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AT DEADLINE

Veteran Healthcare Executive Eyed for ARMC Director

A veteran healthcare executive who led the recent \$50 million turnaround of Riverside County Regional Medical Center is on tap to become the new director at San



Bill Foley

Bernardino County's Arrowhead Regional Medical Center.

The Board of Supervisors will be asked to approve a contract with William T. Foley, who has more than 40 years of experience in healthcare, holding positions such as managing
continued on page 7

MAIL TO:

Prosecutors Call Motions to Dismiss Colonies Case Disingenuous and Frivolous

In responses filed in San Bernardino Superior Court March 28 and unsealed on April 4, prosecutors reject the contention of indicted Rancho Cucamonga developer Jeff Burum's attorney that alleged prosecutorial misconduct, the withholding of evidence, the misstatement of facts in the indictment and failure to obtain the indictment in a timely manner require that the criminal charges Burum faces must be dismissed.



Jeff Burum

In May 2011, Burum, one of the two managing directors of the Colonies Partners, was indicted along with former San Bernardino County sheriff's deputies' union president Jim Erwin, former county supervisor Paul Biane and Mark Kirk, who was the chief of staff to count supervisor Gary Ovitt. According to that indictment, the four were involved in a conspiracy entailing the provision of bribes and an extortion scheme relating to the November 2006 settlement of a lawsuit brought against the county and its flood control division by the Colonies Partners over drainage issues at that company's Colonies at San Antonio and Colonies Crossroads residential and commercial subdivisions in northeast Upland.

That indictment superseded a *continued on page 5*

Rialto Airport Closure to Make Way for New Mixed Use Community

By Neil Nisperos, Inland Valley Daily Bulletin



Rialto Airport

Redevelopment of Rialto Airport land, which began a decade ago and slowed down considerably *continued on page 26*

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INLAND EMPIRE TAXABLE SALES HIT RECORD HIGH

Consumers in the Inland Empire are shopping, and spending, at local establishments at an exuberant pace, pushing taxable sales receipts to an all time high. Taxable sales in the region reached over \$15.7 billion in the fourth quarter of 2013 on a seasonally adjusted basis, representing a significant 5.2% increase over the fourth quarter of 2012.

From a long-term perspective, taxable sales in the Inland Empire have increased by 40.1% since the bottom of the recession, and now sit 1.6% above their previous all time high, set in the second quarter of 2006. Taxable sales growth in the Inland Empire matched the
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Guiding Principles Can Restore California's Promise

By Senator Mike Morrell

Since our country's earliest days, the American spirit has been defined by our overwhelming sense of optimism. This hope for a better future inspired the words set forth in our founding documents and is the same hope that drove settlers out west to California during much of the last century. I believe it fundamentally knits together our national identity.



Senator Mike Morrell

In recent years, however, I have become more and more concerned that our collective spirit has grown weary and pessimistic. A poll released in February found that only 28 percent of Californians have trust in our state government.

Based on my conversations with many of you, I would say it's not an inaccurate gauge of the mood out there. There is ample reason for this perception. Despite the many challenges facing our

state, the Legislature and Governor are stuck in a pattern of short-sightedness. Watching this cycle has been one of the most frustrating parts of my time in Sacramento.

They refuse to take on the long-term problems that threaten the well-being of future generations. For example, the majority party says our state budget is balanced. At the same time, the state has an outstanding debt of nearly \$10 billion borrowed from the federal government to pay unemployment benefits. We also have as much as \$350 billion in unfunded state retiree health care and pension obligations coming down the line – and that is a conservative estimate.

Combined with skyrocketing unemployment and high taxes, many have felt they had no other option but to pick up and leave. Between 2004 and 2012, California experienced an out-migration of approximately 720 thousand people – about 2 percent of our average population over that time period. Of those, 163 thousand were under the age of 16, suggesting many families left.

As a result, California lost approximately \$21 billion in adjusted gross income between 2004 and 2010, primarily to surrounding states, with Arizona and Texas leading the list of recipients. These facts alone should be enough to send a clarion warning to the establishment in Sacramento that many of our state's laws are out of whack. Or, at least, you would think.

Ballooning debt, families uprooting and leaving the state – while all disturbing, these signs are just indicators of a much deeper problem. They all point to the fact that California has slowly slipped away from the first principles of a limited government that established our nation. The founders set to paper ideals by which a society needed to live if it would thrive and prosper.

To achieve it, nearly two and a half centuries later, liberty and freedom must again be at the forefront. Although these principles have never left the minds and souls of the American people, our government seems to have forgotten them.

Consider that since California voters approved so-called “temporary” taxes in 2012, liberal legislators continue to push for even more. They would raise taxes on consumer goods like gasoline and soda as well as target employers

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REAL ESTATE NOTES

1900-ACRE SOCAL RESORT SITE LOOKING FOR A GOOD DEVELOPER

A rare SoCal development opportunity has come on the market. The property is the Arrowhead Springs resort site. It consists of roughly 1,900 acres of land, including the historic Arrowhead Springs Hotel, which was recently annexed into the City of San Bernardino. Currently there is 240k square feet of existing buildings including the historic hotel, spa resort, village dormitories, 11 bungalows (each named after a famous celebrity), chapel, pool and maintenance buildings.

The City of San Bernardino has already approved development on the site for more than 1,350 residential units, an additional 808k square feet of commercial space and conference facilities and 199 acres for a public golf course. The commercial space entitlements include 200k square feet of retail shops and restaurants, 200k square feet for a new, 300-room hotel and 250k square feet for a corporate office complex.

Arrowhead Springs is surrounded on three sides by the San Bernardino National Forest and has a spectacular valley view to the south across the Inland Empire. With the recent extension of the 210 Freeway, the property is now strategically located within several miles of major freeways including the 210, I-10, and I-215. In addition, a new Million Air terminal has been constructed and is operational at San Bernardino International Airport, which is located only eight miles from the property.

Throughout its history, Arrowhead Springs Hotel was a hangout for big name celebrities like Spencer Tracy, Lucille Ball, Clark Gable, Eleanor Roosevelt, Humphrey Bogart, Danny Thomas, Jerry Lewis and Judy Garland. Elizabeth Taylor spent her honeymoon in the penthouse at age 17 with Nicky Hilton. Designed by renowned architect Paul Williams, the distinctive original Art Deco elements of the Arrowhead Springs Hotel are closely reminiscent of the legendary Beverly Hills Hotel. The swimming pool was named after Esther Williams, whose movies were shot on-site.

Tom Turley and his team at Jones Lang LaSalle have the marketing assignment for this very unique listing. “The amount of interest we’re receiving from developers and investors alike is remarkable. They see the potential and are scrambling to get in on the ground floor,” said Turley. “Not only does this site have an amazing history and offer a prime location, it also features available infrastructure and unparalleled amenities, including the natural resources of mountain spring water, natural hot springs and 1,400 acres set aside as protected watershed and nature reserve.”

388K-SQUARE-FOOT TROPHY RETAIL CENTER IN CHINO HILLS PUT ON THE MARKET

The Shoppes at Chino Hills, a 388k-square-foot, trophy lifestyle center located in Chino Hills, has been put on the market. An asking price was not given out.

The Shoppes is being sold by a private Southern California-based investment group that acquired the asset for \$94.5 million back in mid-2010. The property, which includes 60k square feet of office space, was purchased at the time on a free and clear basis from a bank consortium group led by Bank of America. A year later, in mid-2011, the investment group obtained a 5.2 percent, 10-year fixed-rate loan on the property through Citigroup Global Markets Realty Corp.

The Shoppes at Chino Hills was originally developed at a cost of \$135 million by Opus West in 2008.

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Quotations on Women

The first time Adam had a chance, he laid the blame on women.
Nancy Astor

The hardest years in a woman’s life are those between 10 and 70.
Helen Hayes (at 83)

The trouble with some women is that they get all excited about nothing—and then marry him.
Cher

Behind almost every woman you ever heard of stands a man who let her down.
Naomi Bliven

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COMMENTARY

Which Financial Paperwork to Keep and Which to Toss?

These are general guidelines for retention of important personal and financial documents. Keep in mind that they are guidelines and may vary depending on your personal situation. In some situations longer retention may be required. Please consult with your Thrivent Financial representative and as appropriate your attorney and/or tax professional for additional information.

Only four in 10 people can find a financial document they need at a moment's notice, according to a 2010 *Consumer Reports* poll, which means six of us waste a lot of time sifting through piles. Storing documents electronically grows more and more popular as scanners are so accessible, but as the poll suggests, most people don't know where to retrieve the data.

Getting organized offers its own rewards, but maybe you simply don't know what you should keep and what you can toss. So, how long should you keep this stuff? Read on. And remember to shred documents you're discarding that contain confidential information.

- Toss paid bills at your discretion (some people get a kick out of comparing old heating bills with their current one). But keep receipts for big purchases (computers, furniture, jewelry and whatnot) indefinitely for warranty and insurance purposes.

- If you make charitable donations via credit card, keep those statements to support the income tax deduction. Electronic statement delivery makes it easy to save them.

- Keep paycheck stubs until you receive your annual W-2.

- Purge bank statements every few years if you actually get paper copies from your bank. Most banks offer them online and you can find them there if you need them.

- Pitch monthly/quarterly investment and retirement plan statements annually, but keep year-end statements and other records as long as you own the securities. Better yet, sign up for electronic statements if they are offered.

- With insurance policies that you renew each year, such as home, apartment and automobile, keep the most current contracts and dispose of older ones.

- Keep non-deductible IRA records to prove you already paid income taxes on the contributions.

- Save tax returns indefinitely and supporting documents for six years. The IRS has three years to audit you and six to challenge under-reported income. But if the Social Security Administration says you didn't work 15 years ago, pulling out your tax returns is one way to prove you did.

Take Action Tip for Today

Store wills, trusts, powers of attorney, birth, marriage and death certificates, adoption and custody papers, life insurance contracts, car titles and property deeds in a safe-deposit box (not in that stack of magazines in your bathroom). It can take months to replace lost originals, and the resulting frustration will far outweigh the organizational effort. Electronic copies will work for quick reference but won't make them legally useful, in most cases.

More Resources



William J. "Bill" Cortus

Prosecutors Call... February 2010 indictment that had named Erwin and former supervisors Bill Postmus. Postmus in March 2011 pleaded guilty to the charges in the earlier indictment and then turned state's evidence, serving as the star witness before the grand jury that indicted Burum, Erwin, and Kirk. Postmus had joined with Biane and Kirk's boss, Fourth District County Supervisor Gary Ovitt, in approving the November 2006 \$102 million settlement of the lawsuit brought by the Colonies.

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According to prosecutors, Burum and Erwin, with the assistance of public relations consultant Patrick O'Reilly, had extorted Postmus and Biane by threatening to print and send out prepared mailers which exposed Postmus, who was then the chairman of the board of supervisors and the chairman of the San Bernardino County Republican Central Committee, as a drug addicted homosexual, and Biane, the vice chairman of the board of supervisors and the vice chair of the Republican Central Committee, as insolvent and on the brink of bankruptcy. Those mailers ultimately were never sent out to voters. Instead, after Postmus, Biane and Ovitt approved the settlement, Burum and his company made four \$100,000 donations to political action committees controlled by Postmus, Biane, Kirk and Erwin. Kirk was paid, prosecutors allege, for convincing Ovitt to support the settlement.

The case at every turn has proven quite contentious, with several demurrers challenging the sufficiency of the charges filed with the trial court having been granted, those rulings appealed to the appellate court and upheld, and the appellate court's decision appealed to the California Supreme Court, which reinstated the charges against the defendants.

In January, Burum's attorney, former federal court judge Stephen Larson, filed a series of four dismissal motions in which he maintained the prosecution withheld exculpatory evidence from the grand jury, improperly formulated charges against Burum, and deliberately misled the grand jury, waited beyond the statute of limitations to lodge the charges against Burum and engaged in prosecutorial misconduct when investigators were dispatched to "raid the defense camp" by serving a search warrant in January 2013 at the private investigative firm Thomas Dale & Associates, which had been hired by Larson's law firm to monitor Postmus to determine if he was still involved in the use of illicit drugs.

Larson alleged that prosecutors and district attorney's investigator Eric Bremner seized hundreds of pages of attorney-client privileged documents during their search of Thomas Dale & Associates, spuriously justifying the search by alleging that the private investigations firm had hired an Alabama woman to hack Bill Postmus' cell phone.

With regard to Larson's contention that the statute of limitations had elapsed when charges were filed under the indictments, the prosecution maintains the charges against Burum and the others were filed within four years after the crimes alleged were either committed or discovered by law enforcement. Prosecutors further maintain that Larson's contention that there were numerous indications in the form of court filings challenging the settlement, statements by officials and newspaper accounts giving notice of the crimes alleged does not establish that law enforcement agencies had been provided with legal notice that the crimes in question had occurred.

In general and specific, the newspaper accounts and statements by officials amounted to little more than rumors or unreliable reports, the prosecution said. "As a matter of law, rumors, accusations and speculation are insufficient to give notice of a crime for the purposes of the statute of limitations. Burum failed to present even one item of evidence giving

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Environmental Companies Serving the Inland Empire

Listed Alphabetically

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	Company Name Address City/State	Billings (\$ Millions) 2013	Regional Breakdown % or \$ (Millions) L.A./O.C./I.E.	Yr. Founded Headquarters No. Employees	Specialties	Clientele	Top Local Exec. Title Phone/Fax E-Mail Address
1.	Aerial Information Systems 112 First St. Redlands, CA 92373	\$1.4		1975 Redlands 30	Geographic Information, Data Base Creation, Automation, ANA Analysis	Government, Cities, Utility, Companies, Private, Consulting Firms	Toshie Harnden President (909) 793-9493/798-4430 www.aisgis.com
2.	TRC 21-A Technology Dr. Irvine, CA 92618	WND	25% 60% 15%	1981 Irvine 85	Environmental Consulting Remediation Contracting Environmental Construction	Major Oil Companies Aerospace, Municipalities Local Govt. Agencies	Chris Vincze President/CEO (978) 970-5600/453-1995 cvincze@trcsolutions.com
3.	Group Delta Consultants 4201 Santa Ana St. Ontario, CA 91761	\$8.3	25% 60% 15%	1954 Anaheim 100	Due Diligence, Asbestos & Lead Surveys, Environmental Construction, Soil & Groundwater Assessments City & County Agencies	Retail Chains, Commercial & Industrial Developers, Fiber Optic & Cell Phone Providers	John Thune Env. Manager (909) 605-6500/605-6502 john.thune@amec.com
4.	Applied Planning, Inc. 5817 Pine Ave., Ste. A Chino Hills, CA 91709	\$1.2 0%	0% 0% 100%	1997 Ontario 7	Environmental Documentation, Cultural & Biological Developers Resource Management	Public Agencies, Principal	Ross Geller Principal (909) 937-0333/937-0341 rgeller@appliedplanning.com
5.	ATC Associates Inc. 25 Cupania Cir. Monterey Park, CA 91755	WND	WND		Industrial Hygiene, Asbestos/Lead/Hazardous Materials Management, Indoor Air Quality Investigations, 52 Microbial Investigations (Mold & Bacteria), Environmental Health & Safety, Storm Water Management	Public & Private Sector So. Cali. Director of Business Development	David Masuda (323) 517-9655/517-9781 david.masuda@atcassociates.com
6.	Brickley Environmental, Inc. 957 W. Reece St. San Bernardino, CA 92411	\$9.7	10% 10% 80%	1980 San Bernardino 65	Hazardous Waste, Asbestos, Mold & Lead Abatement Specialists, Environmental Remediation	School Districts, Colleges, Hospitals, Municipalities, Contractors, Private Parties	Tom Brickley President (909) 888-2010/381-3433 brickleyenv@eee.org
7.	Tetra Tech 1360 Valley Vista Dr. Diamond Bar, CA 91765	WND	10% 35% 40%	1984 Diamond Bar 145	Solid Waste Planning & Engineering, Hazardous Waste Site Investigation & Remediation	Public Agencies, Industrial Firms, Developers	Bryan A. Stirrat President (909) 860-7777/860-8017
8.	C.H.J., Incorporated 1355 E. Cooley Dr. Colton, CA 92324	\$8.66	10% 10% 90%	1964 Colton 76	Environmental Phase I & II Assessments, Geotechnical Engineering, Geology, Construction Inspection and Testing	Lending Institutions, Private Developers, Government Agencies	Robert Johnson President (909) 824-7210/824-7209 mfoscolos@chjinc.com
9.	Chambers Group, Inc. 302 Brookside Ave., Ste. D Redlands, CA 92373	\$4	4.5% 3.0% 1.0%	1978 Irvine 80	Environmental Impact Assessments, Natural & Cultural Resources Management, Planning, Regulatory Compliance, GIS Services	Private Businesses, Industries, Government Agencies, Education, Mining	Jim Smithwick Vice President (909) 335-7068/335-6318 cneslage@chambersgroupinc.com
10.	Converse Consultants 10391 Corporate Dr. Redlands, CA 92374	\$25	50% 20% 20% 10%	1926 Pasadena 324 (San Diego)	Environmental Geotechnical Engineering, Site Investigation, Remediation, Asbestos, Air Quality, Geological & Hydrogeological Studies, Soils & Materials Testing	Commercial/Industrial/ Residential Financial Institutions Local State and Federal Agencies	Hashmi Quazi Regional Manager (909) 796-0544/796-7675 hquazi@converseconsultants.com
11.	Earth Systems Southwest 79811 Country Club Dr. Indio, CA 92203	\$7.6	5% 10% 85%	1969 Indio 54	ESAs, Phase II's, PEAs, Hydrogeology, Geotechnical Engineering, Materials Testing, Construction Monitoring	Engineers, Developers, Schools, Indian Tribes	Scott Stormo President (760) 345-1588/345-7315 sstormo@earthsys.com
12.	AECOM 1461 E. Cooley Dr., Ste. 100 Colton, CA 92324	\$1.3	16M	1970 Long Beach 7,000	Environmental Studies/Remediation Hazardous Waste Management, Ordnance Services, Water/Wastewater Transportation, Construction Management	Department of Defense Utilities Commercial Industries Municipalities	na (714) 567-2501/424-1924 www.aecom.com
13.	Gabriel Environmental Services P.O. Box 1161 Redlands, CA 92373	\$1.5	30% 10% 60%	1991 Redlands 10	Environmental Consulting, Asbestos Mold, Phase I's, Phase II's	Property Management Companies, Banks, Developers	Hani Gabriel Principal (951) 545-0250/790-4371
14.	Jorgensen Environmental 12505 N. Main St., Ste. 212 Rancho Cucamonga, CA 91730	\$9	10% 35% 40% 15% (other)	1988 Rancho Cucamonga 35+	Regulatory Compliance, New Facilities, Risk Assessment, Site Assessment, Permitting, Power Plants, Indoor Air Quality	Industry, Power Plants, Law Firms	Daren Jorgensen President (909) 483-3300/494-7523
15.	Kleinfelder, Inc. 1220 Research Dr., Ste. B Redlands, CA 92374	WND WND WND	WND WND 1900	1961 San Diego 1,650	Geotechnical & Environmental Engineering Professional Services	Public Agencies, Developers, Schools	Joseph Aldern Inland Empire Regional Mgr. (951) 801-3681/792-1704 jaldern@kleinfelder.com
16.	Leslie Irish 700 E. Redlands Blvd., Ste. U Redlands, CA 92317	\$1.2	0% 0% 100%	Riverside 8	Archaeology, Biology, Paleontology	Utilities, Developers, Tribal Government	Leslie Nay Irish na (951) 681-4929/681-6531 lirish@ilenvironic.com

N/A = Not Applicable WND - Would not Disclose na = not available. The information in the above list was obtained from the companies listed. To the best of our knowledge the information supplied is accurate as of press time. While every effort is made to ensure the accuracy and thoroughness of the list, omissions and typographical errors sometimes occur. Please send corrections or additions on company letterhead to: The Inland Empire Business Journal, P.O. Box 1979, Rancho Cucamonga, CA 91729-1979. Copyright 2014 by IEBJ.

Real Estate...*continued from pg. 3*

Located at 13800-13920 Village Center Drive in Chino Hills, the property is part of a larger master-

planned project that includes the Chino Hills Civic Center, Chino Hills City Hall, Chino Hills Police Station and the public library.

The 94 percent leased property was designed by Altoon + Porter architects. The Shoppes at Chino Hills features outdoor shopping along landscaped streets and store-adjacent parking. One component of the project was designed as a pedestrian-only promenade with shaded seating areas and fountains. The center is anchored by XXI Forever, H&M, Trader Joes, Banana Republic, Victoria's Secret and Barnes & Noble.

Ryan Gallagher, Bryan Ley and CJ Osbrink of HFF have the listing on behalf of the seller. HFF handled the prior sale of this property in 2010.

"This is a true trophy asset with enormous curb appeal and a great line-up of tenants. It is centrally located and well known within the region as a top tier shopping destination," said Gallagher.

ALDI TO BUILD 850K-SQUARE-FOOT SOCIAL REGIONAL DISTRIBUTION CENTER IN MORENO VALLEY

ALDI, a national grocery chain, has acquired a 55-acre site in Moreno Valley, with plans to build an 850k-square-foot SoCal regional headquarters. Batavia, IL-based ALDI recently announced plans to open 650 new stores nationwide over the next five years.

The site, located east of the 215 Freeway at Redlands Boulevard, offers high visibility from the 60 Freeway. The new distribution center will service approximately 200 stores in the Southern California area. Currently, ALDI operates nearly 1300 stores in 32 states, primarily from Kansas to the East Coast.

David Prior, SIOR, Todd Taugner, SIOR, and Frank Schulz, SIOR, of The Klabin Company represented ALDI, in concert with Raymond Walker, SIOR, of Atlanta, GA, who provided consulting services for ALDI. Henry Steipel of Costa Mesa-based Garrett, DeFrenza & Steipel, LLP provided legal services on real estate matters to ALDI. Jeff Ruscigno of Lee & Associates represented Ridge Property Trust, the seller.

JOHNSON CAPITAL ARRANGES \$8.6 MILLION ON CLAREMONT OFFICE ASSET

Geoffrey Arrobio, senior vice president in Johnson Capital's downtown Los Angeles office, arranged an \$8.6 million loan secured by a 79.8k-square-foot office property located on the Keck Graduate Institute (KGI) Applied Life Science Campus in Claremont.

