

BUSINESS REVIEW

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Volume 13
Number 4

Best Practices in Strategic Planning

March
2013

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Fremont Plans for Smart Growth and Sustainability



by Anu Natarajan
City of Fremont

Fifty-six years ago, a strategic decision to combine five existing towns led to the birth of the City of Fremont. Since that time, Fremont has grown and evolved into a large thriving city. As part of its 50th anniversary celebration, the City partnered with community and business groups to define its collective future to move Fremont forward.

The General Plan is the City's "strategic plan" – it is the blueprint that defines the community's future in broad themes. This planning process encourages the city and its citizens to be proactive and engaged

in defining its future and communicating that clearly. The City recently wrapped up a comprehensive visioning process that led to the adoption of a new community vision – one that is based on sustainable and smart growth principles. This process was designed to be a collective effort instead of a top-down model, making it easier for the community to take ownership and be "keepers of the vision".

A General Plan is intended to provide direction for the City's growth for a twenty-year period. The current update makes it the

City's General Plan v3.0. Because it takes many decades for vision to become actions and ideas to be implemented, it is important for the vision to be bold, strong and stand the test of time. While the vision tells us our destination, there are many paths to get us to that destination.

As Fremont pivots from a suburban community to a city providing choices – choices in housing, transportation, retail,

—Fremont's Plan
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The Strategic Plan's Relationship to Information Assets

by Fred Diers
GRM Solutions Group

Businesses use strategic planning as a means of forecasting the future, taking into account market trends, product evolution, service enhancements, and shareholder return. Functions within organizations use strategic planning to address internal system enhancements, personnel adjustments, and potential hiring needs. More specifically, IT functions have developed Strategic Plans to address technology changes, connectivity upgrades, security enhancements, and user requirements for the latest technology.

All of the strategies are reliant on business information.

Without access to, and effective management of, the organization's information assets, a business' strategic plan is worthless. What is your Business Strategic Plan's relationship to your organization's information assets?

Information assets include an organization's electronic data, paper records, video, business artifacts, and communication protocols including the use of Social Media and third party vendors retaining information on your behalf. With increasing reporting and regulatory compliance issues, combined with changes in technology hardware and software at a rate of every 18 months, a business needs a Strategic Plan to ensure that its information is protected, preserved, and accessible today and in the

future.

An Information Asset Strategic Plan should address resource requirements, user document handling process changes, and information volume management, incorporating:

- Document retention policies that include standards in information categorization, creation, distribution, preservation and disposition
- E-mail policies on content organization, company access, retention, and disposition
- Back-up media policies on disaster recovery versus archiving, adhering to information production concerns in the event

—Information Assets
page 5

Focus on your Cash Flow!

by John Kitta
Law Offices of John N. Kitta & Associates

In regard to strategic planning, I believe the number one consideration is driving traffic into the office and getting credible customers in the door. Overall, strategic planning can encompass every element of your business, but without customers and cash flow, you can strategically plan yourself into bankruptcy. Without establishing a consistent ongoing customer base, the most thought-through strategies for the operation of the business will soon be laid to rest.

To further compound the misery of developing appropriate strategic planning for the future, the

mechanics of your business operation are going to change dramatically when you go from 10 to 100 to 5,000 customers. The total strategic plan for your business can only evolve over a lengthy period of time.

Since there really is not much to plan about without having a customer base, you need to turn customer generation into a first priority. If you have been in business for a number of years, history tends to repeat itself, and you need to carefully study where your clients come from and why they go to your company. If you are more of a new start-up company,

—Cash Flow
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Fremont Chamber of Commerce
39488 Stevenson Place, Suite 100
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Staff

Cindy Bonior, President & CEO,
510-795-2244, ext. 106,
cbonior@fremontbusiness.com

Nina Moore, Dir. Gov't & Comm Affairs,
510-795-2244, ext. 107,
nmoore@fremontbusiness.com

KK Kaneshiro, Dir. Member Services,
510-795-2244, ext. 103,
kkaneshiro@fremontbusiness.com

Eddie Ederra, Membership Account Executive
510-795-2244, ext. 102
eederra@fremontbusiness.com

Napoleon Batalao, Webmaster, Layout Editor,
510-795-2244, ext. 105,
nbatalao@fremontbusiness.com

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Chairman's Circle

Chairman's Circle sponsorship is a comprehensive approach to Chamber participation that combines membership with sponsorship opportunities and benefits. It is truly the best approach to make the most of your Chamber investment.



Fremont's Plan —

from page 1

restaurants and entertainment – the General Plan needed to clearly identify a set of goals and a path to achieving them. The key to this was incorporating elements of smart growth and its impacts to economic development, ranging from how and where we live to how and where we work and where we need to invest in public infrastructure.

Smart growth simply means building communities with housing and transportation choices near jobs, shops and schools -- an approach that is intended to support local economies, protect the environment and promote healthy living. Smart growth creates neighborhoods with schools and shops nearby and includes options for getting around.

In Fremont, there are several parts of the General Plan that focus on the importance of existing neighborhoods and businesses. In addition, there are two areas seen as key to elevating us to be a complete city. These are:

- The Downtown - the City's civic, entertainment and retail center adjacent to the existing BART station
- The 850 acres of land around the Warm Springs BART station that will anchor an innovation hub and attract 21st century businesses.

Both these efforts are long range with implementation occurring in phases over the next ten to twenty years and both are intended to help us realize our vision of being a "strategically urban" city.

Another major strategic planning effort resulted in the adoption of the Climate Action Plan, which complements the General Plan and defines how the community will achieve one of its goals, that of making Fremont a leader as a sustainable

community. The document includes a menu of options that can be used to achieve the established goals. An important component of the Climate Action Plan is a set of metrics that will be used to measure the success of implementation. This is a critical feedback loop that not only keeps us accountable but also helps identify more effective ways of reaching the goal – and might even lead to redefining the goals.

The three major keys to successful strategic long term planning and implementation are commitment, clarity, and communication. It is imperative to provide a sense of continuity and effective stewardship, while providing the flexibility to anticipate and manage change.

In the end all these efforts are tailored to focus our efforts on defining a "quality of place" a term Richard Florida coined to describe what's there, who's there and what's going on. Fremont has a lot going on!

