New Homeless Street Outreach Program

by Monique X. Valadez

Beginning in September 2005, the Foothill AIDS Project (FAP) will be reaching out to the city’s homeless and at-risk for homelessness individuals providing them with the resources to get them back on their feet.

Approved by the Pomona City Council, the Foothill AIDS Project was granted the responsibility of developing a unique Street Outreach Team to effectively approach the city’s
continued on page 10

Special Sections

AGREEMENT GUARANTEE CSUSB STUDENTS ENTRY TO WESTERN UNIVERSITY MEDICAL SCHOOL

A significant agreement between California State University, San Bernardino and Western University of Health Sciences in Pomona will assure the admission of up to six CSUSB biology students each year to Western University's
continued on page 45

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Jim Brooks Named Assistant Chair of ULI

Jim Brooks, president of Empire Commercial Real Estate, L.P., has been named assistant chair of the Urban Land Institute’s Inland Empire District Council, the organization’s newest chapter.

In this position, Brooks will be responsible for implementing the District Council’s plans for growth and community outreach, working closely with major industry, public sector and community leaders in the local and national real estate industry.

“I am fortunate to have this opportunity, both to serve ULI in this capacity and to work again with our chairman, Jeff Gault, with whom I have worked in the past,” explains Brooks. “We are proud to have the Inland Empire formally recognized as a ULI chapter and are committed to helping further its already impressive growth.”

Brooks has more than 20 years of real estate experience in the areas of development, acquisitions and operations. He is president of Empire Commercial Real Estate, L.P., a real estate service provider dedicated to serving the diverse needs of master plan communities, residential developments and commercial and retail opportunities.

The Urban Land Institute is a nonprofit education and research institute supported by its members. Its mission is to provide responsible leadership in the use of land in order to enhance the total environment. Established in 1936, the institute has more than 25,000 members representing all aspects of land use and development disciplines.

Founded in July 2005, the Inland Empire District Council is chaired by Jeff Gault. ULI Inland Empire has 210 members.

Back ing Up Your Website Data: An Overlooked and Underused Necessity

Over the last decade many businesses, long established and newly formed alike, have made the World Wide Web a key revenue-generating channel. Billions of dollars are transacted each year over the Web. For many, going online to make a purchase or to find information that will lead to a purchase is now second nature.

A natural consequence of this situation is that enormous amounts of very valuable data are stored on computers. And as we all well know, computers tend to die from time to time. For every business that is using the Web as a revenue-generating channel, their data is an important company asset. The loss of a customer order database could be devastating to a business, leading to unfulfilled orders, dissatisfied customers and loss of touch with thousands of clients. Depending on one computer alone, death-pone machines that they are, is a formula for disaster.

Since it is pretty self-evident that preventing the loss of all of a business’ orders and customer information is an important task, why is it that backup solutions are among the lowest priorities of most businesses shopping for Web hosting? continued on page 38.
In August 2005, a team of researchers visited the Halieon Salt Mine about 30 miles south of Salzburg. The town of Halieon was first settled by the Celts who named the town. The word “hal” means “salt” in Celtic. It is believed that people were mining salt in the area as early as 2500 BC. But it is the time when Salzburg was an ecclesiastical principality that marks the high point of the salt mine.

We started our tour by dressing in the traditional miner’s outfit of white overalls and stud­ding boots on a miniature train. We screamed as another train passed us in the narrow tunnel under the mountain.

During our adventure in the heart of the mine we watched several multi-media presentations about the Archibald Wolf Dietrich von Reichenegg, the owner of the salt mines during the late 1500’s. Wolf Dietrich had 15 children with his lover Salome, for whom he built the Mirabell Palace and Mirabell Gardens in 1605. One of our guides spoke German, English and Italian, and had a comedic timing down in all three.

Salt was called the “white gold” because the value of salt in ancient times was enormous. Prior to refrigeration, freeze-drying, and canning, salt was a primary means of preserving food.

Until recently, salt was so valuable that it was used as money. Slaves were traded for salt in ancient Greece and it was said that a poor slave was not “worth his salt.” Ancient Rome paid its sol­ diers money for salt called a “salarium argentum” from which we get the word salary. The first tax ever was a tax on salt by the Chinese Emperor Hsia Yu around 2200 BC.

To go deeper into the heart of the mine we had to sit on smooth ban­ner rails and slide in groups down a 50-foot long slide. Being with a 14-year-old girl’s soccer team, our screams and laughter echoed throughout the entire mine. Then we took a boat ride in a sub­terranean cavern across a salt water pond accompanied by eerie sounds and surreal lighting.

Salt, as a business invest­ment, acted much like other hard assets today, such as oil, the black gold, or even actual gold itself. Hard asset stocks are a completely different asset category and one in which we believe each investor should be appropriately invested in. Hard asset stocks include any commodity-based companies such as oil, natural gas, precious metals, lumber, and real estate. We invest in the publicly-traded companies that produce these commodities, not the commodities themselves. So we invest in gold mining com­panies.

Laughing Your Way Through Office Stress

By Judy Carter

If you’re not laughing through your workday, you are not alone. In this era of political correctness, Corporate America has become humor impaired. Laughing at work evap­orates faster than Liquid Paper. People are afraid to tell jokes because they might get fired for offending someone. Plus the boss might think they don’t take their work seriously. I once heard of a company where the country, people never laughed in the first place. And in West Los Angeles, one-out-of-every three people can’t laugh anymore—too much Bureaucracy, fun and laughter to Corporate America! Matter of fact, a sense of humor is an effective business tool that can help advance your career.

I’m not suggesting that boasting about bodily functions or telling run jokes at the water cool­er will score you a spot on the corpo­rate ladder. But humor can put clients at ease, lighten up a staff meeting, frame moods that people actually read, and close a sale. Laughter is also a great de-stressor. Studies have shown that when people are having fun at work, they enjoy their jobs more, stay longer, and do better work. That lowers the attention rate for a com­pany and improves the bottom line No joke!

Let’s face it, we all want to work with, work for and even date people who can make us laugh. So why do we abandon our sense of humor as soon as we walk the car out of the garage?

To prevent bookers-from during the next work crisis—or dater others from calling in for airy-fairy mental-health holidays, consider this tips on how to maintain a lightened hearted, build your network, motivate staff and achieve your professional goals.

1: joke about yourself—everyone else probably is, it’s not a recoding habit— it’s a punch­line!