The two-story, single-tenant building is known as the Technip Building after its tenant, Technip North America, a world leader in project management, engineering and construction for the energy industry with 40,000 employees in 48 countries. The building is owned by the Institute and the tenant recently signed a new 10-year lease at this location. It was built in 1983 on 7.75 acres in the southwest portion of the campus and includes 168 parking spaces.

The new 10-year loan has a fixed interest rate in the mid-5% range and has a 25-year amortization schedule. The financing was provided by EverBank. KGI plans on utilizing the proceeds to expand its on-campus pharmaceutical program.

The Keck Graduate Institute was founded in 1997 and is the only American graduate institution devoted to bioscience education and discovery. KGI is the seventh and newest member of the Claremont College consortium. There are four buildings including the subject property on the KGI Campus.

Commenting on the transaction, Arrobio said, "The challenges to this deal were the single-tenant

*continued on page 24***EXECUTIVE NOTES****CONSTRUCTION BEGINS AT PALM SPRINGS HEALTH & MEDICAL INNOVATION CENTER**

The sounds of progress are humming at the Health & Medical Innovation Center, an incubator for high-tech healthcare startups such as medical device companies at the Coachella Valley iHub's Palm Springs Accelerator Campus. "The changes occurring in healthcare are going to create new markets for the delivery of medicine, and this facility will put us at the forefront of that," says Joe Wallace, managing director of the Coachella Valley iHub network. "The businesses operating in the Health & Medical Innovation Center will create good-paying jobs that require a high level of skill for the future workforce of the Coachella Valley."

Many public and private partners have joined the Coachella Valley Economic Partnership to bring the center to life. They include the City of Palm Springs, which has invested more than \$1 million for the campus construction and operation; Desert Healthcare District, which contributed \$500,000 to the Health & Medical Innovation Center; Wells Fargo, which donated \$100,000 for the campus; Agua Caliente Band of Cahuilla Indians, which is donating construction consulting services throughout the build-out of the campus and the center; Penta Building Group, which is donating a portion of the construction; and Mike McAuliffe of McAuliffe & Co. Architects of Palm Desert.

COACHELLA VALLEY EYES TURN TO TESLA

The Coachella Valley Economic Partnership is among a chorus of proponents urging Tesla Motors to consider the resource-rich Salton Sea region for its lithium-extraction plant that will supply the juice for hundreds of thousands of lithium-ion batteries the company intends to produce by 2020. "CVEP believes the advantages of our location for the battery plant should keep all Tesla manufacturing in California," CVEP CEO/President Tom Flavin said in a letter to Tesla CEO Elon Musk. "The Coachella Valley offers many of the things Tesla Motors needs to have a successful plant."

Flavin explained that the extraction process of lithium from brine at geothermal sites is a low-cost and environmentally responsible method of lithium production, and also touted easy freeway and rail access, a ready workforce, and robust housing options for employees.

"When all of the business amenities are considered, from cost-effective raw materials to access to Tesla's factory and its markets, it is hard to imagine any other location could compete with the Coachella Valley as the optimum place for the Tesla's new battery manufacturing facility," Flavin said, adding that he also has been in touch with officials at Riverside and Imperial counties, while Assemblyman V. Manuel Perez had urged the Governor's Office of Business and Economic Development to "reach out to Tesla and make a case for it to remain in California, and particularly the benefits of situating its facility near the Salton Sea."

Veteran Health...*continued from pg. 1*

director, president, and chief executive officer of several large health care systems across the United States.

In addition to serving as managing director of Huron Healthcare working on the Riverside County project, Foley recently served as chief executive officer for the Cook County Health and Hospitals System in Chicago.

"Arrowhead Regional Medical Center is one of the region's largest hospitals. More than 258,000 outpatients relied on ARMC for service last year. Our county

continued on page 20

DUFF & PHELPS/INLAND EMPIRE BUSINESS JOURNAL STOCK CHART

THE LOSERS

Top five, by percentage

Company	Current Close	Beg. of Month	Point Change	%Change
CVB Financial Corp.	14.73	15.90	-1.18	-7.4%
Provident Financial Holdings, Inc.	14.40	15.42	-1.02	-6.6%
American States Water Company	31.12	32.29	-1.17	-3.6%
Monster Beverage Corporation	67.23	69.45	-2.22	-3.2%
Simplicity Bancorp, Inc.	17.15	17.60	-0.45	-2.6%

	Ticker	4/21/14 Close Price	3/31/14 Open Price	%Chg. Month	52 Week High	52 Week Low	Current P/E Ratio	Exchange
American States Water Company	AWR	31.12	32.29	(3.6)	33.09	25.07	19.3	NYSE
CVB Financial Corp.	CVBF	14.73	15.90	(7.4)	17.48	10.29	16.2	NASDAQGS
Monster Beverage Corporation	MNST	67.23	69.45	(3.2)	75.63	50.75	34.5	NASDAQGS
Simplicity Bancorp, Inc.	SMPL	17.15	17.60	(2.6)	18.43	14.02	21.5	NASDAQGS
Provident Financial Holdings, Inc.	PROV	14.40	15.42	(6.6)	18.62	14.12	11.5	NASDAQGS

Notes: (H) - Stock hit fifty two week high during the month, (L) - Stock hit fifty two week low during the month, NM - Not Meaningful

Five Most Active Stocks

Monster Beverage Corporation	21,752,880
CVB Financial Corp.	6,641,830
American States Water Company	1,730,710
Provident Financial Holdings, Inc.	412,190
Simplicity Bancorp, Inc.	202,150
D&P/IEBJ Total Volume Month	30,739,760

Monthly Summary

4/21/14

Advances	0
Declines	5
Unchanged	0
New Highs	0
New Lows	0

Duff & Phelps, LLC

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Founders of Cardenas Markets to Receive Honorary Doctorate

The California State University Board of Trustees has voted to award honorary doctorates of humane letters to philanthropists and business icons Jesus (posthumously) and Liz Cardenas, founders of the Cardenas Markets chain. The awards ceremony will occur during the College of Business and Public Administration Commencement on Saturday, June 14th at 3:45 p.m.

The official announcement was made during the fourth annual Inland Empire Hispanic Leadership Council Gala, which was held at the Cardenas' home. The Cardenas will join Hardy Brown Sr., who will receive an honorary doctorate of humane letters during the College of Arts and Letters Commencement ceremony.

The Cardenas' story is a classic example of the American dream. They opened their first store in Ontario in 1981. From there, Cardenas Markets has evolved into one of the most successful privately owned Hispanic companies in the



Luz Cardenas

Inland Empire, with 30 stores in Southern California and Nevada and more than 3,000 employees.

Just as important, Jesus and Luz have been strong advocates of education, health and anything that benefits the quality of life in the community. The family established the Cardenas Markets Scholarship Foundation Inc., which has served as one of the Inland Empire's leading philanthropic organizations, supporting programs at CSUSB as well as Mt. San Antonio College, Chaffey College, College of the Desert and Imperial Valley College.

The Cardenas Scholarship Foundation has also supported the Esperanza Scholarship Foundation, the Inland Empire Scholarship Fund and Mexican American Grocers Association Scholarship, all organizations mentoring and assisting students to achieve academic success.

It is a great day for the Cardenas family and CSUSB.

JOB OF THE FUTURE REVEALED FOR SAN BERNARDINO AND RIVERSIDE COUNTIES

Report shows regional economic and industry growth

The County of San Bernardino announced occupations that will be in high demand over the coming years in San Bernardino and Riverside counties.

The Economic Trends and Forecasts Report lists sectors that will see the largest growth and pinpoints 75 specific careers that are predicted to see an increase. The report, compiled by Chmura Economics and Analytics, commissioned by the County of San Bernardino Workforce Investment Board, was presented on Wednesday, April 9 to representatives from the region's business community.

The report recommends actions to expand the supply of locally trained and credentialed workers and that the type of intervention needed to strengthen the talent pipeline will vary between the occupations. Additional outreach may be required, for example, in communities with low-education attainment to foster greater interest in key fields.

Key findings of the report are as follows:

- Three broad sectors

primed to create the bulk of jobs over the next three years are healthcare, transportation and warehousing, and construction.

- In the longer term, the Inland Empire has four industry clusters that are likely to expand employment in excess of 3% per year over the next decade. These industries—utilities, professional services, healthcare, and construction—represent about one-fifth of the total employment in the region and are likely to expand faster than the overall pace of job growth in California.

- Over the next 10 years, job growth in the Inland Empire is expected to be reasonably balanced with greater than 2% annual expansions across job cohorts, regardless of educational requirements.

- About 60% of occupations with the highest projected gaps over the next 10 years will require postsecondary education. About one quarter of these occupations are likely to require a STEM-related (Science, Technology, Engineering, and Math) degree or specific training in a health-care field.

- In the case of gaps related to positions that require only short-term on-the-job training, it is likely that the Inland Empire economy will not suffer from widespread skill-shortages, but there is a need to facilitate the transition of workers from declining industries—such as low-value-added food service—into higher-level service sector jobs that are likely to be growing rapidly over the next decade—such as home-health aides, HVAC technicians, and market research analysts.

- The region may need to 'import' graduates in trades such as business and finance, education, architecture and engineering. This may be an opportunity to encourage residents who have moved out of the area for education back here for employment.

- The Inland Empire's population will grow much faster than the state and nation over the next decade – in the last 10 years it grew at 2.2% compared to 1% statewide and nationally. This will help the region's long-term economic prospects.

- Housing prices are on

the rise. Foreclosures could represent less than 5% of all sales by the end of 2014 in both San Bernardino and Riverside Counties.

- Perhaps most importantly, housing prices have bottomed out and are slowly, but steadily, moving upwards.

- Building permits, a leading indicator of economic activity, should maintain at double-digit expansion over the next two years and are projected to beat the statewide norm.

Sandy Harmsen, executive director for the Workforce Investment Board, relies on economic reports like this one as a key resource. She said, "planning for market change is imperative for the Workforce Investment Board. The Board is composed of our region's top business leaders who know the climate of business in the local area. The Economic Trends and Forecasts Report allows our board to assess current and future industrial trends and develop programs best suited to drive economic growth and job creation in our county."

Prosecutors Call... notice of the gist of this case: Burum bought three crooked votes with bribes," the prosecution's response states. Furthermore, according to prosecutors, "as a matter of law, there is no evidence whatsoever that the victim had knowledge of the charged crimes at a time outside the statute of limitations." In his motion for dismissal based on statute of limitations considerations, Larson suggested that county auditor controller Larry Walker in November 2006 had communications with law enforcement officials and others that constituted legal notice with regard to the alleged criminality involved in the case.

The prosecutors acknowledge that, as stated in Larson's motion, Walker was concerned that there was something inappropriate about the settlement and he asked county counsel about it before cutting a \$22 million check to the Colonies Partners, which was the first installment on the \$102 million settlement. He also placed a call to the California Attorney General's Office. Eventually, Walker was advised by county counsel that the \$22 million payment had to be made "even though there may be a concern that it could constitute a gift of public funds."

Prosecutors produced communication from county counsel to Walker at the time which stated "Neither this office nor any of the special outside counsels engaged to assist the board on the Colonies matter have ever opined that approval of the settlement by the board would be an unlawful or illegal action." Thus, prosecutors in their March 28 filing asserted "Burum not only failed to point out any evidence that Mr. Walker had notice of bribery (or any crime), but the evidence Burum cited – when put in context – proves the opposite.

"In short, with respect to all public officials, the evidence is clear: they suspected a bad deal under questionable circumstances. As a matter of law, that is insufficient to give constructive notice of the charged crimes." Prosecutors contested Larson's assertions that exculpatory evidence had been withheld from the grand jurors. Prosecutors said "the information contained in the grand jury report is of marginal relevance, and to the extent it is exculpatory, the evidence came in through other witnesses."

With regard to Larson's charge that the prosecution had engaged in prosecutorial misconduct, the prosecution counter-asserted, "This court should not

continued on page 31

Employment Services/Agencies

Ranked by Number of Offices in the Inland Empire

continued on page 17

	Company Name Address City, State, Zip	Offices I.E. Companywide	Employees I.E. Prof. Recruiters Yr. Estab. I.E.	# of Searches/Year Search Area	Avg. Candidate Salary Range Type of Search Fee	Services	Top Local Executive Title Phone/Fax E-Mail Address
1.	AppleOne Employment Svcs. 26580 Ynez Rd., Ste. B Temecula, CA 92591	14 200+	69 N/A 1964	WND N/A	Varies	Temporaries, Full-Time Clerical, Technical, Light Industrial, Payroll, Drug & Background Screening	Lisa Dana Branch Manager (951) 296-5430/296-6733 www.appleone.com
2.	Labor Ready 4439 Mission Blvd., Ste. G Montclair, CA 91763	9 850	50 2 1986	N/A	No Hiring Fees	On Demand, Temp to Hire, Staffing, In Industrial, Construction, Manufacturing, Warehouse/Logistics	David Williams Sales Manager (909) 883-6869/465-6477 dnwilliams@laborready.com
3.	Kimco Staffing, Inc. 4295 E. Jurupa St., Ste. 107 Ontario, CA 91761	8 26	24 15 1986	20,685 I.E.	Varies by Skill \$10.25 Contingent	Clerical, Administration, Industrial, Technical, T-H, O-H	Rachel McGavrey Branch Manager (909) 390-9881/390-9886 www.kimco.com
4.	Staffmark 3847 S. Pierce St., Ste. H Riverside, CA 92505	8 300	35 35 1969	2 Million 30 States	Varies by Skill	Clerical/Admin., Acctg., Technical, Light Industrial, Temp/Temp to Hire, On Site Service, Direct Placement	Melissa Kaufman Branch Manager (951) 351-4192/274-0417 www.staffmark.com
5.	Adecco Employment Services 5483 Philadelphia St., Ste. B Chino, CA 91710	5 1,400	WND WND	WND 14 Countries	Varies by Skill	Clerical, Light Industrial, Accounting, Management, Technical, Temp. & Direct Hire	Melinda Campbell Regional VP (909) 464-0810/464-0838
6.	Manpower Inc. of San Bernardino P.O. Box 791 San Bernardino, CA 92402	5 4400	150 0 1959	WND	Varies by Skill	Temporary, Direct Hire, Training Assessment Services	Evelyn Wilcox President/Owner (909) 885-3461/885-9969 manpower@manpowersb.com
7.	Select Personnel Service 2171 S. Grove Ave., Ste. G Ontario, CA 91761	7 50	WND 60 1990	N/A	Varies	Industrial, Clerical, Management, Technical, etc.	Maggie Munoz Manager, Ontario Branch (909) 930-0555/930-0561 maggiemunoz@selectstaffing.com
8.	Princeton Corporate Consultants 420 W. Baseline Rd., Ste. C Claremont, CA 91711	3 3	6 6 1977	WND Nationwide Standard-33 1/3%	\$60,000	Medical Devices Pharmaceuticals Plastics	Howard Tarlow Office Manager (909) 625-3007/621-0315 www.princetonconsultants.com
9.	Robert Half Accountemps 3633 Inland Empire Blvd., Ste. 955 Ontario, CA 91764	2 250	22 5 1996	WND Worldwide Contingency	Varies by Skill	Temporary, Temp-to-Hire, Full-Time, Specialized Financial Staffing	Joy Alexander Branch Manager (909) 945-2292/945-2299
10.	Advantage Staffing 130 S. Mountain Ave., Ste. K & L Upland, CA 91786	2 188	10 7 1990	San Bernardino Riverside Counties Fee for Service	Varies by Skill Contingent	Clerical, Financial/Acctg., Light Industrial	Paula Ipucha Branch Manager (909) 982-6566/949-9691
11.	Exact Staff, Inc. 10535 Foothill Blvd., Ste. 264 Rancho Cucamonga, CA 91730	2 13	1,000+ 50 1996	Varies All	Varies Varies	All	Carrie Roy Branch Manager (909) 476-9000/476-9033 croy@exactstaff.com
12.	Ajilon Professional Staffing 3800 Concoors Dr., Ste. 210 Ontario, CA 91764	1 150	10 10 1982	300 All I.E.	\$40-120,000 \$15,000	Temporary, Temp-to-Hire, Full-Time Placements in Accounting, Finance	Roscoe Bess Branch Manager (909) 466-8880/466-5470 roscoe.bess@ajilonfinance.com

N/A = Not Applicable WND - Would not Disclose na = not available. The information in the above list was obtained from the companies listed. To the best of our knowledge the information supplied is accurate as of press time. While every effort is made to ensure the accuracy and thoroughness of the list, omissions and typographical errors sometimes occur. Please send corrections or additions on company letterhead to: The Inland Empire Business Journal, P.O. Box 1979, Rancho Cucamonga, CA 91729-1979. Copyright 2014 by IEBJ.

Staff Leasing Companies Serving the I.E.

Ranked by Number of Offices in the Inland Empire

	Company Name Address City, State, Zip	Number of Offices: Inland Empire Companywide	2011 Revenue, I.E. Placements, I.E.	Year Established, I.E. Headquarters	Specialities	Top Local Executive Title Phone/Fax E-Mail Address
1.	Select Personnel Services 15371 Bonanza Rd. Victorville, CA 92392	8 50+	WND	1985 Santa Barbara	Clerical, Light Industrial, Engineering/Tech.	Steve Sorenson CEO (760) 245-1460/898-7111 www.selectstaffing.com
2.	Amvigor Staffing Services 1042 N. Mountain Ave., Ste. B-187 Upland, CA 91786	2 2	WND 20	1988 Upland	Engineering, Administrative, Clerical, Light Industrial, IT, Scientific & Technical	Vijay Telkikar Director (909) 920-5037/920-5040 amvigor1@yahoo.com
3.	Princeton Corporate Consultants 420 W. Baseline Rd., Ste. C Claremont, CA 91711	1 6	\$2,300,000 N/A	1986 Encino	Medical Device/Pharmaceutical	Howard Tarlow President (909) 625-3007/621-0315 www.princetonconsultants.com

N/A = Not Applicable WND - Would not Disclose na = not available. The information in the above list was obtained from the companies listed. To the best of our knowledge the information supplied is accurate as of press time. While every effort is made to ensure the accuracy and thoroughness of the list, omissions and typographical errors sometimes occur. Please send corrections or additions on company letterhead to: The Inland Empire Business Journal, P.O. Box 1979, Rancho Cucamonga, CA 91729-1979. Copyright 2014 by IEBJ.

MANAGEMENT

Is Employee Cynicism Killing Your Culture? Strategic Ways to Re-Configure It Around Trust

Hipness, snark, and cynicism are hallmarks of modern culture. But what about your company's culture? Forbes publisher Rich Karlgaard says employee cynicism is a red flag signaling a serious dearth of trust—and explains what you can do to fix it.

In an age of cynicism and irony, Northwestern Mutual is a throwback to a more innocent time. The company is the antithesis of “cool.” It has the kind of culture in which people embrace plain suits and sincere handshakes, take pride in wearing achievement ribbons, kick off conferences with patriotic music. It’s the very portrait of wholesomeness and earnestness—the Boy Scout of the insurance and financial services industry. There’s no place for hipster lingo, inside jokes about customers, snarky tweets.

Oh, and Northwestern Mutual has been in business for over 157 years and is worth \$25 billion in sales. It might not be hip to be square, but Forbes publisher Rich Karlgaard says it’s very good for business.

“Mocking irony, snark, and cynicism are very much in vogue, but they are also toxic to your company’s culture,” says Karlgaard, author of the new book, “The Soft Edge: Where Great Companies Find Lasting Success.” “Once cynicism gets a foothold in your culture, it spreads—just like an ill-advised tweet or blog post. You need to proactively fight it.”

Most of us can agree that cynicism is ugly. It trivializes the gravity of bad behavior and normalizes superior attitudes toward customers and, often, coworkers. But Karlgaard insists that widespread cynicism is also a red flag that something is seriously awry in your company. And that “something” centers on trust. “Cynicism is the defense mechanism of people who feel unsafe and powerless,” he explains. “It’s an expression of the uncertainty that comes from

working in an environment where ethics are lax, employees don’t feel valued, and information is withheld. When it thrives in an organization, it signals a lack of employee trust—a problem that’s gotten significantly worse over the last generation.”

The example of Northwestern Mutual makes it clear: Building trust is not just a nice thing to do. It’s a strategic thing to do.

“Trust underlies effective working relationships,” says Karlgaard. “It improves group effectiveness and performance. It underpins organizational credibility and resilience. All of these factors contribute to creating a sustainable competitive advantage, because trust attracts talent, strengthens partnerships, and retains customers.”

The good news is you can tap into the strategic power of trust by consciously shifting your company’s culture. Here’s how:

Know that trust has two dimensions: external and internal. First, there’s the external trust between an organization and its customers: Will a company stand behind its products? If something goes wrong, will they do the right thing? The second dimension is the internal trust between employees, managers, and top-level management. Do leaders keep their promises? Can employees speak up without censure? Do people have each other’s back (or stab them in it)? Generally, what’s true externally is also true internally. “When employees can trust leaders and each other, customers can trust employees,”

says Karlgaard. “And vice versa, of course. Cynicism cannot be eradicated if trust doesn’t extend in all directions. But know that you need to start internally, with the employees on whose commitment and engagement your success depends. If they don’t feel that they can trust your company with their careers, you’re in trouble.”

Get clear on what a culture of trust and earnestness looks like. No doubt your employees have (probably very strong) opinions on trust within your company and where they’d like to see improvements. Hold a company-wide summit where everyone can share those opinions and include an anonymous component like a suggestion box or survey. Get everyone’s input, from the C-suite to the custodian. Your goal should be to pin down exactly how a culture of trust translates to leader and employee behaviors.

“Ask, ‘Who do we want to be?’” says Karlgaard. “Identify the ways cynicism manifests—for instance, through snarky comments, manipulating customers, talking behind coworkers’ backs, and so forth. Then, together, establish some ground rules aimed at dissolving cynicism and promoting old-fashioned values.”

Then, get the “rules” in writing. Put the results of your trust summit in writing and ask all employees to sign this document. It should spell out actions like, “I will not badmouth customers,” or, “If I have something to say to an employee, I’ll say it to their face.” Some com-

panies have even gone so far as to prohibit blind cc’ing in order to promote a culture of trust.

“Of course you can’t simply outlaw cynicism and snark or talking behind someone’s back,” Karlgaard points out. “Trust can thrive only when employees are treated like the self-respecting adults that they are. However, you can ‘formalize’ values and ask people to abide by them. That’s the need these contracts serve. “Creating an official ‘standards of behavior’ document helps crystallize the attitude you’re hoping to cultivate,” he adds. “Just saying ‘let’s all be trustworthy now’ means nothing. Creating the document shows that your organization is willing to go beyond mere lip service. Plus, people are just more likely to abide by an agreement if they’ve signed their name to it.”

