February 2008

Inland Empire Business Journal

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ESRI president Jack Dangermond named visiting professor by Beijing Normal University

Praising China for wholeheartedly embracing geographic information system (GIS) technology, ESRI president Jack Dangermond told university students and professors in Beijing yesterday that they’re helping turn GIS into one of the most important technologies of our time.

“GIS helps greatly in planning and decision making,” said Dangermond at Beijing Normal University, which bestowed upon him a visiting professorship during a two-day trip to the Chinese capital. “The technology provides the digital tools that abstract and organize geospatial data, model geographic processes, and visualize these data and models with advanced computer techniques. Your commitment toward and your academic initiatives with the technology will greatly benefit your nation in the future.”

Dangermond traveled to China to help launch GIS educational laboratories at two top universities: Beijing University and Beijing Normal University. The labs will use cutting-edge technologies provided by ESRI’s ArcGIS software that will help students learn how to use and apply GIS technology.

Beijing Normal University named Dangermond a visiting continued on page 5

Change and continuity at Claremont Graduate University

Peter Drucker said that innovation is a combination of change and continuity. And that innovation drives progress.

By that definition, we are making lots of progress at the Drucker School!

There’s a palpable sense of excitement and new beginnings at Drucker. The energy is in the air. But it’s also grounded on a firm foundation.

Last month we learned that the Drucker School is ranked #2 in the world by an organization of Japanese MBA students and graduates. Earlier this fall, Princeton Review ranked us as a “Top Ten Business School” in terms of the classroom experience and the quality of our faculty.

continued on page 36

Eminent domain reform measure to be on June 2008 ballot

The Homeowners Protection Act qualified for the June 2008 ballot.

The Homeowners Protection Act would prohibit the use of eminent domain to acquire a single-family, owner-occupied home and transfer the property to a private party. It would still allow government to acquire property for traditional public works such as schools or roads.

In addition to the strong backing of CRA, the League, and CSAC, more than 35 organizations have come out in support of this straightforward eminent domain reform, including the California Alliance for Retired Americans, the League of California Homeowners, Housing California, and the California League of Conservation Voters.

At the same time, this broad coalition is opposing the California Property Owners and Farmland Protection Act dubbed the Hidden Agendas Scheme -- which will eliminate the use of eminent domain for redevelopment purposes, rent control and renter protections, gut land-use planning, hurt the environment, and threaten water supply and development projects. This initiative has also qualified for the June ballot.

The “Hidden Agendas” measure is being funded primarily by apartment owners and mobile home park owners. While the proponents of this continued on page 5...
Donald J. Dunn, Dean of University of La Verne College of Law, Dies at 62

Donald J. Dunn, dean and professor of law at Ontario-based University of La Verne College of Law died of complications related to cancer. He is survived by his wife, Cheryl, son, Kevin, daughter-in-law and two grandchildren. Dunn was an experienced administrator, dedicated educator and recognized scholar who had a profound and lasting effect on the University of La Verne College of Law. As dean, he provided leadership that helped carry our College of Law over the initial threshold of American Bar Association accreditation, said University of La Verne President Stephen Morgan. “Having served on a number of ABA accreditation teams, including one that had previously visited our College of Law, Don brought with him a depth of knowledge and familiarity of the process that proved integral to attaining provisional accreditation.”

Morgan added, “Don devoted his professional career to legal education. He and his wife, Cheryl, endeared themselves to the university community very quickly. So his passing is a loss that will be felt throughout the entire ULV family.”

At a nationally recognized law librarian, Dunn began his 38-year career at the University of Texas at Austin's Tarlton Law Library in 1969. In 1972, he earned his master's of law library science from University of Texas at Austin and became supervising librarian in its Criminal Justice Reference Library.

In the summer of 1973, he joined Western New England College (WNEC) School of Law in Springfield, Mass. as law librarian and assistant professor of law. By 1996, Dunn had been promoted on the faculty three times and was named the law school’s interim dean. Two years later, he became dean of WNEC School of Law, making him one of two law librarians in history to also serve as a law school dean. In 2001, Dunn retired as dean and in 2002 became Western New England College School of Law’s associate dean for library and information resources, while continuing as a professor of law.

While at Western New England College School of Law, Dean Dunn was an active member in the American Bar Association (ABA) and, in 1977, began serving as an ABA site evaluator for law schools seeking national accreditation. Cumulatively, he served on over 40 site evaluation teams, was the chair of five of those teams and was the sole evaluator for three summer abroad programs: Moscow, Beijing and Cape Town, South Africa.

In 2003, Donald Dunn and his wife, Cheryl, moved to Southern California, and Dunn joined the University of La Verne as dean and professor of law at the College of Law. While at ULV, the experienced ABA site evaluator worked with university administrators and the law school’s faculty to guide the California bar-accredited law school through the difficult process of applying for national accreditation. The attempt was successful and on Feb. 13, 2006, the American Bar Association granted ULV College of Law provisional ABA approval, allowing ULV’s graduates to begin receiving all the same rights and privileges as students graduating from fully ABA-approved law schools.

In 2006, Dean Donald J. Dunn and co-author Roy Mersky of the University of Texas were honored by the American Association of Law Libraries (AALS) for their fundamentals of legal research, voted one of the most influential texts in legal research over the last 50 years (1957-2006) by the AALS’ Academic Law Librarians Special Interest Section. Published in 2002, by Foundation Press, the 8th edition of Fundamentals of Legal Research contains 821 pages and over 200 illustrations in 24 chapters and eight appendices and is used in both first- and advanced research courses in law schools and paralegal programs. The text covers almost all aspects of legal research, including court cases, state and federal legislation, administrative law, legal periodicals, international law, federal tax law and electronic research.

Dunn’s work has appeared or been cited in a variety of scholarly and trade publications, including Law Library Journal, Perspectives: Teaching Legal Research and Writing, Western New England Law Review, Massachusetts Lawyers Weekly, Trends in Law Library Management and Technology, the “Yale Biographical Dictionary of American Law,” “Magazines for Law Librarians” and publications by the American Association of Law Libraries, among others.

For more information about Dunn’s lifetime achievements, visit http://law.ulv.edu/pdf/DonaldDunnResume.pdf.
U.S. Banker Magazine Honors 1st Centennial Bancorp

1st Centennial Bancorp, parent holding company of 1st Centennial Bank, announced that U.S. Banker Magazine's January edition has named 1st Centennial Bank as one of the top 25 banks in the nation, and in the top 10 of community banks in the country, and Executive Vice President/Chief Financial Officer Beth Sanders as one of the top 10 CFOs in the United States. Rankings were principally rated on return on equity.

"We are proud to receive this prestigious distinction," according to Pat Meyer, chairman of the board of 1st Centennial. "We are building on a strong foundation. The management and employees of the bank are commended for their hard work and dedication," Chairman Meyer added, "Our management team, comprised of Tom Vessey, Beth Sanders, John Lang, executive vice presi- dent/chief lending officer and Suzanne Dowdaville, executive vice president/chief operating officer, bring more than 130 years of combined banking experience to the bank. By its nature, it is primarily a risk-man- agement business, and the ones that manage best will out-perform.

Thomas E. Vessey, president and chief executive officer, stated, "Despite all of the negative news about sub-prime mortgage lending, and the softening real estate market, our team has managed through similar cyclical downturns." Beth Sanders, executive vice president and CFO, commented that "in this environment, it's important to remain conserva- tive. While others may chase yield, our strong underwriting standards continue to contribute to our success. Banking, by its nature, is primarily a risk-man- agement business, and the ones that manage best will out-perform.

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February 2008

University of La Verne College of Law Announces Appointments of Interim Deans

The University of La Verne College of Law has announced that Associate Dean H. Randall Rubin has been named interim dean of University of La Verne Provost Alden Reimanly following the recent death of the law school's dean, Donald J. Dam. In addition, Dean Rubin has named Professor Janella L. Daniel the law school's interim associate dean.

