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Inland Empire Business Journal

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**Pacific Power Management adds another power plant**

4,488 Mitsubishi Electric Modules installed at Sierra Aluminum Company in Fontana

Pacific Power Management LLC announced that they have completed the design and installation of an 800 kilowatt power plant for Sierra Aluminum Company in Fontana. In addition to designing and building the solar power plant, PPM also financed the system under a power purchase agreement. Pacific Power Management’s PPA program allows clients to install a power plant and buy solar power directly from PPM with a long-term agreement and no capital investment.

The state-of-the-art system at Sierra Aluminum is comprised of 4,488 Mitsubishi Electric 180 watt modules and 2 Sanco 500 kW inverters. The system performance will be monitored by Pacific Power Management’s proprietary Web accessible, SolarWatch™ for real-time production measurement.

Shayne Seever, vice president of administration for Sierra Aluminum Company stated, “Sierra Aluminum Company strongly believes in sustainable energy and the responsibility of using it. Over the years we have invested in many projects to reduce our energy usage and our impact on the environment. This solar power system is one more example of that commitment. We are especially pleased to be able to almost completely power one of our manufacturing plants with green energy. In fact, aluminum extrusions manufactured locally by Sierra Aluminum are on the roof of this building supporting the solar panels which include extrusions that contain over 40% recycled material.”

The cost of the system’s installation will be partially offset with $1.7 million in solar rebates from SCE and is expected to generate 1.4 million kWh per year; meeting approximately [60-70] percent of the total energy requirements of Sierra Aluminum’s manufacturing plant. The high-performance system will help reduce Sierra’s carbon footprint by displacing over 48,000 pounds of carbon dioxide and provide enough power to supply 2,800 homes over a 25-year period. “It’s a very positive sign to see a company like Sierra Aluminum thinking about its impact on the environment,” said Seever.

**Temecula Bank Agrees to FDIC Cease-and-Desist Order**

State and federal banking regulators are putting some heavy pressure on Temecula Valley Bank so it won’t slide into financial ruin. Temecula Valley Bancorp, the parent of the bank, said the bank agreed to a cease- and-desist order issued by the Federal Deposit Insurance Corporation (FDIC), the California Department of Financial Institutions, which mandates the bank abide by numerous management and lending rules. Regulators believe the bank engaged in unsafe or unsound banking practices, according to documents filed with the Securities and Exchange Commission.

The bank’s parent company reported a $16 million loss for 2008 but was “well-capitalized” by regulatory standards as of Feb. 3. The bank made loans on commercial construction projects and to small businesses, and the borrowers can’t repay what they owe on time.

In December, Temecula Valley Bancorp said it was considering applying for money from the federal government’s $700 billion Financial Stability Plan, formerly called the Troubled Asset Relief Program, which allows banks to create a capital cushion to meet future losses. The bank now said it would not seek such funding.

1. Get costs under control. To ever returning companies from fleeing the state, California must learn how to manage its budget and cut back on spending.

Companies want a business case they can count on year after year, and they don’t want to worry about what the state’s legislative body is going to do next. One of California’s biggest weaknesses is its ever-increasing cost of doing business. The state’s recent budget, with more than $12 billion in tax increases, will impact businesses struggling to survive. In this environment, the idea of moving to a place with lower taxes, lower workers’ compensation rates and less onerous permitting processes becomes more and more appealing.

In many cases, when visas are appealing to business owners and entrepreneurs is the notion that companies are valued as important contributors to a region’s economy. California has not supported business, but rather created barriers for them to succeed through higher taxes and cumbersome regulatory processes. These companies are quick to entertain the notion of relocating to places where they can get more for their money, feel valued and operate more profitably.

The Inland Northwest region, an area spanning part of eastern Washington and northern Idaho, has benefited from California’s laissez-faire attitude. Case in point is that California economic development officials worked to keep only two of 73 companies that have relocated to this region from southern California. Interestingly, both were large, well-known California businesses. Even though the state tried to retain them, it was too late. These companies found the advantages elsewhere more compelling.

Even in these challenging times, there is strong interest from Inland Empire companies to relocate elsewhere. In order to retain companies and jobs in the Inland Empire, five critical factors should be addressed.

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**Inland Empire Companies are Prime Targets for Relocation**

By Bob Potter

The current economic downturn has reignited the stampede of economic development organizations touting Southern California to recruit companies out of state. Multi-million-dollar campaigns are being mounted by out-of-state economic developers to attract Inland Empire companies and their jobs, using relocation as a way to cut costs and maintain competitive advantage.

The current business climate in California supports the business case being built by these outsiders. The state’s recent budget, with more than $12 billion in tax increases, will impact businesses struggling to survive. In this environment, the idea of moving to a place with lower taxes, lower workers’ compensation rates and less onerous permitting processes becomes more and more appealing.

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**ECONOMIC REPORT CALIFORNIA’S JOB LOSSES**

In 2008, California lost 172,258 jobs (-1.1%). It started 2009 off with 452,600 jobs (-3.0%). From January 2008-June 2009, the major losses in California’s economy were in sectors important to the Inland area. The state’s three major declining sectors were construction (-121,600), retail (-78,000) and manufacturing (-78,000). Those sectors ranked first (-22,400), second (-18,400) and third (-12,200) in the Inland Empire’s January 2009 job declines. The major state gain was in health care (25,500) as it was in the inland area (2,500).

**JER 2009 FORECAST**

The JER 2009 Inland Empire forecast is a loss of another 82,600 jobs (-4.7%); falling to 1,156,200. The area’s January-June unemployment rate of 11.8% is expected to reach 13.3%. It currently ranks second to Detroit (11.9%). These estimates were created sector by sector based upon known local trends, with allowance for the area’s strengths and weaknesses plus its relationship to California’s difficulties and anticipated U.S. actions.

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**Clean Work, Good Paying ($50,000 & up). The Inland Empire’s better paying sectors are expected to lose -1,500 jobs in 2009 or -1.6%. This will be a reversal of 2008, when these parts of the economy added 1,200 jobs (0.6%). The loss will represent 4.2% of the -82,600 job forecast. There will be some growth in private and public higher education and trade schools as unemployed workers seek to retool (700). This growth** continued on page 11
E-commerce tools and services

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In-warked, contributions and happiness in life. They just the tip of the iceberg. Lance Armstrong said his latest radiation treatment for testicular cancer is a similar story. He is told to do better. Lance Armstrong has hemorrhaged over the last year.

NFIB/California Issues Statement on Assembly Bill 1000—mandatory paid sick leave

“Once again, our state legislators have proven that they just don’t get it when it comes to additional burdens on small business. AB 1000 will significantly drive up the cost of operating a business and result in lost jobs in California. It is never a good time to impose government mandates and new costs on struggling small employers, most of whom already have little to no profit margin. It is especially poor timing when California is facing a reelection of historic proportions and state unemployment has now climbed to a record 11.2 percent. Small business owners and their employees deserve to know exactly how our economic and jobs climate has improved since one year ago. It’s time to introduce a similar cost-related bill and rightly rejected by the legislature,” said John Kabateck, NFIB/CA (National Federation of Independent Business-California) spokesman.

