

7-2014

July 2014

Inland Empire Business Journal

Follow this and additional works at: <http://scholarworks.lib.csusb.edu/iebusinessjournal>



Part of the [Business Commons](#)

Recommended Citation

Inland Empire Business Journal, "July 2014" (2014). *Inland Empire Business Journal*. Paper 280.
<http://scholarworks.lib.csusb.edu/iebusinessjournal/280>

This Article is brought to you for free and open access by the John M. Pfau Library at CSUSB ScholarWorks. It has been accepted for inclusion in Inland Empire Business Journal by an authorized administrator of CSUSB ScholarWorks. For more information, please contact scholarworks@csusb.edu.

AT DEADLINE

Senator Mike Morrell Honors 75 Inland Empire Residents as “Women of Distinction” Awards presented during 10th annual celebration ceremony

On Friday, June 20, Senator Mike Morrell, R-Rancho Cucamonga, hosted the 10th Annual Women of Distinction Ceremony and Dinner, honoring 75 women from around the 23rd State Senate District for their work in the community. Over 350 guests filled the hall at the National Orange Show to mark the occasion.

“These women are making a huge difference in our region,” said Morrell. “I admire them for their selfless service and humility. They don’t ask for much in return and don’t seek recognition for their work. However, we can always say ‘thank you.’ This award is one small way we can do that. It was a distinct privilege to honor them.”

Each year, the Women of Distinction Ceremony showcases the service of women from throughout the region who

continued on page 33

MAIL TO:

Stall Shifting From 1st into 2nd?

*Jerry Nickelsburg Senior Economist, UCLA
Anderson Forecast Adjunct Professor of Economics,
UCLA Anderson School June 2014*

There are several pricing puzzles in California housing markets today engendered by falling home sales and dramatically rising prices. Typically observations of these trends have taken the view “The high costs are driving the number of sales to a six-year low.” But how did they get so high? Is it that sellers don’t really want to sell and are pricing their homes out of reach of most buyers? Is it a bubble once again? And with home sales low, why are builders building again? Clearly builders are responding to the dearth of inventory and the higher prices, but that brings us back to why are prices so high in the first place? If the builders could have made a profit building at the lower prices, wouldn’t residential construction be more robust at the moment? Yet overall permits for new residential construction in California are just now reaching the anemic levels of the mid 1990s. In this essay we will look at the data on California home prices, sales, and employment to ferret out the answers.

These questions are important to understanding the trajectory of California’s economy in the face of some superficial evidence of a weakening in housing demand because construction has been one of the drivers of job growth, and in particular middle-class job growth, in the State in recent

continued on page 23

Ontario Rotary Club President Retires

Fred Latuperissa stepped down as the Ontario Rotary Club president at the end of June 2014. Fred attended the Rotary International Convention held in Sydney, Australia that took place from June 1st to June 4th. The events and conferences were filled with thousands of people carrying yellow Rotary bags. Rotarians were able to connect and engage with each other on an international level. Over 20,000 attendees went to Sydney. There were opportunities to create fellowships and new networking opportunities.

The Australian Prime Minister Tony Abbott opened the convention with a pledge of \$100 million for the fight on polio over the next five years. Overall, Fred mentioned it was a great experience enjoying the different events that took place, along with the Australian culture. For the next few days after the convention, Fred, along with his wife, spent some extra days to visit New Zealand. He mentioned the difficulties of driving on the on the right hand driver side of the vehicle and the left side of the road.



Fred Latuperissa

Special Sections

**Ten On-the-Job Mistakes
That May Be
Sabotaging Your Career**
Page 16

Tax Savings for Exporters
Page 13

EXECUTIVE TIME OUT Sedona in August? You Bet!



GALLINA LLP Acquires Firm in Southern California

GALLINA LLP (GALLINA) has announced the acquisition of Mellon Johnson Reardon, LLP of Ontario, CA (MJR). The people of MJR, and its six partners, will be joining GALLINA effective July 1, 2014.

“This move furthers GALLINA’s vision to be a nationally recognized firm while also creating ever-increasing career opportunities for the talented people of both firms,” said Larry Taylor, managing partner at GALLINA. “It also expands GALLINA’s audit, tax, and specialty consulting practices while increasing our firm’s presence in Southern California.”

Steve Spears, managing partner of MJR added, “we’re

continued on page 34

REAL ESTATE NOTES

Two Moreno Valley Retail Sales Total Nearly \$35 Million

We've got news about two recent shopping center sales in Moreno Valley with a combined price of \$34.85 million. The centers, Lakeside Terrace and Canyon Springs, sold for the lowest cap rates ever reported for stabilized retail centers over 25k square feet in this fast-growing Southern California area, according to real estate services firm Cassidy Turley.

Cassidy Turley Managing Director Dixie Walker, Vice President Charley Simpson and Associate Tom Blake represented the ownership in each investment sale.

"These centers signify the movement to quality that has retail investors making aggressive decisions in areas previously not under consideration for low six cap rates," Walker said. "Buyers are excited about the synergy being created by new commercial and residential development in the Moreno Valley area and the resulting potential for strong retail consumer demand. Both assets are well-positioned with long-term leases by quality credit tenants. The Moreno Valley area is no longer the Moreno Valley we once knew."

Lakeside Terrace Shopping Center, a 55.2k-square-foot center located at 26150 Iris Avenue, was purchased through a 1031 Exchange by Spathco from IRA Capital, LLC. The price of \$18.05 million, or \$315/sf, reflects an all-time low cap rate of 6.1% for a center of this size in the area, according to Walker. Built in 2005, Lakeside Terrace is 94% leased with anchor tenants including CVS, Dollar Tree, McDonalds and Chase Bank.

"This center is situated on the northeast corner of Iris Avenue and Lasselle Street, the primary retail intersection in the Rancho Belago master-planned community," noted Walker. "The buyer was attracted to the

center for its highly desirable location, secure cash flow and fixed-income growth."

The Canyon Springs Shopping Center, located at 2704 Canyon Springs Parkway, was sold by Sandstone Properties Inc to Springtree Global LLC for \$16.8 million,

or \$223/sf. The 6.3% cap-rate also sets a new low watermark for mid-size box retail in the Moreno Valley area, according to Walker.

Built in 2004, Canyon Springs is 100% leased to five tenants: Smart & Final Extra!, Pier 1 Imports, Michaels,

Famous Footwear and Uniform Zone. The center is part of Canyon Springs Marketplace, a 700k-square-foot community retail center that includes Target, Super Wal-Mart, Best Buy, Marshalls and PetSmart, among others.

continued on page 21

Solutions for every stage of your business Start Run Expand Transition

From local entrepreneur to national success.

Angela Diaz
Business Banking
909.803.1073

Whether you're starting or expanding your business, U.S. Bank can help you manage cash flow, payments and loans for future growth opportunities. Call your local U.S. Bank Business Banker, and let's talk.

All of **us** serving you |
 connect
usbankconnect.com |
 branch
usbank.com/smallbusiness |
 Preferred SBA Lender

usbank

Subject to normal credit approval and program guidelines. Some restrictions and fees may apply. Please see your banker for more information. Deposit products offered by U.S. Bank National Association, Member FDIC. ©2014

May 2014 Summary of U.S. Labor Market

LAEDC Kyser Center for Economic Research

“The U.S. labor market overtook the pre-recession jobs peak in the month of May, an important milestone to mark progress since the end of the recession,” said Robert Kleinhenz, chief economist of the Los Angeles County Economic Development Corporation (LAEDC). “The unemployment rate was unchanged from April at 6.3%, but it was more than one percent lower than a year ago and is expected to improve over the rest of the year.”

Unemployment Rate & Labor Force – May 2014

The US unemployment rate held at to 6.3% in May, unchanged from April but down from 7.5% a year earlier.

- The unemployment rate remained at its lowest level in over five years, falling to its lowest level since October 2008 when the rate stood at 6.5%.
- The unemployment rate was unchanged in monthly terms because household employment rose 145,000 last month, roughly offsetting the 192,000 monthly increase in the labor force.

The yearly decline in the unemployment rate was due in part to the decline in the labor force participation rate from 63.4% last year to 62.8% in May of this year.

- The annual rate was at 66.0% prior to the recession, fell to 63.7% two years ago in 2012, and was 63.3% in 2013.

While the headline unemployment rate was 6.3%, the more comprehensive U-6 rate was 12.2% compared to 12.3% in April and 13.8% a year earlier. This rate includes discouraged workers, part-time workers who would like to work full time, and other categories of distressed workers.

- The percentage of long-term unemployed edged up month-to-month but fell year-to-year:

○ May 2014:	34.6% of all unemployed	
○ Prior Month:	35.3%	“
○ Same Mo, Prior Yr:	37.4%	“

The US labor force fell to 155,613,000 in May, up 192,000 month-to-month and was essentially flat compared to a year earlier (up 4,000).

Household employment stood at 145,814,000 in May, up compared to April (-145,000 month-to-month) but rose by 1.90 million (+1.3%) compared to a year ago.

- Household employment peaked in November 2007 at 146,595,000, so household employment was 781,000 lower than the pre-recession peak.
- At the present rate of job creation, the labor market will surpass the pre-recession peak late this *continued on page 15*

Unemployment Rates by Education

Description	U-Rate for Latest Month in %
All workers over 25 years of age	5.2
Less than HS diploma	9.1
HS diploma	6.5
Some college or Associates degree	5.5
Bachelors degree or higher	3.2

Higher property taxes on the way?

By Senator Mike Morrell

It’s no secret that Californians pay more in taxes than those in neighboring states. We’re at the top of the charts when it comes to the state sales tax, our corporate tax rates are the highest in the west, and drivers here pay one of the steepest gas taxes in the country. Yet, despite these facts, some in Sacramento don’t think these taxes are enough.



Senator Mike Morrell

Their primary target is undoing the taxpayer protections put in place by voters over three decades ago through Proposition 13. Passed in 1978 when inflation and unemployment were on the rise, this initiative ushered in a tax revolution that has kept property taxes stable for millions of Californians from small business owners to seniors on fixed incomes.

At their peak, property taxes were as high as 3 percent of a property’s value, meaning a family in a \$400,000 house could have had to pay \$12,000 a year in taxes. Now at a predictable 1 percent with modest increases for inflation (thanks to Proposition 13), that same family would save \$8,000 per year. This law’s importance to our economy and communities cannot be overstated.

That is why this June I authored Senate Resolution 41 to commemorate Proposition 13’s anniversary. It was a straightforward measure intended to simply acknowledge the positive impact the initiative has had and continues to have on our state. You would think it would garner widespread support. Unfortunately, legislative Democrats thought differently.

When Senate Resolution 41 came up for a vote in committee, members of the majority party moved swiftly to kill the measure, with the chair calling the impact of Proposition 13 a supposed “distortion,” basically making the case that older Californians should have to pay more in property taxes.

Her words – and the five “no” votes against the resolution – are representative of the disdain the majority party has for Proposition 13. We only have to consider proposals from the last couple of years to see this pattern.

One example is their goal to change Proposition 13 so that the property taxes business owners pay would be calculated differently than homeowners – known as a “split roll” tax. It is a blatant attempt to hike taxes on our state’s job creators.

Supporters of a split roll tax argue that it would ensure businesses pay their “fair share” to the government. The reality, however, is that passing a split roll tax would impact small business owners who are still struggling to recover from the last recession. It would open the door to unlimited tax increases, discourage expansion and hiring, and force businesses to close.

Furthermore, the Davenport School of Public Policy at Pepperdine University released a study in 2012 that found if a split roll tax system went into effect, California could lose 396,345 jobs over just the first five years. This figure alone should give lawmakers pause.

Clearly, tax increases seem to be on the table for the majority party. They have never shied away from their belief in more government, but their opposition to Senate Resolution 41 only solidifies that they will not be satisfied until Proposition 13 is revised or repealed.

As for my Republican colleagues and me, we believe the people got it right when they took control and voted in lower and more stable taxes. Their sound judgment *continued on page 31*

INDEX

News and Features

- Does the Economic Big Picture Drive Your Decisions? Three “Context Clues” Leaders Should Never Ignore** How can your company’s leaders make better decisions where challenges are concerned? Some of those decisions have short-term consequences while others will affect the business for much longer. Ron Scherer and Joel Naroff points out three clues leaders should never ignore. 7
- Talk Your Way to the Top: Why Old-School Communication Skills are the Competitive Edge New Grads Need** Geoffrey Tumlin advises new grads not to depend on your new credentials or your great GPA to win the job you want. He warns that they don’t matter nearly as much as your ability to articulate, influence, persuade, and connect. 11
- Ten On-the-Job Mistakes That May Be Sabotaging Your Career** Ben Carpenter shows us that some workers are making mistakes—either subtle missteps or sins of omission or both on their job. He pinpoints 10 specific on-the-job mistakes that may be hurting their career. 16
- Do What You’re Good At, Not What You Love: Real Talk for Today’s Job Seekers** While following your passion is a popular career advice, matching your job to your skill set is a much better bet. 26

Columns

- Real Estate Notes. 2
- Financial Column. 6
- Navigate the Global Economy. 7
- Investments and Finance. 8
- Computer Technology. 9
- The Lists:
- Commercial Printers in the Inland Empire. 10
 - Certified Public Accountants. 12
 - Advertising Agencies in the Inland Empire. 14
 - SBA Lenders in the Inland Empire. 17
 - Business & Liability Insurance Agencies. 27
- Communication. 11
- Career Success. 16
- Manager’s Bookshelf. 25
- Career Advice. 26
- New Business Lists:
- County of San Bernardino. 37
 - County of Riverside. 37
- Executive Time Out. 39
- Restaurant Review. 40

Vol. 26, No. 7, July 2014 — Inland Empire Business Journal is published monthly by Daily Planet Communications, Inc., 1801 Excise Street, Suite 111, Ontario, CA 19761. (909) 605-8800. Bulk rate U.S. postage paid, Ontario, CA, permit No. 1. Send address changes to: Inland Empire Business Journal, P.O. Box 1979, Rancho Cucamonga, CA 91729. Information in the Inland Empire Business Journal is deemed to be reliable, but the accuracy of this information cannot be guaranteed. The management of the Inland Empire Business Journal does not promote or encourage the use of any product or service advertised herein for any purpose, or for the purpose or sale of any security. “Inland Empire Business Journal” trademark registered in the U.S. Patent Office 1988 by Daily Planet Communications, Inc. All rights reserved. Manuscripts or artwork submitted to the Inland Empire Business Journal for publication should be accompanied by self-addressed, return envelope with correct postage. The publisher assumes no responsibility for their return. Opinions expressed in commentaries are those of the author, and not necessarily those of the Inland Empire Business Journal. Subscription payment must accompany all orders for the monthly journal or annual Book of Lists. Copyright 2014 Daily Planet Communications, Inc.

Quotations on Life

- One way to get the most out of life is to look upon it as an adventure.
William Feather
- It’s great to Arrive, but the trip’s most always most of the fun.
Malcolm Forbes
- People who can’t see without glasses should wear them.
Malcolm Forbes
- It is not half as important to burn the midnight oil as it is to be Awake in the daytime.
E. W. Elmore



PUBLISHED BY
Daily Planet Communications, Inc.

BOARD CHAIRMAN
William Anthony

MANAGING EDITOR
Ingrid Anthony

ACCOUNT EXECUTIVE
Mitch Huffman

CORRESPONDENTS AND COLUMNISTS

- | | | |
|----------------------|-----------------|-----------------------|
| Senator Mike Morrell | Russ Swansen | William “Bill” Cortus |
| Ron Scherer | Joel Naroff | Russell Moore |
| J. Allen Leinberger | Geoffrey Tumlin | Greg Barragar |
| Ben Carpenter | Jesper Sorensen | Brian Hoerning |
| Joe Lyons | Henry Holtzman | |

STAFF

- | | |
|-------------------------------|--------------------------------|
| Travel Editor: Camille Bounds | Art Director: Jonathan Serafin |
| Consultant: Mel Pervais | Sales: Mitch Huffman |

CONTACT US

- | | | |
|--------------------|----------------------|-------------------------|
| William J. Anthony | Publisher & Producer | williamj@busjournal.com |
| Ingrid Anthony | Managing Editor | ingrid@busjournal.com |
| Jonathan Serafin | Senior Art Director | jon@busjournal.com |

Ramos Decommissions Peach as Morongo Basin Advisor

By Venturi

Third District County Supervisor James Ramos has removed David Peach from his position on the Morongo Basin Municipal Advisory Council. Municipal Advisory Councils are impaneled in the county's unincorporated areas. As a collective of local residents, the councils, known as MACs, offer non-binding recommendations to the member of the board of supervisors overseeing that particular jurisdiction.

MAC members are appointed by the supervisor and serve at his discretion. Peach is an outspoken member of the community who on and in various forums, including blogs, commentaries and letters to press outlets, has proven critical of some of the Morongo Basin's elected and appointed political leadership, as well as city staff members in Twentynine Palms and Yucca Valley.

Peach was appointed to the Morongo Basin MAC last October. Most recently, Peach offered up criticism of the Hi-Desert Water District's board of directors. The Hi-Desert Water District is serving in the capacity of the lead agency pursuing the construction of a water treatment system in Yucca Valley. The town of Yucca Valley is under a mandate from the state to undertake that project. Peach suggested that the Water District board is arranging financing and construction of that project in a way that is showing favoritism to friends and political associates of those board members. This triggered a backlash from the board members and other local officials and movers and shakers, resulting in Ramos's decision to remove Peach from the MAC.

Margo Sturges, an activist in the Morongo Basin, lodged a protest over Peach's removal. "While most of us in the Morongo Basin may not always agree with Mr. Peach, we fully support and defend his rights to express his opinions," Sturges said. "The fact Mr. Peach is a member of the San Bernardino County Municipal Advisory Council should not disqualify him from voicing his valid concerns and giving up his First Amendment rights."

Sturges asserted that Peach had provided the community with "honorable service" and had himself been subjected to "a culture of bully tactics taking place in the Morongo Basin, specifically in Yucca Valley... the tactics of a small group of self-appointed citizen vigilantes conspiring to remove or silence anyone who speaks up or speaks out."

Sturges suggested that Peach had been maligned by former Yucca Valley Town Manager Mark Nuaimi, former town Councilman Isaac Hagerman *continued on page 34*

BOE Notifies California Retailers of Upcoming Visits

Letters Mailed to Businesses Located in Select Zip Code Areas

Retailers throughout the state are receiving letters from the California State Board of Equalization (BOE) notifying them about upcoming visits from Statewide Compliance and Outreach Program (SCOP) teams. The visits are intended to educate retailers about properly reporting sales and use tax, increase compliance with tax laws, and maintain outreach efforts to assure taxpayers that the state's tax system is fair and equal for all Californians.

The BOE is mailing letters to 8,507 business owners in the following zip codes: San Bruno (94066), Pasadena (91107), Big Bear Lake (92315), Big Bear City (92314), Running Springs (92382), Fawnskin (92333), Sugarloaf (92386), Green Valley Lake (92341), Lake Arrowhead (92352), Blue Jay (92317), Cedar Glen (92321), Skyforest (92385), Crestline (92325), Twin Peaks (92391), Rimforest (92378), Cedarpines Park (92322), Highland (92346), Goleta (93110, 93111), Montecito (93108), Oxnard (93030, 93031, 93032), and San Diego (92109).

Nine different SCOP teams located statewide (Oakland, Sacramento, San Jose, Van Nuys, Norwalk, Irvine, Riverside, Santa Clarita, and San Diego) conduct door-to-door, in-person visits in the zip code areas they cover. It is *continued on page 24*

STIMULATE YOUR SALES

BY REACHING MORE POTENTIAL CUSTOMERS

BROADEN YOUR SALES TERRITORY

WITH BUSINESS CONNECTIONS IN ALL OF SAN BERNARDINO AND RIVERSIDE COUNTIES

NO ONE COVERS THE INLAND EMPIRE LIKE THE BUSINESS JOURNAL

ASK ABOUT OUR

2014 STIMULUS PROGRAM

INLAND EMPIRE
business journal

1801 Excise Avenue, Suite 111

Ontario, CA 91761

Office: (909) 605-8800 Fax: (909) 605-6688

www.busjournal.com

Inland Empire Business Journal

Subscribe for Only

SEE PAGE 38

\$24.00

Print Subscription Includes:

- 12 monthly issues
- Exclusive monthly e-newsletter
- Complete online archive of current and past issues of the I.E. Business Journal to view and download
- The popular "Lists" in each issue, special industry reports, restaurant reviews, executive time out, and much more

Also Available, the Digital 2014 Book of Lists

Start your subscription today by calling 909.605.8800 or visit www.busjournal.com

FINANCIAL COLUMN

Market Commentary: The European Central Bank Experiments with Negative Interest Rates

By Russ Swansen, Chief Investment Officer, Thrivent Financial

Submitted by, William J. "Bill" Cortus, CFP, Financial Consultant, Thrivent Financial

Six years have passed since the 2008 credit crisis, yet much of the world is still grappling with the fallout.

In Europe, whose economy has been recovering even slower than ours, the European Central Bank last week took the unusual step of establishing a negative rate of interest for banks depositing money with ECB. Its goal is to encourage banks to make business loans rather than deposit their reserves, but it will be interesting to see how the situation plays out. Banks could merely pass the cost on to their depositors or hold onto their cash. In the end, I expect the move will be more helpful to financial assets, such as stocks, than to the general economy.

Economic Growth

Europe is not alone in struggling to regain its economic footing. In the U.S., the Bureau of Economic Analysis reported last month that U.S. gross domestic product did not grow at an annual rate of 0.1% in the first quarter as originally estimated, but actually contracted at a rate of 1.0%. To its credit, the stock market did not skip a beat. The entire change in GDP could be attributed to a decline in inventories, which can be volatile from one period to the next. Still, if consumption is strong—it makes up about 70% of the economy—inventories will later follow. The BEA said consumption rose at a 3.1% rate in the first quarter, up slightly from its original estimate. Given that, I would argue that

the economy was stronger in the first quarter than the headline number suggested, and that the positive market reaction was not surprising.

