



**Evolution in Adult School**

Adult education changes with the times, p.7

**Not Your Father's Factory**

Amgen's ultra modern Fremont facility, p. 7

**HR Efficiency**

How NUMMI deals with the downturn , p.8

VOLUME 9,  
NUMBER 9

## Educating Tomorrow's Workforce

March  
2009

### Moving On: Thoughts on Losing the A's

by George Duarte and Nina Moore

It seems that, for now, Fremont will remain a place to pass through on the freeway to somewhere else more interesting.

As everyone must know by now, on February 24th, A's owner Lew Wolff announced that the Oakland Athletics organization would cease all efforts to relocate to Fremont. His letter to the Fremont City Council stated that the prospect of significant delays,

related to opposition raised at both the Pacific Commons and Warm Springs BART locations, made the timing for the stadium's implementation inconsistent with the needs of Major League Baseball. While a glimmer of hope remains, given the absence of a firm commitment to move elsewhere, it seems unlikely that the A's will reconsider Fremont. Indeed, articles in the Business Journals this week stated that both the City of Oakland and the City of San Jose are interested in pursuing the A's.

The Fremont Chamber sees this as a very sad outcome for Fremont, believing that an A's stadium in Fremont would bring greater prestige to our City; would act as a catalyst for attracting additional corporations and retail to Fremont; and would make Fremont a destination City, something which it definitely is not today. The Chamber saw this as an opportunity to bring jobs to our City – in the form of construction jobs, seasonal jobs, and permanent

—Moving On

page 2

### Linking Education to Employer Needs



by Walt Birkedahl  
Ohlone College

management from major broadcasters for TV and Radio; business managers, agents, and brokers for Business and Real Estate; designers, architects, product managers, and university faculty for Graphic Arts, Interior Design, and Multimedia; therapists, nurses, doctors, and other representatives of hospitals, clinics, and health care firms for Health programs.

**Faculty**

Occupational programs typically hire faculty directly from industry. For

—Linking Education

page 7

### Leadership Fremont and Dollars for Scholars: Making Tomorrow Possible

by Regina Hayes

Leadership Fremont Class of 2009

The Fremont Chamber of Commerce Dollars for Scholars program awards scholarships to provide financial assistance to college-bound students from our local communities.

Since 2005, over 30 students have received scholarship assistance from the program. However, faced with a lack of awareness and lack of funding in

"The team wanted to select a project that reflected ... our commitment to nurturing future leadership skills in the youth of our community."

The Fremont Chamber of Commerce Leadership Fremont Team is making preparations to revitalize the Dollars for Scholars program through building awareness and fundraising to rebuild the coffers of the program. The goal is to raise at least \$5,000 in community sponsorships to keep the dream of a college education possible.

"The cost of college keeps rising at a rapid pace", said Leadership Fremont Team member Mala Seshagiri. "The team wanted to select a project that reflected not only our passion of giving back to the community, but our commitment to nurturing future leadership skills in the youth of our community. What could be better than helping pro-

vide financial aid for college scholarships for them to achieve their goals? We want the youth in our community to know we care about them, and wish them well in their future".

The Leadership Fremont Team will conduct an aggressive fundraising campaign to help raise \$5,000 or more for the program. Look for more information on how you can help raise needed funds for the "Dollars for Scholars" program in the next Chamber bulletin.

Regina Hayes is the Marketing and Outreach Manager at Tri-City Health Center. She can be reached at (510) 252-5835 or via email at rhayes@tricityhealth.org. She is a proud member of the 2009 Leadership Fremont Class. For more information on Leadership Fremont, visit [www.fremontbusiness.com](http://www.fremontbusiness.com) and click on the Community Link on the left.

Relationships and information are two important keys for connecting Ohlone College curriculum to the needs of employers. Ohlone College fosters relationships with employers by providing opportunities for dialogue. Employers participate in the college as members of committees that advise occupational education programs. Employer/industry relationships are also formed by hiring full- and part-time faculty directly from business as well as by developing more formal partnership relationships. These relationships provide information that is used to adjust curriculum as required to meet current and anticipated industry needs.

**Advisory Committees**

Each academic program that prepares students directly for the workforce is required to have an advisory committee consisting of representatives from business, industry, the professions, government, and labor. These advisory committees meet once a year with faculty to discuss the curriculum.

Members of advisory committees include CPA's for Accounting; police chiefs, attorneys, and a judge for Administration of Justice; air talent and

### Also Inside the Fremont Business Review

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2008 – 2009

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**Fremont Business Review**

Published monthly by the Fremont Chamber of Commerce. Available by subscription, \$135 per year. Free subscription with annual membership dues. For more information and our online directory: www.fremontbusiness.com. email: fntcc@fremontbusiness.com

Printed using soy ink

Top  
of the  
**Week**  
REPORT

Linking the Business Community

email Napoleon Batalao at  
nbatalao@fremontbusiness.com with  
SUBSCRIBE in the subject line.

Chair's Message

# Importance of an Educated Workforce

For any employer, having employees who can bring skills to the workplace is more important now than ever. Technology – software, hardware and processes – is continually evolving, and it's critical to have employees who can enter the workplace familiar with the latest technology, and who have the capacity to learn and be productive with upgrades.

The continuing education of employees already on the job, as a company grows and jobs evolve, is of paramount importance. It has been repeatedly proven that a company's investment in its human resources is smart business and beneficial for everyone involved. This has become more problematic recently as the economy has eroded, reducing funds available for an employer to invest in an employee's continuing education. However, with the advent of new educational methods such as webcasts, online

courses and DVD's, more courses are becoming available at cheaper prices and providing greater value.

Of course, companies must have a culture of encouraging continuing education, from the boss on down. Any company that does not keep up with the latest technologies, processes and regulations is doomed to extinction, sooner than later. In the 21st century, the only constant is change, and the rate of change is only accelerating.



**George Duarte**  
Chairman of the Board of Directors

## Moving On—

from page 1

jobs, not just from the A's development but from ensuing developments spurred on by the A's move to Fremont. The Chamber saw this as an opportunity for additional revenue and redevelopment funds, and as a first step toward our ability to provide more amenities for our citizens.

To think that we had the opportunity for a \$1.8 million, high tech, cutting edge, environmentally correct development – which hundreds of other U.S. cities would want – and that we let it slip away is truly disheartening.

While we recognize that there were hurdles to overcome, we also recognize that new businesses and a vibrant economy go hand in hand with increased traffic. The challenge was to minimize the traffic, parking and other impacts to the greatest extent possible, and the A's were invested in finding solutions to these challenges.