As interim deans, Rubin and Daniel will have essential roles in leading the law school in its pursuit for full American Bar Association approval. The entire law school faculty is engaged in preparation for the regularly scheduled site visit in late

eminent domain...

continued from pg. 4

measure are expected to try to convince the voters the measure is solely about eminent domain and property rights, hidden in the definitions of their measure is a provision that limits the price a private owner may charge another person to pur- chase, occupy, or use his or her real property. This would proh- ibit control ordinances and make local inclusionary housing ordinances unconstitutional. Also buried in the defi- nitions of the measure is a provi- sion that would prohibit the use of eminent domain for the con- sumption of natural resources. This would effectively preclude any new water storage or con- veyance projects in California.

February by the American Bar Association. The university administration continues to play an integral role in providing support to the College of Law during this period of transition.

"We are proceeding in the process of attaining full American Bar Association approval," said Provost Reimanly. "A site team from the ABA is scheduled to visit the College of Law from Feb. 25 to Feb. 27 for a progress report, the next step in the process toward full approval. The University of La Verne is preparing to launch a national search for a perma- nent dean for the College of Law."

That's why the measure is opposed by the Association of California Water Agencies, the Western Growers Association, and other organizations concerned about its impacts on future water development. The CPFOPA, or Hidden Agendas Scheme, also prohibits laws and regulations that would transfer an economic benefit from one private party to anoth- er. The courts have ruled that virtually all land-use decisions trigger an economic benefit, and so this provision would hurt cities’ and counties’ ability to make land use decisions, whether they are to approve new housing or businesses or to pro- tect the environment.

We can provide a summary of both measures on CRA's web- site, www.craedev.org.

& ESRI's "...continued from pg. 1

professor, citing his longtime dedication to and evangelism in the field of GIS. Speaking there to more than 400 geogra- phy and GIS students and pro- fessors from Beijing Normal, Beijing, Qinghua, and other universities, Dangermond shared his vision of how emerging GIS markets and technologies will develop in the years ahead.

Top of the Map is the perfect place for a holiday gathering or company meeting. Enjoying banquet and meeting attorneys' your group will celebrate with breathtaking panoramic views...
PacifiCare Violations Resulting in $1.33 Billion Fine

The up to $1.33 billion in fines for wrongful denials of medical care announced by California regulators against PacifiCare of California which merged with UnitedHealth in 2005 to create the nation’s second-largest health insurer, is emblematic of a highly consolidated health insurance market that is inadequately regulated, according to the Foundation for Taxpayer and Consumer Rights (FTCR).

Regulators noted a spike in patient and physician complaints against the company following the 2005 merger. “Two years ago we fought to oppose this merger. We were concerned that PacifiCare would attempt to recoup $345 million in merger-related bonuses to top executives by charging higher premiums and refusing to pay for necessary medical care. That is exactly what regulators have uncovered two years after the merger,” said Jerry Flanagan of FTCR. “Cracking down on this illegal behavior is the first step in protecting consumers.

The PacifiCare/United Health merger fiscal is a cautionary tale to all regulators reviewing future insurance mergers. With fewer competitors and a lack of government oversight, insurance companies have a stranglehold on health care, giving them more power to selectively insure only healthy customers and to refuse to pay for care when patients get sick.”

California regulators fined PacifiCare for:
- Wrongful denials of covered claims.
- Incorrect payment of claims.
- Lost documents including certificates of creditable coverage and medical records.
- Failure to timely acknowledge receipt of claims.
- Multiple requests for documentation that was previously provided.
- Failure to address all issues and respond in a timely fashion to member appeals and provider disputes.

Market Consolidation

Since 1994, there have been over 400 mergers of HMOs and health insurers [1] in the United States. In California, just five companies continue on page 39

Modtech Holdings, Inc. Announces Teaming Agreement With LivingHomes, LLC

Modtech Holdings, Inc., of Perris, California, announced a multi-year agreement with LivingHomes, LLC (“LivingHomes”) under which Modtech Holdings Inc. (“Modtech”) will be the exclusive manufacturer of LivingHomes’ Ray Kappe-designed prefabricated modular single-family homes in markets served jointly by the two companies.

Modtech President and Chief Executive Officer Dennis Shogren commented: “We are excited to partner with LivingHomes and to build on the success of our first project together, which was completed last November. We are already under way on the next project, with several more in the early stages of design and approval. In addition to the substantial business opportunity this product line represents over the next several years, it’s just plain fun to look at a completed Ray Kappe-designed home and say ‘Modtech built that!’”

“Modtech is thrilled to partner exclusively with a manufacturer of Modtech’s caliber, we will be able to reduce our costs and delivery schedules and increase our national reach,” continued Shogren.

Modtech concluded, “The agreement with LivingHomes capped a very good fourth-quarter bookings effort. At over $50 million in bookings, this was the highest level of quarterly bookings in the last two years. Even more gratifying than the turnaround in our bookings trend is the fact that more than half of the bookings came from new product offerings introduced over the past 15 months. Bookings for the quarter included new products for the military, our recently introduced BlockHead and GLO product lines, and our niche residential products, which demonstrate that our strategy of diversifying our product offerings is beginning to take hold and will serve us well in the future. “Our excitement over the increased bookings is tempered by the realization that a turnaround in financial results can be expected to lag the turnaround in bookings by one to two quarters. We continue to carefully manage our costs and look forward to a return to profitability as we begin construction supported by the growing backlog.”

Contact Modtech Holdings Inc. at www.modtech.com.

Volunteer to assist children who are born with cleft lip and cleft palate.

Today, millions of children in developing countries are suffering with cleft lip and palate. Condensed to a lifetime of mutilation, shame and isolation.

The good news is that virtually all of these children can be helped. This is the mission of The Smile Train. We empower local surgeons to provide this life changing cleft surgery which takes as little as 45 minutes and costs as little as $345.

Donations

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Elk Grove has a wealth of educated workers who would love to work where they live. Our businesses profit from easy access to Interstate 5, Highway 99 and Sacramento Airport. With such a safe and hospitable environment, it’s no wonder that Elk Grove is known as one of the fastest growing cities in the country. Break the competition habit. Come discover what many entrepreneurs here have already concluded. Elk Grove means business and business is good.

For more information, contact Elk Grove at (916) 694-6565, or visit our website at www.elkgrovecity.org.

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Growth Patterns Directing Investors to Pursue New Locations in the Inland Empire

2008 Inland Empire Apartment Report

The Inland Empire’s healthy demand drivers will continue to support apartment performance in 2008, as new supply is expected to come in well below the region’s longer-term average. The MSA is forecast to add an average of 25,000 new households, or 2 percent of the metro total, annually over the next five years, driving demand for residential properties. In recent years, developers have chosen to build in advance of the metro’s growth, but the housing downturn is resulting in reduced construction levels. Further supporting apartment demand in the region are the more than 8,000 residences in Riverside and San Bernardino counties that are in foreclosure, a number that will grow as ARMs reset in the coming quarters. Demand for apartment properties will increase, though the shadow-rental market will provide additional competition for renters, and vacancy will edge higher going forward. Owners will need to offer greater concessions than in recent periods to offset the impact of shadow-rental stock.

Investment activity has slowed throughout much of Southern California, but buyers remain active in the Inland Empire, drawn to the region’s prospects for sustainable long-term growth. Cap rates increased 40 basis points in 2007 to the mid-to-high 5 percent range, where they are expected to stay this year, barring a spike in interest rates. While metrowide sales activity has remained fairly steady in recent quarters, investors are targeting more properties in the eastern portion of the metro. Late last year, the 210 Freeway was extended for seven miles between Rialto and San Bernardino, which has made commuting to and from these areas more accessible. In addition, as the economy continues to diversify, there will be fewer residents commuting to Los Angeles and Orange counties. As a result, current owners may choose to investigate repositioning their portfolios to include properties in areas such as Moreno Valley and San Bernardino.