Several NFIB surveys have shown that 96 percent of small employers already offer and honor some sort of comprehensive leave program, and 60 percent specifically offer and honor paid sick leave to their employees. Small business owners should be able to work with their employees to determine what works best for all involved—not be told what to do by government.”

An NFIB Research Foundation study on identical legislation last year found that this paid sick leave mandate would cost the average small business owner more than $30,000 while losing more than $15,000 in sales. The most dramatic finding from this study is that this mandate would cost more than $300,000 Californians to the unemployment line. That would be in addition to the 600,000 jobs California has hemorrhaged over the last year.

NFIB is the nation’s leading small business association, and represents members in Washington, D.C. and all 50 states. Founded in 1943 as a nonprofit, nonpartisan organization, NFIB gives small and independent business owners a voice in shaping the public policy issues that affect their business.

Enterprise Car Sales Manager to Participate in Leukemia & Lymphoma Society’s Man & Woman of the Year Competition

Matt Friedlander, regional marketing manager with Enterprise Car Sales and a Riverside resident, will be a candidate in the Leukemia & Lymphoma Society (LLS) Orange County/Inland Empire Chapter’s 2009 Man & Woman of the Year competition. For the next 10 weeks, Friedlander will compete against other men and women within the community, corporate and civic leaders to raise the most money for cancer research and earn the title of LLS’ Man or Woman of the Year.

“I want to help bring awareness to the community that finding advances in treating blood cancers can help in the treatment of many other forms of cancer,” Friedlander commented. “I hope to touch as many people as possible and get them to help in the cause of defeating cancer. It all begins with awareness.”

For additional information, please contact: Heidi de Leon, (714) 881-0610, ext. 332 or Heidi.deleon@lls.org. For additional event information, please visit www.manandwomanoftheyear.org.öe.
Ontario-based businessman Phillip Talleur named Board Chair at LeRoy Haynes Center in La Verne

Ontario-based businessman Phillip Talleur has been named chair of the volunteer board of directors of LeRoy Haynes Center in La Verne.

Talleur, who has served on the board since February 2004, is president and CEO of Ontario Refrigeration, a commercial air conditioning conditioning company with offices throughout California, Arizona and Nevada.

Long involved as a community member for children's issues, he has served as a coach in both the City of La Verne youth football league and American Youth Soccer Organization in Claremont.

He has also served as a Club Master with Boy Scout Troop 124 in Claremont. Talleur, a life-long resident of the Inland Empire, is a resident of Claremont, graduated magna cum laude from University of Southern California in political science and business.

He takes over the gavel from Theodore "Ted" Platt, Sr., a retired Superior Court Judge, who has served as board chair for the past two years.

Other officers serving with Talleur on the board are John Renfro, past president and CEO, The Renkens Company, 1st vice chair; Beverly Lee, former volunteer committee member, 2nd vice chair; Theodore Platt, Sr., immediate past chair, Norm Dominguez, CEO, BNI Enterprises, Inc., treasurer; and Honorable Robert Duks, past president and CEO, Superior Court Judge, secretary.

"We could not be more pleased with the caliber of community leaders and volunteers making up our current board, said Daniel Hayes, president and CEO of the LeRoy Haynes Center.

"We congratulate Phillip on his new position and look forward to working closely with him and with all of our board members as we continue our mission to help children and adults with disabilities develop to their fullest potential," Hayes said.

"We are excited to have Phillip join our board," said Joseph L. Parise, director of the La Verne Department of Community Services. "He brings a wealth of experience to our board and we look forward to his contributions to our organization.

16th Annual Inland Empire World Trade Conference & U.S. Department of Commerce Export Achievement Awards

Conference Agenda

- 10:00AM – Registration, Networking, and Exhibits
- 10:30AM – Welcome and Opening Remarks
- 11:00AM – Keynote Speaker
- 12:15PM – Luncheon and U.S. Department of Commerce’s Export Achievement Award Presentation.
- 12:30PM – Break-Out Session #1
- 1:30PM – Panel Discussion
- 2:30PM – Networking Session

Questions?

Please call U.S. Department of Commerce’s Inland Empire Export Assistance Center at 909-466-4134

San Bernardino auto dealers, EDA join forces

By Jason Pesick

The city’s Economic Development Agency is gearing up to spend as much as $150,000 on a promotional venture to attract customers to local auto dealerships. Despite the stories of doom and gloom, we still have fairly active auto dealership activity along Interstate 215," said EDA Project Manager Colin Strange.

San Bernardino, Calif. car dealers and the city's Economic Development Agency are working to develop a plan to help the city's automotive dealerships.

With billions of dollars in taxpayer bailout money, how much do you trust the leadership of government? The survey result shows that most people are indeed trusting the leadership of government but also skeptical.

How much do you trust the leaders of Wall Street? The survey result shows that the leaders of Wall Street are generally more trusted than the leaders of government.

Do you trust our government's ability to manage the auto industry to do the right thing in the future? The survey result shows that most people do not trust our government's ability to manage the auto industry.

Do you trust the leaders of the auto industry to do the right thing in the future? The survey result shows that most people trust the leaders of the auto industry.

How much do you trust the leaders of the car dealerships to do the right thing in the future? The survey result shows that most people trust the leaders of the car dealerships.

In what ways do you think the government is failing to manage the auto industry? The survey result shows that the government is failing to manage the auto industry in several ways, including by offering too much bailout money and by not implementing the necessary changes.

In what ways do you think the car dealerships are failing to manage the auto industry? The survey result shows that the car dealerships are failing to manage the auto industry in several ways, including by not implementing the necessary changes and by not offering enough bailout money.
Imagine Lance Armstrong’s best day. Do you feel the wind blowing against your sweaty face? Are there fans cheering as you cross the finish line? Or, is there the scent of antiseptic, the buzz of fluorescent lighting in a dreary hospital room? Surprisingly, Lance Armstrong said his best day was not on his bike but on his bed; the day he learned he had cancer. The character he developed through this adversity helped Lance Armstrong win Le Tour de France a record seven times. His brightest achievement, though, was still to come. He has encouraged thousands of cancer survivors and raised millions of dollars to fight the disease.

What adversity are you facing? Your ability to handle this adversity is one of the most robust predictors of your personal growth, future contributions and happiness in life. Organizations that develop their capacity to handle adversity improve morale, performance and profitability. Blaming, whining and complaining are symptoms of individuals and organizations beaten down by adversity.

Every individual and every organization has a unique purpose, a mountain to climb, a contribution to make. There are three ways to deal with your whining and complaining are you make: There are three ways to deal with your whining and complaining are you make. There are three ways to deal with your whining and complaining are you make. There are three ways to deal with your whining and complaining are you make.

