The Market for Construction Labor: Shortages Already?
By Jerry Nickelsburg, Senior Economist, UCLA Anderson Forecast Adjunct Professor of Economics, UCLA Anderson School

The U.S. economy continues to expand at a measured slow rate and California continues to be a leader in the expansion. This has been the story of the recovery from the great recession during the past four years. What is different this quarter is the construction sector. As job gains accumulate, household formation rates increase and the demand for housing, finally, is generating new residential construction. This is not just a California phenomenon, it is happening all over the country and providing a solid basis for a continued recovery.

However, while the trend in construction is toward historical average levels, the industry remains quite far below it. Curiously, when it comes to hiring, contractors are finding quite a different story. In spite of a collapse in employment in the sector between 2006 and 2010, sufficient skilled labor in construction is now hard to find. In this California report, we review employment gains over the last 12 months and their implications for the forecast and then explore the reasons why construction labor markets are now tight, even though construction activity is sub-normal.

EMPLOYMENT RETROSPECTIVE: STILL GROWING AFTER ALL THESE YEARS

As reported here in the past (and in many other places) California has been one of the bright spots in the U.S. employment picture. The rate of California’s growth in employment has been consistently in the top 10 of U.S. states. For the 12 months continued on page 10

Chamber Seeks Governor Support for UC Riverside Medical School
$15 million in state funding included for school of medicine, further advocacy needed to ensure passage and final enactment

Through the advocacy of the Chamber and the efforts of Senator Richard Roth and Assemblymember Jose Medina, funding for the University of California, Riverside School of Medicine has been included in legislation for the 2013-2014 budget. Continued advocacy is still needed to ensure the final enactment of the legislation. continued on page 21

Snow Summit Ski Corporation Investigates Sale Opportunities

The Snow Summit Ski Corporation board of directors retained Houlihan Lokey, an international investment banking firm, to market the company with the possibility of selling it to one of a number of interested buyers.

According to a press release, Houlihan Lokey will contact various potential buyers, within and beyond the ski resort industry, informing them of Snow Summit’s attractiveness as an acquisition.

The Snow Summit Ski Corporation owns and operates Snow Summit and Bear Mountain ski resorts.

Claremont Attorney Greg Hafif Wins Suit for Prince Faisal Al Saud of Saudi Arabia

His Royal Highness, Prince Faisal, one of the heirs to the throne in Saudi Arabia, was awarded $520,000 by a Los Angeles Superior Court jury for breach of contract and conversion of his

continued on page 3

continued on page 19
Goodwill Southern California employs hundreds of people with disabilities who know how to get the job done. I’ve seen a man on the line disassemble a computer faster than anything — it’s incredible. Our staff really cares about the work they do, and if companies knew how important these jobs are, not only to those performing them, but to the community as a whole, doing business with Goodwill would be a no-brainer.

Ray Tellez
VP of Community Based Contracts

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Claremont... continued from pg. 1


The Prince alleged that Hollywood Studios International and his highness had entered into a contract, referred to as a Memorandum of Understanding, whereby Prince Faisal was to receive “fees” for raising money for the company to develop movies. The Prince raised $9 million for Hollywood Studios International, but was never paid in full all the fees due to him under the agreement. The jury awarded the prince $390,000 in unpaid fees.

The jury also awarded the prince $110,000 for the fair market value of his Maserati which Hollywood Studios International and Steven Saxton would not return to him. The Maserati was held at Steven Saxton’s private residence. The jury further awarded the prince $20,000 for his efforts in trying to retrieve his Maserati from Saxton. All in all, the jury awarded Prince Faisal Al Saud $152,000 for his claims of breach of contract and conversation against Steven Saxton and Hollywood Studios International.

The prince alleged that he and Saxton became friends, and actually at one time lived together in a $20,000 a month house in the Hollywood Hills. The relationship began to sour when the prince learned that only $125,000 of the $9,000,000 he raised went into actually producing movies. The rest of the money was spent by Saxton and Hollywood Studios on lavish parties, buying a model agency to meet women, and paying Saxton huge bonuses, commissions and the repayment of phantom loans Saxton said he lent to the company.

When Prince Faisal returned to Saudi Arabia in November of 2010, Saxton indicated in a text message that he would be shipping the Maserati back to the prince in Saudi Arabia. Instead, Saxton decided to keep the Maserati for himself. Claremont attorney, Greg Hafif, of the Law Office of Herbert Hafif said, “It was a pretty heated and emotional trial but in the end the jury made the correct decision.”

“You just don’t take somebody’s car, no matter how much money that person has,” said Hafif. Hafif also stated “the defense had some serious problems from the beginning when they represented to the jury that certain payments were made to the prince for his “fees” but never could show proof of these payments. In fact, one alleged payment for $100,000 was proven to just be false, as the cancelled check was shown to be from the prince’s cousin, not Hollywood Studios International.”

The prince was also being sued for $25,000,000 by Hollywood Studios International for breach of contract and fraud. The judge dismissed those causes of action at the end of the presentation of evidence. Representing Hollywood Studios was Michael J. Avenatti of Eagen Avenatti, LLP.

The prince stated, “I am actually very happy with the verdict and feel that justice has been done.” The prince was present in trial every day. The trial started on June 10, 2013 and ended on June 21, 2013. The jury deliberated for only two hours before returning their verdict. Steven Saxton was executive producer on the movie, “The Kids are Alright.”

Greater Ontario Announces New Strategic Marketing Campaign

The Greater Ontario Convention and Visitors Bureau unveiled plans for a dynamic, strategic marketing campaign that will broaden awareness of the region and encourage visitors to meet, explore and connect in the heart of Southern California.

The campaign promotes the Greater Ontario region as a culturally and ethnically diverse destination, with a three-pronged focus on travel and tourism; meetings, conventions and events; and on establishing the Ontario Convention Center as a venue for extended events that will require overnight hotel stays. The scope of the strategy will be all-encompassing: from individual hotel meetings and group tours to indoor and outdoor multi-venue extravaganzas.

Greater Ontario is in the center of everything Southern California has to offer,” said Michael Krouse, president and CEO of the Greater Ontario Convention and Visitors Bureau. “We’re close to everything anyone would want to do; we’re convenient, affordable and are rich with a diverse offering of world-class attractions, venues and activities.

Another ad features meeting photos blended with local meeting and shopping venues such as the Ontario Convention Center, Citizens Bank Arena, Ontario Mills and Victoria Gardens in Rancho Cucamonga. A rock star suspended in motion over fans is the center photo. “Who says the main event has to be a speaker?” the copy reads, with a call to action to “Meet in the Heart of Southern California.”

The campaign was created by Winter Ad Agency, a local full-service graphic design firm specializing in corporate branding for web, print and collateral marketing materials. The recipient of multiple awards of excellence, the agency has worked closely with the Greater Ontario Convention and Visitors Bureau. "We’re targeting both fly and drive markets,” explained agency owner Mary Winter. "The 18-month calendar gives us better value in our media buys and helps us reach our diverse meeting and tourism markets.”

Government Imposes $4 Million Fine on Kaiser Permanente for Limiting Patients Access to Mental Health Care

$4 Million Fine is Second Largest in DMHC’s History; Action Results from Caregivers Complaint to the Agency

The California Department of Managed Health Care (DMHC) announced a $4 million fine against California’s largest HMO for limiting patients access to mental health care.

The fine affirms the findings of an exhaustive complaint filed by Kaiser Permanente’s frontline mental health clinicians, who are represented by the National Union of... continued on page 18
Bad Boss—Bad Reference? If you and your former supervisor did not part on the best of terms when you left the organization, and a prospective employer asks, “May we contact your former supervisor?” what should you do? ................. 11

Lost Sales Leads: 4 Common Problems and How to Correct Them Brandon Stuerke, president of Advisors Edge Marketing, says that he has found four ways professionals commonly lose sales leads. He says they all can be fixed. ............... 9

Expecting the Unexpected The unexpected occurs every day in business and personal lives. Those who are wise always expect the unexpected and prepare accordingly. Stan Craig gives four tips to safeguard your business. ................. 10

Business Succession Planning When it comes to business succession planning, one thing is certain: Most family business leaders don’t do it, they don’t do it well, or they wait to do it until it’s too late. As you plan your company’s future leadership, keep the points in mind as outlined by Lois Lang. ...................... 6

Quotations on Vacations

A vacation is a sunburn at premium prices.
Hal Chadwicke

The average vacation is one-tenth playing—nine-tenths paying.
Arnold Glassow

The longing to get away from it all never was so great as in our present time of tension and trouble. We want something to lift us out of the mess into which much of life seems to have fallen.
Glenn Stewart

Vacation is that time when you wish you had something to do while doing nothing.
Frank Tyger

A vacation is what you take when you can no longer take what you’ve been taking.
Earl Wilson

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July 2013

Wells Fargo Lending Stats

Wells Fargo approved more SBA 7(a) loan dollars for America’s small businesses than any other lender to date in federal fiscal year 2013. Over a seven month period (Oct. 1, 2012 – April 30, 2013), Wells Fargo extended 1,903 SBA 7(a) loans nationwide totaling more than $739 million—a more than 16 percent increase in dollars and more than 10 percent increase in number of loans from the same period a year ago.

“Wells Fargo has been a committed lending partner for SBA in the Inland Empire and providing small businesses with the capital they need to start and grow successful enterprises,” said U.S. Small Business Administration, Santa Ana District Office Director, Rachel Baranick. “As of May 17th, Wells Fargo has provided more capital than any other lender active in our district through the agency’s 7(a) loan guaranty program.”

One SBA 7(a) loan extended by Wells Fargo last year provided the financing Dr. Hart needed to purchase new equipment and for his business California Custom Bottling in Riverside. A dentist by trade, Dr. Hart recognized the need for a revamping of the “functional water” bottling process. With a unique way of incorporating more vitamins and minerals into bottled water that won’t diminish during sterilization, Dr. Hart began looking for partners and funding to get his new venture started.

Over the past three years Dr. Hart has worked with Wells Fargo Relationship Manager Olga Tutarinova to create a strategic financial plan as they moved into a new 78,000-square-foot manufacturing facility. A few months ago, California Custom Bottling received the equipment financing it needed which increased its capabilities to manufacture 60,000 bottles per hour.

“Having worked in the beverage bottling industry for several years, it’s been rewarding to translate a passion for improving the bottling process into a competitive operation with the help of Wells Fargo and an SBA loan,” said Michael Maragh, systems manager for California Custom Bottling.

“From the design, manufacturing, filtering, filling and packaging of a new product, the equipment we’ve financed has allowed us to be a one stop shop for the beverage industry, expand by taking on larger customer accounts and hire 10 people to meet the growing production needs.”

With the SBA financing from Wells Fargo, California Custom Bottling has purchased new equipment to continue to expand their business. Currently they are looking to hire an additional 10 to 15 employees to keep up with manufacturing demands of their growing customer base.

“It’s a very positive sign to see the overall growth in SBA lending this year because it means more entrepreneurs and business owners are pursuing financing to expand, purchase real estate and equipment, and buy businesses that create jobs and drive America’s economic growth,” said Doug Hargraves, Inland Empire regional manager for Wells Fargo’s West Coast Business Banking Division.

“Wells Fargo has been honored to be the leader in SBA lending and that more business owners are choosing Wells Fargo for SBA financing and working with our team to build their businesses. We want to do everything we can to help them succeed financially.”

For the first seven months of federal fiscal year 2013, Wells Fargo is the No. 1 SBA 7(a) lender in 10 states: Arizona, California, Colorado, Florida, Iowa, North Carolina, New Mexico, Pennsylvania, Texas and Virginia. Wells Fargo is the No. 1 SBA 7(a) lender in number of loans in 11 states: Alaska, Arizona, California, Colorado, Florida, Georgia, North Carolina, Nebraska, New Mexico, South Carolina and South Dakota.

Wells Fargo approved a record $1.24 billion in Small Business Administration (SBA) loans in federal fiscal year 2012 (Oct. 1, 2011 – Sept. 30, 2012). An SBA preferred lender in all 50 states, Wells Fargo has been America’s leading SBA 7(a) lender in dollar volume for four consecutive years.

Pomona/Ontario Native Lt. Cmdr. Victor Glover Selected to NASA’s Newest Class for Future Astronauts

When NASA Administrator Charles Bolden announced the latest class of NASA’s eight astronaut candidates June 17, the Naval Postgraduate School (NPS) was able to add yet another space-traveling alumnus to its ranks, now totaling 81 and counting.

Lt. Cmdr. Victor Glover, an F/A-18 combat pilot currently serving as a legislative fellow in the office of Senator John McCain, was selected from more than 6,100 applicants to begin training at Johnson Space Center in August for potential space flight. Glover graduated from the Naval Postgraduate School in 2009 through the Master’s of Systems Engineering Management - Product Development 21st Century (SEM-PD21) program, in addition to receiving a space systems academic certificate in 2005, both via distance learning.

Glover notes the two programs, while both very different, provide a tremendous foundation for the challenging training that lies ahead of him.

“Certainly, the space systems certificate program is directly applicable,” Glover said. “It gives you the basics of conceptual financial planning as to how to create a mechanical, imaging systems... things that are very relevant to the processes of manned space exploration.”

But, he continues, his experience in the SEM-PD21 program provided an immediate payoff to his position in the Fleet.

“I was a test pilot, working in the systems engineering field, actually doing test and evaluation under the umbrella of weapon systems acquisition,” Glover said, emphasizing the direct relationship between his studies and work assignments.

“My work product bolstered my school product, and likewise, my school product improved my work quality.”

“Systems engineering has really emerged over the last several years as a critical discipline for the development of systems that meet the needs of the warfighter,” added Dr. Clif Whitcomb, NPS Department of Systems Engineering chair.

“Whether it is in test and evaluation, development, or in life cycle sustainment, it’s an engineering discipline that provides students, especially at the master’s level, with a very holistic, balanced perspective.”

Not only did the coursework provide an immediate payoff, but its simple availability to Glover was equally as valued.

“The thing that was really amazing about both of these programs is that they are distributable, and they allowed me to continue my professional development through advanced formal education where I was stationed,” he stressed. “I actually did the space systems certificate while I was deployed to the
Who Gets Dad’s Office? 5 Tips for Family Business Succession Planning

By Lois Lang, Psy.D.

When it comes to family business succession planning, one thing is certain: Most family business leaders don’t do it, they don’t do it well, or they wait to do it until it’s too late. While the CEO longevity in non-family businesses is an average of six years, for a family-owned business the CEO typically stays for 20–25 years.

Sure, that long tenure contributes to leadership stability and consistency, but it can also fuel flat growth, narrow business focus, and decreasing leadership drive. Additionally, when the CEO and other top level executive family members do not step aside in a timely manner, it causes a high level of frustration in the next generation—often then known as a “bridge CEO” from one generation to the next. While the family may hold all the stock, it is critical to develop a performance incentive that will reward and retain the non-family CEO.

1. Think beyond seniority. Many family business executives choose their future leaders based on seniority (i.e.: “She’s the oldest, so she will be our next CEO.”). In some families, the next in line is the oldest male. Of course, a single owner can make the easy decision to pass the business leadership to the child of their choice. But this “easy” choice can backfire if the adult child or the one with the most seniority has not gained respect from other family members and employees. In other words, often the easy choice or the obvious choice isn’t the best choice. Therefore, be open to broadening your search beyond the next of kin.

2. Embrace a more professional process of skill evaluations, performance assessments, and reviews of career history. The more thoughtful, objective, and inclusive the process of bringing on the next leader is, the more likely that the transition will be embraced. Succession readiness calls for a written transition plan and an individual development plan for the future CEO within three years of the planned succession date. Implementation of the plan may involve identifying other executive team members with succession needs, building a coaching plan, and providing stretch assignments in different functional areas of the company.