Take your work and responsibilities seriously, but not yourself. People like leaders who are willing to poke fun at them­selves. A little self-deprecating humor can go a long way, so admit, and joke about your shortcomings rather than try to fake it. I’m serious saying that you say too much, “Yes, I am utterly incompet­ent, he has!” Some things are best not advertised. But a little light humor can set a positive tone for the workplace.

The next time someone asks you, “How are you?” Tell them the truth— “I’m having a bad comb-over day.”

2: Use humor in the stressful situations.

As a standup comic, I know that life’s ups and downs are a great source for comic material. After all, comedy material is based on the “bad” things that happen in life. To a standup comic, it’s not a miserable marriage, it’s comedy material. Likewise for a sales presentation gone south. When an important client told regional sales manager Bob, “After seeing this report, I can tell that you are a complete idiot,” Bob recoiled. Rather than getting defensive, he continued on page 9.
A Short Assessment of Our Assessor

Don Williamson

Don is very community involved. He is the immediate past head of Kivians Division 36 and the past president of the Banta Kivians club. Don also plays Santa every December for the Headstart program of over 200 children in the area, and also for the senior citizen mining homes and complexes.

Don is a very well respected and trusted man. Serving the office in 1999 and 2000.

Don was elected in November 1994 as the assessor of San Bernardino County to a four-year term. He took office Jan. 2, 1995. In June of 1998 and most recently in November 2002.

Don's office is located at 750,000 square feet, and 750,000,000.000. That's $99 billion.

Don has a very good record of field experience and education. He is well respected and known for his professionalism.

Don is a very sophisticated and respected person.

When you are the best assessor in California, and you want to be the best assessor in the world, you can't help but try to go the extra mile. He and his staff work hard to keep up with the changing technology and market conditions.

Don's success and future depend on how he can help people resolve their assessment problems. He is a true professional who does his best to keep up with the changing technology and market conditions.

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Market Competition and Recent Reforms Will Keep Bringing Workers’ Comp Rates Down, If Preserved

By Chuck Poocigian and Lawrence J. McQuillin

Workers’ compensation insurance companies are sending policyholders a message: they’re ready to compete. But the market is ripe for the picking only if rates continue to drop.

A free market, where rates and costs are driven by supply and demand, would drive insurance rates down. But in recent years, rates have continued to rise, reflecting the continuing inability of California employers to fairly assess and control their workers’ compensation costs. This is partly because of the way insurance companies have been allowed to operate in the marketplace, and partly because there are fundamental economic and philosophical reasons why workers’ compensation premiums in California have skyrocketed.

In recent years, there have been a number of significant reforms introduced in California that have been intended to bring down workers’ compensation costs. These reforms have included

- A cap on medical and indemnity payments
- A cap on attorney fees
- A cap on workers’ compensation claims
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Despite these positive developments, opponents are working tirelessly to reverse the reforms. This is partly because insurance companies are benefiting from the current situation, and partly because the public is becoming more aware of the unfairness of the current system.

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Inland Empire Business Journal

Dear Mr. Anthony:

I am writing to you on recent action by the House of Representatives on the Federal Immigration Reform and Control Act of 1996. The Act has been introduced after years of discussions and debate.

The Act, if passed, would allow businesses to verify the citizenship status of employees, require employers to register with the Department of Labor, and make it a crime for illegal immigrants to look for work.

I believe that this act is a step in the right direction, as it will help combat illegal immigration and protect American workers. However, I urge you to consider the potential drawbacks of this act, especially in light of the fact that many illegal immigrants contribute positively to our society.

Thank you for your time and consideration.

Yours sincerely,

[Your Name]
Fraud Still Plagues Workers Comp.

by Ronald D.Johnson

Here is another glaring clue to workers' comp fraud. In San Diego Yellow Pages, there are apparently 27,916 contractors and 26,838 contractors with ads. Of those, 112 or 40 percent claim "exemption." Is it possible that a contractor who claims exemption to afford a full-page color ad in the Yellow Pages is paying $47,260 or $47,267? I don't think so.

Further to this, a report provided to the Roofing Contractors Association of California by the Workers Compensation Insurance Rating Bureau and the California State Licensing Board. Again, I received a call from Pochgian. His efforts to reform the dysfunctional state-managed workers' compensation system. Indeed, the standard governor called a bill dairing last year's session - SB X4 18, a companion bill to SB 989 - which would have provided more funding to local district attorneys' offices to fight their contamination fraud investigation. However, the governor vetoed the bill.

Reforming the workers' compensation system is only part of the ongoing battle to combat the ongoing fraud and abuse. Our underground economy runs flagrantly throughout the construction industry. If a contractor is actively engaged in fraudulent workers' comp activities, he or she is more likely to be implicated in payroll, fraud and tax fraud.

Unlike the other types of fraud, which are readily addressed by the respective governmental agencies, and money is allocated in pursuit of offenders, the workers' compensation system will not be effectively fixed.

Ronald D. Johnson

Solving The State's Structural Budget Crisis Must be a Priority

by Sen. Bob Dutton

Now that the 2005-06 state budget is signed and in effect, it's clear to me that if California is ever to really move forward in solving the ongoing year-after-year budget shortfall, real structural reforms must be enacted.

In the past, I have participated in three budget cycles since coming to Sacramento in 2002 and have come away with the following observations:

You can't tax your way out of a fiscal crisis. When I arrived in Sacramento, the state faced a $6 billion budget shortfall. I have seen colleagues on the other side of the aisle insist that the solution to the state's economic problems is additional taxes. None of the resulting taxes addressed the way worker's compensation reform. The result is an economy that is clearly on the mend but still lacking in billions more to the state's general fund coffers.

Making fighting fraud, waste and abuse in state government a priority. "Where's the money being spent?" should be a question everyone at every level of government should be asking. How much of the money that has been spent on a fraudulent act, if one is actually getting to the classroom? How many of the truly needy residents of this state are getting this money? And further, how many people on Welfare, Medicaid because others are ripping the system off? It's clear to me that cutting fraud, waste and abuse by about 10 percent would mean freeing up enough money to spend on its intended purpose.

We must all take a hard look at making structural reforms to the state budget process. A big part of the budget crisis is created by automatic spending mechanisms that have been put in place over the years and even when they have been increased, these spending mechanisms will continue to create budget shortfalls until they are addressed.

