly held labels of democracy or socialism. It seems strange that most of both political-cultural camps don’t recognize that they agree on a wide range of issues.

One point of agreement is the role of government in international businesses and film and television. The American conservatives and liberals agree that the U.S. government’s facilitating the outsourcing of manufacturing was folly at best. They view international agreements such as the North American Free Trade Agreement (NAFTA) as akin to reasons.

The author, Dr. Richard H.K. Vietor, teaches at the Harvard Business School, sees the world and its economic issues in far less simplistic terms. In his view, if there were no government international business policy, companies would insist that the government create one. In a broad sense this was one of the reasons for the creation of our Constitution, and in a narrow sense this is the reason why business insisted that government develop the policies on which trade agreements, like NAFTA, rest.

Vietor explains the situation this way:

"Every country has strategic and economic development. It may be explicit — carefully formulated and discussed as such by senior government officials. Or it may be entirely implicit — a loose collection of goals and policies that, in sum, may come about by accident. A mismatch between strategy and structure — or worse, with failing institutions — invariably leads to slow growth or no growth at all.

The strategy and structure must fit each country’s context — the national asset base and both the current and the future operational capability. In business, context would be analogous to the market... a colonial legacy in India, for example, explains part of the country’s post-1947 political choices, the ineffectiveness of its legal system in English language and democratic government. A similar legacy in South Africa, however, underlines the apartheid system that prevailed for too many decades."

Dr. Vietor goes on to note that countries practice competitive economic strategies with the support and guidance of its most important industries and businesses within those industries. The result is the creation of "macroeconomic tools" including monetary policy (the supply of available credit) and direct investment by foreign corporations or banks. It’s only been a recent development that countries such as Mexico and India followed the lead of China, Japan, and Singapore, lowering the barriers to outside investment.

Don’t have time to track the fact that each of America’s economic competitors (or most valued suppliers, in the cases of China and Saudi Arabia), is analyzed and evaluated in terms of their strengths and weaknesses. The results of this analysis point the way toward interesting

Jeffrey Gitomer’s "Little Red Book of Selling: Every Tool You Need Today to Get and Keep Customers".

The author presents the options that lie before you.

— Henry Holtzman

Bestselling Business Books

Here are the current top 10 bestselling books for business. The list is compiled based on information received from retail bookstores throughout the U.S.A.


2. "The Long Tail: Why the Future of Business is Selling Less of More," by Chris Anderson (Hyperion...$24.95) (2)


8. "The 50 Best Books of the 1930s," by John E. Tatum (Time...$24.95) (7)

9. "The 50 Best Books of the 1940s," by John E. Tatum (Time...$24.95) (8)

10. "The 50 Best Books of the 1950s," by John E. Tatum (Time...$24.95) (9)

Note: * Indicates a book's previous position on the list.

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7. Write your action plan

A book is read from the first page to the last, but goals are set from the end and work up to the beginning. Where do you want to be in 20 years, 10, three, one year, a month from now?

Most of us spend our time on putting out fires, helping others and dealing with life’s daily activities, many of which have nothing to do with our dreams. From now on I want you to focus, focus, focus. Everything you do should lead you to achieving your goal. Notice how you spend your money and what percent goes toward achieving that goal.

Now you know what you really is, you want to have written down the exact date and possess a strong action plan. Who do you have to call? What do you have to read? What do you have to buy? Who do you have to be so that you can take back your power? Goals are not a secret - you are already that person... it's just a matter of time!

For further information, visit Linda Nagy at www.lindanagy.com or call: 919-233-2071.

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80/20

continued from page 30

Sales Hall of Fame

Question: Which players and coaches get into the NFL's Hall of Fame?

Answer: The ones who win during the playoffs.

Stop listing every possible prospect and creating profiles on each of them. Go high and go low. Find the greatest opportunities for sales success and understand how to achieve the greatest opportunities for sales success. And go after those, not others. Leave the stuff in the middle for the mediocre performers. You're going to go high and hand low and fast. Win the game right in front of you.

To reach Dan, email dallan@thecoughlincompany.com, or visit www.businessaccelerator.com.

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- E-commerce tools and services
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- Website project management services
- Website hosting
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Our content management tools can help you decouple the look-and-feel of your site from the informational content. Your clerical staff can keep your content up-to-date; they won't have to wait for your overworked web experts to do it.