Vice-mayor Anu Natarajan is currently serving her second full term on the Fremont City Council, having been appointed to fill a vacancy in 2004, and winning elections in 2006 and 2010. She brings extensive knowledge of urban planning and design to her role, including a Bachelors degree in Architecture, a Masters in Urban Design & Planning, experience as a Fremont Planning Commissioner and work experience as an architect, planner, urban planning consultant and program manager with the American Leadership Forum. She recently spoke at the Smart Growth Conference in Kansas City, and will be speaking at the Local Government Commission Conference on Sustainable Development in Yosemite this month. Vice-mayor Natarajan can be reached at anatarajan@fremont.gov.

Because it takes many decades for vision to become actions and ideas to be implemented, it is important for the vision to be bold, strong and stand the test of time.

BUSINESS DISTRICT NEWS:

Mission San Jose Blooms!

by Andrew de Lory
Mission San Jose Chamber of Commerce

The idea of planting Daffodils in the Mission District was first suggested in 2011 by Gael Stewart, then President of the Mission San Jose Chamber of Commerce, with the goal of beautification of the Mission San Jose "village" and the creation of an annual bloom festival common in small towns in her native New England. A fellow Yankee from a small town in Massachusetts, Andrew deLory, was also excited by the idea and volunteered to lead the project. Soon after, Kim Mathis, current President, and Bob Taveras joined forces to make it happen.

After Andrew and Kim identified some "fertile ground" and got permission from private landowners, the first planting of 1700 bulbs began in November 2011 with a concentration along Mission Blvd. Board members Al Auer from McIvor's Hardware, photographer Don Jedlovec, real estate agent Bob

Taveras and volunteers from Tiger Pack 153 lead by Melisa Soliman, gardeners for Olive Hyde Armand and Mary Stephens and two missionaries from The Church of Jesus Christ of Latter Day Saints all dug in to get the project off to a great start. Most of the cost of bulbs and fertilizer was donated either by the volunteers or MSJ Chamber Members.

In late 2012, a 2nd planting of over 1300 bulbs took place. Most previous volunteers returned and were reinforced by board member Don Kaefer and the St. Joseph's Parish Men's Club, and the planting expanded along Mission Blvd. between the 680 off ramp to the North and Pine St. to the South and to some side streets.

After planting for two or three years and establishing an impressive display of Daffodils, the MSJ Chamber is looking forward to sponsoring its first Bloom Festival which will, during the early Spring bloom, tie in well with a planned Farmers' Market.

**Connection Clubs:
Dates, Meetings, Times**



Five 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.

Thursday AM:

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

Connect 2 Succeed (Thursday):

11:45a.m. @ Massimo's (held on the 2nd & 4th Thursdays of each month)
Chair: Danna Bergstrom (510) 552-4848
Vice: Steve Smith (510) 475-9743

Referrals Plus (Thursday):

12noon @ Jack's Brewing (held on the 1st & 3rd Thursdays of each month)
Chair: Scott Capen (510) 207-6207
Vice: Harriet Whitney (510) 793-7405

Friday AM:

7:15a.m. on Fridays @ The Depot Diner
Chair: Dan Kisner (510) 791-5790
Vice: Melissa Fields (510) 796-8300

Friday Noon:

Noon @ Newark Hilton
Chair: Elise Balgley (510) 791-1888
Vice: Open

Calendar of Events

March 2013

- 8 **Chamber Board of Directors Meeting**
7:30 a.m., Chamber Conference Room
- 13 **Mixer TBD**
5-7 p.m.
- 16 **Dollars for Scholars Bowl-a-thon**
1-4 p.m., Cloverleaf Bowl
More info, contact
nmoore@fremontbusiness.com.
- 19 **Fremont City Council Meeting**
7 p.m., City Council Chambers
- 20 **Connection Club Leaders Meeting**
8 a.m., Chamber Conference Room
- 21 **Leadership Fremont Session #7**
8:30 a.m., Cargill
- 26 **Leadership Steering Committee Meeting**
8:30 a.m., Chamber Conference Room
- 27 **Government Affairs Committee Meeting**
7:45 a.m., Chamber Conference Room
- Math Science Nucleus Mixer**
5-7 p.m.
4074 Eggers Dr., Fremont
(510) 790-6284
Math Science Nucleus is a non-profit organization dedicated to enhancing science education in schools. They manage the Children's Natural History Museum and the Tule Ponds at Tyson Lagoon Wetland Center. In partnership with the City of Fremont, they also manage the Fremont Earthquake exhibit and help to preserve the California Nursery Historical Park.
- 28 **State of the City Public Policy Luncheon**
Noon – 2 p.m. (Check-in: 11:30 a.m.)
Marriott Fremont Silicon Valley
Advance registration required.

April 2013

- 2 **Fremont City Council Meeting**
7 p.m., City Council Chambers
- 3 **Ambassadors Meeting**
8 a.m., Chamber Conference Room
- 4 **Business Building Seminars**
Chamber Conference Room
Check Schedule at www.fremontbusiness.com
- 9 **Fremont City Council Meeting**
7 p.m., City Council Chamber
- 10 **Catellus Development Corp. Mixer**
5-7 p.m.
- 12 **Chamber Board of Directors Retreat**
8 a.m. – 3 p.m., Location TBD
- 16 **Fremont City Council Meeting**
7 p.m., City Council Chambers
- 17 **Connection Club Leaders Meeting**
8 a.m., Chamber Conference Room
- Membership Bootcamp!**
11:30 a.m., Chamber Conference Room
- 18 **Leadership Fremont Session #8**
8:30 a.m., Fremont Police Department
- 19 **Dollars for Scholars Grant Reading**
7:30 a.m., Chamber Conference Room
- 23 **Leadership Steering Committee Meeting**
8:30 a.m., Chamber Conference Room

- 24 **Government Affairs Committee Meeting**
7:45 a.m., Chamber Conference Room
- Berge-Pappas-Smith Chapel of the Angels Mixer**
5 – 7 p.m.
40842 Fremont Blvd., Fremont
(510) 656-1226
The Smith Family has personally served the Southern Alameda County community since 1976, following the tradition that Thomas Berge established when he opened the funeral home in 1913. Our tradition is to help, inform and allow families to plan funerals, cremations and memorials in the manner they choose, while offering the highest level of service, value and care possible.
- 26 **ChamberPak deadline**