Leading Economic Indices

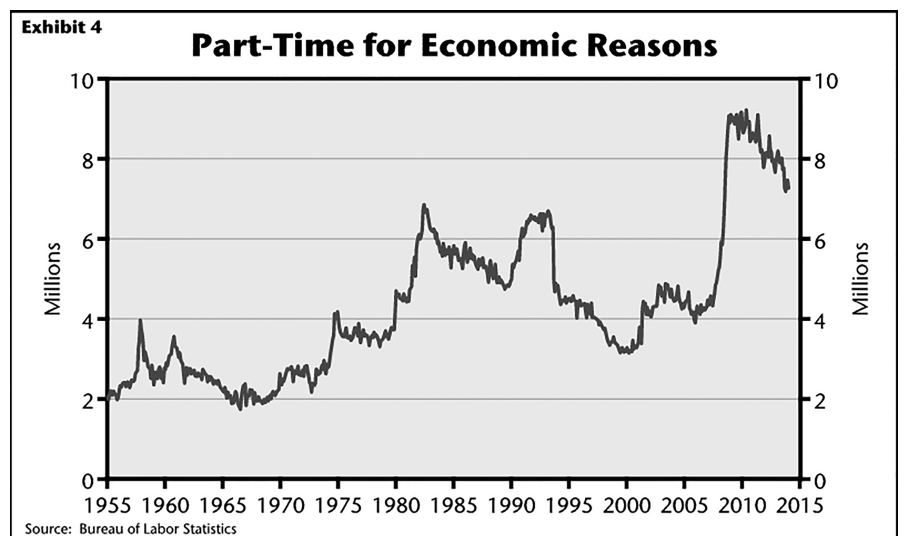
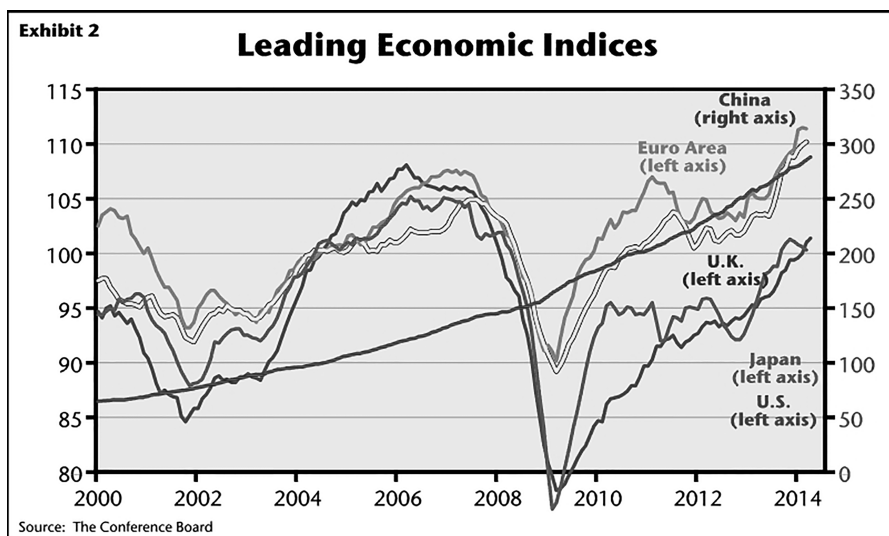
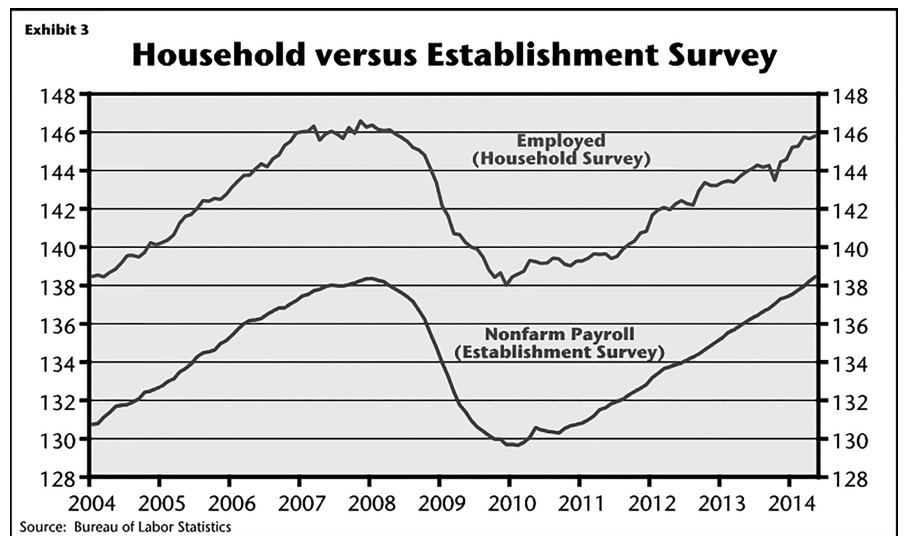
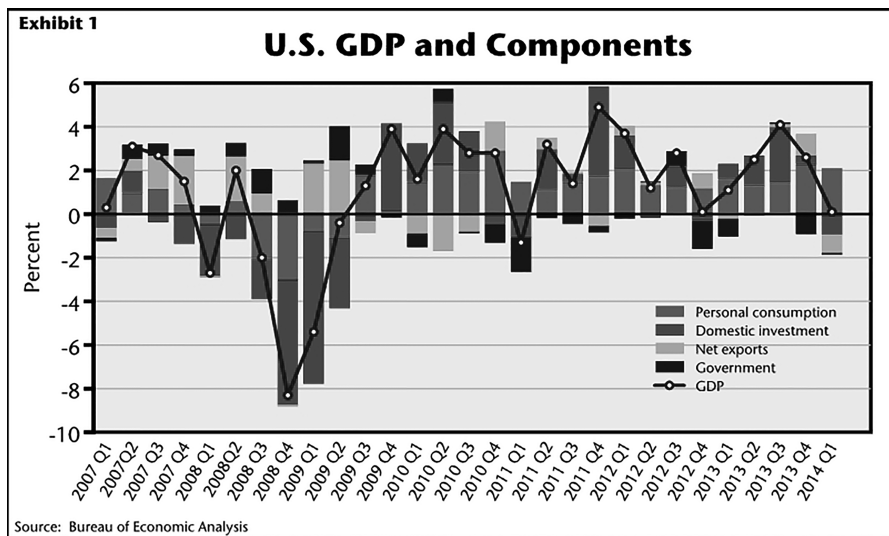
The Leading Economic Indices for the U.S., the U.K., and China continue to improve, according to the latest reports from The Conference Board, while Europe's index has weakened slightly and Japan's index has fallen for four straight months.

Conference Board economists said the numbers for the U.S. suggest our economy will continue to expand and may even accelerate through the second half of this year. "Despite a brutal winter which brought the economy to a halt,

the overall trend in the leading economic index has remained positive," the economists said. "If consumers continue to spend, and businesses pick up the pace of investment, the industrial core of the economy will benefit and GDP growth could move closer towards the 3% range." I am a shade less sanguine. Our models suggest the U.S. economy will grow at a 2% to 3% rate near-term, roughly in line with what we have averaged over the past few years.

Meanwhile, I expect the U.K. to grow at about a 2% rate over the next several months, consistent with what Conference Board economists anticipate. I expect roughly the same from Europe's economy,

continued on page 35



NAVIGATE THE GLOBAL ECONOMY

Does the Economic Big Picture Drive Your Decisions? Three “Context Clues” Leaders Should Never Ignore.

On any given day, business leaders have a wide variety of decisions to make. Some of those decisions have short-term consequences, while others will affect the business for much longer. But there’s one key factor—context—that Ron Scherer and Joel Naroff say business leaders don’t take into consideration often enough.

The corporate world can feel like a pressure cooker. Shareholders want higher returns. Employees push for pay increases. New regulations force you to make critical changes in your company’s operations. How can your company’s leaders make better decisions where these and other challenges are concerned? A big part of the answer, say veteran journalist Ron Scherer and economist Joel Naroff, comes down to the economic context around the decisions you have to make.

“Whether you’re a C-suite executive, a small business owner, or some other type of decision-maker, you need a good grasp of context,” says Naroff, an economic consultant and coauthor along with Scherer of “Big Picture Economics: How to Navigate the New Global Economy.” “If you don’t understand the economic forces around you and what they mean, how can you know whether to buy new products or not, build new factories or not, hike or lower your prices?”

“You can’t,” he concludes. “You’re just taking shots in the dark. Decoding the mysteries of a tumultuous economy is not easy, and that’s why we wrote this book. We wanted to help businesspeople put the pieces together and form frameworks for future decision-making.”

Readable and insightful, *Big Picture Economics* is already receiving positive reviews from business columnists. With unique insight, a candid approach, and the expertise to back it up, the authors examine such diverse and seemingly unrelated events

as the expansion of the Panama Canal and a Tex-Mex restaurant’s menu change and show how they are linked to the changes coursing through the economy.

While there is no way to make flawless decisions in our huge and complex world, there are certain “context clues” you shouldn’t ignore, say Naroff and Scherer. Here are three key pieces of advice to at least consider:

Respond quickly to shifts in consumer spending habits. Prior to the 2009 recession, Posados, a Tex-Mex regional restaurant chain headquartered in Tyler, Texas, had expanded as the Texas economy boomed and Texans’ appetite for good enchiladas and tacos kept growing. But in 2009 the recession curbed the restaurant’s growth. The context for their business was changing, and it didn’t take the owners long to figure out that their business plan would have to change right along with it.

“Posados, like a lot of other businesses, started making cuts,” tells Scherer. “But they also realized the recession would not last forever, so it was important to keep the dining experience positive so customers would return once the economy improved. This meant that the cutbacks should not come at the expense of food and service.

“The chain also noticed that customers were ‘managing the bill’ by ordering fewer drinks and looking for specials. Posados used this to its advantage and began offering creative specials such as kids eat free on Mondays and Tuesdays with the purchase of an adult

entrée. The restaurant chain also decided that it would fight for small-margin business it had shunned before (e.g., supplying automobile dealers with tacos to feed potential car buyers).

“Today, the owners make decisions more conservatively than they did before the recession, and they’re great examples of why it’s vital to adapt quickly as context changes,” says Scherer.

Don’t let recessionary peer pressure scare you away from taking the long view. A recession or even a minor downturn may scare a company’s management from making new investments or may lead stock analysts to clamor for a company to make cuts to meet short-term targets. Boards of directors may simply decide to wait for the storm to blow over. But sometimes a business sees the economy and the context surrounding its decisions in a different light and decides to plow ahead, says Scherer.

One of those fearless firms is GLOBALFOUNDRIES, a semiconductor manufacturer and a company that wasn’t in existence until March 2009, the worst period during the Great Recession. The company used context to decide to build a \$4 billion plant in upstate New York in the middle of the recession. The company specifically says, “Real change takes time.”

Part of the reason GLOBALFOUNDRIES had the confidence to build the plant is because of the semiconductor industry itself, which has a history of making big investments almost every year. Historically, annual R&D investment by U.S.-headquartered semicon-

ductor firms has averaged about 15 to 20 percent of sales per year, according to Falan Yinug, director of industry statistics and economic policy at the Semiconductor Industry Association in Washington, D.C.

At the same time, the industry has been on a powerful growth track. Yinug says that global semiconductor sales in 2012 were \$292 billion, over double the sales of 10 years ago. Global sales a decade ago were over double the sales 10 years prior to that.

“That’s the context GLOBALFOUNDRIES knew they were working in,” says Scherer. “They knew that most of their customers want to be the first to introduce new technology, and much of this technology requires increasingly smaller chips—which the new plant would be producing. By moving forward when they did, GLOBALFOUNDRIES was able to capitalize on those factors. Once the recession ended, the company was on course to ship \$6 billion a month in product. GLOBALFOUNDRIES was able to build the factory because they understood the long-term potential for profit.”

Look beyond your borders to seek new opportunities for your company. Events taking place outside the U.S.’s shoreline can have a major impact on business. For example, a rising middle class in China could result in greater demand for more sophisticated products made in the U.S. So, Naroff and Scherer explain, as China’s middle class grows stronger, U.S. companies may need to build factories there—not to

continued on page 30

DUFF & PHELPS/INLAND EMPIRE BUSINESS JOURNAL STOCK CHART

THE GAINERS

Top five, by percentage

Company	Current Close	Beg. of Month	Point Change	% Change
CVB Financial Corp.	16.22	14.58	1.64	11.2%
American States Water Company	32.15	30.28	1.87	6.2%
Monster Beverage Corporation	72.69	69.38	3.31	4.8%

THE LOSERS

Top five, by percentage

Company	Current Close	Beg. of Month	Point Change	% Change
Simplicity Bancorp, Inc.	16.56	17.10	-0.54	-3.2%
Provident Financial Holdings, Inc.	14.37	14.50	-0.13	-0.9%

	Ticker	6/20/14 Close Price	5/30/14 Open Price	% Chg. Month	52 Week High	52 Week Low	Current P/E Ratio	Exchange
American States Water Company	AWR	32.15	30.28	6.2	33.09	25.07	20.8	NYSE
CVB Financial Corp.	CVBF	16.22	14.58	11.2	17.48	11.23	16.7	NASDAQGS
Monster Beverage Corporation	MNST	72.69	69.38	4.8	75.63	51.15	34.1	NASDAQGS
Simplicity Bancorp, Inc.	SMPL	16.56	17.10	(3.2)	18.43	14.20	21.0	NASDAQGS
Provident Financial Holdings, Inc.	PROV	14.37	14.50	(0.9)	18.62	13.75	15.2	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	23,838,140
CVB Financial Corp.	5,907,760
American States Water Company	1,961,020
Simplicity Bancorp, Inc.	807,290
Provident Financial Holdings, Inc.	638,440
D&P/IEBJ Total Volume Month	33,152,650

Monthly Summary

6/20/14

Advances	3
Declines	2
Unchanged	0
New Highs	0
New Lows	0

Duff & Phelps, LLC

One of the nation's leading investment banking and financial advisory organizations. All stock data on this page is provided by Duff & Phelps, LLC from sources deemed reliable. No recommendation is intended or implied. (310) 689-0070.

5 Ways to Increase Sales From Trade Shows

Trade shows exist for several different types of industries and they're beneficial for retailers, buyers, marketers, the media, and more. Becoming an exhibitor at a trade show can be a great way to raise interest in your products and find new customers.

If you take advantage of all that a trade show has to offer, you can see a definite boost in your sales. You just have to find the right audience and develop a strong pitch for your product. The founder of KeyTag1, Braun Barski, shares these five ways to see increased sales from your trade show participation.

1. Have a value offering.

When you are an exhibitor at a trade show you want to entice people to stop by your booth to find out more information and get a close-up view of your products. One idea for catching the attention of trade show attendees is to have a value offering at your booth like a free giveaway. Make sure to announce your value offering ahead of time, whether through social media, in the trade show guide, or even on a sign at the trade show.

This way people will add your booth to their list of booths they plan to visit. The bigger the giveaway the more likely you will see people stop by. You can give away a product like an iPad or some-

thing related to your business. Also make sure to get the name and email of each person who enters the giveaway so you can market to them later.

2. Take action through sign ups.

While people are passing by your booth and asking questions about your business, take action by getting them to sign up for a membership, loyalty program, or account and gather their information up front. Tell them all of the great benefits of becoming a member and for signing up, like receiving exclusive coupons and discounts. For every person that signs up, hand out key tags and plastic cards that they can use to show that they are a member and to receive their discounts for making purchases and more.

3. Make your booth engaging.

You want as many people as possible to see your booth and stop by to learn more. The way to do this is to have a creative and attractive booth. You do not have to go all out with props and decorations. Sometimes it's better to keep things simple and just find a way to creatively display your products so that people can see them in action. The booths that draw people in the

continued on page 34

Raising the Bar in Banking.

By Russell Moore—Senior Vice President, AmericanWest Bank

Just about everywhere in the Inland Empire are signs of economic progress—whether it's one of the new construction projects underway, a local storefront remodeling or even the daily task of trucks unloading products that will line the shelves of our local stores.

Business is truly the engine powering our nation's economy, and after the last seven years, I don't think anyone is taking that for granted. Interestingly, when we look under the hood, so to speak, we recognize the engine now requires retooled parts to function today and into the future.

Take banking for example. I've been a banker in Southern California my entire career so I understand that the financial tools our industry provides to local businesses function as part of the gears and levers clicking along in that metaphorical engine. I noticed as business has rebounded from the economic downturn, there's a profound difference in where banking fits into that engine.

Banks have plenty of funds to loan here and across the nation to help businesses grow, expand, retool and take advantage of opportunity. So much so that business owners can expect more from their bank—more than just a competitive loan rate and term. Those are the basics and it is time to raise the bar and expect more.

In a recent study by Greenwich Associates, a well-respected provider of independ-

ent analysis and market research, small businesses and mid-sized companies shared five issues that keep them up at night. Interestingly, the common denominator was banking.

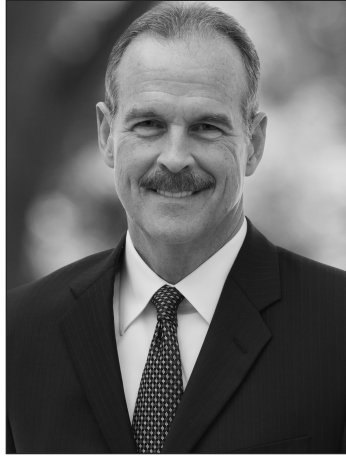
For companies of all sizes, the first two issues topping the list are achieving revenue or sales growth and cash flow concerns.

In both instances, it's absolutely expected that your banker should know you and your strategic objectives well enough to anticipate your needs and present you with value-

In a recent study...small businesses and mid-sized companies shared five issues that keep them up at night. Interestingly, the common denominator was banking.

added solutions to help you make the most of your hard-earned profits. For example, if you're like most companies today with a growth strategy, you're planning to make significant investments in technology and equipment and you will need to finance some of that investment. Your banker should know your plans and proactively guide you toward a funding option that's right for your situation.

When it comes to ease of doing business, having a sin-



Russell Moore

gle point of contact at their bank was the number one issue. In fact, it was mentioned by almost twice as many respondents in Greenwich's study as the next issue on the list.

That's a fair expectation. Gone are the days when only the largest businesses have a dedicated team of bankers. Today, every business should expect that. Led by a relationship manager, the team may include experts in treasury management, interest rate mitigation, etc. Together they will get to know the unique aspects of

your business and how you bring your product to market—then offer free advice and value-added solutions to help you efficiently manage your working capital and leverage your cash flow.

Local decision-making at their bank was another factor businesses felt was important.

Your ability to take advantage of a market opportunity usually requires speed and agility. Both are made more difficult if the person who makes your loan decisions is thousands of

miles away, or worse it's left to a computer formulation. Don't underestimate the value of working with an experienced banker who understands cash flow analysis and can recommend a structure that works for you and the bank.

Finally, businesses said it's important for their bank to have a broad range of products and services. Thankfully, that's much easier to find than even 10 years ago when the tradeoff was products or service. Today, community banks offer products and services that were once considered only accessible from the nation's largest banks. You can expect local banks to offer solutions like sweep accounts to leverage cash flow, remote deposit capture, and even interest rate swaps which help mitigate interest rate risk on long-term loans.

In today's banking environment, businesses should expect it all from their bank of choice: sophisticated products and services presented in the form of customized solutions designed by a team of skilled bankers and paired with outstanding, personal service. You're operating in a new business environment, and you deserve a banker who not only understands that, but who has earned your trust as an advisor you can count on.

You can reach Russell directly at 909.256.8671 or russell.moore@awbank.net.

COMPUTER/TECHNOLOGY

Everything New is New Again

By J. Allen Leinberger

Apple has unveiled iOS 8, the biggest release, they say, since the launch of the App Store. iOS 8 delivers a simpler, faster and more intuitive user experience, including iCloud Photo Library, allowing you to enjoy your photos and videos more easily across your devices; new Messages features to easily share voice, video or photos with just a swipe; and an entirely new Health app that gives you a clear

overview of your health and fitness data all in one place.

iOS 8 also includes predictive typing for Apple's QuickType keyboard; Family Sharing, the easiest way to share purchases, photos and calendars within the same household; and iCloud Drive, so you can store files and access them from anywhere. Of course, you may have already found third party apps

continued on page 23

Commercial Printers

Ranked by 2013 Sales Volume

continued on page 33

	Name Address City/State/Zip	2013 \$ Sales Volume	# of Employees Year Established	Products	Press Type Colors	Services Specialties	Top Local Executive Title Phone/Fax E-Mail Address
1.	Advance Business Graphics 3810 Wabash Dr. Mira Loma, CA 91752	46,500,000	200 1955	Labels, Digital, Commercial Printing Direct Mail, Creative Services, Fulfillment, Warehousing, Distribution	31 Web & Sheet Fed 1-8 Colors, 1-8 Foils & Coating	Document & Print Mgmt., Billing & Mailing Svcs., Design, Typesetting, Full Electronic Pre-Press	Dan Ablett CEO (951) 361-7100/361-7085 info@abgraphics.com
2.	UBS Printing Group, Inc. 2577 Research Dr. Corona, CA 92882	29,300,000	73 1989	Folding Cartons, Commercial Printing, Books, Manuals, Binding	KBA 8 Color (In-Line UV) 40", 29" 1 Thur 8, Perfecting	Full Service Capabilities, In-Line UV, Stochastic Printing, Bindery, Die Making & Cutting	Gene Hamrick President/Owner (951) 273-7900/278-4921 ghamrick@ubsprint.com
3.	Crown Printers 250 W. Rialto Ave. San Bernardino, CA 92408	7,053,000	52 1970	Marketing & Advertising, Direct Mail, Catalogs, Brochures	40" 6 Color, Plus Coating Litho, Digital Variable Data, CTP 1-6 Colors	Color Printing, Digital Printing, Complete Finishing, Fulfillment, Distribution, Mailing	Denny Shorett President (909) 888-7531/885-0371 denny@crownconnect.com
4.	Robinson Printing & Creative Media 42685 Rio Nedo St. Temecula, CA 92590	5,425,000	30 1924	Product Catalogs, Brochures, Packaging, Calendars, Posters, Mailers, Presentation Folders, Stationery, Programs	4 Color Komori Ryobi Printing	Creative Marketing & Graphic Design, Certified Supplier Medical Printing, In-House Bindery	Dave Robinson President (951) 296-0300/296-0306 dave@robinsonprinting.com
5.	Advanced Color Graphics 245 York Pl. Claremont, CA 91711	4,000,000	19 1992	Commercial Sheet-Fed Printing, Brochures, Catalogs, Manuals, Packaging	640 Heidelberg CD with Coater 240 Heidelberg 102 ZP Perfector Heidelberg QM 46 Quickmaster	High Quality, Quick Turn, In-House Design, Electronic Pre-Press, Full Bindery	Steve Thompson Owner (909) 625-3381/625-2081 sthompson@acgonline.com
6.	So Cal Commercial Printers 4665 Vine St. Riverside, CA 92507	3,600,000	40 2001	Newspapers, Newsletters, Flexi-Books, Advertising Supplements, Periodicals	Web offset and UV, Goss 8 Units, 22 Units Tensor 4 Color Towers & Two 3 Color Towers, Back to Back 4 Color 16 Page 32 Tab & 64 Book Pages	Rotary Web, Printing, Tabloids, Flexis, Gloss Covers, Bindery, Delivery, Community Newspapers	Pat McLemore Plant Manager (951) 368-5528/787-7149 www.socalcommercialprinting.com
7.	Ace Direct Co. 948 Vella Rd. Palm Springs, CA 92264	3,500,000	30 1979	Commercial Printing, Digital Asset Management, Creative Design	Offset 5 Color & Aqueduct Coating, Full Color Process, 5 Color Litho	In-Line Aqueous Coating, Conventional and Electronic Pre-Press, In-House Bindery, Direct Mailing Campaigns	Mark Lawrence Partners (760) 969-5500/969-5501 mlawrence@acedirect.com
8.	Color Tech Printing & Mailing 370 Alabama St., Ste. A Redlands, CA 92373	2,000,000	13 1984	Mailing Service, Catalogs, Posters, Postcards, Brochures, Newsletters, Sales & Marketing Support Material	Komori's & Ryobi 2,4 & 5 Color	Mailing Services, Printing on Plastic & Agurous Coatings, Variable Data Letter	Jim Nazario GM (951)788-1500/788-2328 estimate@colortechprinting.com
9.	Wirz & Co. Printing, Inc. 444 Colton Ave. Colton, CA 92324	1,788,725	17 1986	Commercial Printing	4, 2, and 1, Digital and Traditional, Minolta Digital	4 Color Brochures, Newsletters, Envelopes	Charles Wirz President (909) 825-6970/825-7169 fred@wirzco.com
10.	Printing Resources 893 West 9th St. Upland, CA 91786	1,500,000	10 1970	Business Cards, Specialty Advertising or Promotional Products	Heidelberg QM 46-2 Ryobi 3302 One, Two & Three Spot Colors (PMS)	Online Ordering System, Automatic Direct Mail Marketing Campaigns File Trans. Via Website,	Scott Kenning Owner/President (909) 981-5715/981-9396 nancy@printingresources.com
11.	Printing & Promotion Plus, Inc. 930 S. Mt. Vernon Ave., Ste. 200 Colton, CA 92324	1,500,000	5 1984	Graphic Design, Offset Printing, High Volume Digital Copies, Brochures, Newsletters, Mailing House, Mailings, Binding	4 Color Ryobi-524 2 Color 3302	Graphic Design, Mailing, Online Printing	Jon Melzer CEO (909) 370-0860/824-2396 jon.melzer@printproplus.com
12.	Performance Marketing 1251 Pomona Rd., Ste. 101 Corona, CA 92587	1,222,244	4 1991	Commercial Printing Specialty Printing Promotion Printing	1-4 Colors Full Color Capability	Graphic Design & Creative Services, Promotional Program Management	Natalie A. Young President (951) 273-7390/273-7395 Natalie@performancepromo.com
13.	Copies & Ink 10722 Arrow Rt., Ste. 102 Rancho Cucamonga, CA 91730	1,200,000	7 1966	Printed Marketing, Communications Materials, Business Marketing Collateral, Publications	2-5 Traditional Color, Digital Presses	4 Color Digital Printing, 5 Color Printing & Bindery, Direct Mail Social Integrated Campaigns	William Alpert President (909) 948-3553/948-3554 bill@copiesandink.com
14.	Inland Color Graphics 2054 Tandem Way Norco, CA 92860	1,200,000	5 1986	Full Color Printing, Photography, Photo Manipulation, Marketing Design	Heidelberg, Nexpress 4	High-end, Short Run, 4 Color Collateral, Variable Data-driven 4 Color, Digital & Conventional Photography	Carl Vitolo President (951) 278-0575/278-2775 carlv@icgcolor.com
15.	Alphagraphics 9077 9th St. Rancho Cucamonga, CA 91730	1,000,000	9 1985	Design, Copy, Business Printing	4 Color Xerox DOC240 Heidelberg	Design, One on One Marketing	Tim Main Owner (909) 989-8550/989-0400 tmain@alphagraphics.com
16.	A to Z Printing Co., Inc. 4330 Van Buren Blvd. Riverside, CA 92503	1,000,000	10 1921	Books, Mags., Brochures, Catalogs, Flyers, Newsletters, Letterheads, Envelopes, Cards, Pads, Labels	Heidelberg, Harris, Multi 1250 Ryobi-582 1 - 4 Color Windmill-Vertical	In-House Art Dept., Letterpress, Folding, Bindery, Union Label, Graphic Design	Allison Dale President (951) 689-4411/687-6387 general@a-zprinting.com
17.	Sunwest Printing, Inc. 390 N. H St. San Bernardino, CA 92410	900,000	11 1987	Brochures, Newsletters, Mailers, Banners	1-4 Color Heid,	Full Service Printing, Design, Full Bindery	Nick Lopez & John Lopez Owners (909) 885-7599/889-7688 www.sunwestprint.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.