1. Check Your Mindset. There are approximately six billion people on the planet, and it’s estimated that two billion of them think they can’t do less. Put in all in perspective: our standard of living is the highest the world has ever seen. Kings and queens in centuries past could not imagine our automobiles, TVs, or cell phones, not to mention our computers, airplanes and household appliances.

2. Develop Your Character. Thousands of people were recently asked what is most important to them. What they have - possessions. What they do - achievements. Who they are - character.

Approximately 95 percent said that their character is most important. About five percent said that their achievements are most important. Only a few individuals value their possessions more than their character and achievements.

When have you experienced your most significant character development? Virtually everyone says, during times of adversity. In order to effectively lead our organizations and businesses through adversity, we must develop these character qualities.

- Courage is the quality of mind that enables you to encounter danger and difficulties with firmness and resolution.
- Integrity is doing what you say you will do. Be honest with yourself and others. Build trust with those closest to you. Your relationships always matter most.
- Patience is uncomplaining endurance; calmly and contentedly waiting for something you want, knowing the lack of delayed gratification is a major cause of our problems. It will also be a significant part of the solution. Produce more than you consume. Live within your means.

3. Live a Balanced Life of Meaning and Contribution. Make a list of the five most important elements of your life - family relationships, vibrant health, personal faith, meaningful contributions at work, a satisfying hobby, a volunteer role, and financial stewardship, for example. Now, number your areas in order of importance. Put this list on a card and carry it in your wallet or purse. Each area of your life invites you to make specific contributions that improve quality of life for yourself and others. Living a balanced life means that you give your best in all areas. Work-life balance means that work intrudes on family as much as family intrudes on work. Continue on page 34

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 & Phelps, LLC
One of the nation’s leading investment banking and financial advisory organizations. All stock data on this page is provided by Duff & Phelps, LLC from sources deemed reliable. No recommendation is intended or endorsed. (310) 689-0705.
Environmental Companies Serving the Inland Empire

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<td>301 East 1st Street, Suite 400, Ontario, CA 91761</td>
<td>Inland Empire</td>
<td>Environmental Consulting</td>
<td>909-466-5000</td>
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Economic Rep... will be reprinted by the impact of the Bank on state funded institutions.

The federal government's growth, in part preparing for the 2010 census, should offset losses at the state and yield some state and federal government growth (500, Mining, utility, medical device and pharmaceutical firms will have added some of the most significant declines in the employment and the drop in home values (-1.00%). Management and professional firms will face significant job loss with the slowdown in work for the construction and logistics sectors (-4,000).
Commentary
By Bill Leonard, Member
State Board of Equalization

Proposition 1D: Not Completely Worthless

Proposition 1D is a constitutional amendment that was placed on the ballot by the Legislature. Although it was inspired by the budget crisis, it should not be viewed in the context of the other May 2009 ballot measures because it would be supportable even if California had a budget surplus. Prop. 1D amends Proposition 10 from 1998, which was the poorly-designed tobacco tax measure of 50 cents per pack. Prop. 10 set aside about two-thirds of the funds from that tax increase to the local First 5 Commissions in each of the state’s 598 counties, plus the State First 5 Commission, to be used on child development programs. NONE of the funds from this tobacco tax are subject to legislative appropriation, and not a penny has been made available to deal with our budget crisis. Prop. 10 created an unaccountable bureaucracy, run by political appointees, who were free to spend billions of dollars without legislative oversight. To the surprise of almost no one, these people spent millions of taxpayers’ dollars to promote Rob Reiner’s universal childcare initiative. No one went to jail for that outrageous incident, but it helps to illustrate the fact that Prop. 10 taxes have been used as a slush fund that has been made available for the whisms of powerful people without any of the normal checks and balances that apply to most state spending.

Unfortunately, Prop. 1D does not repeal Prop. 10 and it does not even impact most of the revenues from that tax. Prop. 1D simply redirects a fraction of the revenues from the tobacco tax, for only five years, to make those funds available for appropriation by the legislature. The legislature has indicated that the redirected funds will be used for children’s health programs that would otherwise be funded by the General Fund. 1D limits the revenue transfer to $340 million from the accumulated surplus plus $268 million annually from the tobacco taxes, until the end of the 2013-14 fiscal year. It also contains some very minor reforms, such as deleting the current 6% mandatory allocation for mass media communications from the State First 5 Commission’s annual budget. Prop. 1D is a very modest proposal and its passage will do very little to alleviate the budget crisis. However, it serves as an important reminder that there are numerous ways of solving California’s budget crisis without raising taxes at all. Our state has hundreds of separate boxes of money that have been declared “off limits” to the legislature and unavailable to reduce the deficit. Before raising taxes, we need to blow up those boxes and fully utilize the tax revenues that we already have on hand. 1D is a baby step in that direction.

I urge a YES vote on Prop. 1D.

Proposition 1E: Also Not Completely Worthless

Proposition 1E was placed on the ballot by the Legislature to deal with the budget crisis. It is a statutory amendment to Proposition 63 from 2004, which was a jobs-destroying income tax increase that raised the top rate to 10.5%, the highest tax rate among all the states. None of the funds raised by Prop. 63 are available to the General Fund because that measure set aside all of its revenue for new mental health programs. Prop. 1E does not repeal Prop. 63, but it does modify it so that a third or less of the revenues can be made available to the General Fund for two years. But this quarter of a billion dollars in transferred funds is restricted to be spent on the Early and Periodic Screening, Diagnosis, and Treatment Program, which is a General Fund welfare program that provides a broad range of screening, diagnosis, and medical treatment, including mental health services, to Medi-Cal recipients under 21. By funding that federally-mandated welfare program with revenues from Prop. 63, the Governor and the legislators are hoping to reduce the General Fund deficit for at least two years without making any cuts in the program. Like Prop. 1D, Prop. 1E is a very modest proposal that will do very little to alleviate the budget crisis. I think it is a supportable port because it will help our current budget crisis in a very limited way.

1 urge a YES vote on Proposition 1E, but I do so without any real enthusiasm because this measure does not go far enough.

Proposition 1F: Waste of Space

Proposition 1F was placed on the ballot by the Legislature to help a couple or two on page 39 to the state’s 598

PAGE 12

Toshiba BUSINESS SOLUTIONS
California

Our newest color copier technology is well traveled.

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as Toshiba Business Solutions, we know the copier is where the beginning.

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We're in a recession and you're out of a job. That's the bad news. The good news, author Jon Gordon is that by making a few key decisions you won't only make your job search easier, but make it easier for you and more pleasant, you'll actually make it successful.

The days following those fateful words, "We have to let you go", are dismal ones indeed. Some mornings, it's tough to even get out of bed. As you prepare the skimpy classfieds and job boards, grim scenarios play in your head on a repeating loop: 'We'll lose the house. We'll have to move in with my parents...I'll never find work in this economy. Tangled in despair, you can barely move, much less move on. Are things really as hopeless as they seem? You and I know they're not. Even if we can't clear away the dark clouds and see the light on the other side.