May 2013

- 1 **Ambassadors Meeting**
8 a.m., Chamber Conference Room
- 2 **Business Building Seminars**
Chamber Conference Room
Check Schedule at www.fremontbusiness.com
- Leadership Fremont Session #9**
8:30 a.m., Washington West
- 7 **Fremont City Council Meeting**
7 p.m., City Council Chambers
- 8 **Leadership Fremont Graduation Luncheon**
11:30 a.m., Washington West
- American Swim Academy Mixer**
5-7 p.m.
42400 Blacow Rd., Suite B, Fremont
(510) 657-7946
After 40 years in the same location, we are very excited to be opening a brand new swim facility for our Fremont members! The brand new, state-of-the-art swim facility will be conveniently located just under 2 miles from our existing location, and will offer the same great member service and quality swim instruction that you have come to expect from American Swim Academy.
- 10 **Chamber Board of Directors Meeting**
7:30 a.m., Chamber Conference Room
- 14 **Leadership Steering Committee Meeting**
8:30 a.m., Chamber Conference Room
- Fremont City Council Meeting**
7 p.m., City Council Chambers
- 15 **Connection Club Leaders Meeting**
8 a.m., Chamber Conference Room
- 21 **Fremont City Council Meeting**
7 p.m., City Council Chambers
- 22 **Government Affairs Committee Meeting**
7:45 a.m., Chamber Conference Room
- Merrill Gardens Mixer**
5-7 p.m.
2860 Country Dr., Fremont
(510) 790-1645
Merrill Gardens is a one of kind retirement community! It's a place where seniors are absolutely free to be themselves. They can enjoy all the pleasures of independent living, or the quiet comforts of assisted living care. Merrill Gardens' door is always open to seniors who want a lifestyle that's rich and rewarding and one of a kind - just like they are!



STATE OF THE CITY
F R E M O N T 2 0 1 3

Annual Meeting & Luncheon



Thursday, March 28
11:30 a.m. Registration
12:00 - 2:00 p.m. Program

Fremont Marriott Silicon Valley
46100 Landing Parkway, Fremont

The Fremont Chamber of Commerce is pleased to present the 2013 State of the City on March 28th, from noon to 2:00 p.m. at the Marriott Fremont Silicon Valley. Mayor Bill Harrison will discuss key developments and important issues facing our City, and we will also salute our Chamber volunteers and install our new officers.

Fremont Chamber members:
\$42 per ticket

Non members:
\$65 per ticket

Register online at
fremontbusiness.com



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Churches

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Elizabeth and Maureen Quintal
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Mailing Only:
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Union City, CA 94587
(510) 516-1268
rfts-acctg@purplelotustemple.org
www.purplelotustemple.org
The Purple Lotus Temple (PLT) was established in 1987 by Vajra Master Samantha Chou. Our mission is to spread the True Buddha Dharma that unifies the essences of Vajrayana, Sutrayana, Zen and Taoism. Our community based services help people from all walks of life realize their true self-nature, be liberated from suffering, and achieve peace and happiness. Master Samantha's religious and charitable activities have benefited people locally, throughout the U.S., and worldwide in more than 28 countries.

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New Members—

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New Members (cont.)—

from page 5

Japan, Mexico, India and Europe.

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jazzywear@gmail.com
www.myjazzywear.com
Founded in the year 2008 in Athens, Ohio, JazzyWear is an online shoe boutique that features stylish flats, pumps and boots for women. All shoes are offered in audacious colors and styles! Personally-hosted Shoe Carnivals are available by appointment.

Schools — Private

Averroes Institute

Reem Bilbeisi
43174 Osgood Rd.
Fremont, CA 94539
(510) 580-4566
reem@averroesinstitute.com
In spring 2010, a dedicated team of teachers and community leaders forged a vision for a high school unlike any other. Averroes Institute is dedicated to providing a meaningful academic experience that prepares their students for life, and provides American Muslims with the means for getting the most from their high school experience while also staying consistent with Islamic ideals.

Shipping

Cyclone Shipping, Inc.

Eric Bailey
4028 Ralston Common
Fremont, CA 94538
(310) 809-8482
cycloneshipping@gmail.com
www.cycloneshipping.com
Cyclone Shipping is a freight forwarding company that you can depend on for all of your shipping needs.

Website Design

PlanetMagpie

Doreyne Douglas
2762 Bayview Dr.
Fremont, CA 94538
(408) 341-8770
info@planetmagpie.com
www.planetmagpie.com
PlanetMagpie provides enterprise grade technology solutions for small and mid-market companies. Dogged determination is PlanetMagpie. We are a comprehensive IT service provider, providing IT consulting, network support, award-winning web development and cloud hosting — all ready to serve Fremont's business technology needs. We provide free consultations. Trust a local Microsoft Partner for the IT and web solutions today's top players use.

Information Assets—

from page 1

of a litigation, government investigation, or external audit

- Orphan information policies addressing terminated employee data and documents ownership and preservation
- Digital Preservation Plan

The Digital Preservation Plan is one of the most important strategic issues that organizations must address in this digital age. Without proper planning, including financial and human resource commitment, there is no guarantee that your business will be able to access needed information five, ten, or fifty years from now. As more and more of an organization's information assets are in digital form with no paper or analog backup, a digital preservation plan is

required. This plan enables information assets to be migrated to new systems without loss or spoliation of data, enabling management and staff access to their information into the future based on operating or long term government regulatory retention requirements. Without such a strategic plan, a business' information assets could become a victim of the information dark ages, making access difficult or impossible because of changes in software or technology where the data was not migrated, thus leaving the organization vulnerable to competition, legal claims, and audits.

An Information Asset Strategic Plan focuses on a business' core resource - its data, documents, and



Fred Diers

records. This plan supports every other business strategy ensuring adequate financial and human resources are available today and in the future to provide consistency, sustainability and compliance for all of its information assets.