Governor Schwarzenegger has called a special election in November to begin addressing some of these problems. I'm sure in the coming months meetings will be being debated concerning the concern of his reform measures. But one thing is for sure, until real structural reforms are enacted, the waste, fraud and abuse will continue to be a major problem for the rest of the years. "Where's the money?"

Ronald D. Johnson

Continued from page 7

curved out of simple Synonym -

deciphered pieces, but by and large they prefer to use created figures. This is especially true when describing a fraud, and see to stories of money being spent on non-existent museums, state commissions paying hundreds of thousands of dollars to their freelancers to attend just a handful of meetings and doctors and patients continuing to flip off the state's medical facility, searching much needed dollars away from truly needy residents of this state.

So what are the answers? Simply one solution is to have the state allocate the money it has to empower the state through areas like worker's compensation reform. The result is an economy that is clearly on the mend but still lacking in billions more to the state's general fund coffers.

Making fighting fraud, waste and abuse in state government a priority. "Where's the money being spent?" should be a question everyone at every level of government should be asking. How much of the money that has been spent on a fraudulent act, if one is actually getting to the classroom? How many of the truly needy residents of this state are getting this money? And further, how many people on Welfare, Medicaid because others are ripping the system off? It's clear to me that cutting fraud, waste and abuse by about 10 percent would mean freeing up enough money to spend on its intended purpose.

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Ronald D. Johnson

COMPUTERS/TECHNOLOGY

Phishing & Casting

By J. Allen Leiber

This column has nothing to do with standing in a river waiting for a fish to bite. Casting will, as we'll see in a minute.

Phishing is the word now given to what we wrote about just last month. It is the attempt by scammers to get you on to the 'net,' get your e-mail address, and then use your information allowing for identity theft or just plain electronic robbery. The thing is the Minist of Natural Resources for South Africa who would give you the inside scoop on how to spend $14 million in U.S. dollars if you would give him your bank account number. Since then Facebook has received copies of the signed papers, the equivalent. One business manager has talked to his boss about getting this sort of thing like about five times a day.

The Arrowhead Credit Union has put up signs in their branches advising members that the number of frauds is on the rise. Just look at the new MedSec that others are riping the system off? It's clear to me that cutting fraud, waste and abuse by about 10 percent would mean freeing up enough money to spend on its intended purpose.

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Continued from page 7

FRAUD STILL PLAGUES WORKERS COMP.

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**LAW**

Four Hurdles to Starting a Business

By Jim Stovall

When it comes to career, one of the greatest dreams of many people is to own their own business. This paints mental pictures of being the captain of one’s own ship and being in control of one’s destiny. Most all people who are considered a world-class success in business own or at least run their own operation. For the right person, there is nothing better than owning your own business. For the wrong person, there is nothing worse than owning your own business. For the right people, starting or running a company becomes liberating, creatively stimulating, and energizing. For the wrong people, it becomes pressure-filled, confusing, and paralyzing.

There are a number of hurdles that anyone should consider before starting or running their own business. These hurdles build upon one another. You don’t go to the second hurdle until you have successfully navigated the first one; and unless you get over all the hurdles, you should not even consider being in business for yourself. Once you’re over the last hurdle, it doesn’t mean you win the race, it means you qualify to enter the starting blocks to begin the competition of owning and running your own business.

Always remember, there is nothing wrong with not being a business owner, leader, or entrepreneur. There are scores of people who function valuably and professionally within some-one else’s corporate structure. This does not make them bad people. On the contrary, it makes them very good people at fitting into a vibrant team.

Hurdle 1: Be sure that your product or service is of greater value to him than the price you are asking for. Many small businesses fail because they have not determined that their product or service is of greater value to him than the price you are asking for. As entrepreneurs in the principles of freedom and mutual benefit, each party to a transaction enters into it when he feels that he will be better off as a result of the transaction than he would be without it. In a free market, the customer always has three options with whom to do business.

Hurdle 2: Determine whether or not you are suited to be an entrepreneur or a business owner. Are you a leader, or do you enjoy blazing your own trail, or would you prefer to follow someone else’s lead or a clearly delineated job description and career path? As friends, coworkers, and family members who will be honest with you to assess your temperament, your wealth, your social networks around us are much more clearly than we can see our own strengths and weaknesses.

Hurdle 3: Determine whether or not you have a unique talent, ability, or opportunity. You have heard it said that if you build a better mousetrap, people will beat a path to your door. Obviously, it would be best to be the very first person to create a mousetrap. If not, you must determine if your mousetrap is really better and has either a cost or a quality competitive advantage compared to your competition.

Hurdle 4: Determine whether or not you have the necessary financial resources to back up your business. There are many businesses that started out very small and with very little capital, but quickly expanded to become very successful businesses.

**Waste Watchers**

by Senator Bob Dutton

In case you’re wondering, I will never support raising taxes until we begin to reign in the fraud, waste and abuse that takes place in government. Here’s an example: Recently, the Orange County Register (June 2, 2005) analyzed the resumes, salary, and attendance of 80 members of state boards and commissions who oversee and regulate everything from utilities to gaming, doctors, and student aid. The results were shocking.

In one case, a member of the state Occupational Safety and Health Appeals Board spent only 20 days in her office, yet took home $99,696 last year. What was she doing the other 345 days of the year? According to her, she had to be found working the rest of the time out of her condo in San Francisco, a history not affirmed to most state employees. Another board member, this one on the California Medical Assistance Commission, was paid $92,000, but attended only 16 meetings, meaning he or she was paid roughly $6,100 per meeting attended.

Garner Holt: San Bernardino’s Toymaker

continued from page 13

In 1950, the one that started the customer of the 21st century. Customers are now more intelligent and knowledge-able than ever before. They are experienced buyers who have interacted with hundreds of salespeople. They are extremely sophisticated and aware of the incredible variety of products and services that are available to them, as well as their relative strengths and weaknesses of these products. Many of them are smarter and better educated than most salespeople and they are more careful about making a buying decision of any kind.

In addition, they are overwhelmed with work and under-supplied with time. Because of the rapidly increasing pace of change, down-sizing, restructuring and the competitive pressures surrounding them, customers today are hurried and hurried. They are swamped with responsibilities, impatient, suspicious, critical, and spoiled. To sell today’s customer requires a higher caliber of sales person than has ever been required. It is only going to become tougher and more complicated in the years ahead.

Now, here’s what you can do immediately to put these ideas into action.