3. Rank possible successors based on key criteria. Rather than just appoint the next oldest family member to the leadership role, consider creating a list of all the possible successors and rank them, from 1 to 10 (with 10 being high), in each of the following areas:
   - Past work experience and advancement history
   - Education
   - Geographic mobility, if appropriate
   - Learning agility
   - Prior leadership positions—size and scope of leadership responsibilities
   - Advancement potential
   - Advancement desire
   - Interpersonal skills
   - Assessment of the individual compared to the company’s values and leadership competencies
   - Past performance ratings
   - The ability to take risks
   - Decision-making ability
   - Problem-solving ability

Doing this for each potential successor will help you see which ones are best positioned to move the company forward. Finding a successor with the right mix of skills, attitude, drive, character, and experience that matches your business will ensure the family company succeeds for the long term.

4. Groom the next generation. Once you have a successor in mind, offer him/her additional development through such things as job rotations, stretch assignments, additional profit and loss responsibility, and additional exposure to board members and customers. The more emphasis you place on prepping the next leader, the smoother the transition will be.

5. Consider a non-family leader. When a family business member utters the words, “Let’s consider a non-family CEO,” the first reply is usually a colorful no! However, a non-family CEO frequently brings diverse, in-depth experience to drive business growth, bringing professional alliances, partnerships, and strategy opportunities. They can be a great mentor for the next generation of family leaders—often then known as a “bridge CEO” from one generation to the next. While the family may hold all the stock, it is critical to develop a performance incentive that will reward and retain the non-family CEO.

continued on page 32
By now most investors know the story of globalization. The extraordinary forces of global trade and communication technology brought the developed world in contact with new producers and new consumers, lowering costs and employing millions of people. From 1948 to 2012, world trade exploded by a factor of 307 times, rising from $120 billion to $36 trillion.

Lesser known, though, is the rise of intra-emerging market trade. Whether judged by the sheer volume of trade, the composition of trade, the consequences for growth, or the new financial landscape produced as a result of emerging market interlinkages, one thing is certain: emerging markets will combine with emerging markets in the making of the next “developed” world. The result presents tremendous opportunities for investors.

THE EXPLOSION OF E.M. TO E.M. TRADE

China’s outsized growth pattern typifies both the dramatic rise in world trade and the gains made in emerging market trade. In 1990, Chinese exports accounted for less than 3% of total world trade. As of 2010, Chinese exports constituted better than 11% of world trade. What is more, Chinese trade with other emerging Asian nations lifted from $102 billion in 2000 to better than $1 trillion in 2012.

But China has not been the only one. Collectively, emerging economies now capture 26.7% of world merchandise trade, up from 8.1% 30 years ago. What is more, trade among advanced areas (US, Europe, Japan) declined from just under 50% of total global trade in 1980 to less than 30% today. Countries all over the emerging world have forged new relationships as a by-product of newfound commercial connections. Where trade and low-cost manufacturing labor for developed markets initially drove the emergence of many economies around the globe, regional trade as the result of supply-chain integration now reigns. Trade with neighbors, not directly with the developed world: that is the motto of the new “emerged markets” (See above figure).

Measured in terms of trade partners, United Nations research indicates that “countries as diverse as Morocco, South Africa and Vietnam have substantial export and import relationships with over 100 [different sovereign] economies.” As a point of reference, Vietnam was a Communist state in 1980 with a gross domestic product (GDP) of only $27 billion. At the same time, IBM alone had a market cap of $39.6 billion. The expansion of trade in the emerging world largely explains why today the output of Vietnam approaches $155 billion, with exports totaling over $105 billion.

STRONGER LINKS IN THE SUPPLY CHAIN

Trade among nations is not new. Three primary features though distinguish today’s emerging market transactions: trade in services, the kinds of goods traded because of supply chains, and shipping and communication technology.

Services: As a share of world GDP, trade in services has nearly doubled since 1975. What was formerly an industry which represented only 6% of world GDP, today, trade in services makes up just under 12% of total global output—a sign of economic maturation.

Especially at the regional level, trade in services will contribute expansions in economic activity. Market research produced by Ernst and Young argues that, by 2020, service trade among African and Middle Eastern countries will increase by over $150 billion. Further, service trade between China and the rest of Asia should grow by $288 billion over the same time period.

For instance, Brazilian service exports registered only $9 billion in 2000. Eleven years later, Brazil exported better than $38 billion in services to emerging markets and the world, an increase of more than 400%! More specifically, business travel exports (to the rest of the world) doubled from $30 million to just under $70 million.

Supply Chain: Not only do services constitute a larger share of total trade, but the kinds of goods traded amongst emerging market countries have changed as well. In 1928, William E. Boeing needed only a single “plant…devoted solely to the manufacture of aircraft” to produce his aircraft. But that was then.

Changes in the operation and management of supply chains in manufacturing have massively influenced the volume of trade, benefiting low-cost manufacturing countries tremendously. A country need only produce one component of a larger product to be successful.

When Boeing sources products for its new 787 Dreamliner, it depends on 5,400 factories world-wide, 50 tier one suppliers (each with multiple factories), and a host of other secondary suppliers. Such complex and varied supply chains allow countries with comparatively less technological and financial infrastructure to participate in the production of global products.

The intensity of intra-supply chain trade (and the attendant importance of intra-emerging market trade) drove much of the boom in global trade over the past 30 years.

According to an industry study, if every country improved just two key supply chain barriers—border administration and transport and communications infrastructure and related services—continued on page 28
DUFF & PHELPS/INLAND EMPIRE BUSINESS JOURNAL

STOCK CHART

Five Most Active Stocks

<table>
<thead>
<tr>
<th>Company</th>
<th>12/21/13 Close Price</th>
<th>12/21/13 Open Price</th>
<th>% Chg. Month</th>
<th>52 Week High</th>
<th>52 Week Low</th>
<th>Current P/E Ratio</th>
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D&P/IEBJ Total Volume Month 45,846,610

Monthly Summary 6/21/13

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

THE GAINERS

Top five, by percentage

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THE LOSERS

Top five, by percentage

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<tr>
<td>CVB Financial Corp.</td>
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FINANCIAL COLUMN

Four Tips to Help Maximize Social Security

Incorporating Social Security into a retirement strategy is a smart move

By William J. “Bill” Cortus, CFP® Financial Consultant, Thrivent Financial Inland Empire Financial Consultants

The money taken out of your paycheck every month may be unwelcome now, but it can give you monthly income later in life. However, some question if Social Security will last long enough for those in the work force now to be able to receive these benefits. According to Social Security trustees, enough reserves exist for the system to pay 100 percent of promised benefits until 2033, without further reform. Full benefits are available at age 65 for those born before 1938, gradually increasing to age 67 for those born in 1960 or later. There is more to Social Security than just applying for retirement benefits when you are eligible at age 62 or over. By waiting, you can maximize your benefits, which will increase every year you choose to wait to file for Social Security retirement benefits.

Thrivent Financial suggests you consider these four tips before applying for Social Security.

1. Don’t assume it won’t be there. Social Security is projected to last at least until 2033, so the first mistake is writing it off as a resource that won’t be available. Planning early for the role Social Security will play in your retirement will prevent you from being caught off guard and missing out on increased benefits once you are ready to start collecting.

2. Know your situation. continued on page 16

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SALES

Lost Sales Leads: 4 Common Problems and How to Correct Them

U.S. businesses spend billions of dollars generating sales leads only to lose more than 70 percent of them simply because they don’t make contact quickly enough, according to one study.

But that’s not the only way they’re losing out on opportunities, says Brandon Stuerke, president of Advisors Edge Marketing (www.advisorsedgemarketing.com), a specialist in marketing strategy and automation for financial advisors and other professionals.

“A study of more than 600 companies by Dr. James Oldroyd of MIT found that the odds of a lead entering the sales process were 21 times greater if the business made contact within 5 minutes of generating the lead versus contact in 30 minutes,” Stuerke says. “Another study, this one by the Harvard Business Review, found that the average response time by businesses to a generated lead is 42 hours — and that’s just for responses that occurred within 30 days.”

Generating sales leads is big business, with more than $23 billion spent on Internet leads alone, he notes.

“If you’re a financial advisor or another professional, you may also be spending money on direct mail, invitations to seminars, TV commercials and/or print ads,” Stuerke says. “How many leads are you generating, and at what cost per lead, only to lose them?”

Stuerke, who began developing innovative marketing strategies while working as a financial advisor, says he has found four ways professionals commonly lose sales leads.

“And they can all be fixed!” he says.

• Advertising calls to action that are all-or-nothing.

Most sales people offer only a face-to-face meeting or a telephone appointment as their call to action in their advertising. But that’s asking a lot of prospects who are simply exploring options and aren’t yet ready for that level of commitment. Those are leads that, three to six months from now, may become sales—but they’re lost early in the process. Instead, offer a less committed option such as “download this free report” in exchange for their information for follow up.

• No lead capture on your website.

This is a huge problem! Many sites have no strategy for capturing information about visitors to the site, such as an email address. As a result, businesses spend thousands of dollars driving traffic to their website, but capturing none of the prospects’ information. As a result, those prospects come to the site and leave and the business never knows they were there. A free report, or series of reports or videos with useful information based on your expertise are good lead capture tools. Buyers today turn to the web for information while doing research, so that’s what you should give them. Offering free resources in exchange for a small bit of information is a great way to do that.

• Indifference in interactions.

No matter what your profession, it’s likely you’ve got a lot of competition. For consumers, shopping includes researching, and they’re comparing services, expertise and experience before deciding who best deserves their patronage. If your interactions with prospects fail to “wow” them, they will quickly move on. But most professionals don’t have a storyboarded plan for giving prospects that experience, which is what is needed for consistent results. An automated system that delivers carefully continued on page 33

BUSINESS SUCCESS

Want to Succeed in Business? Try These 5 Personal Lifestyle Makeover Tips

By Tope Ganiyah Fajingbesi

Do you aspire to be a successful entrepreneur some day? Are you an existing business owner experiencing challenges managing your business? Will you like to sustain the boom and growth your business is currently experiencing? Or perhaps you have run a venture or two in the past that did not quite turn out fine and you are wondering what you did wrong or could do better next time around? If any of these apply to you, you may actually need one or more of the lifestyle makeover tips I will be discussing in this article.

Tip #1 - Understand your relationship with money

This is a very important step, which requires complete honesty and careful thought. I advise you to analyse your behaviour and unique characteristics to understand what your strengths and weaknesses are when it comes to managing money. I once read that many rich people remain rich by behaving like the poor, while many poor people remain poor by behaving like the rich, and I think there is a lot of truth in that statement. You have to realize that a business venture is like another human being, and before you can help that other person succeed, you have to understand how to maximize your own strengths and manage your weaknesses first. A really great tool that can help you understand your relationship with money is the “Money Color Quiz” at www.ourfinancialcoach.com/money-color/. Your responses to 10 short questions will help place you in one of five color categories – Green, Blue, Yellow, Grey and Red. Green folks are the big investors in every economy; The Blues are the savers; The Yellows, the spenders; The Greys are the content: While the Reds are the debtors. Once your color is identified, you will receive advice on how to improve your relationship with money.

Tip #2 - Understand your spouse/partner’s relationship with money

Whether you like to admit this or not, your personal relationship with your spouse or significant other(s) has a big impact on your personal finance success or failure. It is therefore not surprising that money is one of the biggest causes continued on page 32
The Market for...

continued from pg. 1

months ended April 2013, only one state, Utah, grew faster. The increase in jobs has been widespread, but the strength of the economy finds its roots in California’s technology and knowledge-laden sectors. While it is difficult to separate out tech from non-tech jobs using sectoral data, those sectors which use technology and information more heavily, account for over half the job growth in the state.

One clue as to what is in fact driving this employment growth comes from the recently released 2011 state GSP (gross state product) numbers. A quick glance at the map provided by BEA.gov and the reader will see that the so called “Texas Model” of low wages, small government, and low taxes is not correlated with the rate of economic growth across states. The more rapidly growing states outside of energy rich North Dakota and automobile driven Michigan are Massachusetts, Connecticut, New York, Texas, Utah, California, Oregon and Washington. In each case (including to a real extent Texas) it is technology and knowledge communities providing the impetus for growth.

With this evidence of the drivers of the current expansion and the historical record of California’s employment growth outpacing the U.S., we maintain our position that over the near-term forecast horizon (2012 to 2015), California will continue this pattern. California’s unemployment rate, now within 1.5 percentage points of the U.S. rate will continue its inexorable fall to national norms. Indeed, if one adjusts for the changes in the labor force (an influx of 600,000 new entrants in California) the California unemployment rate is already there.

THE CONSTRUCTION SECTOR: IN WHAT SENSE A RECOVERY?

California’s construction payroll employment is running in the low 600,000 jobs. Though it has been increasing of late, it is still lower than it was in 1999 or anytime between about 1999 and 2009. So the contraction in jobs in construction is a greater correction than just eliminating those jobs added in the speculative boom and there is a long way to go to achieve a healthy labor market at historical employment levels. Yet at the recent UCLA Anderson Forecast Orange County Outlook Conference one refrain was louder than the rest: “we (contractors) cannot find enough skilled construction workers to build at the rate being demanded.” This was heard again a few weeks later in the Bay Area and has been reported in a number of news publications. Why have the unemployed construction workers not jumped at a chance to be re-employed? The answer lies in both the geography of the construction rebound and the duration of the downturn.

Housing markets in California have been dead in the water since the downturn for two principal reasons. First is the high level of foreclosures and downward pressure on home prices. When home prices are in free-fall and the expected future supply of homes to the market from foreclosures is high, builders are unable to make business plans which have a realistic expectation of a profit. Consequently, home building and therefore the supply of new homes dries up.

The second reason is the depth of the recession. As people lose jobs, they lose the wherewithal to purchase new homes. In this last recession, California unemployment shot up from 4.8% to 12.4%. Thus, both forces were at work in the residential construction sector; a collapse in demand and an explosion of existing homes for sale. This market implosion created a situation where, between 2007 and 2010, prospects for finding employment in the building trades in the near future was practically non-existent.

Since 2010, California has been growing, particularly in the coastal cities. Job creation rates...
Bad Boss – Bad Reference?
Beware a Former Supervisor Who Can Keep You Unemployed Indefinitely

Picture this scenario: you and your former supervisor did not part on the best of terms when you left the organization. Now you’re in the employment market again and a prospective employer has asked you “May we contact your former supervisor?” You’re afraid of what that person will say, but also afraid to tell your potential employer “no, you can’t contact them” for fear that it will eliminate you from consideration. What should you do?

If you haven’t been asked if your former supervisor may be contacted, be aware you likely will be at some point. If you tell the prospective employer you do not want them to contact a former supervisor, the employer will likely regard that as a “red flag” and your hiring prospects will probably be nil. However, if you indicate they can contact the supervisor and that person does, indeed, offer negative commentary about you, it may also ensure you don’t receive a second look. Again, what to do?

Your best course is to always advise an employer that they can, indeed, contact your former supervisor. However, you can improve your odds by having a reference checking organization check out your supervisor beforehand to determine what they will say about you to your potential employers. Even if you parted on unfavorable terms with this supervisor, they may take the “high road” by simply confirming your employment dates and title and invoking company policy that they are unable to offer any further information. This is what is known as a “neutral reference” and potential employers understand that this is all the input they are supposed to receive from your reference. They will not (or should not) hold such a response against you. In this scenario, you may freely offer up the name of your former supervisor, already confident they will not offer any damaging commentary about you.