Fred Diers is the Vice-President and General Manager of the GRM Solutions Group, located at 41099 Boyce Road in Fremont. With 25 years experience, GRM is a leading provider of lifecycle records and information management solutions, bringing proprietary innovation, blended integration and new levels of cost efficiency to document storage, data protection, digital/electronic document management and certified destruction. GRM is located in eleven U.S. cities and one in China. Fred Diers can be reached at fdiers@grmdocument.com or visit GRM's website at www.grmdocumentmanagement.com

Cash Flow—

from page 1

you need to study the methodology and the marketing operations of your most successful competitors.

Always remember, history repeats itself. You need to carefully identify where each and every past customer comes from and what motivated them to retain your company's services. What percentage of referrals are you receiving from each referral source and what percent of income comes from each referral source? On this basis, you will be able to derive very specific strategies in terms of allocating available marketing funds and obtaining the largest return for dollars spent. Things have dramatically changed from 30 years ago when random new unknown clients would appear because of your established name recognition in the community or yellow page exposure. Today, these methods have primarily been replaced by Google/Internet search efforts by individuals who otherwise are unfamiliar with your company.

For purposes of our analysis, the first group to analyze is the clients you are receiving from Google/Internet -- how many there are and the value of payments received from each set new client.

The next sector to analyze, especially if you have been in business for some time, are referrals from families and friends, which require little expense from maintenance of these relationships. You should be careful to promptly send a thank you for each referral and show your appreciation for that individual's trust in your firm. Obviously, some referrals are more valuable than others, and in my particular business, a referral from a judge or retired judge is a blessing and the clients almost beg to retain your services. But other individuals in the community have regular contact with a large number of individuals in their business and personal lives, and these are excellent referral sources that have provided me with consistent business over many years.

Your next potential source for referrals would be directly related to your social and business activities and you need to keep

track of what business is generated from such conduct. Whether it's Rotary, trade clubs, homeowners' associations, Chamber of Commerce or religious fraternities, these can all be very interesting activities for you personally as well as providing you with outreach for potential referrals.

In conclusion, with regard to the expenditure from your budget for marketing, thoroughly analyze and understand where your clients come from and what percentage of revenues are derived from each referral source. Historic data will certainly point you in the right direction.

The Law Offices of John N. Kitta is a full service law firm, established 35 years ago, and located at 39560 Stevenson Place, Suite 217, in Fremont. John Kitta has represented thousands of businesses, property owners and families in our community. He can be reached at (510) 797-7990 or visit his website at http://JohnKittaLaw.com.

Green Your Business in One Easy Step

Your workplace isn't green until the commute to it is green. Reducing single-occupancy vehicles (SOV) at your organization is one the fastest, most economical ways to a smaller carbon footprint. In the Bay Area, an estimated 50 percent of all greenhouse gases comes from personal vehicles—more than twice that from local industry.

So many options. So much less time... commuting. The commute experts at 511 can provide advice and coordinate solutions to help your employees find a better way to work. From carpooling and vanpooling to transit and bicycles—let us help you find the best options for your work force and worksite. And, our services are FREE.

For consultation please contact:

LaShawn Martin
Employer Services Representative
510-273-3610
martin@rdeshare.511.org



Dutra Cerro Graden Announces New Location, New Vice-President and New Website

Dutra Cerro Graden (DCG) began 2013 in new offices located in the Dublin Professional Center at 7600 Dublin Blvd., Suite 275 in downtown Dublin, CA.

Additionally, they are pleased to announce that Jerry Matranga has joined their firm as Vice-President, Corporate Development. Jerry enjoyed a successful school business career for over 25 years, and has collaborated with DCG on several occasions over the past year.

Dutra Cerro Graden (DCG) is a full-service consulting, development, and commercial real estate company. They specialize in partnering with community service providers that work to bring revitalization, education, hope, healing, enlightenment and prosperity to those they serve, particularly academic institutions, faith-based and other non-profit organizations, and local governments and agencies. For more information, visit their new website at www.dcgrealstate.com.

Oorja Protonics Forges Strategic Partnership in South Africa

Oorja Protonics has executed a Memorandum of Understanding (MOU) with HySA/Catalysis of South Africa, a collaboration that involves Oorja granting rights for marketing, selling and distributing Oorja's Direct Methanol Fuel Cell based products in the African market for various applications such as telecom towers, material handling, and refrigerated trucks.

Member News

Oorja is a global leader in the development, manufacturing and commercialization of Direct Methanol Fuel Cells that are being used by several customers across the U.S. as on-board battery chargers for material handling equipment. The OorjaPac family of fuel cell products operates on widely available and low-cost liquid alcohol fuel. The fuel cell installed on the equipment provides the additional benefit of minimal infrastructure requirement thus making it attractive for both existing and new facilities with a very attractive payback.

"We are very excited about cooperating with HySA/Catalysis for introducing our product to the African market through partnerships with South African companies, as well as for further technology development and local production. This initiates a new era in fuel cell commercialization," said Dr. Sanjiv Malhotra, CEO and President of Oorja Protonics, headquartered in Fremont. For more information, visit www.oorjafuelcells.com.

Tri-City Health Center Appoints New Interim CEO

Tri-City Health Center (TCHC) commenced the year by appointing Zettie D. Page, III, M.D., Ph.D. as its new Interim Chief Executive Officer. Dr. Page is a former Federally-Qualified Health Center (FQHC) CEO with over 20 years of

experience working with FQHCs, most recently in Watsonville. His leadership experience and track record of successfully delivering organization stability is key for Tri-City Health Center to sustain its mission and services to the community in the new health care environment.

One of Dr. Page's first responsibilities was preparing for a site visit from the Health Resources and Services Administration (HRSA) on January 31st and February 1st. HRSA, an agency of the U.S. Department of Health and Human Services, is the primary federal agency for improving access to quality health care services for people who are uninsured, isolated or medically vulnerable. The visit was intended to assess TCHC's compliance with key Health Center Program requirements and to help identify areas for performance improvement during this transition period. Tri-City Health Center and Dr. Page regarded the visit as an opportunity for transformational progress.

"HRSA's site visit will provide a much appreciated feedback loop for the TCHC governance body on the oversight of authority and responsibility," said Dr. Page.