2008 Market Outlook

- 2008 NAI Rank: 12, Down 1 Place. Concerns about shadow-rental stock pushed the Inland Empire just outside the top 10 in this year’s index.
- Employment Forecast: Payrolls will expand by 2.3 percent in 2008 with the addition of 31,000 jobs. Last year, 46,000 positions were created.
- Construction Forecast: Apartment completions are expected to total 1,550 units this year, down from 2,550 units in 2007 and well below the metro’s five-year annual average of 2,700 units.
- Vacancy Forecast: Steady renter demand will not completely offset the impact of the shadow market, causing vacancy to rise 60 basis points to 6.6 percent this year.
- Rent Forecast: In 2008, asking rents are forecast to advance 3.8 percent to $1,110 per month, while effective rents increase 3.4 percent to $1,065 per month as concessions play a larger role than in recent years.
- Investment Forecast: Healthy long-term demand drivers will continue to encourage investment in the Riverside-San Bernardino metro. Cap rates could edge somewhat higher this year but a major upward correction is not anticipated. Buyers focused on upside potential may want to target assets in the metro’s growing eastern submarkets.

Marcus & Millichap
2008 Annual Report

DUFF & PHELPS/INLAND EMPIRE BUSINESS JOURNAL

THE GAINERS

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THE LOSERS

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THE TOP FIVE, BY PERCENTAGE

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Had laws not been made to be broken "
Christopher North, May, 1830

"Law's were made to be broken"
Sir William Davenant
1660-1668

52 Week High

52 Week Low

Current P/E Ratio

Exchange

Markets with the Highest Expected 2008 Vacancy Rates

Markets with the Lowest Expected 2008 Vacancy Rates

Markets with the Highest Expected 2008 Employment Growth

Markets with the Highest Expected 2008 Employment Dollars

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PUBLICATION DATE: 02/08/2008

MANNERO

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(909) 980-0630 fax (909) 948-8674

Monthly Summary

1/22/08

Advances
Declines
Unchanged
New Highs
New Lows

6
11
0
0
0
7

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2008

Employment Trends

Supply and Demand

Rental Trends

Sales Trends

Market Forecast

Employment: 2.3% ↑
Construction: 34% ↓
Vacancy: 60bs ↑
Asking Rents: 3.8% ↑
Are You Relevant ... To Women?  

By Ross Shafer

The sales tax has become a destructive, unfair tax. Economists have not given us any reason for more than two decades that America is becoming a service-oriented economy. This now is true to such a degree that our high sales tax no longer makes sense.

When people pay for a service, they are consuming it. Transactions between consumers and service providers are not taxable, but sales tax was intended to tax consumption, but because of the shift toward services, less and less consumption is being captured by the sales tax.

This is exacerbating an unfair situation for retailers. While lawyers and stockbrokers and pool cleaners can provide their services and not bother with sales taxes, those who sell tangible goods are required to extract from every customer a surcharge between 7.25% and 8.75% on each transaction. Some would argue that to bring fairness into this equation is to start taxing services too. I find it a dubious idea that making other feel the same pain others feel makes anybody’s pain better.

The state portion would have the additional benefit of making local governments more accountable for both the sales tax rate, and how it is collected and spent. By making this a component local decision, it would give voters an enhanced ability to keep the rates low.

The state’s reliance on the archaic sales tax has spawned whole industries devoted to lobbying politicians to make more exceptions, distinctions, and complications. The result of all this activity is confusion to everyone. This complex law has outlined its usefulness and should be repealed. I find it very hard to defend a program with the following inconsistencies:

- Carrots to be consumed by horses are taxed, but if the same carrots will be consumed by humans, they are not.
- It is possible that the same cup of Starbuck’s coffee may be taxed at different rates depending what kind of store is hosting the Starbucks outlet.
- If an animal is raised to be consumed as food by humans is not subject to the sales tax; if an animal is raised for a purpose other than that, it is subject to the sales tax.
- The BoE ruled that health facilities should charge sales tax on insulin, syrups and supplies used to treat diabetic patients, despite state law that says that these items applied directly to the patient are exempt from sales tax.

There are many more examples of how ludicrous the sales tax has become. It is time to end this policy of restoring fairness and bring relief to Californians: phase out the state sales tax now.
If I asked your employees, "What's it like to work at your company? What kind of place is it?" I'm sure you'd have a hard time describing your company culture. How would your employees answer? Would you like what you hear? Your company's responsibility is to change it.

Some leadership teams attempt to describe their company culture using wordsmithing, spending untold hours carefully crafting vision, mission and values statements. Unfortunately, this effort has been in vain, because in the end culture is not created by words plastered on the walls of your business or laminated cards, but rather culture is defined by actions on the ground. It's what leaders do: what they inspect, what they reject and what they reward that ultimately shapes company culture.

It's not that words don't have a place in creating culture; they most certainly do. But a culture is much more than the words so simple and basic a child can grasp them easily, and, until recently, can tell them quickly.

And, in a winning culture, a leader's words and actions are aligned. What leaders say accurately reflects the way things are. In a losing culture, words and actions are misaligned. "Talk" masks dysfunctional behavior.

A winning company culture is simple and emphasizes three areas: serving the customer, growing the business, and developing employees. A losing culture is confusing and complex, places customer needs behind those of the company, and empowers personal gain over achievement. Culture can be consciously created by company leadership, and it can be consciously destroyed by it.

Below are five steps that will help you consciously create or redefine your company culture. Remember, complexity equals confusion. If your culture is easy to describe, it will be easy to create.

1. Define 3-4 guiding principles that describe who you are in an organization. It's the job of senior leadership to define what your organization is all about. Once my clients, a consulting group, had a culture that centered around the destructively competitive internal competition. New leadership came in and succinctly defined what the new culture would be and termed it something like this: We are one national practice: we consider our customers in the same way we do; we grow our people; and we are committed to each other's success. Rather than worrying about printing these words everywhere, leadership set about making them reality.

2. Use the principles to guide every business discussion and decision going forward. Words are meaningless until they spur new behavior. Once you have defined your guiding principles, use them to guide all of your business discussions and decisions. I constantly hear my clients say, "Refer to the principles when you make a decision." Simple words, consistent with your guiding principles, and enforce our group's code of ethics.

3. Build the principles into all your people performance and management systems. The old saw is true: people tend to do what is expected. Simple words and good intentions are not enough. Simply put, you need to ensure that your people and performance management systems measure and reward behaviors consistent with your guiding principles, and discourage if not prohibit the opposite. Leadership actions here are key. If employees see company leaders act in accordance with the principles and yet go unrewarded, or even penalized, leaders defying the principles and getting perks and promotions regardless, you're losing your leaders. There has to be consistency between what you say and what you do, and alignment between your words and your actions.

4. Also, begin screening for and hiring people who share core values. A key phrase is: "Hire for attitude, fire for behavior." Cultural change means changing people, and that takes time. Expect some cynicism, skepticism and resist the eye. This is an ongoing effort. Now leaders face the immediate task of defining the culture.

5. Expect resistance, but stay committed to your group's core values. Changing culture means changing people, and that takes time. Expect some cynicism, skepticism and resistance at first. When you first attended the leadership program described above, many of you were bogged down in your own egos. You had seen this sort of thing come and go before. But over time, more and more people came through, including senior leaders who came back to help facilitate later sessions, more and more bought in. This became especially true when attendees saw the leadership principles and values reflected in the workplace. They had toconstantly reinforce your words with actions.

The following are some of the latest real estate activities in the Inland Empire:

San Francisco-based AMB Property Group purchased the distribution property landlords in Southern California, recently added to its portfolio with the sale of a 92,000-clip facility, now known as AMB Loma Grande Distribution Center. The property was sold by Walmart Stores. The price was not known at press time. The purchase boosts AMB's Southern California portfolio to more than 22 million square feet, which was 98% leased as of the end of the third quarter 2007.

The California Housing Foundation acquired a 68,000-square-foot Brea Business Park from Voit Development Company for the construction of an office campus. The West is a 500,000-square-foot mixed-use office and industrial business center located at Waterman Avenue in San Bernardino. The California Housing Foundation acquired the property for $27 million and leased the building to more than 200 tenants. The building is 98% leased and the tenants are majority minority.

The California Housing Foundation acquired a 1,000,000-square-foot Pico Union office building in Los Angeles, CA. The building is currently 100% leased to the Los Angeles Department of Water and Power.

The California Housing Foundation acquired a 300,000-square-foot office building in Los Angeles, CA. The building is currently 100% leased to the Los Angeles Department of Water and Power.

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Tackling Tough Questions: Q: General, why would you recommend that you rephrase the question?
A: Because the question is not understood, it is not possible to answer.