Think critically about how you are going to convince your customer that your product or service is the very best available.

Learn why he buys, or refuses to buy and develop strategies to turn non-buyers into buyers.

Upgrade your knowledge and skill every day so you can sell more effectively. You always want to know more about your product or service than your customer.

Brian Tracy can be reached at 888-481-2777 or www.briattrac-ty.com.

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Christopher North, May 1830

"Had laws not been, we never had been 'blame'd; for not to know we sin 'd is innocence" Sir William Davison

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**Selling to Today’s Customers**

by Brian Tracy

What is selling? In its simplest terms, selling is the process of helping your customer to determine that your product or service is of greater value to him than the price you are asking for. Our market society is based on the principles of freedom and mutual benefit. Each party to a transaction enters into it when he feels that he will be better off as a result of the transaction than he would be without it. In a free market, the customer always has three options with whom to do business. First, the customer can buy your product or service. Second, the customer can build the product or service from someone else. Third, the customer can decide to buy nothing at all.

For the customer to buy your particular product or service, he or she must be convinced that it is not only the best choice available but he must also be persuaded that there is no better way for him to spend the equivalent amount of money. Your job as a salesperson is to convince the customer that all these conditions exist and then to elicit a commitment from him to take action on your offer.

The field of professional selling has changed dramatically since World War II. In a way, selling methodologies are merely responses to customer requirements.

While most are appropriate to any of the state boards and commissions, 14,000 of the state’s public boards and members are hired due mainly to political connections-taxpayers are only afforded the luxury of picking up the tab. The exorbitant salaries for board members who rarely meet only add up to more than the billions of dollars of debt California taxpayers are already facing.

But the customer of the 1950s has matured into the customer of the 21st century. Customers are now more intelligent and knowledgeable than ever before. They are experienced buyers who have interacted with hundreds of salespeople. They are extremely sophisticated and aware of the incredible variety of products and services that are available to them, as well as their relative strengths and weaknesses of these products. Many of them are smarter and better educated than most salespeople and they are more careful about making a buying decision of any kind.

In addition, they are overwhelmed with work and under-supplied with time. Because of the rapidly increasing pace of change, down-sizing, restructuring and the competitive pressures surrounding them, customers today are hurried and hurried. They are swamped with responsibilities, impatient, suspicious, critical, and spoiled. To sell today’s customer requires a higher caliber of sales person than has ever been required. It is only going to become tougher and more complicated in the years ahead.

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California 2025 shows that the share of Californians employed in the manufacturing industry will decline from 13.2 percent to 8.4 percent.

The employment increase largely will come in the professional services industry, with business, health, legal and educational services all demanding more workers.

This, in turn, will create a greater demand for workers with associate, bachelor’s and advanced college degrees. Projections indicate, however, that California’s population is not necessarily on track to meet the needs of the future business environment.

**College Education Key**

“Our education system is lagging behind the demands of our workforce, and that shortfall will begin to become more apparent over the next 20 years,” said Baldassare. “The demand for workers with a college education will be 39 percent by 2020, but the share of the population with a college education realistically will not reach that figure. Policy leaders and the general population need to understand that a college education is becoming more critical to California’s economic prosperity and individual employment opportunities.”

---

**Four Hurdles to Starting a Business**

Continued from page 14

Hurdle 1: Do you have the “enough factors” in your backing? Most entrepreneurs will tell you the term “enough” capital does not exist. There is more truth than one might imagine in that statement. When you are in business for yourself, everything takes longer, costs more, and is more difficult than you imagined. This is not negative thinking. It is the real life experience of most business owners. Too many “would be” entrepreneurs base all projections on the proverbial best case scenario. You would be much better off to base your projections on the worst case scenario and even cut it in half. If you can survive in that environment, you’ve got an excellent chance of making it. The only cardinal sin in business planning is to run out of money. Money buys you time, second chances, and many lessons. Without money, you’re like a pilot flying 40,000 feet above the earth. Any problems can be dealt with at this altitude. You have a lot of time to make correct decisions, contingency plans, and pursue alternatives. Without enough capital, you are like that same pilot flying 100 feet above the ground. You can fly successfully if everything goes perfectly, but if there’s one mechanical error, fuel problem, or wind shear, you are destined to crash and burn.

Hurdle 2: Do you have a passion for your new business? This may be the most critical hurdle of all. It’s got to be more than a good idea or an attractive business. You’ve got to be willing to live, eat, and breathe your new venture because, in reality, you will probably be forced to. Becoming an entrepreneur means that you are willing to do things that most people are not willing to do. This is only possible when you have an unbelievable passion to pursue your dream of owning your own business.

If you have gotten over these hurdles, you may be ready to approach the starting line. If you are indeed, going to launch into your own business, above all remember the best advice ever heard about being in business for yourself: Make sure you’re having fun. You got into this because you thought you would enjoy it. If you don’t enjoy being in business for your self, you would be far better off having a job working for someone else.

On your mark. Get set. Go!

Jim Stovall has enjoyed success as an author, television broker and entrepreneur while dealing with the challenge of business growth in pages 17 through 22.

---

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**Inland Empire Business Journal**

**Business Journal • Page 16**

**Business Journal • Page 17**

New Report
Highlights Long-Term Issues Facing California, Business Environment

The Public Policy Institute of California (PPIC) recently released a comprehensive, highly anticipated report detailing the challenges California will face over the next 20 years with a transformation of the state’s business environment at the forefront.

Edited by Ellen Hanak and PPIC Director of Research Mark Baldassare, California 2025: Taking on the Future is a multi-disciplinary study that provides a long-term perspective on issues such as population growth, transportation infrastructure, education and job opportunities. The authors are touring the state presenting the study’s findings.

"California generally focuses on issues of immediate concern," said Baldassare. "As a result of this tendency, California 2025 shows that some of the most pressing issues the state will face 20 years from now are not part of the public forum of discussion taking place today. We are not advocating specific actions with which to confront these issues. What we are saying is that these are the issues Californians must begin to address now."

**Job Growth in Service Sector**

A central focus of the Baldassare’s presentations is the transformation of the business environment in California with all regions of the state contributing to this growth.

San Diego is projected to lead this job growth, increasing 51 percent to 4.3 million jobs. Sacramento, the San Joaquin Valley, Los Angeles and the San Francisco Bay Area will all see their employment increase between 20 and 40 percent.