Let only “Boy Scouts” lead. (And Girl Scouts too, of course!) People will emulate leader behavior, whether it’s good or bad. It’s just human nature. Leaders who roll their eyes when a certain customer calls are giving permission for employees to be similarly disrespectful. Complain about your boss in the break room and you can expect to overhear your own team making fun of you as you approach the water cooler. The key is to hire and promote leaders who truly do live the values your company espouses.

“It doesn’t matter how intelligent, charming, or technically capable leaders are if they don’t uphold the agreed-upon values,” says Karlgaard. “The

continued on page 17

Money Talks!

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SALES AND CLIENT RELATIONSHIPS

Client Relationship RX: Seven Tough Clients and How to Win Them Over

They're not always smooth sailing, but most client relationships can be salvaged.

Andrew Sobel, coauthor of "Power Relationships," identifies some of the toughest types of clients—and explains what you can do to cope with them.

You're a master at the work you do. Unfortunately, you've got one client (or maybe more than one) who's so hard to deal with you can't get to a place where you can prove your value. Sound familiar? It should. From time to time, we've all struggled with a client who seems indifferent, constantly questions our judgment, or calls our cell phone demanding attention on a Saturday night. Even relationship experts like Andrew Sobel aren't immune.

"Early in my consulting career, I had a client who became downright abusive," says Sobel, coauthor along with Jerold Panas of "Power Relationships: 26 Irrefutable

Laws for Building Extraordinary Relationships" and the accompanying workbook, Power Relationships "Personal Planning Guide." "When we first met, he was relaxed, confident, professional, and even charming. But underneath that veneer he was a mean-spirited tyrant. As time passed, he became ever-more demanding and even vicious.

"One day, I walked into his office with a three-page memo I had written to summarize our conclusions," he recounts. "He noticed a typo on the second page and began angrily yelling at me. 'This is shoddy, unprofessional work,' he shouted across the table, his eyes bulging and

face turning red. 'How could you show this to me? This is totally unacceptable!' His rant continued for a full minute. I had no idea how to handle it."

Sobel, who was only 28 at the time, felt utterly trapped in the project. And while he admits this is an extreme case, he says difficult clients are everywhere, and most of us will, at some point, have to deal with them. The good news is you can often connect with these people and even turn them into loyal fans.

"Sure, there may be the occasional need to fire a client, but for the most part, you can salvage the relationship," he says. "It's just a matter of mastering some basic relationship

rules and putting them into practice."

In their book, Sobel and Panas provide powerful insights into how to connect and build deep, trusting relationships. To help put the laws to work, they have also written a 90-page "Power Relationships Personal Planning Guide" that contains dozens of summaries and application worksheets. (It's available only at www.andrewsobel.com and it's free for anyone who buys the book.)

Here, he describes seven types of tough clients you need to be aware of and the strategies for dealing with them:

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For Planning 2014 Advertising, Marketing, and Publicity With The Inland Empire Business Journal		
2014 EDITORIAL SCHEDULE		
EDITORIAL FOCUS	SUPPLEMENTS	LISTS
June • Financial Institutions (1 st Quarter, '14) • Travel and Leisure • Employment Agencies • Home Health Agencies • Economic Development (San Bernardino County)	• Health Care & Services • High Technology • Golf Resorts • Senior Living Centers • What's New in Hospital Care	• Hospitals • Savings and Loans • Motorcycle Dealers • Medical Clinics
July • Manufacturing • Distribution/Fulfillment • Credit Unions • Event Planning • High Desert Economic Development	• Marketing/Public Relations • Media Advertising • Casual Dining • Building Services Directory	• CPA Firms • Commercial Printers • Ad Agencies/Public Relations Firms • Largest Insurance Brokers • SBA Lenders • Staff Leasing Companies Serving the I.E.
August • Personal/Professional Development • Employment/Service Agencies • Health & Fitness Centers • Caterers	• Environmental • Expansion & Relocations • Women in Commercial Real Estate • Who's Who in Banking	• Largest Companies • Small Package Delivery Services • Tenant Improvement Contractors • Credit Unions
September • Mortgage Banking • SBA Lending • Independent Living Centers	• Health Care & Services • Airports • Who's Who in Building Development	• Largest Banks • Largest Hotels • Golf Courses
October • Lawyers/Accountants-Who's Who • HMO/PPO Enrollment Guide • Economic Development Temecula Valley • Financial Institutions (2 nd Quarter, '14)	• Telecommunications • Office Technology/Computers • International Trade • Holiday Party Planning	• Internet Services • Long Distance/Interconnect Firms • Copiers/Fax/Business Equipment • Private Aviation
November • Retail Sales • Industrial Real Estate • Commercial R.E./Office Parks • Educational Services Directory	• Human Resources Guide • Executive Gifts • Building and Development • New Communities	• Commercial R.E. Development Projects • Commercial R.E. Brokers • Fastest Growing I.E. Companies • Mortgage Companies • Title Companies
December • Financial Institutions (3 rd Quarter, '14) • Top Ten Southern California Resorts • Temporary Placement Agencies	• Health Care • Professional Services Directory	• 2015 "Book of Lists" • Business Brokerage Firms

Environmental Companies Serving the Inland Empire

continued from page 6

Listed Alphabetically

Company Name Address City/State	Billings (\$ Millions) 2013	Regional Breakdown % or \$ (Millions) L.A./O.C./I.E.	Yr. Founded Headquarters No. Employees	Specialties	Clientele	Top Local Exec. Title Phone/Fax E-Mail Address
17. Leighton Consulting 17781 Cowan Ste. 140 Irvine, CA 92614	\$3	15,000,000 15,000,000 15,000,000	1996 Irvine 100	Environmental Engineering & Construction Services, Remediation Technologies	Private Developers, Public, Oil Mfg. Industries	Tom Benson President (949) 250-1421/250-1114 tbenson@leightongroup.com
18. Lilburn Corporation 1905 Business Center Dr. San Bernardino, CA 92408	\$1.5	0% 0% 100%	1989 San Bernardino 12	Mine Reclamation Planning, Land Use Permitting, Landfill Assessments & Permits, EIRs	Public Agency, Private Landowner, Utilities, Waste Management Companies	Steve Lilburn President (909) 890-1818/890-1809 steve@lilburncorp.com
19. Marcor Remediation, Inc. 16027 Carminita Rd. Cerritos, CA 90703	\$55	30% 10% 8%	1980 Baltimore, MD 500	Asbestos, Mold & Lead Abatement, Facility Decontamination, Environmental Remediation	Commercial/Industrial Properties Aerospace, Utilities	Tim Miller Vice President (562) 921-2733/921-2383 millert@marcor.com
20. Medtox, Inc. 550 N. Park Center, Ste. 102 Santa Ana, CA 92705	WND	50% 20% 30%	1982 Santa Ana 10	Toxicology/Risk Assessment, Industrial Hygiene & Safety, Env. Engin., Env. Health Ser., Training, Asbestos, Geotechnical,	City of San Bernardino IVDA, Riverside Waste Management, ARCO, Fleur Lead-Based Paint Mgmt.	David Eaton President (714) 480-0111/480-0222 ecolog@ix.netcom.com
21. Michael Brandman Associates 621 E. Carnegie Dr., Ste. 100 San Bernardino, CA 92408	\$13.5	5% 10% 63%	1982 Irvine 135+	Natural Resources Mgmt., Wetland & Water Issues, CEQA/NEPA, Cultural & Paleontological, Air Quality & Noise Studies	Public & Private Developers	Michael Brandman President/CEO (909)884-2255/884-2113 aviricel@brandman.com
22. Onyx Environmental Services 5202 Oceanus Dr. Huntington Beach, CA 92649	\$66.2	65% 20% 15%	1973 Oakbrook, IL 4,400	Collection Transportation Treatment & Disposal	Aerospace Public Utilities Private Business	Chris Mogward Office Manager (714) 379-6000/379-6010
23. PCR Services Corp. 233 Wilshire Blvd., Ste. 103 Santa Monica, CA 90401	WND	WND	1974 Santa Monica 62	CEQs/NEPA Documentation, Consultants, Air Quality/Environmental Acoustics, Biological, Cultural Resources Mgmt., Res., Commercial, Real Estate, Health Care, Manufacturers	Educational Entertainment, Museums, Landfills, Superfund Sites, Roads, Waterworks	Gregory J. Broughton President (310) 451-4488/451-5279 g.broughton@pcrnet.com
24. Atkins 12301 Wilshire Blvd., Ste. 430 Los Angeles, CA 90025	\$12.6	50% 30% 20%	1968 San Francisco 103	Environmental Documentation, Planning, Resources Management	Local Governments, Law Firms, Private Industry	Terri Vitar Regional Manager (310) 268-8132/268-8175 tvitar@eipassociates.com
25. RES Environmental Inc. 865 Via Lata Colton, CA 92324	WND	70% 25% 5%	1986 Colton 10	Regulatory Compliance Monitoring, Air Toxics Testing, PM-10 Particular Testing, Air Quality Instrument Repair, Weather Forecasting	Landfills, Testing, Oil Refineries, Industry, Government & Regulatory Agencies	Rick Roberts President (909) 422-1001/422-0707 www.resenvironmental.com
26. SCS Engineers 10300 Fourth St., Ste. 200 Rancho Cucamonga, CA 91730	\$146	0% 0% 100%	Long Beach 550	Environmental Assessments & Remediation, Solid Waste Management, Stormwater Management	Developers, Government Agencies, Redevelopment Agencies, Banks, Attorneys, Land Owners, Gas Stations, Car Dealerships	Robert Johnson Senior Project Manager (909) 373-2508/373-2518 rjohnson@scsengineers.com
27. Tetra Tech, Inc. 348 W. Hospitality Ln., Ste. 100 San Bernardino, CA 92408	WND	WND WND WND	1966 Pasadena 6,000	Environmental Science & Engineering, Hazardous Waste Mgmt. & Remed., Grndwtr. Mgmt. & Remed., Landfill Mgmt.	DOE, U.S. Airforce, CAL EPA, County of San Bernardino	Thomas J. Villeneuve Vice President (909) 381-1674/889-1391 javier.weckmann@tetrattech.com
28. TRC 21 Technology Dr. Irvine, CA	\$368	WND WND WND	1969 Windsor, CT 2,700	Environmental Assessment/Remediation, Biological & Cultural Resources, CEQA/NEPA, Protected Species	City, County & State Agencies, Private Sector, Land Owners, and Developers	Leonard Sequeira, P.E. Business Director (949) 727-9336/727-7399
29. Ultrasystems Environmental 100 Pacifica, Ste. 250 Irvine, CA 92618-7443	\$3.2	95% 5%	1994 Irvine 32	CEQA/NEPA, Technical Assessments (Biological, Air Quality)	Public Agencies Private Co.	Betsy A. Lindsay President/CEO (949) 788-4900/788-4901 blindsay@ultrasystems.com
30. URS Corporation 3500 Porsche Way Ontario, CA 91764	WND	25% 33% 42%	1905 San Francisco 16,000	Comp. Environmental Svcs., Multi Disciplinary Eng. Construction Mgmt., Water & Waste Water Eng., Solid Waste Mgmt. Litigation Support, Transportation	Federal Government City/County & State Agencies Private Sector	Brian E. Wynne V.P./Office Manager (909) 980-4000/980-1399
31. Waste Management - Inland Empire 800 S. Temescal St. Corona, CA 92879-2058	\$65	0 0 100%	1955 Corona 275	Solid Waste Collection Processing & Disposal	Municipal	J. Alex Braicovich District Manager (951) 280-5400/280-5434

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RESTAURANT REVIEW

The Lazy Dog Restaurant & Bar's Amazing Lineup of Asian Inspired Dishes

By Ashley Bennett

The Chinese New Year is quickly approaching (it happens on Sat, Jan. 31 for those not in the know) and there's no better time to skip the diet and indulge in some sweet and spicy dishes. The Lazy Dog Restaurant & Bar has got a few amazing new menu items, themed around the Asian inspired flavors. Best of all, these dishes are already available at the Rancho location and better yet permanent additions to



Lazy Dog Restaurant & Bar

an already deliciously unique menu. Warning: You will get very, very hungry after reading and viewing the following.

Start off the Chinese New Year with an ample supply of Dim Sum Dumplings. With a total of six tasty appetizers, three filled with shrimp shumai and three with pork pot stickers, these steamy little morsels are the perfect start to any meal. Plus, the special sesame soy sauce adds some extra "umph" to these little babes.

As a side or just a healthy addition, dive into a mountain of steamy BBQ Pork Fried Rice. Rolled throughout this dish is the tender meat of pork rolled weaved equally through a variety of rice, scrambled eggs, bean sprouts, carrots, peas, red bell peppers, green onions and squash. Each forkful is a testament to filling: there's almost no way that a single person can completely demolish this mound. On a further positive note, there will be plenty of leftovers!

By far one of my favorites on this visit was the Hawaiian Sticky Ribs, which came with sides of Umami Fries and Asian slaw. The ribs were a tender mess, the meat sliding easily off of the bone; all the while an addicting sweet sauce covered my fingers and mouth. I came, I saw, I devoured. Even more

impressive were the Umami fries which, at first glance, appear to be covered in cheese. Don't mistake this side for being like every other, the Umami is a light sauce with a very interesting consistency. If not for the ribs, order this meal for the fries.

For a more equalized dinner (aka watching our waists), the Beef and Broccoli can do you no wrong. Similar to the more popular vegetable, broccoli is known for having long stalks and smaller, less bunched florets. Together mixed with thin and tender slices of beef (picture the meat just melting in your mouth) carrots and tossed in a sweet soy and sesame sauce, it becomes a heavenly mixture. With a side of white or brown rice, it's probably the healthiest on the new menu. Admit it, even with the daunting broccoli, this looks pretty damn good.

Diners with a sweet tooth might indulge in the Tofu and Vegetable Stir Fry. I know, anyone who's not used to tofu instantly picture a nasty cube of foreign white substance. For those who really want to spare the animal, the tofu found in this dish is far from odd. Think of a much better version of Panda Express' Orange Chicken, with a much better taste, and you'll get the tofu in this dish—plus a variety of other vegetables and a side of brown rice.

Also noteworthy, the tofu dish is made at The Lazy Dog's Wok Station. Manned by a single cook, the dishes prepared here take only moments to fully cook—less than five minutes in total. Whipping around all of the ingredients in a large circular pan, the food is cooked at especially high temperatures and regulated by a surrounding pool of water. It takes a special talent to make sure these wok dishes are prepared evenly and it's impressive to watch. Don't believe me? There's a glass window allow-

ing anyone who's curious to watch the process.

Fans of noodles will love the Thai Noodles dish, an amalgamation of steaming shrimp, ground chicken and tofu mixed with peanuts, bean sprouts, green onions and carrots mixed with a traditional pad Thai sauce.

And finally, the last Asian inspired dish of the Lazy Dog: The glorious Sriracha Chicken Sandwich. Given the recent news (and panic of Sriracha fans losing their beloved hot sauce), this sandwich is lovingly slathered with the stuff, along with the cooling factor of a spicy herb aioli sauce, bacon and the cooling factor of pickled cucumber salad layering a thick, juicy portion of chicken breast.

As the Chinese New Year *continued on page 32*

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Law Firms

Ranked by Number of Attorneys in the Inland Empire

continued on page 29

Firm Address City, State, Zip	# Attorneys in I.E. # Partners in I.E.	Specialties	Clientele	# Offices in I.E. # Offices Co. Wide	Office Manager in I.E.	Local Managing Partner Title Phone/Fax E-Mail Address
Best Best & Krieger, LLP 3390 University Ave., 5th Floor Riverside, CA 92501	87 33	Business, Labor Employment, Environmental, Schools, Litigation, Municipal, Special Districts	A variety of business and public agencies	3 9	Patsy Hinojosa Office Manager	Cynthia Germano Managing Partner (951) 686-1450/686-3083
Lewis, & Brisbois 650 East Hospitality Ln., Ste. 600 San Bernardino, CA 92408	30 12	Public Entity Defense, Insurance Litigation, Business & General Litigation and Appeals, Employment Law	Various Cities, School Districts, and Numerous Insurance Carriers	1 11	Eli Berna Office Manager	John S. Lowenthal Managing Partner (909) 387-1130/387-1138 www.lbbslaw.com
Varner & Brandt LLP 3750 University Ave., Sixth Floor Riverside, CA 92501	21 3	Corporate, Business, Mergers & Acquisitions, Real Estate, Labor Relations & Employment, Finance, Litigation, Taxation, Mining, Estate Planning & Administration	Corporations, Businesses, Entrepreneurs, Public Agencies, Real Estate Developers, Non-Profits	2 2	Philippa Jump Office Administrator	Sean S. Varner Managing Partner (951) 274-7777/274-7770 vb@varnerbrandt.com
Thompson & Colegate, LLP 3610 Fourteenth St./P.O. Box 1299 Riverside, CA 92502	20 8	Civil Litigation, Real Estate, Construction, Estate Planning, Employment, Probate	Fleetwood Enterprise Yeager-Skanska; San Bernadino Hospital	1 1	Chelly Tamiso Office Manager	John Boyd Managing Partner (951) 682-5550/781-4012 info@tclaw.net
Lobb & Cliff 1325 Spruce St., Ste. 300 Riverside, CA 92507	16 3	Corporate, Estate Planning, Family Office, Intellectual Property, Litigation, Real Estate (Real Property Transactional & Real Property Litigation), Taxation Issues	The Magnon Companies, Sun Boss, Butterfield Land Co., BMW of Riv., Bank of Hemet, Lynam Industries, Inc., Travelers Insurance Co.,The Home Show Plaza	1 1	Susan Lowrance Office Manager	Mark Lobb Managing Partner (951) 788-9410/788-0766 mlobb@lcl-law.com
Fullerton, Lemann, Schaefer & Dominick, LLP 215 North "D" St. San Bernardino, CA 92401	12 4	Business, Civil Litigation, Real Estate, Taxes, Estate Planning, Probate, Corporate, Insurance	Diocese of San Bernardino National Orange Show Bonadiman Foundation Associate St. Bernardine Medical Center	1 1	Darla Freed Office Manager	Wilfrid Lemann Managing Partner (909) 889-3691/888-5118 dfreed@flsd.com
Redwine & Sherrill 1950 Market St. Riverside, CA 92501	12 7	Condemnation & Water Law, Civil, Business & Tax Litigation, Real Estate & Business Law, Tax & Estate Planning, Probate	WND	1 1	Kathy Hedges Office Manager	Jerry Shoaf Managing Partner (951) 684-2520/684-9583 www.redwineandsherrill.com
Atkinson, Andelson, Loya, Ruud & Romo 3450 14th St., Ste. 420 Riverside, CA 92501	9 3	Labor Relations & Employment, Facilities & Public Finance, Special Education, Litigation, Construction, Business, Bankruptcy, Estate Planning & Administration, Taxation	K-12 School & Comm. College Districts, Municipalities, State Agencies, Trade Groups, Non-Profit Organizations, Businesses	1 7	Kelli Sword Office Manager	John Dietrich Managing Partner (951) 683-1122/683-1144 www.aalrr.com
Law Offices of Herbert Hafif 269 W. Bonita Ave. Claremont, CA 91711	9 0	Civil Litigation, Commercial & Business Litigation, Wrongful Termination, Product Liability, Bad Faith Litigation, Personal Injury Class Actions	WND	1 1	Mimi Serna	Greg Hafif Managing Partner (909) 624-1671/625-7772 www.hafif.com
Cihigoyenette, Grossberg & Clouse 8038 Haven Ave., Ste. E Rancho Cucamonga, CA 91730	8 4	Corp., Bus., Gen. Civil Litigation, Courts, Comm. Transactions, R.E./Condemnation, Municipal Law, Empl. Law, Construction Defect, Police Civ. Liab. Defense, Road Design/Defect Litig.	Allied Insurance, Real Estate, Business Banks of California	1 1	Veronica Speed Office Manager	Richard R. Clouse Partner (909) 483-1850/483-1840 richclouse@cgclaw.com
Rose, Klein & Marias, LLP 3633 E. Inland Empire Blvd., Ste. 400 Ontario, CA 91764	7 2	Workers' Compensation, Personal Injury, Asbestos Litigation	Individuals	1 8	Patti Melick Office Manager	Robert I. Vines Managing Partner (909) 944-1711/944-1722 www.rkmlaw.net
Schlecht, Shevlin & Shoenberger ALC 801 E. Tahquitz Cyn. Way, Ste. 100 Palm Springs, CA 92262	7 6	Real Estate Law, Commercial & Business Litigation, Probate & Estate Planning, General Business Law, Family Law	WND	1 1	Charlene Treatch Office Manager	Daniel T. Johnson Managing Partner (760) 320-7161/323-1758 ssslaw@ssslaw.com
Covington & Crowe LLP 3800 E. Concourse, Ste. 300 Ontario, CA 91764	6 3	Municipal, General Civil Litigation, Real Estate, Tax, Employment, Estate Planning, Probate, Family, Business Law, Bankruptcy	Casa Colina Rehab. Hospital, City of Hesperia, City of Riverside/Redevelopment, I Chaffey Joint Unified School Dist., Coach Sports, J. Filippi Winery, WUHS	1 1	Veronica Speed Office Manager	Frank J. Lizarraga Managing Partner (909) 983-9393/391-6762 flizarraga@covcrowe.com
Wade & Low 9483 Haven Ave., Ste. 102 Rancho Cucamonga, CA 91730	5 4	Insurance Defense, Corporate Defense, Medical Malpractice, Products Liability, Insurance Coverage	Insurance Companies, Auto Companies, County of Riverside, County of Los Angeles,3 Financial Companies	1 3	Sharon Rasheed Office Administrator	Curtis L. Metzgar Director (909) 483-6700/483-6701 cmetzgar@wlegal.com
Knobbe, Martens, Olson & Bear, LLP 3600 Lime St., Ste. 724 Riverside, CA 92501	5 4	Intellectual Property Law, Patents, Copyrights, Trademarks, Related Litigation	Loma Linda University Medical Center, Alfa Leisure, Inc.	1 6	Debbie Randall Office Manager	Michael H. Trenholm Partner (951) 781-9231/781-4507 www.knobbe.com
Bell, Orrock & Watase, Inc. 1533 Spruce St., Ste. 100 Riverside, CA 92507	4 0	Insurance Defense, Estate Planning, Med. Mal. Nursing Home Mal, Public Entity, Construction Defect, Wrongful Termination,	County of Riverside - Risk Management Div., City of Riverside Toxic Tort, Appellate Practice	1 0	WND	WND (951) 683-6014/683-0314 bellorrockwa@earthlink.net
Caldwell, Kennedy & Porter 15476 W. Sand St. Victorville, CA 92392	3 3	Real Estate, Estate Planning, Probate & Trust, Administration, Family Law, Personal Injury, Civil Litigation, Business Formation & Transitions, Corporations	WND	1 na	Connie Robles Office Administrator	Jeanne Kennedy Managing Partner (760) 245-1637/245-1301 www.mscomm.com
Callas and Heise 942 W. Foothill Blvd. Upland CA 91786	3 2	Workers' Compensation Defense	WND Employers, Insurance Carriers	1 0	Michelle Grout	W. Steven Heise Managing Partners (909) 982-1234/982-2351
Holstein, Taylor, Unitt & Law 4300 Latham St. Riverside, CA 92501	3 2	Personal Injury, Workers' Compensation, Family Law	Insured Workers, General Public	1 1	N/A Admin. Svcs. Mgr.	Brian C. Unitt, Esq. Managing Partner (951) 682-7030/684-8061 brianunitt@linkline.com

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Cynicism...