Tips:
1. Be clear and concise.
2. Use simple language.
3. Avoid jargon.

“Tip: Agree with Something”

Example: “What do you think about the new security protocol?”
A: “I agree. It seems like a good idea.”

Tip: Don’t be afraid to disagree.

“Tip: Justify Your Position”

Example: “Why do you disagree with the new security protocol?”
A: “I disagree because it is too restrictive.”

Tip: Provide evidence to support your position.

“The people you are speaking to are the experts on the subject.”

Example: “I believe that the new security protocol is unnecessary.”
A: “I disagree. The experts have determined that it is necessary.”

Tip: Use facts and data to support your position.

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Art Institute Instructor Garners 4th Emmy Award

"It's always great to get recognition for what you do," says Michael Swanson. The media arts and animation instructor at The Art Institute of California – Inland Empire was recently awarded his fourth "Daytime Entertainment Emmy Award" by the National Academy of Television Arts and Sciences. Swanson spent five full-time months as a storyboard artist on an Emmy-winning "Tutustein," currently airing nationally on the Discovery Kids channel. "Let's see," he reflects, "there were 350 pages to the animated script, and three drawing panels per page. So, I did around 750 drawings.

Swanson's talents have graced numerous other major animated television series such as "G.I. Joe," "Superman," "Woody Woodpecker," "The Incredible Hulk" and "Fantastic Four." And with his broad knowledge and extensive experience, he's been asked to appear on nearly 200 DVD commentary tracks for such animated series as "Ghostbusters," "Dungeons and Dragons" and the complete Flash Gordon Collector's Edition; "Certainly I love what I've done for films and television," he says, "but, you know, I love just as much what I do in the classroom. Introducing these eager students to the hands-on world and mechanics of animation, and giving them the opportunity to ultimately do with it all as is thrilling and challenging to me as anything else I've ever done."

2008 EDITORIAL SCHEDULE

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Controlling Investment Risks

By Nasem Qader

The word "risk" is not something that conjures up a pleasant image in the minds of most investors. Many people don't like risk. Unfortunately, risk is unavoidable. If you invest for profit, you face the possibility of suffering a loss; and if you invest too cautiously, you risk the risk of earning a return that will not keep pace with inflation.

One of the best ways to become comfortable with risk is to take the time to understand it. The more familiar you are with the jargon, the better position you will be in to create the proper balance between risk and potential reward in your portfolio. Below is a description of five distinct types of risk that you can face as an investor and how you can deal with each:

Market Risk

Market risk refers to the fact that your investment could go down in value and, therefore, be worth less than your purchase price. Any number of factors can affect an investment's value. For example, disappointing earnings can cause a company's stock price to decline. Rising interest rates can trigger a drop in the price of a bond.

The best way to reduce the effect of market risk in your portfolio is to diversify your assets among securities that are likely to perform differently in the same market environment. In this way, the positive performance of one security can help to offset the negative performance of another.

A good first step in creating a diversified portfolio is to spread assets among stocks and bonds or the mutual funds that invest primarily in these securities. While past performance is no guarantee of future results, stocks and bonds often perform differently under the same market and economic conditions. For example, if the economy shows strength after a period of weakness, stocks tend to do well, but bond prices tend to fall because interest rates usually move higher. Similarly, when interest rates decline on economic weaknesses, bonds typically do well, but stocks tend to fall as pay raises become a concern about the overall outlook for corporate earnings.

Although diversification can help limit risk, it can also limit your potential for gains. For example, if the stock market soars, you could enjoy large gains if you had a substantial portion of your portfolio in equities. But if most of your assets were spread across a wide range of non-equity-related investments, your gains could be limited. This strategy does not guarantee a profit or protect against loss.

Industry Risk

Industry risk refers to the risk that you face when you invest in a particular sector of the economy. For example, if you invest primarily in one sector, you could do well if that industry outperforms most others industries, but your portfolio could be severely affected if that group falls out of favor with investors.

A good example of industry risk is what took place in the technology sector during and after the infamous "Bubble."

After experiencing strong growth throughout the last half of the 1990s, technology stocks fell sharply during the first three years of this decade, creating significant losses for investors who were heavily exposed to this sector.

One of the best ways to deal with industry risk is to invest your assets across several industries. By doing so, you can enjoy the benefits of diversification — the positive performance of one industry group can help to offset the negative results of an under-performing sector.

Company Risk

Company risk refers to the concern that your assets may decline because a significant portion of your portfolio is invested in the stock of one company. This often faced by employees whose net worth is largely tied up in their employer's company.

Diversification can be the key to limiting the risk of investing in a single company. Focusing on high-quality companies should be another part of this strategy. Generally, the stocks of high-quality, well-established companies (e.g. blue chips) tend to carry less risk than those of small, emerging growth companies.

A good strategy to limit interest-rate risk is known as laddering. Laddering is the process of investing assets in fixed-income securities with varying maturity dates, such as every year or every other year. To create an interest-rate strategy, you continually add to your portfolio in the face of rising interest rates usually depends on their maturity (the number of years before principal is supposed to be returned to the investor). Generally, short-term, fixed-income securities are less affected by interest-rate movements than long-term, fixed-income securities.

Inflation Risk

Inflation risk refers to the idea that the return from an investment may be less than the inflation rate. If inflation increases over time, your return will not be sufficient to purchase the same goods and services that you had years ago.

Because you earn a return that is lower than inflation, your dollars lose purchasing power. This means you will need to spend more money to buy the same amount of goods and services that you bought in the previous years. If this trend continues over time, it could affect your standard of living.

To counter inflation risk, you need to buy securities with the potential to deliver returns that exceed the increases in the cost of living. Although past performance is no guarantee of future results, equities have had the best record of outpacing inflation since the Great Depression, according to Ibbotson Associates, Inc., a Chicago-based research firm.

Interest Rate Risk

The valuations of fixed-income investments, such as bonds and preferred stock, are also affected by interest rates. When rates rise, overall valuations of fixed-income securities usually decline. Conversely, when interest-rate declines, valuations of fixed-income securities typically rise.

The degree by which fixed-income securities are affected by interest rates usually depends on their maturity (the number of years before principal is supposed to be returned to the investor). Generally, short-term, fixed-income securities are less affected by interest-rate movements than long-term, fixed-income securities.

Although controlling investment risk is not an easy task, it is a description of the process to reduce the risks involved. The best way to manage the risk is to diversify your investments and to seek professional advice from a financial advisor.

Nasem Qader is a financial advisor with Smith Barney located in Claremont, CA and may be reached at (909) 603-5375 or nasem.qader@smithbarney.com. This article is based, in whole or in part, on material provided by Ibbotson Associates, Inc.
We've Merged or Reorganized. Now What? Successfully Lead Through Major Organizational Change

By Gary Brudt

Today, companies get bought and sold at a dizzying rate, and reorganizations happen like a clockwork. These changes are usually made with the best of intentions but unfortunately don't always end up with the intended results. That's because leaders pay attention to the logical aspects of the process, i.e., the business case for a merger or reorg. a primary criteria, but in the 'soft' zone to help employees deal with the impact of change.

1. Accept that in the eyes of employees, a merger of equals rarely occurs. The standard line from senior management is that "there are no winners and losers," but you know when two organizations come together. Employees, however, usually see it differently. They notice the changes like which name the new company adopts, and how many "legacy" executives from both companies/divisions/etc. remain. Such similar roles on the new executive team. Like it or not, employees keep score, and their initial feelings toward all the changes going on depend on their final tally.

2. Post merger especially pay attention to the psychological, not just the logical aspects of change. Pre-merger activity is filled with logical analysis. Everything from geographies, facilities, technical expertise, market share, and supply chain logistics are given over with a fresh start to a new organizational approach. The change doesn't have to be as drastic as it sounds. But think about all the changes you need to make. Make sure your assessments based on direct experience as much as possible.