Tri-City Health Center (TCHC), located in Fremont, offers high-quality primary medical, dental and behavioral health care services for the entire family. TCHC is a nonprofit, federally

qualified health center that serves more than 23,500 low-income, uninsured and homeless residents living in Alameda County, California. For more information, visit www.tri-cityhealth.org.

Marriott Courtyard Fremont Silicon Valley Completes \$1.8 Million Renovation

Guests at the Marriott Courtyard Fremont Silicon Valley will have a totally new experience as soon as they step into the hotel's lobby. The 146-room hotel, located at 47000 Lakeview Boulevard in Fremont, has completed a \$1.8 million renovation of its lobby space and guest rooms. The hotel now features the brand's new Refreshing Business Lobby concept, designed to give travelers the flexibility to work and socialize however they choose while on the road. In addition, a stylish new room design features plush bedding, a functional work space, spacious bathrooms, a separate seating area and complimentary in-room high speed internet access.

Dining has been completely redesigned with The Bistro – Eat. Drink. Connect™; offering casual, flexible seating; higher quality, healthier menu options for breakfast and specialty beverages made with Starbucks® coffee; and a variety of dinner and cocktail options in the evening for guests to unwind. The Market™, a 24/7 shop for snacks, beverages and sundries, is always

open for late-night cravings or the toothpaste you forgot to pack.

Throughout the hotel, guests can connect to free Wi-Fi. The business library features several complimentary computer terminals, along with a free printer and separate computer stations dedicated solely to printing airline boarding passes and checking flight status.

Green has been Courtyard's signature color since Marriott launched the brand 25 years ago. Now it is even greener with the introduction of a guest recycling program for the environment. Receptacles for paper, glass, plastic and metal are conveniently located by side exits. For more information, visit courtyard.com.

Boldly Me's Got Talent! Join us on April 12th!

Actress Carolyn Hennesy is the Master of Ceremony for "Boldly Me's Got Talent," the organization's first annual fundraiser, which promises to be a lively fun-filled event featuring performers who have overcome their differences. Come join the fun, bring your family and friends, and enjoy a silent auction, drinks, dinner, dessert and live entertainment! Help us build self esteem and public awareness for those who are physically different by joining us at this event.

The event will be held on April 12th, from 6-9 p.m. at the Marriott Fremont Silicon Valley (46100 Landing Parkway.) Tickets are \$75

Member News—

next page

December 2012 through February 2013 Anniversaries

40+ Years

Don Amsbaugh
Fremont Engineers, Inc.
Fremont Flowers
Four Winds Growers
Wells Fargo Bank - Main

20+ Years

Alameda County Transportation Commission
Allegro Music
Allied Waste Services of Alameda County
Ardenbrook, Inc.
Best Western Plus Garden Court Inn
Cal Self Storage
Club Sport of Fremont
Creekside Village Apartments
Fremont Adult School
Fremont Express Courier Service
Fremont Symphony Orchestra
Fremont Unified School District
Dr. Karl G. Lum, Jr., DDS
Gonsalves & Kozachenko
JVA Business Services
Kidango
Neufield Grinding, Inc.
Our Lady of Guadalupe

Sweet Tomatoes
Tonix Corp.

15+ Years

Coldwell Banker- Madeline Holmes
Country Drive Care Center
Elephant Bar Restaurant
Heritage Bank of Commerce
La Quinta Inn & Suites
Oakland A's
Prudential California Realty- John Juarez
Tri-Cities League of Volunteers
Washington Hospital Healthcare System

10+ Years

4C's of Alameda County
Alameda County Fairgrounds
City of Fremont
Country Wood Apartments
Dutra Enterprises, Inc.
Foot Solutions
Fremont Education Foundation
Fremont Toyota
Hyatt Place
Indo-American Community Federation
Joanne Louie Facility Management

Keller Williams Realty – Steve Pierce
KRTY Radio – KLIV Radio
Law Office of Robert Wicowski
Mission Peak Business Products, Inc.
One Child
Raymond F. Churchill, III, A Professional Law Corporation
Special Events
Total Business Care, LLC

5+ Years

511 Rideshare Program
Alma Via of Union City
Bassett Furniture Direct
Bay Area Rapid Transit District - BART
BLOX Racing
Boehringer Ingelheim
California Army National Guard
Carl H. Bocchini
Fremont Family & Sports Chiropractic
Fremont Football League
Half Price Books
Jung SuWon Martial Art Academy
Ken Johnson & Associates
La Pinata #5 Mexican Restaurant

Les Schwab
MRL Group- John Lee
Palo Alto Medical Foundation
Robson Homes
Sedona Benefits
Sign A Rama
Silver & Black Telecom
St. Anne's Episcopal Church
State Farm- Kevin Nuss
Prince of Peace Lutheran School
Vintage Catering

2+ Years

Borelli Investment Co.
Centrosolar America
Collette Vacation
Comerica Bank
Courtyard by Marriott Fremont – Silicon Valley
Cruises & Tours- Lewis Lau
Designing Smiles
Doctors Express
Gautam Dutta, Attorney at Law
High Valley Financial Planning Services
Food's Pacific (USA)
Highlander Productions
JJ&J Landscape Management Inc.
Ontara

Paws on the Run
Primerica – Brandon Sass
Pro-Star Auto Service & Towing
Thermo Fisher Scientific
TransAmerica Financial Advisors, Inc. – Sam Low
Travel for Less, Inc.
TW Designers
Union Pacific Railroad
UPS Store #6139

1 Year

Alain Pinel – Rajbir Bhakhadri
Bill Quirk, Assemblymember
Davita Fremont Dialysis – Stevenson Blvd.
Energy Transformation Systems, Inc
Foster Interstate Media, Inc.
Kiruku USA
Lois K. Vega, CPA
MR Engineering Consultants, Inc.
San Francisco Chronicle
Sweet Orchid
TWFG Insurance Services – Alex Zaragoza

Congratulations to our members who have reached these milestones

Member News (cont.)—

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per person before March 31, and \$100 after March 31. Children are welcome too; \$25 per child under 10. Tickets may be purchased at the door.

Buy your tickets today or become a sponsor to help us help more people! For more information, contact us at info@boldlyme.org or call 408-768-9257. Register online or find out more at www.boldlyme.org.