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table.”

Never lie or hide the truth. There are many things you're thrilled to share with your employees. "Our customer satisfaction scores are 15 percent higher this year!" Or, "Our first quarter profits exceeded our goal!" Yet there are other things you might not be so eager to share, like, "We're going to have to downsize," or, "There aren't going to be any raises this year...and by the way, we may have to reduce your benefits." Tell them anyway, says Karlgaard.

"Even when the news is bad, people should never feel they're being kept in the dark," he insists. "Transparency and trust must coexist."

Show employees that you care. When people don't believe their leaders care about them, not just as workers but as human beings, of course trust can't thrive. And while it's true that fake or contrived caring only increases cynicism, genuine caring dissolves it. This means leaders must be "people persons" who stand up for their employees' best interests and don't mind showing (appropriate) affection.

Karlgaard cites NetApp as a company that truly gets this. Consider the following quote from its president, excerpted from *The Soft Edge*:

"I believe in leadership rather than management," Tom Mendoza of NetApp explained. "You can be loud, you can be quiet, but leadership is what you are, not what you say. So my overriding principle of leadership is people don't care what you know unless

negative impact they have on your culture will more than offset any talents and skills they bring to the

they know that you care. All industries have one thing in common, which is people come through for their leaders not because they're afraid, not because they're intimidated, but because they just don't want to let them down."

Aspire to predictability. It sounds a little dull, doesn't it? Most of us want to be known as creative, outside-the-box thinkers. We don't want to be bound by routine or limited by "the way everyone else does it." And that's fine, says Karlgaard—embrace innovation to your heart's content in areas like product development and marketing campaigns. Just don't be unpredictable in your behavior, priorities, and values.

"Unpredictability destroys trust," he explains. "The couches of psychotherapists are filled with people whose parents were unpredictable. As a leader, your team should have total confidence that you'll do what you say you will. They should have no doubt that you'll keep your promises, act with integrity, and look out for their best interests.

"By the way, predictability in the matter of trust is different from predictability in tactics," he adds. "Good leaders and coaches will shake things up. Legendary basketball coach Phil Jackson once held a Chicago Bulls practice in the dark. He wanted to see how well his players really knew the plays he was teaching!"

Make it safe to speak up. When your employees make an honest mistake, can they admit it without being scolded and belittled? What about input and ideas? Can they share those things and expect to be taken seriously? Hopefully, the answers to both questions is "yes." Everyone should feel confident that they can participate in meetings and projects, say what's on their mind, be respected for their opinions and ideas, and admit *continued on page 24*

Employment Services/Agencies

continued from page 10

Ranked by Number of Offices in the Inland Empire

Company Name Address City, State, Zip	Offices I.E. Companywide	Employees I.E. Prof. Recruiters Yr. Estab. I.E.	# of Searches/Year Search Area	Avg. Candidate Salary Range Type of Search Fee	Services	Top Local Executive Title Phone/Fax E-Mail Address
13. Amvigor Staffing Services 1042 N. Mountain Ave., Ste. B-187 Upland, CA 91786	1 1	15 2 1987	200 I.E., Orange/L.A. Counties	Varies by Skill Contingent	Engineering, Technical, Computer SW (Baan, SAP, Etc.), Administrative	Vijay Telkikar Director (909) 920-5037/920-5040 amvigor@yahoo.com
14. Cutting Edge Staffing 41750 Winchester Rd., Ste. L Temecula, CA 92590	1 1	6 N/A 2001	WND I.E., Orange Counties	\$7-100,000	Lt. Industrial, Medical	Lisa Fuess President (951) 600-1400/600-1446 lfuess@ce-staffing.com
15. Gage & Associates 5170 Palisade Cir. Riverside, CA 92506	1 1	3 6 1976	200 I.E.	\$50-150,000	Permanent Executive Recruitment	Arthur M. Gage President (951) 684-4200/686-5070 www.gageandassociates.com
16. JM Staffing 540 E. Foothill Blvd., Ste. 200 San Dimas, CA 91773	1 3	WND 5 1983	WND USA	\$15-150,000	Temp-to-Hire, Clerical, Technical, Accounting, Mgmt., Light Industrial	Chiquita Belle Contract Manager (800) 560-0402/(909) 599-3598 cbc@jmstaff.com
17. Mgmt. Recruiters, I.E. Agency 18 E. States St. Redlands, CA 92373	1 1,000	2 3 1986	200 International Contingency	\$50,000	Construction/Engr. Arch.	Maurice R. Meyers Manager (909) 335-2055/792-4194 maurice@mrrredlands.com
18. Olympic Staffing Services 333 E. Concourse St., Ste. 7100 Ontario, CA 91764	0 5	300 5 1983	WND Inland Empire	Varies Staffing	Temporary Permanent	Michael J. Lamp President (909) 985-2389/931-0279
19. Riverside Personnel Services, Inc. 3590 Central Ave., Ste. 200 Riverside, CA 92506	1 1	5 5 1978	WND Inland Empire Employer Paid	\$25,000-75,000	Full/Part time, Temporary, Accounting/Office Support, Direct Hire	Catina Mount Senior Staffing Supervisor (951) 788-7900/788-1676 www.riversidepersonnel.com
20. Ultimate Staffing Service 3633 Inland Empire Blvd. Ontario, CA 91764	1 90	6 4 1994	na All I.E. Employer Paid		Light Industrial, Clerical, Warehouse, Temp, T-H, Direct Hire	Dena Carrbrown Branch Manager (909) 466-6099/483-2031 dcarrbrown@ultimatestaffing.com

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Banks in the Inland Empire

Ranked by Total Assets, 4th Quarter Data 2013

continued on page. 23

	Bank Name Address (Headquarters) City, State, Zip	Tangible Assets \$ % Change	% Tangible Capital (R.O.A.E.)	% Tangible Capital Ratio	% Risk Based Capital Ratio	Income \$	Top Executive/Title Address (I.E.) if different City, State, Zip Phone/Fax E-Mail Address
1.	JPMorgan Chase & Co. 270 Park Ave. New York, NY 10017	2,415,689,000,000 -7.73%	10.42%	6.83%	14.36%	5,278,000,000	James Dimon /Chairman, President & CEO 8108 Milliken Ave, Rancho Cucamonga, CA 91730 (909) 944-2085 /270-1648 www.jpmorganchase.com
2.	Bank of America California 100 N. Tryon St. Charlotte, NC 28255	2,104,995,000,000 -4.46%	5.89%	7.75%	15.44%	3,439,000,000	Brian Thomas Moynihan /President & CEO 11570 4th St. Rancho Cucamonga, CA 91730 (909) 980-0287 www.bankofamerica.com
3.	Citibank 399 Park Ave. New York, NY 10043	1,880,382,000,000 -4.03%	4.79%	9.42%	16.65%	2,456,000,000	Michael L Corbat /CEO 10590 Baseline Rd Rancho Cucamonga, CA 91730 (800) 274-6660/(909) 948-7618 www.citibank.com
4.	Wells Fargo & Company 420 Montgomery St. San Francisco, CA 94104	1,527,015,000,000 10.47%	13.31%	9.28%	15.43%	5,610,000,000	John G. Stumpf /Chairman, President & CEO 5120 Moreno St. Montclair, CA 91763-1523 (888) 249-3302/(415)396-6829 www.wellsfargo.com
5.	U.S. Bank 425 Walnut St. Cincinnati, OH 45202	360,478,278,000 4.36%	14.57%	7.97%	12.41%	1,402,063,000	Richard K. Davis /President & CEO 2280 S. Grove Ave. Ontario, CA 91761 (909) 947-8586/930-1375 www.usbank.com
6.	Union Bank, N.A. 400 California St. San Francisco, CA 94104	105,286,470,000 1.26%	5.12%	10.37%	14.91%	166,211,000	Masashi Oka /President & CEO 3998 Inland Empire Blvd. Ontario, CA 91764 (909) 944-3343/(415) 765-3507 www.unionbank.com
7.	BBVA Compass 901 Via Piemonte, Ste. 140 Ontario, CA 91764	69,076,722,000 6.75%	3.88%	9.02%	13.94%	105,355,000	Thomas Galindo Market President (909) 285-3932/(951) 323-8076 thomas.galindo@bbvacompass.com
8.	Bank of the West 180 Montgomery St. San Francisco, CA 94104	66,467,781,000 8.51%	4.51%	11.96%	15.67%	131,561,000	J. Michael Shepherd /Chairman & CEO 8311 Haven Ave., Ste. 100 Rancho Cucamonga, CA 91730 (909) 941-2223/765-4858 www.bankofthewest.com
9.	City National Bank 555 S. Flower St. Los Angeles, CA 90071	29,373,389,000 9.33%	8.50%	7.21%	13.08%	53,487,000	Russell D. Goldsmith /Chairman & CEO 3633 Inland Empire Blvd. Ontario, CA 91764 (909) 481-2470/481-2472 www.cnb.com
10.	East West Bank 135 N. Los Robles Ave. Pasadena, CA 91101	24,623,588,000 2.48%	11.56%	8.30%	12.86%	68,292,000	Dominic Ng /Chairman & CEO 3237 E. Guasti Rd., Ste. 110 Ontario, CA 91764 (626) 768-6000/817-8880 www.eastwestbank.com
11.	First-Citizens Bank & Trust 239 Fayetteville St. Raleigh, NC 27501	20,857,559,000 -5.80%	5.68%	9.29%	15.57%	27,650,000	Frank Brown Holding Jr. /Chairman & CEO 3595 Inland Empire Blvd., Ste. 2100 (909) 483-2470/919-7769 www.firstcitizens.com
12.	Rabobank, N.A. 41-990 Cook St., Ste. 701 Palm Desert, CA 92211	14,264,000,000 13.27%	2.49%	9.86%	14.22%	14,000,000	John Ryan CEO (760) 776-4100/776-4433 www.rabobankamerica.com
13.	FirstBank 12345 W. Colfax Ave. Lakewood, CO 80215	13,384,848,000 6.55%	15.36%	7.85%	17.05%	41,041,000	John A. Lkard /President & CEO 39575 Washington St., Ste. 101 Palm Desert, CA 92211 (760) 772-2200/836-3576 www.efirstbank.com
14.	California Bank & Trust 11622 El Camino Real San Diego, CA 92130	10,923,000,000 5.41%	11.43%	10.63%	13.65%	42,623,000	David E. Blackford /President & CEO 2009 W. Foothill Blvd. Upland, CA 91786 (909) 920-6664/595-4504 www.calbanktrust.com
15.	Citizens Business Bank 701 N. Haven Ave. Ontario, CA 91764	6,660,891,000 6.52%	13.25%	11.09%	18.93%	26,061,000	Christopher D. Myers President & CEO (909) 980-1080/481-2135 www.cbbank.com
16.	Pacific Western Bank 401 W. A St. San Diego, CA 92101	6,526,089,000 -5.03%	2.06%	10.84%	15.80%	4,676,000	Matthew P. Wagner /Chairman & CEO 2401 South Grove Ave. Ontario, CA 91761 (909) 947-1126/947-9436 www.pacificwesternbank.com
17.	Mutual of Omaha Bank 11930 Foothills Blvd. Rancho Cucamonga, CA 91739	6,392,855,000 -6.12%	4.90%	8.26%	11.65%	8,600,000	Jeffrey R. Schmid Chairman & CEO (909) 919-7220/477-3217 www.mutualofomahabank.com

N/A = Not Applicable WND - Would not Disclose na = not available. The information in the above list was obtained from the companies listed. To the best of our knowledge the information supplied is accurate as of press time. While every effort is made to ensure the accuracy and thoroughness of the list, omissions and typographical errors sometimes occur. Please send corrections or additions on company letterhead to: The Inland Empire Business Journal, P.O. Box 1979, Rancho Cucamonga, CA 91729-1979. Researched by Michael R. Natzic with Crowell, Weedon & Co. / SNL Securities. Copyright 2014 by IEBJ.

Riverside's Green Automotive Company Closes the Acquisition of Blackhawk Manufacturing Inc.

Green Automotive Company (OTCQB: GACR) announces that it has closed its acquisition of California and Mexico-based Blackhawk Manufacturing Inc. and its affiliated companies ("Blackhawk") for a value of \$6m of Green Automotive's common stock at \$0.05 per share, which equals 120m shares. Blackhawk is one of the foremost manufacturers of specialist composite materials with facilities in Bloomington, CA and Tijuana, Mexico and is generating sales of circa \$4.25m per annum and a profit of approximately \$407K per annum according to Blackhawk's financial records. The transaction will be immediately earnings accretive to GAC.

"We're pleased to become a part of the Green Automotive group of companies and look forward to working with the

Green Automotive team to further enhance our growth opportunities."

Green Automotive is acquiring four of the five businesses that make up the Blackhawk group: The property in Mexico (estimated value \$2.5m), the operations in Mexico, the transport company, and the operations in California (Bloomington). Under the terms of the acquisition, Green Automotive has an 18-month option to acquire the 10 acre real estate in Bloomington for \$1m cash and \$1m worth of Green Automotive common stock. The property has an estimated value of \$5.3m. Blackhawk has been supplying Green Automotive's shuttle bus manufacturing business, Newport Coachworks, since it started operations in 2013. The vertical integration of the Blackhawk business into

Green Automotive helps secure the company's supply chain, offers new growth opportunities, brings skilled management to the team and provides Green Automotive with room to expand as the business continues to grow.

In addition the acquisition will broaden the technology portfolio of Green Automotive: Blackhawk has pioneered innovative manufacturing techniques in open mold (fibreglass) Thermoforming, injected urethane and resin infusion techniques (RI). Their RI technology allows the creation of panels of a higher and more consistent standard, that are lighter, use 60% less resin, with virtually zero emissions when compared with more traditional techniques.

Commenting on the acquisition, Ian Hobday, CEO of Green

Automotive: "The Blackhawk acquisition enlarges the size of our California-based operations, which now has a combined 75 employees, and will give our shuttle bus manufacturing plant substantial productivity advantages. Overall it will increase the visibility and competitiveness of our Group in processes relating to automotive manufacturing. Moreover we expect it to enhance our company's growth. Thanks to Blackhawk's innovative technology, we anticipate entering new markets and acquiring new clients."

Floyd Sanders, president of Blackhawk, said: "We're pleased to become a part of the Green Automotive group of companies and look forward to working with the Green Automotive team to further enhance our growth opportunities."

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Veteran Health...

continued from pg. 7

will clearly benefit from Foley's leadership and experience," said Board of Supervisors Chair Janice Rutherford, who served on the interview panel that unanimously selected Foley following an extensive nationwide search and selection process.

"We also believe Foley's experience and relationships in Riverside County will create opportunities for collaboration between the Inland Empire's two counties," Chair Rutherford said.

The interview panel that selected Foley was comprised of Chair Rutherford, Fifth District Supervisor Josie Gonzales, County Chief Executive Officer Greg Devereaux, and ARMC Medical Staff President Dr. Martha Melendez, all of whom are members of the ARMC Joint Conference Committee, and Dr. Brad Gilbert, executive director of Inland Empire Health Plan.

The director at ARMC is responsible for directing, planning, and administering all medical programs and services, ensuring that inpatient and outpatient medical care services are provided to the residents of San Bernardino County.

The director is responsible for developing and implementing policies, procedures, systems, and programs that are compliant with regulatory, licensing, and accrediting agencies, including all federal and state laws, statutes, and County ordinances while also directing the review of contracts for services provided by the medical center, and directing and implementation of the medical center budget.

Foley has a bachelor's degree in sociology from St. Louis University, where he minored in urban planning, and a master's degree in hospital and health administration from Xavier University. He is a current board *continued on page 34*



11th Annual San Bernardino County Safety Employees' Benefit Association Charity Fund
"FORE THE COPS AND KIDS" GOLF TOURNAMENT

Date: Monday, July 21, 2014
Registration: 7:00 A.M. **Shot Gun Start:** 8:00 A.M.
Location: The Morongo Golf Club at Tukwet Canyon
 36211 Champions Drive, Beaumont, CA 92223
Format: 18-hole, Four Man "SCRAMBLE"

2013 Major Sponsors



Proceeds Benefit: Safety Employees' Benefit Association "SEBA" Charity Fund
 Last year the SEBA Charity Fund distributed nearly \$250,000 to over 100 non-profit organizations and/or events, some past recipients include Special Olympics, Boy Scouts and Girl Scouts, Explorer Scouts, Cystic Fibrosis, The Unforgettables Foundation, Debbie Chisholm Memorial Foundation, Gift of Love, Shawnee's Smile and over 30 Little League, Pop Warner Football Teams and Youth Soccer Leagues.

For additional information call 909-386-7813 or email your questions to miket@seba.biz
 To view sponsors and photos from the 2013 tournament go to www.seba.biz

Donation is tax deductible to the extent allowed by Federal and State law.
 San Bernardino County Safety Employees' Benefit Association (SEBA) Charity Fund Tax ID# 77-0606318



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FINANCIAL COLUMN

How to Hit a Homerun With Financial Strategy

The crack of the bat. The roar of the crowd as you round the bases. While hitting a homerun in the big leagues is nothing but the stuff of dreams for most of us, baseball can serve as a wonderful analogy for our quest for financial security. Reaching retirement, or home plate, is the goal. So step up to the plate, take a swing and round the bases with these general, yet timeless financial tips about preparing for life's risks from Thrivent Financial for Lutherans.

First Base

Get on base by:

- Creating an emergency cash fund with at least three to six months worth of living expenses set aside. This fund is essential to cover unexpected short-term expenses, like a major car repair bill or broken furnace. Keep the funds safe and accessible in a savings or money market fund, and be sure to replenish the fund later if you draw from it for an emergency.

- Purchasing property insurance that protects you and/or your business against the loss of the property or income. Auto, homeowners and business owner policies fall under this

category.

- If your employer does not provide health coverage, buy your own. You can't afford to be without it. "If you fall ill and have to be hospitalized without health insurance, you will quickly realize that the cost of not being insured far exceeds

the cost of premiums," said Patrick Egan, chief retirement spokesperson for Thrivent Financial for Lutherans.

Second Base

As you head to second base, you're approaching the middle part of your life and earnings potential. Second base is about protecting your income from a long-time illness or injury, or the death of a loved one.

- Investigate disability income insurance. It's easier and cheaper to get when you're younger, and provides a benefit to replace a portion of your income if you become too sick or injured to work. It protects your most important asset –



William J. "Bill" Cortus

your ability to earn an income.

- Life insurance is also essential. It protects your loved ones against the loss of income they would experience if you died. There are two main types – term and permanent. Both help preserve the lifestyle of your surviving family members, but permanent can also allow you to accumulate a cash benefit.

Third Base

Third base is about protecting your hard earned dollars, the assets you've accumulated for retirement or other financial goals. As you head to third, consider what types of events can lower your probability of rounding third and heading home? Two key items you should consider:

- Investigate medical insurance. While many companies provide medical insurance, once you retire, the coverage usually ends. And, if you aren't eligible for Medicare, you'll

need to consider individual medical insurance. If you're eligible for Medicare, keep in mind it won't cover all your health-related expenses in retirement. Supplemental insurance can cover the gaps.

- Long-term care insurance should also be on your mind at this stage. The coverage can provide for necessary medical or personal care services provided outside a hospital setting, such as in a nursing home or your own home.

Reaching Home

Covering all of the bases over time will help you reach home plate—protecting your retirement plans.

- Estate planning is a key element of retirement planning. This is the process of working with your legal, tax, and financial professional to arrange your financial affairs so that you have sufficient assets to meet your lifetime needs, while ensuring that your wealth will be distributed according to your wishes after your death.

"A stable, solvent retirement in which you can maintain the *continued on page 31*

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BDO SEIDMAN ALLIANCE

CAL STATE SAN BERNARDINO MAINTAINS PRESTIGIOUS AACSB BUSINESS ACCREDITATION

The College of Business and Public Administration at Cal State San Bernardino has maintained its business accreditation by AACSB International – The Association to Advance Collegiate Schools of Business.

Only 694 schools of business from 45 countries and territories – or less than five percent worldwide – have earned this distinguished hallmark of excellence in business education. Similarly, 181 institutions maintain an additional specialized AACSB Accreditation for their accounting programs.

Founded in 1916, AACSB International is the longest serving global accrediting body for business schools that offer undergraduate, master's, and doctoral degrees in business and accounting.

“It takes a great deal of commitment and determination to

earn and maintain AACSB Accreditation,” said Robert D. Reid, executive vice president and chief accreditation officer of AACSB International. “Business schools must not only meet specific standards of excellence, but their deans, faculty, and professional staff must make a commitment to ongoing continuous improvement to ensure that the institution will continue to deliver the highest quality of education to students.”

The College of Business and Public Administration first received accreditation in 1994. Since then, the college has actively participated in meeting the stringent measures for performance and accountability.

Dean Lawrence C. Rose noted that extension of accreditation often is harder to achieve than accreditation. “It’s a tribute

to our staff and to our faculty, both full and part-time, that we have been able to continuously and consistently improve the quality of instruction and research.”

Craig Seal, director of accreditation for the college, indicated that reaccreditation can only occur through a team effort.