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REAL ESTATE NOTES...continued from pg13

The department developed city council approval of the project earlier this month. Upon final build-out, the $35 million Fairway Business Park will comprise 280,000 sq. ft. of warehouse, light industrial and office space on Pasadena Street, situated between Third and Church streets, along the key 1-15 corridor. The project, which will be the largest business park in Lake Elsinore, is a venture of Manhattan Beach-based Fairway Commercial Partners and Affiliates Investments, or FCI. One of the business parks will comprise nine buildings including three dock-high structures from 20,000 sq. ft. to 31,000 sq. ft. four buildings from 8,000 sq. ft. to 16,000 sq. ft. with approved outdoor storage. The contract for the project was awarded in July 2008. Total project completion is slated for 2010.

This column provides a review of the latest commercial real estate activity throughout the Empire. It is produced in a joint media effort between the Inland Empire Business Journal and Rent.com, a leading online commercial real estate news site which has been covering the industry in California for ten years. For more information contact Inland Empire Business Journal at 909-438-4700 or visit our website at www.businessjournal.com.
When Do We Learn?  By Joe Lyons

Seven years of fat and seven years of lean. It's a common rule of economics that you can find in history as well as in the Old Testament. We also say, "Save for a rainy day." We say these things but we don't do them.

Now Governor Schwarzenegger says we should have started saving money during California's good times to help cover the debt in the budget gaps of the recession. This is a great idea. Ontario's Ex-Mayor Gus Skrotop put it into practice about a decade ago. In fact, former California governors suggested it for the state as far back as Ronald Reagan and even Earl Warren. Sacramento just never got around to doing it.

Well, heck. We just came out of about 15 years of good times. Sure gas is $3 a gallon. Housing is out of sight. We whistle past the graveyard whenever someone talks about a recession. So, in the immortal words of MAD magazine's Alfred E. Newman, "What, me worry?"

Now we have a $3.3 billion budget gap. The money the Indian gambling casinos have promised us won't cover our debts. And imagine where we'd be if the tribes weren't here to bail us out.

The state will have to "impose strict spending restraints" in order to "preserve essential services." But here is the worst part. The governor has stated that he hates having to sit across from the table from people representing seniors. Aids' victims, the arts, medical care, the environment, and a dozen other issues, and tell everyone that his bands are tied and the state just can't help any more.

What I don't understand is why he doesn't tell everyone who cares that if they cared enough, they would find solutions to our problems without having to run up to Sacramento all the time.

When do we stop making government the charity of first resort for everything? In the movie "Oh God!" John Denver asked the Almighty, in the guise of George Burns, "How can you allow all of the pain and suffering in the world?" George (God) replied, "How can you?"

Perhaps if we took this little lesson from an old movie to heart, the governor's problems, the state's problems, and, most importantly, our own problems could be dealt with. A little personal responsibility can go a long way.

National Association of Women Business Owners

The National Association of Women Business Owners - IE will hold their monthly business development lunch meeting on February 21 from 11:30 a.m. to 1:30 at the DoubleTree Ontario Airport, Ontario. For more information or to register for this event, please visit www.nawbo-ie.org

The Speaker: Janet Steiner, Thoro Packaging

Topic: Growing A Business. A Template for Success

When Do We Learn?  By Joe Lyons

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Elyn Schiao
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schiao@fulleroffice.com

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Industry Veteran to Helm Marketing Effort for Basin Water

Bassin Water, Inc. (NASDAQ-BWTR), announced the appointment of Richard A. Reese to the position of director of marketing. According to Mike Stark, president and chief operating officer of Bassin Water, Reese's appointment underlines the company's commitment to developing a team of top industry talent to manage its ongoing growth. "2007 was a year of big changes at Basin, and Richard's performance in marketing has been exemplary," said Stark. "Richard is a proven leader with a strong track record of stimulating growth and profit within complex services-oriented organizations. Basin is poised to move forward into 2008, and to establish a national presence in both the municipal and industrial water treatment market," he added.

During his 10-year tenure with USFilter and Siemens Water Technologies, Reese also held positions as senior vice president, marketing - services group, vice president - service, customer satisfaction and general manager, aftermarket, for Siemens Water Technologies, a world leader in water and wastewater products, equipment and service. He has been with Basin Water since September 2007, and during that time has been responsible for aligning both the company's technology and services offerings and its sales force with the needs of the nationwide market.

According to Mike Stark, president and chief operating officer of Bassin Water, Reese's appointment underlines the company's commitment to developing a team of top industry talent to manage its continuing growth. "2007 was a year of big changes at Basin, and Richard's performance in marketing has been exemplary," said Stark. "Richard is a proven team builder with a strong track record of stimulating growth and profit within complex services-oriented organizations. Basin is poised to move forward into 2008, and to establish a national presence in both the municipal and industrial water treatment market," he added.

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Prop. 93: Not What It Seems

By Bill Leonard,
Member State Board of Equalization

Provision 93 is the most misunderstood state measure on the Feb. 5th ballot. The Attorney General’s ballot summary and the proponents’ campaigns for this initiative are intentionally misleading: They seek to con­vince voters that Prop. 93 would strengthen term limits. Instead, it would actually weaken term limits while creating unfair loopholes for incumbents.

In fact, over 80 percent of current legislators would have their time in office increased under Prop. 93. A special provision for incumbent lawmakers would allow 42 current legislators to run for additional terms even though they have reached their term limits this year, including Assembly Speaker Fabian Nunez and Senate President Pro Tempore Don Perata.

I have always been an opponent of term limits, but the voters believe otherwise. If the voters wish to lengthen term limits, then those new rules should apply to every citizen of California and to every former legislator, not just the current legislators who want to remain in office.

Other than the obvious self-interest, you would hope that legislators would address more important issues of govern­ance. We need a new redistricting process to eliminate competitive, gerrymandered legisliative districts. We need to scrap our complex campaign finance laws that primarily benefit incumbents by making it difficult for chal­lengers to raise money. We need strict constitutional spending limits to force our ever-growing state government to live within its means.

We need legislators and gov­ernors to focus on fixing existing government programs before they create any more new ones. We need to realize that the growth in district populations makes it more diffi­cult for legislators to commu­nicate with their constituents and respond to their needs. (Our state population was one million in 1879 when we adopted our current Constitution with 40 Senators. Now, with our population exceeding 37 million people, we are approaching one mil­lion per Senator.)
Seven Service Behaviors to Boost Your Bottom Line

By Joe Takah

Kathryn walked into a prospective client’s office with low expectations of winning. In her mind, she knew the chance of success was small. She got the nod for such a lucrative contract over her bigger, more established competitors, just due to a combination of factors.

When the senior vice president greeted her, Kathryn was surprised to see a friendly and confident smile. After the confident confidence level could be aptly described as “low voltage.” The meeting wasn’t terrible, but Kathryn knew it wasn’t going to win her firm a contract. It didn’t.

Question: What does the weather and how old are you in a situation like this?
Answer: You have no control over either.

Question: What are some things you CAN control?
Answer: Every winning

At this point, Kathryn decided that she would have to make a decision. She knew she couldn’t win the contract if she didn’t do something to change the tone of the meeting.

“I have been used to Windows and have spent the first part of my career understanding how to work with it. Kathryn was making contract. And it didn’t. Kathryn was making contract. And it didn’t.

Question: Every winning... 

When the senior vice president greeted her, Kathryn was surprised to see a friendly and confident smile. After the confident confidence level could be aptly described as “low voltage.” The meeting wasn’t terrible, but Kathryn knew it wasn’t going to win her firm a contract. It didn’t.

To that person you meet like he or she is just the identifying marker of the winning or losing. This attracts coworkers, teachers and business owners.

If I wanted it, I would know how to do it. Kathryn was making contract. And it didn’t. Kathryn was making contract. And it didn’t.

Kathryn wrote of this problem some months ago when Microsoft first came out with their new system. They are available to you online to tech support, I can go to www.aol.com or to Thr Inland Insurance.

Be a name-learning Banker. Try ABO: “Always be listening.” Good luck to him, and to all of us.

No/Yes: Not/Yes

As we all do). ask again. Then create associations like “Donna from Detroit” or “Stan the man.” Write names down. Use them nonverbally.

Most of all, the practice name-game everywhere. You’ll get in great name shape.

Kathryn blogged about Microsoft for years. Let’s start with the obvious.

First is the Welcome screen. Then, to have a separate start up system called Classic. There are no documents of this problem some months ago when Microsoft first came out with their new system.