Jon Gordon has been where you are right now, and he has some good news: the layoff you think is bad today will actually look good tomorrow. You can turn what you experience into a positive force that will help you move in the right direction and toward a successful job action.

Jon Gordon speaks from personal experience. During the dot.com crash, he lost his own job. And that's when his journey of self-discovery began.

"I thought it was the worst event of my life," recalls Gordon. "I was two months away from being bankrupt. I had a mortgage, two kids, no insurance and very little savings. I was a paycheck away from losing it all. Sounds bad. It felt bad. Seen from one point of view, I suppose it was bad. Then, one day I decided that I wasn't going to let this challenge take me down. And that's when things started changing for me..."

"I saw that what I was viewing as so terrible didn't have to be. I took a look at the situation and what I chose to make of it. So that made some decisions that changed everything and led me to a life I never dreamed was possible. I do not feel I have turned my life's mission and purpose. The moral of the story is what you think is a terrible event can actually be a good thing. There is a myth that most people embark on a quest to find their destiny. But most often not, through adversity and challenges our destiny finds us. It is during these times that we ask the important questions and make decisions that change the course of our life.

If depression, anger, and fear are your motivating factors during your layoff, you will be making tough judgments for yourself and your family. says Gordon. Worse, you'll hinder your own progress. Negative beliefs lead to negative actions, like paralyzing, bad choices, shutting out the happy memories of life and the opposite is also true: Positive beliefs lead to positive actions.

"We really do create our own realities," notes Gordon. "I experienced it in my own life and I know it's true. I've seen it in the lives of others. That's why if you find yourself out of a job, you must call a time-out and decide what you want to do. Don't let anger toward your former boss, jealousy toward employed friends and co-workers, worry that you'll never be able to care for your only salary— and starting your own business—be their answer. You may not find the positive energy switch right away. We have to keep looking and you will find it. He offers a few simple tasks you can do to change your outlook and go from fired to fired up: Jettison your anger. Allow yourself to feel it, but then accept it. Allow yourself a few days and then let it all go. Forgive the company. Forgive your employers. RELAX. Bitterness kills. Know that you can't create your future by focusing on the past. Gordon says after he was laid off, my layoff to be the start of my life's mission and purpose. The moral of the story is what you think is a terrible event can actually be a good thing. There is a myth that most people embark on a quest to find their destiny. But most often not, through adversity and challenges our destiny finds us. It is during these times that we ask the important questions and make decisions that change the course of our life.

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How NOT to Advocate for Your Business

By Stephanie Vance

Every policymaker and his or her staff have tales to tell about their, well, "interesting" meetings. Like those businesses who people who start their pitch with, "You never agree with me and always take money from the other side. I don't even know why I'm here. But do you think you could vote for this legislation?" What you said for your vote with a big campaign contribution? With a few notable exceptions, that approach is likely to get you shown to the door - and quick.

Or how about those entrepreneurs who are outraged to meet with a staff person instead of an elected official? They may say something like "I have to meet with just you? Isn't there someone more important I can talk to? I don't think you'll be able to understand this complicated issue." Hmm. That doesn't sound like a good way to make friends and influence people.

And then there are the large trade associations that literally back policymakers into a corner at public events, all the while shaking their fingers and saying things like "We demand an answer." And sure, you pay for your salary. You better do what we say. Again, while you may be thinking that, saying it is not always the best way to get opinion leaders on your side. Needless to say, this is no way to get your policy interest heard on Capitol Hill. Yet businesses continue to believe that offering to buy votes, being rude to the staff and overwhelming the office in question is the best way to get your policy interest heard. Nothing else.

Number 1: I don't represent anyone from your district. I just thought you'd be interested.

Members are elected to represent their constituents. Period. If you are not their constituent, you are not relevant to them. Some members do rise to higher positions, but that just means they represent the number of interest of other members, not the entire nation. Your time is always best spent working with your own elected official and turning them into an advocate for your cause.

Find out more at www.advisorygroup.com.
It has been almost a decade since I first wrote about the amazing music player that Apple had introduced. It had only a hard drive to hold music, and no video capabilities. No tape deck. And with four gigs of storage it held almost 1000 songs.

It was slammed. Even the little ear buds that came with it sounded great. In years since, I have upgraded to Bose QuietComfort 2 cans and written any number of stories on the fact that the various generations and models have provided me.

Now Apple has gone back to the basics. The iPod Shuffler, a quirky device in the line of succession, has come into its own. It is now smaller than ever, even smaller than a flashlight. It holds as much music as that original iPod (without its capacity). It is large enough to allow varying playlists and it has a new feature called VoiceOver, which tells you what is happening on the screen and artist. That fellow inside the Shuffler can say anything from Eddie, his Twangy Guitar, and the Rebels to Arthur Diller and the Boston Pops Orchestra.

If it weren’t for the ear buds, people would think you had a lapel pin on. It clips to whatever you are wearing, even a half cap. The cap control is on the right side wire and it puts out the same frequency as any other iPod in the family.

Since there is no screen for messages, the VoiceOver function even tells you when the battery is low. On top of which, the VO function speaks 14 languages, including Mandarin Chinese, Turkish, and Portuguese. I guess it’s smarter than I am. As for its bigger brothers, it gets its music from your iTunes program in your computer. That being said, yes, it is both MAC and Windows compatible. And, in keeping with Apple’s new Green policy, it is recyclable aluminum.

Even a load of changes to the iPod Shuffle doesn’t accommodate the base headphones I mentioned, but the ear buds are remarkable. Personally, I prefer a little better base response, but such things are subjective. It all sounds clean. In my youth, I had a set of headphones, which I would set up through my stereo in order to listen to vinyl records at night when my folks thought I was asleep. In doing which, I discovered something that is not normally heard. Ambiance! The sounds of the slide fingers along the guitar strings. The singer’s breath, the music of the voices of people standing near the micro. It’s all there in the recordings but we normally don’t listen to it. Even a load of changes to the iPod library, but nothing has left Cupertino. Apple has no need to replace its stock.

The same holds true for video. TV shows and movies come down the line and get stored on our hard drives. It doesn’t matter if you want “Citizen Kane” or “Animal House.” Load it into your MP3 player or video iPod. Save it in your TiVo. Time shift to your hearts content.

Watch “24” at 2 a.m., if you want.

The networks and radio stations no longer tell you what to watch or listen to and when. And you now make up your own programming.

Conrad Schulz, W&L
dec. 9, 2009

I am taking the opportunity of writing for iTunes to come to terms with the Beatles in order to get them out of your device, run down to the library and check out “Sgt. Pepper” or the White Album on CD. It is a long wait. If you can wait, rumor has it that the entire Beatles catalog will be available for download sometime in the fall. It will probably take more than the four gigs of the Shuffle. But by then the Shuffle may be smaller and hold more music. The world’s smallest music player will probably just get smaller.

