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“End of an Era” at Guasti

by Joe Lyons

In an exclusive interview with the Business Journal, at press time, Clark Pauley has announced the sale of the property known as Guasti, Calif. LLP to the development company of Oliver McMillan from San Diego.

This comes after the death of Pauley’s uncle, which ended a couple of promising joint venture deals. This also now means the property will do the property justice.

The current plans call for a 150-room “boutique” hotel, not affiliated with any national chain, which may be attached or otherwise connected to the villa. Much of the design is up in the air at this point.

The post office will continue continued on page 25
The San Bernardino housing scene is set to receive a welcome shot in the arm this June 17th, with the release of the Bordeaux Condominiums on Tippecanoe Avenue. Well known Southern California developer Prosperity Real Estate Investments, Inc. has set their sights on San Bernardino for this quality entry into the city's unique real estate market.

According to Prosperity CEO Stuart Holtzman, "We specialize in identifying markets like San Bernardino where demand for affordable, high-quality housing is simply not being met. With Bordeaux, we're confident that we're appealing to a large group of potential buyers who have been frustrated by the lack of this type of housing and are no longer content to rent their homes."

Prosperity was attracted to the San Bernardino market because the opportunities here meshed with their stated mission to balance prosperity with integrity. By making significant upgrades to aspects of the surrounding community as well as to the properties themselves, Prosperity's product planners hope to revitalize the lives and lifestyles of their customers. The company also is keenly aware of the needs of existing residents living in the apartments they convert to condos, and their business model provides unique financial incentives to help these tenants buy their units.

Says Holtzman, "What we're trying to do here is make a difference in people's lives. We invest in communities, not just properties. By helping people realize their dream of home ownership, we're in a sense, "giving back" value to the community and to the country as a whole."

Continues Holtzman "We purchase buildings in communities that typically are in transition from older to more redeveloped neighborhoods. We help the community through direct contact with community groups and by providing funds to the area directly, often paying for landscaping, painting and improving alleyways, etc. on properties in the immediate area. We work closely with the community and its government and other supporting community groups such as the Kiwanis, City Council, various youth groups and the Chamber of Commerce."

"Our goal is to clean up the community and to encourage other property owners and tenants to take better care of their neighborhood. We have made significant improvements to many neighborhoods throughout Southern California, including several neighborhoods in Long Beach, Whittier, Ontario, San Bernar-

“PROSPERITY GIVES BACK!!
PROSPERITY INVESTS IN ITS COMMUNITIES AND GIVES FINANCIAL INCENTIVES TO ASSIST DREAMS OF HOME OWNERSHIP

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June 2006
Major Russell Fritz: “Salvation” Is His Middle Name

You know who the Salvation Army is. Do you know what they are?

Major Russell Fritz, head of the San Bernardino Central Valley chapter has heard this question before.

Fritz says that their coverage is San Bernardino proper, plus Grand Terrace, Colton, Highland, Bloomington and Rialto. Not the shiner parts of the Island Empire.

"That’s why I’m here," Fritz told the Business Journal. “We’re talking about areas where there are real needs, where people are really, really hurting.”

Major Fritz wants you to know that The Army is much more than the people with the bells and red kettles at Christmas. Fritz likes to claim that the Christmas song “Silver Bells” was inspired by the bell ringers.

He tells the story of how The Salvation Army began at least another two years.

According to Fritz, William Booth, the general superintendent, was making an appearance in Leeds, England but the sign in the window would not get the entire title on a single sign, so he got listed as just "general."

Booth wanted to list the Christian Mission as a volunteer army dedicated to helping the poor, somebody found the term ‘volunteer’ army to be demeaning. When he told the general, “I am regular army or I am nothing,” Booth crossed out the offending word and wrote in "Salvation."

The Salvation Army eventually spun off from the Methodists to become their own, independent entity. It was chartered by Parliament and arrived in the U.S. in 1880. The first San Bernardino chapter began in 1887.

Today The Salvation Army has built a reputation for being the first relief and aid at the scene of a disaster. Just ask the fire fighters at the Olds fire in the hills above San Bernardino a couple of years ago. The Army was there almost at the same time that the fire trucks arrived with coffee, chicken soup and blankets. The command post hadn’t even been set up yet. They don’t boil people for these services.

That’s your kettle donation at work. “We are always Johnny-on-the-spot and usually the last to leave.”

When Fritz told the Journal that The Army exists for “53 weeks of the year,” he explained that that is just wishful thinking because he wished he had an extra week.

If you wonder what Fritz and his people are doing at this time of year, he explains that on any given night in San Bernardino, he has up to 400 people waiting in line for shelter, food and aid down on Kansas Street.

Their homeless shelter is currently full of women and children. “We don’t have any rooms for the single men in our area,” he announced. There are about 130 women and children in the homeless shelter at one time per week.

Seniors who live on fixed incomes find themselves in the Salvation Army food lines at the end of the month because their fixed incomes just don’t last for a full 30 days. Fritz believes that they don’t want to, but they have to.

Fritz understands that the old film clips we have seen of the long soup lines seems like something out of the Depression Era, but as we mentioned, over 300 people are in line every night in San Bernardino, here in the 21st century.

Not to be demeaning, but Fritz believes that the people who sleep under a bridge or in the back of a truck do so because they choose to. The services are there if they really want one. He believes that either homelessness is a chosen lifestyle for them, or there simply isn’t enough room in the three or four shelters that are currently active in the area.

Fritz told the Journal that there are other places to go but they charge for their services, and most needy don’t have the wherewithal to go that route. The Salvation Army does ask people with a form of ID, Social Security or Medicare, to put 75 percent into a money order that The Army holds for them in order to build up a savings. The Army does not ask for payment or rent. They ask people to help themselves.

People in the shelter have a three-month limit and are evaluated every week by the staff. They are given duties and asked to buy the money orders. If they choose not to, they are wished Good Luck and asked to leave. That may be a hard line, but it offers a serious opportunity for those who are willing to toe the line.

The downtown Salvation Army depot is located at Third and Ninth. They charge for their food and shelter, which is offered in a more dignified and reverent setting.

We asked Fritz what the Army is doing for the day. Fritz was inspired by the bell ringers.

When Fritz says that The Salvation Army was there for him when other help wasn’t, he says he’s been paying them back for the last 40 years. He even found a young lady named Jacqueline in The Army who had a baby. She is also now a major in San Bernardino.

Russell Fritz still wears his “Coats’” (Jump boots).

continued on page 17

Lake Elsinore Outlets sprees up the center with a beautiful new display. The new picturesque waterfall scene debuts for the summer season, located in the Waterfall Courtyard on the south side of the property directly outside the Liz Claiborne store. The working waterfall scallops can be seen display through September. Waterfalls offer a scenic view, customers are invited to take advantage of this backdrop and snap pictures of loved ones with their own personal cameras. Lake Elsinore Outlet will also utilize the space to incorporate seasonal decor for each holiday such as Easter. Factory Direct to You and Storyland Studios, both located in the Lake Elsinore area, created the waterfall display. Factory Direct To You owns the exclusive rights to the Ultimate Waterfalls line of products. Storyland Studio U.S.A. is the West Coast manufacturer for Factory Direct To You and produced the waterfall display.

In Ontario, The Koll Company has purchased a 13.8-acre property, which includes three existing industrial buildings and one existing R&D building, upon which it intends to build 12 small to medium-size warehouse/distribution buildings as part of a $30 million industrial R&D business park. The property, at 720 E. Sunset St. is a former Sunkist Growers facility that was purchased from Sunkist. The site is bounded by Ontario Blvd., on the north, California St. on the south, Taylor Ave. on the east and Campana Ave. on the west and is located in an area currently in the process of being designated as a redevelopment district by the City of Ontario.

Prior to starting development on the new industrial buildings, which will total approximately 160,000 sf and range in size from 5,000 sf to 25,000 sf, The Koll Company plans to sell three of the existing buildings, totaling 73K sf and occupying approximately 4.3 acres of the site. The existing structure is obsolete and will be demolished. The development, called Koll Center Ontario, is being marketed by Walt Arrington and John Oien of CB Richard Ellis in Ontario.