The alternative to the A's stadium is not the status quo. With BART extending to Warm Springs and ultimately to San Jose, there will be increased commercial density around that site. BART will attract businesses that want to be located around transit hubs. Just as many A's game commuters would ride BART, so will many of the new employees, but many will also drive. While the long-term answer to traffic is a more robust mass transit infrastructure in Fremont, it seems obvious to us that for now, increased traffic is an indicator of increased life - and that is what we want here.

But, as much as we may believe all the above, Lew Wolff made it very clear that he is moving on. We must do the same. We thank the A's for giving us this opportunity, and hope that they decide to move forward with

their retail and residential development at Pacific Commons. We also hope that down the road, they reconsider Fremont for the stadium. But we aren't waiting for that.

There are many other ways that the Chamber can help recruit new business to Fremont and help existing businesses. We will continue to lobby the City and State for reduced regulation and fees in this economic climate, along with other incentives and streamlined processes that can help make Fremont more competitive. We will offer industry forums and roundtables that showcase Fremont as a hub for biotech/biomed; clean technology; and communications and high tech companies.

We will continue to offer programs that help our small business owners to expand their customer base and manage growth. We will continue to promote balanced growth, with a healthy mix of retail, industry, housing, and open space and the infrastructure to support it.

In short, we will continue to move forward as a business community, past this disappointment,

but we will offer our help in any way that we can should the A's look our way again.

George Duarte is the Chairman of the Board of the Fremont Chamber of Commerce, and Broker Owner & President of Horizon Financial Associates and Elite Real Estate Properties. He can be reached at (510) 793-1900 x107 or gduarte@horizonfinance.com. Nina Moore is the Director of Government and Community Affairs at the Fremont Chamber of Commerce. She can be reached at (510) 795-2244 or nmoore@fremontbusiness.com.

To think that we had the opportunity for a \$1.8 million, high tech, cutting edge, environmentally correct development - and that we let it slip away is truly disheartening.

## You Won't Want to Miss!

Upcoming Public Policy Forums  
Fremont Marriott

Registration 11:30 am; Luncheon & program 12-2 pm

**Tuesday, March 31**

Annual State of the City  
with  
Mayor Bob Wasserman

**Thursday, April 30**

The Economic Stimulus Package - What's in it for Us?  
Featured speaker:  
Russell Hancock, President & CEO of Joint Venture Silicon Valley  
followed by  
Panel Discussion



Bob Wasserman



Russell Hancock

For more information and sponsorship opportunities, contact Nina Moore at (510) 795-2244, ext.107

# Warm Springs Business & Community Association: Looking Back, Looking Forward

by Michelle Koan

Warm Springs Business & Community Association

The Warm Springs Business and Community Association (WSBCA) was launched by a group of leading Warm Springs businesses in 2004. The WSBCA goal is simple: improve the lives of those who live, work, and play in Warm Springs; who do business with Warm Springs; and who care about Warm Springs.

The first board of directors was composed of President Jim Ferguson, General Manager of La Quinta Hotel at Fremont; Vice-President Saki Kavourmaris, owner of Spin-A-Yarn restaurant; Treasurer Jennifer Anders of Princess House Crystal; Secretary Toni De Anda of NUMMI; Board Members Sharon Marshak of Tri-City Voice; Steven Wyant of Prudential California Realty; and Michelle Koan of Baskin Robbins Warm Springs. The very first Warm Springs District Tree Lighting was at Spin-A-Yarn, totally funded by Saki Kavourmaris.

The second board was formed in 2005 with Steven Wyant as President, Michelle Koan as Vice-President, Jennifer Anders as Treasurer, George Marshall of ePingo, and Jan Giovanni-Hill of the Warm Springs Community as Board Members. This board was re-elected in 2006 with new Treasurer Nancy Lee of Pan Pacific Bank and new Board member Atul Saini of Una Mas Mexican Grill. Since 2005, the annual Tree Lighting has taken place at Warm Springs Plaza, to better accommodate this growing community event with thousands of attendees.

The 2007 board was elected with an online voting system thanks to Steven Wyant. Michelle Koan became President, with Vice President Nancy Lee of Pan Pacific Bank, Treasurer Bee-Hoon Teo of Pan Pacific Bank, Secretary Victor Chau of Bank of America, and Board Members Yolanda Balboa of Fremont Bank, Frank Bettag of Computer Associates, and Atul Saini of Una Mas. The 2008 board remained almost the same with new Secretary May Cheung of Award Arts, and new Board Member Sandeep Saini of Una Mas Mexican Grill.

The 2009 board was installed this past month on February 9, 2009 at Fremont Bank. Mayor Wasserman administered the Oath of the office. Honorable attendees were Vice Mayor Anu Natarajan; Cindy Bonior and Nina Moore from the Fremont Chamber of Commerce; Steven Wyant, Past President WSBCA; Steve Cho, Marc and Vicki Dinh from CBCA; Cathy Lonsdale from Kids Scoop; and Jim from WS Rotary Club.

## This 2009 board of directors is comprised of:

President Sandeep Saini, owner of Una Mas Mexican Grill at Warm Springs Plaza

Vice President Nancy Lee, Community Member

Treasurer Frank Bettag, owner of Computer Associates

Board Member May Cheung, owner of Award Arts

Board Member Yolanda Balboa, Branch Manager of Fremont Bank

Board Member Luis Lira, owner of Lira Construction.

All WSBCA past presidents and past board directors are positioned as WSBCA Advisors. They are strong supporters and mentors of WSBCA, who are still contributing to all events organized and sponsored by WSBCA.

Looking forward, the new board of 2009 will continue the effort to provide a unified voice to City Hall; to promote Warm Springs by creating a venue for business owners, residents, community groups, and others to share information and resources; and to strengthen our sense of community.

The July 4th Parade will be in the Warm Springs District this year. WSBCA is part of the planning and organizing committee. Please come to the first float building workshop on Wednesday March 18, 2009 at 6:30pm at the Warm Springs Cabana Club. Priority Deadline for Parade Entry Applications is May 1st, 2009.

To learn more about the parade, go to:

<http://www.fremont4thofjulyparade.org> or

<http://www.upbeatparades.com>

Michelle Koan is the immediate Past President of the Warm Springs Business and Community Association, and a current WSBCA Advisor. She can be reached at [michellekoan@yahoo.com](mailto:michellekoan@yahoo.com). To learn more about WSBCA, please go to [www.wsbca.com](http://www.wsbca.com).