We can’t overlook the fact that they have a separate start up system called Classic. Let’s start with the obvious.

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Most of all, the practice name-game everywhere. You’ll get in great name shape.

1. Make a great first impression: It sounds academic, but start paying attention to how people greet you. Do they smile at you? Do they convey confidence? Believe it or not, they do anything fun last weekend?”

“Anything exciting you’re looking forward to?” By learning about people beyond the work-place, you discover a whole world that they are passionate about, much of which you can relate to or make a link. Make these questions habits and you’ll soon be standing tall on common ground.

3. Be a fantastic listener: Most people are lousy listeners. How do you recognize great listeners? Several is true. Think of three exceptional leaders, sales people, coaches, teachers and business owners.

a. Winning Behaviors: Ask people’s names. When you forget immediately, (which we all do), ask again. Then create associations like “Donna from Detroit” or “Stan the man.” Write names down. Use them nonverbally.

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5. Show constant appreciation: The Godfather of psychology, William James, said, “The deepest principle in human nature is the craving to feel important. People are not just hungry, they are not just good.

If Kathryn viewed her marketing firm as every bit as powerful as her larger competitors and if she opted to see herself and the benefits she could bring as a prospect as breathtakingly as you think her interview would have turned out?

Realistically, one never knows, but perhaps she should have remembered that you do not judge by what you think or feel, only by what you say and do.”

Your behaviors are what tell me that isn’t just my new incompetence, everyone has troubles. As soon as I began to tell the problems, she interrupted to ask if I was on Leopard.

“How do she know?”

Well, when you finally get things up and running, a seen message appeared to warn me about the problems ("issues" is the euphemism they use) that AOL subscribers are having with Leopard. Its turkey has arrived. Let’s start with the obvious.

Newer and Bigger Is Just Not Better

By J. Allen Leinberger

The preferences function does not work in the AOL menu. AOL says you can go to Keyword, Preferences, but I can’t get that to work for me. Keep my keyword in the preference file. Now I have to type in every password. Actually that’s better for security. I should be grateful.

One other problem is attachments. If you have ever sent files or pictures as an attachment, now the little icon is gone. AOL recommended you drag and drop your file onto the attachment window. This works for me and doesn’t take any more time.

If these tips don’t help you, go to help.aol.com/help/prod/quick.html.

AOL promises me that they are working with Apple and they hope to have everything fixed by the end of March. That’s all well and good, but I also lost my entire collection of phone numbers and my Palm Desktop, along with my calendar.

Meanwhile, my friend with the Vista problem is trying to get the reboot disks in order to start fresh.

Good luck to him, and to all of us. I hope.

Independent Banks

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<tr>
<th>Bank Name</th>
<th>Address</th>
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<th>Risk-Based Capital Ratio (%)</th>
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<td>456,789,012</td>
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</tbody>
</table>

Visit Joe Takah at his Website www.joetakah.com or (888) 918 3999.

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**NAI Inland Empire Market Report**

The "Inland Empire" is one of the nation's most active and dynamic real estate markets. Over the past decade, the area has added 930,000 residents, a 31% increase, and 475,000 jobs, a 56% increase. In 2007 alone, job growth increased 3.6%, adding 49,000 new jobs. While it's future growth rate is projected to slow from this heady pace, the area will still see nearly 100,000 new residents and several growing municipalities in the near future.

Currently, there is a million square feet under construction. Big-box distribution, in particular facilities of at least 500,000 square feet, remains a key portion of the market. Vacancy rates in Inland Empire West are tight, in the 3% range. In Inland Empire East, however, there are near 10% due to the construction boom taking place. Sales-price growth appears to have slowed significantly by the end of a speculative boom (median prices grew 26% from 1997 to 2007), the tightening of excessively permissive financing criteria and an oversupply of inventory. Riverside and San Bernardino Counties now have the third highest foreclosure-purchases-home rate in the country, behind Las Vegas and Detroit. This obviously will have a negative impact on the housing and residential landfill markets in the short-term. However, with the area still growing by approximately 30,000 households per year, the correction is not expected to be long-lived.

**Inland Empire (Riverside/San Bernardino) At A Glance**

<table>
<thead>
<tr>
<th>(Rent/Square Foot/Year)</th>
<th>Low</th>
<th>High</th>
<th>Effective Avg. Vacancy</th>
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<tbody>
<tr>
<td>DOWNTOWN OFFICE</td>
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<tr>
<td>New Construction (AAA)</td>
<td>$23.90</td>
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<td>Class A (Prime)</td>
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<td>$16.30</td>
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<tr>
<td>SUBURBAN OFFICE</td>
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<tr>
<td>New Construction (AAA)</td>
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<td>$25.80</td>
<td>24.0%</td>
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<tr>
<td>Class A (Prime)</td>
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<td>20.0%</td>
</tr>
<tr>
<td>Class B (Secondary)</td>
<td>$16.30</td>
<td>$18.00</td>
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<tr>
<td>INDUSTRIAL</td>
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<td>Manufacturing</td>
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<tr>
<td>High Tech/RAD</td>
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<tr>
<td>RETAIL</td>
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<tr>
<td>Downtown</td>
<td>$42.00</td>
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<tr>
<td>Neighborhood Service Centers</td>
<td>$30.00</td>
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<tr>
<td>Regional Malls</td>
<td>$36.00</td>
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<td>36.0%</td>
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<tr>
<td>DEVELOPMENT OFFICE</td>
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<tr>
<td>Office in CDB (per buildable SF)</td>
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</tr>
<tr>
<td>Land in Office Parks (per acre)</td>
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<tr>
<td>Office/Industrial Land - Non-park (per acre)</td>
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<td>Retail/Commercial Land (per acre)</td>
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<td>Residential (per acre)</td>
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<td></td>
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<tr>
<td>Contacts: NAI Capital (909) 945-2339/951) 346-0800</td>
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<td></td>
</tr>
</tbody>
</table>

Retail and service-related retail expansion continues, supported by the shear magnitude of the growth in population. An occupancy trend is also very strong, and most existing tenants are also looking to expand. Ground-up development is barely keeping pace with this demand. The Inland Empire's residential market is currently undergoing a critical change by the end of a speculative boom (median prices grew 26% from 1997 to 2007), the tightening of excessively permissive financing criteria and an oversupply of inventory. Riverside and San Bernardino Counties now have the third highest foreclosure-purchases-home rate in the country, behind Las Vegas and Detroit. This obviously will have a negative impact on the housing and residential landfill markets in the short-term. However, with the area still growing by approximately 30,000 households per year, the correction is not expected to be long-lived.

Jim Tumey is an attorney in the Business Transactions and Financing Practice Group of Best & Krieger LLP. His practice is focused on real estate development and business transactions. In his early career, Tumey performed financial management and strategic planning functions with the Ford Motor Company and Eastman Kodak. He has also taught undergraduate and MBA courses at the USC School of Business.

Tumey earned his BSB from the University of Minnesota, MBA at the University of Denver, PhD with USC and JD from the University of California, Hastings College of Law.

**PSEDC's officers for 2008 include:**

- Ed Torres, president – Pro-Active Land Development & Business Services
- Lyn Calerdine, secretary - Canyon National Bank
- Kathy Hallock, treasurer - Rabobank

Board Members for 2008 include:

- Jon Caffery – First Priority Mortgage
- Maryellen Hill – Maryellen Hill and Associates
- Todd Hooks – Aguas Caliente
- Band of Cahuilla Indians
- Pat Lilly – Palm Desert National Bank
- Steve Nichols – Nichols
- Nichols Properties
- Deane Rohrbaugh
- Wyndham Springs Palm
- Jim Tumey – Best and Krieger
- Cathy Van Horn – City of Palm Springs
- Marna Van Horn – Marna Van Horn Consulting

For information, contact Tamara Stevens at 326-1625.
**SALES**

**Should You Give Up On Cold Calling as a Small Business Marketing Tool?**

*By Charlie Cook*

Ever had second thoughts about using cold calling to find new business?

Before you pick up the phone to make a single cold call, there are several things you should know. First, few people are naturally successful at cold calling.

Second, cold calling has a bad reputation as a marketing tool. Most people find cold calls unappealing and uncomfortable.