Meanwhile, in Palm Springs, 10.07 acres of vacant land was acquired by a Las Vegas entity for the development of time-share condos. The land, which is located on Palm Canyon Dr., Hwy 111 and E-10 near Palm Springs International Airport, sold for $3 million ($7.18 sf). Michael Kassinger of Sunkist Van Ness represented the buyer, Soleil PS LLC, as well as the seller, Palm Springs-based Wessman Holdings LLC.

And in Fontana, the William Fox Group acquired nine acres of land on Redwood Ave., between Valley Blvd. and San Bernardino Ave. The buyer intends to use the site for the development of Redwood Business Park, which will be comprised of 18 freestanding metal buildings ranging in size between 5,000 sf and 18,000 sf. The buildings, which will feature large gated yards, will be available for sale or lease. Ground breaking is scheduled for June 1 with completion slated for the first quarter of 2007. Randy Lockhart and Ryan Abrams of Grubb & Ellis represented the buyer in the transaction.
CAI Lights the Business Fires of Corona

The SBA has recognized CAI as a "Exporter of the Year." CAI company sees this as "positive reinforcement that says we're doing something right." With only 43 employees, she has come to define her position as that of a problem solver more than just a businessperson. She concedes that an engineering and fabrication company may not be considered one of the "sexy" businesses of Southern California. But an award like this is seen as a great achievement and speaks volumes about what CAI means to this area. So, just what is CAI besides the exporter of the year?

Combustion Associates, Inc. (CAI) was formed in 1989 with a single mission of providing out-standing engineered solutions to its clients in the energy, process and environmental industries. Today, CAI offers a wide array of both skid-mounted and stationary packaged combustion and Industrial Gas Turbine Power Generation Systems, with multiple fuel capabilities such as:

- Landfill Methane Gas (LFG)
- Natural Gas
- Diesel Oil

These options make CAI engineered systems versatile, cost-effective, and energy-efficient without compromising quality or effectiveness. The company has traditionally worked in partnership with clients to enhance their competitive effectiveness and add value to their products.

CAI's background and expertise in process and power generation systems, coupled with emerging technologies in renewable energy sources and environmental ecology, enables it to provide a one-stop "turn-key" solution consisting of design, fabrication, installation and after-service all under one roof. Their main focus is to take your concept and build a system that adheres to your custom needs.

They develop and produce insurance Company (FM), industrial risk Insurers (IRI), and general electric utilities design practices. CAI is dedicated to producing quality systems that adhere to strict safety standards without compromising efficiency or reliability. They can build systems from customer specifications or and built multiple fuel skills for landfill, natural gas, and diesel fuels. Each fuel train is complete with safety shut-off valves, auto vent valves, flow control, manual valves, pressure switches, gauges, transmitters, and pressure wired control panels. The skids are shipped fully assembled, pre-piped, pre-calibrated. All tests are rigorously tested before leaving our facility.

Power Generation Systems

Turbine-generator CAI is a California corporation specializing in Distributed Energy Resources that provide reliable, affordable, and environment-friendly electric power to meet:

- Increased demand
- Reduce peak operating costs
- Improve electric power security

Keeping a strong focus on customers' energy needs, CAI has developed 1 to 20 MW Industrial Turbine Power Generation Systems that are small, modular, decentralized, grid-connected, and off-grid systems located in or near the place where energy is used.

The advantages of CAI's packaged power generation systems are that they are versatile and can be operated with a choice of fuels, such as:

- Landfill Methane Gas (LFG)
- Natural Gas
- Diesel Oil

Packages are also available in 50Hz and 60Hz cycles with Heat Recovery Steam Generation (HRSG) that enables the use of waste heat for productive purposes in combined heat and power continued on page 13.
Strong Economy Fills State Coffers
by Senator Robert Dutton

A stronger-than-expected economy has meant billions more in tax revenues for the state of California and those figures were revealed when Governor Schwarzenegger released the May revenue report of the 2006-07 budget.

The newly released $131 billion budget shows that the state will realize $7.5 billion more than expected. For years, even the most optimistic state forecasts have underestimated the state's ability to generate income for the state of California to fund their pet projects and programs is through tax increases. When I arrived in Sacramento in Dec. 2001 before the state faced a $36 billion deficit, I have always believed the way to increase revenues is not by raising taxes but by growing the economy. I'm proud to say that those in my party have held the line of tax increases, and as a result, the state deficit has shrank to a workable number—less than $4 billion this next year—and revenues have increased. In just two years state revenue to the general fund has grown from $76 billion to nearly $94 billion in this budget. I'm glad to see Governor Schwarzenegger has decided to use a substantial portion of this budget for two areas I hold dear—education and paying down the state debt. The Governor's budget calls for increased education spending to $55.1 billion this next year. That's $8.1 billion more than two years ago, a 17 percent increase. He is also proposing to pay down the state debt by more than $3 billion and increase the state's reserves (our saving's account) to more than $2 billion. While there is a lot of progress in this budget, we need to move forward with caution these next few weeks and not make the mistakes that took place in 2000 and 2001. That's where legislators spent an arrogantly high budget that would never end. However, we ended up near bankruptcy just a few years later.

I'm going to approach this budget cycle like I have every other, knowing that making sure the state budget is ready to go is critical. We have had a few years on-on time budget this year (June 15 is the deadline) but you can rest assured that I'll be paying close attention to how your money is being spent and will vote accordingly.

Bonds Move to the Ballot

After months of negotiating, I'm proud to announce that the Legislature came together in a bipartisan way and agreed to a $37.3 billion bond package that would now go before the voters in November. The bonds would be voted on in a take-it-or-leave-its fashion, but will be separated into four categories for voter approval. (See page 34.)

There will also be an issue on the November ballot that I fought hard to ensure was put before the voters in November. The bonds would be voted on in a take-it-or-leave-it fashion, but will be separated into four categories for voter approval. (See page 34.)

Finally, I'm ready to use my PDA. I installed some medical references and memory cards and began to use it. I used it sparsingly for approximately 3-4 weeks. At which time I never dropped the unit. It was stored in a case and my medical bag at all times. One day, I went to sync the unit and it went dead. I called HP and they said the unit needed repairs. So, I sent it back in. (Encounter #3)

When hurricane Katrina slammed the gulf coast, every American witnessed the devastation that occurs from lack of preparation and planning. Offices were sacked, homes coming and going, families were losing everything that was going to be big, but planning was almost nonexistent. Although the officials ran a number of drills, allowed days to evacuate, and identified which areas and residents would be most at risk, they failed to plan for the inevitable. Other officials have worked to evacuate residents, and how much time they would need to get everyone out safely.

But when hurricane Rita threatened Texas merely days after Katrina hit, "business as usual" was a thing of the past. The state of Texas declared a state of disaster, the Governor activated the National Guard, and every county extended their extended "arranties," whatever happened to extended warranties. The extended "arranties," whatever happened to extended warranties, relations hips, and customer retention? Has this paradigm shifted to include looking at the bottom line first, and walking all over the customer, with minute warranties that's just not even worth the paper it's written on? Why don't companies like Hewlett-Packard stand behind their products, with warranties that have value?

I have every thought that these companies, through their due diligence, product and development, know their product is vulnerable and subject to early repairs. Why do you think these companies offer extended warranties, so they don't have to pay for repairs on their inoperable products? In other words, you're paying for a warranty that they should have given you in the first place. This is like charging for an extended "arranty," whatever happened to extended warranties, relations hips, and customer retention? Has this paradigm shifted to include looking at the bottom line first, and walking all over the customer, with minute warranties that's just not even worth the paper it's written on? Why don't companies like Hewlett-Packard stand behind their products, with warranties that have value?

I am writing this editorial to inform and educate the consumer, and to stand up for those who don't feel they have a voice when they're up against a large corporation. Today, I would like to share with you the experience and dialog I had with Hewlett-Packards' technical support, over the course of a few months.