The Itsy Bitsy, Teeny Weenie iPod
By J. Allen Leinberger

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May 2009

BUSINESS JOURNAL • PAGE 19

May 2009
The Drucker Institute Announces Call for Applications for $100,000 Peter F.
Drucker Award for Nonprofit Innovation

The Drucker Institute at Claremont Graduate University has announced a call for applications for the 2009 Peter F. Drucker Award for Nonprofit Innovation.

The first-place prize is $100,000. That’s up from the $35,000 awarded in previous years, thanks to a generous grant from The Coca-Cola Foundation. The second-place award is $7,000, and the third-place prize is $5,000.

The award application is now available on the Drucker Institute Website (www.DrukkerInstitute.com). The submission deadline is July 1. If you have questions about the application or award process, please contact award@druckerinstitute.com.

Administered annually since 1991, the Drucker Award is granted to a social-sector organization that demonstrates Drucker’s definition of innovation—change that creates a new dimension of performance. In addition, the judges look for programs that are highly effective and that have made a difference in the lives of the people they serve.

“Peter told us that the purpose of this prize is to find the innovators, whether small or large; to celebrate their example; and to inspire others,” said Rick Wartzman, director of the Drucker Institute. “This is especially important this year as our flagging economy has left many nonprofits struggling financially while the needs that they’re trying to meet are greater than ever.”

The winners of this year’s competition will be recognized at a gala dinner in Los Angeles later this fall, preceded by a one-day conference on innovation in the social sector. Both of these events have been designated official activities of the Drucker Centennial, which marks Peter Drucker’s 100th birthday. (For more on the centennial, please visit www.drucker100.com).

Wide recognition of modern management, Drucker not only consulted for major corporations, he advised the Girl Scouts of the USA, the Red Cross, the Salvation Army and countless other public-sector organizations. He called the nonprofit “America’s most distinctive institution.”

The 2008 first-place Drucker Award winner, selected from more than 500 nonprofits that applied for the award, was KickStart International, a San Francisco-based organization. KickStart fights poverty in Africa by creating and selling simple tools that help poor entrepreneurs increase their income. Among its innovations is the MoneyMaker irrigation pump, which allows small-scale growers to produce high-value crops year-round and make the transition.

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Vicenti, Lloyd & Stutzman, leading San Gabriel Valley/Inland Empire Certified Public Accounting firm, names Tina Henton Partner

CPA and Senior Manager Tina Henton will become the newest partner at Vicenti, Lloyd & Stutzman (VLS), a 56-year-old mid-size certified public accounting and business consulting firm headquartered in Glendora and a leading accounting firm serving clients throughout the California area.

The move brings the total number of partners at VLS to nine. Her appointment will become official July 1. “Tina joined VLS nearly ten years ago essentially beginning her second career, bringing to the table another 12 years of experience working at a variety of levels with major retail outlets up to the positions of assistant manager and manager,” said Carl Fois, managing partner of VLS. “We are branching out, trying to do some different things.”

As an example, she said there have been more requests for support than usual from the firm’s fraud investigation team. She joined VLS in 1999 and was promoted to senior manager in 2006. She is a member of the California Association of School Business Officials, the American Institute of Certified Public Accountants, and the California Society of Certified Public Accountants.

“We have engaged Strief Nicolas to assist us in exploring capital alternatives,” Chief Executive Officer Frank Bautico said in a recent statement. “We are working closely with them to determine the feasibility, structuring and potential terms for investment inquiries that we have received to date, should these opportunities progress.”

Pacific Power... continued from pg. 2

Managers said “There are many companies like Sierra Aluminum throughout the state that will soon be required to lower their carbon emissions due to California’s AB32. Solar power is the answer to this issue and Pacific Power Management is currently working along with SCE to assist other Southern California companies to achieve this goal.”

With energy costs skyrocketing, the solar installation will help Sierra Aluminum reduce their costs for the primary manufacturing and extrusion facility. When the plant is not operating, the solar system will feed electrical power back into SCE’s electrical grid. PPM simplifies the entire process of buying solar power with a long-term Power Purchase Agreement and comprehensive project and facility management. The host customer can buy power at a lower rate than from their utility company; have immediate savings, and the ability to eventually own the system with no upfront cost.

“Our ability to finance these solar power plants enables us to build a steady pipeline of successful projects throughout California. This solidifies our commitment to provide clean energy for many years and to continually build strong relationships with our host customers,” said Mark Frederic, managing partner for Pacific Power Management. PPM has recently completed over 3.6 MW within their Power Purchase Agreement program. By summer of 2009, PPM will have nearly 6 MW of completed solar power plants within their PPA portfolio. This will bring PPM’s total installed base to over 11MW.

Mitsubishi Electric is one of the world’s largest manufacturers and providers of solar power technology, including PV cells, modules and inverters. The company’s eco-friendly photovoltaic systems are used throughout the world to bring clean, reliable energy to residences, business, power generation plants, schools, factories and areas without access to electricity, as well as other applications such as highway and stadium lighting. In the United States, Mitsubishi Electric photovoltaic panels are marketed by Mitsubishi Electric & Electronics USA, Inc., and sold only through authorized distributors and installers. For more information visit www.mitsubishi-electricusa.com or call 714.220.2500.
Inland Empire...
continued from pg. 3

business. Taxes - including sales, income and corporate - are extremely high in comparison to other states.

The state could greatly benefit from a detailed cost comparison analysis outlining how they stack up against the competition. The case for relocation and resulting cost savings is strong, and legislators in Sacramento may be shocked to learn how their state compares to other Western states.

Energy costs and utility rates are also a big concern among businesses, particularly for manufacturers who are large users. California has the seventh highest energy rates in the nation, according to the SCEB’s 2009 Energy Cost Index. Furthermore, if the federal government’s proposed cap and trade legislation passes, it could be devastating for California’s businesses with a potential increase in utility rates of nearly 18 percent. Meanwhile, other states tout low utility rates as another selling point for relocation, offering companies an opportunity to cut utility costs by up to 50 percent.

2. Keep workers’ compensation in check.

Out-of-control workers’ compensation rates have devastated California businesses. Skyrocketing costs drive directly to an employer’s bottom line and make it increasingly difficult for them to compete. Aggressive fraud monitoring and diligence by the state legislature are the best defenses. Persuasive doctors and lawyer lobbyists must be kept at bay in order for meaningful reform to take hold. Recruiters will continue to prey on California businesses until the workers’ compensation system demonstrates a sustained solution.

3. Place priority and value on small business.

California must make the state’s business climate conducive to growth and success. It should pay attention to the 3.4 million companies who make up nearly 90 percent of its economy rather than simply focus on Blue Chip companies whose brands dominate in the global marketplace. The fact is that small business is the backbone of the economy.