“Receiving a five year extension on our AACSB accreditation re-affirms the hard work of our faculty and staff, and our commitment to continuous improvement,” he said. “Over the last five years, we have increased the impact of our faculty in terms of intellectual contributions and raised the quality of the educational experience for our students.”

CSUSB President Tomas Morales agreed. “This achievement really speaks to the level

of commitment the College of Business and Public Administration has to student success, accountability, and diversity. We applaud and support the college’s ongoing efforts toward excellence in business education.”

Cal State San Bernardino’s College of Business and Public Administration is distinguished as the first such institution in the Inland Empire to gain national accreditation at both the graduate and undergraduate levels.

The *Princeton Review* annually recognizes Cal State San Bernardino as having one of the nation’s outstanding business schools, including it in its “Best 295 Business Schools” 2014 edition. The college also earned a 2014 “Best Grad Schools of Business” ranking by *U.S. News and World Report*.

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www.citi.com/commercialbank

Commercial Bank 

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Banks in the Inland Empire

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Ranked by Total Assets, 4th Quarter Data 2013

	Bank Name Address (Headquarters) City, State, Zip	Tangible Assets \$ % Change	% Tangible Capital (R.O.A.E.)	% Tangible Capital Ratio	% Risk Based Capital Ratio	Income \$	Top Executive/Title Address (I.E.) if different City, State, Zip Phone/Fax E-Mail Address
18.	AmericanWest Bank 3999 E. Inland Empire Blvd. Ontario, CA 91764	3,913,524,000 26.08	7.82	11.31	12.42	10,056,000	James R. Claffee President & CEO (909) 483-8888/481-8713 www.awbank.net
19.	Wilshire State Bank 3200 Wilshire Blvd., Ste. 1400 Los Angeles, CA 90010	3,615,086,000 111.53%	11.45%	11.41%	15.03%	11,973,000	Jae Whan Yoo/President & CEO 8045 Archibald Ave. Rancho Cucamonga, CA 91730 (909) 919-7755/919-7760 www.wilshirebank.com
20.	Community Bank 790 E. Colorado Blvd. Pasadena, CA 91101	3,350,600,000 14.16%	8.59%	7.48%	11.77%	5,468,000	David R. Misch CEO (626) 568-2265/568-2299 www.cbank.com
21.	Manufacturers Bank 515 S. Figueroa St. Los Angeles, CA 90071	2,303,133,000 1.83%	1.34%	12.31%	16.91%	953,000	Mitsugu Serizawa Chairman & CEO (213) 489-6200/489-6767 www.manubank.com
22.	Pacific Mercantile Bank 3257 East Guasti Rd., Ste. 110 Ontario, CA 91764	980,696,000 27.70%	-48.81%	11.38%	15.16%	14,490,000	Steven K. Buster President & CEO (909) 937-7260/390-6404 www.pmbank.com
23.	Security Bank of California 3403 Tenth St., Ste. 100 Riverside, CA 92501	549,902,000 9.90%	7.03%	8.96%	14.40%	881,000	James A. Robinson Chairman & CEO (951) 368-2265/368-2271 www.securitybankca.com
24.	Bank of Hemet 3715 Sunnyside Dr. Riverside, CA 92506	455,295,000 -8.07%	20.66%	12.34%	15.53%	2,904,000	Kevin R. Farrenkopf President & CEO (951) 248-2000/784-5791 www.bankofhemet.com
25.	American Security Bank 1401 Dove St. Newport Beach, CA 92660	412,295,000 -12.75%	4.08%	10.69%	16.76%	561,000	Dana R. Johnson/Chairman & CEO 2163 Compton Ave. Corona, CA 92881 (951) 739-7171/(949) 263-1290 www.amsecbank.com
26.	CommerceWest Bank, N.A. 2111 Business Center Dr. Irvine, CA 92612	364,386,000 11.52%	2.68%	13.70%	19.98%	358,000	Ivo A. Tjan Chairman, President & CEO (949) 251-6959/251-6958 www.cwbk.com
27.	Commerce National Bank 4040 MacArthur Blvd., Ste.100 Newport Beach, CA 92660	235,610,000 -11.76%	1.42%	12.38%	19.79%	105,000	Mark E. Simmons/President & CEO 279 E. Orangethorpe Ave. Fullerton, CA 92832 (714) 451-8650/578-6727 www.commercenatbank.com
28.	Community Commerce Bank 390 W. Foothill Blvd. Claremont, CA 91711	230,208,000 -6.97%	12.58%	20.48%	24.67%	1,460,000	William M. Lasher President (909) 625-7891/265-0342 www.ccombk.com
29.	Inland Community Bank, N.A. 3999 E. Inland Empire Blvd. Ontario, CA 91764	212,292,000 12.91%	5.13%	13.38%	18.40%	363,000	James S. Cooper President & CEO (909) 481-8706/481-9928 www.icbbank.com
30.	Pacific Premier 1711 E. Palm Canyon Dr. Palm Springs, CA 92264	210,859,000 -17.80%	-197.73%	1.49%	3.09%	10,008,000	Steve Gardner CEO (760) 325-4442/325-1138 www.ppbi.com
31.	Desert Commercial Bank 44-801 Village Ct. Palm Desert, CA 92260	146,996,000 17.29%	-11.52%	9.64%	13.88%	414,000	Tony J. Swartz Chief Executive Officer (760) 340-7595/340-7599 www.desertbanking.com
32.	First National Bank of California 3727 Arlington Ave. Riverside, CA 92506	141,042,000 -9.52%	-7.79%	12.90%	27.20%	361,000	Jeffrey M. Watson President, CEO (951) 788-2265/788-9683 www.fnbnorcal.com
33.	First Mountain Bank 40865 Big Bear Blvd. Big Bear Lake, CA 92315	134,398,000 5.09%	2.72%	8.97%	13.53%	82,000	John G. Briner Chairman & CEO (909) 866-5861/866-9247 www.firstmountainbank.com
34.	Independence Bank 3637 Arlington Ave. Riverside, CA 92506	130,856,000 7.53%	-8.64%	8.01%	16.74%	229,000	Karry L. Pendergast President & CEO (951) 274-2400/274-2410 www.premierservicebank.com
35.	Palm Desert National Bank 73-745 El Paso Palm Desert, CA 92260	125,754,000 -1.54%	-266.93%	1.64%	3.61%	4,430,000	Richard D. Schneider Chief Executive Officer (760) 340-1145/340-1387 www.pdnb.com
36.	Chino Commercial Bank, N.A. 1551 S. Grove Ave. Ontario, CA 91761	123,027,000 28.84%	10.70%	10.07%	17.70%	327,000	Dann H. Bowman President & CEO (909) 230-7600/230-5595 www.chinocommercialbank.com
37.	Mission Oaks National Bank 41530 Enterprise Cir. Temecula, CA 92590	95,632,000 -18.59%	9.73%	9.92%	14.56%	228,000	Gary W. Deems President & CEO (951) 719-1200/719-1201 www.missionoaksbank.com
38.	Golden State Bank 1080 W. Foothill Blvd. Upland, CA 91786	77,584,000 -24.47%	-19.70%	5.43%	8.01%	213,000	Thomas Byington President & CEO (909) 981-8000/579-6369 www.goldenstatebusinessbank.com
39.	Commerce Bank of Temecula Valley 25220 Hancock Ave. Murrieta, CA 92562	57,358,000 37.86%	-0.32%	15.30%	18.98%	7,000	Donald W. Murray President & CEO (951) 973-7400/973-7401 www.commercebanktv.com

N/A = Not Applicable WND - Would not Disclose na = not available. The information in the above list was obtained from the companies listed. To the best of our knowledge the information supplied is accurate as of press time. While every effort is made to ensure the accuracy and thoroughness of the list, omissions and typographical errors sometimes occur. Please send corrections or additions on company letterhead to: The Inland Empire Business Journal, P.O. Box 1979, Rancho Cucamonga, CA 91729-1979. Researched by Michael R. Natzie with Crowell, Weedon & Co. / SNL Securities. Copyright 2014 by IEBJ.

Cynicism...

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mistakes. “Either trust rules your organization, or fear rules it—you have to choose,” says Karlgaard. “A fear-based culture kills employee curiosity. It quells exploration, dulls creativity, and stunts growth. In a climate of fear, people are afraid to make mistakes. Fear saps performance, synergy, teamwork, and morale. It makes people feel powerless—and if you have no power over your own work life, of course you’ll be cynical.”

Celebrate grit and gumption. If you want employees to be worker bees—performing the tasks you designate, on a timeline you set—compensate them with paychecks only. But if you want your employees to be partners, you’ve got to reinforce them when they act like partners. In other words, take notice when they display passion and motivation (grit) and initiative and guts (gumption).

“When employees do the things you want them to do—persevering through tough tasks, innovating, taking calculated risks—reward them,” Karlgaard instructs. “A simple thank-you can go a long way. So can public recognition at a meeting or through a company-wide email. And of course perks like ‘free’ vacation time or bonuses are always welcome. The point is, notice and celebrate the behaviors you want more of.

“When people are truly engaged, they can’t be cynical,” he adds. “Engagement and cynicism can’t coexist in the same moment.”

Constantly drive home the “meaning” of the work people do. One of the best methods to increase trust is to identify your greater purpose, your “true north,” as Karlgaard calls it. Why do you exist? What meaningful value do you offer to employees, customers, or society? A great purpose should be aspirational, not merely financial. It should create a common cause and promote a collective effort. It should answer all the tough questions of why: Why commit? Why persist? And, most important, why trust?

“At Northwestern Mutual, employees with whom I’ve spoken say they aren’t driven by dollar signs,” he shares. “They truly feel that their life’s work is helping people. When clients call and ask, ‘Am I going to be okay?’ they take pride in being able to say ‘yes.’ They’ve found a meaning in selling insurance that goes much, much deeper than balance sheets and profits. And, ironically, that’s why so many Northwestern field reps are the millionaires next door.

“My point? Figure out what meaningful things your company provides customers, whether that’s peace of mind, easier lives, reliable support, or something else, and look for ways to convey that purpose at your company,” he adds. “It’s hard to be cynical about your work and your customers when you actually do believe in what you’re doing.” “The next time you’re considering how to make your organization a better place to work, think beyond an in-house masseuse, climbing walls, and free fresh-baked cookies,” Karlgaard concludes. “While employees will certainly appreciate ‘fun’ perks like these, they don’t mean anything if your culture isn’t grounded in trust. Trust is, and always will be, the foundation of creating an award-winning environment and culture that leads to high performance and success.”

For more information, please visit Rich Karlgaard’s web site www.richkarlgaard.com.

Real Estate...

continued from pg. 7

nature of this project in addition to the borrower being a 501(c)(3) entity. There is available capital for single-tenant projects, however it did take time to find the right source who understood the tenant’s financial credit as well as the overall goals of the Keck Graduate Institute.”

INVESTOR BUYS 42 ACRES IN UPLAND AND CLAREMONT

An institutional investor purchased a 42-acre land site in the Inland Empire cities of Upland and Claremont, for \$48 million. The land, known as “Park View,” was sold Allied Retail Partners LLC, an affiliate of LBG Real Estate Companies LLC. Allied purchased the majority of the land in June 2011, and paid a total of approximately \$12 million for the combined 42 acres.

Originally zoned open space, the land was entitled by Allied for 400 residential units and 100k square feet of commercial building area, prior to Allied’s 2011 purchase. “The entitlements were particularly complicated by the fact that the land straddles the city and county line, and therefore required approvals from Upland and Claremont, including certification of an environmental impact report, general plan amendments, zone changes, and adoption of specific plans, all by both cities,” said Doug Beiswenger, principal of LBG and Allied.

Land values in the Inland Empire have climbed steeply since Allied purchased the property. Allied purchased the majority of the land in June 2011, and paid a total of approximately \$12 million for the combined 42 acres.

Based in Los Angeles, LBG Real Estate Companies LLC is a privately-held real estate investment company that specializes in the acquisition, repositioning, and development of commercial real estate in the western United States. The company focuses on opportunistic investments with a strong preference for retail properties.

CIRE EQUITY BUYS 230K-SQUARE-FOOT MURRIETA CROSSING

La Jolla-based CIRE Equity bought Murrieta Crossing, a 230k-square-foot retail center located at 39700 Avenida Acacias in Murrieta. The property was sold by Sacramento-based special servicer Bluett & Associates for \$16.5 million (\$72/sf).

Murrieta Crossing offers I-215 Freeway visibility and is centrally located in the retail hub of the Temecula/Murrieta Valley. The property is anchored by Ace’s Comedy, Anti-Gravity, Easy-Life Furniture, Mor Furniture and Sit’n Sleep. It also contains Miguel’s Jr. Mexican Restaurant and In-n-Out.

“Our leasing team was able to reposition the asset, taking it from 16 percent to 91 percent occupancy during the past two years,” said Shauna Mattis, senior vice president of WCRE. “As a result of our leasing efforts we were able to increase the property’s value from \$9.3 million to \$16.5 million.” Mattis and Geoff Tranchina of WCRE represented the seller, Sacramento-based special servicer Bluett & Associates. The buyer represented itself. Mattis went on to say that the Inland Empire retail market is continuing to show positive signs of recovery. 2013 End-of-Year market studies report a total vacancy rate in the IE of just over 10% (10.1%) and average asking rent for all retail space of \$22.80 square feet up more than \$5.51 square foot over the preceding six months. Over 2 million square feet of big box retail space was absorbed in the market from 2012-2013.

SOLAR CITY CORPORATION, PACIFIC AVIATION GROUP AND SOUTHERN CALIFORNIA AVIATION START 2014 WITH NEW DEALS IN VICTORVILLE

In the latest activity to kick off

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MANAGER'S BOOKSHELF

“SuperCommunicator: Explaining the Complicated so Anyone Can Understand,”

By Frank J. Pietrucha; AMACOM, New York, New York; 2014; 272 pages; \$17.95.

The importance of what's being called the digital revolution is that people everywhere are learning how to gain access to a huge array of information. It's an odd sort of revolution because much of it is expressed in rarefied languages that only computer specialists seem to understand.

Author Frank Pietrucha points out that even though today's knowledge seekers “increasingly crave information that's not easy to understand and even harder to use, they are demanding and getting more than info on paper or a pdf file.”

Pietrucha puts this another way:

“For communications—anyone with information or ideas to share—can now show audiences insights that previously could only be explained with words. Tools born of the Internet allow us to manipulate data into forms that can bring us deeper understanding. The ease of multimedia grants (even the technologically challenged) the power to communicate with video, audio, images to deliver a fuller communication experience. All good stuff, but these changes aren't likely to come easily after centuries of thinking print. Flipping the switch from print to digital requires effort on our part. If you communicate, take no note: Failure to understand new media forms and how they impact the way we write, speak, and think could have you at a disadvantage. Conversely, embracing new digital tools—and the philosophy that drives them—can help you thrive in our hyperconnected world.”

The book has many strengths, but also several weaknesses for a book that focuses on communicating. Among its

strengths is the suggested use of stylebooks, especially the stylebooks used by the Central Intelligence Agency (CIA), a few other federal agencies, and well respected civilian newspapers. For example, it's typical for the president of the United States to read the CIA summary reports from around the world. The president, Pietrucha notes, is “likely to read the summary up front of one document, then continue onto the next. If he engages in an issue of particular importance in one document, he might decide to delve further....but is using his time effectively by not reading exhaustive tomes on topics that aren't especially important to him.” That's why the CIA's stylebook list tells you to lead with the conclusion by putting your main idea up front.

A weakness by Pietrucha in writing has a touch of humor about it.

After commenting that a writer should “use big words sparingly” and to “focus on clarity” (certainly good advice), he adds:

“When you use jargon, special words, or expressions specific professions or groups use, you're creating a barrier between yourself and your audience. ...Communicating the complicated is about inclusivity, not exclusivity. Building a moat around your topic...is one of the worst things you can do.”

If that's truly the case, where does the term “supercommunicator” fit. Or “multimedia age,” for that matter. Fortunately, those phrases don't take place often and rarely beyond the early part of the book.

One of the best suggestions written by Pietrucha is with the segment titled “Tips for

Communicating Like a Human.” There are four points he makes that are quite appropriate and good:

“BE GENUINE. Open up and let the real you emerge. Share experiences that make you sound like a real person trying to get through life just like everyone else....

EXPERIMENT. Engage in a playful experiment of communicating with different voices. Push yourself to see how you can let our human self emerge.

LISTEN TO YOURSELF.

Practice your new voice and listen to how it sounds. Read your content out loud.

DIG DEEP FOR CLARITY. Your new voice should resonate with clarity. Remove all the unnecessary fuss and reduce your content to simple thoughts.”

The author offers a complete dinner of ideas in “SuperCommunicator” for the price of an early bird special. It's well worth the price.

—Henry Holtzman

Best-selling Business Books

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

1. “**The Three Signs of a Miserable Job: A Fable for Managers (and Their Employees),**” by Patrick Lencioni (John Wiley & Sons... \$38.14)(1)
Originally published in 2007, the book has become very popular.
2. “**Strengths Finder 2.0,**” by Tom Rath (Gallup Press...\$24.95)(2)
Spend less time fixing shortcomings, more time gaining strength.
3. “**Lean In: Women, Work, and the Will to Lead,**” by Sheryl Sandberg (Knopf Doubleday Publishing...\$24.95)(3)
Why women's progress achieving leadership roles has stalled.
4. “**Girlboss,**” by Sophia Amoruso, (Portfolio Hardcover...\$26.95)(4)
How a young woman escaped a bad life and achieved a very good one.
5. “**The Hunt: Target, Track, and Attain Your Goals,**” by David Farbman (John Wiley & Sons...\$25.00)(**)
New skyrocketing shares his views on business growth.
6. “**Leaders Eat Last: Why Some Teams Pull Together and Others Don't,**” by Simon Sinek (Portfolio Hardcover...\$27.95)(5)
How to work together and achieve effective productivity.
7. “**Doing More with Teams: The New Way to Winning,**” by Bruce Piasecki (John Wiley & Sons...\$25.00)(6)
Why and how teams offer greater flexibility when used properly.
8. “**Smart Tribes: How Teams Become Brilliant Together,**” by Christine Comaford (Portfolio Hardcover...\$26.95)(7)
How top managers keep their teams involved and moving forward.
9. “**Flash Boys: A Wall Street Revolt,**” by Michael Lewis (W.W. Norton & Co...\$27.95)(**)
One of the hottest financial and writers is at it again.
10. “**The Map and the Territory: Risk, Human Nature, and the Future of Forecasting,**” by Alan Greenspan (Penguin Group...\$36.00)(9)
Former head of the Federal Reserve Board has much to say.

* -- Indicates a book's previous position on the list.

** -- Indicates a book's first appearance on the list.

*** -- Indicates a book's reappearance on the list.

MONEY MANAGEMENT

3 Lessons on Retirement Planning From 2 Classic Old Cars

Financial Advisor Shares Tips for Pre-Retirees

Classic car aficionado David Rosell, CEO of Rosell Wealth Management and author of “Failure is NOT an Option,” (www.DavidRosell.com), says pre-retirees can learn a lot from their beloved old cars about financial planning for a secure retirement.

This story alone holds valuable lessons:

“I love adventure travel and, years ago, I went to New Zealand, where I bought a charming old Morris Minor from a German traveler who was heading home,” Rosell says.

“I paid \$200 for the car, thinking if it got me to the Bay of Islands 150 miles to the north and back again, it would have been worth the money.”

As it turned out “Kiwi” carried Rosell all over the North Island. He took a chance and made a second investment of \$200 to have the car ferried to the South Island to roam the mountains and rainforests.

The car not only hung in, he sold it for \$600 to another newly arrived traveler when it came time to leave.

Years later, fondly remem-

bering the Morrie, he found a convertible version for sale in the United States. “Peaches” had been lovingly maintained, so the asking price was much higher, but she was a far more reliable bet than old Kiwi. Rosell bought it and continues to carefully maintain it. At 57 years old, it’s humming along smoothly.

So, what can a pre-retiree learn about financial planning from Rosell’s Morris Minors? Plenty, he says.

- **There’s a time for taking risks, and a time for avoiding them.** Rosell was a young man on that trip to New Zealand, and he planned to stay a few weeks. He could afford the risk of driving around in a charming old clunker because, if it broke down, he had time and other resources available.

“When you’re young and building your wealth, you can and should take more risks. Small-, mid- and large-cap stock funds, and international stock funds are the most volatile – riskier – so they generally have the greatest potential for growth,” Rosell says.

Once you retire, your focus

should be on a lack of risk and volatility, although you still want some growth to overcome the damaging effects of inflation.

- **If you look after your money the way you would a beloved old car, you can live the life you imagine.** Many people contribute to company plans such as 401(k)s or pump their money into other savings and investment plans and then ignore them. That’s like investing in a car like Peaches and never checking the oil, Rosell says.

“Whether you’re managing the funds yourself or you hire a financial advisor, you need to be monitoring your progress toward your goals and making adjustments during your accumulation years,” he says.

“As you get closer to retirement, you need to begin planning for how much you’ll be able to withdraw each year without stressing your portfolio; how that affects the date when you can retire; and when you should start collecting Social Security benefits.”

- **Gather all your important paperwork—and an index to it—and keep it where your family can find it.** When Rosell bought Peaches, its owner had a stack of paperwork documenting everything he’d done to maintain and restore the car. That has helped Rosell be proactive and focused in his maintenance efforts.

“If something should happen to you, you can make it much easier on your family by compiling the information they need,” he says.

Make sure all important financial information and other important documents are organized and stored in a fireproof box, and provide a list with information such as:

Location of wills and other important papers; bank accounts; investments; retirement assets such as 401(k)s; insurance policies; business interests; real estate; personal property; debts and money owed. Rosell says Peaches taught him many life lessons as well, including this one: “Like Peaches, one does not need to be flamboyant or showy to get positive attention!”

Rialto Airport...

continued from pg. 1

Lewis.

“We think this will be a good site for housing,” said Lewis, principal at the Lewis Group of Companies, which is helping oversee development. “Rialto is a good place to live and this will be a master-planned community setting. People see value in planned communities. It’s got great freeway access and that’s a population with a lot of people.”

The city of Rialto plans to finally close the airport in June, with tenants moving out, in order for developers to begin making way for a master-planned mixed-use residential, industrial and retail district called Renaissance.

The new community and business center will sit on about 1,439 acres that includes the soon-to-be-former 434-acre airport property in an area generally contained within Casmalia Street in the north, Ayala Drive to the east, Tamarind Avenue to the west, and Baseline Road to the south. The 210 Freeway cuts through the area.