Boldly Me helps people transcend the emotional trauma caused by physical differences due to birth conditions, medical treatments, injury and disease. They help individuals embrace themselves and pursue their life dreams confidently and fearlessly, through counseling programs, training, and recreational centers that help individuals learn to love themselves, their friends, and their families.

Fremont Unified School District Saves Taxpayers an Additional \$11.1 Million

The Fremont Unified School District is pleased to announce the savings of over

\$11.1 million to Fremont taxpayers through the refunding of the 2002 Series B and 2004 General Obligation Refunding Bonds. When totaled with the savings from previous refunding of the District, this additional \$11.1 million gives Fremont taxpayers a total savings and benefit of over \$38.1 million.

"Refunding" (or refinancing) bonds is similar to refinancing a home mortgage. Homeowners refinance their home mortgages for lower interest rates, ultimately saving money by reducing their monthly mortgage payments and/or shortening the years of mortgage debt. Similarly, refunding the District's 2002B Bonds and 2004 Bonds will reduce the overall cost to the community and taxpayers through lower interest rates, without extending the terms of the original bonds. Bond refundings generate savings that go right back to taxpayers in the form of decreased property tax bills. 100% of the savings will go to local Fremont taxpayers and not one penny will go to the District.

"We are excited to provide our taxpayers with over \$11.1 million in additional property tax bill savings. We are committed to using every tax dollar wisely to maintain high performing schools. Taking advantage of this bond refunding opportunity is just one example of our District's commitment to this," stated Larry Sweeney, Board of Education President.

During the financing process, the District also received updated credit ratings from both Moody's Investor Service and Standard & Poor's. The District's updated credit ratings of Aa2/AA- are stellar and allowed the District to garner

significant investor interest and, therefore, very low interest rates.

Senior Exemption Waiver for the Measure K Parcel Tax Now Available

The Fremont Unified School District provides an opportunity for senior citizens to apply for a Senior Exemption Waiver to the Measure K Parcel Tax annually. Fremont residents, 65 years of age or older on June 30, 2013, who own and live in a single-family home, may apply for this exemption. The exemption waiver application is available to the public at every school site, the Fremont Main Library, the Fremont Senior Center and is posted on the Fremont Unified School District web site. Chinese and Spanish translations of the waiver are also available. The application can be filled out online (<http://www.fremont.k12.ca.us/seniork12>), printed and then submitted with the required supporting documentation. Please call (510) 979-7709 with any questions.

Ohlone College Production Selected to Compete in American College Theater Festival

For the second time in three years, an Ohlone College Theatre Production has been selected to perform and compete as a finalist at the Kennedy Center American College Theater Festival western regional conference. The Ohlone production of "Dog Sees God: Confessions of a Teenage Blockhead," directed by Michael Navarra, was selected as one of only three plays, out of 137 entrants, to represent colleges and universities in Region VII, drawing from nine western states. Ohlone College was the only community college selected as a finalist.

Washington Hospital and City of Fremont Host Earth Day Event, April 20th

To help promote a cleaner and greener environment, Washington Hospital and the City of Fremont are observing Earth Day by hosting a special community event that will focus on how all of us can help make our community a healthier place. On Saturday, April 20, members of Washington Hospital's Green Team, the City of Fremont and other local Tri-City organizations will stage an education expo to raise environmental awareness and share eco-friendly ideas with people in our District. The "Let's Go Green Together!" event will take place from 11 a.m. to 3 p.m. inside the Conrad E. Anderson Auditorium at 2500 Mowry Ave. (Washington West) in Fremont.

"Washington Hospital is

dedicated to developing green ideas and solutions to foster the best possible outcomes for patients while also conserving resources, reducing waste and creating sustainability programs all around the hospital," says Paul Kelley, director of biomedical engineering and green initiative at Washington Hospital. "Our upcoming event will be a great opportunity for people to learn how to reduce waste at home and learn new ways to go green."

A few features of the event include: free residential drop-off of medications, syringes & needles, mercury thermometers, confidential documents for shredding, and eyeglasses; a halogen lamp exchange; a farmers market; educational programs about gardening, composting, healthy eating, recycling, and saving energy; and kids activities. For more information, visit <http://whhs.com/green>.

International Festival Is Coming to Mission San Jose

Show us another Bay Area city more diverse than Fremont! St. Joseph Parish at Mission San Jose is planning a celebration of our cultures with an International Festival on June 8th and 9th. The event will feature delicious foods of the Philippines, China, India, Indonesia, Portugal, Italy, Mexico and more. There will be live entertainment showcasing multi-cultural dance and music. Game booths, arts and crafts vendors, beer and wine – even a Pancake Breakfast Sunday morning – are all part of this fun weekend behind Mission San Jose.

Festival hours are Saturday 11 a.m. – 6 p.m., and Sunday 10 a.m. - 5 p.m. Admission is free. To learn about participating and for more information, please contact Don Kaefer at (510) 656-2363 ext.103 or donaldstjoseph@yahoo.com. Also, please visit their website at www.saintjosephmsj.org.

Purple Lotus Temple to Open in 2014 - Building for a Blessed Future

The Purple Lotus Temple (PLT) is building a future home on 5.5 acres of land, adjacent to Quarry Lakes Recreation Park in Fremont. Their current temple, established in 1987 in San Bruno by Vajra Master Samantha Chou, cannot accommodate their growing needs during major ceremonies, necessitating the quest for a new Temple location.

Their vision is to build a "blessed" future for everyone and they invite people from all walks of life, regardless of ethnicity, nationality or religious beliefs to come pray, cultivate and meditate together. Their mission is to spread the True Buddha Dharma and continue to provide dedicated services and support to communities in the Bay Area.

PLT's "Reach for the Stars" special donor recognition program provides a once-in-a-lifetime

opportunity for every donor to receive blessings from the stars to fulfill one's heartfelt wishes and goals in life.

Their goal is to raise \$8,917,091 to complete the Temple by the end of 2014. To donate to this worthy cause, visit www.purplelotustemple.org or call us at (510) 516-1268 or 中文專線 (650) 952-9513. Thank you for your support.