Economic development organizations must pay more attention to meeting their needs and supporting them to stay healthy, happy and home. Based on the state’s passive role in nurturing its own, the Inland Empire’s business community and economic development organizations need to develop a strategy to keep their companies. They should be in communication with local companies, especially those who are highly vulnerable, such as footloose companies who aren’t location dependent. Economic development organizations should make it known that they are willing to help solve companies’ business problems. If an outside recruiter engages with a company, there ought to be an open invitation from economic development organizations to work together, ultimately working to convince the company to stay.

If a company does decide to leave, economic development organizations should not just stop there. They should spend time talking to companies that have left to find out what drove them away. Much like a job exit interview, loss reviews can be helpful in preventing companies from leaving.

4. Family values and lifestyle weigh in.

Family impacts and other quality of life factors continue to weigh heavily on businesses seeking to attract and retain talented employees. Workers are ringing up...continued on page 31
INLAND EMPIRE People and Events

The Healthy Family Foundation held its annual Chairman’s Circle Wine Tasting and Cellar Tour Fundraiser, hosted by founding Chairman and Board President Bill Powers and his wife, Anita. The Healthy Family Foundation, based in Palm Desert, is dedicated to preventing child abuse and neglect in the Coachella Valley.

For more information about this foundation and more, visit www.jfkfounda-
tion.org or call (760) 776-1600.

Charity golf tournament brings in $4,000 to Wheels for Kids. Proceeds will go toward holding the third annual golf tournament. For more information about Wheels for Kids of the Desert, visit www.wheelsforkidsofthedesert.com.

WHEELS FOR KIDS OF THE DESERT

17th Annual Senior Inspiration Awards

Seniors honored by official’s office for volunteer work. Twelve senior citizens from across the Coachella Valley will be recognized this month for their volunteer work and community service at the 17th Annual Senior Inspiration Awards.

This year’s awards luncheon was presented by Riverside County Supervisor Roy Wilson’s office. Each recipient was chosen by his or her respective city to receive recognition.

Listed are the 17th annual Senior Inspiration Award recipients:

- Cy Breen — Cathedral City
- Raquel Medina — Coachella
- Maureen Williams — Desert Hot Springs
- Elizabeth Luce — Indian Wells
- Arthur Pecceido — Indio
- Mildred Donley — La Quinta
- Lee Simmons — Palm Desert
- Hal Palmer — Palm Springs
- Marcus and Dolores Lewis — Rancho Mirage
- Vera Ballen — Riverside County (Sky Valley)
- Norm Cady — Riverside County (Vista Santa Rosa)

For more information about this event or upcoming events visit www.coachellaschamber.com or call (760) 398-8089.
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Your customers are already searching online. LocalAdLink can help make your business stand out. Local cable and radio are also changing—with the arrival of TiVo, people are skipping commercials more than ever and now with satellite radio such as XM and Sirius, local radio advertising is becoming harder and harder to find. Reaching new customers in your local area is vital to your continued success and LocalAdLink can help.

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04 WHERE?

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05 HOW?

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06 WHY?

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For more information contact Christie Siroonian at (760) 486-8141 or email at cas92307@charter.net

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Environmental Companies Serving the Inland Empire

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Inland Empire...

excessive commuting costs that total more than just time.
While Californians have felt a brief reprieve from last year’s high gas prices, costs have begun to climb again. Employees cannot afford to spend two hours or more commuting with gas prices nearing $5 per gallon. This is where offers from other regions of average commute times of 15 minutes become very attractive.

Public transportation needs to remain a focus. Workers desire options that ease the burden of commuting and provide financial relief, many of which have added social and environmental benefits.

Another concern for businesses is the quality of education for their children and their employees’ children. Frustrated with the quality and safety in California’s public education system, parents are turning in larger numbers to private schools. Private education comes with a cost, further increasing cost of living.

California’s housing costs are among the highest in the nation. Companies considering relocation are pleasantly surprised to learn that housing in other places is accessible and affordable for owners and their employees.

Finally, from a pure lifestyle point of view, amenities like a slower pace and recreational amenities, such as nearby lakes and mountains, present additional appeal. Once the business case is solid, these factors often become a tipping point in influencing decisions to move companies out of California.

5. Minimize public process.
Relocation decisions are driven by many factors. The hassle factor is another one of them. Obstacles, such as California’s protracted and cumbersome permitting processes push companies to look elsewhere for streamlined, predictable permitting. Regions with business-friendly public processes demonstrate they value business and the jobs they represent.

California must place higher priority on businesses and create a business climate through public policy and retention initiatives that demonstrate companies are valued and a significant part of the state’s economy. The Inland Empire region can play a critical role in getting to know these companies, identifying warning signs, advocating on their behalf and supporting them so they succeed. Otherwise, many will continue to flee to places where they will be welcomed and where they can grow and prosper.

Bob Potter is business recruiter for the Inland Northwest Economic Alliance, a regional economic development collaborator in eastern Washington and northern Idaho. For over 25 years he has recruited companies from southern California to this region. For information, log onto www.inlandnorthwestregion.com

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- Grow owner equity 12 times faster
- Produce profits that are 756 times greater

During times of adversity many people disengage. It’s easy to escape into habits of self-absorption and selfishness. However, it’s more productive and satisfying to give your best efforts to serve others. You make a living by what you get. You make a life by what you give. Continue to give your best efforts to serve others. Give to those less fortunate. The principle of giving and receiving is the key to unlocking success in all areas of life.

5. Achieve Your Most Important Priorities.

Priorities are what matters most. They may be:

- Problems to solve
- Goals to achieve
- Capacities to develop

As you clarify and achieve your most important priorities, you make progress in the most important areas of your life. Only by making your unique contributions in these areas can you make your unique contributions in these areas. To prioritize effectively, ask yourself what are the most important actions you can take in each area. Then, prioritize the actions as follows: A = must do B = should do C = could do. Do the A priorities first, then the B priorities. You’ll always be focused on things that matter most. It has been suggested that one minute of planning time may save 8 percent unemployment.

6. Create an Inspired Definition of Success.

Webster defines success as, “the accomplishment of what is desired or aimed at; the attainment of wealth, fame and prosperity.” We used the dictionary’s definition as a base to define success as something that is unique to you.

Tell her you believe in her every chance you get. Give her strength. Gordon, your job is simply to encourage and love her. says Gordon. If so, says Gordon, your job is simply to encourage and love her. Jane, tell her you believe in her every chance you get. Give her strength.

PETA needs to take a long hard look in the mirror before they go and criticize restaurants, farmers, scientists and numerous other Americans for “mistreating” animals. PETA has been doing is worse than killing animals for food and research. PETA kills pets! Pets are adorable. Remember the little puppy and kitty coffins. PETA turns them into PETA poppicks until they can cremate them. Peta has no right to take in animals if they are just going to put most of them to death. They don’t even give them proper burials with little puppy and kitty coffins. PETA turns them into PETA poppicks until they can cremate them.