## March

### Calendar of Events

- 3 Fremont City Council Meeting**  
7 p.m., City Council Chambers
- 4 Ambassadors' Meeting**  
8 a.m., Chamber Conference Room
- 10 Fremont City Council Meeting**  
7 p.m., City Council Chambers
- 11 Fuzio Bistro Mixer**  
3113 Stevenson Blvd., Fremont  
Phone: (510) 687-9310 Web: [www.fuzio.com](http://www.fuzio.com)  
Welcome to Fuzio's global table. Every plate that comes out of their kitchen is rich in authentic flavors and ingredients. Their menu speaks many languages—from Thai to Italian, all cuisines are at home with Fuzio. Want to see? Wander over to our display kitchen and watch the show. Nothing but the best.
- 12 Membership Committee Meeting**  
Noon, Chamber Conference Room
- 13 Chamber Board of Directors Meeting**  
7:30 a.m., Chamber Conference Room
- 17 Leadership Fremont, Class of 2009 Session**  
8:30 a.m.-5:00 p.m., NUMMI
- City Council Work Session: Cancelled**
- 18 Connection Club Leaders Meeting**  
8 a.m., Chamber Conference Room
- 24 Leadership Fremont Steering Comm. Meeting**  
8:00 a.m., Chamber Conference Room
- Fremont City Council Work Session/Regular Meeting**  
Work session: 6 p.m.  
Regular meeting: 7 p.m.  
City Council Chambers
- 25 Government Affairs Committee Meeting**  
7:45 a.m., Chamber Conference Room
- All American Pet Emporium Mixer**  
373723 Niles Blvd., Fremont  
Phone: (510) 793-7387 Web: [www.allamericanpetemporium.com](http://www.allamericanpetemporium.com)  
All American Pet Emporium offers and your furry friend a comfortable place to shop, visit with friends and socialize your pups. If you're looking for warm sweaters, leather collars, doggie jewelry, entertaining toys, yummy treats, safe travel essentials, strollers, proud pet parent goodies and more....than you've got to come in and sniff around...oh and you'll love the prices, too!
- 31 State of the City Lunch**  
11:30 a.m. registration, 12 p.m. lunch  
Fremont Marriott, 46100 Landing Pkwy., Fremont  
For more information or to register visit [www.fremontbusiness.com](http://www.fremontbusiness.com).

## April

### Calendar of Events

- 1 Ambassadors' Meeting**  
8 a.m., Chamber Conference Room
- 7 Fremont City Council Meeting**  
7 p.m., City Council Chambers
- 8 Olive Hyde Art Gallery Mixer**  
123 Washington Blvd., Fremont  
Phone: (510) 791-4357  
Web: [www.fremont.gov/Art/OliveHydeArtGallery](http://www.fremont.gov/Art/OliveHydeArtGallery)  
Located in the Fremont foothills, directly across from the historic Mission San Jose, the Olive Hyde Gallery is the only public fine arts gallery in the east San Francisco Bay Area between Hayward and San Jose. The gallery is a scenic historical redwood building, with 1,000 square feet and 200 running wall feet of exhibit space. Their goal is to support and bring the work of local and contemporary Bay Area emerging artists to the Fremont community.
- 9 Membership Committee Meeting**  
Noon, Chamber Conference Room
- 10 Chamber Board of Directors Meeting**  
7:30 a.m., Chamber Conference Room
- 14 Fremont City Council Meeting**  
7 p.m., City Council Chambers
- 15 Connection Club Leaders Meeting**  
8 a.m., Chamber Conference Room
- 16 Leadership Fremont, Class of 2009 Session**  
8:30 a.m.-5:00 p.m., Fremont Police Dept.
- 21 Leadership Fremont Steering Committee Meeting**  
8:00 a.m., Chamber Conference Room
- Fremont City Council Work Session**  
Time TBD, City Council Chambers
- 22 Government Affairs Committee Meeting**  
7:45 a.m., Chamber Conference Room
- Member Briefing**  
11:30 a.m., Chamber Conference Room
- 24 ChamberPak Deadline**
- 28 Fremont City Council Meeting**  
7 p.m., City Council Chambers



Warm Springs 2009 Board Installation. (From left) Mayor Wasserman, issuing the oath of office, Sandeep Saini, Nancy Lee, Frank Bettag, May Cheung, Yolanda Balboa, Luis Lira



# New Members

## Banks

### Comerica Bank

Mr. Erik Welch  
39008 Paseo Padre Pkwy.  
Fremont, CA 94538  
(510) 744-0117 -  
elwelch@comerica.com  
www.comerica.com

## Chiropractors

### Discover Chiropractic - Dr. Joe Nalbhone

Dr. Joe Nalbhone  
P. O. Box 2093  
Fremont, CA 94536  
(510) 277-2987 -  
drjoe@joenalbhone.com  
www.joenalbhone.com  
I love chiropractic because it restores people's lives with its astonishing ability to transform them into warm, peaceful, and healthy beings. I offer hope and inspiration through chiropractic and in doing so, save lives through the prevention of disease and restoration of optimum function. All this is done through the natural healing of the body as it is intended.

## Computer Software Consultants

### Long Sky USA

Mr. Garrick Yan  
6359 Jarvis Ave.  
Newark, CA 94560  
(650) 557-2520  
garrick.yan@longskyusa.com  
www.longskyusa.com  
LongSky USA is a leading provider of application develop-

ment, business process outsourcing, and onshore and offshore information technology services. We provide end-to-end information technology and system integration solutions using core IT technologies. Call for a complimentary business and technology assessment today to see how you can work more efficiently.

## Contractors – Home Improvement

### Blue Lighting Kitchen & Interiors

Mr. Richard Northern  
4566 Enterprise St.  
Fremont, CA 94538  
(510) 353-1200 - (510) 353-1202  
bluelighting40@aol.com  
www.blkitchen.com

## Pet Services

### All American Pet Emporium

Ms. Kim Kinson  
37323 Niles Blvd.  
Fremont, CA 94538  
(510) 793-7387 - (510) 470-3463  
aapetsit@gmail.com  
www.allamericanpetemporium.com

## Real Estate — Broker

### Dynamic Solutions Realty

Ms. Amanda Chun  
39993 Fremont Blvd., Ste. 306  
Fremont, CA 94538  
(510) 754-6545 - (510) 537-1554  
amanda@amandachun.com  
www.amandachun.com

## Real Estate – Residential

### Ascent Property Solutions, LLC

Mr. Brian Tall  
3984 Washington Blvd., Ste. 315  
Fremont, CA 94538  
(800) 518-0215 - (888) 528-4530  
brian@ascentps.net  
www.ascentps.net

## Restaurants

### Falafel, Etc.

39200 Fremont Blvd.  
Fremont, CA 94538  
(510) 795-7170  
At Falafel, Etc good flavor and healthy food come together. We serve authentic Middle Eastern favorites like falafel, shawarma and kabob. Enjoy a casual, family friendly atmosphere in our spacious dining room or in the enclosed patio. Dine in or take out. Catering is available. Call us with inquiries.