However, what happens if you have a reference check conducted on your supervisor and find out that they are offering negative remarks about you? You could (to the best of your ability) try to keep them off an employer’s “radar” by not offering up their name (unless, again, you are specifically asked if they may be contacted). Or, you could attempt to preempt their negative input by proactively advising a prospective employer of your... continued on page 33

The Market for... have consistently been in the top five in the U.S. Job growth creates the ability for people to form new households and demand additional housing. In addition, the past four years have seen a significant reduction in the backlog of home mortgages in default.

Increasing demand and decreasing supply reversed the fall in home prices. Over the past 12 months, California median home prices have increased by 22.5% and foreclosures dropped to a low of 13.5% of all sales. Total distressed sales finally broke the 40% mark in April and have fallen to less than one third of all homes as well.

With this good news, builders are now back in the game. But as with the recovery up to this point, it is regionally spotty. In coastal markets such as Silicon Valley and Orange County, job growth has meant a recovery as measured by new building permits. In the first quarter of 2013, these markets moved to over 80% of their peak level of new permits experienced prior to the recession. As we don’t expect to return to the peak in any region of California any time soon, this is virtually a complete recovery. In the Inland Empire, Sacramento and other regions where job growth has lagged, permits remain at depressed levels.

Indeed, there is a real stratification in the recovery of employment in the construction sector between coastal and inland markets. In virtually all of the urban coastal markets, employment is now up to 50% of its peak. In the inland markets, it remains at or below 50% and as the aforementioned April permits indicate, this bifurcation is unlikely to change any time soon. The sole exception in Inland Markets is Kern County where an oil boom has fueled economic growth, job growth and construction.

These data describe demand in the labor market but do not explain why there is a shortage of supply rather than a rush of unemployed tradesmen to fill jobs as they become available. To understand the shortage, we need to view California’s housing bust in terms of the effect on labor as one of structural change. A structural change in labor markets occurs when a significant sector or industry permanently shrinks. This happened in Pittsburgh, PA in the ‘80s with the steel industry exodus and in Southern California in the ‘90s with the aerospace industry contraction. The construction industry in California, heavily concentrated near the new tract developments in the inland parts of the state, shows the same signs of a permanent (or for all practical purposes perma-... continued on page 13
When you need to bring in a speaker for your company or association event, you have two choices on the kind of presenter to hire: An expert who speaks or an expert speaker. While those two terms may seem similar, there’s actually a big difference.

An expert who speaks has real-life experience in relation to their topic. Because of this insider knowledge, they can confidently say, “I’ve done this and I’ll show you how to do it too.” In contrast, an expert speaker may have done research on their topic and may have a lot of book smarts, but they can’t offer a personal perspective. Even though the expert speaker is knowledgeable and perhaps eloquent, their main focus is “I’ve read about this.”

In most cases, hiring an expert who speaks is preferable to hiring an expert speaker because an expert who speaks will add power and focus to the event as they share their real-life experiences and compelling content. Additionally, because they’re so personally involved in their topic, they often stay-up-to-date on the current research, which means your attendees will get the best advice possible.

Since hiring the wrong speaker can cripple your event, here are a few steps to take to ensure you make the best decision possible.

• **Check the speaker’s background.**

  Look for industry experience in the speaker’s bio. What did they do (or what are they still doing) in their life aside from speaking? For example, corporate speaker Scott McKain runs several multi-million dollar companies outside of his speaking business. So when he gives advice on how to grow an organization, people know that he speaks from experience—not from a textbook. If specific experience isn’t apparent in the speaker’s bio, don’t be afraid to ask a candidate specific questions about how they came to be an expert in the areas on which they speak. A true expert loves to share why they know so much. In fact, you’ll have a hard time getting them to stop talking!

• **Listen to the speaker’s stories.**

  Watch a few of the speaker’s video clips to preview the candidate in person. Listen for stories where they share examples of things they were involved in, rather than only re-telling other’s stories. Experts who speak will include other’s research and experience in their material, but they will have a lot more of “my research shows…” and “When I did this…” Additionally, find out if the speaker has a compelling personal story. Many experts have a signature story or experience they share that has been polished to perfection and can help carry the message. This is not required to be an expert who speaks, but it’s a bonus.

• **Make sure the speaker goes beyond the “canned” presentation.**

  An expert who speaks goes beyond what he or she thinks is relevant and focuses on what your audience deems relevant. So not only will the speaker get to know your attendees, but he or she will also tailor the presentation to your group’s needs. Unfortunately, many expert speakers don’t focus on the message the audience needs to hear. Rather, they give the same presentation to every group, regardless of the group’s dynamics or special circumstances. An expert who speaks may have some stock material, but he or she frames that material in a way that resonates with a particular audience.

• **Know what you really need.**

  What kind of expertise are you looking for? Realize that the expertise you want from your speaker isn’t always technical or industry specific. For example, if you’re trying to get a group of banking professionals through a time of tough change, it may be better to bring in a change expert rather than a banking expert. Expertise in “change” can come from a variety of scenarios. Chad Hymas is a speaker who survived a horrific accident that left him a quadriplegic (talk about a major life change!). As a result, he has powerful insights on how to handle disruptive change and turn it into a positive. Often, you’ll find that the speaker’s personal life story can do as much to inspire your audience toward the goals of the meeting as the specific “how-to” oriented words they offer.

• **Don’t forget the “speak” part.**

  Getting the world’s foremost expert in a particular topic could be a huge mistake if the speaker can’t deliver their knowledge in a way that engages your audience. Of course we’d all love to find the leading expert in the field who also happens to have incredible platform skills. But that’s a rare find. If you have to give something up, it’s usually safer to err in favor of speaking skills and give up some technical expertise. An engaging speaker with a little less technical knowledge is a better choice than someone with the deepest technical knowledge and a sleep-inducing delivery.

**Your Expert is Waiting**

Experts come in all flavors: Some speak, some are authors, some are CEOs or entrepreneurs, some have navigated a major life or business challenge, etc. However, just because someone calls him or herself an expert doesn’t mean that person is one. The title of “expert” is never self-proclaimed. Rather, it’s a descriptor bestowed on a person from outsiders. So always ask around and find out what others are really saying about a particular speaker you’re considering.

The expert who speaks that you want to hire will have good presentation and communication skills, provide compelling content, and share real-life experiences. When you make a conscious decision to hire an expert who speaks rather than an expert speaker, you’ll be bringing in someone who can engage your audience and carry continued on page 33
REAL ESTATE NOTES

BIBXBY LAND COMPANY ACQUIRES CORONA OFFICE BUILDING—ATKINSON/WALSH VENTURE TO OCCUPY TOP TWO FLOORS IN LEASE VALUED AT $3.2 MILLION

Bixby Land Company has acquired a three-story, 75,000 square-foot office building at 2455 Anselmo Drive in Corona, leasing two-thirds of the previously vacant building at closing to Atkinson/Walsh, the design-builder joint venture that in May 2013 secured a $632 million contract from the Riverside County Transportation Commission (RCTC) for the SR-91 Corridor Improvement Project.

The Atkinson/Walsh venture will occupy the top two floors of the building, approximately 50,000 square feet, on a lease valued at approximately $3.2 million. The tenant was represented by Randy Parker and Steve Card of Travers Realty, while Bixby represented itself in the transaction. The RCTC also plans to occupy a portion of the building as it collaborates with Atkinson/Walsh on the freeway restoration project.

Bixby Land Company cited the building’s excellent freeway exposure to the Riverside Freeway at McKinley Street and the scarcity of large blocks of contiguous space in Corona as instrumental in the firm’s acquisition of the building.

“We viewed this as a great opportunity to invest in a building at approximately 50% of replacement cost and immediately add value by securing an anchor tenant,” said Bill Halford, president and CEO of Bixby Land Company. Terms of the sale were not disclosed.

The acquisition furthers Bixby’s active value add investment strategy on the West Coast. The Irvine, Calif.-based firm has made several office building acquisitions over the past three years, including properties in El Segundo, Torrance, San Jose and Carlsbad. Bixby has completed the renovation of two office projects in Silicon Valley that have been fully leased, and currently has three renovations underway.

MINKA LIGHTING LEASES NEW BUILD-TO-SUIT IN MORENO VALLEY

Minka Lighting Inc. signed off on a lease for a 354,8k-square-foot build-to-suit industrial facility located on San Michelle Road in Moreno Valley. The transaction has a total value of $9.4 million.

Minka Lighting will be relocating from another existing facility in Moreno Valley and will occupy the entire building, which is being developed and owned by Alere Property Group. This transaction marks the first build-to-suit for Alere Property Group.

168-UNIT UPSCALE RES DEVELOPMENT IN RIVERSIDE SET FOR COMPLETION THIS FALL

Construction is nearing completion on The Paseos at Magnolia, a $30 million, 168-unit luxury apartment community in Riverside. The three-story, garden-style, walk-up multifamily project is being developed by Hutton Companies and was designed by KTGY Group Inc., Architecture + Planning.

Located close to regional shopping, transportation, jobs, and restaurants, The Paseos at Magnolia is expected to be completed in autumn 2013. Residents will be moving in as buildings are completed with the first group of residents moving in this month.

Located on 7.68 acres at 11520

The Market for...

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During the 2003-07 period, bubble homebuilders rushed to bring new homes to market to take advantage of the rising profits accruing in home sales. The industry hired nearly 1 million payroll employees and tens of thousands of independent self-employed workers. That level of employment is about 30% higher than what is required in normal times. Moreover, the additional building took construction activity which would have occurred in later years and moved it forward in time. When the bubble burst, there simply was a surplus of workers; a surplus which was structural as it would not be soaked up by a near-term recovery in the economy.

The unemployed electrician who previously had been building houses in Tracy or Lancaster in 2006 was then faced with a choice. He could wait for the market to improve and be re-hired as an electrician, a good choice if the wait were not too long as the electrician had skills that earn him a good wage. Second, he could move out of state to a locale where home building is recovering more rapidly than California. This might be a good move depending on his family situation and ties to the Golden State. Or finally, he could decide that being an electrician in the home building industry was not what he wanted to do, and he would then enter another field of work. Related fields that would be available and that might use at least some of the skills of the electrician could be in the gas fields of North Dakota or Texas or in the maintenance of imaging equipment in a local hospital closer to home.

The longer market-prospects in residential construction stay depressed and non-residential and infrastructure does not pick up the slack, the more attractive the alternatives look. An analysis of structural change that examined 51 episodes in communities across the U.S. over a forty-one year period shows that when structural change occurs, it is not uncommon for labor markets in the region to require from five to 10 years to recover. Part of the recovery process is the movement of labor out of the depressed sector; the choosing of the second or third alternative. Other studies have shown that most of that part of the recovery will have occurred within four years. So where are the construction workers? They are in the oil and gas fields, in the hospitals, in graphic design businesses and elsewhere and they are not coming back to construction any time soon.

There are some good and bad news parts to this story. The good news is the depression in construction employment, at least for those who either stayed in the sector or were marginally attached to it while doing something else, is over. Construction is now a growth sector for California, and given our forecast for continued job gain at rates exceeding the U.S., it should remain so. The bad news is that the shortage of skilled labor will lead to contractors investing in labor-saving capital investment. This will inevitably increase the skill requirement for the building trades, and the lesser skilled
Work With Intention

The 3 Components of Performance Time

By Brian Moran

Everything you want to accomplish in life requires an investment of your time, so when you want to improve your results, you must consider the fact that your supply of time is limited.

Even in this era of innovation and technological advancement, time, more than any other resource, is the limiting factor. Let’s face it, everything requires time. It is the one truly universal condition. Even more vexing is the fact that the supply of time is completely inelastic. No matter the magnitude of demand, the supply is fixed. Moreover, it’s perishable. And yet, time is perhaps the most squandered of all personal resources.

To become great, you must choose to allocate your time to your greatest opportunities. You will have to choose to spend time on the difficult things that create your biggest payoffs. To be great you will need to live with intention. This will require you to be clear on what matters most, and then to have the courage to say no to things that distract you. You will need to guard your time intensely, delegating or eliminating everything possible that is not one of your strengths or does not help you advance your goals.

To be your best, you must intentionally align your time and activities with your strengths and your unique capabilities. When you do, you will also experience a new and ever-increasing level of performance and satisfaction. To achieve this level of performance will require that you carve out time for the strategic—those actions that are important, but not necessarily urgent. Strategic activities don’t typically have an immediate payback, yet they create substantial returns in the future. To stay focused on your strengths, you will need to manage your interruptions and keep the low-payoff activities to a minimum.

In spite of the priceless value of time, many people engage each day on its own terms. In other words, they satisfy the various demands of the day as they are presented; spending whatever time is needed to respond without giving much thought to as the relative value of the activity. This is a reactive approach in which the day is controlling you thus preventing you from performing at your best.

**TIME BLOCKING**

The key to successful time use—intentional time use—is not trying to eliminate these unplanned interruptions, but instead to block out regular time each week dedicated to the strategically important tasks. We call this Performance Time and find that it is the best approach to effectively allocating time that we have ever encountered. Performance Time is an easy-to-use system that allows you to operate like the CEO of your business and life by spending your most valuable asset—your time—with intention. It utilizes a simple time-blocking system to regain control of your day and maximize your effectiveness.

There are three primary components of Performance Time: strategic blocks, buffer blocks, and breakout blocks.

**STRATEGIC BLOCK** - A Strategic Block is a 3-hour block of uninterrupted time that is scheduled in advance. During these blocks you accept no phone calls, no faxes, no e-mails, no visitors - no mental interruptions. You focus all your energies on the preplanned items - the strategic and money-making activities. Doing so concentrates your intellect and creativity and produces breakthrough results. You will be astounded by the quantity and quality of the work you produce. For most people, one strategic block per week is sufficient.

**BUFFER BLOCK** – Buffer Blocks are created to deal with all of the unplanned and low-value activities—like most email and voicemail—that arise throughout a typical day. Almost nothing is more unproductive and frustrating than dealing with constant interruptions, yet we’ve all had days when unplanned items dominated our time.

A Buffer Block allows you to take what would otherwise be inefficient activity and make it more productive by grouping it together. In this way you can handle each item expeditiously and move through the list with some momentum. This allows you to stay focused throughout the day on the important activities.

For some, one 30-minute buffer block a day is sufficient, while for others, two separate one-hour blocks may be necessary. The power of buffer blocks comes from grouping together activities that tend to be unproductive so that you can increase your efficiency in dealing with them and take greater control over the rest of your day.

**BREAK-OUT BLOCK** - One of the key factors contributing to performance plateaus is the absence of free time. So often, entrepreneurs and professionals get caught up in working longer and harder. This approach is an energy and enthusiasm killer. To achieve greater results what’s necessary is not more hours. On the contrary, often it is more free time.

A Break-out Block is a minimum 3-hour block of scheduled time that is devoid of any work related activities and thoughts. It is time set aside to rejuvenate and replenish. Use this time for fun. Enjoy the hobbies in your life. Spend time with family and friends. Play golf. Go shopping. Get some exercise. Go fishing, or sailing...whatever you like to do that is non-work related. You need this time to rebuild your reserves and to open yourself up to fresh ideas and perspectives.

Benjamin Franklin said, “If we take care of the minutes, the years will take care of themselves.”

Everything that we achieve in life happens in the context of time. The reality is that if you are not purposeful about how you spend your time, then you leave your results to chance. While it’s true that we control our actions and not our outcomes, our results are created by our actions. It stands to reason that the actions that we choose to take throughout our day, ultimately determine our destiny.

To realize your potential, you must learn to be more mindful about how you spend your time. Living with clear intention goes against the powerful natural tendency to be reactive because it requires you to organize your life around your priorities and consciously choose those activities that align with your goals and vision. When you use your time intentionally, you waste less of it and spend more of it on your high-value actions. Intentionality is your secret weapon in your war on mediocrity.