Indo-American Community Federation Hosts Annual Unity Dinner

The Indo-American Community Federation (IACF) will be hosting its 12th annual Unity Dinner on March 22nd from 6-10 p.m. at the Newark Fremont Hilton (39900 Balentine Drive, Newark.) This year's theme is "The Power of Giving – A Tribute to Patriots and Gadar Heroes, Celebrating Indian American Heritage."

In addition to a sit-down dinner, which will begin at 7 p.m., this year's event boasts a top-notch entertainment program. "This year, we really stepped up our entire Unity Dinner program," notes IACF's founder, Jeevan Zutshi. "We've brought in some fresh new team members, recruited top entertainers, and have a keynote speaker, B.V. Jagadeesh, who is a dynamic and charismatic entrepreneur and philanthropist." Jagadeesh is the President and CEO of 3Leaf Systems.

Tickets are \$85 per person or \$170 per couple, and tables are \$800. To register, visit www.indocommunity.us, email jeevanzutshi@aol.com or call (510) 589-3702. Registration deadline is March 20th.

Drivers for Survivors Officially Launches!

Drivers for Survivors is pleased to announce the completion of their pilot program and the official launch of their program on March 1st! Drivers for Survivors is a new non-profit organization that provides free transportation to and from treatments to cancer patients living in the tri-cities area. The Drivers for Survivors' mission is to alleviate the stress associated with some of the more practical aspects of a cancer diagnosis through the provision of transportation and companionship during treatments, freeing patients and their families to focus on their health and treatment.

Nine patients were served during the pilot phase of the program, and 180 rides were provided from December 2012 through January 2013. With the official launch of the program, Drivers for Survivors is looking for additional volunteers to be companion drivers for ambulatory cancer patients. They work within your availability to match you with patients. Drivers must have a five-year good driving record and undergo a background check. To volunteer, email volunteer@driversforsurvivors.com or call (510) 579-0535.

Additionally, Drivers for Survivors will be hosting a Cinco de Mayo party at Federico's in Union City from 3-5 p.m. on Sunday May 5th. For more information, visit www.driversforsurvivors.org.

Alameda County honors Drivers for Survivors Founder Sherry Higgs

Drivers for Survivors is proud to announce that founder Sherry Higgs will be inducted into the Alameda County Women's Hall of Fame on Saturday, March 23rd. The ceremony will take place at the Greek Orthodox Cathedral in Oakland, CA. The purpose of the Women's Hall of Fame is to recognize outstanding women for their achievements and contributions to the overall well-being of our county and its citizens.

Citizens for Better Community hosts 21st Spring Celebration: April 27

On Saturday, April 27, Citizens for Better Community (CBC) will host their 21st annual Spring Celebration at the Marriott Fremont Silicon Valley. The celebration will begin at 5:30 p.m., followed by dinner and entertainment starting at 6:30 p.m. This year's theme is "A Night in Xi'An: Honoring our Local Warriors."

Tickets are \$88 per person, with tables of 10 available for \$800. To find out more, contact Kathy Jang at kjang@cbcfsbay.org or (510) 790-0740, or visit www.cbcfsbay.org.

Mission Peak Fitness Announces Expanded Offerings

Mission Peak Fitness (MPF) is pleased to announce that it has expanded its class offerings to include more early, mid morning and lunch time classes. These offerings include a new core based workout called CX Works that is designed to reduce your waistline in time for the summer season. MPF has also added more bodypump and Yoga flexibility classes to the schedule -- perfect for the person who has limited time and is on the go. So if you are looking for that extra push to reach your fitness goals, MPF is the place for you. For class schedules and more information, visit missionpeakfitness.com.

In other exciting news, Mission Peak's CEO Vince Hall was recently interviewed by Bryant Gumbel for the HBO show Real Sports with Bryant Gumbel. The interview is a result of Vince's community work with the nonprofit organization National Junior Basketball Association, and it highlights the friendship between Vince and the Association's south Fremont chapter president through a difficult time. The interview will air March 19 on HBO.

Strategic Map and Scorecard Help USD Stay on Course

by Michelle Powell
Union Sanitary District

Union Sanitary District, the wastewater utility serving the Tri-Cities, uses a strategy map and balanced scorecard of performance measures to reinforce and implement their strategic plan. Like many companies, the District develops a strategic plan every 3-4 years. The planning process includes a review of the District's Mission; an environmental scan of external opportunities and threats along with internal strengths and weaknesses; and identification of key strategic issues. It is after this that USD's process differs from traditional strategic planning.

The District has adapted the use of a strategy map, a concept

developed by Robert Kaplan and David Norton of Harvard Business School. After determining the key issues facing the District, the Executive Team creates a strategy map of strategic objectives. The map describes each objective and, more importantly, shows the cause and effect relationships between objectives related to customers, finances, business processes, and employees. The map is used to set priorities and communicate strategic concepts with employees.

"The strategy map is a great visual aid for seeing USD's Mission and strategic objectives and how they interrelate, all in one place," says Richard Currie, USD's General Manager. "It is a valuable tool to use when planning because, at a glance, you can see whether your

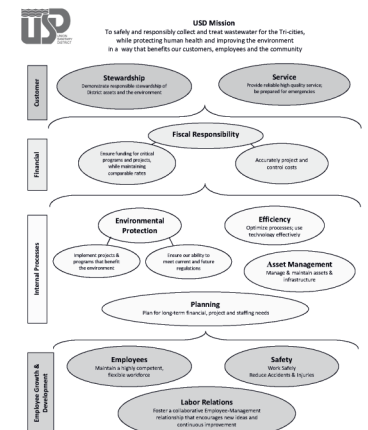
ideas, initiatives and performance measures fit into the organization's goals."

A balanced scorecard of measures tied to the strategic objectives is used to track progress. Measures and targets are developed for each objective and cascaded down the organization to the work teams. The tracking and reporting of measures is decentralized, with each work team responsible for their measures. Team measures either roll directly up into the district-wide measures or support a strategic objective. The teams review their performance and take corrective action if they are not meeting targets. The Executive Team does the same for the district-wide measures. Scorecard results are reported to the Board of Directors

each quarter at a public meeting.

The District has developed in-house expertise in strategic planning and performance measurement, so they do not need to rely on consultants. Donna Wies, USD's Quality Program Coordinator, facilitates strategic planning and manages the collection and reporting of performance measures. Attention to each quarter's results ensures that the strategic plan doesn't just sit on a shelf, but is used to lead and manage the District.