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PETA’s Kryptonite is money. And stupidity. PETA needs to take a long hard look in the mirror before they go and criticize restaurants, farmers, scientists and numerous other Americans for “mistreating” animals. What PETA has been doing is worse than killing animals for food and research. PETA kills pets! Pets are adorable. Remember the little puppy and kitty coffins. PETA turns them into PETA poppicks until they can cremate them.

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May 2009

Economic Rep...

social assistance will grow by 400 jobs as organizations like Goodwill become more important.

SUMMARY

In April, the Inland Empire economy is forecasted to lose 82,600 jobs (6.7%), after dropping 48,592 in 2008 (-3.8%), the region’s worst performance in modern times. The steep decline will occur because of the region’s traditional competitive advantage in having large amounts of undeveloped land has become its major weakness since this downturn has fallen hardest on sectors that need inexpensive land: home development, manufacturing, logistics and non-residential construction. With the flow of funds into the inland area to workers in those sectors reduced, they can no longer spend as much with local retailers, restaurants and other such activities, spreading the pain. The Inland Empire’s difficulties cannot be solved within it. They will require national solutions to the foreclosure crisis, the freezing-up of credit and the reduced national demand for goods and services.

FORECAST RISKS

The risks to this forecast appear tilted to the upside. If the federal stimulus package works better than expected, inland manufactur- ing and infrastructure construction will increase more than forecasted. The extension of unemployment benefits may allow more families than expected to continue supporting themselves. These activities could fill more of the $8.6 billion hole in our economic base than anticipated. In this area, perhaps the stimulus’ tax cuts will not be as badly offset by the state’s tax increases as expected. If the stimulus keeps more teachers and other government workers employed than is forecasted, it will stop the hole from deepening. If efforts like TALE unfreeze credit markets sooner rather than later, they will more rapidly increase auto, student, consumer and small business spending in the area. If federal mortgage strategies reduce foreclosures quicker than expected, that could revive some residential activity in 2009.

On the downside, the risk is that the federal government will lack the will to sustain stimulus efforts. If action is not taken to reduce foreclosures, inland residential construction could be dormant for years. If the stimulus is not large or effective enough, it will not fill that big of a hole in the economic base, worsening the anticipated 2009 declines in manufacturing and construction. If the financial freeze is not thawed, consumers and businesses will be unable to borrow, further harming auto dealerships, homebuyers, schools and small firms.

For further information on the economic analysis in the QER, visit Dr. John Husing’s Website at www.johnhusing.com.
Investing in a Sustainable World: Why GREEN IS the New Color of Money on Wall Street.

By Matthew J. Kiernan, Ph. D. AMACOM, New York, New York: 2009: 308 pages; $27.95

If you have watched your 401K investments languish during this economic crisis, remember that investment figures will continue to improve. And, investments seem to be looking up.

These days one of the much-touted areas for those who still have (or hope to have) money available to invest are talking about “green” opportunities. The more sophisticated members of this group call it investing in companies who are focused on sustainability. In this context, sustainability means that business will operate in a way, now or in the future, that is focused on sustainable environmental and social issues. They may be product related and able to solve both.

In the United States, rapidly evolving field, environmental and social techniques, services, and newly emerging technology called ES. Environmental, social, and corporate governance are tagged with the label ESG. ESG. Emissions are styled GHE and Greenhouse Gas Risk Solutions are shortened to GHGR.

The author, Dr. Matthew J. Kiernan, is the President and CEO of InnoveVentive Strategy Value Advisors, Inc. one of the top ranking sustainability investment management companies where. He is an advisor to governments and has spoken regularly to the World Economic Forum at Davos, Switzerland.

The combination of high level scientific and engineering knowledge, plus managerial and government experience may well explain why there are so many acronyms and shorthand phrases used in investment circles. Of course, even though Dr. Kiernan does a good job of clearing up the confusing case for investment, ES can wherever he can, there are times when his clarity is less than perfect. His book:

"One of the most enduring—indeed—debates in academic finance concerns the relationship between Sustainable Market Hypothesis (EMH). Proponents of the EMH, such as the University of Chicago E. Fama argue, that markets are indeed highly efficient and that therefore stock prices fully and rapidly reflect all the available and material information about companies.

To balance that, however, Dr. Kiernan uses clear concise language to describe how one "green" company, Arctic, purchased its sub-prime mortgage loans, triggered our current money market downfall. Dr. Kiernan spends the first half of the book on what he calls, "a breathless tour of 11 of the most believable sustainability trends confronting international investors today. Each and every trend is interconnected, and each creates both risks and opportunities. None of them is likely to disappear any time soon, so forward-looking investors had better get used to them. To the extent that they do not, they may well lose the opportunity to serve those serious inroads can in fact be made in combating and reversing their environmental impact. And here’s the best: investors can actually generate superior returns while doing so!"

The book goes on to make the point that "corporate sustainability is rapidly becoming the new competitive orthodoxy..." In addition, far from ignoring the risk of investing in sustainable companies, Dr. Kiernan argues, as several pharmaceutical companies in recent years have sold otherwise good reputations. He goes on to say that companies that keep the unsustainability issues in the upside opportunities, citing numerous companies and case histories.

"Investing in a Sustainable World" is clearly an important book. Obviously well written. Although Dr. Kiernan periodically dips into a well of obscure terms, it’s likely that his words will grow in clarity as the world adapts to the changes brought about by sustainable companies. Sustainability through a blend of private investment and public support. The book is a banquet of fresh ideas and optimistic opportunities at the cost of a better future. It’s a refreshingly new beginning.

—Henry Holtman

BestSelling Business Books

Here are the current top 10 bestsellers for business. The list is compiled based on information received from retail bookstores throughout the United States.

1. "Outliers: The Story of Success," by Malcolm Gladwell (Little, Brown & Co. $27.99) (1)

Why the urban success of a child who is linked to where you were born is a time to do the opposite.


"This is the book you need to read... it will help you address your relationship and bring it under control...

3. "The General Depression: How to Prosper in the Crash Following the Greatest Boom in History," by Harry Dent (Simon & Schuster, $22.95) (3)

How to survive the real economic land mines of mid-2009.

4. "Hot, Flat, and Crowded: Why We Need a Green Revolution - and How We Can Renew America," by Thomas L. Friedman (Farrar, Straus and Giroux, $27.95) (5)

And how “green alternatives” can save the planet and the USA.


How bankers after World War I set the stage for disaster.


How the global economy dropped into an intensive care situation.

7. "Strengths-Based Leadership," by Tom Rath and Barry Conchie (Galleon Press, $24.95) (6)

Strengths that build better leaders and more committed followers.


How to avoid a repeat of the problem.


How to get things done with your day.


How to identify and use your unique strengths at work.

Increase Your...

continued from pg. 7

partners, and customers rate you on trust. You could even have an investment group as partners. When you do "go green" and improve the trust meter for you. With this feedback, you will know you stand and can make adjustments. All too often, trust is undermined and the company and its leaders are the last to know this problem is present. If you are the first to know, you can make corrections in your sustainability efforts. This also shows everyone that relationships and mutual trust are not just words, they are important.