The key to successful time use is not necessarily in eliminating unplanned interruptions but in regularly blocking out continued on page 33
### SBA Lenders Serving the Inland Empire

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

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<td>Hilda Kennedy, Founder/Executive Director (909) 916-376-5476 <a href="mailto:ws@tristatecdl.com">ws@tristatecdl.com</a></td>
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<td>James Robinson, President/CEO (909) 916-368-BANK <a href="mailto:info@securitybankca.com">info@securitybankca.com</a></td>
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<td>Julie Johnson, Regional Asset Mgr. (714) 642-2380/375-5761 <a href="mailto:julie.johnson@citi.com">julie.johnson@citi.com</a></td>
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<td>Manuel Ortega, President/CEO (951) 242-1995/242-3324</td>
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**Notes:**
- **NA** = 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.
Real Estate...

Magnolia Avenue, The Paseos at Magnolia will consist of 11 residential buildings plus a state-of-the-art resident recreation and leasing building. The well-appointed apartment homes offer one-, two- and three-bedroom apartment units with six different floor plan options and feature 9’ tall ceilings, gourmet kitchens, granite countertops, generous kitchen pantries, custom vertical blinds, ceiling fan, spacious walk-in closets, ample storage areas, and large patios or balconies. Residents will also enjoy in-unit full size washer and dryer and a private garage at no additional charge.

In addition, The Paseos at Magnolia offers a high level of community amenities such as resort-style swimming pool and spa with private cabanas, state-of-the-art fitness studio, clubhouse with a full kitchen, a theater with plush seating and surround sound, outdoor barbecue and picnic area, a children’s play area and a private community pet park. The community also features a high-tech business center with printing, faxing, and copying services and gated-community access.

“In keeping with the architectural influences of the Mission Inn and the early settlements of Riverside, The Paseos at Magnolia’s architectural elements incorporate the Spanish-Mission Revival architecture style with modern overtones to pay homage to Riverside’s rich architectural heritage,” said David Obitz, KTGY principal and lead designer of The Paseos at Magnolia.

Located near the 91 Fwy at Magnolia, The Paseos at Magnolia offers the perfect blend of convenience and luxury. Residents are minutes from La Sierra University, The Galleria at Tyler, The Shoppes at Riverwalk, Kaiser Permanente, and the Riverside-La Sierra Metrolink Station.

The Hutton Companies is also under construction on La Verne Village, a 172-unit, mixed-use residential and retail community in La Verne, also designed by KTGY. Situated on the site of a former automobile dealership on 7.69 acres, the La Verne Village luxury apartment homes are integrated within a village-center court, complete with more than 15k square feet of integrated retail shopping and dining.

PALM SPRINGS BIZ PARK SELLS FOR OVER $4 MILLION

WLA Investments Inc has purchased North Village Center, a 93.5k square foot, three-building industrial/retail park in Palm Springs. The asset, located at 19345-19465 North Indian Canyon Drive, sold for $4.12 million ($44/sf) in a short sale.

North Village Center was built in phases in 1985, 1986 and 1990. The property, situated on nearly eight acres, is located one block north of I-10, approximately four miles north of Highway 111, the main north/south state highway and retail corridor through the Coachella Valley, and approximately 50 miles east of the San Bernardino International Airport. It was roughly 70 percent occupied at the close of escrow.

The project features excellent visibility and regional access, and varying unit sizes and office and retail showroom configurations to accommodate a variety of uses and tenant expansion needs. North Village Center is expected to realize the benefits of improved access and increased exposure due to the adjacent interstate (I-10) overpass expansion project that was completed in March 2010, giving rise to more than 300k square feet of nearby commercial development planned or under construction. Projects include a commercial shopping center and a Hard Rock Hotel.

Avison Young Principals Dan Vittone and Alan Pekarcik, based in the company’s Irvine, CA...

Four Tips to...

Retirement income planning is critical. Social Security has many nuances, so a personalized approach is necessary to get a better grasp of your retirement future. By using your current information from the Social Security Administration, financial representatives may be able to create scenarios to give you an idea of how the age you begin receiving distributions can affect the monthly amounts you will receive. For example, if you’re divorced or widowed, a financial representative will be able to calculate the different ways you can claim benefits and how they can affect your retirement strategy.

3. Wait to draw. Now that you are planning for it, you can figure out when the right time for you to start receiving benefits. For many people, this will most often be after the age that you are eligible to start collecting full benefits. For every year that you delay, Social Security benefits will increase by a set percentage, eventually putting your monthly benefit above 100 percent. Delaying can also multiply the benefits after it is adjusted for cost-of-living and can potentially reduce the number of years benefits are subject to income taxes. Factors to consider as to when to file for your Social Security benefits include: health status, life expectancy, need for income, future employment, and survivor needs. A financial representative can help you build all of this information into an overall retirement strategy.

4. Get your financial house in order. If you delay your Social Security benefits, you will need to have another way to pay for your needs while you are not working. If you planned early enough, you will likely have adjusted your finances so that you are prepared. Again, talking to a representative can help you plan the best option for the interim time before Social Security paychecks.

Social Security can be confusing, but talking to a representative can help you clarify the role it can play in your retirement strategy. Once you have a strategy in place, you will better be able to enjoy your retirement years, without worrying about the next paycheck.

About Thrivent Financial for Lutherans

Thrivent Financial for Lutherans is a faith-based, 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 outreach 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.

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For additional important disclosure information, please visit www.Thrivent.com/disclosures.
SANBAG ELECTS PRESIDENT, VICE PRESIDENT FOR COMING YEAR

Bill Jahn, Big Bear Lake, and L. Dennis Michael, Rancho Cucamonga, are elected SANBAG president and vice president for new fiscal year 2013/2014. At their June 5, 2013, board meeting, the 29-member SANBAG board of directors elected a new president and vice president for the coming year. Bill Jahn, City of Big Bear Lake, will take the helm as SANBAG president. Elected as vice president was L. Dennis Michael, City of Rancho Cucamonga. Their new roles take effect at the July board meeting. Bill Jahn is executive VP of the Northridge Group, Inc., and president of Bilmar Construction Company. He has been on the Big Bear Lake City Council since 2004 and has served as mayor for four years. He was chairman of the Big Bear Lake Improvement Agency, a former planning commissioner, a representative for Southern California Association of Governments (SCAG), on the League of California Cities, and a member of the SANBAG board since 2007.

L. Dennis Michael spent his career as a firefighter and served as Rancho Cucamonga’s fire chief from 1984 to 2003, when he retired. He has been on the Rancho Cucamonga City Council since 2004 and was elected mayor in 2010. He serves on the League of California Cities Statewide Board, is active on several regional and state boards and committees, and has been a SANBAG board member since 2011.

They replace outgoing SANBAG President Janice Rutherford, second district county supervisor, and SANBAG Vice President Mike Leonard, council member, City of Hesperia.

CSUSB NAMES NEW VICE PRESIDENT FOR INFORMATION TECHNOLOGY

Cal State San Bernardino has named Samuel Sudhakar as the university’s new vice president for information and technology and chief information officer. Sudhakar, who currently serves as vice president of administrative services and chief information officer at Carl Sandburg College in Galesburg, Ill., will start on Aug. 15, said CSUSB President Tomás D. Morales.

“We’re proud to welcome Sam to the university. He has shown strong leadership and helped Sandburg College become the leader in the nation in digital technology,” Morales said.

Under his leadership, Carl Sandburg College was named No. 1 in the nation for digital technology among community colleges its size with a school population under 5,000 and has been named to the top 10 in that category for each of the past six years.

Sudhakar takes the place of Lorraine Frost, who served as interim vice president of the division and chief information officer since 2010.

The Market for...

continued from pg. 13

and unskilled will find that as with other sectors in the 21st Century economy, their lack of skills translates into a lack of good job opportunities.

THE FORECAST

In the three months since our last forecast the uncertainty looming over the U.S. and California economies has not abated. There is still no clear explication of the implementation of Obamacare. Europe continues in recession, Japan is growing, but Taiwan is not and China is slowing, and the final shape of fiscal policy for the 2013-14 budget year is still foggy. Therefore, the outlook for 2013 and 2014 is not radically different than before and has only been moderately adjusted to reflect the most current data.

The factors which have driven California employment and income growth to higher rates than the U.S. are still in play. As the world economy improves, and as investment in the U.S. picks up once again, California will once again have a disproportionate share of that improvement. Our expectation is for this to occur in 2014 and to accelerate in 2015.

Our forecast for 2013 is for total employment growth (payroll, farm and self employed) of 2.6% and 2.1% in 2014 and again in 2015. Non-farm payroll employment will grow more slowly at 2.0% in both 2013 and 2014 and then 2.2% in 2015. Real personal income growth is forecast to be 2.3% in 2013 followed by 3.5% and 3.3% in 2014 and 2015, respectively. Unemployment will fall through 2013 and will average approximately 9.1% for this year. In 2014, we expect the unemployment rate to drop to 8.1% on average, a percent higher than our U.S. forecast and thence to 7.1%.

Half Full?...

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“Lorraine has admirably supported the university,” Morales said. “She has been an important member of my leadership team this year, serving as a strong advocate for IT and the role it plays in supporting student success. She deserves our collective thanks and appreciation.”

Sudhakar has also overseen the college’s business services, information and communications technology, the campus library and several other key administrative areas at Carl Sandburg College since 2008. He also served in key leadership roles on numerous committees and councils, including the Association of Community Colleges for Electronic Sharing and the Illinois Community College Council of Administrators Technology Commission.

Sudhakar earned his bachelor’s degree in electronics and communications engineering from Bharathiar University in Coimbatore, India, and his master’s degree in management and information systems from St. Joseph’s University in Philadelphia, where he was a merit scholar. He went on to earn his doctorate in business administration from Northcentral University in Prescott, Ariz.
Certified Public Accountant Firms
continued on page 23

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- Real Estate, Manufacturing
- Construction, Non-Profit, Corporate Finance
- Service Firms, Manufacturers, Charter Schools
- Colleges & Universities, Other Non-profits, Individuals/Families
- Accounting, Internet/OnLine, Pension Plan Audits, Tax Planning, Business Valuation, Fraud Investigations
- Construction, Health Care, Manufacturing
- Audit, Tax, Business & Personal Planning
- Estate & Tax Planning, Elder Care
- Fraud Investigations, Agriculture
- Healthcare, Manufacturing, Construction
- Auditing & Accounting Services, Tax Preparation & Consulting
- Business Valuation & Consulting
- Manufacturing, Distribution, Construction, Real Estate, Dealerships, Prof. Serv. Firms, Employer Benefit Plans, Non-Profit Organizations, Government Organizations, Agriculture, Assistance, Tax, Accounting, Advisory
- Audits, Reviews, Construction, Tax and Consulting for Real Estate, Health Care, Government, Agriculture, Assistance, Tax, Manufacturing
- Healthcare, Pension 403(B), Government, Commercial Businesses, Non-Profit
- Full service SEC/SOX, Assurance, Tax Compliance, Tax Planning, 401(k) Audits, Forensic Accounting, International Business Services, Consulting
- Income/Estate Tax Services, Audit & Accounting Services, Fraud Prevention & Investigation Services

### Top Local Executive
- Bruce White
- Managing Partner
- (909) 368-2107

### Phone/Fax Address
- (951) 268-4457

### Email Address
- BruceWhite@swensonadvisors.com

### Continued on page 24

$4 Million Fine...

Healthcare Workers (NUHW). In November of 2011, NUHW filed a 34-page complaint with the DMHC and has cooperated with the agency’s ensuing 19-month investigation. In addition to the $4 million fine, the DMHC also filed a “Cease and Desist Order” against Kaiser that emphasizes the risks posed to patients:

“The Department finds that the Plan’s deficiencies are serious and may put some of its members at risk of harm. Therefore, as set forth in this Order, the Department of Managed Health Care hereby directs the Plan to Cease and Desist from any further violation of the foregoing statutes and regulations in order to protect the interests of enrollees.”

In a press release, DMHC Director Brent Barnhart reiterated the seriousness of the DMHC’s findings:

“The Department’s actions are a result of both the seriousness of the deficiencies and the failure of Kaiser to promptly correct them. The Department is taking this action to ensure that Kaiser promptly corrects these deficiencies and provides its patients with the mental health care promised to them by their health plan.”

### Digging Deeper?

By Tommy A. Purvis, IE Weekly

“False” statements and radioactivity plague a rural San Bernardino County mine. Molycoorp’s got some ‘splainin’ to do.

The delayed production of rare-earth elements under Project Phoenix at the Molycoorp Mountain Pass Mine in the northern tip of rural San Bernardino County has led to a stock meltdown and several class-action lawsuits in U.S. District Court for the District of Colorado.

The legal flurry can be found in the “false and misleading statements” regarding production and company earnings from former Molycoorp Chief Executive Officer Mark A. Smith, who sought to raise capital in order to revive the long troubled mine found 15 miles from the Nevada border on the well-traveled I-15. A complaint filed by San Diego-based law firm Robbins Geller Rudman & Dowd alleges that Smith “misrepresented and/or failed to disclose” that “development and the expansion of the Mountain Pass mine was not progressing on schedule and would not allow the company to reach rare-earth oxide production rates at the end of calendar 2012 and 2013.”

Trent Smith, a spokesperson for the law firm, said that it would be unable to comment regarding the ongoing litigation. Officials from Molycoorp did not respond to the legal filing.
Investigates Sale... Snow Summit and Bear Mountain, two mid-sized ski resorts in Big Bear Lake. It is the leading ski resort company in Southern California with average annual skier visits of more than 700,000. Last year Snow Summit celebrated its 60th anniversary.

The Snow Summit board anticipates that if an offer of sufficient merit is received, it will be presented to all the shareholders for a vote of approval or rejection. The process could take several months or longer, and a sale will not necessarily occur.

"Confidentiality is a necessary part of this process, so, at least for now, Snow Summit management and directors will not be able to answer questions that go beyond what has been stated," said Richard Kun, president and CEO of the company.

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Portraits of Philanthropy

In California’s Coachella Valley, the Berger Foundation is making a difference

“...to know Ronald and Sherrie Auen is to know that their passion extends well beyond the gift of land, funds and resources,” California State University Chancellor Timothy P. White says. “They give of themselves and their time, which is the truest principle of philanthropy.” The new CSU chancellor first met the Auens thousands of miles away, when he was the president at the University of Idaho, Moscow, from 2004-2008. White and the Auens came together on the 1,200-acre ranch they donated to UI that became the Nancy M. and P. White Auen’s Center for Agricultural Training Facility and Education Center, a hands-on agricultural training facility in farm country, the center is aimed at giving students in that area skills that will help maintain and grow their own communities.

Ideals like this and the Auens’ midwestern, middle-class roots synched well with the philanthropic visions that had guided the H.N. and Frances C. Berger Foundation, which Ron Auen has headed since 1988 as its president and CEO. The private family foundation was established by its namesakes in 1961, Sherrie was born in Illinois, raised in Idaho and headed for California to go to school. Ron was also born in Illinois, but his residence was in Iowa. He moved to Pasadena, with his family when he was seven years old. His family of six lived in a two-bedroom home. Ron’s bedroom was a tent in their backyard. Ron worked, as did his sisters and brothers, from a very young age in an effort to assist the family.

Like the Bergers, the Auens look not to give people a handout through their philanthropy, but rather give them a hand up, “to help people to help themselves,” the foundation’s mantra that has stood the test of time.

In 1992, Ron and Sherrie established the Auen Foundation, which is dedicated to enhancing the overall quality of life of the aging population by supporting charitable programs and services aimed at meeting the social needs of mature adults and their families. Growing up with live-in grandparents, aging issues and the value of intergenerational connections were things Sherrie developed a passion for at a very early age. Today, Sherrie is a trustee and the program director for the Auen Foundation, where she works daily, just a few doors down from Ron and the Berger Foundation offices.