COMMUNICATION

Talk Your Way to the Top: Why Old-School Communication Skills Are the Competitive Edge New Grads Need

Communication expert Geoffrey Tumlin shares eight ways for recent grads to hone their communication skills—and differentiate themselves from the rest of the working world newbies.

You've just graduated from college and are (justifiably) proud of your accomplishment. But as you head into the workforce, don't expect your new credentials or your great GPA to do the heavy lifting for you. Geoffrey Tumlin warns they don't matter nearly as much as your ability to articulate, influence, persuade, and connect. These days, innovation and collaboration rule, and without the skills you need to do both, even the most prestigious degree is just a piece of paper.

"What stands out to hiring managers are great communication skills," says Tumlin, author of *Stop Talking, Start Communicating: Counterintuitive Secrets to Success in Business and in Life*. "Can you pitch an idea to a supervisor? Can you build a consensus among group members? Can you build rapport with a client?"

"Gen Yers will need much more than 'just' an education to get the attention of hiring managers and bosses," he adds. "Any new grad who struggles with communication will need to boost those skills in order to get ahead."

Here, Tumlin shares eight communication lessons that will give you the competitive edge you need, now and throughout your career:

Take a daily dose of higher-order communication.

Most new grads are highly skilled users of social media, text messages, and email. But these modes of communication are characterized by expedience and convenience—it's easier to send messages this way than to call or to communicate face-to-face.

"Not all of our communication can happen effectively

along lower-order channels," says Tumlin. "Sometimes we need to do difficult things with our communication, like resolve a conflict, persuade someone who's reluctant, or convey a complicated idea. When we reach for our more difficult and time-intensive higher-order communication skills, we can't afford for them to be rusty. That's why everyone should practice higher-order communication every day.

"Even though it takes longer and is more difficult, walk over and talk to a coworker instead of sending an instant message. Call a friend and congratulate her on getting a new job instead of posting it on Facebook. And go visit your client instead of writing him an email," recommends Tumlin. "In these situations, you'll be using higher-order communication, but the stakes will still be relatively low. You won't be under the pressure and stress that will come when you have to deal with more difficult issues face-to-face. These daily doses of higher-order conversations will keep your face-to-face and your real-time communication skills sharp, so that you'll be able to tackle high-stakes situations successfully."

Talk (and type) like your grandmother's watching.

While words can build our work relationships only slowly, they can cause damage with lightning speed. A blurted retort, a thoughtless email, or a hasty remark can—and does—land people in hot water all the time.

"A quick and effective way to improve your communication is to pretend like your grandmother—or someone else who brings out the best in

you—is standing by your side when you are talking or typing," Tumlin suggests. "Acting like someone you respect is looking over your shoulder will give you the pause you need to get in front of ill-advised words and provide the space you need to self-correct when you're frustrated, agitated, or confused."

Expect less from technology (and more from people).

Because technology does a lot for us, it's easy to overestimate its role in our success. But our enthusiasm for what our digital communication tools can do shouldn't cause us to lose sight of the people behind the tools. Our devices don't possess the communication abilities we think they do.

"A tech-centered view of communication encourages us to expect too much from our devices and too little from each other," says Tumlin. "We assume that hitting 'send' means we've communicated, when really, the other person may not have understood the message at all. Even with the most powerful connection and transmission devices in human history in the palm of our hands, communication doesn't happen until the other person understands."

Listen like you're getting paid for it.

The digital revolution facilitated hypercommunication and instant self-expression, but made it harder for anyone to listen. Between emails, social media, and texts, there's just too much communication junk getting in the way. Our thoughts are scattered, our minds wander, and ever-present distractions make it difficult for us to focus on the person right in front of us. We need to make

a concerted effort to reinvigorate our listening skills.

"Listening decisively improves communication, and that fundamental lesson is one that's easy to forget in our frenetic multitasking environment," says Tumlin. "The funny thing is that people tell us all the time about what they value, what they want, and what they're worried about, but we're often too busy thinking about what's in our inbox or who just texted us to absorb much of what they're saying. The 'old school' behavior of listening will help you become a much better communicator and become far more knowledgeable about the people you work with."

Assume you're a terrible questioner (and set out to fix it).

Most of us have poor questioning skills because we don't think twice before blurting out a query. But questions aren't neutral; they are powerful communication tools because they change the trajectory of a conversation. As you've probably noticed, questions often make conversations worse. Even "simple" inquiries can go awry. "Is this your final report?" or "Did you call John in accounting about this?" can cause trouble if the other person thinks there's a criticism behind the query.

"Faulty questions contribute to many conversational failures and can add anxiety, defensiveness, and ill will to interactions," says Tumlin. "In general, the more you query to hammer home a point or to satisfy a narrow interest, the more your questions are likely to stifle dialogue. Use your questions to open up a conversation

continued on page 30

Certified Public Accountant Firms

Ranked by Number of CPA's in the Inland Empire

continued on page 31

Company Name Address City/State/Zip	# CPA's in I.E. # Prtnrs in I.E. Ttl. Empls in I.E.	Year Founded	# Offices in I.E. # Offices in Co. Headquarters	Industries and Specialities	Top Local Executive Title Telephone/Fax E-Mail Address
1. Vavrinek, Trine, Day, & Co., LLP 8270 Aspen St. Rancho Cucamonga, CA 91730	140 18 130	1948	4 5 Rancho Cucamonga	Financial Institutions, Government Agencies, Real Estate, Manufacturing, Construction, Non-Profit, Corporate Finance	Ron S. White Managing Partner (909) 466-4410/466-4431 rwhite@vtcdcpa.com
2. Vicenti, Lloyd, & Stutzman, LLP, Business Consultants & CPA's 2210 E. Route 66, Ste. 100 Glendora, CA 91740	35 9 64	1953	1 Glendora	Service Firms, Manufacturers, Charter Schools, Colleges & Universities, Other Non-profits, Individuals/Families Accounting, Interim Controller, Pension Plan Audits, Tax Planning, Business Valuation, Fraud Investigations	Linda Saddlemire Co-Managing Partners (626) 857-7300/857-7302 info@vlsllp.com
3. Eadie & Payne, LLP 300 E. State St., Ste. 350 Redlands, CA 92373	32 7 30	1919	2 2 Redlands	Construction, Health Care, Manufacturing, Audit, Tax, Business & Personal Planning Estate & Tax Planning, Elder Care, Fraud Investigations, Agriculture	John F. Prentice Managing Partner (909) 793-2406/792-3516 prentice@eadiepaynellp.com
4. Soren McAdam Christenson, LLP 2068 Orange Tree Ln., Ste. 100 Redlands, CA 92374	30 10 60	1977	1 Redlands	Healthcare, Manufacturing, Construction, Auditing & Accounting Services, Tax Preparation & Consulting, Business Valuation & Consulting	Roger E. Wadell Managing Partner (909) 798-2222/798-9772 rwadell@smc-cpas.com
5. Mellon, Johnson, & Reardon, CPAs 3270 Inland Empire Blvd., Ste. 300 Ontario, CA 91764	29 7 33	1955	1 1 Ontario	Manufacturing, Distribution, Construction, Real Estate, Dealerships, Prof. Service Firms, Employee Benefit Plans, Non-Profit Organizations, Government Organizations, Agriculture, Assurance, Tax, Accounting, Advisory	Steven H. Spears Managing Partner (909) 985-7286/694-0654 sspears@mjrccpas.com
6. Rogers, Anderson, Malody, & Scott, LLP 735 E. Carnegie Dr., Ste. 100 San Bernardino, CA 92408	20 7 36	1948	1 1 San Bernardino	Audits, Reviews, Construction, Tax and Consulting for Real Estate, Health Care, Government and Non-Profits, Manufacturing	Matt Wilson Managing Partner (909) 889-0871/889-5361 mwilson@ramscpa.net
7. Ahern, Adcock, Devlin, LLP 2155 Chicago Ave., Ste. 100 Riverside, CA 92507	18 6 30	2000	1 1 Riverside	Healthcare, Pension 403(B), Government, Commercial Business, Non-Profit	Michael Adcock Managing Partner (951) 683-0672/686-7780 mradcock@aadcpcas.com
8. Swenson Advisors, LLP 25220 Hancock Ave., Ste. 240 Murrieta, CA 92562	9 3 15	1998	1 3	Full service SEC/SOX, Assurance, Tax Compliance, Tax Planning, 401(k) Audits, Forensic Accounting, International Business Services, Consulting	Pete Palmer Partner (951) 445-4700 pete.palmer@swensonadvisors.com
9. Teaman, Ramirez, & Smith, Inc. 4201 Brockton Ave., Ste. 100 Riverside, CA 92501	9 4 31	1936	1 1 Riverside	Income/ Estate Tax Services, Audit & Accounting Services, Fraud Prevention & Investigation Services	Richard Teaman President (951) 274-9500/274-7828 rteaman@trscpas.com
10. Brabo, Carlsen, & O'Brien, LLP 1111 E. Tahquitz Canyon Way, Ste. 203 Palm Springs, CA 92262	8 2 12	1988	1 2 Palm Springs	Financial Statements, Tax Planning & Services, Estate Planning & Family Office, CFO & Business Services, Valuations & Buy/Sell Transactions, Litigation Support & Forensic Accounting, Accounting Information Systems	Mike Brabo Partner (760) 320-0848/322-4626 mike@bco-cpas.com
11. Kuebler, Prodhomme, & Co., CPAs 43500 Ridge Park Dr., Ste. 104 Temecula, CA 92590	8 2 15	1982	2 2 Temecula	Advanced Tax Planning/ Preparation, Litigation Support/ Business Valuation, Estate Planning, Land Development	Joseph Kuebler President (951) 676-3013/676-7184 joseph.kuebler@kpcoinc.com
12. Rogers, Clem, & Co. 1067 Park View Dr. Covina, CA 91724	8 5 11	1966	1 1 Covina	Medical Practice Accounting Automotive, Medical, Estate & Financial Planning, Construction, Manufacturing	Dale Duncan Managing Partner (626) 858-5100/332-7012 www.rogersclem.com
13. Swenson Corporation, CPAs 10606 N. Trademark Parkway, Ste. 203 Rancho Cucamonga, CA 91730	8 4 15	1949	1 1 Rancho Cucamonga	Tax Planning and Compliance, Assurance Services, Performance Measurement, Family Owned Business Specialists	Dean Norling Managing Partner (909) 989-5867/989-1471 dnorling@swensoncorp.com
14. Genske, Mulder, & Co. 4150 E. Concourse St., Ste. 250 Ontario, CA 91764	7 6 28	1981	1 3 Costa Mesa	Agriculture, Construction, Manufacturing, Accounting, Income & Estate Tax	Glenn Hoaglane Managing Partner (909) 483-2100/483-2109 www.genskemulder.com
15. Lightfoot, Ralls, & Lightfoot, LLP 675 W. Foothill Blvd., Ste. 300 Claremont, CA 91711	6 3 10	1946	1 1 Claremont	Trusts, Estates, Financial Services, Income Tax	John H. Lightfoot CPA (909) 626-2623/626-2743 johnh@lrlcpa.com
16. Streit & Peters CPAs, Inc. 1175 Idaho St., Ste. 202 Redlands, CA 92374	6 2 18	1976	2 2 Redlands	Small Business, Construction, Real Estate, HOA's	Chuck Peters/Dave M. Streit Managing Partners (909) 307-2323/307-2003 dstreit@streitandpeters.com
17. Lund & Guttry, LLP 39700 Bob Hope Dr., Ste. 309 Rancho Mirage, CA 92270	5 3 16	1953	1 1 Rancho Mirage	Public Sector, Hospitality, Health Care, Real Estate, Tax Planning, Audits, Litigation Support, Business Consultation, Estates, Trusts	Gary Dack Managing Partner (760) 568-2242/346-8891 gdack@lundandguttry.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.

Tax Savings for Exporters

By Greg Barragar, CPA, MST - Partner, Mellon Johnson Reardon, CPAs

Setting up and operating an Interest Charge Domestic International Sales Corporation (IC-DISC) can reduce the tax rate on qualifying export sales by up to 20 percentage points. An IC-DISC's tax-savings power is derived from the current 20% tax rate on qualified dividends.

TAX BREAKS FOR EXPORTERS

If your closely held company earns significant income from exporting — or from engineering or architectural services on foreign construction projects — consider forming an Interest Charge Domestic International Sales Corporation (IC-DISC). An IC-DISC is relatively inexpensive to set up and operate, and it can reduce your tax rate on qualifying sales by up to 20 percentage points.

To make the most of this strategy, it's a good idea to act soon. The IC-DISC's tax-saving power is derived from the favorable 20% tax rate on qualified dividends.

WHAT IS AN IC-DISC?

An IC-DISC is a tax-exempt, domestic "paper" corporation set up to receive commissions on your company's export sales. It must have its own bank account, keep separate accounting records and file U.S. tax returns. But it need not have an office, employees or tangible assets, nor is it required to perform any services.

An IC-DISC reduces your tax liability by converting a portion of your export income, which is taxable at ordinary income rates as high as 40%, into qualified dividends generally taxed at 20%.

To qualify as an IC-DISC, a corporation must:

- Be incorporated in one of the 50 states or in the District of Columbia
- File an election with the IRS to be treated as an IC-DISC



By Greg Barragar, CPA, MST - Partner, Mellon Johnson Reardon, CPAs

for federal tax purposes

- Maintain a minimum capitalization of \$2,500
- Have a single class of stock
- Meet a qualified export receipts test and a qualified export assets test

The last requirement means that at least 95% of an IC-DISC's gross receipts and assets must be related to the export of property whose value is at least 50% attributable to U.S.-produced content. Engineering and architectural services related to construction projects outside the U.S. may also generate qualified export receipts.

HOW DOES AN IC-DISC REDUCE TAXES?

Your company pays tax-deductible commissions to the IC-DISC up to the greater of 1) 4% of your company's gross receipts from qualified exports or 2) 50% of its net income from qualified exports. Because your company's taxable income is reduced by the amount of the commissions, ordinary income tax on those amounts is avoided.

The IC-DISC, as a tax-exempt entity, pays no tax on the commissions. When the IC-DISC distributes its income to shareholders, they're taxed at the qualified dividend rate.

The qualified dividend rate is available only to individuals; thus, you'll need to structure the IC-DISC so that dividend payments are received by individuals.

If your company is a pass-through entity — such as a partnership, S corporation or LLC — you can form an IC-DISC as a subsidiary. Dividends the IC-DISC distributes to your company will be passed through to individual shareholders and qualify for the 20% rate.

If your company is a C corporation, however, you'll need to have the corporation's individual shareholders form the IC-DISC. If you set up the IC-DISC as a subsidiary, the dividends will be paid to the corporation and taxed as ordinary income.

IC-DISC IN ACTION

Let's assume an S Corporation has \$20 million in qualifying export sales and \$5

million in net income on those sales. If the company has an IC-DISC, it can pay the IC-DISC commissions up to the greater of 50% of its export net income or 4% of its export gross receipts. In this case, the maximum commission is 50% of net income, or \$2.5 million. This \$2.5 million commission payment to the IC-DISC is a deduction for the S Corporation (the exporter).

The tax savings to the S Corp shareholders' is \$1,000,000 (40% tax rate x \$2,500,000 deduction.) Next, the IC-DISC uses the commission received from the S Corporation to pay a \$2.5 million dividend to its shareholders. The tax to the shareholders on this dividend is \$500,000 (20% tax rate x \$2,500,000.) The end result is a combined federal tax savings of \$500,000 (commission tax saving of \$1,000,000 minus the dividend tax of \$500,000).

Note: The example assumes that the IC-DISC distributes all of its income and that each of the company's shareholders is an individual in the 40% tax bracket.

OTHER BENEFITS

It's also possible to use an IC-DISC as an estate planning tool. There's no requirement that an IC-DISC's shareholders be the same as the exporter's shareholders or that they own their shares in the same proportions. By giving IC-DISC shares to your children or other family members, you may be able to shift some of the income so it will be taxed at the owners' lower tax rates. (Bear in mind that there may be gift tax implications. But with the gift tax exemption at \$5+ million for 2014, this may be less of a concern.)

Finally, you can defer tax on profits attributable to \$10 million per year in export sales that are left in the IC-DISC by making
continued on page 31

Advertising Agencies In the Inland Empire

Listed Alphabetically

continued on page 33

Agency Address City/Zip	\$ Cptld. Bllng (IE) \$ Cptld. Bllng (Total) \$ Gross Income (Fiscal Year 2013)	% Print % Broadcast % Other	Top 3 Clients	# of Employees/Offices Inland Empire Companywide	Yr. Est. in IE Hdqtrs. Parent Co.	Creative Director Title Phone/Fax E-Mail Address	Top Local Exec. Title Phone/Fax E-Mail Address
1. Adgraph Designs 8780 19th St., Ste. 104 Alta Loma, CA 91701	\$250,000 WND WND	50 0 50	Superior Trailer Works, Vertex Water Products, Universal Surveillance Corp.	4/1	1990 Alta Loma	Suzanne Grani Art Director (909) 987-7988/(866) 470-5719 suzanne@ad-graph.com	Suzanne Grani Art Director (909) 987-7988/484-7818 suzanne@ad-graph.com
2. Dameron Communication 2407 West Victoria St. San Bernardino, CA 92401	N/A N/A \$1,200,000	20 20 80	The Art Institute of California, I.E., CA Home Economics Ed. Foundation, La Salle Medical Associates	6/1 8	1987 San Bernardino Dameron Communication		Carl Dameron Founder and Creative Director (909) 534-9500 carl@dameroncommunications.com
3. Designet Marketing Graphic Concepts 8768 Helms Ave., Ste. C Rancho Cucamonga, CA 91730	WND	60 0 40	Pioneer, Hughes Aircraft, Hewlett-Packard	3/1	1991 Rancho Cucamonga	Rick Scott Head Designer (909) 981-4611/981-3674	Rick Scott Owner/Designer (909) 981-4611/981-3674 rick@designetdisplays.com
4. Geographics 4178 Chestnut St. Riverside, CA 92501	\$2,300,000	50 10 40	R.C.T.C. City of Rancho Cucamonga, City of Upland	8/1	1983 Riverside		Lisa Vanolden Managing Partner (951) 369-1564/369-8837 geographics@earthlink.net
5. Graphtek (73-241) Hwy. 111, Ste. 2B Palm Desert, CA 92260	\$1,200,000	50 50	City IndianWells, Supplies Guys	1	1992 Palm Desert	Michael Cheley Creative Director (760) 341-4583/341-9285 studio@graphtek.com	Michael Cheley CEO (760) 341-4583/341-9285 studio@graphtek.com
6. Hyatt Advertising, Inc. 1174 Nevada St., Ste. 200 Redlands, CA 92374	\$1,200,000	40 40 20	Arrowhead Credit Union, Loma Linda University of Health Care, California Baptist University	5/1	1977 Redlands	Richard Lee Creative Director/ Sr. Copy Writer (909) 793-3840 richard@hyatteadvertising.com	Adrian Hyatt-Ward President/CEO (909) 793-3840/793-3845 adrian@hyatteadvertising.com
7. J. Brenlin Design 2054 Tandem Way Norco, CA 92860	WND	90 0 10	Avery Dennison, Con Agra/ Lamb Weston, Jeffrey Courte	10/1	1985 Norco	Jane Brenlin Creative Director/President (951) 549-1515/549-1453 brenlinj@jbrenlin.com	Jane Brenlin Creative Director/President (951) 549-1515/549-1453 brenlinj@jbrenlin.com
8. Jones Agency, The 303 N. Indian Canyon Dr. Palm Springs, CA 92262	WND WND 2 Mil.	40 40 20	Palm Springs Aerial Tramway, Canyon National Bank, Desert Regional Med. Center	10/1	1958 Palm Springs Desert Publications, Inc.	Carol Clark/Phillip Large Creative Director (760) 325-1437/778-0320	Kyle Radke Sr. V.P./General Manager (760) 325-1437/778-0320 kradke@jonesagency.com
9. Kiner Communications 43100 Cook St., Ste. 100 Palm Desert, CA 92211	\$1,700,000	30 40 30	Fantasy Springs Resort Casino, Penta Building Group, American Leak Detection	11/1 n/a	1994 Palm Desert Kiner/Goodsell Advertising Inc.	Steve Johnsen V.P. Creative Director (760) 773-0290/773-1750 stevej@kinercom.com	Scott M. Kiner CEO (760) 773-0290/773-1750 scottk@kinercom.com
10. KMdezine 12029 Vintage Dr. Fontana, CA 92337	WND	90 0 10	City of Fontana, Marketing Firms, Sm-Med Size Corporations	11/1 n/a	1993 Fontana	Kris VanderVies Graphic Design (909) 823-5656/823-5655	Marsi VanderVies Project Manager (909) 823-5656/823-5655 studio@kmdezine.com
11. Lyons Media 987 N. Smoketree Ave. Rialto, CA 92376	WND	0 100 0	LA/Ontario International Airport, Silk Designs, Inland Empire United Way	2/1 +2/1	1998 Rialto		Frank Roberts Vice President (909) 641-6297/483-1515 mrItake@aol.com
12. Performance Marketing 1251 Pomona Rd., Ste. 101 Corona, CA 92882	WND WND 1.1 Mil.	50 0 50	Web Hansen Bverage, Boston Scientific, Abbott Vascular	4/1 7/1	1992 Corona	Natalie Young President (951) 273-7390/273-7395 natalie@performancepromo.com	Valerie Rucinski Treasurer (951) 273-7390/273-7395
13. Perry Design & Advertising 206 W. Bonita Ave., Ste. K2 Claremont, CA 91711	250,300	60 20 20	Terra Vista Town Center, Kessler Alair Insurance, The Shoppes at Chino Hills	5/1	1997 Rancho Cucamonga	Janine Perry Partner (909) 626-8083/980-6398 janine@perryadvertising.com	Angelique Strahan Business Development (909) 626-8083/980-6398 angelique@perryadvertising.com
14. Pirih Productions, Inc. P.O. Box 340 Rimforest, CA 92378	WND	15 0 85	WND	3/1	1979 Rimforest	Diane Wiltsie Creative Director (909) 336-4373/336-4371 diane@pirih.com	Cheryl Pirih President (909) 336-4373/336-4371 cheryl@pirih.com
15. Publicity Unlimited P.O. Box 724 Rancho Mirage, CA 92270	WND	50 30 20	Contour Dermatology & Cosmetic Surgery Center, The Patio Place	1 1	1993 La Quinta	Erika Z. Byrd President (760) 776-9946/776-9956	Erika Z. Byrd President (760) 776-9946/776-9956 erika@publicityunlimited.com
16. RedFusion Media, Inc. 104 E. State St. Redlands, CA 92373	695,000 840,000 520,000+	10 0 90	Index Fresh, Luminex Software, Inc., Longmont Dairy	10/1	1999 Redlands	Jon Burgess Internet Manager (909) 798-7092 jon@redfusionmedia.com	Ron Burgess President (909) 798-7092/801-6400 molly@redfusionmedia.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.

U.S. Labor...

year or early next year.

*continued from pg. 3***Nonfarm (Wage & Salary)****Jobs – May 2014**

The May nonfarm job count was 138,252,000, the highest since February 2008 when there were 138,199,000 nonfarm jobs.

- The economy added 217,000 nonfarm jobs month-to-month (MTM). The March MTM change was unchanged at 203,000, while the April change was revised from 288,000 jobs added to 282,000 jobs added, for a net downward revision of 6,000 jobs.

- With these revisions, nonfarm jobs grew by an average of 214,000 jobs per month during the first five months of this year, faster than the 204,000 jobs per month rate over the same period last year.

- Nonfarm jobs in May surpassed the prerecession peak of 138,365,000 in January 2008, by 98,000, an important milestone.

- On a year-to-year basis, the economy added 2.38 million jobs, an increase of 1.8% YTY, marginally faster than the trend over the last two years.

The private sector added 216,000 jobs, hitting a new high of 116,594,000. Private sector jobs rose 2.1% YTY while jobs in the government sector were essentially flat (up 17,000 jobs). Decreases at the federal level were largely offset by gains at the state and local level.

Every private industry super sector except for information added jobs both MTM and YTY in May, and the public sector saw a slight job gain, as well. Of the 2.38 million jobs added year-to-year,

- The largest YTY gains occurred in professional and business services (+635,000 or +3.4%) with over a third of the increase occurring in temporary employment (223,800), but other categories such as professional and scientific industries (+200,900 or +2.5%) added the rest.

- Trade, transportation, and utilities added 573,000 jobs (+2.2%) with most of the gains occurring in retail trade (+317,400).

- Leisure and hospitality grew by 391,000 jobs (+2.8%), mostly due to gains in food and beverage establishments (311,000 or +3.0%).

- Other noteworthy increases included health care (+316,200 or 1.8%), construction (+188,000 or +3.2%), with a gains of 105,000 in manufacturing coming entirely from durable goods.

- Despite recent gains in construction, industry employment is still 1.7 million jobs shy of its pre-recession peak.