Not all sectors of business will see such job growth, however.
About Planning, Visualization and Improving Results

by Jim Murphy

It might seem odd to say that visualization is a business tool but indeed it is, and a powerful one at that. To begin, say you, a professional football player. Before a game, the quarterback will start to visualize his drop-back, the set-up, and the point on the field where his wide receiver is going to be. The wide receiver is doing the same thing — visualizing how he’s going to run his routes, what the defensive backs are going to do, when to make his cuts to be able to intercept the ball. We fight pilots visualize. Before we get into the jet, we visualize our mission. The fact, most of us like to aside some time for visualization and "chill out" the mission. That is, sit in a chair, visualize our hands on the flight controls, visualize our jets coming in towards the target, visualize how we’ll make our radio calls, the enemy threats, countermeasures, our formation, the terrain. We do everything we can get the heck out of there when we’re through.

The power of visualization. We see our mission in our mind’s eye, and it starts to become second nature. But guess what? Visualization is just one of the many by-products of a far more powerful tool called a plan. That’s right! You have the power to communicate, what, when and where. There is nothing without a plan. You can’t play a football game without a plan. You can’t run a plan without a plan. And I can’t fly a mission unless you know what the weather will be, what my plan is.

Second, the objective must be measurable on some quantifiable scale so you can ultimately determine whether it was successful.

Third, it must be achievable (i.e., believable or obtainable). That doesn’t mean it has to be easy. Tough missions are worth challenges, but it does have to be within the realm of possibility. If you can’t measure how far you are, you can’t measure how far you can go. Then what is your mission? Put your objectives in writing. What are the mission? What is your plan? What are the steps you’re going to take to get to your goal? How are you going to get there? What are the obstacles you will face, and how are you going to overcome them? What resources might you need to identify? What are the potential threats to your mission? What are the potential opportunities that might arise? What are the potential risks that might affect your mission? What are the potential rewards that might come from achieving your mission?

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August 2005
About Planning, Visualization and Improving Results

continued from page 19

What gives you a leg up? Lessons learned can be big or little, and can come from your experience or the group's experience or an experience from another company. Search them out and work the critical lessons into your planning process.

Step Number Five: Develop Courses of Action/Tactics

At this point you and your team should be armed with a mission objective, know the threats, have identified a number of resources, and have incorporated lessons learned. Now you must develop a menu of potential courses of action. How am I going to attack the threat? To answer that, break into small groups and brainstorm ideas.

At this stage, you want creativity and ideas, and the more the better. Breaking up into small groups gives you just that (and it prevents one person from dominating the brainstorming session). You'll pick your final course of action from the ideas generated by these groups.

Now, bring the groups together and analyze and finalize your plan. This requires good facilitation and the ability to put ideas visually in front of the group usually with white boards.

Each team lays out their tactics; everyone walks through them and picks them apart. The strongest tactics will become apparent; the fit will survive. Analyze and finalize. Who does what, when?

Step Number Six: Plan for Contingencies

You will spend up to 50 percent of your time in the planning process on step number six. It's time to plan for all of the what-ifs. What if the flight is delayed? What if your PowerPoint presentation locks up? What if the facilitator for your meeting resigned over the weekend?

Brainstorm these contingencies is easier done right now, in the planning phase, than later in the chaos of the mission. Go through worst case scenarios in the calm planning room. Think things through now so you have a plan if it happens during the mission.

Planning for contingencies must be detailed. Start by breaking down your mission into its smallest components, and then rank those components on the basis of their importance. What's going to stop you dead in the water? What one component is the must-have component for the show to go on? Then work out what your solutions will be.

Keep peaking back the layers until you haven't anywhere else to go. Once you have a back-up for every item on the must-have list, you're ready to execute your mission.

Successful Planning for the Future

Visualization is a great way to prepare for a mission but nothing starts until you have a plan. Planning provides a disciplined framework for approaching problems. It gives you courses of action, plans of response, contingencies, and resources to help you succeed. Use these six steps in your planning process and every mission in your business can be a successful one.

Jim "Murph" Murphy can be reached at www.AfterburnerSeminars.com.
### MBA/Executive Programs in the Inland Empire

<table>
<thead>
<tr>
<th>Name</th>
<th>City/State/Zip</th>
<th>Program Offered</th>
<th>Executive/Full</th>
<th>Full Time Faculty</th>
<th>Part Time Faculty</th>
<th>Type of Institution</th>
<th>Year Founded</th>
<th>Tuition &amp; Fees</th>
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| Successfully take responsibility and are few and far between. Most people seem to find it easier to blame the government, their parents, their spouse, their kids or the star under which they were born for anything they don't like. It's a rare person who first looks at their part in producing the results in their life. So on the one hand we have people who blame others and don't take responsibility. And on the other, we have those who take total responsibility for their lives. But in my opinion, this is not the full picture.

I believe the truly responsible person is in the middle of the spectrum rather than the opposite end. The far left belongs to those who take TOO MUCH responsibility. Instead of blaming others, they blame themselves. I won't blame you that I've always been personally responsible. I haven't. I do my best not to blame others, and I think for the most part I succeed. But I've also taken the extreme. I, too, much too much responsibility—blamed myself. Blaming yourself is no better than blaming others. In fact, it may be even more destructive.

I've heard many veterans who felt guilt for having survived while their fellow soldiers were killed. My father, a B-17 pilot duration, continued on page 30
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August 2003

Health
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One of the most daunting tasks for small business owners in selecting appropriate health care coverage
for their employees. The California Healthcare Foundation has made the job a little easier with a Website that offers valuable, objective information to assist with the difficult job of obtaining small group health insurance.

www.healthcare4ageguide.com contains unbiased information about health insurance especially for small business owners. Unafiliated with a health plan, it does not recommend specific plans or policies. More than 70,000 people have visited since its launch in late 2003. The information is now available in Spanish at www.GuiaCoberturaSalud.org.

CHCF is an independent philanthropy based in Oakland that is committed to improving the way healthcare in California is delivered and financed. The two sites were developed after looking around and seeing the shortage of objective information out there for small businesses who want to do the right thing, in terms of offering coverage, but are overwhelmed by the process or drab information provided by brokers.