I purchased an HP IPaq hx 4700 PDA, and received it last November. When I tried to connect it to my computer, it wouldn't work. I called HP technical support and explained my problem. I also explained to the tech that I was not computer literate. After working on the problem for approximately 1.5 hours, this gentleman got aggravat ed and yelled at me saying, "please explain, you're not making any sense." I explained that I had an article with an email address on it, but had not been able to print. I explained to him that the code for the address was not working. He said, "I don't know what that means." I said, "I don't think it means anything."

Finally, I was ready to use my PDA. I installed some medical references and memory cards and began to use it. I used it sparsingly for approximately 3-4 weeks. At which time I never dropped the unit. It was stored in a case and my medical bag at all times. One day, I went to sync the unit and it went dead. I called HP and they said the unit needed repairs. So, I sent it back in.

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HIGHLY OFFENDED

continued from page 5

the day...not the end of the "school day," but at the end of the "Protest day." Our school buses arrived in downtown LA to give all those poor, tired students a ride back home. Why am I saying this? Am I going for school buses to give free rides to foreigners who are complaining about my country?

I am highly offended by the waving of American flags by thousands of illegal immigrants at their most recent protest rally. Don't get me wrong. I love my country? But don't get me started about Mexican flags.

Inland Empire Motorcycle Dealers

continued from page 2

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Bordeaux offers residents the best of both worlds: a combination of luxury living, and efficient infrastructure. The development features a combination of luxury living, and efficient infrastructure, providing buyers with luxury features and amenities, but is still within reach of the majority of renters who are looking to move up to home ownership.

Bordeaux provides a secural

sanctuary for residents with

out sacrificing needed conven

ience to the outside world.

Located at 1025 Tippecanoe Avenue near schools, shopping and entertainment options, and the 10 and 215 freeways, Bordeaux offers residents a combination of luxury living, lifestyle features and commuting ease that eager buyers will find hard to resist.

CAI Lights the Business Fires of Corona

continued from page 8

These features make CAI's packaged power generation systems extremely efficient, cost-effective, and environmentally sound. Additionally, CAI power generation systems meet California AB 29X, and SB5X Peak Load Reduction Program requirements. They offer complete packages and a la carte services consisting of engineering, manufacturing, integration, testing, installation, and after-service.

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- ammonia injection pump skids
- injection grid headers
- AGU manifold
- lances and duct work

PROSPERITY GIVES BACK!!

continued from page 2

and quality. Because of the price range and cash incentives that we offer, often we offer only the first place-time buyers can afford to buy a quality-built home, rather than settle for a tired and plain option for living.

Demographic trends in San Bernardino, the San Bernardino real estate market, providing buyers with luxury features and amenities, and still within reach of the majority of renters who are looking to move up to home ownership.

Looking deeper, we find that housing in San Bernardino has a average value of $96,000 with only 12.5 percent of available properties valued at $150,000 or more. With prices ranging from $180,000 to $290,000, and the average cost per condo home at $220,000, the 100-plus homes at Bordeaux will go a long way towards filling that gap.

Moreover, Bordeaux will establish a distinct value level in the San Bernardino real estate market, providing buyers with luxury features and amenities, and still within reach of the majority of renters who are looking to move up to home ownership.

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Emperor of the Inland Empire

There is no emperor here, but if there was, it could well be Paul Hiller, president and chief executive officer of the Inland Empire Economic Partnership (IEEP).

Granted, the public relations firms of Porter Novelli has been getting a lot of attention lately for their highly successful PR campaign (one major article about our market place in 2005).

Still, it is the steady hand of the man in the corner office, in this case, Hiller, that makes the big decisions. As he himself understands, is a group of like-minded businesses, many whom compete for work for the common good of the Riverside-San Bernardino- Orange County business community.

As testament to their efforts of the 61 companies that contact IEEP for site search assistance in recent years, 17 have chosen to set up shop as well. In New York, drivers caught using phones without hands-free devices may be fined as much as $100. In New Jersey, violators face fines as much as $250.

In the state of Florida, there are 37 drivers using cell phones while driving, the number of drivers was 879 cell phone-related crashes, three of which were fatal.

In New Jersey, there were 879 cell phone-related crashes, three of which were fatal. (one major article about our market place in 2005)

To drive through Temecula on his way to Riverside, Joe Hart had noticed that at that time he was a teacher at a junior high in Carlsbad.

Joe Hart had the bug. The dream, if you will, was that he was able to share his dream with his wife Nancy. The Wine Country was about to blossom and they would be there at the start. The Harts planted their first grapes in 1974. Most of the work was done on the weekends. Joe and Nancy and their three sons did most of the work there. They planted and planned the trees, Viognier, Merlot, Cabernet Sauvignon, Chardonnay and Sauvignon Blanc.

Truth to tell, today the Harts buy most of their grapes, making them the smallest of the vineyards. They do own and operate an 8 acre vineyard to the north of town but don't go looking for tours there. Those vineyards are not open to the public.

The winery opened up in 1980 on 11 acres in the same portion of Rancho California Road that is home to almost all of the Temecula wineries today. That same vineyard of the early days is still used for the first Hart label wines were issued.

Today, in keeping with the philosophy that small-scale farming is an art form engaged in by a winemaker with a passion for wine, Joe Hart, along with his wife, Bill, produces about 200 cases of premium wine annually.

To the original vines they have added Zinfandel, Sangiovese, Tempranillo and Grenache/Syrah. Hart admits that there are many changes in the area since he continued on page29
Lunar Rocket
continued from page 1
Canaveral will be at 55 degrees, which means that Lunar "Shadow I" rocket will get to about 27 miles altitude. "The change to a shallower launch angle means that the rocket will and the payload dart will be exposed to higher temperatures than our previous missions," says Kleinger. "But we anticipate a successful launch and recovery." The payload dart will be the light for over 500 6th and 8th grade science students at Los Alamitos, who have been involved in the project the entire school year. The project adds real-world motivation and experience for students who are thinking about careers in science and technology. Education researchers know that by the time young people get to high school, it's too late to change tracks. Middle school gets young people at the "sweet spot" when they are starting to make serious plans for their educational and career future.

The payload dart redesign was made possible by a grant from the Office of Technology Transfer and Commercialization (OTTC) at Cal State San Bernadino. OTTC manages grants provided by the Center for Commercialization of Advanced Technology (CCAT) through the Office of Naval Research. Founder and President Robert Kleinger has successfully developed an effective and economical method for launching and recovering scientific payloads into suborbital space. His is the only private firm authorized to launch sounding rockets from Cape Canaveral. For more information, call 562-596-7847, or visit the company's Website at http://www.lunar-rocket.com.

About the Office of Technology Transfer and Commercialization (OTTC)

(www.ottc.csubu.edu) is the management office for a grant program known as CCAT, Center for Commercialization of Advanced Technology, funded by the Office of Naval Research (ONR) through Congressmen Jerry Lewis' office. OTTC provides grants intended to be used to help companies develop commercial applications for technologies that have been developed in government laboratories; and also help the government find ways to improve the performance, quality, and homeland security needs. OTTC is a two-way conduit that acts as a virtual incubator for advanced technology.

Lunar Rocket and Rover, Inc. is a privately-held, small business based at Los Alamitos. Founder and President Robert Kleinger has successfully developed an effective and economical method for launching and recovering scientific payloads into suborbital space. His is the only private firm authorized to launch sounding rockets from Cape Canaveral. For more information, call 562-596-7847, or visit the company's Website at http://www.lunar-rocket.com.

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The Hart of the Wine Country
continued from page 15
first settled in. The popularity of the area now known as the wine country has made things more competitive. Restaurants, bed and breakfasts and music festivals have all added to the business that the wine industry has to offer. Wine. It has added to the burden, according to Hart, who told the Business Journal that it is still an uphill battle.

Even so, he is glad to see that his neighbors are all family-owned and operated businesses. He believes that the personal involvement makes for a better product. He is glad that there are no corporate run facilities in the area. Hart Winery has won several medals in the New World International Wine competition and Joe Hart is glad for that. "Gold Medals," he tells us, "are good marketing tools."