The record high for private sector jobs was accompanied by new record high levels of employment the following key industries in May 2014:

- Health care and education svcs: 21,432,000
- Professional and business services: 19,146,000
- Leisure and hospitality: 14,589,000

Highlights Related to the Southern California Economy

Looking at sectors that are important locally:

- Nationally, there were 303,300 jobs in the motion picture and sound recording sector in May, down from a revised 312,500 the prior month and down from 356,100 a year ago. Motion picture and sound recording employment has declined in year-to-year terms each month this year. By comparison, L.A.'s motion picture and sound recording employment has increased year-to-year, the latest month being April when employment rose 5.3% YTY from 120,000 jobs in April of last year to 126,400 jobs.

- Transportation and warehousing and wholesale trade are both important to components of the *continued on page 24*

California Accounts for Nearly 16% of All Jobs Added in Nation

Employment release from the California Employment Development Department (EDD) indicates that the state added another 18,300 jobs in May. Since May 2013, payrolls in California have expanded by 2.3%, outpacing the pace of job growth in the United States overall. What's more, over the past two months California has accounted for 15.9% of all the jobs added in the nation. Still, the jobs added this month represent a decline from the revised 61,200 jobs added in April, according to Beacon Economics' analysis of the new EDD numbers.

Key Points:

- The state's unemployment rate fell to 7.6% in May on a seasonally adjusted basis, representing a 0.2 percentage point decline from April. Helping fuel this decrease was household employment, which increased by 39,800 in the state. At the same time, California's overall labor force expanded by 4,600.

- The Leisure and Hospitality sector led California's job gains last month adding 10,300 new positions to company payrolls, a 0.6% increase in just one month. The Leisure and Hospitality sector has been one of the fastest growing sectors in the state over the past year, increasing payrolls by 2.7% since May 2013.

- The Health Care and Real Estate sectors also contributed significantly to job gains, adding 9,300 and 1,400 new positions, respectively. Health Care has been another of the state's fastest growing industries, adding 76,100 new positions since May 2013, a 3.9% increase.

- The Professional and *continued on page 24*

THE HISTORIC
GALLEANO WINERY



We can custom design a label just for you *using*:
Photos, Logos,
Colors, Invitations,
Themes.

Weddings • Anniversaries
Birthdays • Special Events
Graduations • Holiday • Gifts
Wine Tasting Available Daily



4231 Wineville Road
Mira Loma, CA 91752
(951) 685-5376 or (951) 360-9180
www.galleanowinery.com

Tour the Historic Winery weekends from 2:00 pm to 4:00 pm or by appointment
Listed in the National Register of Historical Places

CAREER SUCCESS

Ten On-the-Job Mistakes That May Be Sabotaging Your Career

If you're getting your work done and not breaking any company rules, you're golden, right? Not necessarily, says Wall Street veteran Ben Carpenter. Here, he shares a handful of bad habits that—unbeknownst to you—might be tarnishing your reputation and holding you back.

Yet again, you've been passed over for a promotion. As you throw a pity party for one in your drab cubicle, you can't help but wonder why. After all, you get your job done satisfactorily—at least, you haven't received any complaints. You don't take any more workday breaks or days off than your neighbors in Cubicle-ville. You smile at the boss, are pleasant to colleagues, and, for the most part, don't have any conflicts with your coworkers.

So why does it feel like you're going to be running in this hamster wheel for many more years to come? Why can't you seem to get your career moving forward?

Ben Carpenter says you may not be violating company policy or dropping any balls, but most likely you are making mistakes—either subtle missteps or sins of omission or both.

“The business world has a lot of unwritten rules and expectations—and the fact that they aren't formalized doesn't mean they don't matter,” says Carpenter, author of the new book *“The Bigs: The Secrets Nobody Tells Students and Young Professionals About How to Find a Great Job, Do a Great Job, Start a Business, and Live a Happy Life.”* “If your career hasn't picked up the momentum you'd like it to, it's time to take a careful look at what you're doing—or what you aren't doing.”

Having done it all, from opening his own bar to working his way through the Wall Street ranks to becoming the CEO of a major international financial services company, Carpenter has seen others commit a wide array of career-sabotaging mistakes, and has even experienced

a few temporary personal setbacks due to ill-advised actions.

In *The Bigs*, Carpenter shares many of these colorful yet cautionary tales as he lays out a blueprint that employees of any age and level of experience can use to get—and do—a great job. Here, he pinpoints 10 specific on-the-job mistakes that may be hurting your career:

Getting distracted from the job at hand.

In *The Bigs*, Carpenter recounts working a demanding full-time day job while simultaneously managing the bar he'd recently bought. Though he was burning the candle at both ends, Carpenter didn't think it was negatively affecting his day job until his manager told him in no uncertain terms that he needed to “get some *bleep* sleep” unless his career was no longer important to him.

“Being too tired to do your job well is just one type of distraction that's detrimental to your career,” Carpenter comments. “Constantly checking your Facebook page, taking personal calls at work, and spending too much time at the water cooler are others. People will notice your distraction, even if you think they won't. Don't let outside responsibilities or activities—whether personal or professional—get in the way of doing your best work at your full-time job.”

Being too patient.

Especially in this less-than-hospitable economy, you may feel fortunate to be employed, period. The last thing you want to do is call (possibly negative) attention to yourself by pushing for a promotion, more professional development, higher-level clients, etc. I'll just be

patient, you tell yourself. Eventually, The Powers That Be will notice all the good work I do, and they'll grant my request. According to Carpenter, though, you might be making a big mistake.

“In my book, I caution readers against being too patient—yes, even in this economy,” he says. “If you aren't proactive, it's easy to get stuck in a job that won't allow you to fulfill your professional and personal potential. Don't agree to just ‘go along for the ride’ when your own goals and success are at stake. Even now, there are plenty of companies and jobs out there. If your current employer can't or won't give you the opportunities you need to advance, start looking for a job that's a better fit.”

Faking it when you don't understand something.

No one wants to look ignorant or incapable. But a professional setting is not a smart place for a fake-it-until-you-make-it strategy. If you lack the skills to accomplish some piece of your job, such as creating spreadsheets or reports, ask questions. Speak up and find out how and where to learn the needed skill. Don't wait until your lack of knowledge becomes a major problem. (Make no mistake: People will notice.)

“Early in my career, a client bullied me into saying ‘yes’ to a request I didn't understand—and it cost my employer \$25,000,” recalls Carpenter. “While covering up your own ignorance might not come with such a steep price tag, it's still something you should avoid at all costs. Your integrity, credibility, and reputation—and possibly your job!—are all at stake.

It's always better to swallow your pride and say, ‘I'm sorry, but I don't understand. I need you to explain.’”

Not being responsive.

As long as you check off all the major boxes on your to-do list each day, it's okay to let a few emails slide, or to go home before listening to those last few voicemails...right? Wrong! The individuals who didn't receive a response will remember what they perceive as dismissiveness, or even a lack of respect. Over time, this can do major damage to your reputation and cause you to be passed over for the most important career-building tasks.

“Always respond to your boss, coworkers, and clients as soon as possible, even if you have to stay at your desk a few extra minutes at the end of the day,” instructs Carpenter. “Certainly never let 24 hours pass before responding to an email or returning a phone call. Even if you're still looking into the issue, let the other person know that you got their message, you're working on it, and you'll keep them posted.

“Soon, you'll become known as someone who is rock-solid and reliable...and maybe even the go-to person in your department or field,” he adds.

Not continuing to network, even if it's just within the company.

We all know to network when looking for a job. But when that coveted “You're hired!” finally arrives, most people cut back on cultivating their professional connections. According to Carpenter, that's a mistake.

In a perfect world, your
continued on page 24

SBA Lenders Serving the Inland Empire

Ranked by loans funded (\$ Amount) (Riverside & San Bernardino Counties)

continued on page. 29

Company Name Address City, State, Zip	SBA Loans Funded 05/12-04/13 (\$ Amount)*	Number of SBA Loans Funded 5/12-04/13	Types of Loans Offered: 7A 504 Contract Loan Prg.	Types SBA Loans Funded: Intl. Loans Programs Seas'l. Line of Cred. Small Loan Programs	Number of Offices: Inland Empire Companywide	Top Local Executive Title Phone/Fax E-Mail Address
1. Union Bank of California NA 3536 Concoors, Ste. 300 Ontario, CA 91764	\$33,025,616	45	Yes Yes No	No No No	15 407	David De Filippo Regional VP & Manager (909) 244-1250/980-5195 david.defilippo@unionbank.com
2. US Bank 3590 Central Ave. Riverside, CA 92506	\$28,164,200	40	Yes Yes Yes	Yes Yes Yes	330 2,887	Christopher Otto VP/SBA Business Dev. (951) 514-9873/255-4748 christopher.otto@usbank.com
3. EDF Resource Capital, Inc. 1050 Iron Point Rd. Folsom, CA 95630	\$21,872,000	28	No Yes No	No No Yes	1 13	Ron Valladao (916) 962-3669/962-1822 rvalladao@resourcecapital.com
4. Citizens Business Bank 701 N. Haven Ave. Ontario, CA 91764	\$18,786,793	18	Yes Yes No	No No No	10 47 SVP/Manager	Mark C. Richardson Real Estate Banking Grp. (626) 564-6234/578-9456 mrichardson@cbbank.com
5. Hanmi Bank 3327 Wilshire Blvd. Los Angeles, CA 90010	\$16,723,000	6	Yes Yes No	No No Yes	1 27	Jae S. Yoo President/CEO (213) 427-5657/427-5774 www.hanmi.com
6. Enterprise Funding Corp. 300 E. State St., Ste. 230 Redlands, CA 92373	\$16,109,000	12	No Yes No	No No Yes	1 1	Jeffery C. Sceranka President/CEO (909) 792-3803/792-3813 jeff@efcj04.com
7. Wells Fargo Bank SBA Lenders 500 La Terraza Blvd., Ste. 200 Escondido, CA 92025	\$16,029,700	41	Yes Yes Yes	Yes Yes Yes	4 7	Steven W. Doss VP, Reg. Sales Manager (760) 432-5319 steven.w.doss@wellsfargo.com
8. AMPAC Tri-State CDC, Inc. 225 W. Hospitality Ln. San Bernardino, CA 92408	\$9,645,000	14	No Yes No	No Yes No	1 1	Hilda Kennedy Founder/Executive Director (909) 915-1706/387-0810 www.tristatedcl.com
9. Security Bank of California 3403 Tenth St., Ste. 100 Riverside, CA 92501	\$7,980,000	13	Yes Yes Yes	No No Yes	4 4	James Robenson Chairman 951-368-BANK info@securitybankca.com
10. Dotular Community Bank 888 Disneyland Dr. Anaheim, CA 92802	\$6,806,200	29	Yes Yes No			Lydia Fisorondo VP Western Regional Sales Mgr. (714) 864-5057/864-5103
11. CIT, Small Business Lending 7755 Center Ave., Ste. 1100 Huntington Beach, CA 92647	\$3,044,000	7	Yes Yes No	No No No	0 50	Julie Johnson Regional Acct. Manager (714) 842-2380/375-5761 julie.johnson@cit.com
12. First California Bank 218 E. State St. Redlands, CA 92373	\$2,792,200	4	Yes Yes Yes	No No Yes	3 21	Cg Kum CEO (909) 798-3611/335-2363 www.fcbank.com
13. Southland Economic Devel Corp. 400 N. Tustin Ave., Ste. 125 Santa Ana, CA 92705	\$2,488,000	6	No Yes No	No No No	0 2	Matthew Davis President (714) 647-1143/(714) 868-0003 mdavis@southlandedc.com
14. Community Bank 1041 W. Badillo St., Ste. 115 Covina, CA 91722	\$2,345,000	6	Yes Yes Yes	Yes Yes Yes	5 13	Deborah G. Gallagher Senior V.P./Manager (626) 568-2008/732-1339 dgallagher@cbank.com
15. Pacific Western Bank 900 Canterbury Pl., Ste. 300 Escondido, CA 92025	\$2,289,300	4	Yes Yes No	No No No	8 7	Tabatha Steinburg Branch Manager (760) 432-1350/432-1359
16. California Bank & Trust 102 N. Yale Ave. Claremont, CA 91711	\$2,089,000	18	Yes Yes No	Yes Yes Yes	4 95	Steve Choe Senior V.P./Regional Manager (626) 696-2040 Steve.Cho@calbt.com
17. Wilshire State Bank 3200 Wilshire Blvd., Ste. 510 Los Angeles, CA 90010	\$1,937,500	8	WND	WND	2 20	Anna Chung Exec. VP, SBA Dept. Manager (213) 637-9742/637-2767
18. Citibank NA 320 N. Harbor Blvd., Ste. A Fullerton, CA 92832	\$1,885,000	7	Yes Yes No	No No No	62 397	Michelle Doke Senior Credit Officer (657) 217-8563 www.citi.com
19. BBVA Bancomer USA 24010 Sunnymead Blvd. Moreno Valley, CA 92553	\$1,634,000	4	Yes Yes No	No No Yes	6 31	Manuel Orozco President/CEO (951) 242-1959/242-3324

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.

Jesper Sørensen: How Do You Explain a New Product Category?

A game-changing idea can win or lose depending on how quickly the consumer “gets” it.

The Holy Grail for innovators often is not simply to win in an existing market, but also to create an entirely new product category. But doing so raises a critical question for the entrepreneur: How do you get potential customers and investors to understand what it is you are doing?

It’s harder than it sounds. Consumers make sense of unfamiliar products by mapping them onto categories of things they already understand. So when Apple comes out with its iPhone 6, for example, it’s pretty easy for customers to understand that it’s a lot like the previous iterations. But genuinely novel products don’t fit neatly into one category or another. Indeed, their novelty stems from the very fact that the ideas and technologies that came together to create the new concept existed previously in domains or categories that were thought to be entirely distinct.

As a result, innovations that are totally new to the market are often extremely difficult to describe. Things that are difficult to describe are hard to understand. And things that are hard for consumers and investors to understand typically face two outcomes: They are either ignored or devalued.

To give a sense of the challenge for the innovator, consider an advertisement for Samsung’s Galaxy Note line. With this product, the South Korean company tried to create a new kind of product that combined the features of a phone with the features of a tablet. The advertisement showed a picture of the device with the copy line, “Phone? Tablet? Best of both? The next big thing is here.”

The ad tackles the challenge head-on; namely, the difficulties consumers might have in describing what exactly a Galaxy Note is. On the one hand, it has the ability to make phone calls over cellular net-

works, so it is in some sense a phone. But it is a mighty big phone. On the other hand, it has many of the features that people find appealing about tablets (itself a category that is very new to the world). But it is smaller than other tablets.

So what exactly are you supposed to call it? And what exactly are you supposed to compare it to?

This challenge is echoed in a review of the Samsung Galaxy Note 2: “Normally, this is where we’d talk about the alternatives on offer,” the reviewer wrote. “But we admit, we’re stumped here. Why? Well, in our mind, there is no clear rival. The Samsung Galaxy Note created its own category, in that there were no real phablets about before.”

What the reviewer ended up doing was assessing the product feature by feature, rather than provide an overall assessment like “much better than an iPhone,” or “inferior to an iPad.” But if you always have to explain your product feature by feature, you have a problem. You are more likely to confuse people, or lose their attention, and you risk that the true innovations embedded in the new product may be lost. You need a shorthand.

A more vivid, and perhaps cautionary, illustration of these risks is the case of Segway, which has now been around for 10 years but has never really lived up to the promises that were made when inventor Dean Kamen first launched it.

Much of the reason for this is that it has been hard for consumers to make sense of what exactly a Segway is. This challenge is immediately apparent on the company webpage where they describe their device as “a leader in personal, green transportation,” and “as a leader in the emerging small electric vehicle (SeV) space.” This seems a bit like claiming to be a

leader in a category with no followers.

One tactic innovators and marketers often use to help potential consumers understand the value of their new innovation is the analogy. In other words, they try to explain the new product by helping the customer map it to an existing product or set of products they already clearly understand. In Segway’s case, Kamen tried to convey the promise of the product through analogy by claiming in 2001 that it would do for city dwellers what “Henry Ford did in the last century for rural America.” In another instance, he said he believed the vehicle would “do for walking what the calculator did for pad and pencil.”

But these analogies fell flat. Yes, it is clear he believed the product would make walking a distance obsolete. But what exactly is the device? In the end, consumers simply could not comprehend the characteristics that made this the radical innovation it was. Put more simply: they didn’t “get” it.

Scholars have been exploring for years how people make sense of the new objects, products, and services they encounter. Research conducted by several faculty here at Stanford suggests that categories serve as a key frame of reference for consumers as they evaluate a new product. Several years ago Hayagreeva Rao explored the phenomenon through the lens of French haute cuisine. He and co-researchers measured the extent to which chefs’ decisions to borrow from alternative cooking approaches affected their Michelin ratings. They discovered that chefs who departed from the traditional approach were initially penalized for doing so. However, as more chefs crossed over, the effect diminished.

The study, Rao said at the time, suggested that “the early

bird can get the worm — but can also be killed.” In other words, when categorical boundaries are very well defined, as they were in this case, “people may not understand what you’re doing when you cross them.”

Work by Stanford’s Glenn Carroll, and others, looks at the phenomenon from a slightly different approach. They looked at a particular type of data storage system called disk arrays to address a seemingly straightforward question: Why is it that this product category never took hold as a recognizable entity? Their answer: Nascent markets are more likely to coalesce into broadly understood categories when the producers have sharply focused identities. “If many firms in the market derive their primary identities from other activities,” they wrote in one paper, “and there are few firms deriving their primary identity from disk arrays, then the disk array producer identity will likely not be readily perceived by outsiders.”

These findings have important implications for innovators who want to launch a novel product into the market. For an existing company, it means understanding that if the new product is too far afield from its identity—say, a computer company that launches a line of helicopters, or a Michelin-starred restaurant that opens a haute couture boutique on the side—it might be worth considering licensing the new product, selling it, or spinning it off to avoid market confusion. For a startup, it means recognizing that his or her potential advantage may lie in the fact that they have a more malleable identity than their competitors.

To understand why this is so, consider the company ZipCar. Avis Budget Group now owns the company, but imagine if the rental giant had tried to invent the concept from the

continued on page 30

A Coming of Age - Foster Family Agency Celebrates 10th Year Anniversary

A Coming of Age Foster Family Agency (FFA), an agency committed to uplifting the lives of children by providing them with care, well-being, and supervision, is proud to announce that it will be celebrating its 10th year anniversary; 10 years of offering extended foster care and treatment services to non-minor dependents and children.

Licensed by the Community Care Licensing Division of the State of California's Department of Social Services on Dec. 22, 2003, A Coming of Age FFA started offering therapeutic services and skills training to children aged 0-17 years old. The agency aims to give every child in the placement with care and nurturance that meet not just their individual needs but the needs of their families as well. It takes pride in offering professional services that offers a level of care that is commensurate with the children's psychological development.

As the agency celebrates its 10th year of quality service, it is looking forward to another decade of passionate and dedicated foster care service. Ray Salem said, "10 year strong and more to come. Our passion is helping kids!" On Sept. 6, 2011, A Coming of Age FFA was able to extend their services, as they have been approved, to offer extended foster care services to young adults aging 18-21 years old. With this, the agency was given the opportunity to serve youth who are 0 to 21 years old.

A Coming of Age FFA offers a wide variety of services that are designed to cater to the unique needs of children living in San

Bernardino, San Diego, and Riverside. These include Children's Intake Assessment, 24-hour Support Services, Social Development Activities, Psycho-Educational Testing, and Preparation for Independent Living. As part of its commitment to improving the lives

of children and young adults, the agency has been continuously training and certifying more homes in other counties in the state in order to increase the number of dependent minors in such areas.

A Coming of Age Foster Family Agency (FFA) is a Riverside, California-based agency that aims to improve the overall well-being of

children and young adults by helping them find a foster family who can show them the love and care that they need. The 10th year anniversary of the A Coming of Age Foster Family Agency (FFA) is an enormous milestone for the agency as well as for the children and parents that it has helped. They invite all of the local business community to attend this milestone. They will have complimentary food and refreshment from 11am-1pm on Aug. 14, 2014, located at the A Coming of Age Foster Family Agency Riverside Office at 7891 Mission Grove Pkwy# B, Riverside, CA 92508.

For more information about A Coming of Age Foster Family Agency (FFA), visit www.acomingofage.org. Interested individuals can also contact Ray Salem at ray@acomingofage.org or call (951) 400-5557.





THE MOST
glamorous
& delicious
Cupcakes







Everyone Deserves A Sweet Treat From Casey's Cupcakes...

WEDDING CAKES • SPECIALTY CAKES • BABY & BRIDAL SHOWERS •
CORPORATE EVENTS • CUSTOM CUPCAKES & CAKES

Casey's Cupcakes is a delightful confection boutique where you know you're in for a treat the moment you see the glass cases filled with delicious, beautifully decorated cupcakes, each topped with Casey's signature chocolate medallion. The décor for each store is inspired by a classic Parisian café with a glamorous Hollywood twist and incorporates bright splashes of pink with classy black accents and whimsical accessories.

CASEY'S CUPCAKES LOCATIONS

Irvine Spectrum Center • Woodbury Town Center • Fashion Island • Bella Terra • The Mission Inn Hotel & Spa



855.4.CASEYS
www.caseyscupcake.com

facebook.com/caseyscupcakes
twitter.com/caseys_cupcakes
pinterest.com/caseyscupcakes/
instagram.com/caseys_cupcakes



Golf Fundraiser Assists The Unforgettables

PGA Champions Tour top 10 Star Tom Pernice Jr., who keeps a residence in the Inland Empire, won the Principal Charity Classic tournament in Des Moines, Iowa on Sunday, June 1.

Tom, who won on tour last year, as well as at the 3M Championship event in Minnesota, annually presents a golf event at his home course of Bear Creek in Murrieta called the Tom Pernice Jr. Charity Golf Classic. He splits proceeds with the Redlands-based charity The Unforgettables Foundation.

Pernice, who has partnered with and appeared for the Unforgettables for over five years, has an exceptional 20+ year career on the regular PGA Tour and Champions. The UCLA grad is regularly at or near the top of the leader board these days joining the real leg-



Tom Pernice, Jr. (left) with Tim Evans from The Unforgettables (right)

ends of the game and friends like Fred Couples, Tom Watson, and John Cook—who also benefits the Unforgettables.

Pernice's event sold out in 2013 and all players went home with a brand new Scotty Cameron putter (fitted that day for them) since he plays that brand of putter under the

Titleist company brand.

He will put on the next fund-raising event as part of Tom Pernice Jr. Charitable Foundation on Sept. 14 and 15 in Murrieta. Last year one-of-a-kind golf collectables came from Rickie Fowler, Fred Couples, Phil Mickelson and Kenny Perry.

Pernice became familiar

and very supportive of The Unforgettables because of the connection his youngest daughter Brooke has with the group. She is a nationally known blind recording artist and theology student in Tennessee.

The Unforgettables founder Chaplain Tim Evans says—"I sure hope that Brooke will ultimately be a chaplain too. She has incredible skill, heart and instinct for it!"

The Unforgettables Foundation in Redlands serves all of Riverside, San Bernardino and Orange Counties with essential bereavement and burial support for families when a child dies.

To sign up for this most unique event with one of the Senior Tours top stars, call 909.335.1655.

WIENS FAMILY CELLARS
35055 VIA DEL PONTE IN TEMECULA

JULY 25th FRI 8:00PM

THE STRAY CAT LEE ROCKER

The Unforgettables FOUNDATION

SPECIAL GUEST CASEY ABRAMS

PARADISE

goldencrownproductions.com 951.658.2411 For tickets and info (909) 335-1655

SBA

There's nothing small about **small business**

It's not about the size of your business—it's about the size of your goals. Our SBA 7(a) program allows us to lend up to \$5 million for various equipment purchases and business expansions, and we can offer up to 90% financing on owner-occupied real estate loans.

We understand what small- and medium-sized businesses face because it's ingrained in our 69-year history as a bank, and we can help you succeed on your terms.

Deborah Gallagher
Dgallagher@cbank.com
866.465.4SBA

COMMUNITY BANK
Partnership Banking™

Real Estate...

continued from pg. 2

This is the first U.S. commercial acquisition for Springtree Global, a private individual investor that owns commercial real estate throughout China. Springtree was repped by Mike Li of Mike Li Realty.

Both centers required financing to close. Morgan Stanley provided a CMBS loan for the acquisition of Lakeside Terrace. Austin Clay of East/West Bank provided long-term financing for Canyon Springs.

Temecula Retail Asset Sells for \$60 Million at \$362/sf

In a notable retail buy from the Inland Empire, LaSalle Investment Management Inc purchased Rancho Temecula Town

Center, a 165.5k-square-foot community shopping center in Temecula. Located on a 20-acre site at 39540-39848 Winchester Road, at the northeast corner of Winchester and Nicholas Road, the center sold for \$60 million (\$362/sf), at a 5.6% cap rate.

Built in 2007, Rancho Temecula Town Center is anchored by a high-performing Sprouts Farmers Market along with LA Fitness, Rite Aid, BevMo! and a complementary mix of pad and shop tenants including Starbucks, Navy Federal Credit Union, Bruegger's Bagels, Juice it Up!, Wings-N-Things, and Bright Now! Dental. The property was approximately 93% occupied at the time of sale.