For additional information, call 415-333-1650 or e-mail at philisiegel@aol.com

A World Class Meeting Facility in a World Renowned Resort Destination

continued from page 1

meet in this destination. With the completion, the center has almost doubled in size to 264,000 square feet, increasing its exhibit capabilities (by an additional 34,000 square feet) and adding a new 18,000-square-foot outdoor function area. Additionally, the exterior of the center has changed. The rooftop echoes the undulating mountain ridge and the ceiling is situated to enhance the dramatic views. The main entry is relocated from the east to the west with breathtaking mountain vistas and provides added conveniense in connecting to downtown Palm Springs.

Because Palm Springs is all about relaxation, the Palm Springs Convention Center prides itself on making conference attendance as stress-free as possible. It is a goal that the totally redesigned Palm Springs Convention Center will be a favorite destination for a relaxing, rejuvenating meeting. The natural desert landscape and village atmosphere will enhance education and encourage growth. The commitment is to fulfill individual needs and exceed expectations.

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Doubletree Hotel Sacramento/Chico
Doubletree Hotel Redding
Doubletree Hotel San Francisco Airport
Doubletree Hotel San Francisco-Pleasant Hill
Doubletree Hotel San Francisco-Pleasant Hill North
Doubletree Hotel San José

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Some people are more comfortable with success than others. Our guests, for instance...
EXEcutivE TimeOut

Bangkok and Chiang Mai Thailand’s Cities of Enchantment and Delight
By Camille Bounds, Travel Editor

"This Sukhothai is a good place! There are fish in the waters, and rice grows in the fields. The king does not tax his subjects. The faces of the people are happy."

(A subscription in stone found at the remains of the former royal city of Sukhothai, capital of the first Thai Kingdom in Asia between 1238 and 1347.)

When one hears the word "Bangkok," it conjures up wondrous romantic fantasies, adventurous excursions and tinkling temple bells. Romance is here. Adventure and delight is around every corner and a gentle innocent, gracious, smiling people inhabit this corner of our planet called Thailand.

Thailand is a truly ancient and fascinating country. The ancient kingdom was the heart of the Indochinese Peninsula, which extends from the Red Sea to China, and from the Arab Sea to the Pacific Ocean. The kingdom was founded in the 14th century by King Ram Butrai, and its capital was at Ayutthaya.

Today, the city of Bangkok is a modern metropolis with a population of over six million people. It is the economic and cultural center of Thailand, and is one of the most popular tourist destinations in the world.

Floating Marketplace

Thai people place great importance on the Buddhist faith, and the city is filled with temples and pagodas. The Grand Palace is a must-see for any visitor to Bangkok. It is the official residence of the Thai monarch and is one of the most important tourist attractions in the city.

Thailand is Thai Silk

The Thai people have been making silk for centuries, and the country is famous for its high-quality silk products. The city of Bangkok is home to many silk factories and shops where visitors can see the beautiful silks being made.

World-Class Manufacturing is NOT Just for the Big Guys!

By James Sherer

The term "world-class manufacturing" (WCM) is frequently bandied about and is often used to describe a company that has achieved a perceived, but largely unattainable, level of success. WCM is undefined, why even think about, discuss, or seek to become world-class? By some, the term means to be truly excellent at the operational aspects of manufacturing. In today’s highly competitive, global marketplace, few would argue that truly excellent is not only a desirable trait but increasingly a requirement to survive and prosper, even for a small to medium-sized manufacturer.

Manufacturing has long been, and will remain, a major growth engine for our economy. For the sake of this article, a manufacturer is a company (or facility or department within a company) of any size, large or small, that, by using equipment and/or labor, transforms materials or components from one form into another.

We have high levels of process and product quality. Anything less than excellent quality is no longer acceptable. For inexpensive, everyday commodity products, one need only look at the automobile industry to see the impact good or bad quality can have on overall success (witness Honda's Excellent quality, as defined by the customer, has increasingly become a near-requirement in the conduct of business. Companies that are not focused on continuous improvement will never achieve excellence. This is especially true for manufacturers. Manufacturing companies that adopt a culture that is never complacent, never satisfied, never rests on its laurels, and never, ever stops trying to improve in every area possible.

How does a small to mid-sized company embolden this world-class culture into its very fiber? There are four sequential steps that will drive direction of each of the above building blocks of world-class manufacturing. They are:

1. Compete on the basis of time. Do whatever you do in the conduct of business not only very well but also very fast—faster, and therefore more responsively and with more flexibility, than your competitors.

2. Improve the way you do business, can add substantial value, not only to your business but to the customer as well.

3. Acceptance. The organization and its employees must adopt the premise that each of the four building blocks, individually and collectively, is inherently valuable and, in fact, critical to competitive success in the global marketplace. In other words, they must "buy in" to the concept of world-class performance and world-class culture.

4. Management. This is typically and "epiphany" event for individuals that occurs continued on page 32

MANaging

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August 2005
BUSINESS JOURNAL • PAGE 27
Bangkok and Chiang Mai Thailand’s Cities of Enchantment and Delight

By Camille Bounds, Travel Editor

Bangkok Beach

City of Roses

Chiang Mai, called the “City of Roses,” is about an hour flight to northern Thailand. Chiang Mai sits on a wide mountain that is 1,000 feet above the sea. Surrounded by forest mountains and a cool climate, Chiang Mai is the idyllic “get away” from fast-paced Bangkok.

Chiang Mai - older than the
Thai kingdom

Built nearly seven centuries ago as a fortress protected by walls and a moat, portions of the original walls and moat still remain intact. This city of over one million residents has graciously preserved many of its lovely teak homes and tree-lined roads. It has a wealth of cultural and historical attractions, excellent shopping and wonderful food, great weather and the most gracious Thai hospitality.

Another fine choice

The Sofitel Central Plaza Hotel, a flagbearer of the expanding chain of Central Hotels, is another fine choice. As is with the Shangri-La in Bangkok, the Sofitel is geared for conventions and leisure travelers with all the amenities available anywhere.

Location, location, location

As its name implies the Sofitel Central Plaza is conveniently located just 15 minutes from the airport and downtown. Within the hotel complex is the Central Plaza Shopping Center, one of Asia’s largest shopping centers, boasting hundreds of fashion boutiques and specialty stores, international fast food outlets and cinemas. The one challenge that Bangkok offers, is her constant gridlock of traffic. Schedule extra time to get from one place while in the city. Arrange beat or helicopter transfers.