For more info see us at www.css.com

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July 2007

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initiative process...

continued from page 12
San Bernardino County  
(within the last two months)

BARSTOW

GALLARDO'S  
1231 E. Main St.  
Date Closed: May 23, 2007  
Reason for Closure: Sewage contamination; unsafe food temperatures

HIGHLAND

PANDA STAR  
3694 E. Highland Ave.  
Date Closed: May 24, 2007  
Reason for Closure: Cockroach infestation

VIET HUNG SEAFOOD MARKET  
25374 Baseline St.  
Date Closed: May 8, 2007  
Reason for Closure: Failed to score at least 80 on a re-score for a "C" grade

MONTCLAIR

DULCES DELIGHTS  
5178 Montclair Plaza Lane  
Date Closed: May 4, 2007  
Reason for Closure: Vermin infestation; unsanitary conditions; other unsafe conditions

SAN BERNARDINO

CHINA PALACE RESTAURANT  
2035 E. Highland Ave., Unit C & D  
Date Closed: June 1, 2007  
Reason for Closure: Lack of hot water

VICTORVILLE

EL CHARRO  
14464 Airstar  
Date Closed: May 2, 2007  
Reason for Closure: Lack of hot water  
Date Reopened: May 3, 2007  
Comments: Hot water restored
Market Update: Marcus & Millichap

Buyers Flocking to Inland Empire

Single-Tenant Assets

The Inland Empire retail market will continue to benefit from some of the strongest demand drivers in the county in the coming years, although elevated development activity is expected to push vacancy higher in 2007. Affordable housing along with a growing and increasingly diverse employment base have driven strong migration to the Riverside-San Bernardino metro area in recent years, a trend that is expected to continue. Over the next five years, forecasts call for the addition of more than 160,000 new households, a 13 percent increase. Developers, eager to gain a foothold in this rapidly expanding area, continue to take advantage of affordable land prices to bring new retail space to the market. As a result, vacancy is expected to push higher as tenants transition to newer space. While the vacancy increase will prompt owners to implement concessions, strong tenant demand and continued retail sales growth will lead to hearty asking and effective rent increases this year.

Investors are expected to continue to pursue retail assets in the Inland Empire in the coming quarters, motivated by the metro’s forecast population and retail spending growth, along with cap rates that are generally 50 basis points to 100 basis points higher than in other Southern California markets. Competition from new space serves as the primary threat to the investment market, making single-tenant assets with high-quality tenants and long-term leases particularly attractive to prospective buyers. In addition, as the metro’s population continues to migrate further to the east, buyers may find properties in the Palm Desert submarket that offer considerable upside potential. While much of the Inland Empire’s development consists of new construction, the local government of San Bernardino is very aggressively seeking downtown revitalization, which could provide some additional investment opportunities.
What do TYLENOL, New Coke, Jack-in-the-box, Bag Leaf Spinich, Katrina and the World Trade Center have in common? They were all disasters. More specifically, they were all business disasters, and the outcomes of each of these disasters were completely dependent on managing needs and resources.

But what does triage have to do with business? If a business is doing well, absolutely nothing.

However, in a global economy where labor is cheaper for "the big boys" overseas and markets are flooded with less expensive goods, where disgruntled employees or other malcontents take out their frustration on a business directly or its customers, there are few businesses that do not regularly suffer a disaster. The problem is, they don't know how to recognize one when it comes.

The first lesson from the disaster field office are the definitions: a disaster is when your needs exceed your resources. It's a simple mathematical equation:

Disaster = Needs - Resources

The simplest definition is that resiliency is the opposite of disaster. It is when your resources exceed your needs, or mathematically:

Resiliency = Needs - Resources

The second lesson from the disaster field office is every business must have resiliency to survive its disasters.

The third lesson from the disaster field office is that there are acceptable losses. Several years ago when New York City suffered its most recent blackout, Arnie, who owned a small convenience store and ice creamery faced a business triage decision. With the power out he had 10 flavors of ice cream in a cabinet that would soon melt. At 5 five gallons per flavor there was slightly less than 50 gallons of ice cream. Arnie knew that his store shelves were barely and his cigar box overflowing. His acceptable loss, the ice cream, had gained him an unexpected profit.

But that's not the end of Arnie's story. When the power came back on, he also saw a tremendous increase in business. People didn't just come because he had given away ice cream. They came because that his store shelves were bare and his cigar box overflowing. His acceptable loss, the ice cream, had gained him an unexpected profit.

What Arnie knew that he had a significant increase in sales. He did not know how to recognize one when it comes. The first lesson from the disaster field office are the definitions: a disaster is when your needs exceed your resources. It's a simple mathematical equation:

Disaster = Needs - Resources

A catastrophe is when your needs exceed your ability to respond. Again, it's a simple mathematical equation:

Catastrophe = Needs - Ability to Respond

Resiliency is defined in many ways. One definition is even of a book on the subject, "Mastery Against Adversity" (Disaster Life Support Publishing, 2007). But the

goals or the largest number of people at any given moment in time. Triage is a continuous process, and it is a repeating process. In business that means constantly reassessing the resources available at hand both as they are expended and as they are resupplied. Business triage involves reassessing the needs and goals of the company on a minute-by-minute, hour-by-hour basis.