The residential component will include a variety of residential

during the recession, is just about ready for take off.

Just ask developer Randall

products and residential density will range from 3 to 30 units per acre to accommodate housing. With about 1,667 housing units planned, and an average of about three people per household, officials expect about 5,000 new residents living in the area at full build-out in the coming decades.

About 700 acres of the area is designated for industrial uses, with goods shipment, storing and logistics being the key economic driver of the Inland Empire, said Robb Steel, assistant city administrator for the city of Rialto. City officials are also hoping to attract manufacturing and research and development firms and their employees.

The city is anticipating a potential net revenue boost of \$7.6 million annually from the Renaissance development at full build out 30 years from now, Steel said.

The industrial area of the Renaissance plan controlled by LHR includes about 200 acres of property. Planned are nine buildings with an area of four million square feet.

“There’s a great opportunity to bring in higher level business manufacturing, and research and development,” said Greg Lantz, economic development manager

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COMPUTER COLUMN

Another Song About the Bluetooth

By J. Allen Leinberger

Several years ago I wrote a piece called “I Sing the Bluetooth Electric.” Walt Whitman’s lawyers never called so I guess I got away with it. But the time has come to readdress the topic.

A Bluetooth is a little device that hooks into your ear and works like the thing that Lt. Uhura wore in “Star Trek.” It is a wireless, hand free way of linking into your communications.

Smartphones today can find a nearby Bluetooth as easily as they can find the closest Wi-Fi

signals. Once you are on, you can walk over to the office coffee counter and carry on a conversation. As most states now require hands free devices in order to use your phone in the car, this little thing can pay for itself. Here in California the highway message signs have been warning us lately that holding your phone to your ear while driving can cost you over \$160.

Driving while distracted is a crime. Holding the phone to your ear means that you are driving with one hand. It can

be worse than changing the radio dial or popping in another CD, or even yelling at the kids in the back seat.

All of these cause you to lose attention to the hazards of the road but none is as bad as using the phone. Yes, I know you are saying that everybody does it. Even former Governor Schwarzenegger’s wife, Maria Shriver, was photographed with a cell phone up to her ear. That being said, it is still dangerous and against the law.

This gets to be a bigger issue every day, since we have become a hooked up society. Walk down the street, sit in a park, sit in church, sit in a movie theater, and walk through the store. People are as connected to their cell phones as an addict is connected to his needle.

Watch the crowd on TV at a ball game, or hanging outside the “Today Show” studios. It is some sort of interactive thing. “Hey look at me looking at you.” But it has disconnected us from the real world immediately around us.

I am not saying that no good has come from the cell phone technology. We can keep up with sports and news and even, thanks to GPS, with missing kids or wayward spouses. The power in the device we carry in our hand has more capabilities than the computers that got us to the moon. And, as I have predicted in the column before, what we have now will be nothing compared to what we will all have in a couple of years.

But back to the phone. Another problem that can be fixed by proper use of the Bluetooth is the urban myth of brain cancer. Many people still believe that the cell phone signals can quite literally rot your mind. (And you thought only

video games did that!) It may be that the old beige colored “brick” phones of the ‘80s broadcasted too much power; but today’s smartphone transmits just a fraction of the old signals. And the small signal from the phone to the Bluetooth in your ear has been proven to be nominal at best.

Trust me. This is even better than concrete proof about the moon landing or Kennedy’s assassination. The Bluetooth signal is miniscule, but it can even be picked up by a new generation of speaker systems allowing you to enjoy your tunes in the backyard with no wires connecting the system. (The same is becoming true for television, so in a few more years, we may have a totally wire free society.)

Now I understand that many people think that that thing in your ear looks pretentious. So do cuff links to some people. But if it saves you from running down the hall every time the phone rings, or letting someone know that you are running late because of traffic, or whatever excuse you may use—then it is worth it.

The Bluetooth is inexpensive and it lets you converse even as you concentrate on writing a magazine column or watching the road on the way home, or even answering a call when your phone is across the room—then it is worth it.

I try to think of it as a part of my morning ritual, like putting my pen in my pocket and reaching for my car keys. In fact, I can only think of one drawback to the Bluetooth device. The blinking light fascinates my cat, Mr. Mantle, so he has the habit of picking it up, playing with it and then burying it with his other toys.

I will only worry when I catch him calling his lawyer.

E-Fairness...

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Since that vote, momentum for creating a fair, competitive marketplace has steadily been building.

Today, the legislation, known as “The Marketplace Fairness Act,” sits in the House of Representatives awaiting further consideration. For this reason, it’s crucial that local communities and leaders get involved in the movement toward e-fairness.

The passing of this bill will help to restore states’ rights to establish and enforce their own sales tax policy. Further, it will help to support and sustain local cities and communities.

Local community members can show support and help in the movement to get this important piece of legislation passed by contacting their Congressional offices through emails or letters. More information on contacting specific Representatives in the House is available at lac.icsc.org.

About Promenade Temecula

Promenade Temecula is an indoor/outdoor regional lifestyle shopping center located in Temecula, California. The center’s anchor stores include Macy’s, Macy’s Men’s, Children & Home, JCPenney, Sears and Edwards 15 Cinemas.

In addition to its indoor shopping experience, Promenade Temecula features a fresh, outdoor “Main Street” style plaza offering more than 170 premier shops including Pottery Barn, Williams-Sonoma, Apple, and Coach; as well as a large variety of sit-down restaurants including Yard House and Lazy Dog Cafe. For more information about the center, visit www.promenadetemecula.com

About Forest City

Promenade Temecula is co-owned by Forest City Enterprises and QIC and managed by Forest City Enterprises. Forest City Enterprises, Inc. is a \$10.5 billion NYSE-listed national real estate company. The Company is principally engaged in the ownership, development, management and acquisition of commercial and residential real estate and land throughout the United States. For more information, visit www.forestcity.net

taxes and use taxes from remote retailers with no physical presence in their state.

EXIT PLANNING

The Necessary Beast: Due Diligence

No experienced buyer purchases a company without first learning everything there is to know about it. That learning process is known as “due diligence.” During due diligence, a buyer, its accountant(s), lawyer(s) and any other professional advisor it employs will examine every aspect of every one of the seller’s contracts, procedures, relationships, plans, agreements, systems, leases, manuals and financial documents.

This process requires an extraordinary amount of time and attention on both the buyer’s and the seller’s parts. That’s why we recommend that owners initiate the due diligence process as soon as they decide to sell their companies and have an indication from a transaction intermediary that the business is salable for sufficient money to meet their financial security wishes and needs.

Starting the due diligence process well before the buyer requests documents gives sellers the opportunity to remove any obstacle that might prevent a buyer from traveling a straight path to closing. Keeping the road to closing free from unnecessary impediments compresses the time between the buyer’s offer and the closing. In a sales transaction, time rarely favors the seller so owners want to condense the process. Buyers are looking for the skeletons in your closet and are very skilled at finding them.

They are looking for malfeasance or undisclosed material risks. They will look for fraud (on the part of an owner or manager) or any misrepresentations you have made such as improv-

erly recognized revenues or expenses, and any information you have omitted, such as: unpaid taxes, pending or threatened litigation or obsolescent business equipment, processes, products or services.

The buyer is also looking for information that would affect the value of the company and the advisability of purchasing it. Up to the moment due diligence begins, you have controlled the information flowing to the buyer. You give up much of that control during the buyer’s due diligence.

Finally, if the buyer’s search for malfeasance, misrepresentations or information that would affect the company’s value yields no results, the hunt is on for anything that the buyer could use to lower the price or improve its terms. And that ulterior motive—lowering price and improving the buyer’s terms—permeates the entire due diligence process. Is it any wonder that sellers hate (and that is not too strong a word) this process?

And, is it any wonder that we strongly suggest (as we do) that you and your advisors clean up every contract, agreement, stock book, record of corporate actions, manual, lease, or threatened law suit BEFORE you take your company to market?

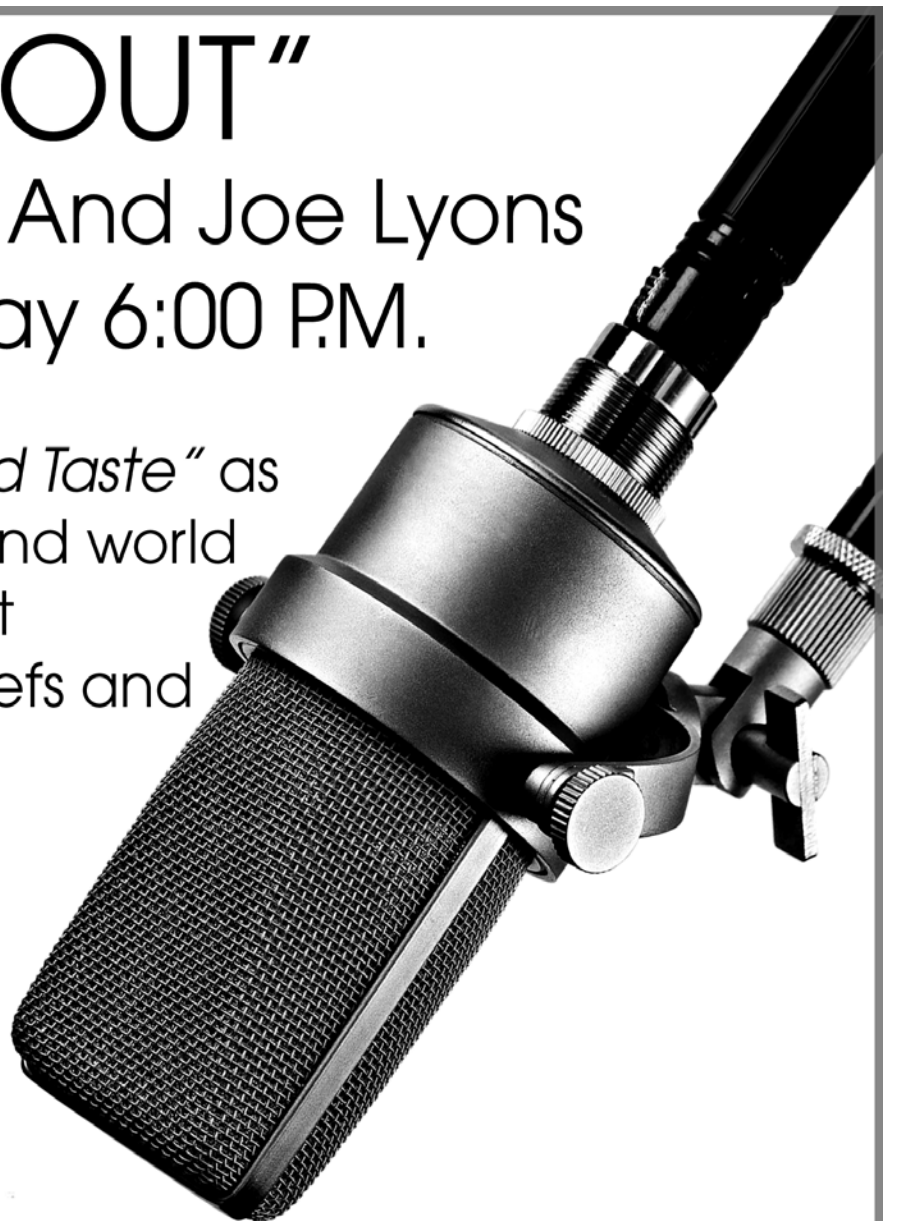
If you have any questions about the extent or value of the due diligence process, please contact Royce Stutzman, president of Vicenti, Lloyd & Stutzman. He can be reached at (626) 387-5203. He would be happy to help you get started.

“TIME OUT”

With Bill Anthony And Joe Lyons
Every Thursday 6:00 P.M.

Join Bill “*The Ambassador of Good Taste*” as he reviews gourmet food, travel and world famous restaurateurs—plus guest interviews with award-winning chefs and renowned wine connoisseurs.

FINANCIAL NEWS & TALK



Rialto Airport...

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more engineering and higher level companies into town and situated there. We want to create higher paying jobs and a variety of industrial uses – not just warehousing.”

The project is managed by the Lewis-Hillwood Rialto Company, LLC, or LHR. LHR and is a joint venture between Lewis Planned Communities, a member of the Lewis Group of Companies, and Hillwood, a Texas-based company. Hillwood was instrumental in the redevelopment of the former Norton Air Force Base into the industrial development around San Bernardino International Airport.

“I think this is going to be a tremendous boost to the city of Rialto, which has been patiently waiting for their turn in terms of redevelopment of this airport,” said John Magness, senior vice president of Hillwood. “They’re going to be very happy with the results. Everybody is pushing in the same direction to bring new development to this project.”

Target corporation is set to move into a recently completed 499,000-square-foot cold storage center on the southeast corner of Alder and Renaissance Parkway. Other developers are also con-

for the city of Rialto. “There’s enough land up there next to the airport. We would like to get some

structing 2 million square feet of industrial facilities in the area, according to Lewis.

Also planned is a 65-acre shopping center, called The Renaissance Marketplace Retail Center, at the intersection of Ayala Drive and Renaissance Parkway. The center will have about 650,000 square feet of retail buildings, anchored by a major retailer. Construction is expected to begin within six months of the airport’s summer 2014 closure, for a possible opening in 2016, Steel said.

The city has operated the airport since 1967, after it acquired it from the Miro company. In 2003, the City Council commissioned a study to look at possible land uses and decided to explore redevelopment of the airport. Legislation needed to close the airport was approved in 2005, with most agreements and negotiations related to the closure wrapping up in 2013, Steel said.

“The economy is getting better,” Steel said. “The industrial sector is getting hot so that’s been driving this.”

The city will spend \$30 million dollars for the relocation of tenants, demolition of buildings, and remediation of hangars and runways, in addition to early infrastructure construction, Steel said.

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Law Firms

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Ranked by Number of Attorneys in the Inland Empire

	Firm Address City, State, Zip	# Attorneys in I.E. # Partners in I.E.	Specialties	Clientele	# Offices in I.E. # Offices Co. Wide	Office Manager in I.E.	Local Managing Partner Title Phone/Fax E-Mail Address
20.	Roth Carney Knudsen, LLP 3850 Vine St., Ste. 240 Riverside, CA 92507	3 3	Litigation, Labor and Employment Law, Land Use, Zoning, Environmental, Media Law, Trademark Law	WND	1 0	Richard D. Roth	Richard D. Roth Attorney (951) 858-0638/682-6591 rroth@rothcarney.com
21.	Kring & Chung, LLP 3602 Inland Empire Blvd., Ste. A120 Ontario, CA 91764	3 2	Construction Law, Business Law, Insurance Law, Employment Law, Family Law, Estate Planning	Growing Inland Empire Businesses, Construction Contractors	1 4	Kim Cantrall Office Manager	John R. Blakeley, Esq Partner (909) 941-3050/941-4499 jblakeley@kringandchung.com
22.	DesJardins and Panitz, LLP 3838 Orange St. Riverside, CA 92501	2 2	Civil & Business Litigation, Real Estate, Bankruptcy	WND	2 2	Carmen Gil Office Manager	Michael DesJardins Managing Partner (951) 779-1501/779-8379 www.djplawyers.com
23.	Dickman & Holt 3638 University Ave., Ste. 212 Riverside, CA 92501	2 2	Civil Litigation, Construction, Real Estate, Employment, Business Litigation, Premises, Liability Defense	Owners, Contractors, Design Professionals, Equipment Suppliers, Engineers	1 1	Montessa D. Holt Partner	John G. Dickman Partner (951) 738-1337/683-3670
24.	Epsten Grinnell & Howell, APC 41870 Kalmia St., Ste. 160 Murrieta, CA 92562	2 0	Community Assoc., Enforcement Litigation CC+R Councils; Assessment Correction Services; Const. Defect Litigation; Reconstruct. Support	Home Owners Associations, Corporate	1 2	Linda Adams, Esq.	Jon Epsten Managing Partner (951) 461-1181/461-2916 jepsten@epsten.com
25.	The Miller Law Firm 620 Newport Center Dr., Ste. 700 Newport Beach, CA 92668	2 2	Construction Defect	Homeowners Associations Property Managers Home Owners	1 7	Rachel Miller Attorney	Thomas E. Miller CEO (800) 403-3332/(949) 442-0646
26.	Mugg & Harper, LLP 325 W. Hospitality Ln., Ste. 110 San Bernardino, CA 92408	2 2	Insurance Defense, Personal Injury, Family Law, Civil, Business, General Litigation	Insurance Companies, Cities, Counties, Governmental Agencies	1 1	Diana Harper Office Manager	M. Mugg/L. Harper Managing Partners (909) 885-4491/888-6866 www.muggandharperlaw.com
27.	Anderson & Kriger 2155 Chicago Ave., Ste. 300 Riverside, CA 92507	1 1	Construction Defect, Litigation	Homeowners	1 5	Barbara Follett Office Administrator	Bill Sickinger Managing Attorney (951) 787-7146/787-7168 www.a-k.com
28.	Ferguson Law Firm 73101 Highway 111, Ste. 1 Palm Desert, CA 92260	1 1	Govt. Relations, Civil Litigation, Land Use, Contract Disputes, Solid Waste	Lomas Outdoor Auction, Fairway Outdoor Advertising, Morris Communications Florida Power Light	1 1	N/A	James Cato Ferguson Partner (760) 776-8233/776-8255 info@govlaw.com
29.	Law Office of John T. Hranek 28057 Bradley Rd. Sun City, CA 92586	1 1	Probate, Estate Planning, Wills, Trusts, Family Law, Bankruptcy, Real Estate, Mediation	WND	1 1	N/A	John T. Hranek Attorney (951) 679-6774/679-0834 hraneklaw@yahoo.com
30.	Law Offices of Sal Briguglio 9333 Baseline Rd., Ste. 110 Rancho Cucamonga, CA 91730	1 0	Corporate and Business, Probate, Family and Criminal Law	WND	1 1	N/A	Sal Briguglio Partner (909) 980-1100/941-8610 litiga8@aol.com

N/A = Not Applicable WND - Would not Disclose na = not available. The information in the above list was obtained from the companies listed. To the best of our knowledge the information supplied is accurate as of press time. While every effort is made to ensure the accuracy and thoroughness of the list, omissions and typographical errors sometimes occur. Please send corrections or additions on company letterhead to: The Inland Empire Business Journal, P.O. Box 1979, Rancho Cucamonga, CA 91729-1979. Copyright 2014 by IEBJ.

Client...

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The Insecure Client. These clients are unsure of themselves and it manifests as them being unsure of you and nervous about failing or looking bad. They are difficult to work for because they micromanage you.

They find it hard to trust outsiders and won't let you build relationships with their boss or other executives in their organization—they keep you for themselves. Insecure clients may also have difficulty trusting you to do new and different things for them, and they review your work over and over.

The Prescription: Build more trust and reduce their perception of risk. This means investing in more face time, reassuring them about your product or service delivery, showing them what you're doing at key stages of the engagement, increasing communications, and demonstrating utter reliability and consistency. "Convince the insecure client that you should go together to see their boss, so that you will also have a relationship with him or her," advises Sobel.

"Explain how this will ultimately help them and the program you're working on together. You need to frequently reassure this type of client and give them a sense of control."

The Boundary Pusher. Clients like this perceive no boundaries around you and your work. They will call and email you at all hours of the day and night, expecting an immediate response. They don't distinguish between something that's truly important and urgent and an issue that's just a simple "to do." They invade your personal life and leave you feeling swarmed and even overwhelmed.

The Prescription: It's best to explain your boundaries at the very start of the relationship, especially if you suspect this may become an issue, advises Sobel. Say (or write), "On workdays, we respond to emails within four hours unless it's clearly urgent, in which case we'll get back to you within the hour. If something comes up over the weekend, unless it's an emergency, we'll respond Monday morning."

If you didn't set clear boundaries early on—or if you did, but the client is ignoring them—you can still alter their behavior without direct confrontation. Simply answer the email you get on Saturday on Sunday night or Monday morning; or, write a one-liner back that says, "Steve, I'll respond first thing Monday when I'm at my office."

"Also, regularly prioritize with your client," says Sobel. "Just say: 'Mary, right now my priority is getting that analysis that we discussed in shape. Can this wait until Thursday?'"

The Do Nothing Client. There are some clients who just never move ahead and get things done. You meet with them, you talk, you agree on next steps, and so on—but then, nothing. This is more of a frustrating client than a "difficult" one. In fact, you might have a very good and pleasant relationship with a Do Nothing executive. Still, you need to produce, and that requires the client to move ahead.

The Prescription: Explore what's behind your client's inaction. Is it insecurity and fear (see type one)? Are they hemmed in by a boss or another executive who is blocking them from taking action? Do they work in an organizational culture that is risk averse and prizes survival above all? There are many different reasons why a client doesn't act, and you need to diagnose why so that you know how to address the inaction.

"Ask yourself if you might be able to work with them to reassure them about your approach—perhaps even having them talk to another client," says Sobel. "Can you help them manage the stakeholders that may be getting in the way? Can you increase their sense of urgency by illustrating the costs of not acting? "Also, ask yourself if the problem or issue you're addressing is truly an urgent, important one," he adds. "Maybe the client's priorities have shifted. If so, you need to know that so you can help the client accomplish something

that does provide value."

The Know-It-All. This client thinks they know more about what you do than you and is constantly telling you how to do your job. They give you way too many suggestions in areas that are really outside their expertise. They are overly directive.

"I've had clients, who themselves were terrible at group facilitation, try and tell me how to facilitate a training workshop," says Sobel. "I've had others try and impose their own models for client loyalty, having just hired me to give them mine."

The Prescription: Reestablish your respective roles. If gentle rebukes don't work ("Through many years of doing this, I've found this is the most effective approach..."), you have to put your foot down with a Know-It-All client. Confront them. Tell them they have hired you because of your expertise and experience, and that they need to give you the proper berth to exercise it on their behalf.

"Twice I have had to say to clients, 'When you buy a Mercedes-Benz car, do you tell the salesman that you want to travel to Germany to inspect the production line and make suggestions to them about how to assemble your car?'" reveals Sobel. "Then I'd say, 'I didn't think so, because you know Mercedes is a great brand and understands how to make cars. Similarly, you need to let me do my job for you and not advise me on my own expertise.' In both cases, the client laughed and backed off."

Mr. or Ms. Aloof. Some clients treat you like a vendor and resist all efforts to build a real relationship. They are often very professional and can be perfectly pleasant when you're with them. But it's a purely arm's-length relationship, which seriously limits how much you're able to help them achieve.