"Union Sanitary District has used a strategy map and balanced scorecard to implement our strategic plan since 2000," says Currie. "This had helped us to keep our rates low, achieve our stewardship objectives, maintain



compliance and provide award-winning service to Tri-City residents and businesses. We look forward to using these planning tools for many years to come."

Strategic Planning 101: Defining Your Success Model

by Bob Morris
Total Business Care, LLC

The importance of developing and using a business plan is widely accepted by business men and women in all types of organizations. Even with this common knowledge, few small business owners take the time to document business essentials in the simplest of formats.

The planning process is often seen as complicated and demanding, with limited long term value because of constant change within the business. The urgency of the moment takes priority over the long term essential.

And business plans, whether strategic or operational or a combination, come in many shapes and sizes with different authors and purposes.

So what is the small business

owner to do that will give him or her greatest benefit in the future? Stated in the fewest words: "Start and stay simple" by completing in thought, and then simply documenting, the following five actions.

1) "Begin with the End in Mind." Stephen Covey made business planning simple when he stated his second of seven habits of highly effective people. Document in the fewest words your vision of what you wish your business to become. Follow this with the mission of your business by defining what it is to do and the customers it is to serve or product it is to produce. Lastly, state the values to be exercised in your firm.

2) "Define How You Will Win." The concepts of the general will win the war. Strategy in its simplest

is a definition of "how" your business will overcome competition, complete a significant challenge or continue to grow. It defines "how," through your mission, you will reach your vision. Strategy can impact one or all business functions and is best defined in a skeleton business model. And an evaluation of alternatives is a must!

3) "Recognize the Game is RESULTS." And spelled in capital letters!! Desired goals or objectives in most management systems should be quantified in terms of measurable outcomes but need not be if a combination of "hard" and "soft" goals are defined. Hard goals are goals best quantified in outcomes like clients, orders or dollars. Soft goals are for those outcomes with a critical time requirement for start or completion.

4) "Make Happen the Work to be Done." Thought without action is fantasy. Documenting a prioritized "To Do" list makes happen the actions necessary to achieve the results that are desired. When consistent with the strategy, your business is driven through its mission toward your vision. Typically, only one half of one's "To Do" list is completed in the period defined. Without prioritized actions and communications, there is no leadership.

5) "Measure Twice and Cut Once." As a craftsman, a carpenter dare not err in cutting and fitting the pieces of his workmanship together into a fine cabinet made of hardwood. Likewise, one cannot manage a business without measuring results. An owner best set financial and operational targets, compare actual results and

conduct business reviews. And not just once, but repeatedly, to be certain that change and trends are as desired.

A small business owner can start by completing any one of the five actions listed or by blending all together to assemble a plan from "The Top Down" beginning with #1 or from "The Bottom Up" beginning with #5. Either way, give your business a "High Five" and success is better assured.

The staff of Total Business Care, LLC has been providing general management and financial services to small business, nonprofits and professionals for the last 27 years. View their website at www.totalbizcare.com or call (510) 797-8375 for more information.

Your Strategic Plan: A Guide for Business Decisions

by Nicole Mason
Peak Efficiency Professionals

A Strategic Business Plan that sets goals and strategies, including implementation plans, is only helpful if you follow through with business decisions that put the plan into action. Follow-through is where the Plan either cools in the proverbial "parking lot" or catches fire to strategically propel your business towards the goals you want to achieve.

All too often business plans get forgotten or ignored in the day-to-day frenzy of operating a business. Instead of using the Strategic Plan to handle the various demands of running a business, the demands often turn businesses into reactive enterprises. To ensure success and realize your vision and profitability, your business not only needs a Plan, it also needs execution on the Plan. Below are a couple of simple ways to stick to your Strategic Plan

and use it every day to make business decisions that will enable your business to reach its objectives.

Have a one-page summary of your plan someplace it will be seen every day.

This one pager is a practical tool you can use to implement your Plan. Strategic Business Plans typically have a lot of detailed information that is useful and necessary for very specific purposes, but only certain elements are relevant day-to-day. In businesses with multiple employees, most employees never even see the entire Strategic Business Plan. Having a one page document or visual with just the core elements of your Business Plan can align you and your employees in making decisions and taking actions that keep your business on target to reach its goals.

Looking daily at one page or a poster board or a PowerPoint slide

with the following elements serves as a quick reminder of what is important to the success of your business:

- Your vision - what you want your business to look like a few years in the future
- Your mission - the WHY behind your business
- Your goals - Think "SMART": specific, measureable, achievable, realistic and time bound
- Your strategies - the HOW for reaching goals
- Actions or implementation steps – how to DO or EXECUTE the strategies

These are the elements of the Strategic Plan that need to be in the front or top of mind every day when making business decisions. This focus will help your business operate intentionally, with tactics that track to your business strategy and the core values reflected in your vision and mission.

Stay focused on the goals and objectives in your Strategic Business Plan.

Think of business objectives or goals as really desirable destinations you are committed to reaching. In order to reach the destination, you will need to stay on a path that will get you there. The strategies in your business plan are the paths you selected as the best ones to reach your goal/destination. Accordingly, business decisions should support the actions identified in your plan to execute on those strategies, as well as help achieve the goals. Using the one pager as a guide will help ensure business decisions are taking your business further down the path to its goals instead of going another direction. Business decisions build the path as your business walks it. Consistently focusing on the goals in your Plan will enable you to determine if strategy changes are needed to

make effective course corrections, quickly and proactively. This focus will also highlight distractions that reduce productivity.

The daily habits of being reminded of your core Strategic Plan and focusing on your goals will help your business grow into your vision of its future.

Nicole Mason is the founder and principal of Peak Efficiency Professionals, business consulting and coaching for small businesses and entrepreneurs. She is a member of the State Bar of California and formerly the General Counsel of a NASDAQ listed technology company. Nicole can be reached by phone at 510.468.3802 or by email at peakpepconsultant@gmail.com, or visit www.peakefficiency.com. Peak Efficiency Professionals works with businesses to identify ways to increase profits and productivity, and helps expanding businesses and entrepreneurs develop and implement their plans.