In the business world triage means, failure to define an acceptable loss has resulted in product failures and brand damage (Coca-Cola with New Coke and Jack-in-theBox with tainted hamburgers). The news examples also illustrated the importance of identifying and perhaps not prioritizing goals and not adjusting to the realities of available resources.

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Disaster = Needs - Resources

What is the definition of a catastrophe? It is when your needs exceed your ability to respond. Again, it's a simple mathematical equation:

Catastrophe = Needs - Ability to Respond

What is the definition of a resiliency? It is when your resources exceed your needs, or mathematically:

Resiliency = Needs - Resources

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NEW BUSINESS

County of Riverside

DINNER 371 RESTAURANT
371 North Wyndham
San Bernardino, CA 92404

KWC ENGINEERS
300 South Avenida Del Rey
Suite 100
Riverside, CA 92501

RIVERSIDE COUNTRY CLUB MGP
10400 Camino Real
Riverside, CA 92503

WORLEY, BRANSON ASSOCIATES
2020 East Avenue
Suite 110
Redlands, CA 92373

SANTAGEO ESTATES RIVERSIDE
2011 Atlantic Street
Riverside, CA 92507

THE KWC COMPANY, INC.
1437 Comic Strip Avenue
Suite 100
Corona, CA 92882

COMIC STRIP COMMUNICATIONS
1057 Comic Strip Avenue
Suite 100
Corona, CA 92882

TIEQUO COMMUNICATIONS AND NETWORKS
Funk, Roger Lee
1427 Niners Trail
Moreno Valley, CA 92557

EXPERIENCE WEAR SERVICES
Serrano, Silas McGrey
1270 Willow Leaf Road
Riverside, CA 92506

MARINE REV
1001 Orange Wood Drive
Riverside, CA 92505

MENDIZA, Michael
2152 Pine Place
Riverside, CA 92505

JD MERRA
4691 Emerson Street
Riverside, CA 92506

YOUNG, Daniel Eugene
4651 Emerson Street
Riverside, CA 92506

DOVE CHRISTENSON GOWNS
BEALL, Suzan
2100 Albert and Fox Dr.
Moreno Valley, CA 92557

HOME A DR
1391 Tilion Circle
Corona, CA 92883

MACHICU, Tommy
5100 Quail Run Rd.
Riverside, CA 92507

HOME A DR SPECIALITIES
1930 Tilion Circle
Corona, CA 92883

RODRIGUEZ, Gabriel Joseph
1915 Tilion Circle
Corona, CA 92883

AVILA SATILITE
AREA VICTOR EFFRAN
4400 Park Ave
Riverside, CA 92505

KAMARA A JAPANESE CUISINE
3012 Charleston Drive
Lake Elsinore, CA 92530

CHI COURIER SERVICE
3906 Pine Grove Place
Corona, CA 92882

THOMPSON, Sean
1730 Hill Grove St.
Riverside, CA 92507

CITY CUISINE THE 1325 Mission Inn AVE
Riverside, CA 92505

TAO FOOD PLUS DESIGN INC
11700 Mission Inn Ave
Riverside, CA 92506

SAL ABY SHANG HOU
3124 100th Street
Suite 74
Lake Elsinore, CA 92530

MICHELE NOTARY
3006 Mission Inn Ave
Riverside, CA 92506

BROOKS, Cynthia Lynn
9608 Spyridon Rd.
Riverside, CA 92506

TIMES PLUS & MECHANICAL SHOP
CABRILLO, Ken
12401 100th Street
Lake Elsinore, CA 92530

MICHUELE CATERING SERVICE
TANNEAL, Alfred Ray, Jr.
15723 Via Aldea Moreno Valley, CA 92555