CAI Lights the Business Fires of Corona
continued from page 13
vaporizing skid with electric heaters, vaporizers, blowers, control panel, and transmitters.

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CAI's Dual Fuel and Low NOx technology emphasizes the combustion processes required to establish stable combustion and low emissions. CAI burners are specifically designed for commercial and industrial boilers with low NOx burners using multiple fuel lines. We have also engineered and packaged simple cycle 10 MW Power Generation Systems using GE's LM1500 jet turbine engine integrated with generator and auxiliary systems.

CAI consistently provides a focused effort starting from the initial preparation of the proposal to the successful completion of the project. CAI systems are designed with a strong emphasis on the end-users.

They have a "work hard" ethic to ensure a technically superior design, highest quality products, accurate and detailed documentation, timely completion of milestone commitments, and, continued on page 18

How to P.L.A.N. for Disaster
continued from page 11
location? If you get caught in traffic, will you have enough gas to evacuate successfully?
What if something happens that you didn't anticipate? If you go through this process enough times and really work on your plan, then you will be able to adapt to the failure. You're mind will be primed and you'll be ready to think of alternatives, even if the failure isn't anticipated beforehand.

N - NEEDS

In any disaster situation, you must be ready to go for 72 hours without assistance. Those first 72 hours are critical because emergency relief will be overwhelmed during that time. Fire departments, police, and medical personnel won't have the resources to get to everyone.

After Hurricane Katrina, many died simply because they ran out of food and water in those critical three days. However, four days before Rita hit Texas, the community leaders were on the television warning people that if they decided to stay, they needed to be prepared for 72 hours because no one would be able to help them.

When working on your plan, make sure you account for all your needs for 72 hours. Be prepared to be self-sufficient during this time. Each one of your family members must have personal ID and photos of their family, two plans for your home, two plans of their business. You may have a need for medications, two weeks of toiletries, a supply of cash (credit/debit cards can't be verified if phone lines go down), a flashlight, a portable radio, batteries, a signal whistle, white/silver duct tape, a first aid kit, prepaid calling card, and a list of emergency phone numbers.

These needs should be kept in a rolling backpack that stays with the owner. Keep this bag, your Disaster Pack, ready to use. And if a disaster is imminent, keep the Disaster Pack with you at all times.

Are You Ready?

Once you have taken an inventory of your family, made arrangements for evacuation, anticipated and accommodated failures, and gathered all your needs for 72 hours, you need to review and practice your plan each year.

Hurricane situations are timely because of what happened on the gulf coast, but regardless of what disaster situation you face, you must have a plan. In a tornado, tsunami, terrorist attack, or whatever, you must take control and make your disaster plan and ensure the safety of your family and your business.

CLOSE - UP

He mentions that he was once stationed in Pocatello, Idaho. He says that when he was stationed in Steele in the Snake River was so cold it froze the clapper on the bell. As for the 'salvation' work of the Church, he says they keep their social work separate from their faith. Some parts of the world see them as foremost, but here in the U.S. the social work comes first. This is especially significant as much of their funding comes from state and local tax support, as well as the Arrowhead United Way. There is even a local attorney who regulates the snatchers stuffed animals for traumatized children.

Still, Mayor Fritz stresses that they are not a cult or a church. (If you don't get the joke, their first name is "The").
CAI Lights the Business Fires of Corona
continued from page 16
most important, within budget.

Project organization and approach
CAI will assemble a complete organization to handle all required phases of the engineering, design, procurement, and support services for a single project.

The assigned project manager has the responsibility for running all aspects of the job. Internally, he or she is given complete authority to direct all members of the project team and to call for and direct any supplemental services from our division staff. The project manager is also the principal contact for you, as the client, and will work with you to establish work plans, objectives, and commitments. Staff are assigned to the project to direct the electrical, mechanical, process, instrumentation, and control.

Use Your Influence
continued from page 30

understanding that winning your boss requires a good pair of ears and some patience, so really listen to your boss’s expectations and challenges. On a regular basis, ask your boss what he or she expects from you, then summarize back what you’ve heard. You may feel silly at first, but you will have fewer misunderstandings and missed connections. Your boss will know that you have correctly heard what’s been said.

Don’t stop with your boss
Nobody loves to work with someone who listens, cares and understands. It’s an essential part of being a great influencer. Listening in a purposeful, skilled way will give you the opportunity to really know what your boss’s interests are. Though there are specifics for tough bosses, you can easily use them in all of your relationships, including those with your colleagues, customers, spouses, kids, parents and friends. When you practice your influence skills and experience the positive changes, you’ll want to use your influence to turn all of your relationships from tough to terrific!

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Los Angeles World Airports
Appoints Ontario International Airport Manager by Joe Lyons
Los Angeles World Airports (LAWA) has appointed assistant manager and assistant manager to oversee Ontario International Airport (ONT). The appointments became effective May 29.

Jess Romo, ONT’s new manager, has over 17 years experience with the City of Los Angeles, eight of which were at LAWA as property manager at Los Angeles International, ONT and Van Nuys Airport. He has extensive experience in lease administration and property management, having worked at the Bureau of Engineering, Department of Water and Power, and General Services.

Romo, a Claremont resident, holds a master’s degree in industrial psychology from California State University at Los Angeles and a bachelor’s degree in psychology from the University of Irvine. He is also a state licensed certified appraiser with two buildings from the Building Owners & Managers Institute International (BOMI) as a real property administrator and facilities management administrator.

ONT’s new assistant manager, Kim Ellis, has over 17 years experience with LAWA. He was ONT’s acting airport manager since April 2005 and previously served as assistant airport manager, chief of field operations, landside operations manager, and airport operator.

Ellis was recently profiled in a feature here in the Inland Empire Business Journal. He also worked for America West Airlines and Lockheed Air Terminal, Inc., and served in the United States Marine Corps.

Ellis serves on the Ontario Chamber of Commerce board of directors. He teaches graduate and undergraduate courses at air transport planning and management at Embry-Riddle Aeronautical University. Ellis holds a master of business administration degree in aviation from Embry-Riddle Aeronautical University and a bachelor’s degree in aviation management from Southern Illinois University. He is also an airport examiner with designation American Association of Airport Executives.

ONT is one of four airports owned by LAWA, a Los Angeles City department that oversees an airport system in the nation’s second largest metropolitan area. The other airports owned and operated by LAWA are Los Angeles International Airport, Palmdale and Van Nuys. ONT handles over 7.2 million annual passengers and 575,000 tons of cargo.
Exposing the Inexcusable Excuses for Not Handling Conflict
With Tips on How to Improve

By Francis Dalton

One of the most pervasive problems within executive ranks is the frequency with which they avoid conflict. This article presents a compendium of their excuses and attempts to dismantle each by revealing the flaws embedded within.

Excuse #1: I'm just not good at handling conflict.

So GET good at it.

Needing to improve your skills with conflict doesn't justify avoiding it in the present. Try this 4 step formula when addressing conflict doesn't justify not having to deal with it.

Excuse #2: If I confront, the front will get worse.

When executives tell me why they think confronting conflict will make it worse, their reasons are often based on assumptions rather than actual experience. Are you making negative assumptions about what would happen if you confronted conflict in order to justify inaction?

Excuse #3: It's not urgent, and I have other priorities.

Are you feigning other priorities to justify not having to deal with conflict? Understand that conflict doesn't have to be urgent to poison the work environment. Allow low grade hostility to continue unchecked and they'll fester, infecting every functional activity and resulting in considerable productivity losses.

Excuse #4: If I confront, the conflict will get worse.

When executives tell me why they think confronting conflict will make it worse, their reasons are often based on assumptions rather than actual experience. Are you making negative assumptions about what would happen if you confronted conflict in order to justify inaction?

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MIKE YAVORICKY

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THE BEST HOSPITALS HAVE THE BEST DOCTORS

PHASE I

BLSINESS JOURNAL • PAGE 24


demand for the land is at hand. There have been, in recent years, efforts, through entitlement funding, to make Guasti into the image that Ontario seemed to want and need at that time. An artist colony idea was put together. There was even a jazz concert, which failed to draw a crowd. The market, it appeared, simply was not there then. Now, however, as Pauley observes, the educated professionals are finally coming out to the Inland Empire and discovering that they can live and work here much cheaper than they can in Orange County."