CBRE retail investment experts Phil Voorhees, Reg Kobzi, Megan Read, Brad Rable, Matt Burson, John Read and Jimmy

Slusher represented the seller, a partnership between an affiliate of Walton Street Capital LLC, a Chicago-based private equity firm, and Colorado-based Alberta Development Partners.

LaSalle Investment Management, also represented by Voorhees and the NRIW-West team, was acting as an advisor to Jones Lang LaSalle Income Property Trust, a non-listed, daily valued perpetual-life REIT. CBRE's Barclay Harty was the leasing agent for Rancho Temecula Town Center at the time of the sale.

"The strong competition to acquire Rancho Temecula Town Center indicates the continued institutional preference to own the highest-performing, highest quality grocery-anchored shopping centers throughout Southern California," said Voorhees. Bruce Francis in CBRE's Phoenix office and Shaun Moothart in CBRE's Newport Beach office, both with CBRE's Debt & Structured Finance team, arranged the 12-year, interest-only, fixed-rate loan of \$28 million.

According to Voorhees, the CBRE team's marketing system distributed more than 691 offering memoranda to investors and brokers, and through the team's "managed bid" offer process, generated 11 offers to purchase the property. The purchase price mirrored CBRE's pricing guidance to the ownership.

Shiekh Shoes Pays \$1.85 Million for San Bernardino Retail Building

Shiekh Shoes has acquired San Bernardino Plaza, a 16.6k-square-foot retail property at

continued on page 22

Welcome
Janette DeLap
VP, Senior Commercial Escrow Officer

Fidelity National Title
National Commercial Services

Fidelity National Title is excited to have Janette DeLap join to their National Commercial Services Escrow team as VP, Senior Commercial Escrow Officer. She brings 30 years of industry experience and she specializes in local broker business.

Her extensive commercial escrow experience makes her a valuable asset for both Fidelity National Title and its clients. She is backed by Fidelity National Title's talented team of commercial title, escrow, and underwriting experts who are committed to delivering quality results.

Contact
Janette DeLap
today for your next escrow transaction!

(909) 569-0225
janette.delap@fnf.com

3237 E. Guasti Road
Suite 105
Ontario, CA 91761

www.fnfmajoraccounts.com

©2014 Fidelity National Title

Real Estate...

continued from pg. 21

764 Inland Drive, north of I-10 and just west of I-215 in San Bernardino, for \$1.85 million (\$111/sf). The property is located directly across from Inland Center Mall, a 932k-square-foot enclosed regional shopping mall anchored by Macy's, Sears and Forever 21.

Shiekh Shoes is occupying 6.9k square feet of the building and will look to lease out the remaining space. Shiekh is a West Coast-based leading footwear and apparel retailer with nearly 140 stores throughout the U.S. Paul Galmarini of Progressive Real Estate Partners represented the buyer and the seller, San Bernardino-based Hyrosen Properties, in the transaction. Progressive has also been retained by the new owner to lease out the available space.

Rialto Distribution Facility Trades in \$20 Million Transaction

Industrial Property Trust Inc (IPT) paid \$19.95 million for Rialto Distribution Center, a 247.2k square foot (\$81/sf), Class A distribution center in Rialto. The property, located at 181 South Larch Avenue, just north of I-10, was sold by Thackeray Partners. Completed in 2009, the facility is 100 percent leased to Bissell Inc.

IPT is focused on acquiring and operating high-quality distribution warehouses that are leased to corporate customers. IPT's core strategy is to build a national platform of high-quality industrial properties by targeting markets that have high barriers to entry, proximity to a large demographic base, and/or access to major distribution hubs.

Formed in 2005, Thackeray Partners invests in real estate through a series of private equity funds. Since inception, Thackeray has closed or committed to transactions totaling more than \$2 billion, representing equity placements of approximately \$600 million. Total

investment activity includes 146 separate transactions representing more than 14,000 apartment units, almost 10.6 million square feet of industrial space and just under 4.4 million square feet of retail space.

HFF senior managing directors Anthony Brent and Brett Tremaine and managing director Ryan Martin Represented the seller in this transaction.

D.R. Horton Spends \$62 Million on 622 Res Lots in the Inland Empire

D.R. Horton, the nation's largest homebuilder, recently acquired 622 lots in three separate residential developments in the Inland Empire for a total price of \$62 million. The lots were sold by Foremost Communities and its related entities.

The sale includes 246 finished lots – 178 lots at Mission Estates in the City of Jurupa Valley and 68 lots at Rosena Ranch, a master-planned community in the Lytle Creek area of San Bernardino County – as well as 376 fully entitled, but undeveloped lots at Bella Strada, a master-planned community located within the City of Fontana. "We acquired these properties several years ago when the land market in the Inland Empire was at a low point," said Steve Cameron, president of Foremost, one of the most active land buyers in Southern California since its launch in 2007. "At this point, Foremost has added all the value we can through modified entitlements and cleaned-up development issues. We've seen significant market lift and have sold these properties to achieve our business plan objectives."

Foremost's financial partner on two of the properties was Starwood Capital Group Global, a private, U.S.-based investment firm focused on global real estate. *continued on page 29*



What's next for your business? A great rate can help you get there.

WELLS FARGO

Get an interest rate discount during our Great Rate Event.

For a limited time, we're rewarding qualifying Wells Fargo business customers with a **0.50% interest rate discount*** on a wide selection of new business term loans and lines of credit. Whether you want to purchase a new vehicle or equipment, expand your business, or supplement your cash flow, talk to a banker today.

Offer good July 1 through September 30, 2014.

Stop by your local Wells Fargo store by September 30, or go to wellsfargo.com/appointments to make an appointment with a banker.

The Great Rate Event

Together we'll go far



*To qualify for the Small Business loan and line of credit discount, customers must apply for a new Wells Fargo Business Line of Credit, Wells Fargo Business Loan® or Equipment Express® loan during the offer period and enroll in automatic payment at the time of application. Business Line of Credit applications must be in connection with a Wells Fargo Business Services® Package or have an associated Business Choice checking account (where available).

Small business automatic payments may originate from any checking account, including a non-Wells Fargo account and are required to obtain the rate discount. They must be set up at time of application and if not set up, or are canceled at any time after account opening, the interest rate and the corresponding monthly payment may increase. To learn which checking accounts qualify for the discount, please consult a Wells Fargo banker.

All credit decisions are subject to approval.

© 2014 Wells Fargo Bank, N.A. All rights reserved. Member FDIC. (1795277, 12407)

Everything New...

continued from pg. 9

that do the same thing. That is part of the problem of doing anything 'new' anymore.

But I digress. In iOS 8, the Photos app and iCloud Photo Library gives you access to all of your photos and videos anytime, anywhere. Your photos are easy to find and are organized consistently across your enabled devices. There is no telling, so far, if this new photo system will be immune to the online photo library threats that have just recently sprung up.

Conversations in Messages become more immersive with the ability to communicate with just a swipe. Tap to Talk allows you to share your voice, and the same simple gesture also works for sharing videos and photos within Messages. But there is still no app to stop people from texting while driving.

The new Health app gathers the information you choose from your various health apps and fitness devices, and provides you with a clear and current overview in one place, just like you pay your doctor to do.

New predictive typing for Apple's QuickType keyboard is smarter and more personalized, and intelligently takes context into account, such as who the recipient is and in which app you're typing. QuickType understands the way you communicate, suggesting favorite phrases, so you can write entire sentences with just a few taps. What the keyboard learns is encrypted on your device and never sent to the cloud. There must be a separate program for New Yorkers.

iOS 8 introduces Family Sharing, making it easier than ever to communicate and share purchases, photos and calendars within the same household. Family members can browse and download each other's iTunes, iBooks or App Store purchases. Now I know what you're thinking. Why don't they do that together after dinner? You are assuming that families still get together at dinner. The good news is that parents can create Apple IDs for children, which includes Ask to Buy, requiring parental permission for purchases. It also provides an option for locating family members and their devices. That alone can be worth it.

With iCloud Drive, documents of any type can be safely stored, accessed and edited across your devices for a small additional fee.

Additional iOS 8 features include:

- Design enhancements that build off the stunning interface of iOS 7, bringing interactive notifications, quick access to key contacts, the ability to quickly switch back and forth between the inbox and drafts in Mail, as well as intelligent suggestions;
- Extended Spotlight capabilities that give you results beyond what's on your device, including articles from Wikipedia, findings from the news and results from places nearby; and
- Greater continuity between iPhone, iPad and Mac, including Handoff to start an activity on one device and finish on another which will allow me to get my column finished before press time.

Apple has also announced OS X Yosemite, a powerful new version of OS X redesigned and refined with a fresh, modern look, powerful new apps and amazing new continuity features that make working across your Mac and iOS devices more fluid than ever, according to their press release.

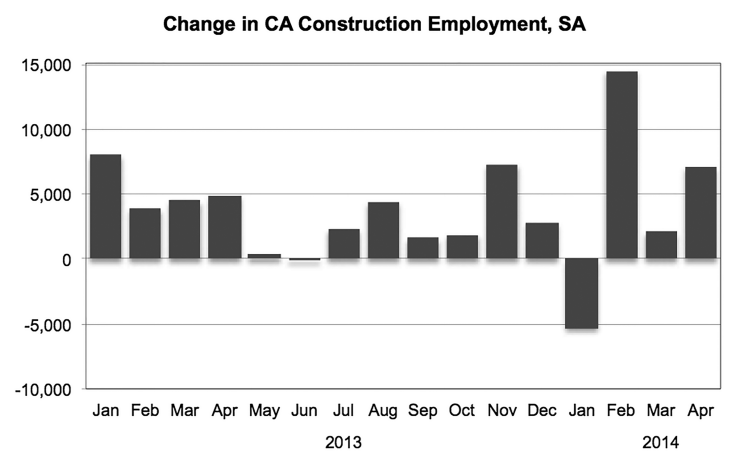
The new Today view in Notification Center gives you a quick look at everything it thinks you need to know, all in one place; iCloud Drive is located within the Finder and can store files of any type; and Safari has a new streamlined design that puts the most important controls at your fingertips. Mail makes editing and sending attachments easier than ever; Handoff lets you start an activity on one device and pass it to the other; and Instant Hotspot makes using your iPhone's hotspot as easy as connecting to a Wi-Fi network. Yosemite even gives you the ability to make iPhone calls on your Mac. Of course,

Stall Shifting...

continued from pg. 1

years. Over the last 14 months (January 2013 to April 2014) construction job growth has directly provided over 12% of all new payroll jobs in the State. As we shall

Figure 1



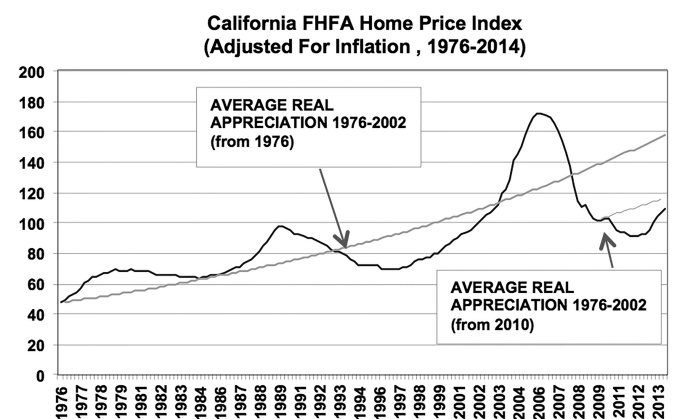
Source: California EDD

see in what follows, the data are mixed and representative of housing markets which are normalizing to transactional conditions with predominately non-distressed sales.

Home prices in key markets have been accelerating, but they are also driving new construction, and the health of the local job market is one of the key elements in this process. That said, what is happening in California's housing markets, including a normalization in the inland markets as the stock of distressed housing is finally worked through, does not portend an end to the two-Californias economy.

There is ample evidence that home prices in California have been soaring through this year. The FHA home price index for the State shows a 16.1% increase between the 1st quarter of 2013 and

Figure 2



SOURCE: FHFA, BLS, Anderson Forecast

the same quarter for 2014.3 But we have to be careful in interpreting the data. Prices do not rise on their own. Nor does the pricing data we employ to describe housing markets represent asking prices. Rather, the price data are the outcome of market transactions.

When home prices rise it is because, given the supply of homes on the market, the demand cannot

continued on page 34

Apple will still charge you extra for using the iCloud.

Like earlier OSX systems, you can download the update for a nominal cost without the box and other paperwork that "green" companies are trying to reduce. But you will need to make sure that you have updated your RAM in order to accommodate the program. That is why I am still a couple of updates behind.

But here in the 21st century, how many of us already feel like we can't keep up with the computer age?

Show of hands? I thought so.

U.S. Labor...

continued from pg. 3

national and local transportation and logistics industry. Nationally, transportation and warehousing added 125,600 jobs (+2.8%) while wholesale trade added 132,000 jobs (+2.3%). This is similar to the situation with the local transportation and warehousing sector which is up by just about two percent so far this year.

- Among the manufacturing sectors that are important to the local economy, fabricated metal products and food manufacturing increased, while computer and electronic products, apparel, and textiles all fell year-to-year.

BOE Notifies...

continued from pg. 5

important for retailers to understand that the BOE asks only business-related questions, and does not inquire about personal financial information. Businesses found to be operating without a seller's permit are provided instructions on how to register with the BOE, as well as information about other necessary licenses. Home-based businesses are not visited.

Since 2008, SCOP has visited 441,643 businesses statewide to verify retailers are registered, and to ensure noncompliant businesses do not have an unfair advantage over registered businesses that are reporting their sales and use taxes and/or fees to BOE.

The BOE has found that more than 98 percent of the California businesses are operating with the correct permits. However, noncompliance contributes to more than \$2 billion in uncollected sales and use taxes that make up part of the state's "tax gap"—the difference between the amount of taxes owed and the amount paid, negatively impacting all state taxpayers.

If business owners have any questions about these upcoming visits, they may contact their local BOE SCOP Team or visit the BOE's SCOP [Web page at http://www.boe.ca.gov/sutax/SCOP_Overview.htm](http://www.boe.ca.gov/sutax/SCOP_Overview.htm).

The five-member California State Board of Equalization (BOE) is a publicly elected tax board. The BOE collects \$56 billion annually in taxes and fees supporting state and local government services. It hears business tax appeals, acts as the appellate body for franchise and personal income tax appeals, and serves a significant role in the assessment and administration of property taxes. For more information on other taxes and fees in California, visit www.taxes.ca.gov.

California...

continued from pg. 15

Business Services sector added to the latest job gains, increasing payrolls by 8,900. The bulk of these jobs were added at Administrative Support companies (7,600) and Professional, Scientific, and Technical firms (3,800).

- Government sector employment increased in May, adding 3,600 new positions. Gains were concentrated at the State and Local level, where jobs expanded by 900 and 3,700, respectively. In contrast, the Federal government saw their payrolls contract by 1,000 positions this month.

- Job losses in May were concentrated in the Finance and Insurance sector and the Education Services sector, which declined by 3,000 and 4,300 positions, respectively. Notably, despite the decline over the past month, the Educational Services sector has been one of the fastest growing sectors in the state over the past year, increasing payrolls by 13,300 positions, a 3.9% increase.

- Regionally, May's jobs gains were spread across California. In the San Francisco Bay Area, the East Bay led the way expanding payrolls by 0.8%. In Southern California, Los Angeles County topped the list, expanding payrolls by 0.3%. San Luis Obispo (0.8%) and Fresno (0.6%) also saw their payrolls expand considerably. The fastest growing metro last month

continued on page 31

Ten On-The-Job...

continued from pg. 16

great work and dedication will speak for themselves, and the pay raises and promotions you want will follow...but in the real world, that's often not the case.

"You need to make a conscious effort to keep your name and face in front of your higher-ups," he advises. "That means attending office parties and greeting your boss (and his boss, and her boss) by name whenever appropriate. You might even take these people out to lunch to pick their brains. And don't forget to cultivate relationships with people in other departments and even other companies. You never know where an opportunity might come from!"

Not owning your mistakes.

No matter how much you know or how hard you try, you are going to make mistakes as you pursue your career. The question is, how will you handle them? Carpenter cautions you not to follow in the footsteps of a former coworker he refers to as "Never," who never took responsibility for any mistakes and never apologized for anything.

"Never was actually very good at what she did, but her insistence on passing the blame and refusing to admit her errors cost her all of the respect, support, and goodwill she could have earned," he comments. "Here's the lesson: Refusing to own your mistakes doesn't make you seem more competent; it reveals cowardice, callousness, and untrustworthiness.

"I promise, if you're a hardworking, valued employee, when you do own up to your mistakes, your confession will be viewed as a sign of strength, not weakness, by your coworkers," Carpenter insists. "Plus, you'll be in a position to learn and improve."

Getting involved in office drama.

"But he started it!" "What was I supposed to do, just ignore that nasty rumor?" "I only observed; I didn't participate!" However you justify your involvement in at-work conflicts, it's time to step back and become your office's equivalent of Switzerland. Fighting in the office is a bad idea, period. It makes people unhappy and unproductive, and is a huge waste of time and energy. Most importantly, it can make others unwilling to work with you.

"While I was the CEO of my firm, an employee I'll call Mr. Nuts began bragging to his coworkers that he soon expected to have my job!" recalls Carpenter. "Now, Mr. Nuts had a sledgehammer way of dealing with people and the bad reputation that comes along with it. I had tried to coach him on how better to deal with others, but the lessons never seemed to take. So, when I found out he had turned on his one supporter—me!—I couldn't believe it. The next workday was Mr. Nuts's last day at that company.

"I still shake my head in amazement that Mr. Nuts thought he could pick a fight with a CEO and get away with it," he adds. "Admittedly, that's an extreme example, but you can take this lesson away from it: Don't fight in the office, but if you don't follow that advice, be sure to follow this advice. NEVER fight with anyone unless you're sure you're going to win. To do otherwise is a form of professional suicide."

Thinking of yourself before your boss and your company.

Putting your own needs first is a basic human instinct. But in the big leagues (especially if you're a rookie!), you have to prove that you're going to be an asset to the team, not a drain on its resources or a liability for the coach. Often, that means putting your boss's wants and needs ahead of your own. For instance, it's a good idea to: show up before your boss and leave after he does...schedule personal appointments after business hours...respond to phone calls and emails ASAP, even at night, on

continued on page 32

MANAGER'S BOOKSHELF

“The Accidental Sales Person: How to Take Control of Your Sales Career and Earn the Respect & Income You Deserve,”

By Chris Lytle; AMACOM, New York, New York;
2012; 224 pages; \$17.95.

Hundreds of books about becoming a better salesperson are published each year. Most of them target readers who are new to business and even newer to selling. Some started life in engineering and computer hardware or software development, but realized that they had greater income potential in sales.

Then there is the small, but steadily growing number of people who realize that regardless of what they do for a living, they become more valuable to themselves, their supervisors, and their businesses by learning the realities and techniques of how to sell.

Author Chris Lytle, well known as a leader in sales training and now the president of his own company, recognizes that comparatively few people have childhood dreams about becoming a salesperson. He states:

“Ask some elementary school kids what they want to be when they grow up. You’ll find more future firefighters than prospective salespeople. How many children are anxiously anticipating a career of cold-calling, rejection handling, dealing with price-sensitive procurement officers, coping with delayed flights in center seats, and spending 90 nights a year sleeping in different hotel rooms all next to the same ice machine?”

“For some of us it just sort of worked out that way.

“You may have ‘ended up’ in sales as a second or third choice when something else didn’t work out. You may still be wondering if a career in sales is right for you.

“Whether you are an engineer or shop foreman, CEO or account executive, your job increasingly requires excellent sales skills. When I told my neighbor, a prominent veterinarian, I was writing a book called ‘The Accidental Salesperson,’ he said, ‘I’ll buy a copy.’ No matter how you got into sales, this book is going to show you how to sell on purpose.”

One of the techniques that author Lytle uses to maintain reader interest is somewhat different. He calls it his “Accidental Salesperson Axiom” and “Corollary.” An axiom, of course, is a self-evident truth. A corollary is a concept that flows from the axiom.

One of these is:

“Accidental Salesperson Axiom: Your clients get better when you get better. Corollary: Your clients are praying for you to get better. They want to work at the highest levels with the best salespeople in the business.”

A better combination with a lot more value deals with presentation strategy at a first meeting with a prospective buyer. The author sets it up this way:

“The strategy is simple. Starting with your next meeting, tell your prospects how you are going to sell to them before you try to sell them your product or service. There is tremendous power in the approach. Skipping this one simple step is very common and costly to salespeople.”

Its “Accidental Salesperson Axiom is: Your strategy is to reveal your strategy.”

The “Corollary” is: “When clients know what’s going to

happen, they can quit defending against your tactics and start participating in the process.”

“The Accidental Salesperson” not only covers all the points found in the best classic books selling, it achieves that goal without using much technical sales slang. This result is a book that’s very easy to read and even easier to remember. Perhaps, one of the most important put forward by Lytle is this:

“Selling is teaching. Teaching is selling. Teach your

clients what you do for them that no one else is doing and good things happen. You get customers who are more loyal to you and customers who are willing to pay more for what you’re selling, because they now know all the work that goes into what you are selling.”

“The Accidental Salesperson” takes the mystery out of selling. The result is a banquet of ideas for the price of a good lunch.

—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.

CAREER ADVICE

Do What You're Good At, Not What You Love: Real Talk for Today's Job Seekers

While "follow your passions" is popular career advice, it isn't necessarily the best career advice. Ben Carpenter shares five compelling reasons why matching your job to your skill set, not your biggest passions, is a much better bet.

Much of the career advice that's doled out these days encourages young people to "follow their dreams" and "feed their passion." And sure, it sounds good. Who wouldn't want to make money by doing a job that doesn't really feel like "work"? Who wouldn't want to turn a lifelong dream into a reality? But if you're hoping (or holding out) for your dream job, Ben Carpenter is here with some tough love: What you're good at should trump what you're passionate about.

"Instead of asking yourself what you love to do, ask yourself what someone will be willing to hire you to do," says Carpenter, author of the new book "The Bigs: The Secrets Nobody Tells Students and Young Professionals About How to Find a Great Job, Do a Great Job, Start a Business, and Live a Happy Life." "In the real world, those two things are often very different."

Carpenter feels that too many young people are unwittingly given bad advice by parents and teachers who naturally care about them and want them to be happy and fulfilled. But for a variety of reasons, he stresses, it's best for job seekers to do plenty of research and ask themselves some hard questions: What are my talents and skills? What careers match up with them? In what fields might they be most in demand?

"I know it can be difficult to sacrifice your greatest passion for what's actually viable in the cold light of day," Carpenter says. "Though I started my career on Wall Street in sales, I always thought I would be a great trader. As it turned out, though, I just wasn't suited for

that particular niche. Sales was what I was good at, and once I realized that, I was able to be a true leader, which was the catalyst for my future promotions."

"Sure, some people are lucky," Carpenter continues. "Their passions align with what they're good at and can still provide them with a living they can, well, live off of. But for many others, that won't be the case. I recommend pursuing a career path that you're reasonably sure will pay dividends, rather than placing a shaky bet on being able to beat the odds."

If you're not convinced, Carpenter offers five compelling reasons to focus, first and foremost, on using your skill set:

It's easier to get a job.

It's not exactly news that the current economy is as unforgiving as any in history. Still struggling to emerge from the long shadow of the Great Recession, today's job market is incredibly tough and exhausting. In fact, around 40 percent of recent college graduates are underemployed. What that means, of course, is that most companies won't be willing to go out on a limb for unproven job candidates. After all, they can have their pick of the most qualified free agents in the field!

"Often young job seekers decide to pursue 'glamorous' jobs in fields like entertainment, TV broadcasting, high-level PR, and more," Carpenter acknowledges. "Sure, you might get a break, but the odds are most definitely against you. There's usually a way to translate your skills into a more marketable career. As an example, if you're persuasive and engaging, I'd advise you to put those skills to

use in a career in sales, for instance, where it's probably not as tough to get a job, rather than joining the ranks of struggling Broadway wannabes."

It's more fulfilling.

Yes, Carpenter acknowledges that choosing a career you can do well, rather than one that seems fun and exciting, might sound unappealing. (Seriously, who believes that a job in sales is more fun than singing on a Broadway stage?) That's why he challenges you to look at job-related concepts like "fulfilling" and "appealing" from a different angle.

"In the long run, the satisfaction you get from doing your job well will far outweigh how entertaining it is," he confirms. "Even in the case of a field you truly love, a long string of disappointments and unmet goals will take a serious toll on your attitude, outlook, and even your fundamental well-being. On the flip side, though, years (and eventually decades) of success in a less-thrilling but steadier field will lead to many satisfying accomplishments and a legacy you'll be proud of."

It's more lucrative.

Are you ready for some more tough love? Here goes: Odds are, you won't be that one-in-a-million success story in the field you're passionate about. You probably won't get that cooking show you dreamed about. The book you wrote probably won't become a runaway bestseller. What's more, so-called "glamorous" jobs are notorious for being low-paying. You'll end up working yourself to death and barely scraping by.