CALIFORNIA'S TIMES & AMERICAN
945 Calle Blanca
Calimesa, CA 92320

LEISURE, Jose
10000 Grover Avenue
Riverside, CA 92503

ORLANDO, Paul
2039 Mission Inn AVE
Riverside, CA 92505

CENTURY MORTGAGE
4220 Portal Avenue Suite 117
Riverside, CA 92503

CENTURY MORTGAGE
50951 Palm Avenue
Riverside, CA 92503

MONTES, Elizabeth Ramirez
16917 Burton Avenue Circle
Riverside, CA 92508

ERM MORTGAGE
24200 Glen Ave Street 217
Moreno Valley, CA 92593

CASTLE, Anthony
12105 Box Spring Rd.
Suite 108
Moreno Valley, CA 92595

BROWN, Alvin
8951 Lauder Drive
Riverside, CA 92506

FACTOR EXP, INC
27550 Ridgeway Blvd
Riverside, CA 92506

CASEY, John & Mary
27550 Ridgeway Blvd
Riverside, CA 92506

FACILITIES, INC
27550 Ridgeway Blvd
Riverside, CA 92506

OLD BRANCH FAMILY FARM
24200 Flowerdale
Hemet, CA 92544

FMB
2125 W Stetson Ave
Suite E
Hemet, CA 92543

CARLSON, Barbara
1972 4th Avenue
Corona, CA 92883

PENOCHE CONSTRUCTION, MISC.
CHRISTENSEN, Paul
9460 Innsbrook
Riverside, CA 92506

PENOCHE CONSTRUCTION, MISC.
JENNER, Dianne
61389 Innsbrook
Riverside, CA 92506

PENOCHE CONSTRUCTION, MISC.
LYNCH, Daniel
2205 Innsbrook
Riverside, CA 92506

PENOCHE CONSTRUCTION, MISC.
SEAGER, Michael
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July 2007

BUSINESS JOURNAL • PAGE 42

SAVE THE DATE SEPTEMBER 14TH, 2007

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RESERVATIONS MANDATORY (909) 483-4700
A Northern California Update

By Camille Bounds
Food and Wine Editor

There is always something exciting and intriguing going on in San Francisco. San Francisco is like a great sophisticated mosaic, made up of many pieces of different sparkling entities that blend to create one of the most exciting and beautiful cities in the world. So it is with great pleasure I bring you my update and of special places that should be on all lists when visiting this enticing city.

The jewel in the crown

We start with the main jewel in the crown of this amazing city, the de Young Museum. We give notice to all dictionaries—the new definition for serendipity is the de Young Museum in San Francisco’s Golden Gate Park. Founded in 1895, the de Young Museum has always been a strong thread in the cultural fabric of the city and a “must see” venue for the millions of residents and visitors for over a century. With a major renovation, which closed the museum for a few years, it opened in October 2005 with a state-of-the-art new facility—it combines art, architecture and the natural landscape in one multi-faceted destination. The new de Young creates a landmark art museum that offers a grand eclectic view of the museum’s priceless collection of over 25,000 works. The de Young is currently featuring “Nan Kemper: American Chic,” a dazzling offering of the style and fashion of Nan Kemper-noted fashion icon, couture connoisseur. This fascinating exhibition runs until Nov. 11, 2007.

The de Young is a not-to-be-missed experience and the best value anywhere. An entrance ticket to the de Young will not only get the visitor into this museum but will extend entrance into the inspiring Legion of Honor with its treasured classics featuring 4,000 years of ancient and European art (with works by El Greco, Rubins, Rembrandt, Seurat, Monet, Degas and Picasso and sculpture by Rodin). Here the beautifully impressive Rodin’s “Thinker” is on view.

For entrance fees and information call (415) 863-3330 or visit deyoungmuseum.org

The de Young is located in Golden Gate Park on the concourse at the intersection of JFK Drive and Hagiwara Tea Garden Drive in San Francisco. Convenient, reasonable garage parking is available.

The Legion of Honor is in the Lincoln Park Golf Course at 34th Ave. and Clement Street.

Museum Hours: Tuesday-Sunday, 9:30 a.m.-5 p.m. Closed Mondays, Thanksgiving and Christmas Day

The most amazing, scenic view

The most amazing, superb view of the San Francisco area that can’t be matched is at the historical Cliff House. Opened in 1863 as a fine dining establishment on (then) a remote-western edge of San Francisco, it overlooks the Pacific Ocean. It burned down and was rebuilt twice. The present structure includes the second Cliff House, which dates from 1909. The Cliff House changed ownership many times and has operated as a fine restaurant for the past 25 years. In 1977 it was acquired by the National Park Service as part of the Golden Gate National Recreation Area. The Cliff house is easily one of the most “must see” attractions in San Francisco. The breathtaking panoramic spectacle, wonderful food and historical background are worth the journey. Perched 100 feet above the ocean, the vista on a clear day extends due west past Arch Rock, to the Farallon Islands, south beyond the sweep of Ocean Beach and north to the round of mainland called Land’s End.

Cliff House
1090 Point Lobos
San Francisco Ca 84212
Phone 415/386-3330

Reservations are recommended
Take a mini cruise with gourmet dining

How about a short romantic cruise? Want to take the family for a fun-filled afternoon around the bay? Just a hop, skip and jump from Pier 39 and Fisherman’s Wharf, the stunning fleet of the Pacific Marine Yachts can be found. These elegant yachts of various sizes accommodate everything from corporate entertaining, special events, weddings and celebrations in grand style. Beautifully main-

continued on page 20