Does Pauley feel nostalgic about turning over the family site? "I sure do," he told the Journal. "I had hoped to see this project through to the end but sometimes circumstances don't allow that to happen." He confesses that, over the time he has spent in Guasti, he has not felt ownership so much as custodianship. His personal hope is that the new people will take good care of it. Pauley's personal prospects are solid. He has learned much in the areas of planning and development, and there is a great demand for such talents in this area today. Still you have to figure that he'll always feel the pull when he drives past the Archibald exit of the 10 freeway and looks to the south towards the airport and the company town that Mr. Guasti founded 106 years ago.

THESE 12 DOCTORS ARE ALL HEART.

(AND CAPILLARIES, ARTERIES, VEINS, AND VALVES.)

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**Comfort and Convenience** — The cabin of the 2007 Camry has been optimized to create an interior that feels roomier and more comfortable without an increase in overall size. Clear storage compartments abound. A larger rear floor promotes easier entry and exit, and standard 16/20-rear-rear rearing seats offer even more flexibility in XL2 models.

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June 2006,

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June 2006

Hewlett-Packard
continued from page 10
I sent the unit back. Several days later I called to get an update. The technician said that the motherboard switch was broken and it should cost me $275.00 to repair. I stated that this should be covered by warranty. He transferred me to a lady in the billing department who informed me that it was not covered under the warranty. I assumed it was human error. I explained to her that it was impossible, because I had never dropped or banged the unit up, nor were there any scratches on it. I further stated that I had only used it sparingly for no more than 4 weeks. I asked her how she new it was human error, she could not answer me. She said it had to be because it was classified that way. I asked to speak to a supervisor, she informed me that I could not, and one will get back to me in no later than 48 hours. I explained that I was in an Orthopedic Residency and that I worked approximately 60-80 hours a week and I wouldn’t be able to reach her. She didn’t seem to care.

Let’s talk about this for a moment. A PDA is called a handheld device. Why is it that handheld device that you carry around with you is so delicate? Why do they break down so easily? Sounds like an oxymoron to me.

I called back up and explained the weight and name and number of the regional manager. The tech said she didn’t know who this person continued on page 37

I Sing the Bluetooth Electric
continued from page 12

say it isn’t clear that restrictions on cell phones are having an effect on the number of accidents; others say it is hard to enforce the restrictions.

Safety researchers advise lawmakers to give guarded guidance to data on the rate of cell phone use in crashes, since they say many drivers are unwilling to admit that they were on their cell phone before a crash, for fear of being fined or charged with a violation.

The crash data are taken "right off the police report," says Lisa Block, a spokeswoman for the Texas Department of Public Safety. But, she says, people don’t always own up to the fact "that they were talking on the cell phone. They’re not always truthful about that.”

That a hands-free phone can be a distraction sounds strange to me. Like many of us, I have gotten drowsy out on the road and I have found that a call home can help get me back up to par. Cars are made to carry more than one driver and the diamond lanes are designed for us to keep-our-pace, so the distraction of conversation in the car is, to me, simply a fact of life.

It would never be advisable to wear headphones for a CD player or an iPod, but the Bluetooth device does not block outside sounds like sirens or breaks.

Do I look strange when

I stand in the hallway talking to myself? Of course! But modern technology allows for the convenience.

You may recall when mobile phones were about the size of a brick. That was not even 20 years ago. There is not telling what will be walking into us in another two decades.

In the meantime, the Bluetooth earpiece appears to me to be the best, safest and most convenient piece of communicators’ equipment out there today.

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Inland Empire Business Journal

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Four Steps to Managing Anyone: Motivation and Communication to Get the Job Done

by Mimi Donladson

Managing means getting results through people. We do this in many different settings—from workplace to household. If you are alive, you have already been a manager. You've managed delivery people, repair people, your children, in-laws, spouses and more.

One myth is that you need to have money at your disposal to motivate hard work and loyalty. Not entirely true. Management has less to do with charisma than with consistent interpersonal communication skills to get things done.

Empower and Motivate

Many of you are called “boss.” To avoid “boss” becoming another four-letter word, follow these four steps:

Step 1: Tell the person clearly what you expect them to do.

Easier said than done. In management training environments, this is called “delegation.” My definition of “delegation” is to empower and motivate a person to accomplish results for which you are ultimately responsible. Delegation includes these guidelines: choose a person capable of doing the job; explain the result you want; give the authority to get it done; monitor the activity; give recognition or praise along the way. Set the climate. Be sure you’re in a place conducive to concentration at a time when the person can concentrate. Listen to your words as you set the stage. Over the years, I’ve heard many a harried manager unwittingly say, “Just do this simple, subordinate task...that’s why I’m giving it to you.” Not very motivating.

• Give the big picture. Describe the overall objectives. People need to see where their part fits into the whole to feel the part of the larger goal.

• Describe steps of the task. This is the meat of the delegation. Sometimes these are already printed in an instruction or procedures manual. You still need to go over them, however, briefly, with the capable person to assure yourself of the person’s understanding. If the steps are not already written out, have the person take notes as you do this. This increases understanding.

• Cite resources available. Point out where there are other references, any on the task. Resources include people who have done the task of parts of it before.

• Invite questions. Even if it feels as if you don’t have time to do this, it’s worth it. Better to spend the up front time than have unnecessarily surprised later. Invite them “to sound stupid,” without prompting such as, “What questions do you have?” Not “Do you have any questions, do you?”

• Get the person to summarize what they will do to get the job done. This takes some courage on your part; you risk being answered with a defensive “Do you think I’m stupid?” I use this sentence: “This is a compoling task...I need to have you sumanize how you will get this done.”

Step 2: Give the person the tools and resources they need to do the job.

This requirement can range from a desk and pencils to on-the-job training and enough time to get it done. This is the “put-your-money-where-your-mouth-is” step. Teamwork distinguishes individuals of various backgrounds, experience and human interactive skills does not just magically happen. If managers want people to be productive and happy, they must put time and effort into training themselves and their people in technical skills and communication skills.

Step 3: Give feedback.

All people, when accomplishing a task, want to know how they’re doing. Even your “stars.” There are two types of feedback: positive and corrective. Here are four tips for each:

Positive feedback:

• Make it succinct, specific and sincere.

• Use praise to praise only; don’t use it as an introduction to another discussion.

• Tell them why their accomplishment is important to you and others.

Don’t be surprised if the person is embarrassed or suspicious. This may not be spurred to praise and need more work.

Correct feedback:

• Never attack the person.

• Attack the problem, whether it’s job performance such as inaccuracy, or a work habit such as lateness.

• Keep calm. It’s a problem-solving mode you are seeking.

• Be prepared to tell the consequences if the problem continues and be prepared to carry them through.

• Don’t be surprised if the person reacts with hostility. Even if already told what the problem is, people may resent being told. There must be some...they have to motivate themselves. There must be something in it for them.

Step 4: Give the big picture.

“Give the bi...” by Richard S. Gallagher

Once upon a time all that was demanded of people who specialized in customer service was to be nice to customers, solving their product or service-related problems, and handling their complaints. For many companies “once upon a time” is defined as up to and including yesterday’s customer relationships.

Author Richard Gallagher, a former customer service executive, argues convincingly and with examples how customer and communication skills, this isn’t enough. Not, surprisingly, it is even the most important thing. Being nice will not carry you through a situation where someone is loudly demanding something you cannot give him or her. Smiling won’t defuse a tense situation where you have to deliver bad news to someone. And courtesy won’t help you take back control of the conversation when someone is overbearing. Companies in both the public and private sectors have started taking notes—it’s an important skill. This is the practice of psychology as a “soft skill” which blows of a customer’s viewpoint and substitutes a corporate policy for it. As the author puts it, a more modern view of customer service is based on a great deal of “hard science” during the interaction between customer and customer service representative.