Third, conversion rates for cold calls are typically about 2%, compared to 20% for solid phone calls and 50% for referrals.

With three strikes against cold calling, shouldn’t you cross this marketing strategy off your list once and for all?

The reason most cold calls fail is simply because they’re done wrong.

If you’re thinking of giving up on using the phone to generate leads, first ask yourself if cold calling is cold calling that annoys people, or the way it’s done.

Don’t throw the baby out with the bathwater—many small businesses have been built on the basis of successful cold-calling campaigns.

One of my clients, Steve, confided that he didn’t want to be bothered with most small business marketing activities. Give him a list of leads and a phone and in a couple of hours he could find a warm prospect. Instead of alienating prospects, his cold calls resulted in more business.

Cold-calling worked for Steve because he was a master at it. You too can become a master of cold calling when you know how to prepare and how to make the calls using the strategy detailed below.

Why Do People Hate Most Cold Calls?

With each call assaulted by hundreds of advertising messages daily, many choose to ignore, a select few with genuine interest. The ones that annoy are the most and are those we’re forced to pay attention to to avoid any conflict. If you want to overcome this natural resistance, you’ll need to find out how to make your cold calls less intrusive.

Get Your Prospects’ Permission

One of the most effective ways to generate a lead on your Website is to ask a prospect to give you his or her e-mail address and then, with their permission, send them ideas and information they want.

The same is true when you pick up the phone to call a prospect. Get your prospect’s permission to tell them what they want, and you can generate a warm lead and a sale.

The traditional approach to small business marketing and cold calling shows a ‘sell’ in the prospect’s face. Most people don’t respond well to this.

The more effective alternative is to get a prospect’s attention, ask permission, find out what they want and then give them what they asked for.

How To Generate Leads and Sales With Your Phone Calls

Before you make the call, prepare for your marketing success.

A. Don’t blindly pick up the phone and expect to get results.

When at all possible, research your prospects’ needs. The more you know about what they want, the more effective you’ll be on the phone. Depending on who you’re calling, you can:

- Research the individual company and person to identify problem areas where you could be of assistance. Send a letter or a series of postcards in advance of your call.
- Use a response form on your Web site or a postcard to prompt your prospects to tell you what they are looking for. On the form, ask the prospect to tell you what his biggest or most intractable problem is. When a prospect completes an inquiry form on your Web site, you’ve got the most important thing to a successful call: their permission for you to contact them again, to discuss how you can help them.
- Survey your existing clients to define the 3-5 reasons they find your products and services valuable.

B. Your first objective with a prospect isn’t to sell to them.

Before a sale can take place you need to establish rapport and find out what they want and need. If you haven’t already done this with your marketing, then you’ll need to take the first couple of calls to do this and then you can move towards a sale.

Making the call, partner with your prospect:

1. State your name and ask the prospect if they have a moment. (Get their permission to continue the conversation.)

2. If they’re busy, schedule a time to call back. This way you’ve got their permission to have the next conversation.

3. Give them a reason to listen. Let them know you’ll be brief and tell them why you’re calling. Tell them what your firm does in terms of the benefits you fit your prospect. For example, “We help hotels like yours increase bookings and generate more revenue per guest.”

4. Tell them you’d like to ask them a couple of questions and get their permission to proceed. Then find out what’s working and what’s not and what types of solutions they are looking for.

5. Summarize what you’ve told them about their needs and wants. Then ask them if they could solve the problems they just told you you wanted solved, whether it’d be worth it to schedule another time to talk further. Schedule a meeting or follow-up conversation.

Advertising, Web sites, e-mail, and sales letters are great ways to market your products and services, but... picking up the phone and personally talking to a prospect can get immediate results when you apply fundamental marketing principles and techniques.

Use these five steps to master marketing on the phone and you’ll generate more leads and sales and have more fun marketing on the phone.

Sign up to receive the Small Business Marketing Ideas eBook, “7 Steps to get more clients and grow your business” at: [http://www.marketingforsuccess.com/report](http://www.marketingforsuccess.com/report)

**Dutton report...**

*continued from pg. 13*

**Investment risks...**

*continued from pg. 18*

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**Search for Commercial Space for Lease/Sublease**

*continued from pg. 11*

**A world leading company is located right in your backyard.**

*continued from pg. 31*

**Business Journal • Page 30**

February 2008

**Department of Public Social Services disclosed that illeg­­al aliens in Los Angeles County collected more than $37 million dollars in welfare and food stamp alloca­­tions during the month of November. This represents a $3 million dollar increase since September. Los Angeles County projected the cost of supplying these illegal aliens with welfare assistance and food stamp allocations for 2007 will total $444 million dollars. So as we look at what services should be cut, we can start by making sure that only those who are in this country legally are receiving services funded by your tax dollars.**

**If we did that, a big part of our spending problem would be solved!**

**February 2008**

**Business Journal • Page 31**
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Architectural/Engineering Firms

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Hosted by

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Ira A. Jackson: Doing Good and Doing Well at Claremont's Drucker School

As the dean of the Drucker-Ilo Graduate School of Management at Claremont Graduate University, Ira A. Jackson has developed a deep connection with the school's namesake, the late management guru Peter Drucker. In fact, Jackson likes to quote one of Drucker's favorite sayings: "The best way to predict the future is to create it." And creating the future is exactly what he believes he is doing everyday.

Jackson arrived at Claremont in the summer of 2006, and has used his experience to catapult the program into one of the top programs in Southern California. But this is nothing new to him. Throughout his career, he has brought entrepreneurship and excellence to government, higher education, and the non-profit sector. At the age of 26, he was chief of staff to Boston's Mayor Kevin White. At 32, he was the senior associate dean of Harvard's John F. Kennedy School of Government, where he helped lead the school during its period of rapid growth and institutional transformation.

He left the Kennedy School as its Commissioner of Revenue for the Commonwealth of Massachusetts, where he was credited with being one of the architects of the "Massachusetts economic miracle." He also served as executive vice president of BankBoston for a dozen years. During his tenure at BankBoston, the company consistently received Outstanding Community Reinvestment Act ratings from federal regulators for leadership in strengthening inner-city communities. Jackson's role in helping to support and expand CityYear earned him the City Year National Service Award.

Prior to coming to Claremont, he was president and CEO of the Arizona State University Foundation. Jackson received an A.B. from Harvard College and an MPA from the Kennedy School of Government, and attended the Advanced Management Program at Harvard Business School. He is co-author (with Jane Nelson) of Profits with Principles: Seven Strategies for Delivering Value with Values (Doublited), described by Tom Peters as "a stunning achievement...and a survival guide for business executives and a survival guide for capitalism itself."

Jackson was only one of six business school deans who attended the Global Leaders Program at the University of Geneva in July 2006. They were there to discuss ways to voluntarily advance human, labor and environmental rights and to combat corruption. Just a week earlier, in Claremont, Jackson hosted delegates from 10 nations gathered at the Center for Global and Security Studies for the first Global Symposium of Drucker Societies, dedicated to advancing responsible management practices in business, government and civil society that capture Druckerian principles and practices. Drucker, who challenged leaders to be both effective and ethical, is widely revered in Asia.

Jackson came to the Inland Empire, he immediately realized the vast potential of the Drucker School of Management. Now, he has reached out into the community to spread the word of the school's ideologies and world-class faculty. Under his leadership, the Drucker School was named in the top 10 in the nation for quality by the Princeton Review, including sixth in the nation for quality of faculty.

And, his experience lends the Drucker School the potential to gain traction among both younger M&A and experienced EMBA students throughout Southern California. (The Drucker School also offers graduate programs in politics and business, arts management, and is one of only a handful of programs in the nation to offer a graduate program in financial engineering.) As Jackson sees it, the Drucker School is at the nexus of a new emerging movement: putting innovation to work for the good of society. "Profits without principles won't work any longer," says Jackson. "The world's problems, starting with global warming and moving on from there, are simply too immense and interrelated to focus on making money to the detriment of the world around us. This is a time for competitive and voluntary collaboration across all sectors: business, government, nonprofit. It's that cross-sector approach that the Drucker School apart and that promises to create the future in new ways.