One of the Auens’ favorite success stories of giving is the Berger Foundation’s support of the “I Have a Dream” program founded by Eugene Lang. On a television show in the early 1990s, Ron heard Lang tell his story, how he had returned to his school in Harlem to give a talk, but just before he delivered his speech he heard from the school principal that most of the children would never graduate from high school. In that moment, Lang abandoned his speech and instead told the kids that he’d fund the college education of any student there if they finished high school. That was the beginning of the national “I Have a Dream” Foundation. The concept of sponsoring large groups of at-risk youth so moved Ron that he wanted to meet Lang, and did. He came back motivated. In 1991, board members from the Berger Foundation visited a school in Pasadena, from Ron’s old school district, where, as part of the national program, the foundation adopted a class of third-graders. The studies and families in that class were informed that, if the third-graders finished high school, the Berger Foundation would fund their college or trade school educations. But it wasn’t always easy to convince a parent that perfect strangers were going to give their kid funds for college. One grandmother and guardian made her skepticism crystal clear, looking the foundation committee in the eyes and saying they were lying. After experiencing the one-on-one mentoring, tutoring and special experiences the program offered her granddaughter, she discovered they were not, and the one child of hers who had become a recipient of the Berger Foundation’s goodwill also became the embodiment of hope for her siblings, all of whom would graduate from high school and attend college.

The next year, believing that third-grade was slightly too late to pull children into the program, they started with first-graders. For the next 15 years, the Berger Foundation sponsored some 150-plus children, with more than 90 percent of them graduating from high school. Ron knew what many of these children were up against. They could wake up mornings wondering if there was any escape from the drugs, wrong crowds or palpable apathy that ate at their neighborhoods and schools. As a teenager, Ron was out on the streets and “known,” he remembers. When he was 15, he somehow managed to join the military. There, he ran into a few problems, too, but served for nearly five years in the Army, earning a GED, and positioned as a field artillery gunner in Europe for a period, scored high on a military IQ test, and found himself in a newly formed counter mortar radar unit, which expanded his base of education.

Ron says he feels the time in the service saved his life because of the strict discipline and structure, which carried consequences for a person’s actions. These were concepts he had never paid attention to but it was, as he puts it, the beginning of a positive life path. Although

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Medical School...  

continued from pg. 1

2014 California State Budget. However, further advocacy will still be needed to ensure that the funding remains in the final budget package passed by the Legislature and signed by Governor Jerry Brown.

This is a significant step towards the goal of securing state funding for the medical school but further action must still be taken. With the budget language in both the Senate and Assembly versions of the proposed budget, continuous funding for the school will likely be in the final version of the budget that goes to Governor Brown for approval.

“Securing the Governor’s approval on a final budget with the $15 million in funding for the school is the final and most important step,” said Judy Carpenter, chair of the chamber and President/COO of Riverside Medical Clinic.

The medical school is a top priority for the chamber due to its significant economic impact and its distinct ability to address healthcare needs in the region. The UCR School of Medicine has already created 139 jobs in the region and is projected to bring nearly 1,000 jobs by 2021. A primary care physician in California has an annual economic impact of nearly $1 million by treating patients and contracting for related medical services and goods.

“Our community is facing a problem that we cannot afford to ignore: rising healthcare needs that are increasingly disproportionate to available resources, including a severe shortage of physicians in our area. A local school of medicine would help address and close these gaps,” said Dr. Dan Anderson, President/CEO of Riverside Community Health Foundation.

Under the California State Constitution, the Legislature must pass the state’s budget bill by midnight on June 15. The Governor must sign or veto all budget legislation prior to July 1, when the state’s fiscal year begins. Chamber members are encouraged to stay active in the legislative process.

For more information on further ways to advocate for the UCR School of Medicine, contact Governmental Affairs Manager Nicholas Adcock at nadcock@riverside-chamber.com.
Indio City Leaders OK Budget, Economic Development A Priority

Indio’s City Council approved 5-0 the city’s 2013-14 fiscal year budget in a joint council and Indio Water Authority board meeting. Indio City Council candidate Mike Wilson along with city leaders, approved a balanced budget with $51 million in expenditures and $51 million in revenue. By the end of the next fiscal year, Indio is expected to have $3.8 million in reserves.

La Quinta Resident a Recipient of Inspiration Award

Phyllis Stuchul, 86, of La Quinta was recently honored as a recipient of the 2013 Senior Inspiration Award by Riverside County Supervisor John Benoit. Her volunteerism in the Coachella Valley, starting with Martha’s Village and Kitchen, and working with The Old Town Coffee Group (TOTCG) to help the less fortunate, was acknowledged with this award.

Chinese Americans Turn Out to Support President Xi Jinping

About 100 Chinese-Americans gathered across the street from the Hyatt Regency Indian Wells Resort & Spa this past month to show their support for Chinese President Xi Jinping and first lady Peng Liyuan. The couple were staying at the resort during Xi’s two-day summit with President Barack Obama at the Annenberg Retreat at Sunnylands in Rancho Mirage. Members of organizations—the Chinese American Federation, Chinese American Association for Commerce and Cultural Exchanges, Roundtable of Chinese-American Organizations and a group of Chinese-American students from the University of California, Los Angeles—waved U.S. and Chinese flags.

“We warmly welcome President Xi,” said Robert Chin, president of the Chinese American Association for Commerce and Cultural Exchanges. “We are supportive of both countries, together, and we hope both countries will be peaceful in the future.”
<table>
<thead>
<tr>
<th>Company Name #</th>
<th># CPA's in I.E. #</th>
<th># Officers in I.E. #</th>
<th>Year Founded</th>
<th>City/State/Zip</th>
<th>Address</th>
<th>Address</th>
<th>Title</th>
<th>Industries and Specialties</th>
<th>Top Local Executive</th>
<th>E-Mail Address</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rogers, Conn, &amp; Co.</td>
<td>12</td>
<td>1067 Park View Dr.</td>
<td>1966</td>
<td>Covina, CA 91724</td>
<td>11</td>
<td>Automotive, Medical, Estate &amp; Financial Planning, Construction, Manufacturing</td>
<td>Dale Duncan</td>
<td>Managing Partner</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Lightfoot, Ralls, &amp; Lightfoot, LLP</td>
<td>15</td>
<td>1215 W. Foothill Blvd., Ste. 300</td>
<td>1946</td>
<td>Claremont, CA 91711</td>
<td>10</td>
<td>Trusts, Estates, Financial Services, Income Tax</td>
<td>John H. Lightfoot</td>
<td>Managing Partner</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Streit &amp; Peters CPAs, Inc.</td>
<td>16</td>
<td>8737 Bob Hope Dr., Ste. 309</td>
<td>1976</td>
<td>Rancho Mirage, CA 92270</td>
<td>2</td>
<td>Small Business, Construction, Real Estate, HOA’s</td>
<td>Chuck Peters/Dave M. Streit</td>
<td>Managing Partner</td>
<td></td>
<td></td>
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<tr>
<td>Lund &amp; Guttit, LLP</td>
<td>17</td>
<td>37070 Bob Hope Dr., Ste. 309</td>
<td>1953</td>
<td>Rancho Mirage, CA 92270</td>
<td>3</td>
<td>Public Sector, Hospitality, Health Care, Real Estate, Tax Planning, Audits, Litigation Support, Business Consulting, Estates, Trusts</td>
<td>Gary Duck</td>
<td>Managing Partner</td>
<td></td>
<td></td>
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<tr>
<td>Reis, Jackson, &amp; Co.</td>
<td>18</td>
<td>304 W. Hospitality Ln., Ste. 6A</td>
<td>1947</td>
<td>San Bernardino, CA 92408</td>
<td>3</td>
<td>Tax, Estate Planning, Financial Statements, Business Consulting, Accounting, Full service, Litigation Support</td>
<td>Frederick Reis</td>
<td>Managing Partner</td>
<td></td>
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<tr>
<td>Seigler &amp; Tweedle CPAs</td>
<td>21</td>
<td>10320 Indiana Ave., Ste. 211</td>
<td>1969</td>
<td>Riverside, CA 92503</td>
<td>7</td>
<td>Tax &amp; Estate Planning, Business Consulting, Agriculture Real Estate Development, Manufacturing</td>
<td>Gregory A. Seigler</td>
<td>President</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Blocker Burr, CPA</td>
<td>22</td>
<td>3600 Lime St., Ste. 612</td>
<td>1992</td>
<td>Riverside, CA 92501</td>
<td>5</td>
<td>Business Consulting &amp; Growth Development, Tax Planning &amp; Preparation, Elder Care Services, Audits of Non-Profits</td>
<td>Richard Blocker</td>
<td>Partner</td>
<td></td>
<td></td>
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<tr>
<td>Thrall, Larran, &amp; Based, CPAs</td>
<td>24</td>
<td>202 N. Mountain Ave.</td>
<td>1972</td>
<td>Upland, CA 91786</td>
<td>4</td>
<td>Retail, Construction, Manufacturing, Services and Professional, General Business Accounting and Individual, Business and Estate Tax Planning and Preparation.</td>
<td>John Bawal</td>
<td>Manager</td>
<td></td>
<td></td>
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</tbody>
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NA = Not Applicable W/O = 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, PO. Box 1979, Rancho Cucamonga, CA 91729-1979. Copyright 2013 by IEBJ.
The impact of Kaiser’s violations is massive. With more than 7 million enrollees, Kaiser is the largest HMO in California and is the largest private-sector provider of mental health services in the state. It delivers care to patients with conditions that range from depression, anxiety disorders and autism to bipolar disorder, schizophrenia and suicidal ideation.

The DMHC fined Kaiser due to its violations of four areas of state law.

• Kaiser committed “systemic access deficiencies” by failing to provide its members with timely access to mental health services. Under California’s “timely access” regulations, HMOs are required to provide appointments to patients within 14 days of their request for mental health services. Instead, large numbers of Kaiser’s patients were required to endure lengthy waits. For example, the DMHC identified three Kaiser medical centers in Southern California where “less than half” of the patients were seen within the required timeframe. At some facilities, these failures persisted for ten consecutive months and were so grave that two-thirds of Kaiser’s patients were not seen in a timely fashion during certain months. In Northern California, one Kaiser facility treated fewer than 40% of its patients within the required timeframe. This failure continued for five consecutive months ending January 2012.

• Kaiser’s internal record-keeping system contained numerous problems—including a parallel set of “paper” appointment records that differed from the HMO’s electronic records—that hid patients lengthy wait times from government inspectors.

• Kaiser failed to adequately monitor and correct its violations of state law. Records show that Kaiser was aware of its violations, but failed to take action to correct the problems.

• Kaiser provided “inaccurate educational materials” to its members that had the effect of dissuading them from pursuing medically necessary care and violated state and federal mental health parity laws.

The impact of Kaiser’s violations is massive. With more than 7 million enrollees, Kaiser is the largest HMO in California and is the largest private-sector provider of mental health services in the state.
“Do It! Marketing:
77 Instant Action Ideas to Boost Sales,
Maximize Profits, and Crush Your Competition,”

At first glance my reaction to this book was that it had somehow strayed from the herds of how-to sales and marketing books that were commonplace during the 1980s and 90s. Just as there was back then, there’s lots of good information in “Do It! Marketing” for budding entrepreneurs. In fact there’s more solid, practical “how-to” in this sales and marketing book than in the volumes written nearly three decades ago.

Author David Newman, has organized the book innovatively within the concept of “77 Instant Action Ideas.” You will see this early in the book when the author makes it clear before you start considering what your customers want, you have to determine what you want. You have to establish what Newman calls your “Thought Leadership Platform.” He explains it this way:

“At its basic level, this is simply the collection of concepts, methods, sound bites, and guiding principles by which you deliver your products and services. Another way to look at it is as your operational philosophy.”

Newman goes on to note the “Five Keys to Developing Your Thought Leadership Platform”:

1. Go with what you know. Look to your own education, background, experience, passions, or specialized skills.
2. Tie it into a common problem, evergreen challenge, or growing trend. For example, helping your business clients improve sales is always strong; helping them improve performance and productivity is always strong. Avoid fads or nontransferable expertise.
3. Figure out what your prospects are already buying and position your solutions in that same category. What are they currently investing money in that they think or hope will solve the same problem as your product or service?
4. Market-test your new messages, principles and angles informally with your business friends, employees, partners, and trusted advisors. Does your new Thought Leadership Platform Platform make sense to them?
5. Call or meet with some actual buyers, and get their reaction (your industry contacts, clients, former clients, prospects). And no, this is not a sales gimmick. You are really simply running some new ideas by them.

Newman goes on to state: “If you’re not comfortable taking this approach because it sounds too much like asking for a favor (gasp!), then try this reversal technique. Tell them you have some new ideas, and you’d like their help in shooting some holes in them to see what I’ve missed.’ People love tearing down ideas (sad but true). The only thing you’re not telling them is that in the process of shooting all those holes in your Thought Leadership Platform, they are actually helping you to make it bulletproof!”

Newman’s humor punctuates his book and helps keep you on your toes. Here’s one example that leads off the third idea: “Who are you?”

This part of the book is titled ‘It’s About Them, Really.’ So why is this the first chapter called ‘Who Are You?’ Because all leadership is self-leadership. All knowledge is self-knowledge. Ha! Gotcha—That was philosophical mumbo jumbo.

You can never be too careful reading these business books. Stay alert!”

There’s a factor other than humor that makes David Newman’s book a cut above most of the sales and marketing how-to books. There’s an unusual approach in what he’s done that makes it easy to read and memorable. That’s especially true of his 70th idea, “The Secret Sauce.”

He puts it this way: “Want to know the secret sauce to your success?”
You ready? Here’s the hid-
Bitchin’ beer, bangers and fish at Black Watch Pub!

It’s a lazy Sunday afternoon, and the winds have kicked around sand and dust to mingle with the smokiness that settles outside the bar. Inside, there’s a fierce game of darts going on (a blind draw tournament as I come to understand), while mostly middle-aged men sit around the bar engaged rapid-fire riposte over soccer, pro-England joshing the opposition in playful chagrin.

Welcome to the Black Watch Pub, a traditional English pub located on the dusty corner of Central and Arrow Route (not to be confused with Arrow Highway, one block south). It’s a dark, dank, no-frills type of place populated mostly by locals, college barhoppers seeking cheap eats and pool play and pro-Union Jack soccer hounds commiserating with fellow Brits. Think of Black Watch Pub as a divier version “Cheers” where the waitresses are much friendlier than Diane Chambers, girly bartenders standing in for Coach or Woody, and tasty meals that damn near rivals any gastropub in the Empire (without the gastropub prices), in an atmosphere where “everybody knows your name.” And if you are a stranger, you won’t be for very long, as regulars like “Doc” will unwittingly strike up conversations without provocation.

On this particular day, Kitty, the sweet and affable daytime bartender, has assumed cheffing duties in the kitchen, showing her culinary chops with a deft hand. After Doc has finished schooling me on the praises of his beloved bar (and the Indian chicken curry by his favorite railroad chef, Bob, who also happened to serve President Clinton on one journey), my dining partner and I start off with a basket of salty, breaded Marvelous Mushrooms ($7) and the popular savory Sausage Rolls ($7), a duo of moist, juicy bangers enveloped in flaky puff pastry and served up with spicy mustard that will burn the hairs off most nostrils. A dash of HP sauce adds a nice, vinegary bite. Washed down with an ice cold pint, these two would make satisfactory pecking food for any Happy Hour crowd.