In this case the hard science is based on research that developed primarily by psychologists and sociologists who call these stages of defusing a crisis the “Triple A Approach,” after its three key steps:

• Acknowledgment - acknowledge feelings and give the problem importance.

• Assessment - gather facts and assess the situation.

• Alternatives - set realistic boundaries.

Based on his own experience and that of others, these steps play a key role in defusing a crisis with a customer:

• They give the angry customer attention and empathy. They create a comfortable natural zone whereby they express his or her feelings. They create time and space for strong emotions to subside. They turn a confrontation into an information-gathering process. They provide the setting for a face-saving resolution.”

Surprisingly, one area that was not at all addressed in the book is the role that off-shoring, as well as its local variations, plays in customer service. Based on his own experience and that of others, these steps play a key role in defusing a crisis with a customer service representative who may be in Ireland, India, or Romania using clearly non-idiomatic, American-style English while trying to go through the steps above recommended is a difference in their lives...and yours.

For more information on Mimi Donladson, visit her Web site at www.mimidonladson.com

To subscribe to the Inland Empire Business Journal—See Page 11

Bestselling Business Books

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

1. “The World Is Flat (Updated and Expanded): A Brief History of the Twenty-First Century,” by Thomas L. Friedman ($22.95) (7)

2. “The Five Dysfunctions of a Team: A Leadership Fable,” by Patrick M. Lencioni ($22.95) (3)

3. “Common problems that prevent teams from working together.

4. “Freakonomics: A Rogue Economist Explores the Hidden Side of Everything,” by Steven D. Levitt (HarperCollins... $25.95) (6)

5. “Why you shouldn’t accept the official version of anything.”


8. “How to achieve a successful investing strategy at any age.


EXECUTIVE NOTES

Pacific Mercantile Bank announced that James R. Medeiros has joined the bank as senior vice president, regional manager of its Ontario Financial Center. He has lived in the Inland Empire for over 30 years and has worked for several local banks such as Citizens Business Bank and Golden State Business Bank. Pacific Mercantile also announced that Frank A. Rozzio has joined the bank as vice president, regional manager of its served as vice president, senior vice president, and relationship manager at the Upland Business Financial Center; Timothy E. Johnson is senior vice president and manager of the bank’s Tri-City Business Financial Center in San Bernardino; Deborah George is senior vice president and manager of government services; and Sue Haynes is senior vice president and manager of the Bank’s Real Estate Services Center. The Planning Center, a full-service consulting firm that specializes in community planning and design, environmental studies and educational facilities planning announced that Keith McCann has joined the firm in a dual role as chief operating officer and chief financial officer.

REAL ESTATE NOTES continued from page 7

Linda Carlson to the position of vice president and manager of the bank’s Real Estate Financial Center, in San Bernardino; Jack Lane to the position of vice president and relationship manager at the Upland Business Financial Center; Timothy E. Johnson to the position of senior vice president and manager of the bank’s Tri-City Business Financial Center in San Bernardino; Deborah George to senior vice president and manager of government services, and Sue Haynes to senior vice president and manager of the bank’s Real Estate Services Center. The Planning Center, a full-service consulting firm that specializes in community planning and design, environmental studies and educational facilities planning announced that Keith McCann has joined the firm in a dual role as chief operating officer and chief financial officer.

Phase 1 of Chino Ranch Business Park is comprised of 17 freestanding buildings totaling 150,000 sf. Construction on Phase 1 is complete and the buyers, which include a diverse array of users such as a home furnishings company, civil engineering firm, foam mattress company, lighting supply company and a bowling equipment manufacturer, are currently occupying the acquired freestanding buildings.

Located at southwest corner of Edison and Euclid Avenues, Chino Ranch Business Park is being marketed by Thomas Taylor, Steven Bellitti and Josh Hayes of Colliers International’s Diamond Bar office.

Note: Rent.com, a leading Internet real estate news site, has contributed to this column.

DEVELOPING THE ADVISOR MENTALITY

Many salespeople claim to be advisors, but really they are not. Sure, they may put titles on their business cards, like “Sales Advisor,” but they still have an order-taker mentality. Simply writing a title on your business card is not enough. To truly believe you are an advisor, you must guide your clients to better decisions. Really get to know the kind of person your client is, and the subconscious that makes each, read books about the Myers-Briggs Type Indicator or the DiSC Personal Profile.

The other part of the advisor mentality involves the information you’re able to provide, because at some point you’re going to have to prove your advisor status by actually advising your client and giving reliable information. That’s why you must know your information, but that doesn’t mean just on it exactly what it is.

When many salespeople talk with a prospect, they over-prepare. They find every fact and figure available to prove why their product or service is superior and they overanalyze the data. As a result, they want to impress their client with data rather than show the client what the product or service can actually do to improve his or her life. The client then feels buried in data and tries to gain control of the situation just to get out from under the information overload.

But remember, simply saying the words is not enough. You must strike to stay with your salespeople. Even if your client is a psychologist, he or she will likely want to know more about you and will want to develop a relationship with you first before getting into the meat of the matter.

3. Be Adaptable

To be a successful advisor, you must be able to recognize the different personality styles and be versatile in your approach to each. You need to identify immediately whether you’re dealing with an amiable kind of person who likes to take his or her time, or if you’re dealing with a fast-paced, to-the-point kind of person, because how you relate to each, and the kind of information you give, each is going to be different. So being a good advisor is really about knowing how to read people, both in person and over the phone.

Then, it’s about adjusting your language to match the other person.

A great question to ask that will help you identify a person’s personality is: “What are some of the things that are important to you and that you need to know for us to work together?”

That one question will tell you more about people than anything else. Right away an analytical type will say, “Before I buy I need to know the exact specifications of the product, how it works, what warranties are available, and any other data that’s pertinent.” However, a more bottom line thinker would say, “I just want to know what results this product will give me.” Do you see the difference in responses and how each response reveals different information about the person? Unfortunately, most salespeople wing it when they’re meeting with clients. They don’t adjust their information for their audience, and their results show it. These same people always appear nervous, and they lack confidence. As a result, their clients run the show, and all the salesperson does is take orders.

If you want to get a better understanding of the different personality styles you will encounter, and the best approach for dealing with each, read books about the Myers-Briggs Type Indicator or the DiSC Personal Profile System. Both of these assessment methods are great tools for understanding people. Simply do a search online or visit your local library for the information.

BECOME AN ADVISOR TODAY

In the end, it’s up to you to take control of every situation and guide your clients to better decisions. Really get to know the kind of people you’re working with, and truly believe you can help them with their needs. The more you view yourself as a true advisor, know your information, and stay adaptable, the more sales you’ll make, which ultimately benefits both you and your client.

About the Author

Jerry Pujals is a renowned real estate trainer, speaker and helps agents nationwide increase their production, efficiency and sales. Visit his Web site at www.jrlouicysystems.com
Strong Economy
continued from page 10

Transportation - $19.9 billion
Education - $10.4 billion
Levee Repair - $4.09 billion
Housing - $2.85 billion

the next several decades.

I’m also very proud of the local money set aside in these bonds—particularly in the transportation bond. If approved, counties and cities will share $2 billion in bond funds. Riverside and San Bernardino would receive approximately $100 million (more than $50 million for San Bernardino County and nearly $50 million for Riverside County) for transportation projects important to their region. Also, cities would share $1 billion—meaning cities like Riverside would be eligible for $9.1 million in funds, Rancho Cucamonga $5.2 million, San Bernardino $4.6 million and Fontana $5.1 million. There is another $1 billion set aside for 17 counties in California that already have a portion of their sales tax earmarked for transportation projects. Both Riverside and San Bernardino Counties have this tax and will be eligible for millions in matching funds.

I would encourage everyone to be as informed as possible about the bonds before the November election. A good place to get started is www.strategicplan.com. This Website outlines how the money will be spent should the bonds be approved.