Important etiquette

The royal family is treated with ultimate respect. If you are ever unsure of boorish remarks in this area can land a person in jail. (This is serious business.) Monks may be photographed but never touched. It is considered offensive to point your foot at a person, or object. Sitting cross-legged pointing your foot at someone is considered an insult. Public displays of affection are not acceptable. Never pat anyone including children on the head.

How to get there

Thai Airways international flies from Los Angeles to Bangkok. Their excellent food, fine service and comfortable seats are the watchwords of this airline. The flight attendants are charming and gracious - giving a little more than they’re expected to do.

U.S. citizens require a passport that is valid six months beyond the duration of the intended stay. Travelers are permitted one-month, visa-free visits; however citizens of certain countries will need to apply for a visa. Reconfirm your visa status by visiting www thaiembassy.org.

For information and brochures, call the US Consulate of Thailand in Los Angeles at (213) 382-2553 or visit www.thaiembassy.org.

Camille Bounds is the travel editor for the Western Division of SunTrust Publications and correspondent for the Island Empire Business Journal.

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Shangri-La, Bangkok is so close to “out of this world” you can get in a place to stay. Upon entering the spacious lobby, you are immediately impressed with a combination of marble floors and exquisite marble chandeliers. Guests are given a feeling of openness that seems to go on to infinity. The floor-to-ceiling windows in the lounge area overlooking the Chao Phraya River make no doubt of where to be at sun down. The swimming pool and gardens are set beside the river and is a place to unwind and relax.

A hotel within a hotel

The rooms are spacious and beautifully decorated with teak and pastel colors. The rooms on the terrace floors have outstanding views of the river.

The Krung Thep wing has been placed in a separate tower across the garden, creating a hotel within a hotel. She rivals her sister with balconies that overlook the gardens. With colors that complement the warmth of wood and more chandeliers, this wing gives the true ambience of the Shangri-La, and service throughout the property.

The Shangri-La Bangkok takes pride in having been named one of the top 10 hotels in the world.

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Bangkok and Chiang Mai Thailand’s Cities of Enchantment and Delight

By Camille Bounds, Travel Editor

Bangkok Beach

City of Roses

Chiang Mai, called the “City of Roses,” is about an hour flight to northern Thailand. Chiang Mai sits on a wide mountain that is 1,000 feet above the sea. Surrounded by forest mountains and a cool climate, Chiang Mai is the idyllic “get away” from fast-paced Bangkok.

Chiang Mai - older than the
Thai kingdom

Built nearly seven centuries ago as a fortress protected by walls and a moat, portions of the original walls and moat still remain intact. This city of over one million residents has graciously preserved many of its lovely teak homes and tree-lined roads. It has a wealth of cultural and historical attractions, excellent shopping and wonderful food, great weather and the most gracious Thai hospitality.

Another fine choice

The Sofitel Central Plaza Hotel, a flagbearer of the expanding chain of Central Hotels, is another fine choice. As is with the Shangri-La in Bangkok, the Sofitel is geared for conventions and leisure travelers with all the amenities available anywhere.

Location, location, location

As its name implies the Sofitel Central Plaza is conveniently located just 15 minutes from the
World-Class Manufacturing is NOT Just for the Big Guys!

through extensive training and consistent, constant reinforcement (by leadership and so-called champions or sponsors.)

Implementation.

The organization and employees must put the elements into practice—into every work environment. Individual steps must be immediately followed by the implementation step, they become nothing more than an interesting academic exercise of philosophical reflection.

Marotta's methodology typically takes the form of several significant initiatives, each initiative having numerous individual projects. The initiatives might address major topics such as improved quality or faster cycle time. For the quality initiatives, the projects might include improved quality acceptance criteria and documentation for all purchased materials, improved process tolerancing, increased operator training, improved data collection and analysis, and structured problem solving techniques. Each project is targeted to one or more specific areas, where tasks or corrective actions are carried out to specific operational performance. (NOTE: There is nothing magical about implementation. Voilà! project management skills are certainly required, but using appropriate tools, and managing the right initiatives and projects to improve performance and transform the culture is the key.)

SUMMARY.

Culture change in an organization, especially a culture change of the magnitude necessary to become world-class, is not an easy or quick task. To implement a major quality initiative alone can take several years, and in the approach to world-class performance discussed above, the quality aspects are but one of four required elements. Therefore, becoming world-class does not happen overnight.

However, given that world-class manufacturing is a journey and not a destination, given that the four building blocks listed above arguably constitute one very workable, pragmatic approach to become world-class; given that the four sequential steps of adoption, also listed above, are a straightforward, effective way to begin; and given that this world-class manufacturer will inherently have a significant, maybe even sustainable point of differentiation considering survival and prosperity, wouldn't any manufacturing business, large or small, begin the journey today?
Many Job Killers: Pending When Legislators Return

As the legislature begins its summer recess, opposition to the California Chamber of Commerce has helped stop more than half the bills identified as "killers" for this year. Only 20 job killers remain from 45 identified to date (several job killers were identified after release of the initial list). Thirteen "job killers" have been delayed for consideration until next year; six failed to pass, but may be reconsidered next year: five have been amended to remove their most onerous provisions, so the chamber is now new usal as a "job killer" but the chamber still opposes it.

"Job Killer" Moving

A number of "job killer" bills are still moving and will be taken up for consideration again after the summer recess.

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SB 359 (Scotia; Norwalk) Health care cost increase. Increases the cost of goods movement by requiring the calculation of unemployment insurance benefits to workers unemployed.

SB 581 (Kibbes; Castro Valley) Public works: Mobile. Permits for domestic violence shelter to create a place to expand a business by opening new avenues to business. It would create a new right of action that permits joint labor-management committees to sue employers for certain labor code violations that may have occurred up to four years previously, among other provisions.

SB 757 (Romero; D- Los Angeles) Goods movement: cost increase. Increases the cost of goods movement by requiring the calculation of unemployment insurance benefits to workers unemployed.

SB 345 (Benz; Calaveras) Environmental Monitoring: Makes California unfriendly to businesses by requiring the calculation of unemployment insurance benefits to workers unemployed.

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Back up Your Website Data: An Overlooked and Underused Necessity

Backups could be compared to life insurance policies for your Web operation, but they are really something more. Quality backups are like a life insurance plan that would resurrect you if you passed away, rather than simply grant you loved ones some monetary assistance.

Like a Web hosting plan, backup solution should be chosen appropriately with what the company is doing on the Web. Businesses running small brochure Web sites will need the most modest sort of backup; however, businesses collecting data from customers and prospects through the Web need very reliable backup solutions. The acid test for a backup plan is whether it provides the means to recover your site to a fully operational condition within one hour after a server crash.