## Travel – Agencies & Bureaus

### Cruises & Tours - Lewis Lau

Mr. Lewis Lau  
630 Sammie Ave.  
Fremont, CA 94539  
(510) 552-2767 -  
travelbylewis@hotmail.com  
www.cruisewithlewis.com

# Anniversaries

## 40+ Years

Cargill Salt  
Niles Electric Company, Inc.

## 30+ Years

Chrisp Co.  
Kaiser Permanente

## 20+ Years

Costco Wholesale  
Hylton's Welding Service, Inc.

## 10+ Years

Bay Alarm  
California Glass, a Saxco Co.  
DeVry University  
Gagandeep Enterprises, Inc.  
Keller-Williams Realty – Rick Geha  
Shivamb Enterprise  
The Shed Shop  
Thomas M. Blalock  
Tri-City Health Center  
Dr. Colin T. Yoshida, DDS

## 5+ Years

American Animal Hospital  
Bank of America Mortgage  
Classic Party Rentals  
Falun Dafa  
Fremont Automall  
Fremont Fire Fighters, Local 1689  
IBG-Independent Business Group  
Ohlone College Foundation  
Rotary Club of Warm Springs  
Technology Credit Union

## 2+ Years

Carrington Apartments  
Carsmith Motors  
Cartridge World – Central Fremont  
ePingo.com  
FedEx Kinko's – Auto Mall  
Fremont Motorcars  
Greenbriar Homes Communities, Inc.  
Intero/BWR Real Estate Services  
Kidsport Athletic Uniforms  
Martin's Security Depot Inc.  
Move Pros  
Ray Chui Insurance Agency  
Tri-Cities One Stop Career Center, Fremont  
Village Profile.Com

## 1 Year

American Swim Academy  
Applebee's Neighborhood Grill & Bar  
Cbeyond  
dB Control  
Edward Jones – Nancy Knight  
Farmers Insurance District Office – Roger Villeneuve  
Fremont Athletic Chiropractic  
iMotion Physical Therapy, Inc.  
Labnics Equipment  
Math Science Nucleus  
Paul Sethy

*Congratulations to all our Chamber members who have reached these milestones*

# Fremont Business Review Editorial Calendar

Looking for a high impact, no cost way to share your expertise and promote your company? Connect with fellow Chamber and community members by submitting an article for an issue of the Fremont Business Review. A short 500 word article can go a long way in promoting your expertise and introducing your company to potential customers. If you're interested in submitting an article, please contact the Guest Editor or Staff Consultant listed for that issue.

We are also looking for Guest Editors for upcoming issues. If you're interested in learning more about becoming a Guest Editor, please contact the Chamber Staff Consultant listed for that issue at 510-795-2244.

## APRIL 2009

Going Green: Local update  
Staff Consultant: Nina Moore  
Guest Editor: Joe Joly, Joly Chiropractic  
Deadline: 3/16/09

## MAY 2009

Chamber Membership:  
Making it Work for You  
Staff Consultant: Cindy Bonior  
Guest Editor: KK Kaneshiro,  
Fremont Chamber of Commerce  
(510) 765-2244 x103  
Deadline: 4/13/09

## JUNE 2009

Leadership Development  
Staff Consultant: Cindy Bonior  
Guest Editor to be named  
Deadline: 5/14/09

## JULY 2009

Fremont Festival of the Arts  
Staff Consultant: Nina Moore  
Guest Editor: Joe Joly, Joly Chiropractic  
Deadline: 6/15/09

## AUGUST 2009

Time Management  
Staff Consultant: Nina Moore  
Guest Editor to be named  
Deadline: 7/13/09

## SEPTEMBER 2009

E-marketing: Harnessing the Power of Internet Marketing  
Staff Consultant: Cindy Bonior  
Guest Editor to be named  
Deadline: 8/14/09

## OCTOBER 2009

Structures & Strategies for Business Success  
Staff Consultant: Cindy Bonior  
Guest Editor to be named  
Deadline: 9/14/09

## NOVEMBER 2009

Successful Business Meetings  
Staff Consultant: Nina Moore  
Guest Editor to be named  
Deadline: 10/12/09

## DECEMBER 2009

Travel Tips  
Staff Consultant: Cindy Bonior  
Guest Editor to be named  
Deadline: 11/13/09

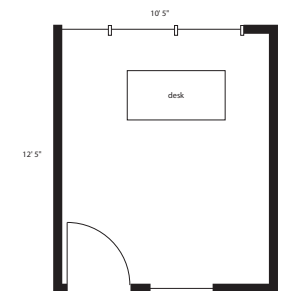
## JANUARY 2010

Professional Growth  
Staff Consultant: Nina Moore  
Guest Editor to be named  
Deadline: 12/11/09

## Downsizing your office space? Chamber offers office space at affordable rate

The Fremont Chamber of Commerce has two private office spaces for rent within the Chamber offices. Each office is approximately 120 square feet and offers a professional setting for your business.

Please contact Lana Hillary-Windom at (510) 795-2244 or email lhillary-windom@fremontbusiness.com for more information.





## Connection Clubs: Meeting Dates, Times, Places

Open only to Fremont Chamber members. Six groups meet at a variety of days and times of the week to exchange leads and assist members in growing their businesses. Fremont Chamber's Connection Clubs are so successful that they now serve as the model for similar "Leads-Generating" groups in Chambers all over the state.

Purpose: The Chamber's Connection Club is a "business to business" referral program, designed to give maximum support and opportunity to Chamber members who understand the value of networking and doing business with people they know and trust. No duplications of business types are allowed. Each club may have only one representative of any given profession or specialty to prevent competition.