Executive Reluctance
continued from page 18

Executive reluctance takes more energy than negative thinking. It is tougher to think prosperously than subsistence. Consequently, we default to the easier path-limiting and worse case thinking. It requires mental effort to turn negative projections around. However, if your projections gravitate towards getting nowhere, you’ll get no where—guaranteed. Here’s a better way to think. “The meeting will go great. He’ll want to introduce me to others because he’ll feel good about me and my message.” Before you make any calls, proj ect in your mind that your target will be happy and open to talk with you. Project positive and positive outcomes will start happening. Even if things don’t work out, you’ll understand the reasons and take comfort that it wasn’t about you. This is rewarding feedback to your self and will encourage you to think positively the next time.

3. Practice Your Introduction.

What will you say? “Hi, my name is Sam Manfer and I work with companies such as yours creating sales and improving the productivity of sales teams. Would you answer a few questions?” or for another situation, “John, I understand you are investigating hiring a sales consultant, what are the issues that are causing you to think of hiring someone from the outside?” When you know what you’ll say, it helps you to visualize the situation in a positive frame. Your focus is on you and your opening rather than the anxiety of wishing the encounter was over or didn’t have to happen.

4. Develop Confidence by Preparing.

Get information about the executive and the company. Talk with people who know the executive and the company. Use your Golden Network—those people with whom you have credibility. Talk with people in your company and urge them to help you prepare for the meeting or for an effective approach to get credibility. Remember it is OK to ask for help. The more you prepare, the more confident you’ll be.

5. Get Over the Holier Than Thou Syndrome.

Realize this person is human just like you. You both get up and get dressed and go to work each day. You both have jobs to do. You’re both busy, value your time and don’t want to waste it. Neither wants to be sold. You both want resources to help you with problems. So disregard the “level to level,” “better than you” thinking. Think of how you would like to be approached and the type of conversation you’d like to have with someone in your position. Chances are you’re similar, but be careful with assuming. Let him tell you that.

It’s mentally tough to setup meetings with senior executives. However, without their information, you are relying on others to tell you what’s happening with your proposals. Subordinates don’t want to push their bosses so they ignore you by not returning your calls, or feed you crumbs so you don’t feel badly for all your efforts.

Busy people—line-your sale’s decision lies in the executive suite. So set your sites for the top. Get your network to make the introduction for you. Prepare for the meeting and you’ll have a wonderful experience—guaranteed.
There are almost as many pizza parlors around here as there are fancy Seattle coffee shops. Many are good. Some are outstanding. The Red Brick Pizzas are not only outstanding, they are unique.

The first point to make here is that the Red Brick Pizzas are prepared differently. Instead of your standard black 300-degree ovens back in the kitchen, the ovens here are made of red brick, or clay and tile with red mosaics. These gas-fed ovens are set 675 degrees and run up to 1,000 degrees inside. Still those tiles on the outside remain cool to the touch. Pizzas in these ovens are ready in three to five minutes. This is very much the tandem ovens that you find in East Indian restaurants. Prepared hot and fast gives them a different taste. Perhaps better. I was impressed, but you would have to decide for yourself.

As for selection, you can have traditional pizza, like sausage or pepperoni, or you can have one of those so-called "California-style" pizzas, like Thai chicken or Hawaiian, with pineapple and cashews.

We started with a basic four-cheese pizza. This is always a good test because, whatever you put on it, the basic pie has to be good by itself. This one is. Then we tried the combinations, bacon cheeseburger, veggie gourmet works and a "works." I've been here before and the same problem arises. I eat too much.

Following the pizzas we tried a couple of the flanazian sandwiches. The publisher of the Business Journal, himself a New York Italian, likes to call these "open face calzones." Hari Dhim, owner of the local stores, wishes he wouldn't do them. Still, they're hot and fast gives them a different taste. Like the pizzas, and even the salads, Red Brick is proud to serve them fresh daily.

The cheese, they told me, is the most expensive grade available from Wisconsin.

The pizza dough is made from a proprietary mix that includes a secret ingredient. The secret ingredient is a powdered olive oil. I wasn't supposed to mention that. The pizza dough is mixed and weighed to make sure each pizza is the same. The dough goes into a press, it is not tossed. This not only standardizes the crusts but also makes preparation quicker. Fresh ingredients are added, as you ordered, and in less than five minutes, you're eating fresh fire-roasted gourmet pizza.

The facilities themselves are different. Walk into one of the 10 stores here in the Inland Empire and the staff shouts out a hearty hello. You normally only get that in a sushi bar. That big red brick was continued on page 19

by Joe Lyons

ONE RED HOT PIZZA PARLOR

Hewlett Packard

continued from pg 29

was! She said if I would hold, she would find a supervisor. She returned to the phone and told me she would transfer me. I made it clear to her that I wanted only a supervisor. She assured me it was. I was transferred to a lady named Jena employee #44/4. I stated the purpose for my call, and received the same run around. I asked her what her title is; she told me she was a customer service rep. in the billing department. Now, I was agitated and explained I didn't appreciate being lied to. Again, I asked for the regional manager's name, she said she didn't know! Then I asked her if she had a company directory, she said she didn't. I then asked who the CEO was, she said she didn't know that either! Ok, I said, then give me the phone number to the home office! She said she didn't know that either! Ok, I said, then tell me what state it's in? She said she didn't know and for me to look it up on the Internet, she then hung up! (Encounter 45)

After 4-5 days, a supervisor named Isaac employee #4039 called. He told me he was unhappy with the treatment I was given and that there was no human error involved. I was also informed that I had been having problems from the start. I confronted Isaac, and asked how he knew this so called human error was my fault. I stated, "it could be a manufacturing problem, it could have been damaged when you shipped it back and forth twice, and it could have been damaged by your service technicians!" Isaac, replied, and I quote "He didn't Care, Who, What, When, or How, the Unit Was Damaged, It's Still Human Error!" Now agitated, I informed him I would pursue this issue further, even if I have to go public. Isaac's response to me was he didn't care, and threatened me, that if I didn't let him talk he'd rule against me. (Encounter 86)

Two days later, he left a message inferring that the damage was my fault. However, for customer satisfaction, he would take 35 percent off the cost of repairs, or they would send the unit back and charge me $49. (Encounter 87)

In reflection, I was yel/ed at for my lack of knowledge of computers, I was lied too, I was communicating with employees who didn't know who their management team was, or for that matter who the CEO of the company is, I was told by customer relations that Hp didn't care who was responsible for damages of my PDA, that I would be stuck with the bill, and I was threatened by a customer relations rep. One interesting fact I discovered in my research, is that these switches could be reprogrammed for a fraction of the cost. However Hp will not do piece work, they stick to the customer.

Ken Garneau Ortho PA-C

For the full story visit my Website: careviewstoreeditors.com on brom

HARRY V. MCCLURE

UCR Chemist

Named European Inventor of the Year continued from page 3

went to work at Affymetrix in Palo Alto with Affymetrix co-founder Leighton Read. There, they developed the gene chip technique, which led to more than 40 U.S. patent filings and others in Europe in the early 1990s.

A single DNA chip measuring 1.28 centimeters by 1.28 centimeters can hold more than 400,000 such "probe" molecules, allowing biologists to carry out huge numbers of experiments simultaneously, performing in hours, research that used to take months or years before the technology emerged.

Pirrung believes the current technology has probably reached its limits, but that DNA chip technology will branch out into other interesting applications.

"I think if you take Gordon Moore's law that basically says at some point you reach the limits of microchip technology, you can't get much better than where you're at now," he said. "We're probably reaching the limits of tight technology, which is what you're using with DNA chips."

However, shifting chip manufacturing to a non light-dependent technique may improve DNA chip technology.

"I think, what we'll see in the future is a programmable DNA chip that allows the user to customize their chip to look for certain specific genetic markers," he concluded.

INLAND EMPIRE LOCATIONS

ATTRACTION FILM SHOOTS

Locations in the Inland Empire were used for several notable and recently released films, announced the Inland Empire Film Commission.

"Mission Impossible: III," starring Tom Cruise, Ving Rhames, Keri Russell, Laurence Fishburne, Philip Seymour Hoffman and Bahar Soomekh, which just opened on the big screen May 5th, was filmed partially in the Inland Empire. Film crews spent 27 days filming on the wind turbine generators near Palm Springs, and 32 days at the Kaiser steel plant in Fontana. Both were used as location doubles for sites in Germany.