For Jackson, the future is about making the Drucker School one of the world's centers for embedding a new set of values in the world - socially aware managers. As he likes to point out: "by embedding a new set of competencies and values in the next generation of leaders through a new business school curriculum, we are offering the world a problem solving elite that has the world's problems, starting with global warming and moving on from there, are simply too immense and interrelated to focus on making money for the detriment of the world around us. This is a time for competitive and voluntary collaboration across all sectors: business, government, nonprofit. It's that cross-sector approach that the Drucker School apart and that promises to create the future in new ways.

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Jackson said he is committed to producing innovators of the highest degree not only for business but also for the social sector - and even for government.

"As Drucker himself said, innovation is the indispensable ingredient not only for a growing economy but also for a vigorous and healthy society. And our job here at the school is to produce innovators who both do good and do well."

Palm Springs Book Festival
Sunday, April 13 at the Chameleon Theatre
Home of the Palm Springs International Film Festival
We continue to educate executives and managers from Edward Jones and Panda Restaurants. These two great "Drucker-like" organizations have now sent more than 700 managers each through our customized executive sessions. Additionally, we are gearing up new programs for Fujitsu, and for other Japanese executives in what is called "The Knowledge Forum," jointly with Hinosubi University in Tokyo.

Our international reach is constantly changing as new Drucker Societies open around the world, while others continue to expand their reach. The Drucker Workshop in Japan just launched a new journal of Peter's management philosophy, titled "Civilization and Management." The Drucker School has also become an academic member of the UN Global Compact, the world's largest corporate citizenship organization, dedicated to advancing corporate social responsibility, and we are one of the first business schools in the world to formally adopt the "Principles of Responsible Management Education" that are sponsored by the Association for the Advancement of Collegiate Schools of Business (AACSB).

You can imagine my pride in serving as dean of the Drucker School. If we haven't yet experienced the progress we are making - the change and the continuity - I welcome you to share the pride and to participate in the active, vital life of the Drucker School. Stop by and sit in the back of a class. Attend a public lecture. Talk to our students. Come by and give me a suggestion on how we can do better. Send us some talented prospects or perhaps offer an internship to one of our students. For a visit with our students, please leave your desk. Please come by and give me a visit. For a visit with our students, please leave your desk. Please come by and give me a visit.

Peter Drucker
Harry's Pacific Grill... continued from pg. 37

whether the appetites. Those starters also served to make us aware that Harry's is quality, and that "east meets west" allowing for tasty taste traveling to the Pacific. But the main saying, is that "why every island has its own flavor, but our hunger was satisfied from the sad offerings on the side and a second waipanier with an original hawaiian bowl of whipped cream. Even tough only one of us was up for the challenge, somehow found room for "just a bit" of this finishing touch to a grand dining out experience.

General Manager Rick Anderson, unknown to us until after dinner, has done a superb job in making his restaurant create a very desirable atmosphere.-best described, perhaps, as unusual elegance in which to enjoy a meal - alone or in the company of others.

At as part of our expansion program, our company is looking for part time work from independent account managers and sales representatives, it pays $3500 a month plus benefits and takes only little of your time. Please contact us for more details.

Requirements - Should be a computer literate, 2-3 hours access to the internet weekly. Must be over 19 yrs of age. Must Be Efficient and Dedicated. If you are interested and need more information, Contact Dan Frank, Email: dan.frank19@yahoo.com.

Classified

EMPLOYMENT:

Account & Payment Rep. Needed! Are you a professional? A small company is looking for Account & Payment representa-tives. If you have previous experience, they pay about $2,500 a month plus benefits and takes only little of your time. Please contact us for more details.

Requirements - Should be a computer literate, 2-3 hours access to the internet weekly. Must be over 19 yrs of age.

As part of our expansion program, we require people for part time office work from home account managers and sales reps...
The final Chaffey College Foundation Telethon came to a successful end on Sunday, Jan. 13. When the telephone went off the air at 13:13, it had raised $408,993, exceeding its goal by $14,030.
By Bill Anthony

Meadowood is a 250-acre retreat snuggled away off the Silverado Trail in the town of St. Helena, one of Napa Valley’s most luxurious places. The private club, founded in 1964, features championship croquet lawns, tennis courts, a nine-hole walking golf course, hiking trails, swimming, a full-service health spa and 85 suites and cottages.

The main reason for the existence of Meadowood..... in my mind.....is the fabulous Restaurant at Meadowood. Under Manager Nathaniel Dorn, Chef Christopher Kostow and Sommelier Ron Toulon, this restaurant has earned two stars from the renowned Michelin Guide. There are only five other restaurants in all of northern California to have two Michelin stars. The 48-seat dining room is a stage upon which staff, chef, and sommelier do their food and wine magic for a most appreciative group of gourmets. Diners choose from a few food and wine pairings: A three-course selection for $70 plus $45 for wine pairing; a four-course selection for $85 plus $60 wine pairing; a five-course selection for $95 plus $75 wine pairing; and finally, a seven-course chef’s tasting menu at $120 plus $110 wine pairing.

I included in this story a sample menu for your perusal.....please try not to drool all over the page. On a wine note, the cellar contains 11,000 bottles, the wine list is over 50 pages and leaves you to choose from over 800 great wines.

I enjoyed my experience; however, I want to hear from you. Please, should you dine there, please e-mail me your experience at williamj@husjournal.com

For additional information, call (707) 968-3161 or visit their Web site at m e a d o w o o d .c o m.

The Restaurant at Meadowood

- Chilled Young Garlic Gazpacho
- Roasted Grapes, Spiced Almonds, Smoked Paprika Oil Krug
- "Grande Cuvee" - Champagne, France MV
- Heirloom Tomato & Watermelon Salad
- Meadowood Garden Cucumber, Peppercress, Basil
- Pinot Blanc, Robert Sinskey - Los Cameros 2005
- Wild Scottish Langoustines
- Shaved Matsutake Mushrooms, Salt Cured Capers
- Puligny-Montrachet 1er cru "Les Pucelles," Morey-Coffinet - Burgundy, France 2004
- German Butterball Potato Gnocchi
- Grilled Surf Clam, Matsukas
- Meursault-Poruzots 1er Cru, Francois Jobard - Burgundy, France 2002
- Andante Dairy "Aria"
- Quickly Baked in Rye Bread, Apricot-Whiskey Cousis
- Dry Muscat Canelli "Moscato Azul," La Sirena - Oakville 2006
- Organic Red Kuri Squash
- Fresh Ricotta, Toasted Pistachios, Heirloom Apple
- Gruner Veltliner Smaragd/Wolfskeller Hochrain, Rudi Pichler - Wachau, Austria 2005
- Local Dungeness Crab
- Sunflower Seeds, Vanilla, Bartlett Pear
- Viognier, Parais Vineyards - Mount Veeder 2005
- Maine Lobster & Squab Salad
- Savory Spinach, Lobster Mushrooms, Red Onion, Marmalade
- Zinfandel "Howell Mountain," Lamborn Family - Napa Valley 2005
- Hand Harvested Sea Scallop
- Roasted in its Shell, Scallop "Tripa," Gooduck Clam, Peri Peri
- "W... Dreams..." Jermain - Friuli, Italy 2005
- Organic Farro "Risotto"
- Squash Blossoms, Chanterelles, Cabernet Emulsion
- Cabernet Sauvignon, Mayacamas Vineyards - Napa Valley 1991
- Sonoma Coast Lamb
- Celery Root Mousse, Truffle Braised Celery, Baked Canneloni
- Syrah, Lagier Meredith - Mount Veeder 2004
- Alaskan Halibut
- Roasted in Fig Leaves, Sassafras, Horseradish, Fennel Brandade
- "On the White Keys," Arietta - California 2006
- Liberty Farms Duck
- Marinated Golden Beets, Turnip Puree, Licorice
- Merlot, Pahlmeyer - Napa Valley 2004
- Ponzi Farms Pastured Veal
- Cranberry Beams, Carrot Satay, Chimichurri
- Cabernet Sauvignon, Hartwell- Stags Leap District 2000
- Duo of Domestic Wagyu & True Japanese Kobe Beef
- Simply Grilled, Baby Vegetables, Truffle Marmalade