### Tuesday Noon

11:45a.m. @ Hilton Hotel  
Chair: Jackie Kranich  
(510) 794-1938  
Vice-Chair: Elise Balgley  
(510) 791-1888

### Thursday AM

7:30a.m. @ The Depot Diner  
Chair: Madeline Holmes  
(510) 599-1215  
Vice-Chair: Matt Dickstein  
(510) 796-9144

### Connect 2 Succeed

11:45a.m. @ La Pinata (held on the 2nd & 4th Thursdays of each month)  
Chair: Ken Aria  
(510) 687-1600  
Vice-Chair: Amanda Chun  
(510) 754-6545

### Referrals Plus

12noon @ Vida Y Vino (held on 1st & 3rd Thursdays each month)  
Chair: Scott Capen  
(510) 207-6207  
Vice-Chair: Jennifer Logan  
(510) 494-0829

### Friday AM

7:15a.m. @ The Depot Diner  
Chair: Maria DaSilva  
(510) 412-7268  
Vice-Chair: Becky Rivers  
(510) 791-1100

### Friday Women In Business

Noon @ The Depot Diner (held on the 2nd & 4th Fridays)  
Chair: Barbara Jenkins  
(510) 657-0573  
Vice-Chair: Marina Scott  
(510) 445-0400

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Saturdays, dinner only  
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Fri & Sat: 11:30 a.m. to 10:30 p.m.



## FCCTV: Fremont Chamber of Commerce Television

## City Beach: A Teambuilding Facility for Today's Progressive Company

Teambuilding and professional development is essential for retaining employees. Many studies indicate that companies that invest in their employees through quality training programs and teambuilding are more likely to have a happy and productive workforce.

During March's FCCTV "City Beach: A Teambuilding Facility for Today's Progressive Company." KK Kaneshiro, director of member services and host of the Fremont Chamber of Commerce television show (FCCTV) interviews Michael Riter from City Beach. Perhaps best known



for fun and games, City Beach understands the value of bringing together co-workers to share in both active and social experiences in order to build stronger relationships. Through carefully planned activities facilitated by a professional staff, City Beach is able to offer companies a teambuilding experience that will enrich its employees both personally and professionally.



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Fremont  
**(510) 360-9900**  
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Some of the best business deals are made over lunch. If you would like to have your restaurant featured here, please call (510) 795-2244, or you can send an email to [fmtcc@fremontbusiness.com](mailto:fmtcc@fremontbusiness.com)

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## FCCTV

### Times & Channels

FCCTV is shown in over 646,000 households! Would you like to be a guest? Call KK Kaneshiro at 510-795-2244, ext. 103. Fremont Chamber of Commerce Television (FCCTV) highlights Fremont Chamber of Commerce members

### Comcast Customers:

Fremont -  
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Newark - Ch 27 Fri 5 p.m.  
Alameda - Ch 28 Sat 3:30 p.m.; Sun 8:30 p.m.  
Union City - Ch 15 Thu 10 p.m.; Sat 3:30 p.m.; Sun 8:30 p.m.  
Hayward, San Leandro, San Lorenzo and Castro Valley -  
Ch 28 Thu 10 p.m.; Sat 3:30 p.m.; Sun 8:30 p.m.

# Member News

## Community Forum focuses on youth violence

Youth experience and all too often participate in violence from early in life into adulthood. It comes in many forms and has deep impacts on development. A Tri-Cities group is seeking to change that.

"Our Community: Addressing Youth Violence" is a free community forum that will be held on Thursday, March 19, 7-9 p.m., in the American High School auditorium, 36300 Fremont Blvd., Fremont. The organizers hope to gather a cross-section of the Tri-Cities and empower participants to work inclusively-across social, ethnic, religious, and political divisions-to address youth violence.

"We want to change the reality of youth violence," Raj Salwan said. Salwan is a member of the Fremont Human Relations Commissions, the primary sponsor of the event.

The forum will focus on three aspects of youth violence: bullying and peer pressure, dating violence, and gangs. The evening will begin with brief presentations on these aspects of youth violence-how prevalent these types of youth violence are and what the impact of these types of youth violence is on our children and our wider community. The presentations will be followed by some questions from the audience for the presenters, and then a time to get organized (and share some food).

"Our Community: Addressing Youth Violence" is the third in a series of community forums seeking to empower community members to make Fremont and the Tri-Cities more welcoming and inclusive of all people.

The first forum, "Our Community-Who Belongs?" was held in 2005. It was aimed specifically at the pressures and dangers faced by Muslims and Sikhs in the Tri-City Area in the wake of the terror attacks on the US on 9/11/2001 and the ongoing war in Afghanistan and Iraq.

The second forum, "Our Community-We All Belong," was held in 2007. It sought to show community solidarity against hateful speech and acts; to foster a really inclusive, protective community; and to provide a practical means for people to bring this message back to their homes, schools, faith communities, and social service organizations.

## Greenstein Rogoff Olsen & Co., (GROCO) Expands Business Valuations Department

Greenstein Rogoff Olsen & Co. recently announced the addition of analyst Mark Ireland to its growing and successful Business Valuation Department.

Jeff Faust, Director, stated, "We are excited that Mark has joined our

team. At GROCO, we are dedicated to the success of our clients and Mark will deliver exceptionally high quality work and performance." For the latest on Business Valuations and recent articles, including important 409A information, please visit [www.groco.com](http://www.groco.com) and follow the Valuations link on the left or email Jeff Faust directly at [jfaust@groco.com](mailto:jfaust@groco.com) or the entire valuation team at [bv@groco.com](mailto:bv@groco.com).

Greenstein Rogoff Olsen & Co. are the CPAs for Silicon Valley's most successful people. Consistently ranked as one of the top accounting firms in the San Francisco Bay Area, Greenstein, Rogoff, Olsen & Co is a full service CPA firm providing accounting, tax, financial, and strategic planning for the highly successful.

## George L. Duarte, CMC Earns Lending Integrity Seal of Approval

Horizon Financial Associates today announced that George L. Duarte, CMC has earned the Lending Integrity Seal of Approval from the National Association of Mortgage Brokers (NAMB). The new seal recognizes individual brokers and loan officers who meet the industry's highest standards for knowledge, professionalism, ethics and integrity.



George Duarte

"I am proud to bestow this symbol of excellence on George L. Duarte, CMC," said George Hanzimanolis, President of the National Association of Mortgage Brokers. "By earning this recognition, George has demonstrated a strong commitment to achieving the highest ethical standards in the mortgage business."