"If you pursue your passion,

you might—might!—be able to make a decent living doing it," Carpenter concedes. "But if you pursue what you're good at, you'll have much better odds of making a living. That's because you'll have more opportunities, and they'll come to you more easily. The skills you have will help you do a great job, which will get the attention of your higher-ups, and as a result, you will be more likely to advance in your field."

"I probably don't need to add that a bigger paycheck equals more freedom," he says. "When you choose to work at what you're good at, you have more time to play when the work day is done—and more disposable income to finance that play."

It protects your passion.

Let's say that you love to play golf and are (presumably) a good player—not good enough to compete on the PGA Tour, but enough to land a job as a golf pro at a country club. At first, you're over the moon because you're getting paid to do a job that revolves around your favorite pastime. But soon, your enthusiasm fades. Turns out, you spend 80 percent of your time in the pro shop selling shirts. And your time on the range mostly involves trying—yet again—to teach Mrs. Jones how to get the ball in the air. Before long, you actively dread going to work.

"Work is work," Carpenter states. "No matter how 'fun' something might be, it loses a lot of its appeal when you have to do it 40 hours a week. Chances are, you won't love that dream job half as much after

continued on page 34

Business & Liability Insurance Agencies Serving the I.E.

Ranked by Value Premiums Written 2013

Company Name Address City, State, Zip	\$ Value Premiums Written I.E. 2013	Number Premiums Written I.E. 2013	# Licensed Agents I.E. # Employees I.E.	Coverage Offered	Headquarters Year Established I.E.	Top Local Executive Title Phone/Fax E-Mail Address
1. Hub International 4371 Latham St., Ste. 101 Riverside, CA 92501	\$335,000,000	WND	80 160	Business Insurance, Personal Insurance, Employee Benefits, Life, Health	Chicago 1981	Kirk Christ President (951) 779-8510/788-8502 kirk.christ@hubinternational.com
2. Orion Risk Management 2280 Wardlow Cir., Ste. 250 Corona, CA 92880	\$120,000,000	80,000,000	23 24	All Commercial Lines of Insurance	Corona 2001	Lawrence Brown President (951) 736-9477/736-9478 lbrown@orionrisk.com
3. Hamilton Brewart Insurance Agency 1282 W. Arrow Hwy. Upland, CA 91785	\$110,000,000	1,200	20 80	Commercial Property & Liability, Workers' Compensation, Personal Auto & Homeowner, Group Life & Health	Upland 1976	Derek Brewart President (909) 981-5210/985-3448 derek@hamiltonbrewart.com
4. Alliant Insurance Services, Inc. 735 Carnegie Dr. San Bernardino, CA 92408	\$59,968,000	3,038	54 60	Business Insurance, Employer Benefits	Newport Beach 1927	Charles Shanklin Senior Vice President (909) 886-9861/886-2013 cshanklin@alliantinsurance.com
5. Cumbre Insurance Services 3333 Concoors, Ste. 5100 Ontario, CA 91764	\$42,000,000	1,750	14 38	All Commercial Lines of Insurance	Ontario 1986	Ruben Medina President/CEO (909) 484-2456/484-2491 ruben.medina@cumbreinc.com
6. Amorelli, Rosemann, & Assoc. Ins. Svs. 3333 E. Concoors, Ste. 9-200 Ontario, CA 91764	\$33,500,000	33,500,000	6 22	Property & Casualty, Workers' Compensation, Commercial Lines, Personal Insurance	Ontario 1987	Anthony Amorelli President (909) 987-7600/987-7656 anthonyamorelli@arainsurance.com
7. ISU Insurance Services ARMAC Agency 17177 Yuma St. Victorville, CA 92395	\$33,000,000	10,000	20 25	Workers' Compensation, General Liability, Business Insurance, Employee Benefits, Bonds, Personal Insurance	Victorville 1962	Ryan McEachron President/CEO (760) 241-7900/241-1467 info@isu-armac.com
8. Davis & Graeber Ins. Services, Inc. 470 E. Highland Ave. Redlands, CA 92373	\$30,346,000	WND	42 43	Packages, Auto, Workers Compensation, Excess Liability, Surety, Benefits & Personal Lines, Commercial	Redlands 1924	Peter M. Davis CEO (909) 793-2373/798-6983 pdavis@davisandgraeber.com
9. Kessler Alair Insurance Services, Inc. 2335 Foothill Blvd., Ste. 1 Upland, CA 91786	\$23,500,000	19,950	28 6	Packages, Auto, Workers Compensation, Excess Liability, Surety, Benefits & Personal Lines	Upland 1923	Charles B. Kessler President (909) 931-1500/932-2134 www.kessleralair.com
10. ISU Willingham & Fredarick 2469 Pomona Rd. Corona, CA 92880	\$23,000,000	23,000,000	22 23	Small Commercial & Personal, Benefits, Life	Corona 1975	Bill Frederick Owner (951) 684-6434/278-0664
11. Raintree Insurance Agency, Inc. 2039 N. "D" St. San Bernardino, CA 92405	\$20,000,000	20,000,000	19 22	Commercial Insurance, Workers' Comp, Personal Lines, Life, Group Health	San Bernardino 1921	Holly A. Fietsch Owner (909) 881-2654/886-3558 rrc@raintreeins.com
12. Unickel & Associates Insurance Agency 1811 Commerce Center San Bernardino, CA 92408	\$14,000,000	WND	4 9	Commercial, Personal, Life, Health, Bonds, All Insurance Coverages Offered	San Bernardino 1940	Burt Gross President (909) 890-9707/890-9237
13. Dan Smith Insurance Agency, Inc. 14950 Circle Dr. Victorville, CA 92395	\$4,500,000	1,500	10 13	Auto, Home, Business, Commercial, Rental, Motorcycle, Boats, Bonds, Life, Medical/Dental, Long-Term Care	Victorville 1917	Margy Smith Owner/CEO (760) 245-5344/241-3567 margy.smith@dansmithins.com
14. Don Torres Farmers Agency 243 Cajon St. Redlands, CA 92373	\$2,500,000	WND	3 7	Full Service, Personal, Commercial, WC. Bond, Mutual Funds, Life	Redlands 1984	Loretta Torres Manager (909) 793-2290/793-7918 dtorres@farmersagent.com
15. Hann Insurance Agency 57380 29 Palms Hwy. Yucca Valley, CA 92284	\$2,300,000	WND	3 4	Property, Casualty, Life	Yucca Valley 1977	WND Owner (760) 365-9744/365-2669 mail@hanninsurance.com
16. Joseph Insurance Service 3694 Sunnyside Dr. Riverside, CA 92506	\$2,046,000	1400	4 1	Personal Lines	Riverside 1981	Cheryl Joseph Owner (951) 683-0777/682-2788

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.

For Planning 2014 Advertising, Marketing, and Publicity With
The Inland Empire Business Journal

2014 EDITORIAL SCHEDULE

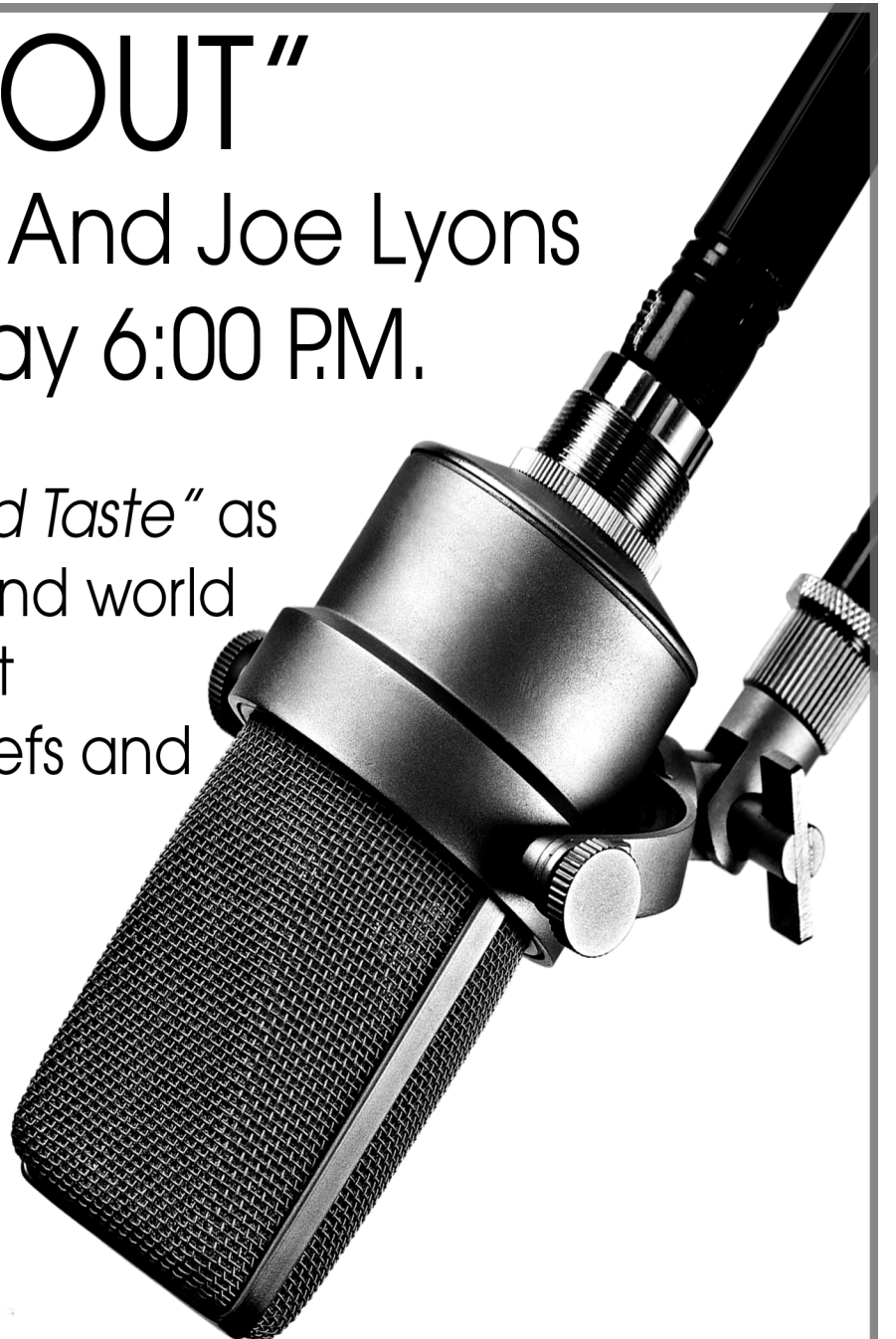
EDITORIAL FOCUS	SUPPLEMENTS	LISTS
August <ul style="list-style-type: none"> • Personal/Professional Development • Employment/Service Agencies • Health & Fitness Centers • Caterers 	<ul style="list-style-type: none"> • Environmental • Expansion & Relocations • Women in Commercial Real Estate • Who's Who in Banking 	<ul style="list-style-type: none"> • Largest Companies • Small Package Delivery Services • Tenant Improvement Contractors • Credit Unions
September <ul style="list-style-type: none"> • Mortgage Banking • SBA Lending • Independent Living Centers 	<ul style="list-style-type: none"> • Health Care & Services • Airports • Who's Who in Building Development 	<ul style="list-style-type: none"> • Largest Banks • Largest Hotels • Golf Courses
October <ul style="list-style-type: none"> • Lawyers/Accountants-Who's Who • HMO/PPO Enrollment Guide • Economic Development Temecula Valley • Financial Institutions (2nd Quarter, '14) 	<ul style="list-style-type: none"> • Telecommunications • Office Technology/Computers • International Trade • Holiday Party Planning 	<ul style="list-style-type: none"> • Internet Services • Long Distance/Interconnect Firms • Copiers/Fax/Business Equipment • Private Aviation
November <ul style="list-style-type: none"> • Retail Sales • Industrial Real Estate • Commercial R.E./Office Parks • Educational Services Directory 	<ul style="list-style-type: none"> • Human Resources Guide • Executive Gifts • Building and Development • New Communities 	<ul style="list-style-type: none"> • Commercial R.E. Development Projects • Commercial R.E. Brokers • Fastest Growing I.E. Companies • Mortgage Companies • Title Companies
December <ul style="list-style-type: none"> • Financial Institutions (3rd Quarter, '14) • Top Ten Southern California Resorts • Temporary Placement Agencies 	<ul style="list-style-type: none"> • Health Care • Professional Services Directory 	<ul style="list-style-type: none"> • 2015 "Book of Lists" • Business Brokerage Firms

"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



Real Estate...

continued from pg. 22

Southern California. To date, the residential land investor has sold approximately 1,300 of those lots, and retains control of an estimated 6,500 lots.

Cameron is bullish on the local housing market: “We have a great portfolio of residential land in and we continue to seek further investment opportunities in Southern California to add to our holdings. As our properties become ready for homebuilders and market conditions continue to improve, we plan to periodically bring additional lots to the market.” Tom Dallape and Norm Scheel of The Hoffman Company were involved in putting the deal together. Province West and Land Advisors also represented Foremost in the sale.

Rancho Cucamonga Logistics Project the Start of a 15 Million Square Foot Development Pipeline for Goodman Birtcher

Goodman Birtcher is about to break ground on a \$150 million

logistics center development in Rancho Cucamonga. Goodman Birtcher is the North American subsidiary of Goodman Group, Australia’s largest listed industrial property group with a global network spanning 33 cities and \$24.5 billion of assets under management

Goodman Birtcher acquired the 74.9-acre property in Rancho Cucamonga in 2012 and is planning to develop 1.59 million square foot of prime quality logistics space at the strategically located site. The logistics center has been named Goodman Logistics Center Rancho Cucamonga and will comprise two cross-dock facilities of 555.7k square feet and 1.03 million square feet, which are expected to be completed in March 2015 and May 2015 respectively.

The two facilities being constructed have a flexible and sustainable design, catering to a range of potential uses well-suited for logistics and e-commerce customers. Both buildings will offer a clear height of 36 feet, ample trailer parking stalls, superior site access and maneuvering space, with generous truck court depths of a minimum 185 feet.

The land acquisition was bro-

continued on page 36

SBA Lenders Serving the Inland Empire

continued from page 17

Ranked by loans funded (\$ Amount) (Riverside & San Bernardino Counties)

Company Name Address City, State, Zip	SBA Loans Funded 05/12-04/13 (\$ Amount)*	Number of SBA Loans Funded 5/12-04/13	Types of Loans Offered: 7A 504 Contract Loan Prg.	Types SBA Loans Funded: Intl. Loans Programs Seas'l. Line of Cred. Small Loan Programs	Number of Offices: Inland Empire Companywide	Top Local Executive Title Phone/Fax E-Mail Address
20. Rabobank NA 74-199 El Paseo Dr. Palm Desert, CA 92260	\$1,500,000	1	Yes Yes No	No No No	9 30	Keith Goff Regional President (760) 776-4100/776-4433 keith.goff@rabobank.com
21. Inland Community Bank NA 3999 Inland Empire Blvd. Ontario, CA 91764	\$1,420,000	2	Yes Yes No	No No No	3 5	James Cooper President/CEO (909) 481-8706/291-7599 www.icbank.com
22. California Center Bank 1040 S. Mt. Vernon Ave., Ste. A Colton, CA 92324	\$1,317,000	8	Yes Yes No	Yes Yes Yes	1 14	Chris Kong Vice President/Manager (213) 637-9631/427-6080 chrisk@centerbank.com
23. Arrowhead Central CU 421 N. Sierra San Bernardino, CA 92410	\$1,209,000	8	Yes Yes No	No No Yes	25 25	Michele Megill CFO/Vice President (800) 743 7228/(909) 383 7302 www.arrowheadcu.org
24. City National Bank 3484 Central Ave. Riverside, CA 92506	\$789,300	4	Yes Yes No	Yes Yes Yes	1 62	Breck Fleming Senior V.P. (800) 722-5945/(213)673-8198 sbaloans@cnb.com
25. American West Bank 42005 Cook St., Ste. 310 Palm Desert, CA 92211	\$675,000	2	Yes Yes Yes	No No Yes	1 1	Tay Freed President (760) 346-6139/346-8670 www.awbank.net
26. CDC Small Bus. Finan. Corp. 1650 Iowa Ave., Ste. 150 Riverside, CA 92507	\$655,000	4	Yes Yes No	No No Yes	1 8	Mike Owen Executive Vice President (951) 905-5700/905-5717 mowen@cdcloans.com
27. Commerce Bank of Temecula Valley 25220 Hancock Ave., Ste. 140 Murrieta, CA 92562	\$367,400	3	No No No	No No Yes	1 1	William Demmin President/CEO (951) 973.7400/973-7401 www.commercebanktv.com
28. Mirae Bank 3255 Wilshire Blvd. Los Angeles, CA 90010	\$257,000	1	Yes Yes No	Yes No Yes	0 5	Henry Ha FVP, Manager (213)427-8890/427-1002 henry.ha@miraebank.com
29. Mission Oaks National Bank 41530 S. Enterprise Cir., Ste. 202 Temecula, CA 92590	\$100,000	1	Yes Yes No	No Yes No	2 4	Steve Walden Senior Vice President (951) 719-1235/719-1229 swalden@missionoaksbank.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.

Talk Your Way...*continued from pg. 11*

and learn about the topic you're discussing. If you take your questions as seriously as you take your new job, you'll dramatically reduce the friction caused by faulty questions."

Act like every interaction might be important.

Nothing kills a conversation faster than someone who doesn't care. And it doesn't take much more than folded arms, a disapproving scowl, a sigh of boredom, or a well-placed eye roll to make someone feel like what she's saying just doesn't matter. And the company newbie, who needs to establish connections all over the office, can't afford to prematurely shut the door on any relationships.

"Conversations are often unpredictable, sometimes volatile, and occasionally exhilarating," says Tumlin. "We simply don't know which of our interactions might be vital to us—or to someone else. Words we painstakingly arrange may fall completely flat, while a chance encounter might lead to a vital breakthrough or to a crucial relationship we never anticipated. Because we never know what might happen, the wise course is to act as if every interaction is important."

Don't "be yourself."

"I was just being myself" sounds harmless, but it's often an excuse to indulge in bad interpersonal behavior," points out Tumlin. "Authenticity is good in spirit, but in practice it often torpedoes our goals and harms our underlying relationships.

"I'm not suggesting that you become a fake, just that you don't cloak impulsive—and counterproductive—communication in the fabric of 'being yourself,'" says Tumlin. "The overwhelming feeling that you should say something is usually a warning sign that you shouldn't. Smart communicators don't blurt out dumb things and then try to cover their tracks by claiming authenticity. That's not what will endear you to your new colleagues."

Let difficult people win.

Your coworker Jane loves to argue. Your colleague Jim is incredibly stubborn. Your client in Albuquerque is always moody. Whether they're controlling, critical, or cranky, the behaviors that make someone a difficult person spark frequent confrontations. Even if you fire a barrage of points and counterpoints into Jane's arguments, you won't match her debating skills. You won't change Jim's mind on anything. And you'll be unsuccessful in your efforts to offset your client's mood swings. Don't lock horns with difficult people, insists Tumlin.

"At the end of a conversation, a difficult person remains the same, but often you are in a weaker position," he points out. "Only a commitment to let go of your desire to 'win' by imposing your will on the other person can realistically and consistently improve your communication with difficult people. Let difficult people win. And when you find yourself with no choice but to interact with a difficult person, have modest expectations, avoid tangents, and stay focused on your end goal. It's really all you can do."

"Your communication—productive or unproductive, healthy or dysfunctional—is a major factor in how successful you will be in any job," concludes Tumlin. "For the kinds of productive and meaningful interactions you want—and need—at work, pack a few communication ideas you didn't learn at college in the pocket of your new suit to show you have the communication skills to succeed in business environments where innovation and collaboration are king."

For more information, please visit www.tumlin.com or e-mail at geoff@tumlin.com.

Does the...*continued from pg. 7*

ship the goods back to the U.S. but to meet China's domestic demand.

Big Picture Economics also looks specifically at the deepening and widening of the Panama Canal. As a result of the expansion in Panama, U.S. ports on the east coast are dredging their harbors and building new infrastructure to handle the larger vessels that will transit the canal. As the book finds, the impact of a larger and deeper canal could carry over to as far away as Fort Wayne, Indiana, which is 700 miles from the nearest port. That's because as of the fall of 2013, Norfolk Southern, a rail freight company, was mulling over whether to expand its intermodal facility (rail and trucks) in Fort Wayne to accommodate an increased number of containers arriving from Asia.

"Whether the change is in a foreign market or is a physical change, such as the expansion of a canal, business decision-makers should always keep an eye on what's happening elsewhere in the world," notes Naroff. "Events taking place outside of America's borders can mean trouble, but they can also present new and very profitable opportunities. When companies don't look beyond their borders, they'll miss out on learning about both.

"We think of the book as not only a readable way to better understand the global economy, but also as a guide to how businesses can use this information to make financial decisions and plan for the future," says Naroff. "A strong grasp of context can mean millions for a company. When business leaders understand this, they're able to make much sounder decisions for their companies, and in the end, that's better for all of us."

For more information, please visit the www.wiley.com.

Jesper...*continued from pg. 18*

start. It likely would have been an uphill climb because consumers' existing mental model for "Avis" is tied up in all sorts of associations, including car rental counters, liability forms, tack-on prices for gasoline, and lines at the airport. So, explaining to customers that this new company is essentially a car rental agency, but one that operates very differently from what they think of when they hear the words "rental car company," would have been extremely challenging. ZipCar, by contrast, had no baggage in the category. It established itself on its own terms.

While this freedom to define themselves creates potential advantages for startups, it also carries risks. Finding the analogy that will help people understand an innovation is difficult, and the temptation is to offer the audience multiple possibilities in the hope that one will work. Consider the San Francisco-based car-sharing startups GetAround and RelayRides. Since the notion of car-sharing is unfamiliar, both try to help consumers understand by invoking well-understood concepts such as the rental car business, social networks ("car-sharing communities"), and environmental sustainability ("imagine a world with fewer cars, without traffic jams, and less pollution.") By providing multiple analogies for potential customers to latch onto, they risk creating confusion and alienation.

The key, then, for a company building novel products is to resist the temptation to be multivocal; that is, to say we are "part this, part that."

Truly innovative products are often the ones that bring ideas across categorical boundaries. But doing so creates potential confusion, and people devalue what confuses them. The solution, difficult as it may seem, is to adopt a crisp identity

continued on page 31

Jesper...

continued from pg. 30

introducing an entirely new product into the marketplace, make a choice about who you are.

Jesper Sørensen is the Robert A. and Elizabeth R. Jeffe Professor and Professor of Organizational Behavior at Stanford Graduate School of Business, and a Susan Ford Dorsey Faculty Fellow for 2013-2014.

Tax Savings...

continued from pg. 13

Treasury bill rates.

ACT NOW

An IC-DISC's tax benefits aren't retroactive—in other words, these benefits are available only for export sales made after the IC-DISC is established.

To learn more about IC-DISCs and how they may favorably impact your business, contact a professional at Mellon Johnson Reardon, CPAs. Facilitating IC-DISCs for growth-minded clients.

Sedona...

continued from pg. 39

on the way home— next year? Who knows? But stay tuned.

instead. After all, staking a claim on your identity is a key element of the entrepreneurial “bet”: When introducing an entirely new product into the marketplace, make a choice about who you are.

ing modest interest payments to the IRS. These interest charges (the “IC” in IC-DISC) are tied to Treasury bill rates.

week—played till we dropped, ate what we wanted, left our clothes on the floor, and stopped at Rebel BBQ on the way home— next year? Who knows? But stay tuned.

Higher property...

continued from pg. 3

homebuyers, and everyone in between by standing up for Proposition 13.

Senator Mike Morrell, R-Rancho Cucamonga, represents the 23rd District in the State Senate which includes portions of Los Angeles, Riverside, and San Bernardino counties.

California...

continued from pg. 24

was the East Bay (0.8%) and the slowest growing metro was Merced (-1.5%).

Beacon Economics is an independent economic research and consulting firm based in Los Angeles. This analysis was authored by Christopher Thornberg, Jordan Levine, and Brian Vanderplas. Learn more at www.beaconecon.com.

When Planning Your 2014 Advertising Budget, Consider...