Next up are the Fish and Chips ($9.75), a surprisingly light and flaky affair for baseball-sized chunks of beer-battered cod. Depending on her mood, Kitty will create her batter using Coors Light or a darker brew. The slaw, a mostly dry mixed heap of shredded purple and green cabbage, is topped by a dollop of tangy mayo dressing and a plus for those who despise their veggies dripping in mayo. We also order the Bangers and Mash ($9.25), the ultimate English pub grub. Kitty’s dish consists of two plump, juicy sausages accompanied by a side of baked beans and three scoops of mashed potatoes smothered in gravy. The sausages are nicely caramelized on the outside, yet much like the hot sausage rolls, still moist and oozing in juices on the inside.

Our last dish of the afternoon is a duo of meat pies, also known as Pasties and a staple in the working-man’s diet. These two “meat and potatoes” dishes have good, hearty flavor and its hefty proportions would crack satisfy any starving college student. The Steak and Mushroom Pie ($9.75) has an especially satisfying bent; a hot, steaming mound of beef and mushrooms baked to perfection inside a savory, flaky crust.

With nearly 18 beers on tap (including Irish Guinness and English favorites like Boddington’s and Newcastle) and new beers for less than $5 a bottle, the sky’s the limit when it comes to getting the best buzz and conversation in town. Cheers!


Dinner for two with drinks, $46. AE, MC, V.
Portraits of... continued from pg. 20

he did not receive a traditional high school diploma or a college degree, Ron worked for free to learn skills, and dabbled in higher education throughout his life, including taking some classes at Cal State Long Beach in the 1950s and ’60s. He studied drafting, radio announcing, took flying lessons for a pilot’s license and learned more about construction, which gave him the expertise for his building and developing career.

As the CEO for the Berger Foundation, Ron carries with him a belief in programs imbued with a measure of discipline, because it sets the table for forays into philanthropic work. The Berger Foundation is run differently than most philanthropic foundations in the country. Rather than meeting once every few months to review applications and select grant recipients, an executive committee, made up of working board members meets “daytoday,” reading proposals together and going onsite to meet the people and see the programs under consideration.

“The Berger Foundation is a team,” says Fred Jandt, dean of Cal State San Bernardino the Palm Desert Campus. “It is not Ron and Sherrie alone by any means. Ron carefully handpicked the original board of people he had worked with for many years whom he trusted.”

While the members of the board, and how they have worked, have been consistent, the recipients of Berger Foundation grants began to shift about 18 years ago. In the beginning of the couple’s philanthropic endeavors, about 25 percent of Berger Foundation gifts were awarded near the home headquarters in the San Gabriel Valley, with the other 75 percent going throughout the U.S. This meant Ron, Sherrie and members of the executive committee were doing a lot of traveling. In 1996, beyond traditional retirement age for most board members, they were drawn to a simpler life, where the Auens made their second home in Palm Desert. Exposing the pros and cons of relocating, a board decision was made to move the foundation’s headquarters to Palm Desert.

“Little did we know,” says Sherrie, “the needs that were here, because we saw the surface of everything. How wonderful it is to live here.” The Coachella Valley is that. It is a strange mix of those who worked hard to make it – and have – and those who are working hard: farm laborers, dry cleaners, and restaurant and hotel workers. Today, almost 90 percent of the funds from the Berger and Auen Foundations go to causes in the Coachella Valley. “We came here for the quality of life for ourselves, we thought. We didn’t realize we came here for the community. Once we were here we realized the needs and the impacts the foundations could have.”

The Berger Foundation has, in the words of one friend, become an “industry” in California’s Coachella Valley.

“The Auens are consummate philanthropists and community partners,” says CSUSB President Tomás D. Morales. “This is why they are so good at what they do. Their giving in the United States, and especially in the desert, has helped transform lives and advance education.”

The Auens have certainly done that for CSUSB. When approached in 2002 by former Indian Wells Mayor Dick Oliphant, who was co-chairing a vigorous campaign to raise funds for the first permanent building at Cal State San Bernardino’s Palm Desert Campus, a quick decision was made by the H.N. and Frances C. Berger Foundation Executive Committee to underwrite $4 million and finish the first building. Dick says he was driving when he received the call from Ron, and said he nearly ran off the road. Surprisingly, that wasn’t the last time a call from Ron distracted Dick from driving. After the completion of the building, which sported a 123-seat auditorium and smart technology, Ron called while Dick was on his way home from San Francisco. “I told him we were going to name the auditorium after him and his wife Jan. We heard a screeching and turning, and he said, ‘I damn near broke my car!’”

When you’re doing good deeds, almost causing a man to crash twice are forgivable trespasses. Through years of giving, the Berger Foundation has fixed a lot of things. Since Ron took the helm, the foundation has awarded grants totaling nearly $400 million dollars nationwide. Since the inception of the CSUSB Palm Desert Campus, the foundation has extended in excess of $6 million toward the CSU facilities in Palm Desert, now a campus of four permanent buildings thanks also to the area towns, foundations and citizen donors that have rained upon the campus more than $35 million in a model public-private partnership that was once featured on the front page of the Sunday New York Times. Today, the PDC is a blend of squared and rounded architecture and vintage desert landscaping all at the corner of Cook Street and Frank Sinatra Drive.

The reward for the Auens has been to see a four-year college grow in the low desert and make life simpler for new crops of students. It was true for Catharine Reed, a single mom with two children living in Palm Desert, who never would have been able to make the drive from there to CSUSB. For years, she took one or two classes at a time at the Palm Desert Campus, working on her degree in psychology and graduating just five years ago. In June, the Auens will go to commencement ceremonies for the Palm Desert Campus and be awarded honorary doctorates of humane letters from CSUSB, something they both say they are proud to receive. Ron says he is particularly emotional about it. He works every day to ensure more kids that are growing up like he did are given opportunities to see their potential and reach their dreams, because the school of hard knocks is not necessarily the path he would direct young people down.

“Education,” says Ron, “is an immeasurable gift.”

NASA’s Newest... continued from pg. 5

Middle East flying combat missions off the USS John F. Kennedy.

“Lt. Cmdr. Glover completed our space systems certificate program back in 2005, and I am very pleased to see he will be able to apply some of what he learned to his ambitions in space flight,” added Space Systems Academic Group Chair Dr. Rudy Panholzer. “As a Navy pilot, it is very challenging for these officers to remove themselves from the cockpit to obtain a valued, educational experience in the classroom... This is precisely why we ensure our programs are available remotely, and in the more condensed format of our academic certificates.”

Although a few years removed from his time at NPS, Glover was recalled by his former advisers and teachers as an overachiever.

“I remember Victor Glover as an exceptional student in the product development 21st century (PD-21) curriculum,” noted Dr. John Osmundson, a research associate professor in the NPS Department of Information Sciences and co-advisor on Glover’s thesis. “He was extremely enthusiastic and always produced very high-quality, technical work. It was clear from his interactions with the rest of his PD-21 cohorts that Victor was a natural leader. He had an outgoing, engaging personality and always integrated the rest of the students in course discussions and project work.”

Glover says that while he is eager to get started on his training, he is also still trying to absorb the reality of his accomplishment.

“It still hasn’t completely set in that this is really happening. It’s an amazing opportunity professionally, and personally. This is an amazing group of people that I have been selected to join, and it truly is overwhelming on so many levels,” Glover said.

“The next achievements in space will require a great deal of work by many of us selected now,” he continued. “I am happy to be associated with the accomplished and... continued on page 33
untold story...
continued from pg. 7

e—global GDP could expand by US$2.6 trillion (4.7%) and exports by US$1.6 trillion (14.5%).

Research finds further that “countries that experienced higher changes in intra-industry trade between 1985-2009 are those integrated in a supply chain.” For example, Thailand’s highest value-added export is automatic data processing machines and parts thereof: a roughly $19 billion industry. And these component parts do not go directly to the top of the supply chain: China, Hong Kong and Malaysia account for 48% of total computer related exports.

Technology: Global trends toward trade liberalization are not the only reason for the fabulously gains of intra-emerging market trade. Unless it was cost effective, pure vertical integration from the top to the bottom of the supply chain would be the rule, not the exception. Instead, improved shipping and communication technology translate to unprecedented precision in scaling and timing shipments. Manufacturers can reliably and profitably ship component parts from their specialized point of origin to a special assemblage from their specialized point of origin to a special assemblage. Shipping cranes alone accounted for a productivity boost of better than 40 times an average long-shore gang. Technological improvements allow trade to flourish.

Production leads to domestic consumption

What follows increased productivity and superior value added integration in the world economy? Domestic entrepreneurship and consumption in emerging markets. Entrepreneurship is already alive and well. In 2011 a network of 500 emerging market entrepreneurs created more than 150,000 jobs, generating over $4.1 billion. University of Michigan economists report that, “pressure from foreign competition and linkages with foreign firms (within and outside of the country) improve domestic firms’ innovative capacity and…that firms in more market oriented economies tend to innovate more.”

Domestic producers capable of innovating and supplying the right mix of goods will bring local consumers their desired products. The fruits of these labors will trade regionally, and the power of domestic markets will feed off one another (think of the virtuous cycle between Singapore and Hong Kong). And these emerging market trade connections (as we’ve loosely termed them) do not stop with ports and ships: “by 2011, Brazil had 53 bilateral health agreements with 22 put of Brazil, India and China will surpass the G7 (minus Canada). By 2030, global middle class spending will reach $5 trillion, a far cry from $21 trillion today. Instead of today’s multi-national corporations providing low-skilled, but comparatively better paid jobs, local entrepreneurs will drive the extraordinary boost in emerging market consumption.”

From trade to financial deepening

The rise of the global middle class impacts investors. A closer look at the emerging markets reveals important changes in financial markets, in addition to the economic changes underway. The corporate bond market, still nascent in many developing countries, provides a unique look at how these countries are developing and how global investors are responding.

But we have been here before. Indeed, in London, in 1868, the oldest surviving closed end investment fund opened—the Foreign and Colonial Investment Trust. Over the course of the second half of the 19th century, this fund, originally comprised of “well-selected government stocks...added colonial government securities and then US railroad stocks. After 1890 the fund moved to a 90% exposure to the New World outside Europe.”

Fast forwarding to the first quarter of 2013, 116 individual emerging market US dollar bond issues came to market, averaging $539 million in size. This compares to 101 deals in 2012 averaging $706 million and 71 deals averaging $735 million in 2011 (i.e. increasing deal flow and smaller deals). Interestingly, 53% of the issuance (a majority!) was from non-investment grade issuers in 2013, versus 63% last year and 51% in 2011. While two years of data hardly implies a trend, these figures seem to corroborate...continued on page 30.
### Business & Liability Insurance Agencies Serving the I.E.

**Ranked by Value Premiums Written 2012**

<table>
<thead>
<tr>
<th>Company Name</th>
<th>Address City, State, Zip</th>
<th>$ Value Premiums Written LE 2012</th>
<th>Number of Premiums Written LE 2012</th>
<th># Licensed Agents LE, # Employees LE</th>
<th>Coverage Offered</th>
<th>Headquarters Year Established LE</th>
<th>Top Local Executive Title Phone/Fax E-Mail Address</th>
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<tr>
<td>Hub International</td>
<td>1. 4371 Laemmle St., Ste. 101 Riverside, CA 92501</td>
<td>$355,000,000</td>
<td>WND 80</td>
<td>100</td>
<td>Business Insurance, Personal Insurance, Employee Benefits, Life, Health</td>
<td>Chicago 1981</td>
<td>Kirk Christ (951) 770-8510/788-8502 <a href="mailto:kirk.christ@hubinternational.com">kirk.christ@hubinternational.com</a></td>
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<tr>
<td>Orion Risk Management</td>
<td>2. 2280 Waddell Cir., Ste. 230 Corona, CA 92880</td>
<td>$120,000,000</td>
<td>80,000,000</td>
<td>23</td>
<td>All Commercial Lines of Insurance</td>
<td>Corona 2001</td>
<td>Lawrence Brown (951) 734-9477/734-9478 <a href="mailto:lbrown@orionrisk.com">lbrown@orionrisk.com</a></td>
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<tr>
<td>Hamilton Brewart Insurance Agency</td>
<td>3. 128 W. Arrow Hwy, Upland, CA 91785</td>
<td>$110,000,000</td>
<td>1,200</td>
<td>20</td>
<td>Commercial Property &amp; Liability, Workers' Compensation, Personal Auto &amp; Homeowner, Group Life &amp; Health</td>
<td>Upland 1976</td>
<td>Derek Brewart (909) 981-5210/696-3484 <a href="mailto:derek@hamiltonbrewart.com">derek@hamiltonbrewart.com</a></td>
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<tr>
<td>Alliant Insurance Services, Inc.</td>
<td>4. 735 Carnegie Dr., San Bernardino, CA 92408</td>
<td>$59,968,000</td>
<td>3,018</td>
<td>54</td>
<td>Business Insurance, Employer Benefits</td>
<td>Newport Beach 1927</td>
<td>Charles Shulkin (909) 866-9611/866-2013 <a href="mailto:cshulkin@alliantinsurance.com">cshulkin@alliantinsurance.com</a></td>
</tr>
<tr>
<td>Cumbre Insurance Services</td>
<td>5. 333 E. Concourse, Ste. 1-200 Ontario, CA 91764</td>
<td>$42,000,000</td>
<td>1,750</td>
<td>14</td>
<td>All Commercial Lines of Insurance</td>
<td>Ontario 1986</td>
<td>Ruben Medina (909) 444-2856/444-2849 <a href="mailto:ruben.medina@cumbreinc.com">ruben.medina@cumbreinc.com</a></td>
</tr>
<tr>
<td>Amorilli, Roesmann, &amp; Assoc., Ins. Svcs.</td>
<td>6. 1333 E. Concourse, Ste. 9-200 Ontario, CA 91764</td>
<td>$33,500,000</td>
<td>33,500,000</td>
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<td>Property &amp; Casualty, Workers' Compensation, Commercial Lines, Personal Insurance</td>
<td>Ontario 1987</td>
<td>Anthony Amorilli (909) 976-7501 <a href="mailto:anthonyamorilli@arainsurance.com">anthonyamorilli@arainsurance.com</a></td>
</tr>
<tr>
<td>ISU Insurance Services</td>
<td>7. 17177 Yuma St., Victorville, CA 92395</td>
<td>$33,000,000</td>
<td>10,000</td>
<td>20</td>
<td>Workers' Compensation, General Liability, Business Insurance, Employee Benefits, Bonds, Personal Insurance</td>
<td>Victorville 1962</td>
<td>Ryan McEarchen (760) 241-704/241-1467 <a href="mailto:info@ois-arms.com">info@ois-arms.com</a></td>
</tr>
<tr>
<td>Davis &amp; Graeber Ins. Services, Inc.</td>
<td>8. 470 E. Highland Ave., Redlands, CA 92373</td>
<td>$30,346,000</td>
<td>WND 42</td>
<td>54</td>
<td>Packages, Auto, Workers Compensation, Excess Liability, Surety, Benefits &amp; Personal Lines, Commercial</td>
<td>Redlands 1924</td>
<td>Peter M. Davis (909) 753-2573/754-6983 <a href="mailto:pdavis@davisandgraeber.com">pdavis@davisandgraeber.com</a></td>
</tr>
<tr>
<td>ISU Willingham &amp; Fredrick</td>
<td>10. 2411 Pomona Rd, Corona, CA 92880</td>
<td>$23,000,000</td>
<td>23,000,000</td>
<td>22</td>
<td>Small Commercial &amp; Personal, Benefits, Life</td>
<td>Corona 1975</td>
<td>Bill Frederick (951) 644-6434/643-0664 <a href="http://www.willminghallford.com">www.willminghallford.com</a></td>
</tr>
<tr>
<td>Rainite Insurance Agency, Inc.</td>
<td>11. 2039 N. “D” St, San Bernardino, CA 92408</td>
<td>$20,000,000</td>
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<td>19</td>
<td>Commercial Insurance, Workers' Comp, Personal Lines, Life, Group Health</td>
<td>San Bernardino 1921</td>
<td>Holly A. Fitch (909) 264-3586/3585 <a href="mailto:ro@rainiteinsurance.com">ro@rainiteinsurance.com</a></td>
</tr>
<tr>
<td>Unickel &amp; Associates Insurance Agency</td>
<td>12. 1811 Commerce Center San Bernardino, CA 92408</td>
<td>$14,000,000</td>
<td>WND 4</td>
<td>9</td>
<td>Commercial, Personal, Life, Health, Bonds, All Insurance Coverages Offered</td>
<td>San Bernardino 1940</td>
<td>Burt Gross (909) 990-9707/990-9237</td>
</tr>
<tr>
<td>Dan Smith Insurance Agency, Inc.</td>
<td>13. 2410 Circle Dr, Victorville, CA 92395</td>
<td>$4,500,000</td>
<td>1,500</td>
<td>10</td>
<td>Auto, Home, Business, Commercial, Rental, Motorcycle, Boats, Bonds, Life, Medical/ Dental, Long-Term Care</td>
<td>Victorville 1917</td>
<td>Marcy Smith (760) 245-5344/245-3167 <a href="mailto:marcy.smith@dansmithagency.com">marcy.smith@dansmithagency.com</a></td>
</tr>
<tr>
<td>Don Torres Farmers Agency</td>
<td>14. 231 Cajon St, Redlands, CA 92373</td>
<td>$2,500,000</td>
<td>WND 3</td>
<td>7</td>
<td>Full Service, Personal, Commercial, WC, Bond, Mutual Funds, Life</td>
<td>Redlands 1944</td>
<td>Lorena Torres (909) 793-7918 <a href="mailto:dhores@farmersagent.com">dhores@farmersagent.com</a></td>
</tr>
<tr>
<td>Hum Insurance Agency</td>
<td>15. 57880 20 Palms Hwy Yuca Valley, CA 92284</td>
<td>$2,300,000</td>
<td>WND 3</td>
<td>4</td>
<td>Property, Casualty, Life</td>
<td>Yuca Valley 1977</td>
<td>WND Owner (760) 365-9744/2649 <a href="mailto:mail@huminsurance.com">mail@huminsurance.com</a></td>
</tr>
<tr>
<td>Joseph Insurance Service</td>
<td>16. 3044 Sunnydale Dr, Riverside, CA 92506</td>
<td>$2,046,000</td>
<td>1400</td>
<td>4</td>
<td>Personal Lines</td>
<td>Riverside 1981</td>
<td>Cheryl Joseph (951) 643-0778/62-9508</td>
</tr>
</tbody>
</table>
Untold Story... continued from pg. 28