When a loan officer or broker displays the Seal, it means they have voluntarily met the only national standards for mortgage originators, established by the National Association of Mortgage Brokers. For more information on the Lending Integrity Seal of Approval, visit [www.lendingintegrity.org](http://www.lendingintegrity.org). Contact George L. Duarte, CMC at Horizon Financial Associates, 39860 Mission Blvd., Fremont, Ca. 94539,

(510) 793-1900x107, cell phone number: (510) 377-9059, [gduarte@horizonfinance.com](mailto:gduarte@horizonfinance.com), [www.horizonfinance.com](http://www.horizonfinance.com).

## AAA Helps DMV During Budget Crunch

As the state budget crisis forces the California Department of Motor Vehicles to further cut back its office hours, AAA Northern California reminds its members it's here to help. Select AAA offices in Northern California are not only a welcome alternative to visiting busy DMV field offices during the week, they are also the only option for DMV services on Saturdays.

Beginning this month, California DMV field offices will be closed the first and third Friday of every month. This follows the elimination of Saturday office hours for all DMV field offices in August of 2008.

"The DMV services offered at AAA offices are an outstanding service for all members, and especially those who have no other option but to visit the DMV on Saturdays," said Matt Skryja, AAA Northern California spokesperson. "Members can save time and gas by visiting AAA branch offices for not only their travel and insurance needs but also various DMV services."

Members can easily find out what DMV services their local AAA office offers by going to [AAA.com](http://AAA.com) and clicking on "DMV Services". Although offices do not handle drivers' licenses or out-of-state transactions, there are several convenient services offered, depending on the office. AAA Northern California has been offering DMV services for over 85 years.

In addition, members and non-members can get access to various DMV forms by going to the DMV services page at [AAA.com](http://AAA.com) and clicking on "Download California DMV Forms".

AAA Northern California offers a wide array of automotive, travel, insurance, DMV, financial services and consumer discounts to more than 4 million members. AAA has been a leader and advocate for the safety and security of all travelers since it was founded more than 100 years ago.

## Fremont Education Foundation to Host 9th Annual Telethon

The Fremont Education Foundation will host its 9th Annual Music Telethon benefiting the After-School Band Program. This year's telethon, on Tuesday March 31st, Wednesday April 1st & Thursday April 2nd, will be broadcast on EdTV (Comcast Channel 26) from 7-9 p.m. and via live internet streaming on [www.fremont-education.org](http://www.fremont-education.org). The foundation's goal to raise \$75,000 will ensure

the continuation of the After-School Band Program for the 2009-10 school year.

The Music Telethon 2009 will feature three evenings of entertainment, showcasing Fremont's elementary bands, students, local celebrities and major supporters. Every year over 1,000 elementary students choose to learn a band instrument right at their own school. Donations to the After-School Band fund may be made at any time during the year by sending your check to Fremont Education Foundation, 39120 Argonaut Way, #381, Fremont, CA 94538 with the notation ASB on the memo line of your check. To make an online contribution go to [www.fremont-education.org](http://www.fremont-education.org).

Enthusiastic volunteers are also being sought to staff the phone banks during the three nights of the telethon. Donor lists and scripts are provided-we just need callers. Email Telethon Chairperson Anne Damron at [musictelethon@yahoo.com](mailto:musictelethon@yahoo.com) to volunteer for one, two or all three nights of the Telethon.

## Tri-City Homeless Coalition Celebrates Anniversary with Name Change

Tri-City Homeless Coalition celebrated its 20th anniversary this year by adopting Abode Services as its new name. The new name reflects the maturity and broader scope and range of the services that is provided. The organization's mission remains the same. "We will continue to serve people in Fremont, Newark and Union City but have expanded our services throughout Alameda County."

In addition, Abode Services will host its Fourth Annual Journey Home Breakfast on Thursday, March 12 at 7:30 a.m. at the Fremont Marriott. Join other community members for this one-hour event and find out how you can lend your support to the exciting work we are doing in our community. Space is limited for this popular event. Please RSVP to Carol Arata at <mailto:carata@abodeservices.org>.

## Whiten Your Teeth and Be a Hero

Smile! It's time again for the Crown Council's Smiles for Life Campaign. From March through June, your local Crown Council dentist, Dr. Colin Yoshida is offering teeth whitening services at a significantly reduced price, and will donate 100% of the proceeds to help children facing serious health and educational problems in communities throughout North America.

"The teeth whitening procedure is quick and painless, with excellent results" explains Dr. Colin Yoshida, a Crown Council dentist



## Online Business Directory Referrals Report February 2009

Total visits to [fremontbusiness.com](http://fremontbusiness.com): **9,301**

Average number of monthly visits to [fremontbusiness.com](http://fremontbusiness.com) (6 month average): **10,469.5**

Total number of referrals from the website business directory: **8,589**

Each member averaged **12.17** referrals from the directory in January

Each day in January there was an average of **306** referrals from the directory

The top 150 display referrals received a total of **7,736** display referrals from the directory

The top 150 clicked on referrals received a total of **1,003** clicks thru to their websites

The total emails sent from our directory was **18**

The total map referrals from our directory was **132**

### Data Provided by ChamberWeblink

located in Fremont. "Most importantly, a few minutes in the chair can help touch a child's life forever." Crown Council dentists participating in the Smiles for Life Campaign offer a professional teeth whitening services at a considerably reduced price and donate 100 percent of the proceeds to children's charities. The Crown Council's Smiles for Life Foundation has raised more than \$22 million since Dr. Yoshida and the team donate their time and expertise, while Discus Dental provides all supplies. You receive a brighter smile and best of all provide children with a brighter future.

Through a unique partnership with legendary entertainer Garth Brooks and his Teammates for Kids Foundation, Smiles for Life guarantees that a full 50 percent of the money raised by Crown Council members like Dr. Yoshida goes to children's charities in communities across North America. The remaining 50 percent is contributed to a LOCAL children's charity. This year, Dr. Yoshida will be contributing to the League of Volunteers that helps needy children in the Tri-cities area of Fremont, Newark and Union City. For questions and information please call our office at (510)745-1800.



# The Evolving Mission of Adult and Continuing Education



by **Melanie Wade**  
Fremont Adult School

During this time of economic uncertainty, employers and workers face enormous challenges. Resources for in-house continuing education are limited or non-existent while the need to train displaced workers for new careers continues to grow. Given these barriers, what options do employers and

workers have in our local community?

## Historic Focus of Adult Schools

The federal Workforce Investment Act (WIA) provides funding for adult continuing education programs to enhance employability and to develop new job skills. In California, these resources have been directed to a variety of state agencies including adult schools, community colleges, and Regional Occupational Centers and Programs (ROCPs). Historically, adult schools have offered educational programs that receive federal funding including Adult Basic Education (basic skills), Adult Secondary Education (high school diploma and GED test preparation), Citizenship, and English as a Second Language (ESL). Increasing accountability for receipt of this funding requires adult schools to support and document the transition of students from these types of programs

to programs of higher education - including Career Technical Education (CTE) - and employment.