THE INLAND EMPIRE BUSINESS JOURNAL

For Advertising Information Call (909) 605-8800 or visit www.busjournal.com

Certified Public Accountant Firms

continued from page. 12

Ranked by Number of CPA's in the Inland Empire

Company Name Address City/State/Zip	# CPA's in I.E. # Prtnrs in I.E. Ttl. Empls in I.E.	Year Founded	# Offices in I.E. # Offices in Co. Headquarters	Industries and Specialties	Top Local Executive Title Telephone/Fax E-Mail Address
18. Reiss, Jackson, & Co. 164 W. Hospitality Ln., Ste. 6A San Bernardino, CA 92408	5 3 12	1947	1 1 San Bernardino	Tax, Estate Planning, Financial Statements, Business Consulting, Accounting, Full service, Litigation Support	Frederick Reiss Managing Partner (909) 890-3533/890-3543 fred@reissjackson.com
19. GYL Decauwer 8577 Haven Ave., Ste. 306 Rancho Cucamonga, CA 91730	4 5 19	1978	1 2 Rancho Cucamonga	Small & Medium Sized Business Growth Wealth Management, Tax Planning, Business Succession Planning, Primary Industries, Construction, Manufacturing, Distribution, Non-Profits, Restaurants, Dairy	Stephen C. Williams Managing Patner (909) 948-9990/948-9633 steve@gyldecauwer.com
20. Maryanov, Madsen, Gordon, & Campbell 801 E. Tahquitz Canyon Way, Ste. 200 Palm Springs, CA 92262	4 4 18	1964	1 1 Palm Springs	Professional, Hospitality, Taxation, Fraud, Construction, Business & Financial Planning, Estate Planning, Management Consulting, Business Valuation, Full Service CPA firm	Steve Erickson Managing Partner (760) 320-6642/327-6854 serickson@mmgccpa.com
21. Seigler & Tweedie CPA's 10020 Indiana Ave. Ste. 211 Riverside, CA 92503	4 7 16	1969	1 1 Riverside	Tax & Estate Planning, Business Consulting, Agriculture Real Estate Development, Manufacturing	Gregory A. Seigler President (951) 352-0255/352-8686 www.crabtreecpas.com
22. Blecker Burr, CPA 3600 Lime St., Ste. 612 Riverside, CA 92501	2 0 5	1992	1 1 Riverside	Business Consulting & Growth Development, Tax Planning & Preparation, Elder Care Services, Audits of Non-Profits	Richard Blecker Partner (951) 781-6480/369-0788 richard@bleckerburrpcpas.com
23. Business Management CPAs, Inc. 901 E. Tahquitz Canyon Way, Ste. A202 Palm Springs, CA 92262	2 2 8	1997	1 1 Palm Springs	Tax Return, Bookkeeping, Estate Planning	Tim D'Attile Managing Partner (760) 325-5095/325-6105 tim@bizmgmtcpas.com
24. Thrall, Lavanty, & Baseel, CPAs 700 N. Mountain Ave. Upland, CA 91786	2 1 4	1972	1 1 Upland	Retail, Construction, Manufacturing, Services and Professional, General Business Accounting and Individual, Business and Estate Tax Preparation and Planning.	John Baseel Manager (909) 946-7760/949-4941 jbaseel@aol.com
25. Moss Adams LLP 2030 Main St., Ste. 1400 Irvine, CA 92614	0 12 0	1913	0 1 Seattle	Construction & Real Estate, Manufacturing & Consumer Products, Health Care, Technology, Communications & Media	Roger Weninger Regional Managing Partner (949) 221-4000/221-4001 roger.weninger@mossadams.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 2013 by IEBJ.

Ten On-The-Job... the weekends, and during vacations...eat lunch at your desk if there are ongoing projects...etc.

continued from pg. 24

“I get that many of these things don’t sound like fun,” Carpenter says. “You might even think some of them are ‘unfair.’ But remember—it’s your job to make your boss’s life easier, not the other way around. And when you show that you’re willing to sacrifice your own interests for the good of the team, you’ll have gotten a huge head start on being named Rookie of the Year. Once you’ve established yourself as an MVP, you can start thinking more about your own needs.”

Griping about your job.

It’s true that this could qualify as one of the great American pastimes—right up there with apple-pie-eating and baseball-watching. And sometimes, it feels good to get office-related frustrations off your chest.

If you must blow off professional steam, though, Carpenter urges you to do it on your own time, to people with whom you don’t work. “There will be plenty of things you don’t like about your first (and second, and fifth) job,” he says. “But complaining about them in the breakroom—even if you have a very sympathetic audience—is never a good idea. If your comments get back to your boss, he will think your behavior is unprofessional. Moreover, he’ll wonder why you didn’t talk to him directly.

“Anytime you’re unhappy with something at work, whether it’s your workload, the tasks you’re being given, or how you’re being treated by a coworker, bring them directly to your supervisor,” Carpenter asserts. “If you feel that isn’t possible, continue to do the

best job you can while looking for a more suitable position.”

Badmouthing your coworkers.

Step away from the water cooler gossip-fest. Don’t vent about your boss. Don’t gripe about your coworker with the rest of the team. Don’t even make fun of John’s crazy tie, unless he’s right there laughing with you. In fact, this is Carpenter’s personal golden rule for business: Never say anything negative about anybody in your office. Ever.

“These comments have a way of getting back to the people they’re about,” observes Carpenter. “One of the stupidest mistakes I made in my career was the time I told a coworker I didn’t like a colleague of ours. Predictably, my comment got back to my colleague and it almost ruined my career.

Finally, I became aware of what had happened and I reached out with a heartfelt apology. And guess what? Even if the other person never becomes aware of what you said, your colleagues will still make judgments about your character based on your willingness to bash someone else behind his or her back.”

“Over time, any of these habits can tarnish an otherwise great reputation and overshadow your accomplishments in the eyes of your colleagues and supervisors,” concludes Carpenter. “Remember, in the big leagues, your reputation is every bit as important as your skills and experience. Make sure you’re proactively protecting it!”

Check out additional free content including excerpts, videos, and blogs at www.thebigwebsite.com.



BARTER EXCHANGE NETWORK
(The Personal Touch)



proudly supports the

Inland Empire Business Journal

“The De La Torre’s”

Joseph, Julie, Maryann, Theresa, Adrian, Richard, Cecilia & Tony

Founded, Family-Owned and Operated since 1985
celebrating 29 years in Business

909.881.2288

Email: tcjdelatorre@att.net

An established network of product and service exchange
serving the business community of the Inland Empire.

Including the high desert (Victorville, etc.) and the lower desert (Palm Springs, etc.).

Senator Mike...

continued from pg. 1

demonstrate a strong commitment to their communities. Since the program began, over 500 women have been named "Women of Distinction." Awardees are nominated by members of the public from business leaders and past winners to the volunteer at the local food bank.

This year's ceremony highlighted the work of "Woman of the Year" Susan Zador of Loma Linda and her passion for serving nursing home residents through her nonprofit, "Visiting the Lonely Ones." More information can be found at www.visitingthelony-ones.com.

The event also honored Highland resident and breast cancer survivor Christina Milian with the creation of the "Christina Milian Inspirational Scholarship" to benefit female trade school students whose families have been affected by cancer. The fund has so far raised \$6,000. The money will be used to award scholarships at future Women of Distinction events.

"Year after year, I find it incredibly encouraging and moving to see the accomplishments of the women we honor," continued Morrell. "America's greatness comes from her people, those that go out of their way to better their community and help their neighbor. These women not only live up to that ideal, they exceed it. They set extraordinary examples for all of us to follow."

For more information on individual honorees, please contact Nick Calero at (909) 801-5040 or Nick.Calero@sen.ca.gov.

Looking for the...

continued from pg. 40

country kitchen look. There is an eclectic collection of chairs tables and armoires. It also has a lot of room. Don't expect to be squeezing in-between tables to get comfort-

NEW SUNDAY BRUNCH Pine Haven Cafe Catering & Confections

Total Deliciousness!
 Fresh Belgium Waffle Bar with lots of toppings to choose from, Omelet Bar with your choice of fillings, Pine Haven's Specialty Hashbrown Casserole, Bacon, Scrambled Eggs, Sausage, Home Fries and more!
 Chef's Choice Breakfast and Lunch Specialty Items too!

Every Sunday 9am to 2pm

Adults & Children over 8 \$9.95
 Kids 3 to 8 \$5.00
 Under 3 FREE

Have a large group?
 Call for reservations 909 946 4674

Cafe Hours: Tues-Sat 7am to 3pm
 Sun - 8am to 2pm (NEW)
 Closed Mondays

Pine Haven Cafe 1191 E. Foothill Blvd, Upland, CA 91786 (inside GuestHouse Suites)
 909 946 4674 pinehavenrt@yahoo.com pinehavencatering.com

able. And don't be surprised to find that Sharon and her people are keeping busy in the back preparing catered specialties or catering to birthdays, weddings and bridal showers on site.

What Pine Haven lacks in pine trees, they make up for in local popularity. If, however, you can't find it, drive slowly by 1191 East Foothill Boulevard in Upland (phone: (909) 946-4674). In the fine print on the menu it says, "Where you come in as a customer and leave as part of the PH family."

Advertising Agencies In the Inland Empire

continued from page 14

Listed Alphabetically

Agency Address City/Zip	\$ Cptld. Bllng (IE) \$ Cptld. Bllng (Total) \$ Gross Income (Fiscal Year 2013)	% Print % Broadcast % Other	Top 3 Clients	# of Employees/Offices Inland Empire Companywide	Yr. Est. in IE Hdqtrs. Parent Co.	Creative Director Title Phone/Fax E-Mail Address	Top Local Exec. Title Phone/Fax E-Mail Address
17. RKR Media Associates, Inc. 43176 Business Park Dr., Ste. 108 Temecula, CA 92390	\$2,400,000 WND \$2,400,000	35 40 25	Toyota of Temecula Mt. Jan Jacinto College LaMaster Fine Jewelry	8/1 n/a	2001 Murrieta	Jacob Meyers Creative Director (951) 694-4480/694-4757 jacob@rkrmedia.com	Judy Zulfqar President (951) 694-4480/694-4757 judy@rkrmedia.com
18. Winter Advertising Agency 42690 Rio Nedo, Ste. F Temecula, CA 92590	WND	80 0 20	County of Riverside, City of Ontario, County of S.B.	3/1	1995 Temecula	Mary Winter Owner/Designer (951) 296-2662/296-5665 mary@winteradagency.com	Mary Winter Owner/Designer (951) 296-2662/296-5665 mary@winteradagency.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.

Commercial Printers

continued from page 10

Ranked by 2013 Sales Volume

Name Address City/State/Zip	2013 \$ Sales Volume	# of Employees Year Established	Products	Press Type Colors	Services Specialties	Top Local Executive Title Phone/Fax E-Mail Address
18. ZAP - Corona Printing 127 Radio Rd. Corona, CA 92879	900,000	8 1972	Marketing Material, Brochures, Mailers, Product Sheets, Forms, Stationery, Business Cards	Ryobi 3302, Ryobi 3304 AB Dick, 1-4 Color In-House	In-House Graphic Design, Fully Compatible With Customer Created Files, Mac & PC	Paula A. Montanez President (951) 734-8181/737-1791 paula@zapcolor.com
19. Redlands Blueprint & Commercial Printing Co. 922 B New York St. Redlands, CA 92374	840,000	10 1946	Business Stationery, Brochures, Booklets, Folders, Newsletters, Reprographics, Color Copies, Banners, Labels, Courtroom Displays, Reports	WND	In-House Computer Graphics, Custom Printing, Bindery, Service Is Our Specialty	Daney Bachiu Partner (909) 792-3478/335-1121 info@redlandsblueprint.com
20. RDS Printing & Graphics 1714 E. Grevillea Ct. Ontario, CA 91761	WND	11 1990	Full Color Offset, High Speed Digital Color, High Speed Black & White, Wide Format, Variable Printing	DOCU Color 2060 & 6060, Heidleberg 4 color, Hamada 2 Color, Roll Color Offset And Digital	Printing Digital & Offset, Bindery, Laminating Mounting, Variable Printing, Mailing, Direct To Plate	Robert Saiz President (909) 923-8831/923-3266 bob@rdsprinting.com
21. Pomona Print Stop 9077 Arrow Rte., Ste. 120 Rancho Cucamonga, CA 91730	WND	10 1977	Volume Copies, Business Forms, Flyers, Business Cards, Envelopes, Manuals, Catalogs	4 AB Dick Presses, 3 Digital Doc-U-Techs Models 6180, 2 135, 2045 Color	High Volume Copy Usage	Joe & Neal Cantone Owners (909) 593-8993/989-5352 pomonaprintstop@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.

Do What You're... you've been plugging away at it for a few years. And depending on the field, you might even be struggling financially for the 'privilege' of doing what has become drudgery. From personal experience, as well as from observing family, friends, and coworkers, I can state that most professionals are happiest doing what they are good at, while pursuing other passions—that their careers give them the means to finance—on the side.”

continued from pg. 26

It prevents you from leaping before you look.

Let's say that you're one of the "lucky" ones and are offered a job in your dream field. So you don't think twice before accepting an entry-level position at one of the hottest advertising agencies in town. I'll get to test cool products, go to parties, meet all of the who's who in the city, and so much more! you think. However, reality is much different. Six months in, you're a ball of frazzled nerves because of the pressure put on you to be "creative" on a tight deadline. And, of course, it doesn't help that you're working long, unpredictable hours while being bullied by an unreasonable boss.

"Dream' jobs often have hidden drawbacks to which your initial enthusiasm blinded you," says Carpenter. "The very fact that you feel fortunate to be allowed 'in' makes it more likely that you'll leap before you look. On the other hand, if your strategy is to match your skills to a job, you'll probably put more thought and research into your search, and your perspective will be more balanced.

"Remember, your overall guiding principle during a job search should be doing what you're good at, not what you're most passionate about," Carpenter concludes. "Keep an open mind and remember that you don't have to make your mark on the world in a dramatic way to still be successful.

"I promise you, if you build a firm professional foundation for yourself, you'll still have room in your life for your passions—and you'll also have the means and peace of mind you need to truly enjoy them," he adds.

For additional information, visit www.thebigwebsite.com.

GALLINA LLP... looking forward to the opportunities this combination will afford to our people, and our Inland Empire and Southern California based clients. From the moment we began talking I felt there were exceptional synergies in our client base, approach to service, as well as culture." Allan D. Koltin, CEO of Koltin Consulting Group who provided counsel to both firms on the merger commented, "for GALLINA, this merger represents their continued desire to become one of the western region's dominant firms and its initial expansion into southern California. GALLINA is blessed to have great leadership, a one-firm culture, and a track record of successfully integrating mergers. They allow the entrepreneur to thrive but also provide a lot of the industry and service line expertise that dynamic and growing local firms need to compete."

"On the other side, MJR is one of the Inland Empire's most successful and talented firms. They had numerous larger firms approach them over the years, but with GALLINA it was 'love at first sight.' MJR represents a new breed of firms when it comes to mergers taking place in the profession today. In an industry where mergers are taking place almost daily due to succession planning issues, it's refreshing to see one that is purely strategic as well as client and people focused. MJR has had excellent growth and profitability and is a high performing group of partners and staff. They could have stayed as an independent firm and continued to thrive but realized the merger would provide them with even greater opportunities for their clients and their people."

5 Ways to...

continued from pg. 8

4. Host a special event.

Want to keep people at your booth instead of moving onto the next one? Let people know that you will be serving rum drinks at a certain time, handing out popcorn, having a live demonstration or a Q&A with an expert. The more interactive you get with your booth visitors, the more likely you are to gain a new customer and get people talking about your brand. Seeing you put so much effort into your business will keep people interested and they'll want to tell others to stop by your booth as well as to take advantage of the cool promotion you have.

5. Don't be shy and speak up!

As people are walking by your booth you want to smile at them and engage with them—and you can do this without being salesy! A simple, "Hello, how are you?" or "How are you enjoying the show?" can be enough to get the conversation flowing. You'll meet so many new people at trade shows and the more you network with people, the more connections you will make. They might not be looking for what you're offering but they just might know someone else who is! Don't be afraid to make conversation with exhibitors at other booths because you don't know who you will run into. Other people are often willing to help you out and you can help them out, especially when you have a similar target audience.

Ramos...

continued from pg. 5

Timothy Humphreville, the chairman of the Yucca Valley Planning Commission for having opposed Measure U, a tax proposal the city sought in 2012 and which was defeated by town voters.

Sturges insisted charges that Peach was opposed to the concept of Yucca Valley complying with the state's mandate that it complete the construction of a water-treatment system in stages beginning in May 2016 were false. "Mr. Peach has always been in support of protecting the groundwater of the Warren Basin and only questions the process to assign the sewer costs equally among his fellow citizens," she said.

Stall Shifting...

continued from pg. 23

be satisfied at current prices. Potential purchasers compete with one another by offering higher prices until only one buyer is left to consummate the transaction. Those competing buyers maybe investors, owner-occupiers, or both. The first question we want to answer about these prices is; are we in the throes of another speculative bubble?

To answer this we consider two data sources on pricing. The first is the aforementioned FHFA Home Price Index. This is a composite of home prices throughout the state. Over the period 1976 to 2014, there are times when home prices are above the average appreciation (0.8% quarterly adjusted for inflation), but prices invariably return to the long run average.

The most dramatic of these deviations was the speculative bubble of 2004 to 2006. The current run up in home prices remains below this long run average. One might argue that the long run average appreciation to which home prices ought to converge should not be based on 1976 prices but a more recent date, say 2010 quarter 1. Making this change in the analysis does not change the conclusion, home prices in California over-adjusted in the collapse of 2008 and the increase we are seeing today is a re-adjustment rather than a bubble.

Market...

continued from pg. 6

despite the observation from Conference Board economists that “April’s slight decline in the Leading Economic Index suggests that a considerable acceleration in the recovery of the Euro Area economy is unlikely in the months ahead.”

While the LEI for China rose in April, The Conference Board was tempered in its response to that improvement, too, calling the rise “subdued.” With industrial activity and retail sales running at their lowest levels since 2004, Conference Board economists said, the slower trend of economic growth in China will likely continue at least into the third quarter. Near-term, I expect China to grow at about a 7% rate. While that may seem high compared to what western economies are doing it is low for China, which grew at about a 10% rate in 2004 and continued to expand at a double-digit pace for the next few years. Even at the bottom of the 2008/2009 economic downturn, China’s growth rate only fell to 6%.

Japan has adopted a monetary policy that is extraordinarily aggressive compared to what even the U.S. is doing. Still, it continues to have modest economic prospects. Our models suggest Japan will grow at about a 2% pace in the near term. However, the country’s excessive government debt and aging workforce leave me more pessimistic about the longer-term outlook. Sales of adult diapers reportedly surpassed sales of baby diapers in Japan this year.

Labor Report

Back in the U.S., labor news continues to be mixed despite years of economic recovery. The Bureau of Labor Statistics reported that nonfarm payrolls grew by 217,000 in May, finally pushing the total number of jobs in the country above pre-recession levels. That may sound impressive—and it does mark a milestone – but the luster of the achievement pales when you consider that it has been five years since the recession started, and that over that period our population grew 6.5%. Also, at least one other measure of employment—the “Employed” figure taken from a separate BLS survey – has yet to regain its pre-recession peak. (Employed is similar to but more comprehensive than the more widely reported nonfarm payroll measure, in part because the Employed include the self-employed. As you can see in Exhibit 3, the two measures do tend to move together over time.) Yet another employment measure—the number of people working part-time who would like to work full-time—also indicates that the labor market remains soft.

The unemployment rate held steady at 6.3% in April despite the creation of 217,000 new jobs, as the number of people entering the workforce roughly matched the number that found jobs. Although it has a negative effect on the unemployment rate, having people enter the workforce is a good sign for the economy.

Monetary Policy

An interesting debate has begun among officials at the U.S. Federal Reserve, which is charged with the dual mandate of achieving full employment (that means low, not zero, unemployment) while also ensuring price stability (a low and stable rate of inflation). Inflation has been averaging just 1.4% over the last year, comfortably below the Fed’s target of 2%, while employment seems to have improved only begrudgingly. Some Fed officials are now arguing that as long as employment remains soft, inflation should be allowed to run above the 2% target. Their view may prevail. I believe the Fed will be slow to increase interest rates until the employment situation is much firmer, even if inflation rises above 2%. This may take some investors by surprise.

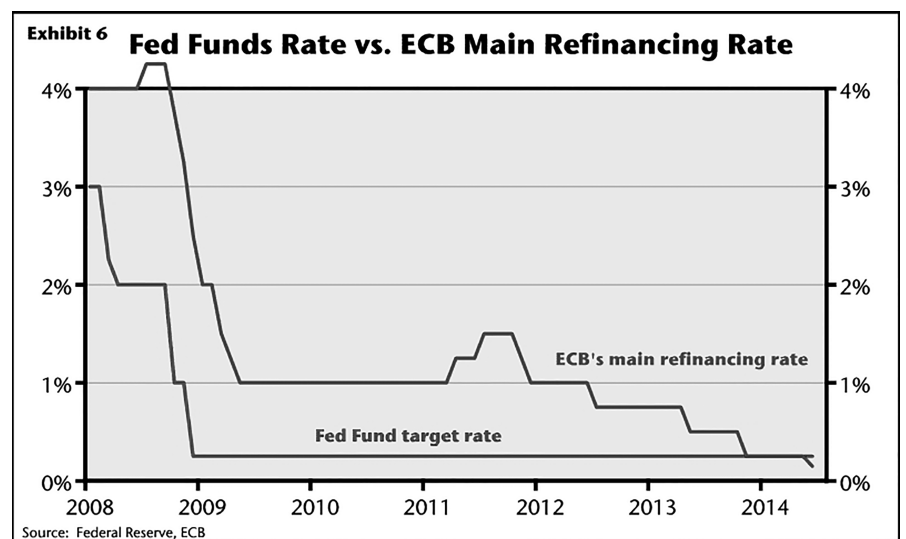
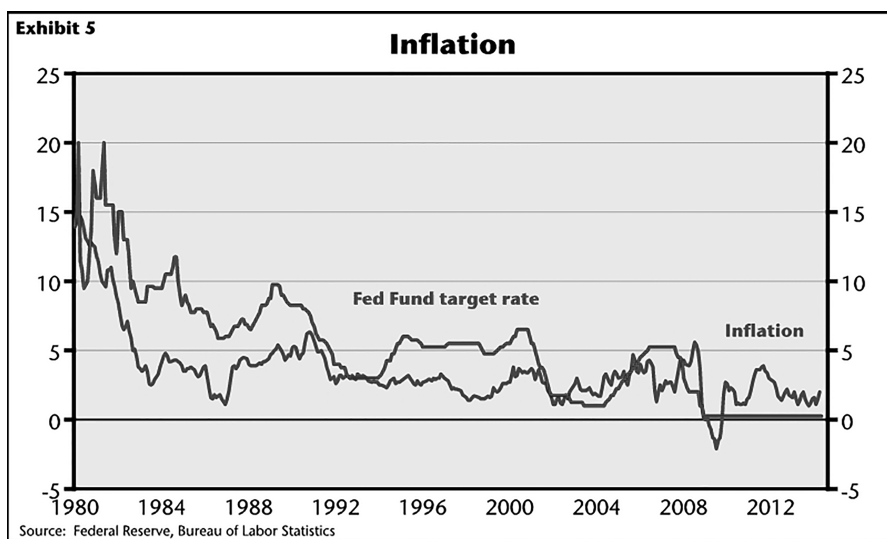
Once inflation does move higher, it will be interesting to see where the Fed positions short-term interest rates. It has said that when inflation hits 2% it expects the federal funds rate – the rate at which banks borrow from each other overnight – to be 4%. The Fed sets the target for the federal funds rate. From 1980 through 2000 it averaged three percentage points more than the rate of inflation. Since 2000 it has averaged half a percentage point below inflation. (See Exhibit 5) I think a fair question is whether and when the Fed will return to a policy that looks more like the one we had prior to 2001.

Like the Federal Reserve, the European Central Bank also has an inflation target of about 2%. Unlike the Fed, the ECB has only one mandate: price stability. The absence of an employment mandate may explain why the ECB has been less aggressive with monetary policy than the Fed. Despite a double-dip European recession that lasted a couple of years, the ECB has kept short-term rates in Europe above those in the U.S. It also has elected not to copy the Fed’s quantitative easing program, which involves buying bonds to help keep longer-term interest rates low. The fact that inflation has been running even lower in Europe than in the U.S., declining recently to just 0.5%, helps to explain the ECB’s recent decision to establish a negative interest rate for banks depositing money with it.

The Bottom Line

Despite a contraction in the economy in the first quarter, the U.S. stock market has continued to advance. The S&P 500 Index has risen 5.5% so far this year. Leading indicators suggest continued economic growth in most developed economies. Although I expect the Fed to wind down its quantitative easing program by the end of the year, it is likely to keep short-term interest rates low for perhaps longer than previously expected.

We have favored large European companies for quite some time. Returns on European stocks usually correlate highly with returns on U.S. stocks but have *continued on page 38*



Real Estate...

continued from pg. 29

kered by William Heim, Eloy Covarrubias and Joseph Werdein of Lee & Associates Ontario, who will also serve as the listing brokers for the project.

The new project signals the launch of a 15 million-square-foot development pipeline in key US logistics markets, which is expected to result in \$1.4 billion of development work in progress from Goodman Birtcher's operations over the next three years. It also follows the recent practical completion of Goodman Logistics Center Oakland, a new \$45 million logistics facility in the Bay area's logistics hub.

Goodman Birtcher has secured eight prime sites in key logistics markets, including California, Pennsylvania and New Jersey, providing a 15 million square foot development pipeline. The company's SoCal development portfolio comprises approximately 343 acres of land across five locations in infill Los Angeles and the Inland Empire West markets. The five Southern California development projects provide a total combined completion value of \$775 million.