rate what investors are seeing ‘on the ground’: an increase in first-time bond issuers, many of them noninvestment grade, are conducting road shows with investors around the world, seeking to raise capital in the global US dollar debt market.

Emerging market issuance from the consumer and real estate sectors has increased over the last several years, from 18% of issuance in the first quarter of 2011 to 25% in 2013. Such changes in financial markets lubricate the economic gears which generate increases in consumption and discretionary income, allowing them to purchase more nonessential goods, such as animal-based protein for their diets, iPhones, health care and property.

Below we look at two thriving emerging market companies, both of whom recently brought dollar denominated debt deals to US fixed income investors interested in taking advantage of fantastic growth.

Digging Deeper?... continued from pg. 18

Pesquera Exalmar, the fourth largest fishmeal and fish oil producer in Peru in terms of volume, issued US dollar denominated debt for the first time in late January 2013 in order to pay down short term bank debt and add cash to its balance sheet. This cash may be used in opportunistic acquisitions of smaller companies within the industry. Benefitting from an optimal anchovy habitat off its coast—the Humboldt Current, a cold, low-salinity current that flows in a northwestern direction along South America’s coast promotes nutrient-rich water—Peru is the largest producer and exporter of fish meal in the world, accounting for roughly 40% of the global fish meal market. Fish meal is used as feed in both aquaculture (shrimp, marine fish and salmonids) and livestock production (chicken and hogs) throughout the world; over half of Pesquera’s fish meal is sold to China. Solid growth in fish meal production in recent years is due to increasing demand for fish and meat as a source of protein, supported by population growth and gains in per capita income in developing countries. Seeking to diversify its business and capitalize on the growing demand in emerging markets for protein, Pesquera Exalmar recently began harvesting mackerel, squid and mahi mahi for direct human consumption.

Sixty-four percent of sales within this fast growing segment are to Nigeria, which grew at an average rate of 9.2% in the first decade of the twenty-first century.

**Tower Bersama (Indonesian cell phone tower owner)**

Tower Bersama Infrastructure Group Indonesia issued an inaugural 5-year US dollar bond in March 2013, the proceeds of which were used to refinance existing bank debt. The company requires capital on an ongoing basis to fund the construction and maintenance of cell phone towers that serve Indonesia’s 283 million mobile subscribers. The company is benefitting from the increased usage of smartphones, as increasing per capita incomes enable consumers to spend more on mobile phone services. Market forecasts indicate that 3G mobile subscriptions in Indonesia may grow from 17% of mobile subscriptions in 2012 to 70% in 2016, driven by strong demand for mobile data, such as Facebook, which 3G (and 4G) can better support. For reference, more than 50% of the population is below 30 years of age and engage with friends and family through social media. As of February 2013, Indonesia had the fourth largest number of Facebook users and the fifth largest number of Twitter accounts. Recent data indicates that 49% of Indonesia’s Internet users use mobile devices to access the Internet, which will provide tailwinds to the telecom industry.

JUST THE BEGINNING

Today’s emerging markets are no longer the speculative province of specialists, as they were in the 1980s. Nor are they a temporary investment fad as many have worried recently. As service trade picks up to complement the already burgeoning supply-chain based trade, the networks of production will create a surfet of new consumption opportunities in the emerging world.

Mark Twain opined that ‘while history does not repeat, it rhymes. The rhythm in global growth is investors moving abroad. In some sense, investors will be comforted to know that in London in the late 1800s, the first closed end fund debuted to take advantage of global growth (in that era, the United States represented a youthful emerging market). With economic improvement comes financial market deepening. Just as early investors found opportunities in the US, those participating in emerging market fixed income today can rest easier knowing that emerging markets are a force very much here to stay.

For more information visit www.pajden.com
A Restorative...

continued from pg. 40. sedonatrolley.com

Hiking/Mountain Biking:

A valid recreation pass is required to park at the trailheads. Daily passes can be purchased at most visitor centers, local stores and hotels. Many of the trailheads sell passes from a self-service machine. I hiked Cathedral Rock, which is just 1.5 miles round trip. A little scrambling was required, but it was fairly easy. Bell Rock was a bit more challenging due to the loose rocks, making it a little slippery when hiking to the top. For an easier option, Bell Rock Pathway wraps around the base and offers close views of Bell Rock via a wide, flat – safe trail. It was summer, so I started my hike around 6:30 a.m. each morning to avoid heat and dehydration. Although I did not bike, I noticed a lot of mountain bikers including those using the Bell Rock Pathway. The brisk morning air combined with exercising in nature was a good start to my search for personal balance and serenity. Check the link for additional information on trails, camping and fee information: redrockcountry.or-g/Maps/etr-tabloid-2012-full.pdf

Stargazing:

There are more stars in the visible universe than grains of sand on all the beaches on Earth. In fact, there are close to 70 sextillion stars (a 7 followed by 22 zeros). It is mind boggling. I have a new appreciation for astronomy and the vastness of space after attending the stargazing tour hosted by Evening Sky Tours. It is claimed that Sedona has some of the best observing conditions in the United States due to virtually no light pollution, high altitude and clear, dry nights. Indeed the night of my tour was perfect. I received an overview of the constellations and viewed galaxies, star clusters and the planets through a powerful telescope. The grand finale of the tour was observing Saturn. It seemed as if I was viewing a picture from a text book but instead it was the real deal. Nature amazes and this experience generated plenty of “ahhs” from our tour group. eveningskytours.com

Meditation at McLean Meditation Center:

For many, the word “meditation” conjures up images of a Buddhist monk sitting cross-legged on the top of a remote mountain-top. However, meditation is gaining widespread acceptance and spreading into mainstream suburbia and corporate America. This can be contributed to the recent scientific studies on the positive effects of meditation. Eight weeks of consistent, mindfulness-based meditation can produce increases in left-sided anterior brain activity, which is associated with a positive emotional state. And a positive emotional state is certainly where I want to be. So needless to say, I was rather excited to meet Sarah McLean (founder of the McLean Meditation Center) and learn some of her calm-inducing techniques. I attended a 2.5 hour course aimed to teach even a beginner like myself the simple tools used to start a meditation practice. I received an introduction into body and breath awareness, silent mantra meditation and self inquiry practices that I could immediately start to incorporate into a daily meditation practice. I left the course with confidence and a commitment to McLean’s 8-week program (as outlined in her book titled “Soul Centered”). The McLean Meditation Center also offers a teacher certification program and discovery retreats held across the world, which I found myself vigorously researching after just one meeting with her. Sarah is also a sought-after presenter for blue-chip corporations including Procter & Gamble who acknowledges the powerful benefits of her meditation teachings. sedonameditation.com

Vortex Journey With Sedona Spirit Journeys:

One of the reasons Sedona has sparked growth within the New Age community is due to the discovery of the area’s vortex power. A vortex can be made up of anything that flows, such as wind funneling a tornado or water swirling down the drain. In Sedona, the word vortex represents the energy flow of the earth. I took a guided tour by Linda Summers to four of Sedona’s most powerful vortex sites. Linda taught us the history of the area, explaining how the native people considered Sedona sacred and how today Sedona is still considered a place of awakening. I received a mini aura reading and some Reiki energy healing through the touch of Linda’s hand to my back. While skeptical, I did feel the warmth of Linda’s hand remain for about half an hour. And while I did not feel an overpowering cosmic sense of energy, I did talk to others that had. A woman from New Jersey said she was overcome with such a powerful sense of energy during her last trip to Sedona that her husband named their company “Vortex” after her experience. All very interesting and enough to open the mind to the possibility of the experience. sedonaspiritjourneys.com/vortex-journeys

Eating Out:

ChocolaTree: Live Organic

As I am not vegetarian, I try to eat my vegetables in plenty and eat “clean” as often as willpower allows. I have been on “raw vegan” cleanses and have experienced how food can make you feel energized. It is therefore no surprise that I was thrilled with ChocolaTree. Everything created on the menu uses 100% organic ingredients. Plus everything is gluten, processed, and sugar-free. I enjoyed my meal in the garden which even provides some of the herbs used for the restaurant. Most fascinating about ChocolaTree is that it produces products for Sedona Chocolate Superfoods, Fortina Exotic Living Chocolates and LuLu’s Chocolates. The chocolate named “Sloppy Kiss” was recommended by a 5-year-old boy who insisted ChocolaTree wasn’t a restaurant but instead a Chocolate Factory. Indeed, ChocolaTree claims to offer the largest selection of handmade raw chocolates using organic, stone-ground, fair-trade ingredients. Translation: “guilt free” chocolate. I am one step closer to spiritual awakening. chocolatree.com

Sounds Bites Grill:

With willpower waning and a dish definitely not vegetarian, I headed to Sounds Bites Grill. It continued on page 33
Expecting the... continued from pg. 10

grams held throughout his career. What if his age, his background, his previous educational experiences, had disqualified him from training or what if he had decided it was unnecessary at his level of experience? Safety is everyone’s business and training everyone is in the best interest of every business.

- Make regular deposits

Every day your business has an opportunity to train, motivate and recognize your employees. Helping everyone do the best in whatever job he or she is doing ought to be the function of every manager.

Unexpected events do not always occur when leaders are around to make decisions. They can occur on the line, on the shipping dock, when the raw material is delivered, when a tiny flaw in the manufacturing process becomes apparent and that’s often the place and time to act. It is those every-day occurrences where confidence and preparation have the opportunity to make a difference in the outcomes that affect our employees, our shareholders, our management team, our clients, products and the well-being of our business.

The unexpected can come from anywhere, at any time. Who could have expected and prepared for a flock of Canadian geese to bring down a modern aircraft? Captain Sullenberger responded by trusting his experience, education and training to guide him in a wise and thoughtful action.

Taking care of the little details, learning to be observant, openly discussing problems and issues without any fear is a trait of being successful. Training and experience helps everyone prepare for the unexpected so that when a major crisis comes, a safe landing can be made.

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

Who Gets Dad’s... continued from pg. 6

and an employment agreement that will fairly treat and protect the CEO.

Choose Who’s Next

Thoughtful, on-going planning for succession is a must for long-term business success and sustainability. Therefore, start now. Develop a clear plan about the succession of senior leader positions, including who will be next, when the transition will take place, and how that successor will be groomed to make the move smoother. The more planning you do now, the better the future will be—for you and your family business.

For more information please visit www.evolvepart-nergrou.com or contact Lois at lois.lang@evolveparnergrou.com or (209) 952-1143.

$4 Million Fine... continued from pg. 24

unnecessary suffering by patients, many of whom are coping with serious trauma, are in severe emotional distress and are in acute need of timely care.

According to the DHMC’s report: “If the Plan [Kaiser] does not effectively monitor wait times and ensure that enrollees are not waiting excessively for an initial appointment or between appointments with their provider, significant numbers of enrollees with untreated or prolonged health conditions may suffer harm.”

Read more about Kaiser’s mental health care deficiencies: www.nuhp.org/caredenied.

Want to Succeed... continued from pg. 9

of conflicts in marriages and similar relationships. My advice is that you understand your spouse or partner’s “money color” as well as yours so that you can know how to successfully manage your relationship in such a manner that it does not adversely affect your own financial success. Take for instance, Rose who runs a flower shop from her home. Rose’s money color is Green, so she likes to invest her money, but her husband, Paul’s money color is Yellow, so he is quite a spender. Understanding this difference can help Rose a great deal. She may need to set up direct transfers from business checking account to the business savings account, so that when Paul comes down to the basement office to entice her with the new smart phone, which they could afford from the week’s sales, she is able to show him the checking account and let him know there are no free funds for that.

Tip #3 – Have a clear destination

You probably wouldn’t get in your car on a journey to nowhere, and you would most likely not leave your house without a map or GPS when driving to an unfamiliar destination. So why navigate this rather “unfamiliar” life without a good map? Why wake up every day embarking on a journey to nowhere? Every day you set out with no clear goals to work towards is a day you are getting in your car or a plane for a ride to nowhere. The most successful people establish simple, clear and measurable goals, and hold themselves accountable to those goals. Beyond establishing goals, it is also important to have a GPS, that is, a budget that clearly states how much you hope to earn and spend during specific times. Successfully practicing this in your personal life, will surely translate to success in your business life.

Tip #4 - Retail therapy is not the solution

When next you want to resolve a stressful situation with retail therapy or want to buy yet another toy that your kids don’t need just so that they can let you have some breathing space, think about the song—“the best things in life are free” because it is very true.

Spending money to drown life’s stressful situations has the exact same effect that using junk food to drown emotional issues has, it will make you overweight. The only thing retail therapy does is increase your problems because you get poorer and consequently add to the list of problems you were trying to resolve in the first instance. This tip may be hard to implement at first simply because of the “temporary rush of joy” you experience when you are spending money, but it is very important to reduce impulsive spending. When you achieve this in your personal life, you will surely be able to implement same for your business.