## Adult Schools Respond to Changing Needs

In the city of Fremont, past practice has concentrated Career Technical Education in community college and regional occupational programs. However, passage of state Assembly Bill (AB) 2448 requires California's Regional Occupational Centers and

Adult school professionals are eager to collaborate with partners in the community to conduct needs assessments, develop courses, and deliver training to organizations of all sizes.

Programs to focus on high school students and to reduce - over the next five years - enrollment of adult students to no more than 10% of total enrollment. This legislation provides California's adult schools with greater opportunity to serve adults in the community who

need career education.

In the midst of the current economic downturn, adult schools are well positioned to provide the community with flexible, accessible, and affordable job training and career preparation. Adult schools may serve local employers with courses on campus or in the workplace. In addition, recent legislation has expanded opportunities for adult schools to offer online educational programs for students who are unable to attend traditional classes or who would benefit from instruction that supplements traditional classes.

Adult school professionals are eager to collaborate with partners in the community to conduct needs assessments, develop courses, and deliver training to organizations of all sizes. Educational programs may be customized to meet specific requirements of employers. Furthermore, adult schools will continue to respond to the changing needs of the community at large during these economically challenging

times. Your local adult school is your community partner for workforce development, both for short range employability and for educating tomorrow's workforce.

*Postscript to this article:* Between the time this article was written and press time, the California budget crisis resulted in State legislation requiring adult schools to cut 15.4% from their 2008-2009 budgets and an additional 4.5% during the following school year. The specific impact to programs is not yet known.

Melanie Wade is the principal for the Fremont Adult and Continuing Education program, a part of the Fremont Unified School District. Offering lifelong educational opportunities and services within our community, the Fremont Adult School is located at 4700 Calaveras Avenue in Fremont. Melanie can be reached at (510) 793-6465 ext. 29106 or via email at [mwade@fremont.k12.ca.us](mailto:mwade@fremont.k12.ca.us). For more about the Fremont Adult and Continuing Education program, visit [www.face.edu](http://www.face.edu).



## This is Not Your Father's Factory...

by **Peggy Kraus**  
Amgen

When I was growing up, I remember my father leaving every day to work at "the plant." When I finally figured out he wasn't a gardener, but rather worked at a factory forty miles away from my house, my mind conjured images of dirty brick buildings with tall smoke stacks soaring from their roofs, billowing puffs of thick black smoke, and a loud steam whistle signaling the beginning and ending of each shift.

One summer day, my father packed up our family and we drove to his "plant" for a company picnic and facility tour. I was fascinated and relieved that it was neither as black nor as smoky as I imagined. It was a "stamping plant," where workers literally stamped out doors and fenders for 1960's-era Fords. It was immense, with a huge parking lot filled with older Fords. It was brightly lit, extremely loud, and smelled of oil.

While I have visited a few other manufacturing facilities since that day in 1966, whenever I thought of a manufacturing plant, I returned to those images of cars being made. Manufacturing always interested me, so I was thrilled when I was scheduled for a plant tour shortly after being hired as the site communicator for Amgen Inc., which has a pharmaceutical manufac-

turing facility in Fremont.

Amgen discovers, develops, manufactures and delivers innovative human therapeutics. A biotechnology pioneer since 1980, Amgen was one of the first companies to realize the new science's promise by bringing safe and effective medicines from lab, to manufacturing plant, to patient. In Fremont, the Amgen facility currently manufactures Vectibix®, one of the company's first monoclonal antibodies to be approved for the treatment of metastatic colorectal cancer.

Making drugs from living organisms is complex and requires an extremely precise manufacturing process. The antibodies are expressed from genetically engineered mammalian cells in bioreactors, then purified and prepared in its final form as a sterile product. Amgen has perfected the manufacturing of proteins or antibodies at large scale for commercial use.

Once inside the Amgen plant, my whole view of manufacturing was changed forever. It was nothing like the factory of my memories; this was a factory of the future. It was the cleanest facility I have ever seen. Many of the rooms are classified to meet standards of cleanliness and in some areas workers are "gowned" in protective suits to help keep the working environment clean from contamination. Even air particulates are measured and controlled. Large tanks, referred to as

bioreactors, house growing cells that must be maintained in temperature-controlled media while they multiply. In Amgen Fremont's state-of-the-art facility, all of this is built behind glass, so that one can observe operations without disturbing the manufacturing area or "gowning up."

But it is the science behind the manufacturing, or that works in conjunction with the manufacturing process, that truly makes it a facility of the future. The biological and technical expertise required to produce products here and at other Amgen sites is, as described in a 2003 article in Fortune Magazine, "one of the most complex manufacturing processes in the world."

No detail is overlooked in this factory of the future. The architecture is beautiful, with ambient light shining through an eye-shaped skylight in the center of the building and windows all around, so that staff can look outside. When the facility was constructed, many of the utilities were placed outside of the clean areas, so they could be easily cleaned and maintained. Even the walls are unique; corners are rounder and smooth to make cleaning easier.

While the manufacturing process itself does not produce any hazardous waste, the many thousands of gallons of water used at the plant are re-filtered and treated before being sent to the

## Linking Education—

from page 1

example, nursing faculty, both full- and part-time, are experienced Registered Nurses. These instructors maintain effective ties to hospitals through clinical teaching performed on-site. Most accounting classes are taught by CPA's. All of the radio program faculty are experienced broadcasters, working in the industry. Faculty in other disciplines have similar direct connections.

## Partnership Highlights: Networking Academy and Biotech Alliance

Ohlone's CNET (Computers, Networks, and Emerging Technology) program partnered with Cisco for the development of the Cisco Certified Network Professional Certificate. CNET is an official Regional Training Center for Cisco. The Microsoft Certified Systems Engineer (MCSE) and Unix/Linux System Administrator programs are also rooted directly in employer-identified needs.