Trust Provides a Big Advantage in Any Economy.

Too often, customer service and support are cut back when the economy heads south. People are laid off with no warning or support. Face-to-face support is cut back or canceled. But this is a time to do the opposite.

If you know of a business that has bad relationships become more important! Doing things better stands out more. Becoming a trusted advisor versus a salesperson stands out. Going the extra mile is more unique.

A business that is true, your relationships will deepen. This will allow you to bring attention change faster and more effectively and to improve your business.

Roma Express

continued from pg. 6

Consumers feel better about violating their promises not to raise taxes. This ridiculous waste of ballot space allows some legislators to pretend that they got something in return for supporting taxes. The legislators feel better about voting for taxes. The legislators feel better about voting for taxes. The legislators feel better about voting for taxes.

Proposition 1F does not really change anything. It prohibits the governor and legislators from receiving pay raises in deficit years. The salary increases for the members of the California Citizens' Compensation Commission (the Legislature) and that commission has never increased salaries in a deficit year any clubs.

Proposition 1F does not even attempt what it contends to do. Pay increases when they are authorized by the commission do not take effect until after the next election. Even if they are not likely to have any influence on any legislator’s vote.

And even if this measure did influence a legislator’s vote on the budget I would be very surprised. For that would mean that some Republican or Democrat voted against their party and they are very unlikely to have any influence on their own party’s increased spending.

Of course, the hotel had many renovations throughout the years—total renovation was completed in 2000. The guest rooms have been brought back up to date and equipped with the latest technological updates. Today the hotel is really the best.

An upscale hotel would not be able to attract a suitable serving creative and elegant Italian delicacies. The Dwayne Restaurant fills the bill here offering outdoor dining on the terrace and a dinner cruise is offered based on fresh and light products, such as the fresh pasta, vegetables and fish.

On the fifth floor we glanced at the gym, complete with fitness center, steam room and shower. We got permission to have a good workout during the day with all our walking. However, we did stop to have a light dinner on the sixth floor terrace with their outdoor bar. It was a beautiful evening with white lights.

The next morning we found our driver and headed back to Lucca, our temporary home in Italy. Hoping that our coins in the bank would hold us back, we all exclaimed, “Arrivederci Roma,” which means after, in two days, so we’ll have to come back another time.

Editor’s Note: An upcoming article "Planning for the Future,” will be published in the June issue.

The Drucker...

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tion from subsistence farming to commercial agriculture.

About the Drucker Institute

The Drucker Institute at Claremont Graduate University is a think tank and action tank whose purpose is to stimulate effective and sustainable economic leadership across all sectors of society. It does this, in large part, through the fellowship and ideas of Peter F. Drucker, the father of modern management.

The institute acts as a hub for a worldwide network of Drucker Societies: volunteer-driven organizations that are using Drucker’s teachings for good. To foster discussion and provide positive change in their local communities.

The institute maintains a digital archive of Drucker’s papers; undertakes the digitization of his writings; offers an annual $100,000 prize for nonprofit organizations based on Drucker’s material that distills Drucker’s decades of leading-edge thinking; applies Drucker’s work to current events through a regular online column in BusinessWeek by Institute Director Peter Drucker.

The institute is a close affiliate of the Peter F. Drucker and Masatoshi Ito Graduate School of Management. For more on the institute and its programs, go to www.druckerinstitute.com

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Rome was not built in a day—however, you can visit its "must see" beautiful structures in two days with a great pair of walking shoes and some determination. History and its culture ooze here, and the people are friendly and cheerful. It's the very cradle of human civilization with its many landmarks to behold. It's no wonder that it's listed as one of the top destinations in the world.

I had the fortune to visit Italy this last March but could only stay one week. My group landed in Florence and stayed in a villa near Lucca. Our mission was to visit Rome, Florence, Siena, Pisa and San Gimignano. We were determined to experience as much of Italy as we could in one week.

Since March is typically rainy in Italy, we were pleasantly surprised that it was sunny—luck and fortune were on our side. I have to say it's not much fun touring in the rain, so planning when the weather is sunny, but not hot, would be an ideal time to visit Italy. April through June or September and October are the best times to visit.

Our trip from Lucca to Rome by car was three and a half hours (by train it would have been the same amount of time); however, the car trip was a bonus since we were able to see the sites along the way up close and stop where we pleased. Our plan was to allow two days for visiting the main sights and stay overnight in a great hotel. For this two day get-a-way, we wanted to visit the recommended tourist spots—the true treasures of Rome. One day was planned for visiting the Vatican and the Sistine Chapel and the following day reserved for the walking tour.

We strolled the Vatican museums with over nine miles of the most extensive collection of art in the world. We explored the Sistine Chapel and experienced Michelangelo's famous "Creation of Adam," and wandered through St. Peter's Basilica and was humbled by the imposing beauty of Michelangelo's "La Pieta. Awe-struck by all this beauty, we knew these memories would last a lifetime.

Our walking tour was an audio tour. From the Colosseum we headed for the Pantheon, the best preserved of all Roman buildings, and perhaps the best preserved building of its age in the world. It's the oldest standing domed structure in Rome. (There are signs in Rome giving directions to all its famous sites—making it simple for us tourists.) The Pantheon has been enormously influential in western architecture from at least the Renaissance on to the present. The California State Capitol in Sacramento is a good example. The list for other examples is endless.

On with the tour to Trevi Fountain, the most famous and arguably the most beautiful fountain in all of Rome. This fountain dominates the small Trevi square located in the Quirinal district. In 1732, Pope Clement XII commissioned Nicola Salvi to create a large fountain at the square. It was halted for a short time but completed in 1762. The square is crowded with tourists, and legend has it you will return to Rome if you throw a coin into the water. However, you should toss it over your shoulder with your back to the fountain—three times and it is guaranteed.

Now onward to the famous Spanish Steps (Piazza di Spagna), another famous image in Rome. In the Renaissance period, the square was the most popular tourist attraction in the city; it attracted artists and writers alike and was full of elegant hotels, inns and residences. At the end of the 17th century, it was called Trinità dei Monti, after the church that dominates the square from above, but it was later given the name we know today after the Spanish ambassador who lived there. Visitors enjoy gazing at the Roman Baroque style of the steps. In the spring the ramps of the staircase are literally covered with flowers and the colors are magnificent.

We headed up the steps and walked to our final destination—our hotel—and thoughts were focused on good food and some rest. Our hotel, The Westin Excelsior, should be included in the "must see" sights in Rome. A few minutes away from the central Spanish steps and the Borghese Gardens, The Western Excelsior is located on Via Vittorio Veneto considered one of the most prestigious streets of the capital. It has hosted past celebrities as Joan Crawford, Orson Welles, Liz Taylor, Richard Burton, and more recently, Kevin Costner, Will Smith, Jim Carey and many others.

The hotel's opening date goes back to Jan. 17, 1906, long before Via Veneto became fashion.