A modest backup suitable for a brochure-style site can consist of simply keeping a spare copy of all the files on a separate computer. If the site is such that visitors do not submit to any databases or add any content, then this type of backup is perfect. Certainly, a basic brochure site could be restored very quickly with this type of backup.

Sites that are dynamically interacting with visitors and constantly writing new information to databases cannot rely on simply keeping spare copies of their files. Those copied files are quickly outdated. Databases that are accepting information online need to be backed up frequently. How frequently depends on how important the data is to the company, and how unacceptable some data loss is in a disaster. For a relatively low-traffic site where the data being collected isn’t all that critical, weekly backups may suffice. For sites collecting large amounts of orders and inventory information every day, daily backups are a minimum requirement.

The largest e-commerce sites have been known to take backups on an hourly basis, or even have their data constantly written to backup computers in a process known as replication.

Technologists used for backup solutions will vary depending on the operating system platform and the type of data that is being backed up. In a Windows environment, Veritas (www.veriti­
s.com) software’s BackupExac is a premier solution for those who cannot afford any data loss. Veritas produces special agents to work with many leading software applications to ensure data from those applications is backed up perfectly. In a Unix environment, open source backup software such as Bacula (www.bacula.org) makes for a high-quality, low-cost solution.

In addition to the software products that actually run backups, businesses must consider what type of media they want their back­ups stored on. Choices include second­ary hard drives in the same computer that is running the site, continued on page 40.

“Effective Succession Planning: Ensuring Leadership Continuity and Building Talent From Within,” by William J. Rothwell

By Henry Holtzman

Author William J. Rothwell’s second edition of his book is that both immediate and slower moving aspects of global and commercial events impact the continuity of business leadership. He points out, for example, that more than 150 corporate vice presidents lost their lives to terrorist attacks on the World Trade Center, and that corporate scandals have taken out entire C-level executive suites during the past four years. At a somewhat slower pace is the recognition that the workforce in the United States (and other G-8 countries) is aging at all levels and that simply finding replacements for top positions doesn’t work. This is partly due to the scope of the succession issue’s affect on knowledge capital. One of the classic examples of knowledge capital going out the door took place in the years leading up to the turn of the millennium.

By 1996, corporate downsizing was on the rise. Companies made large organizational changes and were cutting costs. In too many cases, this re-engineering had less to do with streamlining corporate structures than it was about releasing the most highly paid (and more senior) management positions. This in turn had the probability of reducing a company’s expenses within a year’s time without adding to the cost of sales. The result was expected to be more money for shareholders and substantial bonuses for incumbents of C-level positions.

At that time most occupancies of executive suites tended to be technologically handicapped. Their computers’ software was designed by mid-level professionals and managers who were the prime targets of downsizing. Finally, chief information officers pointed out that the very people being released were the only ones who knew how to use software they had developed nearly 15 years before.

To the chagrin of many CEOs, these people were re-hired as consultants by the same companies who had released them about a year earlier. Only now they were being paid triple what they had previously earned.

The thrust of this was not lost on Rothwell. It wasn’t that CEOs were foolishly hiring back as may be. One of the real issues at the time, one he believes still exists, is that insufficient attention is paid to the need to plan for leadership suc­cession at all levels, not simply among the highest ranked executive. The author notes that this is what separates typical succession plans from sophisticated leadership succession planning.

Rothwell’s discussions of the conceptual foundations of solid leadership succession planning are mostly confined to the earliest pages of the book. Nearly all the rest (including the increasingly popular use of a CD-ROM insert) is good how-to suggestions that are well organ­ized, clearly written, and easy to follow. The use of the CD-ROM is equally well considered. It provides readers with quickly usable reference tools, assessment tools, and guides to user training that reduce what otherwise would be a very laborious book (or one overflowing with charts and graphs) to a work that is neat, yet concise. One segment of the second chapter con­firms this. Under the heading of “The Importance of Intellectual Capital and Knowledge Management,” the author offers one of the best definitions of knowledge management and ties it directly to the concept of intellec­tual capital.

Intellectual capital can be understood, at least in one sense, as the collective economic value of an organization’s workforce. The effective use of intellectual capital is knowledge management. It is important to emphasize that, as the speed of decision making increases in organizational environments and operations, intellectual capital increases in value because it is essential for customers to deal with workers who know how to serve them quickly and effectively. This demands improved knowledge management of the workforce.

“Effective Succession Planning” can jumpstart your full planning.
Backtracking Your Website Data: An Overlooked and Underused Necessity

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tape drives, separate network storage devices and CDs or DVDs. Tape drives and DVDs make for great portable backups, but are limited to relatively small files (roughly 700MB and 4.8GB respectively). Network storage devices can be very expensive, but can backup enormous amounts of data. Tape drives offer perhaps the best balance of cost, storage capacity, portability, security and quality. Backups done to a second hard drive are the easiest on the budget and the fastest in terms of restore time, but are vulnerable to corruption in a situation where the disaster is caused by a hacker.

Choosing the right backup plan for your business should be done in consultation with an experienced professional who can help you design a solution that will allow you to restore your site to full functionality as quickly as possible. Often overlooked is the price-conscious shopping process, backups are critical to the long-term success of any Web operation. Computers being what they are, after a certain amount of time it is a given that your backup solution will be tested. It is just a matter of when. It is best to be prepared for this day with an appropriate backup solution.

Four Things To Do When Administering Backups

- Write down what is stored and how it is stored.
- Define what constitutes a backup.
- Define who is responsible for backups.
- Define when backups are to be done.

Making sure the test restore is successfully accomplished in a time frame that would be acceptable for a real restore. If the process takes too long, you may have to reconsider your backup strategy.

Physically protect backup data from hackers and thieves. Someone getting a hold of an unencrypted backup is just as bad as someone breaking in.

Keep copies of software that may need to be re-installed along with your backups. This includes operating systems, software applications and security patches for either of those.

Chris Kirshen is the Marketing Manager for Dietel Managed Hosting, an award-winning Web hosting provider that specializes in managed dedicated hosting for businesses.

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Letter to the Editor

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in a hurry. But they don't. Or won't. And people who sit in traffic wonder why the roads are not kept up. So now you know why. Perhaps your readers might want to know as well.

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