## Biotech Alliance

With over 900 biotechnology firms in the bay area, Ohlone College saw the employment potential and formed the Biotech Alliance to develop an A.S. Degree and a Certificate in

Biomanufacturing. The Biotech Alliance includes partners from industry, government, and education. A twelve-week program trains displaced workers for quick re-entry into the workforce as biotech workers

## Labor Market Data

The Ohlone Office of Institutional Research gathers specific employer needs data for community college programs from a variety of sources through an ongoing process of environmental scanning. Environmental scanning is an analysis of internal and external data that might impact the organization, in this case, in terms of future curriculum planning. This office also scans employer needs data for specific jobs--both the number of job openings expected over a period of time and the skills and curriculum recommended to prepare the workers. The Ohlone One-Stop Career Center also provides services to students and dislocated workers.

Walt Birkedahl is the Dean of Fine Arts and Business & Communication at Ohlone College. He can be reached at 510-659-6187 or via email at [WBirkedahl@ohlone.edu](mailto:WBirkedahl@ohlone.edu). For more information about Ohlone, visit [www.ohlone.edu](http://www.ohlone.edu).

local wastewater treatment facility. Several pieces of equipment are built on oversized skids, easily moved or adjusted when needed. Most of the equipment is monitored and controlled by computers, which are in turn monitored by a highly trained team. Scientists, engineers, quality analysts, and computer technicians all play an important role in this manufacturing facility. They work in teams, constantly evolving their processes to improve efficiencies and make them even more

robust.

Now when I think of manufacturing, I envision the processes at Amgen. This is the way more facilities will be designed in the future-in fact at Amgen, the future is now.

Peggy Kraus is the Senior Manager/Corporate Communications at Amgen. For more information on Amgen or the factory of the future, please contact Peggy at [pkraus@amgen.com](mailto:pkraus@amgen.com).



by Pamela Fong  
New United Motor Manufacturing Inc. (NUMMI)

At New United Motor Manufacturing Inc. (NUMMI), we must constantly improve our operations and performance to remain competitive in an increasingly volatile industry. This task is made even more challenging for us because of our location in California, far from the majority of our suppliers.

Driving all of our efforts is NUMMI's mission to safely build the highest quality vehicles at the lowest possible cost. To achieve this goal, we invest a great deal in our most impor-

tant asset – our team members.

We hold true to this philosophy in both good times and bad. There is no doubt that we have been significantly impacted by this recession and subsequent plunge in vehicle sales. Across the country, supply far eclipsed demand as consumer confidence plummeted, prompting our parent companies to slash their orders. NUMMI halted production on numerous days and combined two shifts of truck production into one shift starting in January 2009.

But just because our production line is idle on these occasions, our team members don't always have to be. When a slowdown initially occurs, NUMMI starts by training team members to improve their skills when the production line is not running.

We use the downtime to train our workers how to work smarter. We teach them to do their jobs more safely, efficiently and with better quality. We

developed a curriculum to further develop our team members' capabilities and improve our facilities so that when the economy rebounds, we will be ready.

Among our training topics are the history of Toyota, the Toyota Production System, safety, environmental conservation and sustainability, and standardized work. Team members also participate in kaizen (continuous improvement) activities that focus on process improvements, cost avoidance and ergonomic enhancements.

NUMMI believes that this training will help us to be a stronger and more efficient organization. Up to this point of the downturn, rather than wring our hands in despair, we have been providing our work force with the tools they need to maintain their job knowledge and skills.

Economic analysts say things will get worse before they get better. NUMMI may need to take some very

difficult measures to control our costs in order to ride out this recession. When this downturn finally eases, however, NUMMI will be poised for success.

*Pamela Fong is assistant general manager of Human Resources at NUMMI, where she has worked for 14 years. NUMMI is the pioneering joint venture of General Motors Corporation and Toyota Motor Corporation. Established in Fremont, Calif., in 1984, NUMMI helped change the automobile industry by introducing the Toyota Production System and a team-work-based working environment to the United States. Today, NUMMI has grown into a company of 4,800 team members who produce two award-winning vehicles for Toyota: the Corolla and the Tacoma pick-up, as well as the Pontiac Vibe for General Motors.*

When a slow-down initially occurs, NUMMI starts by training team members to improve their skills when the production line is not running.

# The Current Economic Crisis and Its Impact on Education

by Nicole Steward  
Fremont Unified School District

The Fremont Unified School District's mission statement reads "to provide equitable opportunities that educate, challenge and inspire students of all ages, talents and ability levels while preparing each with the skills required to adapt and succeed in an ever-changing world." In the past year, our world has changed significantly and these changes have affected education in several ways.

The major change that has affected education is the economic crisis facing our nation and the state. Schools are microcosms of society; as the state and the nation navigate these tough economic waters, so too must our schools.

The District has had to make tough cuts in past years, cutting \$7,152,000 in 1991/1992; \$4,157,000 in 2003; and nearly \$9,300,000 last year. These previous cuts involved staff reductions (administration, clerical, counselors, librarians, custodial, etc.), program elimination, class size increases, re-

ductions in funding for after-school sports, transportation, and more – and many of these were never restored.

This latest budget crisis facing the District grows each day that passes without a finalized state budget. As of this writing, the Fremont Unified School District must cut \$9,500,000 for this school year and cut \$15,500,000 or more from the 2009/2010 budget.

The District has a budget of \$275,000,000 of which approximately \$100,000,000 is restricted, meaning the funds are tied to specific programs. The other approximate \$175,000,000 is general fund money, more than 85% of which is allocated to salaries and benefits.

With each round of cuts to the school district, administration works hard to keep them as far away from the classroom as possible. FUSD faces unprecedented budget cuts this year and next, forcing everything onto the table for potential cuts including increasing class sizes, pay cuts across the District, eliminating administrative positions, counselors, librarians, transportation, and athletics.

Since early December, District staff has been holding informational meetings with committees, parents, employee group leaders, administrators and others as well as creating a Budget Crisis Information link containing information on the FUSD website ([www.fremont.k12.ca.us](http://www.fremont.k12.ca.us)).

With our commitment to educational excellence, potential new sources of revenue for FUSD -- such as parcel taxes, bond issues, community/parent/alumni fundraising and other possibilities -- are being discussed and reviewed. We must seriously examine new sources of revenue as we prepare to balance this and next year's budgets.

With these overwhelming budget cuts, we remain focused on our commitment to student learning and quality teaching. We will do everything possible not only to maintain the excellence of the Fremont Unified School District but to enhance and continue to build upon it. We know that the Fremont community values education and will partner with the District's students, teachers, and staff as we find our way through these tough economic times.

*Nicole Steward is the Communications Officer for the Fremont Unified School District. She can be reached at (510) 659-2594 or [nsteward@mail.fremont.k12.ca.us](mailto:nsteward@mail.fremont.k12.ca.us).*



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