Other planned SoCal projects include:

- Goodman Logistics Center Fontana – a recently acquired 30-acre site in Fontana for the planned development of a single 639k-square-foot logistics facility.
- Goodman Commerce Center Eastvale – a 181-acre site located within the City of Eastvale and adjacent to the 15 Freeway. It offers a mixed-use development plan providing a variety of potential uses including retail, medical, hospitality, office, business park and light industrial totaling 3.7 million square feet.
- Goodman Logistics Center Santa Fe Springs – a master planned 53-acre site offering a planned total of 1.2 msf of warehouse distribution facilities across three buildings.
- Goodman Logistics Center Compton – a five-acre site offering the planned development of a 102k-square-foot logistics facility, located just two miles from the 110 and 105 freeways.

Allmark Properties Refis Rancho Cucamonga Apartment Complex with \$17 Million Fannie Mae Loan

Allmark Properties has obtained a \$17.2 million Fannie Mae fixed loan to refinance Vineyard Village, a 164-unit complex in Rancho Cucamonga. Allmark has owned Vineyard Village since 1996.

The loan was arranged by Chuck Christensen, senior vice president of originations in Capital One Multifamily's Newport Beach office. The transaction came in at a 70% LTV and an interest rate under 4%. It has a fixed rate with a seven-year term, 6.5 years of yield maintenance, and 30 years of amortization, payable on an actual/360 basis.

Allmark had been able to maintain occupancy at between 97% and 99% during the last year with minimal concessions. Built in 1987, Vineyard Village includes 17 two-story apartment buildings and a clubhouse with fitness center. Additional amenities include BBQ/picnic area, lighted tennis court, pool, spa, and sundeck. Parking is available for 307 cars, including 164 carports.

Trio of SoCal Multifamily Comps Total \$6 Million

In this report, we'll review three recent SoCal multi-family housing transactions worth a total of more than \$6 million. The deals took place in Santa Ana, Tustin and Yucaipa. In Santa Ana, a 12-unit property located at 409-415 E. Pine Street sold for \$1.9 million, or \$158.2k/unit. The property includes eight two-bedroom/one-bath units and four one-bedroom/one-bath units.

Also in Orange County, a five-unit property at 14801 Newport

Avenue in Tustin sold for \$1.2 million, or around \$236k/unit. The property, which is comprised of all two-bedroom/two-bath units, sold at a cap rate of 4.52 percent. And in the San Bernardino County city of Yucaipa, a multifamily property consisting of 19 single-story, garden-style apartments at 13626 Holmes Street fetched \$2.025 million (\$106.6k/unit).

The property consists of 15 two-bedroom/two-bath units and four one-bedroom/one-bath units with washer/dryer hookups and direct access garages. The deal had a cap rate of 6.35 percent. The transactions were brokered by a team of multi-family specialists from Colliers International, led by Vice President Patrick Swanson.

Alere Property Group Picks Up Newly Constructed 600k-Square-Foot Facility in the Inland Empire

In a big Inland Empire industrial buy, Newport Beach-based Alere Property Group has acquired a newly constructed 592.7k-square-foot logistics facility in San Bernardino. The property, located at 701 S. Arrowhead Avenue, east of I-215 and north of I-10, fetched \$34.4 million, or about \$58/sf.

Among its high-capacity elements, the new facility features 106 dock-high and four ground-level loading doors with cross-dock loading capability and secured parking for 216 semi-trailers. The building also includes a flex/office component of 2.3k square feet on two levels and parking for 320 automobiles.

Adjacent to I-215, the building has nearby access to I-15 and the Pomona (60), Riverside (91), and San Bernardino (10) freeways. It also has direct access to the ports of Los Angeles and Long Beach and to Ontario International Airport.

Colliers Senior Executive Vice President Kevin McKenna represented Alere in the transaction and also was appointed the exclusive leasing broker for the property. He will be joined on the listing by CBRE's Walt Arrington and Jeff Linden.

According to McKenna, demand for buildings in this size range – 500k square feet and up – has surged during the economic recovery, especially among e-commerce companies and retailers who have witnessed unprecedented growth in online purchasing. Amazon, among other e-commerce and major national retailers, recently occupied a major distribution center along the same corridor where the building is located. "While this is a perfect location for any distribution operation, it is especially ideal for e-commerce companies that require high-volume, high-speed logistics support," McKenna said. "It has the loading, warehousing and distribution capacity to receive, store and ship products from Point A to Point B and into the hands of consumers very, very quickly." In addition to Amazon, other major companies that are located along the same corridor are Hewlett-Packard, Home Depot, Kohls, Mattel, Pepsi, Smuckers, Becton Dickinson, FedEx, Kohler, Michelin, Pactiv Corporation, Pep Boys, Spectrum Brands, Stater Brothers, and Unilever.

Inland Empire Business Journal

Subscribe for Only

SEE PAGE 38

\$24.00

Print Subscription Includes:

- 12 monthly issues • Exclusive monthly e-newsletter
- The popular "Lists" in each issue, special industry reports, restaurant reviews, executive time out, and much more

Also Available, the Digital 2014 Book of Lists

Subscribe today! Call 909.605.8800 or visit www.busjournal.com

NEW BUSINESS *County of San Bernardino*

ACE MEDICAL EQUIPMENT SUPPLY COMPANY
248 E. HIGHLAND AVE.
SAN BERNARDINO, CA 92404

ADACTIVIST.COM
1873 EAST PUMALO
SAN BERNARDINO, CA 92404

ALPHA OMEGA
14168 CENTRAL AVE.
CHINO, CA 91710

ARIAS AND SONS EXPRESS
4050 N. E ST.
SAN BERNARDINO, CA 92407

ART TOUCH DETAIL
8575 HUNTER DR.
RANCHO CUCAMONGA, CA 91701

BATTELS HARDWARE & TOOL CO.
433 S WATERMAN ST.
SAN BERNARDINO, CA 92408

BEVARIS
322 W. D ST.
ONTARIO, CA 91762

CALIFORNIA HOMES SAVE
907 MILLAR AVE.
RIALTO, CA 92376

CALIFORNIA REAL ESTATE
870 E. HOME ST.
RIALTO, CA 92376

CHURROLICIOUS
12505 N. MAIN ST.
RANCHO CUCAMONGA, CA 91739

CLEAN SWEEP
22730 DEBERRY ST.
GRAND TERRACE, CA 92313

COVENANT INVESTIGATIONS
5841 JOHNSTON PL.
RANCHO CUCAMONGA, CA 91739

DR TRUCKING
9281 WHEELER CT.
FONTANA, CA 92335

EAST WEST MORTGAGE
515 S RIVERSIDE
RIALTO, CA 92376-7027

ECO LAWN & TURF
1459 BUD CIRCLE
UPLAND, CA 91786

ELITE SALES GROUP
9373 COLUMBINE AVE.
MONTCLAIR, CA 91763

EMPIRE FINANCIAL
195 VALLEY BLVD.
RIALTO, CA 92376

FAAISIOTA FIAME
433 S WATERMAN
SAN BERNARDINO, CA 92408

FIRST CLASS IMAGE
1724 S. GROVE AVE.
ONTARIO, CA 91761

FIVE STAR PROPERTY MANAGEMENT
1264 S WATERMAN AVE.
SAN BERNARDINO, CA 92408

HAIRMASTERS #60845
10710 FOOTHILL BLVD.
RANCHO CUCAMONGA, CA 91730

HOME RESCUE PROJECT
1411 N D ST.
SAN BERNARDINO, CA 92405

JACK CARMICHEL
433 S WATERMAN
SAN BERNARDINO, CA 92408

JAMES CORONA
433 S WATERMAN
SAN BERNARDINO, CA 92408

JOES SUSHI
5660 HOLT BLVD.
STE. 5
MONTCLAIR, CA 91763

K & M CHECK CASHING
15751 SEDONA DR.
CHINO HILLS, CA 91709

LIFE-CHURCH
12384 PALMDALE RD.
VICTORVILLE, CA 92392

LNB ENTERPRISES
316 EMERALD AVE.
REDLANDS, CA 92374

LUCKY LAKE ARROWHEAD TREE SERVICE
703 ROSE LN.
TWIN PEAKS, CA 92391

MANUELS AUTO TRANSMISSION & AUTO REPAIR
352 E FOOTHILL BLVD.
RIALTO, CA 92376

MASTER TRUCK SERVICES, INC.
13814 SANTA ANA AVE.
FONTANA, CA 92337

NATIONAL CLASS REUNION SERVICE
1873 EAST PUMALO ST.
SAN BERNARDINO, CA 92404

PACIFIC EMPIRE REAL ESTATE
7516 VALLE VISTA DR.
RANCHO CUCAMONGA, CA 91730

PARKVIEW LANDSCAPE
3402 TURNER AVE.
ONTARIO, CA 91761

POOL MONKEYS
10300 ARROW RT.
RANCHO CUCAMONGA, CA 91730

PUEBLO LOAN COMPANY
12371 MERITAGE CT.
RANCHO CUCAMONGA, CA 91739

REALTY EMPIRE
195 VALLEY BLVD.
RIALTO, CA 92376

SABOR LATINO GRILL
10285 CENTRAL AVE.
MONTCLAIR, CA 91763

SOVEREIGNTYUSA.COM
1873 EAST PUMALO ST.
SAN BERNARDINO, CA 92404

SYLOWET CLOTHING COMPANY
134 REDLANDS MALL
REDLANDS, CA 92373

THE TOM FARRAR COMPANY
435 N. HOLMES AVE.
ONTARIO, CA 91764

SHOE CAPITAL
456 RIOPAL DR.
ONTARIO, CA 91761

WEST PAW PET RESORT
24450 6TH ST.
SAN BERNARDINO, CA 92410

WESTCAL APPRAISAL COMPANY
1881 COMMERCENTER STE. 206
SAN BERNARDINO, CA 92408

2ND OPINION INSURANCE
9170 HAVEN AVE., STE. 115A
RANCHO CUCAMONGA, CA 91730

A TO Z INTERNATIONAL
15683 ROY RODGERS DR.
VICTORVILLE, CA 92392

ACCOUNT ON ME BOOKKEEPING
1462 DIAMOND CT.
REDLANDS, CA 92374

ADOBE SELF STORAGE, INC.
5122 ADOBE RD.
TWENTYNINE PALMS, CA 92277

AIDIN SPECIALTY MERCHANDISE
72034 29 PALMS HWY.
29 PALMS, CA 92277

NEW BUSINESS

County of Riverside

MERCER, DE' ANGELA
25787 CAYENNE CT.
MORENO VALLEY, CA 92553

ESP CREATIONS
24396 SWIFTDEER TR.
CORONA, CA 92883

LAZATIN, ELSIE CRUZ
24396 SWIFTDEER TR.
CORONA, CA 92883

MY GRATITUDE BEAR
24396 SWIFTDEER TR.
CORONA, CA 92883

RAMIREZ, PATSY MARIE
10087 RHINELANDER DR.
RIVERSIDE, CA 92503

STUFFED LUV
24396 SWIFTDEER TR.
CORONA, CA 92883

LAZATIN, ELSIE CRUZ
24396 SWIFTDEER TR.
CORONA, CA 92883

SHULL WOOD WORKS
1833 RUE CHABLIS
SAN JACINTO, CA 92583

LOPEZ, SHERRY LANE
19945 CUYAMA LN.
RIVERSIDE, CA 92508

CONCRETE MAKEOVERS
26190 MELBA AVE.
HOMELAND, CA 92548

CONTINENTAL TRUCKING
312 N. POE
STE. B
LAKE ELSINORE, CA 92530

GOMEZ, RITA
312 N. POE
STE. B
LAKE ELSINORE, CA 92530

DESERT VENTURES SOUTH, LLC
18345 N 93RD WAY
SCOTTDALE, AZ 95255

GFC ASSOCIATES
79 SITARA AVE.
BEAUMONT, CA 92223

CRUZ, GRECO FAJARDO
79 SITARA AVE.
BEAUMONT, CA 92223

BBK TRUCKING & MATERIAL HANDLING
5584 ASH ST.
RIVERSIDE, CA 92509

AVILES JR., LOUIS GEORGE
5584 ASH ST.
RIVERSIDE, CA 92509

TEE'S STYLES WITH SMILES
5584 ASH ST.
RIVERSIDE, CA 92509

M & Z ACCIDENT RECOVERY CLINIC
12220 PIGEON PASS RD.
MORENO VALLEY, CA 92557

CARBAJAL, EDWARD WAYNE
20175 JEFFERSON ST.
PERRIS, CA 92570

CARBAJAL, TERRI LYNN
20175 JEFFERSON ST.
PERRIS, CA 92571

DIRECT CONNECTIONS
1451 S. RIMPAU AVE.
CORONA, CA 92879

WOMAN II WOMAN MINISTRIES
17121 SPRING CANYON PL.
RIVERSIDE, CA 92503

ROBINSON-HINES, TERRY LYNNE
17121 SPRING CANYON PL.
RIVERSIDE, CA 92503

GUNZ N DIAMONDS
17121 SPRING CANYON PL.
RIVERSIDE, CA 92503

HINES, JONATHAN RANDON
17121 SPRING CANYON PL.
RIVERSIDE, CA 92503

PASSIONATE MINISTRIES
17121 SPRING CANYON PL.
RIVERSIDE, CA 92503

FAMILY DENTAL CARE
13373 PERRIS BLVD.
MORENO VALLEY, CA 92553

PETER R. FELICIANO, D.M.D., INC
13373 PERRIS BLVD.
RIVERSIDE, CA 92553

L & J TRUCKING
4190 GREEN RIVER RD.
CORONA, CA 92880

CARDONA, CARLOS ENRIQUE
4190 GREEN RIVER RD.
CORONA, CA 92880

PROMISED LAND REALTY
1046 LOWRY RANCH RD.
CORONA, CA 92881

OMEGA LENDING INC.
1046 LOWRY RANCH RD.
CORONA, CA 92881

GOOD MILAGE AUTO
24214 JIMSON PL.
MORENO VALLEY, CA 92553

MACHUCA, MARIA ISABEL
24214 JIMSON PL.
MORENO VALLEY, CA 92553

GOOD MILAGE AUTO
24214 JIMSON PL.
MORENO VALLEY, CA 92553

MAYBERRY, GEORGE WAYNE
24214 JIMSON PL.
MORENO VALLEY, CA 92553

MISTLER, LAWRENCE CHARLES
24214 JIMSON PL.
MORENO VALLEY, CA 92553

PROCTOR, TROY LYNN
24214 JIMSON PL.
MORENO VALLEY, CA 92553

ROADMAN MOBILE TIRE SERVICES
5726 TOMAL LN.
RIVERSIDE, CA 92509

URQUHART, CHRISTOPHER ADAM
5726 TOMAL LN.
RIVERSIDE, CA 92509

WORLD REALTY 2000
14178 HOMESTEAD DR.
MORENO VALLEY, CA 92553

SULLIVAN, DENNIS JAMES
14178 HOMESTEAD DR.
MORENO VALLEY, CA 92553

DIEGO PAPIAS FIRE PROTECTION
28180 LITTLE LAKE CT.
ROMOLAND, CA 92585

RVX INTERNATIONAL INC.
29051 CARMEL RD.
SUN CITY, CA 92586

DIEGO PAPIAS FIRE PROTECTION
28180 LITTLE LAKE CT.
ROMOLAND, CA 92585

ANDOVAL, SANDRA ZUCET
28180 LITTLE LAKE CT.
ROMOLAND, CA 92585

ASAT COMMUNICATIONS
128 PINETREE DR.
PERRIS, CA 92571

BRION, ANTONIO ALVAREZ
128 PINETREE DR.
PERRIS, CA 92571

RODRIGUEZ, BILLY ESAV
128 PINETREE DR.
PERRIS, CA 92571

TACOS EL PALENQUE
546 INDIAN CIR.
PERRIS, CA 92570

Market...

continued from pg. 35

lagged since 2009 as Europe worked through its double-dip recession. As the European Central Bank becomes more accommodative and Europe recovers, we continue to see opportunity in European stocks. This strategy seems to be bearing some fruit. The Euro Stoxx 50 Index of 50 large European stocks has gained 5.83% so far this year.

In their Market Commentary, Thrivent Asset Management leaders discuss the financial markets, the economy and their respective effects on investors. Writers' opinions are their own and do not necessarily reflect that of Thrivent Financial for Lutherans or its members. From time to time, to illustrate a point, they may make reference to asset classes or portfolios they oversee at a macro-economic level. They are not recommending or endorsing the purchase of any individual security. Asset management services provided by Thrivent Asset Management, LLC, a wholly owned subsidiary of Thrivent Financial for Lutherans. Securities and investment advisory services are offered through Thrivent Investment Management Inc., 625 Fourth Ave. S., Minneapolis, MN 55415, a FINRA and SIPC member and a wholly owned subsidiary of Thrivent Financial for Lutherans. Past performance is not a guarantee of future result.

For more Market Commentary from Thrivent Financial, visit the website: www.thrivent.com/wallstreettoyourstreet/blog/market-commentary.html

About Inland Empire by the Inland Empire Financial Consultants

Thrivent Financial is represented in the Inland Empire by the Inland Empire Financial Consultants, which includes Bill Cortus at 3333 Concourse St. Building 8 Suite 8100 Ontario, CA 91872, phone: 909-945-4996, website: www.thrivent.com/plg/inlandempire. Facebook: www.facebook.com/BillCortusThriventFinancial CA Insurance ID #0D96803

About Thrivent Financial

Thrivent Financial is a Christian, Fortune 500 financial services membership organization helping its nearly 2.5 million members to be wise with money and to live generous lives. Thrivent Financial and its affiliates offer a broad range of financial products and services. As a not-for-profit organization, Thrivent Financial joins with its members to create and support national out-

reach programs and activities that help congregations, schools, charitable organizations and individuals in need. For more information, visit Thrivent.com. Also, you can find us on Facebook and Twitter.

Thrivent Financial for and its respective associates and employees cannot provide legal, accounting, or tax advice or services. Work with your Thrivent Financial representative, and as appropriate your attorney and/or tax professional for additional information.

For additional important disclosure information, please visit Thrivent.com/disclosures. Thrivent Financial is the marketing name of Thrivent Financial for Lutherans, Appleton, Wis. For additional important disclosure information, please visit Thrivent.com/disclosures.

SUBSCRIBE NOW!

Yes I want to subscribe to the *Inland Empire Business Journal*

- One year \$24 annual subscription Two Year \$82 — Includes 2014
- My check is enclosed Digital Book of Lists (A \$75 Value)
- Charge to my credit card: MasterCard Visa

Exp. Date _____

Credit Card No. _____

Signature _____

Company _____

Name _____

Address _____

City/State _____

Zip _____

Phone# _____

Make checks payable to: Inland Empire Business Journal
P.O. Box 1979, Rancho Cucamonga, CA 91729
For more information, call (909) 605-8800/Fax (909) 605-6688

Money Talks!

FINANCIAL NEWS & TALK



Contact Joe Lyons today. Be on the air tomorrow.

909.483.1500 or 760.729.1000 www.financialnewsandtalk.com

Email Inquires: AstorBroadcasting@gmail.com

EXECUTIVE TIME OUT

Sedona in August?? You Bet!!!

By Brian Hoerning

Last year I did a “bucket list” getaway. I always wanted to do a “guys” week. Well, finding the guys was no problem, but where to go? Nobody wanted to fly, and looking at all of the options within driving range, we decided on beautiful Sedona, Arizona.

Now I know you’re thinking Sedona in August is going to be an oven—not so. The weather service reports the temperature average for Sedona in August is in the 90’s. Not much different from the Inland Empire. Remember, Sedona’s 4,500 feet above sea level. Besides the unmatched beauty of the rock formations and great restaurants, Sedona also has three extraordinarily beautiful golf courses to play.

So, we filed into my van on Saturday morning and hit the road. First pit stop was Blythe and lunch, but where? I’d never found anything there but mediocre fast food. This time we struck gold.

You must try Rebel BBQ (www.rebelbarbeque.com) located just off the 10 Freeway on 181 S. Lovekin Boulevard. This little gem becomes a regular stop once you’ve been there. We enjoyed it so much that on the way back we got extra to take home to the girls.

So we did the seven-hour drive in one day and settled into a couple of wonderful rooms at the Sedona Summit (

Oak Creek Country Club

mondresorts.com/Sedona-Summit). This is a Diamond Resort International timeshare property, and of all the places we’ve stayed in Sedona, it offers the best value. They offer one and two bedroom units with full kitchens. You do not need to own a timeshare to stay there.

We awoke to Sunday sunshine and hit the links. First stop was the 145-acre Oak Creek Country Club (www.oakcreekcc.com). This course is located south of town on Highway 179 and down the road from Bell Rock. Oak Creek is the oldest course in Sedona and was designed by father-son team Robert Treat Jones Sr. and Jr. who said that, “Every hole must be a hard par and an easy bogey.” Well, I found it to be a hard bogey and an easy triple bogey, but that’s me. One thing I can tell you about the three courses—they are among the most majestic golf courses you

can play anywhere. You might expect the heat to be a factor, and while it was warm, it was not in any way unbearable.

Tuesday we hit the next course, which I had played several times before and loved. The Sedona Golf Resort (www.sedonagolfresort.com) is a little further south on Highway 179 than Oak Creek and worth a visit even if you don’t play golf. It has become one of my favorite lunch choices in all of Sedona. Their Juniper Bar & Grill offers very good food combined with an indescribable view—if at all possible, sit on the patio and relax!

As to the golf course—it is the best value with the second best vistas. It’s received a four-star rating from Golf Digest. While golfing, we got caught in a 20-minute August monsoon. Fortunately there are many beautiful homes that border the course and we took shelter on

the patio of one of them. That downpour, however, got us a rain check and another chance to play.

We had an early supper at one of my favorite places called Oaxaca Restaurant. (www.oaxacarestaurant.com) This wonderful Mexican restaurant is the perfect place to sit and watch the sun go down as you sip a mango margarita. They have been at the same location for four decades in downtown Sedona on Route 89—that in itself should tell you something. If you go, ask to be seated upstairs on their mirrored wall outdoor patio. Besides having great Mexican food, they also have one of the best unobstructed views of the Sedona Valley.

OK, last day—and boy, did we save the best for last.

Seven Canyons (www.sevencanyons.com) is a Tom Weiskopf designed course and is now under the management of Enchantment Resort, and one of the “50 Top Golf Retreats” according to *Golf Digest*. I really don’t have the words to describe the pleasure I had playing and seeing that golf course. It was worth the entire trip!! Oh, and you don’t have to stay at the resort to eat there. Unfortunately, you do have to be a registered guest at Enchantment to play Seven Canyons (darn).

So, to sum it up—a fantastic

continued on page 31



Seven Canyons

RESTAURANT REVIEW

Looking for the Pines at the Pine Haven Café

By Joe Lyons

Out along Foothill Boulevard in Upland there is a hotel that you might miss when you drive by. It's the Guest House Suites—and, as a part of the first floor, is a café called Pine Haven Café Catering and Confection.

The confection part means that they bake their own desserts, muffins, cookies and such. (Many restaurants get their desserts from a company that delivers them to the back door.)

Pine Haven takes pride in what they prepare for you right there, on site. What they do on a daily basis is breakfast and lunch. (Dinners are on Friday only.) But they do it well. For breakfast they have something considered normal fare, but with special touches. For example, the eggs Benedict is called Sharon's Benedict, named after the owner, Sharon Ellis. It comes with something called hash brown casserole made with a special cheese sauce. There is also the PH Club Benedict, which adds turkey, avocado and tomato.

French toast is a part of the PH Sweeties menu. This includes a hazelnut French toast sandwich, which includes bananas and is dipped in chocolate milk and egg. You can get it with a Fosters rum flambé sauce. Or you can have the bananas Foster French toast that also includes the rum flambé sauce.

There are 10 skillet and omelet breakfasts. (Are you ready?) They are The Veggie Skillet and the South Beach Skillet, and for omelets, the Rocky Mountain, The Southwest, The Continental, the Florentine, Milo's, the Veggie Lovers, The PH and the Atkins Omelet.

As for the rest of their breakfast dishes, their classics are very classic, including homemade buttermilk griddle cakes and the Classic Route 66, which has the usual two eggs, toast and bacon. This can include a fresh toasted PH English muffin.

Then there is lunch. Signature salads, retro favorites

like a tuna melt or an old-fashioned Monte Cristo are listed on the menu. There are turkey and chicken sandwiches, burgers and sliders and, of course, a soup du jour.

In my most recent visit I had the gourmet grilled cheese. This offers three kinds of cheese inside and a grilled cheese sauce on the outside. I found it quite remarkable. Added to that was an

order of fresh, and very spicy, homemade chips.

What Pine Haven lacks is pines, but it has a nice homey atmosphere with a casual, almost
continued on page 33

"We're a global business but we're still home grown. AmericanWest Bank truly understands our goals and they demonstrate their belief in our products and our company in tangible ways that add real value."

Jason Battenfield,
President & CEO,
Injinji Footwear, Inc.

injinji

AmericanWest Bank

We're banking on the businesses. awbank.net

Visit us at 19 locations in Southern California. Member FDIC. Equal Housing Lender. ®