The Prescription: Learn more about the client's agenda and help them accomplish it. You may not truly understand their priorities—their underlying needs and goals. What's important to them right now? What are they trying to accomplish this year? Everyone has a hot button—have you discovered what it is for this executive? Once you do, you'll be in a better position to help them and go "above and beyond" the letter of your contract.

"Also, try and find out how your client views the relationship," suggests Sobel. "It may just be that he or she feels the relationship is perfectly fine and doesn't need it to be anything more than what it is. And that may be good enough for now."

The Insatiable Client. This client feels the work is never, ever good enough, and they also micromanage you—although for different reasons from the Insecure client. Their behavior can absolutely wear you down. You never feel like you're succeeding. These people have carping, critical personalities and can't give out compliments—who knows, maybe they grew up with overly demanding parents themselves!

The Prescription: Carefully calibrate expectations at the beginning of each engagement or transaction. IT firms have "service level agreements" (SLAs)—maybe you need to go deeper into specifics around the type, quality, and format of your output for the client.

"Don't become overly needy about getting compliments and positive feedback," says Sobel. "This is a client, not your spouse, and as long as you're doing a good job and achieving the agreed-upon goals, you shouldn't worry about getting a constant stream of praise."

The Tyrant. They have personality and emotional issues and treat their people—and perhaps you—terribly. Everyone who works for them hates them. Who knows why someone acts like this? There are many possible reasons. The Tyrant could be a good-hearted person who happens to have an anger

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Client...*continued from pg. 30*

The Prescription: If the client is nice to you, but tyrannical with their team, you may be able to coach them and influence them to change their behavior. Unless you're specifically in a coaching relationship, however, they may not be open to that kind of personal feedback. If the client is treating you or your colleagues badly, consider moving on. "Life is too short to spend time in abusive relationships, be they at work or in our personal lives!" says Sobel. "Occasionally you may be able to have a frank discussion with a Tyrant that results in improvement, but generally if bad behavior is that extreme, the person will not be able to hide their true colors forever."

In summary, when faced with a difficult client, Sobel says you should consider these four steps:

1. Assess. Diagnose why the person is acting that way. What's behind the behavior?

2. Make an action plan. Identify remedial actions you can take to address the underlying dynamic (e.g., if a client is micromanaging you because of insecurity, what steps can you take to build greater trust?).

3. Confront. If appropriate, confront the client with their behavior (e.g., point out that they are second-guessing your expertise and experience and ask them to stop).

4. Finally, fish or cut bait. Decide what your boundaries are, and if you've really had enough, move on and focus on more fruitful relationships. You won't need to fire a client often, but doing so can be extremely healthy, not only for your business but for your own sense of self-esteem and well-being.

"Just knowing you have a plan to deal with difficult clients can bring a huge sense of relief," says Sobel. "Relationships may feel complex and mysterious, but, really, they're subject to some pretty simple rules. When you learn them, and put them into practice, it can shift your work and your career to a higher level."

For more information, please visit www.andrewsobel.com.

How to Hit...*continued from pg. 21*

standard of living you enjoyed while you were working is the equivalent of hitting one out of the park," added Egan. "With a little bit of planning, the goal can be within reach."

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Prosecutors Call...*continued from pg. 9*

countenance the exploitation of the motion process by using demonstrably false allegations of misconduct as a public relations tool to intimidate prosecutors, deceive the public and gain an unfair advantage as this case heads towards trial." In this frame of reference, prosecutors asserted that their reliance on Postmus, whose methamphetamine use was well known to them, did not constitute misconduct.

"Borum fails to provide any authority for his claim that the prosecution's failure to drug test Postmus amounted to outrageous government conduct justifying the drastic sanction of dismissal." Furthermore, according to the prosecutors, "the grand jury was fully aware of all facts pertaining to Postmus' credibility, including his drug use."

Characterizing the serving of search warrants at the offices of Thomas Dale & Associates as a raid on the defense camp and a violation of attorney client privilege was a "a desperate attempt to derail the prosecution by illegitimate means," prosecutors asserted. "The evidence will reveal that prosecutors took every precaution to protect against any possible infringement on Burum's attorney-client privilege or work product, and their efforts succeeded in doing so," prosecutors said.

Larson, through his sophistry and eloquent advocacy of his client and remonstrations concerning Burum's constitutional rights, was perverting justice, the prosecutors suggested, although they were circumspect to avoid referring directly to Larson, attributing the legal defense he crafted to his client. "By trying to put prosecutors on the defensive with fabricated allegations of 'outrageous misconduct,' Burum desperately attempts to deflect attention from his own criminal behavior," prosecutors said in their motion.

A hearing on the motions was initially scheduled for May 5. Because of the voluminous nature of the prosecution response, that hearing will not commence until May 21.

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TIPS ON PERFORMANCE REVIEWS

Seven Tips to Ace Your Performance Review

By Dr. Tim Baker

Yes, it's that time of year again—when the groans of managers can be heard over the mere mention of the words, annual performance reviews. Many managers see performance appraisals as nothing more than an empty, bureaucratic exercise forced on them by HR.

What about employees? They dread them too!

With that in mind, here are seven tips to help you survive the dreaded event and even please your boss.

1. Be prepared

Be punctual and prepared. Ask others for feedback before the meeting. Answer all the questions on the form fully. Nothing will annoy your manager more than taking a half-hearted approach to this meeting. Remember he or she probably has several of these to do and they are probably annoyed at the amount of preparation they have to do. An indifferent attitude will not help you.

2. Don't be defensive

Take a deep breath. Sit back

and don't under any circumstances be confrontational. That doesn't mean you have to accept everything your manager has to say. But if you disagree, do so assertively, but respectfully. Ask your manager to elaborate on their feedback. This gives you breathing space to consider his or her comment without coming across as self-protective.

3. Be assertive

Assertive doesn't mean aggressive or argumentative. It means calmly and clearly stating your case. Sometimes this is easier said than done. For example, don't say, "That's wrong." Say, "I have a different opinion on that matter." Then give an example if possible to back up your perspective.

4. Use examples

The best way to illustrate your point is to identify a critical incident or event that occurred in the workplace. For example, if you disagree with your boss's assertion that, "you are always negative in meetings," cite an example when you were con-

structive and positive. This means you need to anticipate some of the fixed opinions your manager has of you. The truth is: words like, "always" and "never" are often exaggerations. They are labels. And it is up to you to cite an example when that tag is simply not true.

5. Ask for clarification

When your manager makes a sweeping statement, ask him or her to elaborate. For example, if he or she says something like, "I am not happy with your report writing," say something like, "May I ask what it is in particular you don't like about my report writing?" If you don't take these opportunities, your manager will simply move on to the next question and be convinced that he or she is right.

6. Don't make excuses

If your boss makes a valid point about some opportunities for growth, accept this; if you agree. Don't respond with weak excuses such as, "The reason I lose my temper is that people make me angry." Take

responsibility. Your boss will appreciate that. For instance, say, "I think you are right, I do lose my temper from time-to-time. I acknowledge that and I am trying very hard to overcome this."

7. Reflect

Try to consider any criticism carefully after the meeting. Don't dismiss it. "Is he right?" "Does she have a point?" "Have I heard this criticism from others?" Again, I know this is hard, particularly if your relationship with your manager is strained. Ask a friend for their honest opinion. Say something like, "Be honest with me, do you think I sometimes..." Your boss's perception is reality in his or her eyes; that doesn't mean they are right, but they probably think they are right.

Challenge yourself to perform well in the performance review and the whole process will be a more pleasant experience.

Paperwork...

continued from pg. 32

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Guiding...

continued from pg. 3

with higher property tax rates, effectively gutting the taxpayer protections in Proposition 13.

Such steps would only continue growing a government that increasingly is unwieldy and out-of-control. If we think the exodus out of California is bad now, I shudder to speculate how it could get worse under new laws like these.

Now is the time to remember one of the most important lessons from history - that as government expands liberty contracts. Only limited government can keep the door to self-government and self-starting business open, and it is the

only sure path to prosperity again.

We have a choice. Our government can fatalistically continue to grow and chase hard-working families out of our state. Or we can demand a government by consent, one "of, by and for the people."

State Senator Mike Morrell represents the 23rd District in the California State Senate.

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Real Estate...*continued from pg. 24*

2014 at the Southern California Logistics Centre (SCLC), a 2,500-acre industrial and commercial complex in Victorville, Solar City Corporation signed a new four-year lease for 7.4k square feet of space. Solar City is a national leader in clean energy services.

In addition, existing tenant Pacific Aviation Group, a leader in commercial aerospace offering aircraft leasing, aircraft overhaul and repair, and aircraft replacement parts, extended and expanded its current lease to 119.1k square feet of space for six years, and Southern California Aviation, a commercial aerospace company specializing in the transition, reconfiguration and redeployment of aircraft for commercial and private customers, renewed its long-term lease of a 55k-square-foot space for an additional five years.

Additionally, Stirling Capital Investments has commenced the build out of office in its two remaining vacant facilities to meet strong, immediate market demand in the High Desert market. "With this latest activity, the complex is now at 99 percent occupancy," according to Stirling Capital Investments' Chief Operating Officer Brian Parno.

Solar City Corporation brings its first venture into the High Desert to SCLC, where it will conduct operations for its clean energy programs. The firm makes clean energy available to homeowners, businesses, schools, non-profits and government organizations, offering prices lower than the average spent for energy generated from traditional fossil fuels such as coal, oil and natural gas. The company is headquartered in San Mateo, California and serves thousands of customers across 14 U.S. states.

Stirling Capital Investments' Director of Asset Services Anita Tuckerman represented Stirling. John Grady of Cushman & Wakefield's Phoenix office repped Solar City Corporation in the lease transaction.

Pacific Aviation Group, expanding their existing 58.7k square foot premises, effectively doubled the size of its facility with an additional 60.4k square feet for a space now totalling 119.1k square feet.

The firm also extended its lease for an additional 72 months. Occupying space in Global Access Business Centre, Pacific Aviation Group conducts both corporate office and warehouse functions at the facility. Anita Tuckerman represented both parties in the transaction.

In a third lease transaction, existing tenant Southern California Aviation renewed its long-term lease extending the term of its 55k-square-foot space for an additional five years. The space is utilized as an operational hub for the firm's specialized transitional facility for commercial aircraft. Anita Tuckerman represented both parties in the transaction.

Veteran Health...*continued from pg. 20*

member with the Illinois Hospital Association, American Heart Association (Metropolitan Chicago), and the Metropolitan Chicago Healthcare Council.

He has also been a board member with the California Association of Public Hospitals, Central Coast Alliance for Health, and several other associations over his extensive career.

At ARMC, Foley would oversee a state-of-the-art acute care hospital that serves as the County's only public "safety net" facility. Major services and facilities include Level II trauma, emergency care, and primary care. ARMC boasts 3,608 employees and an annual budget of approximately \$440.6 million.

The County's proposed contract with Foley calls for him to earn a salary of \$301,173. He would succeed Patrick Petre, who left ARMC in November for another position in healthcare.

Cal State San...*continued from pg. 22*

Recently, *CEO Magazine's* International Graduate Forum recognized the college's graduate business program as one of the top programs in the world. Its M.B.A. program was ranked No. 2 in "Tier One" in North American M.B.A. and European M.B.A. rankings, and named it to the Global Top 20 M.B.A. rankings for 2014.

In addition, the M.B.A. program was named "Best for Vets," ranked No. 22 by *Military Times Magazine*.

The College of Business and Public Administration at California State University, San Bernardino currently serves more than 2,800 undergraduate students and 470 graduate students from 27 countries. The college also manages five Centers of Excellence: Global Management Center (GMC); Inland Empire Center of Entrepreneurship (IECE); Institute of Applied Research (IAR); Cybersecurity; and Leonard Transportation Center (LTC).

IE Taxable Sales...*continued from pg. 1*

pace of growth in the state overall, where taxable sales grew by 5.2% over the same period.

Additionally, with home prices up 22.0% from the fourth quarter of 2012 to the fourth quarter of 2013, many households now have more equity, which should help generate additional spending in the region over the next year.

Consumer spending on building and construction was the fastest growing category over the past year. From the fourth quarter of 2012 to the fourth quarter of 2013, tax receipts in this category increased by 12.9%. This follows the trend in construction employment, which increased by 4.2% from February 2013 to February 2014.

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CONSTRUCTION
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VICTORVILLE, CA 92394