Tip #5 – Always pay yourself first

You work hard, so you should learn to reward yourself, and what better reward can you give yourself than setting aside some of today’s funds for the rainy day? Saving simply means you see yourself as the number one person you have to take care of. However, your biggest barrier to maintaining a healthy savings balance is your own self; setting the funds aside is not half as difficult as leaving the funds “alone” to grow. You have to be disciplined, learn to prioritize, delay self-gratification and, most importantly, separate your wants from your needs in order to let your savings exist when you actually plan and need them. So go ahead and use these tips to transform your life and your business. I am sure you, your associates and even your employees will be smiling to the bank in no time.

For additional information visit Website: www.ourfinancial-coach.com. The author is available for speaking engagements. What Color is Your Money? can be purchased from www.amazon.com.
A Restorative... continued from pg. 31
had been three months since ordering steak and I enjoyed the filet mignon that much more. I confess that it was simply delicious. Sit on the patio and enjoy a glass of wine at sunset. While I was there on a quiet Tuesday, all other nights feature live music. Check online for the menu and schedule of entertainment lined up: soundbitesgrille.com

Heartline Café:
Serving breakfast, lunch and dinner, The Heartline Café has served its award-winning cuisine to locals and visitors for 20 years. I recommend the Lemon Crème Stuffed French Toast. Clearly my will power has been weakened. heartlinecafe.com

Where to Stay: Hilton Sedona Resort and Spa
Located in the Village of Oak Creek, the Hilton is just a few miles from the main town of Sedona. After being out “on town” for a full day, it was always nice to take the short scenic drive back and recoup from the activity in the Hilton oasis. The resort offers golf, tennis, and clubhouse amenities. It is also perfect for business conferences, offering 14,400 square feet of meeting and event space. The full spa is equipped with a workout/weight area as well as a fitness studio in which I closed the day with a gentle yoga class. I also indulged in a massage, complete with a foot soak and smudging with sage to clear any negative energy. I am not sure if I can contribute my renewed energy from the smudging or the massage, but nevertheless I was relaxed and the stars were out. My chakra was clearly in balance. hiltonsedonaresort.com

Lost Sales... continued from pg. 9
planned interactions is a great way to achieve this.

• Using social media without a plan.

Many professionals have discovered that delivering consumer-friendly, useful content through social media is an effective means of attracting followers and cultivating prospects. However, one of the biggest problems with how businesses use social media is that they post a lot of high level, one-way communication with no call to action. Having a call to action in your posts leading prospects back to a website designed to capture leads is critical for producing tangible results through social media.

A lot of these issues stem from a common problem: businesses focusing only on the hottest leads—the people who are ready to buy today, Stuerke says.

“Instead of allowing those ‘cooler’ leads to fall by the wayside, businesses should capture and cultivate them,” he says. “Eventually, they’ll find that instead of constantly chasing leads, they’re harvesting new clients.”

For more information, visit: www.newsandexperts.com and/or www.twitter.com/mGinnyG2012

An Expert Who... continued from pg. 12
the message with enough force to allow for real improvement in your attendees’ lives.

For more information on eSpeakers Marketplace, contact Joe Heaps at jheaps@espeakers.com, 888-377-3214, or visit marketplace.espeakers.com.

bought his CD. The atmosphere was relaxed and the stars were out. My chakra was clearly in balance. hiltonsedonaresort.com

Bad Boss... continued from pg. 11
challenges with that supervisor, framing the difficulties in your own words. However, this latter approach might work against you in calling unwanted attention to the particulars of your less-than-stellar relationship with your former boss. The ideal recourse is to discourage your negative reference to ever offer up negative input about you. Having identified that your reference will be unfavorable, you can have a Cease & Desist letter issued by an attorney, typically to the senior management of the company who may still be more effective than your negative reference originated. The letter would alert management of the negative reference’s identity and actions. Typically the very act of offering a negative reference is against corporate guidelines, which normally state that only a former employee’s title/dates of employment can be confirmed. The negative reference will likely be cautioned by management not to offer additional comments and—out of self-interest—is unlikely to offer negative commentary again. Reference checking organizations advises that the success rate of such letters approaches 100%. So, take heart —your former bad boss need not threaten your employment prospects indefinitely. Take action to preserve your employment prospects by checking your references yourself, and control your own destiny.

Work With... continued from pg. 14
time for the important activities. Just gaining control over a few hours each week often has a dramatic effect. Learn to use your time with greater intention and you will not only be more effective, but you will also feel a greater sense of control, less stress, and increased confidence. Try Time Blocking, it works!

To learn more, please visit www.BrianPMoran.com

NASA’s Newest... continued from pg. 27
capable people that are going to be a part of making that happen.

“My 15 years in the Navy have been different every year, but it has definitely been an enchanted journey and I have cherished every opportunity,” he added. “Somebody else must have been in control of the other than me, because it has led me to some amazing places.”

Reaching for the... continued from pg. 39
meter radio antenna via the Internet. “Mission Control is in our Mojave River campus and is open to teachers and students, not only in the Victor Valley, but we work with schools in 38 states, 14 countries and two U.S. territories,” Piercy says. “Our GAVRT program has a free online training curriculum open to all schools including home-schoolers and private schools. Students at the middle and high school level work with NASA scientists and actually control these nine-story-high, million-pound antennas from their classroom and gather real data that is being used to promote our understanding of the universe.”

Digging Deeper... continued from pg. 30
from $105, citing a decline in rare-earth prices in a sign to investors the stock was overvalued. Molycorp shares fell 22 percent and lost $650 million.

But a dated geological resource evaluation scoping summary from the nearby Mojave National Preserve is proof that more than lost investments needs to be remediated. It found that past and future operations at Mountain Pass is a significant source of windblown dust in the preserve with airborne toxins and radioactivity.

The summary suggests the need to monitor and document impacts from past mining and notes that “tailings, especially uranium, may be a health hazard” in the future.
Balanced Budget or Gimmicks? You Decide.

By Assemblyman Mike Morrell

If you’ve been following the news out of Sacramento recently, you would think the state’s financial troubles are all over. With little more than 24 hours to actually read it, the Legislature passed a $96.3 billion budget the majority party says is balanced. It makes for a good headline, but as Paul Harvey used to say here’s “the rest of the story.” First, let me start with the good. Although I disagree with much in this budget, one provision I was proud to support was $15 million to fund the UC Riverside School of Medicine. I believe this program will play a crucial role in helping Riverside School of Medicine. I believe this story.” First, let me start with the good. Paul Harvey used to say here’s “the rest of the story.”

While the General Fund may be balanced, the majority party’s budget ignores our complete fiscal health, increasing spending this year and down the road—a majority of which is nothing but accounting gimmicks. These increases are not paid for and commit our state to higher spending in future budgets. The budget increases welfare spending by $53 million, but through a gimmick, they spend it beginning in March 2014 while locking in future, unspecified welfare increases at unknown costs. There is no question that we must help our friends and family who are suffering financial hardship, but that comes through creating private sector jobs, not through higher spending. Further, our charities, non-profits and churches can deliver much better results with less overhead when it comes to helping those in need.

Additionally, I am disappointed that the budget does not restore full Cal Grant eligibility for students to attend private colleges and enter the workforce. Earlier this year, I authored legislation to make that a reality, but I was blocked. It is also concerning that the budget does not include a strong rainy day fund to store away funds for inevitable economic downturns. Without this safeguard, we can likely expect another push for tax increases and attempts to weaken our property tax protections in voter-approved Proposition 13 such as Assembly Constitutional Amendment 8, which the majority party passed on the same day they passed the budget. This budget could have been worse, but the increased spending still commits our state to future spending without a guarantee that we’ll be able to pay for it down the road. As legislators, our goal should be to protect our taxpayers from frivolous and unnecessary spending. When government is restrained and citizens and businesses keep more of their money—investment is fueled and jobs are created. The citizens of this state are just as capable of managing their money as those who control the Legislature in California—if not more so.

Assemblyman Mike Morrell, R-Rancho Cucamonga, represents the 40th Assembly District in the California Legislature.
Real Estate... continued from pg. 24

ZELMAN DEVELOPMENT COMPANY LANDS $25 MILLION LOAN FOR INLAND EMPIRE POWER CENTER

Zelman Development Company and Grayburn Properties have obtained $25.2 million in financing for Ontario Gateway Center, a 220.9k-square-foot power center in Ontario.

Ontario Gateway Center is located at 4420 Ontario Mills Parkway, directly across from the Ontario Mills Mall and just east of the Ontario airport. Built in 1999, the property consists of 10 buildings situated on a 2.9-acre site. The 100 percent occupied property is anchored by Toys “R” Us and Babies “R” Us with Ross set to take occupancy in late 2013.

The financing consists of a 10-year, 3.75 percent, fixed-rate loan funded through Deutsche Bank. It was arranged by Avison Young Principals Dan Vittone and Alan Pekarcik, based in the company’s Irvine office, represented the seller, Rancon Realty Fund V (a California Limited Partnership), as well as the buyers, 1250 Fairfax LLC and 521 East 11th St LLC.

“This asset was a 1031 Exchange for the buyer who intends to add value by an aggressive lease-up of the remaining vacant space,” comments Vittone. “The property is in excellent condition and has been awarded the Energy Star label for the past four consecutive years.”

JB MATTESON SPENDS OVER $200K/UNIT FOR UPLAND MULTIFAMILY COMMUNITY

JB Matteson recently completed the purchase of a 128-unit apartment community in Upland for $26.45 million ($206.6k/unit). Currently known as Broadstone Foothills Apartments, the property sits on 6.4 acres at 524 North Central Avenue, north of I-10.

Built in 2005 and situated on 1.07 acres, the building was 64 percent occupied at the close of escrow. The building is part of the Tri-City Corporate Centre, a 153-acre, master-planned mixed-use development that offers a full spectrum of office and retail options totaling more than 1.2 million square feet of space.

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1031 EXCHANGE INVESTOR PAYS $8 MILLION FOR SAN BERNARDINO OFFICE BUILDING

Three Carnegie Plaza, an 85.8k-square-foot office building in San Bernardino, was acquired by a 1031 exchange investor for $8 million ($93/sf). The two-story building is located at 735 East Carnegie Drive, east of Waterman Avenue and north of I-10.

Built in 2005 and situated on 1.07 acres, the building was 64 percent occupied at the close of escrow. The building is part of the Tri-City Corporate Centre, a 153-acre, master-planned mixed-use development that offers a full spectrum of office and retail options totaling more than 1.2 million square feet of space.

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The property, which was sold by Invesco Real Estate, will be renamed Park Central Apartments. Completed in 2005, it is comprised of seven buildings offering a mix of one-, two- and three-bedroom apartments ranging from 759 square feet to 1.2k square feet. E&S Ring Management Corporation, which manages other JB Matteson multi-family assets, will provide the local property management services.

“Park Central is in line with our investment strategy focused on properties built in the 2000s or newer, with 100 units or greater, located in vibrant West Coast markets with strong employment drivers and demographic characteristics,” said John Bellack, president of JB Matteson, Inc. “It represents the high end of the market in Upland, with only one new community of significant size projected to come into the market near term.”

Is the Glass Half Full?
By J. Allen Leinberger

Like most of you I wake up at about 2:00 a.m. remembering what I should have said. This happens most often just after I have submitted my column for the month. Well, it has happened again now that you have read my recent column on the Google Glass. In fact, many people have come forward with further thoughts on what it will or will not contribute to society.

This device, you may recall, is a kind of monocle that works like your smartphone, only smaller and better. It is designed to sit in front of your right eye, attached to a frame like a pair of glasses. Its effect is to appear, as would a 25” TV screen from about 8 feet away. Since I wrote about it, a number of stories have come out. Some good, some bad. The first thing you should know is it has been predicted to hit the market in time for Christmas with a suggested retail price tag of $1,500. Also you should know that its official name, according to C/NET is now Internet Connected Eyewear. I sincerely doubt that Apple will call their version iGlasses. That would be silly.

Now, among the many uses that have been suggested for the Glass (or ICE) are as follows: It could enhance TV watching. You could get player stats, reminder of which character was married to which in an earlier episode, or be subjected to a series of ads, other than the ones that run along the bottom of the screen in the middle of the programs as they do now. It could provide “biofeedback” for such things as improving your golf swing or your tennis backhand. It could give you real-time facial recognition. This would be a great benefit at parties, business meetings or even class reunions.

It could give you instructions for such things as recipes, without having to keep referring to the cookbook. And, of course, it could be a boon to navigation, from finding an address to tracking the stars on a sailboat to Catalina. You may recall that the last time I wrote about this I mentioned that some frame makers like Ray Ban are planning to incorporate the Glass into their product. Now it occurs to me that you could use such a device to cheat on an exam. Shame, shame. Meanwhile the Google Glass (or ICE) has already been banned, or is about to be in several venues. One bar in Seattle has banned the use on their premises. Not that it has created a problem yet, but most people think that the bar just wanted to say they were the first. You can expect casinos and card rooms will not allow them for obvious card counting reasons.

Movie theaters will not want them in for the same reason that they don’t want any other form of camcorders. Film pirating has become a big problem in this new digital age. And I don’t have to tell you that driving while “glassing” will be illegal for the same reason that texting and cell phone calls are illegal today. The distraction on the roads can be fatal. There is one other problem that will have wide consequences. That would be videos with adult content. Any movie could be distracting, but do you really want to know why the guy next to you on the plane is giggling like that? Now I grant you that Apple will call their version iGlasses. That would be silly. According to C/NET is now Internet Connected Eyewear. I sincerely doubt that Apple will call their version iGlasses. That would be silly.

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Riverside Community Hospital Appoints New COO

Riverside Community Hospital is pleased to announce the appointment of Dan Bowers as the new chief operating officer. Bowers brings an extensive health administration background to his new role.

Prior to joining the Riverside Community Hospital leadership team, Bowers served as vice president for accountable care and clinical operations at Heritage Provider Network in Northridge, CA. “I am very pleased to be a part of the Riverside Community Hospital family and working for the healthcare benefit of the greater Riverside community, I believe Riverside Community Hospital has a long history of being a community partner and I look forward to enhancing that partnership,” said Bowers. “I have lived and worked in the greater Riverside area most of my professional career so I feel like I am at home. I am looking forward to developing relationships within and outside the hospital as we continue to move forward with our expansion plans to enhance the overall health of those we serve.”

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“I like seeing small businesses succeed from the partnerships we create.”—Dave Malone, Chairman/CEO

Goldstone Apple Valley Radio Telescope

The Lewis Center also features the Goldstone Apple Valley Radio Telescope, a project with NASA and the Jet Propulsion Laboratory that allows teachers to access a 34-meter radio telescope.
I am stressed out, competitive and more than a bit anxious. I use exercise (a lot of running) to burn off my anxious energy and have lately been practicing yoga to calm my nerves. A trip to Sedona was in order to bring my chakra in balance. “What is chakra?” you ask. “Chakra” is your vital energy or life force. I know because I just googled it. Clearly Sedona has something to teach me.

Sedona is two hours from Phoenix or just 30 minutes from Flagstaff. When you drive into Sedona, you will instantly know you have arrived. The stunning red rock formations including Cathedral, Bell, Coffee Pot and Chimney Rock seem to light up the sky. The red comes from the high iron content in the rock formations, but it seems to come from a source much higher. The natural beauty of Sedona is spectacular and is, quite simply, its main attraction. In addition to admiring its beauty, there are many other ways you can enjoy Sedona:

Sedona Trolley Car Tours: There are two 55-minute tours available through this company. One tour covers the south side of town and includes a stop at the Chapel of the Holy Cross. (The chapel must be visited for the beauty of the church and the views. Plus, it is one of the powerful vortex sites. More on this later.) The other tour visits the west side and heads into Dry Creek Valley. Since I had already made a stop at the chapel, I choose the tour into Dry Creek Valley. The tour was a great way to get an orientation of the city. Our guide provided a great overview of the area and tips on sites to see and trails to hike (which I put into use the continued on page 31

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