The International Travel Show from Japan "Chi Kyo Kaiho" (Roads of the World) filmed for one day on the National Trails Highway (Route 66) at Amboy in San Bernardino County.

And finally, an independent film called "Unidentified" was recently released. It's a limited run at theatres in Riverside and Murrieta. The production company filmed almost entirely in the cities of Riverside and Redlands.
Exposing the Inexcusable
continued from page 15
How are your recommendations? This process usually uneartils similar suggestions.

Excuse #8: I don’t want to be the “heavy.” Being the “heavy” is part of their weight, you can’t just drop the ball and expect them to run with it. Or are you overburdened and stressed out so you’d like less responsibility or a different type of responsibility? Either way, you’re in an influence situation and need to ask for what you want.

Responsibility also means not being a victim; responsible people make changes when they find themselves in a situation they can change. When you don’t take responsibility for making a change or getting what you need, you end up blaming your boss, the organization or your co-workers. Ask yourself, “What can I do about this?”

6. “How can I make my boss’s job easier?”

Influence and negotiation are very similar; basically, everything’s a trade-off. You can make your boss’s job easier by doing something you know ho or she isn’t very skilled at or feels burdened by. Offer to help by doing this for a few hours every week, while influencing your boss to relieve you of work you don’t want to do. Create a win-win situation when you offer your boss a mutually beneficial deal.

7. “How can I make my boss look good?”

One of the best ways to improve your relationship with your boss is to find ways to make them look good in the eyes of his or her boss and customers. If you can do this, your boss will be much more likely to listen to you and grant your requests.

8. “How can I offer my boss feedback?”

As people move up in an organization, the amount of feedback they receive lessens. In fact, upper managers and CEOs often feel as if they work in a void because they rarely receive clear, honest assessments of their actions. Notice when your boss’s work is particularly strong or beneficial to the organization and give positive feedback and encourage continued improvement. Be prepared to offer constructive criticism if asked, but remain aware that sometimes bosses need a simple, sincere statement of praise for a job well done, just like you do.

9. “What’s the best way I can influence my boss?”

Most communication problems with a tough boss result from mis

Managing

Use Your Influence: Nine Tips to Combat Tough Boss Syndrome
by Alan Vangel
www.vengelconsulting.com

Do you have a boss who...

Changes priorities often, giving you one direction then suddenly sending you off in a different direction?

Changes priorities but doesn’t inform you?

Doesn’t give you timely feedback on your work, so you don’t even know if you have been successful?

Don’t have the time to show you appreciation with a “Thank you!” or a “Hey, good job!”

Micromanages every little thing to the nth degree?

Is a “Big Picture” type, giving you a sense of what needs to be done but no real direction?

If any of these sounds familiar—or if you have a different, difficult scenario with your boss—you are experiencing Tough Boss Syndrome. Don’t despair! You can empower yourself to get what you want and need.

The key is influence, which is not manipulation, but rather the ability to shape someone’s behavior positively. You can get the results you want and simultaneously build a better relationship with your boss when you influence him or her to be more communicative with you.

Most tough boss problems center on communication. With better communication, you can influence your boss more effectively and with less effort. Consider the following questions and actions.

1. “How does my boss like to receive information?”

How much information does your boss like to have? And what’s the best way to deliver it? The easiest way to find out what your boss prefers is through straightforward communication. Ask, “How do you like to receive information? When? And how much detail do you need?” or ask peers who already have successful relationships with the same boss.

2. “How much should I involve my boss?”

Some bosses feel they need to be included in all decision-making while others are hands-off. Micromanagers, for example, have a strong need for control. While you can’t change their personalities or argue away their tendencies, you can find ways to influence them to tell you exactly what they need to know in order to feel comfortable without infringing on your need for autonomy.

3. “How can I solve my boss’s problems?”

It’s not entirely clear what keeps your boss awake at night and then find ways to help solve these problems, you will be a better influencer. Though you can’t force your boss to disclose problems, you can offer: “If there’s something you want to talk to me about, I’m available for that, and I have the skills to help you in those areas. If you think so, too, the door is open for you to talk to me.”

4. “How can I make clear to my boss what I want?”

Don’t be shy about asking for what you want. When your boss can give you your raise, respond to a new job, or make your job more interesting? Or are you overburdened and stressed out so you’d like less responsibility or a different type of responsibility? Either way, you’re in an influence situation and need to ask for what you want.

Responsibility also means not being a victim; responsible people make changes when they find themselves in a situation they can change. When you don’t take responsibility for making a change or getting what you need, you end up blaming your boss, the organization or your co-workers. Ask yourself, “What can I do about this?”

5. “Do I need more responsibility or less?”

Do you feel like you’d enjoy more responsibility, in order to have a sense of accomplishment and control over more interesting? Or are you overburdened and stressed out so you’d like less responsibility or a different type of responsibility? Either way, you’re in an influence situation and need to ask for what you want.

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As stated last month, Sydney is more than a destination; it is a true experience to be savored slowly. There is so much to do and see that good planning is necessary to really get to know the city and its outstanding offerings.

Markets galore
Shopping at the various markets in Sydney is fun, enjoyable adventure. "The Sydney Fish Market" is located at the end of George Street near the Harbour Bridge. On weekends you can find quality arts and crafts, jewellery, wooden toys, and a multitude of fine merchandise. Rockanuts was originally instituted for Sydneyans but visitors have found it a place to visit that special moment to carry home.

"Paddington Market" shows off the latest fashion and trends— you can see it here before it comes to the stores. Lots of silver jewelry, leather goods, children's clothes and novelties are displayed and sold. "Paddy's Market" in The Haymarket is Sydney's oldest market. It boasts 500 stalls plus activities during the week, and up to 1,000 on weekends under one roof. Everything is here—from paraphernalia, ornaments, souvenirs, leather goods and food at bargain prices. Here's the place to get that dinner T-shirts you promised to bring home. Go there on weekends in Sydney Olympic pool and within almost touching distance to the Sydney Harbour Bridge. A menu created with a blend of French and Italian influenced dishes are superb and very reasonable with a generous wine list of Australian and imported wines. Great setting, service, tender and interesting. The tempura Yamba proves with stir-fried bok choy, with broccoli, sesame turmeric and lime broth is brilliantly tantalizing.

Auction is not a likely spot to spend a morning, but you will never think of buying fish the same way again after visiting this unique place. Here is the largest fish market in the world. The "Cock Atuction" sells 65 tons of fresh fish of a hundred species everyday. The system starts high and gradually descends on a computerized clock until a bid is made. All bids are finally limited to action goes on to another batch of fresh fish. All the fish are sold at an amazing breakneck speed twice a day.

A spirited viewing area for the American and New Zealand wines is a beautiful tranquil setting. A magnificent meal topped off by a heavenly raspberry souffle is a most memorable occasion. On the return, the Southern Cross Seaplane pilot will give the passengers an eagle's eye view of the Harbour Bridge and the Sydney Opera House before landing at Rose Bay.

A fish market like no other
The Sydney Fish Market

Fishing is an adventure
in Sydney; but with the best and freshest seafood, lamb, beef and produce, there is everything and anything your taste desire was prepared it would seem by the finest chefs anywhere. All restaurants mentioned here have dessert menus that are, without exception, completely out of this world.

Café Sydney offers modern Australian dishes with a magnificent rooftop view, that blends the food, wine and service into a "happening" not just a restaurant. The over-stocked sirloin is served fresh from Jerusalem artichoke puree, wild mushrooms and prawn Yamba prawns with garlic souffle is a most memorable occasion. On the return, the Southern Cross Seaplane pilot will give the passengers an eagle's eye view of the Harbour Bridge and the Sydney Opera House before landing at Rose Bay.

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Adventure in fine dining
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Discover the artistry of The Summit at Sunset Drive.
Be among the first to experience a higher level of comfort and elegance with these exclusive estate-sized residences. Situated on expansive homesites in charming Redlands, The Summit at Sunset Drive provides you with the perfect opportunity to live the lifestyle you deserve.

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