FASTRAC LUBE
34795 YUCAIPA BL
YUCAIPA, CA 92399

FIRST PRIORITY PARCEL
3613 PIEDMONT DR.
HIGHLAND, CA 92346

GESVI FINANCIAL
SERVICES
9253 HERMOSA AVE.
STE. A
RANCHO CUCAMONGA,
CA 91710

GIFTS R US
5060 MONTCLAIR PLAZA
MONTCLAIR, CA 91763

GOLDEN TOUCH
INTERIORS
11070 BRENTWOOD DR.
RANCHO CUCAMONGA,
CA 91730

GREEN FENG SHUI
3980 SAN LORENZO
RIVER RD.
ONTARIO, CA 91761

HELPING HAND
PLUMBING
AND DRAIN
CLEANING SERVICES
16996 TORINO DR.
VICTORVILLE, CA 92395

HIGH DESERT HOME
SERVICES
7120 LYONS AVE.
HESPERIA, CA 92345

I.E.S.
15035 GRAYS PEAK AVE.
FONTANA, CA 92336

ICF TECH SERVICE
1601 BARTON RD.
REDLANDS, CA 92373

IMPIRE AUTO BODY &
TOWING
3930 CAJON BLVD.
SAN BERNARDINO, CA
92407

INCOMMING COMPANY
10969 KADOTA AVE.
POMONA, CA 91766

INK FEVER TATTOO
14950 BEAR VALLEY RD.
VICTORVILLE, CA 92395

INLAND ENTERPRISE
SOLUTIONS
15035 GRAYS PEAK AVE.
FONTANA, CA 92336

A & A TRANSMISSION
CENTER
11214 HESPERIA RD.
HESPERIA, CA 92345

ALEXANDER JEPSON
CONSULTING
8444 BOWEN ST.
RANCHO CUCAMONGA,
CA 91730

SMOKIN ALS BBQ ALS
INSPECTIONS SERVICES
8674 GOBI RD.
PHELAN, CA 92329

INNOVAX GRAPHIX
2026 N. RIVERSIDE AVE.
STE. C-206
RIALTO, CA 92377

JADSK TRUCKING
VENTURES
7360 PALM LN.
FONTANA, CA 92336

KILDAY SPECIALTIES
166 BONITA CT.
MENTONE, CA 92359

LANCASTER AUTO
CONSIGNMENT SALES
AND EQUIPMENT
17085 BEAR VALLEY RD.
HESPERIA, CA 92345

LARRY EXPRESS
LOGISTICS
33499 WARWICK HILLS RD.
YUCAIPA, CA 92399

LATINO 99 CENTS & UP
MARKET
15165 7TH ST.
STE. B
VICTORVILLE, CA 92395

LOVELY SPA & NAILS
1386 E. FOOTHILL BLVD.
STE. G
UPLAND, CA 91786

MAKAYLEENIA'S
POLYNESIAN STORE
15370 BEAR VALLEY RD.
VICTORVILLE, CA 92392

MEXICAN BAKERY &
CANDY
115 W. RIALTO AVE.
RIALTO, CA 92376

MOTEL - 7
1400 W. MAIN ST.
BARSTOW, CA 92311

MOUNTAIN CAREGIVING
SERVICE
1207 ALEUTIAN DR.
LAKE ARROWHEAD, CA
92352

MY SNUGGLE BUDDY
13920 CITY CENTER DR.
CHINO HILLS, CA 91709

NU REAL ESTATE
SOLUTIONS
15035 GRAYS PEAK AVE.
FONTANA, CA 92336

PIONEERTOWN DOLLS
3030 ACACIA AVE.
PIONEERTOWN, CA 92268

PROCRAFT
975 E. 9TH ST.
UPLAND, CA 91786

RENT'S DUE PRODUC-
TIONS
6976 TRAILS END
TWENTYNINE PALMS, CA
92277

WORLD YOUTH
FOOTBALL
15454 HAMILTON LN.
FONTANA, CA 92336

A & G CLEANING
SERVICES
4671 KINGSLEY ST.
STE. B
MONTCLAIR, CA 91763

ACCELERATION
820 LARCH AVE.
COLTON, CA 92324

ACCURATE PROPERTY
MANAGEMENT
34428 YUCAIPA BLVD.
STE. 242
YUCAIPA, CA 92399

ADVANCE TRUCKING
2211 OLYMPIC VIEW DR.
CHINO HILLS, CA 91709

AFFILIATE SOLAR
1183 ACADIA DR.
LAKE ARROWHEAD, CA
92352

AFRICA ARISE AND
ANOINT
820 LARCH AVE.
COLTON, CA 92324

AIC GROUP
24540 REDLANDS BLVD.
LOMA LINDA, CA 92354

ALL SHADE GLASS
TINTING
1050 N. ONTARIO MILLS
DR.
ONTARIO, CA 91764

ANDERSON INVESTMENT
COMPANY
24540 REDLANDS BLVD.
LOMA LINDA, CA 92354

BALANJI TITI PRAYZAS
820 LARCH AVE.
COLTON, CA 92324

BDP CONSTRUCTION
CONSULTANTS
7349 MILLIKEN AVE.
STE. 140-165
RANCHO CUCAMONGA,
CA 91730

BETHLEHEM JUDAH
CARE CENTER
820 LARCH AVE.
COLTON, CA 92324

BRASS KEY BAR AND
GRILL
2649 E. HIGHLAND AVE.
SAN BERNARDINO, CA
92404

BUCKTHORN
PUBLISHING
4385 LYTTLE CREEK RD.
FONTANA, CA 92336

CALIBER EXECUTIVE
PROTECTION SERVICES
16675 SPRUCE ST.
HESPERIA, CA 92345

CIVIC SOLUTIONS, INC.
27362 CALLE ARROYO
SAN JUAN CAPISTRANO,
CA 92675

COLTON COMMUNITY
CARE OUTREACH
820 LARCH AVE.
COLTON, CA 92324

CRIMSON TIDE
CONFERENCE
820 LARCH AVE.
COLTON, CA 92324
DEE'S ARK
34333 VIA BUENA DR.
YUCAIPA, CA 92399

DELESA J
2740 W. DAWNVIEW DR.
RIALTO, CA 92377

DIVINCCI'S BARBER
SHOP
177 W. SOUTH ST.
STE. 412
RIALTO, CA 92376

EATERY BUSINESS
COACH
11100 4TH ST.
STE. M308
RANCHO CUCAMONGA,
CA 91730

EL FARALLON CEVICHE
1679 E BASELINE ST.
SAN BERNARDINO, CA
92410

ELITE CLEANING
SERVICES
12237 APPIAN DR.
RANCHO CUCAMONGA,
CA 91739

EMPIRE MANAGEMENT
COMPANY
1520 COULSTON ST.
STE. 9
SAN BERNARDINO, CA
92408

FISH WINDOW CLEANING
17096 SEQUOIA AVE.
STE. 119
HESPERIA, CA 92345

NEW BUSINESS

County of Riverside

PINPOINT REALTORS
12477 MESA GROVE DR.
RIVERSIDE CA 92503

SIGNATURE
SETTLEMENT SERVICES
12477 MESA GROVE DR.
RIVERSIDE CA 92503

SKYLINE CAPITAL
INVESTMENTS
12477 MESA GROVE DR.
RIVERSIDE CA 92503

THREE BROTHERS
RACING SOCIAL
2175 SAMPSON AVE.
STE. 113
CORONA CA 92879

J.V.A. SHOPPING CARTS
SERVICES
24168 MYERS AVE.
MORENO VALLEY, CA
92553

VALUATION STRATEGIES
32661 CLEARVAIL DR.
TEMECULA, CA 92592

BLAKLEY & BLAKLEY
PAINTING
21123 WALKER DR.
NUEVO CA 92567

NOONE CONSTRUCTION
27241 DARTMOUTH ST.
HEMET, CA 92544

AVANT GARDENS
LANDSCAPE SOLUTIONS
6113 TARRAGONA DR.
RIVERSIDE CA 92509

NOT SO SWEET SADIE
3622 BEECHWOOD PL.
RIVERSIDE, CA 92506

ALL THINGS SWEET
23250 BAXTER RD.
WILDOMAR, CA 92595

FIESTA TACOS MEXICAN
GRILL
1111 BEAUMONT AVE.
BEAUMONT, CA 92223

RIVERSIDE
TOM BARKER PLUMBING
7840 POTOMAC ST.
RIVERSIDE, CA 92504

CHOPPER JONES
6822 JOHN DR.
RIVERSIDE CA 92509

SLACKERS APPAREL
1167 VIA DEL ECHO
HEMET, CA 92543

TAX SOLUTION
6325 RUTLAND AVE.
RIVERSIDE, CA 92503

AAA - CARPET CARE
33475 MONTE VERDE RD.
TEMECULA, CA 92592

A-1 MURPHYWALL BEDS
38435 INNOVATION CT.
STE. 102
MURRIETA, CA 92563

PHANTOM AUDIO
59620 REYNOLDS WAY
ANZA, CA 92539

THE SMOKE SHOP
16960 VAN BUREN BLVD.
STE. B
RIVERSIDE, CA. 92503

COUPON SAVER BOOK
26201 CYPRESS UNION LN.
MURRIETA, CA 92563

DIRECT MARKETING
SOLUTIONS
26201 CYPRESS UNION LN.
MURRIETA, CA 92563

DOOR SAVER
26201 CYPRESS UNION LN.
MURRIETA, CA 92563

LISTING HOMES
MAGAZINE
26201 CYPRESS UNION LN.
MURRIETA, CA 92563

LU'S CUSTOM
EMBROIDERY
1042 LIVING WATER WAY
HEMET, CA 92543

WINE CELLAR
PROPERTIES
32721 CAMPO DR.
TEMECULA, CA 92592

EA WHOLESALE
21803 ATHEAWAY
WILDOMAR, CA 92595

GISELLE'S NURSERY
21951 EUCALYPTUS
MORENO VALLEY CA 92553

GISELLE'S EARTH
21951 EUCALYPTUS
MORENO VALLEY CA 92553

IT SOFTWARE DESIGN
COMPANY
690 AZURE LN.
STE. 3
CORONA, CA 92879

SKYDIVEXTREME
2091 GOETZ RD.
PERRIS, CA 92570

NIGERIAN YOUTH
ASSOCIATION,
OF SOUTHERN
CALIFORNIA
12459 COOL SPRINGS ST.
MIRA LOMA, CA 91752

GINGER STARR
760 VIA DE LUNA
STE. 10
CORONA CA 92882

LEGAL SUPPORT
SERVICES OF RIVERSIDE
COUNTY
24600 MOUNTAIN AVE.
STE. 3
HEMET, CA 92544

DEVOTED INK
38109 TALAVERA CT.
MURRIETA, CA 92563

VINCE'S MOBILE
MECHANIC SERVICE
42213 STONE WOOD RD.
STE. 33-B
TEMECULA ,CA 92591

TANNERS INK
10060 DELCRESTA DR.
MORENO VALLEY CA 92557

S & G INDUSTRIES
26301 STEINHOFF AVE.
HEMET, CA 92545

SNAG IT GROUP
30854 BOW BRIDGE DR.
MURRIETA, CA 92563

JLS CONSULTING
1972 PADDOCK LN.
NORCO CA 92860

COMMON SENSE
FINANCIAL
5 WATERLOO CT.
RANCHO MIRAGE, CA
92270

COMMON SENSE REALTY
5 WATERLOO CT.
RANCHO MIRAGE, CA
92270

EVERGREEN LANDSCAPE
AND MAINTENANCE
31940 VISTA DEL SOL
THOUSAND PALMS, CA
92276

CAKE IT FRESH
27593 AVENIDA HALAGO
MENIFEE, CA 92585

MEYER'S CERTIFIED
WELDING &
CONSTRUCTION
1563 DEL NORTE DR.
CORONA, CA 92879

ARTHUR MURRAY
FRANCHISE DANCE
STUDIO
3699 SUNNYSIDE DR.
RIVERSIDE, CA 92506

JAY'S TRUCKING
27331 COTTONWOOD AVE.
MORENO VALLEY, CA
92555

ACTION SURVEILLANCE
28888 LAKEFRONT RD.
TEMECULA, CA 92591

DOORWAYS SUPPORTED
LIVING
12727 CARNATION ST.
CORONA, CA 92880

RESIDENT BOARD N
CARE
12727 CARNATION ST.
CORONA, CA 92880

SUSHI KAWA SPORTS BAR
& GRILL
469 MAGNOLIA AVE.
STE. 101
CORONA, CA 92879

TODAYS REALTY GROUP
73140 HWY 111
STE. 5
PALM DESERT, CA 92260

TOMORROWS
MORTGAGE SOLUTIONS
73140 HWY 111
STE. 5
PALM DESERT, CA 92260

GET IT WRITE
EDITORIAL SERVICES
11517 TULANE AVE.
RIVERSIDE, CA 92507

WOODCRESTBOOKS.COM
19465 GLENWOOD AVE.
RIVERSIDE, CA 92508

YUM BUFFET
23753 SUNNYMEAD BLVD.
MORENO VALLEY, CA
92553

NIGHTINGALE HOME
HEALTHCARE
1091 N. PALM CANYON DR.
PALM SPRINGS, CA 92262

CARL'S JR RESTAURANTS
72875 FRED WARING DR.
STE. C
PALM DESERT, CA 92260

AMBER MANAGEMENT,
LLC
29826 HAUN RD.
STE. 305
MENIFEE, CA 92586

PRIME COMMERCIAL
PROPERTIES
29826 HAUN RD.
STE. 305
MENIFEE, CA 92586

AMBER REALTY
29826 HAUN RD.
STE. 305
MENIFEE, CA 92586

HUB-KELLER
PROPERTIES
29826 HAUN RD.
STE. 305
MENIFEE, CA 92586

CANYON COMMERCIAL
PROPERTIES
29826 HAUN RD.
STE. 305 MENIFEE CA
92586

CANYON VILLAGE
PROPERTIES
29826 HAUN RD.
STE. 305
MENIFEE, CA 92586

SELECT COMMERCIAL
PROPERTIES
29826 HAUN RD.
STE. 305
MENIFEE CA 92586

MVH ENTERPRISES
29826 HAUN RD.
STE. 305
MENIFEE, CA 92586

HUB ENTERPRISES
29826 HAUN RD.
STE. 305
MENIFEE, CA 92586

A-HOPE
1101 CALIFORNIA AVE.
STE. 100
CORONA, CA 92881

SECURITY OFFICER
TRAINING
ACADEMY/RIVERSIDE
1525 THIRD ST.
STE. C
RIVERSIDE, CA 92507

B ONE
41875 5TH ST.
TEMECULA, CA 92590

BROWN ONE
41875 5TH ST.
TEMECULA, CA 92590

LEGENDARY BRAND
41875 5TH ST.
TEMECULA, CA 92590

BOOMERANG 2ND HAND
THRIFT
2395 HAMNER AVE.
NORCO, CA 92860

POP-A-LOCK OF
RIVERSIDE COUNTY
2220 EASTRIDGE
STE. B
RIVERSIDE CA 92507

R&E 1 STOP INSURANCE
& INCOME TAX SERVICES
2131 N PERRIS BLVD.
STE. C-3A
PERRIS, CA 92571

TURTLE AGE TRADE AND
TECHNOLOGIES
2135 HIBISCUS ST.
CORONA, CA 92882

P.M. LANDSCAPING
13640 LUIS DR.
DESERT HOT SPRINGS, CA
92240

HECTOR'S AUTO CARE &
VEHICLE ACCESSORIES
81237 PALMWOOD DR.
INDIO, CA 92201

CPR PROVIDERS OF
COACHELLA VALLEY
43495 BRAHEA CT.
INDIO, CA 92201

BLUE SKY LANDSCAPE
CORP.
69090 SAN HELENA AVE.
CATHEDRAL CITY, CA
92234

DESERT STAR WEEKLY
66538 EIGHTH ST.
DESERT HOT SPRINGS, CA
92240

IFA COMPANY
890 SHEPARD CREST DR.
CORONA, CA 92882

DANIEL VALDEZ
CLEANING SERVICE
12578 AVENIDA SERENA
DESERT HOT SPRINGS, CA.
92240

INTEGRITY BUSINESS &
CONSUMER JOURNAL
15111 WINDOVER CT.
LAKE ELSINORE, CA 92530

ALLTIME FITNESS
68100 RAMON RD.
STE. B14
CATHEDRAL CITY, CA
92234

NPWHA
2056 APPLGATE CIR.
CORONA, CA 92882

RADIATOR GALAXY
28749 SANDY AVE.
MURRIETA, CA 92563

SIERRAAVIATION GROUP
3400 E TAHQUITZ CANYON
WAY
STE. 15
PALLM SPRINGS, CA 92262

HOPE'S METAL
11307 SAN JACINTO ST.
MORONGO VALLEY, CA
92256

R M S HANDY MAN
35718 GALENA CR.
TEMECULA, CA 92592

HAUN PROFESSIONAL,
LLC
29826 HAUN RD.
STE. 305
MENIFEE, CA 92586

NEW HUB PROPERTIES,
LLC
29826 HAUN RD.
STE. 305
MENIFEE, CA 92586

JUMPERS & MORE
RENTALS
85685 AVENIDA NICOLE
COACHELLA, CA 92236

RELIK REALM
83695 BISMARCK CT.
INDIO, CA 92201

ORMOND COURT MANOR
711 ORMOND CT.
CORONA, CA 92879

NOCTILUCA PALM
SPRINGS
611 SOUTH PALM
CANYON DR.
STE. 7313
PALM SPRINGS, CA 92264

SANTANA MISSION
CHAPEL
68625-21 PEREZ RD.
CATHEDRAL CITY, CA
92234

YV LOCKSMITH
74325 FAIRWAY DR.
PALM DESERT, CA 92260

ROCK A BUY CREATIONS
52965 EISENHOWER DR.
LA QUINTA, CA 92253

JANI CLEAN
33475 MONTE VERDE RD.
TEMECULA, CA 92592

O'S CLEANING COMPANY
1261 REINHART ST.
SAN JACINTO, CA 92583

PLAIN T-SHIRT CO
854 MONTS RD.
STE. 8
RIVERSIDE, CA 92507

LADY SHOE WORLD
589 SONDRON RD.
CORONA, CA 92879

STERIO R US
114 MULTOS AVE.
MORENO VALLEY, CA
92557

“E-Fairness” Will Improve Communities; Cities

By Kym Espinosa, Director of Marketing for Promenade Temecula

Online shopping is a welcome component to today’s retail experience. Both national retailers and local brick-and-mortar shops now have an online presence, with various options for shoppers to receive and return goods in their local stores.

In a recent intercept study conducted at Promenade Temecula, over 91 percent of respondents indicated that they shop online regularly. This number is really no surprise. Online shopping provides today’s shoppers with competitive prices, incredible selection, and most importantly, convenience.

However, even in today’s culture, which is centered around efficiency and getting things done as fast as possible, it’s important to note that there is a price for convenience—one that can affect local economies, businesses, and communities as a whole.

This is a challenge that the entire retail industry is facing nationwide: the effect of online shopping on local economies.

And the challenge has led to a new movement—the movement toward “e-fairness.”

The concern for many local retailers is a loss of essential sales tax revenue, which is used to fund much-needed community services. When purchases are made online, sales tax is not collected, and the result is a loss of revenue for local communities.

In 2012, it was estimated that California lost over \$1.9 billion in sales tax revenue as a result of Internet sales. Local cities now have to struggle to provide minimal city services, when the difference might easily be made up by simply requiring online retailers to collect the same sales tax as a local store.

The fact is, e-fairness means a competitive retail marketplace, which is good for

everyone. Customers get better prices, better selection, better service—and retailers are rewarded for competing and winning shoppers’ business. For this system to work, however, the playing field needs to be leveled.

The International Council

of Shopping Centers (ICSC) recognizes the importance of this issue and has been advocating sales tax fairness in recent years.

For states and cities, the concept of “a sale is a sale” regardless of whether the purchase takes place on Main

Street, at shopping centers, over the Internet or with a smartphone, needs to be the accepted standard.

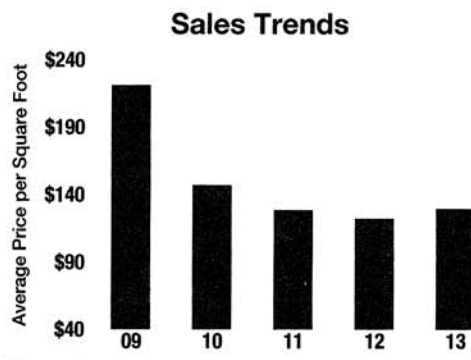
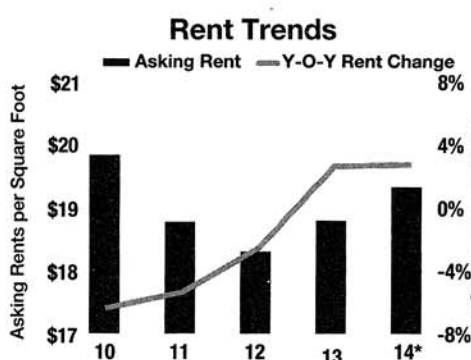
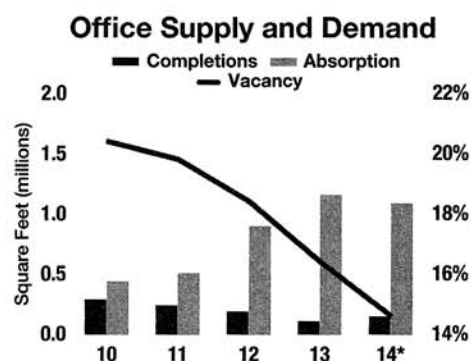
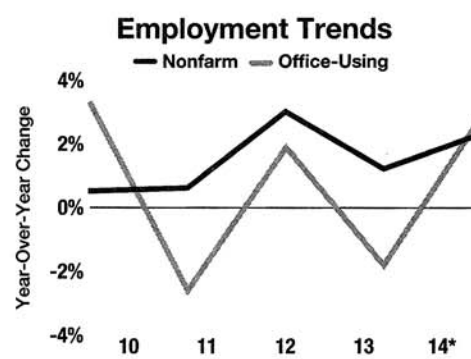
In May of 2013, the U.S. Senate passed proposed legislation that would enable state governments to collect sales *continued on page 27*

Riverside-San Bernardino

Up 10 Places

2014 Rank: 33

2013 Rank: 43



* Forecast
Sources: CoStar Group, Inc., Real Capital Analytics

Opportunistic Investment Options Still Prevalent in the Inland Empire

The office recovery in the Inland Empire is proceeding at a modest pace, though the market’s small inventory will facilitate a brisk turnaround once a few key sectors gain additional momentum. Employment growth, which was sluggish in 2013, should accelerate this year as foundation industries add to head counts, which will ultimately facilitate office absorption. Payrolls in the important transportation and warehousing sector have already surpassed the pre-recession peak, and further gains are anticipated this year. Amazon recently announced plans to build a 1.2 million-square foot fulfillment center in Moreno Valley, which will create 1,000 new jobs. Additionally, the resurgence of the housing market will eventually bode well for the local office market. New construction is creating jobs and neighborhoods are stabilizing as renters are replaced with homeowners, encouraging population-serving office users to backfill suburban space. As these trends gain steam in 2014, a strong year for office operations looms in 2015.

Value-add investors will search the metro for assets below replacement costs, though deal flow will be stymied by a disconnect between buyers and sellers. Investors will weigh the opportunity to purchase properties at the bottom of the market against holding costs until office fundamentals firm to a greater extent. An additional consideration will be interest rates. Leveraged deals should transact prior to a more significant jump in interest rates, which could occur as the third round of quantitative easing is tapered during the first half of the year. While investors are selective with multi-tenant office deals, the number of owner/user transactions executed in the first part of the year could rise as upward pressure on interest rates for SBA loans emerges.

2014 Market Outlook

- ◆ **2014 NOPI Rank: 33, Up 10 Places.** The largest projected decrease in vacancy in the nation propelled the Inland Empire’s 10-place rise.
- ◆ **Employment Forecast:** This year, 27,500 jobs will be created in the two-county metro, a 2.3 percent rise. Office-using employment will grow 2.9 percent as 5,100 spots are added.
- ◆ **Construction Forecast:** Only 150,000 square feet of space is scheduled for delivery this year, up from 110,000 square feet in 2013.
- ◆ **Vacancy Forecast:** Vacancy will dive 180 basis points in 2014 to 14.6 percent, nearly matching last year’s 200-basis point decline.
- ◆ **Rent Forecast:** Asking rents will inch up 2.8 percent this year to \$19.32 per square foot, following a 2.7 percent rise in 2013.
- ◆ **Investment Forecast:** Riverside County faces a shortage of doctors; only 99 physicians practice in the area for each 100,000 residents, significantly lower than the statewide average of 174 doctors. An increase in insured residents from the ACA will attract buyers to medical office space.

Market Forecast Employment: 2.3% ▲ Construction: 40K ▲ Vacancy: 180 bps ▼ Asking Rents: 2.8% ▲

Marcus & Millichap

2014 Annual Report

THE ONTARIO CONVENTION CENTER PRESENTS





Latin Jazz MOTHER'S DAY Brunch

Enjoy Mother's Day Brunch for your entire family or party. We can accommodate any size group so your Mom is surrounded by the ones she loves.

For this special day, the Ontario Convention Center has designed the ballroom to provide an intimate setting filled with the sounds of live latin jazz for your entertainment.

Enjoy our champagne brunch featuring a Prime Rib carving station, fresh seafood and delicious made-to-order omelets and waffles. End your meal with our unique dessert and coffee bar. Our brunch service also offers many options for the small ones in your party.

\$35.00 per person | \$15.00 child under 11 | Sunday May 11, 2014

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ONTARIO CONVENTION CENTER

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SHOW COUPON

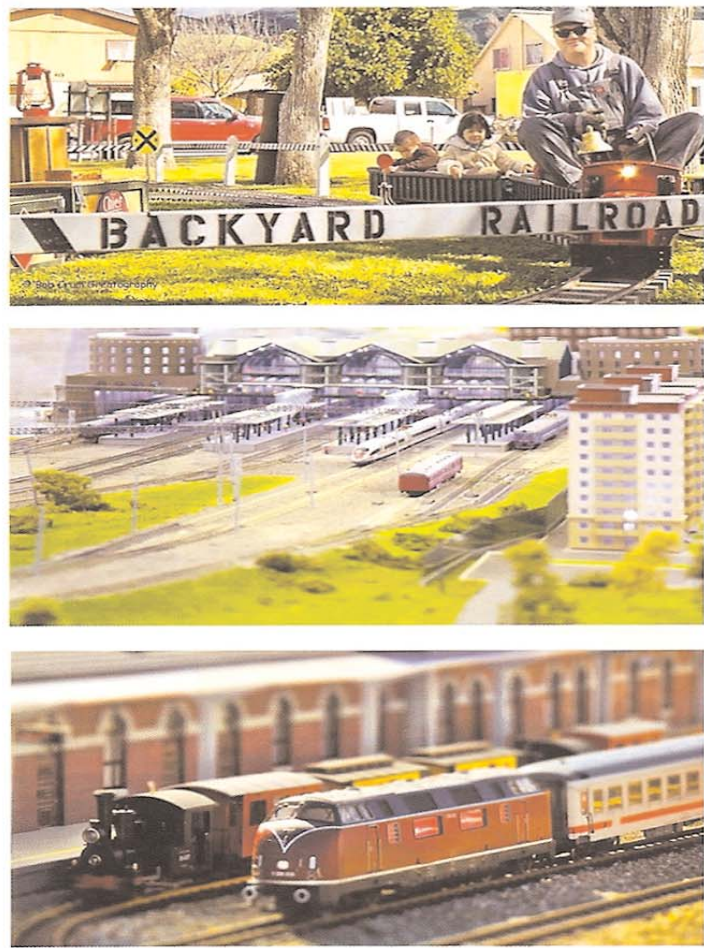
Bring this coupon to the box office on 5/31 – 6/1 for **\$2.00 off admission tickets!**

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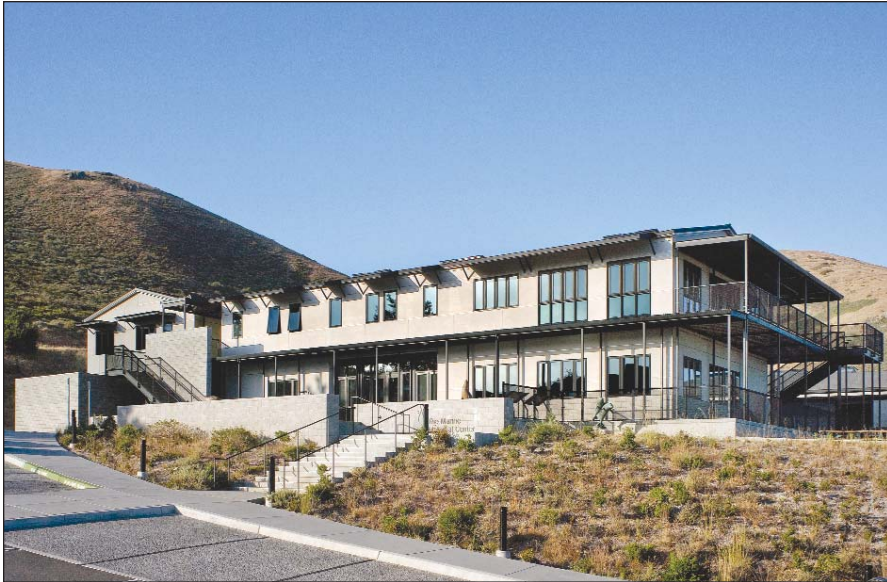
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EXECUTIVE TIME OUT

The Marine Mammal Center

A sea creature's safe haven and an interesting, educational getaway

By Camille Bounds



Front entrance to The Marine Mammal Center in Sausalito, CA

Planning a Northern California getaway? The Marine Mammal Center is an attraction not to be missed. It is fascinating to both adults and children—and best of all, it's free.

The Marine Mammal Center is a private, non-profit U.S. organization that was established in 1975 for the purpose of rescuing, rehabilitating and releasing marine mammals that are injured, ill or abandoned. It also serves as a center for environmental research and education regarding marine mammals, namely cetaceans (whales and dolphins) and pinnipeds (seals, fur seals and sea lions).

At the Center they receive specialized veterinary care, diagnosed, treated, rehabilitated and ideally, released back into the wild. These animals are usually identified by the public who contacts the Center.

If a mammal is injured to a point where it cannot be released back to the wild, zoos are contacted and given homes to these lovely creatures.

If you have never been to the Marine Mammal Center in Sausalito, and you have any feeling for animals, here is the spot on earth that will reach

deep into your heart and make you wonder how and why anyone would want to harm these beautiful creatures.

Here they are given the finest medical treatment possible from the baby seal accidentally separated at birth from its mother, to the heart wrenching shooting or being trapped in man-setting netting—just to name a few.

These magnificent creatures are lovingly cared for at this Eden for sea mammals.

The Center can care for up to 200 seals, sea lions and other marine mammals at once. They treat at least 800 or more



Pens and pools at The Marine Mammal Center in Sausalito, CA

during the year, and they are able to accommodate 1,200 animals if necessary.

The facility was once a missile site. The underground silos now house the facility's water infiltration system. (They make their own seawater.) A former guardhouse is now a life saving Harbor Seal Hospital with a complete surgical suite. (What a great transition.)

There are about 45 paid staff that trains several hundred volunteers who are involved in rescue, animal care and education.

The Marine Mammal Center is in the Marine Headlands in the beautiful

Golden Gate National Recreation Area, just minutes north of the Golden Gate Bridge and west of Sausalito.

Tours and educational classes for children are available; they are a friendly group that loves to show adults and children their marvelous facility. I can hardly wait to go back.

Take the kids—it's a wonderful introduction to sea creatures and life.

The Marine Mammal Center

Where:

*Marine Mammal Center
200 Bunker Road
Sausalito CA
(415) 289-7325*

www.marinemammalcenter.org

*Open: 10 AM to 5 PM daily
Except Thanksgiving,
Christmas and New Year's Day*

Admission is free - no reservation is required unless you are with 10 or more people.

There is minimal charge for special lead tours. Call for information,

Camille Bounds is the special events and travel editor for Sunrise Publications. Contact bounds17@concentric.net for additional information.



Northern elephant seal weaners return to the wild after rehabilitation at The Marine Mammal Center in Sausalito, CA