August 2014

Inland Empire Business Journal

Follow this and additional works at: https://scholarworks.lib.csusb.edu/iebusinessjournal

Recommended Citation

This Article is brought to you for free and open access by the Special Collections & University Archives at CSUSB ScholarWorks. It has been accepted for inclusion in Inland Empire Business Journal by an authorized administrator of CSUSB ScholarWorks. For more information, please contact scholarworks@csusb.edu.
California has finally surpassed the employment peak it set in July 2007 and is now at a record level of employment, according to Beacon Economics’ analysis of last month’s release from the California Employment Development Department (EDD).

California added another 24,200 jobs in June, an increase from the revised 18,900 jobs added in May. Since June 2013, payrolls in California have expanded by 2.4%, outpacing the pace of jobs growth in the United States overall. What’s more, over the past year, California has accounted for 14.3% of all jobs added in the nation.

Key Points:
- The state’s unemployment rate fell to 7.4% in June on a seasonally adjusted basis, representing a 0.2 percentage point decline from May. A portion of jobs added in May. Since June 2013, payrolls in California have expanded by 2.4%, outpacing the pace of jobs growth in the United States overall. What’s more, over the past year, California has accounted for 14.3% of all jobs added in the nation.

As China’s real estate bubble started to deflate earlier this year, the smart money in China increasingly pondered where and what to invest in next. Here is a list of possibilities: (1) Hang in there with China’s real estate market? Absolutely not. If you are waiting for a rebound and another round of lucrative capital gain, it is very unlikely to happen. The only questions for China’s real estate market are: how deep will it decline? How fast will it decline? And how long will the decline last? Additionally, Finance 101 teaches us that diversification is always a wise way to allocate your investment. (2) China’s stock market? No. It has been a dog-eat-dog market for a long time and will likely continue. (3) Hong Kong? No. Any more money flowing in that small and expensive city will likely cause it to explode. (4) Europe? No. Their integrated monetary system, but independent fiscal and political systems still keep Europeans searching for their soul about the identity of Europe. (5) Australia? No. China is its major commodities buyer so the two economies are closely correlated. That will not help well to the diversification of the investment. (6) The Middle East? No. They already have plenty of oil money invested. (7) Japan? Too difficult. (7) Southeast Asia? Too risky. (8) Latin America? Too far away. (9) Africa? Too elementary. (10) Canada? Too cold. The only Canadian city that is not too cold is Vancouver. And, similar to Hong Kong, it has already seen an inflated real estate bubble due to an influx of money.

The best place for China’s smart money to invest in is the United States. Let me explain why. First, the U.S. is the largest economy in the world and will continue as such for the next several decades, if not centuries. This big, deep, and integrated market will be able to accommodate the gigantic amounts of Chinese money where Singapore, Switzerland, or Canada. (2) China's stock market? No. It has been a dog-eat-dog market for a long time and will likely continue. (3) Hong Kong? No. Any more money flowing in that small and expensive city will likely cause it to explode. (4) Europe? No. Their integrated monetary system, but independent fiscal and political systems still keep Europeans searching for their soul about the identity of Europe. (5) Australia? No. China is its major commodities buyer so the two economies are closely correlated. That will not help well to the diversification of the investment. (6) The Middle East? No. They already have plenty of oil money invested. (7) Japan? Too difficult. (7) Southeast Asia? Too risky. (8) Latin America? Too far away. (9) Africa? Too elementary. (10) Canada? Too cold. The only Canadian city that is not too cold is Vancouver. And, similar to Hong Kong, it has already seen an inflated real estate bubble due to an influx of money.

The best place for China’s smart money to invest in is the United States. Let me explain why. First, the U.S. is the largest economy in the world and will continue as such for the next several decades, if not centuries. This big, deep, and integrated market will be able to accommodate the gigantic amounts of Chinese money where Singapore, Switzerland, or Canada. (2) China's stock market? No. It has been a dog-eat-dog market for a long time and will likely continue. (3) Hong Kong? No. Any more money flowing in that small and expensive city will likely cause it to explode. (4) Europe? No. Their integrated monetary system, but independent fiscal and political systems still keep Europeans searching for their soul about the identity of Europe. (5) Australia? No. China is its major commodities buyer so the two economies are closely correlated. That will not happen to the diversification of the investment. (6) The Middle East? No. They already have plenty of oil money invested. (7) Japan? Too difficult. (7) Southeast Asia? Too risky. (8) Latin America? Too far away. (9) Africa? Too elementary. (10) Canada? Too cold. The only Canadian city that is not too cold is Vancouver. And, similar to Hong Kong, it has already seen an inflated real estate bubble due to an influx of money.

The best place for China’s smart money to invest in is the United States. Let me explain why. First, the U.S. is the largest economy in the world and will continue as such for the next several decades, if not centuries. This big, deep, and integrated market will be able to accommodate the gigantic amounts of Chinese money where Singapore, Switzerland, or Canada. (2) China's stock market? No. It has been a dog-eat-dog market for a long time and will likely continue. (3) Hong Kong? No. Any more money flowing in that small and expensive city will likely cause it to explode. (4) Europe? No. Their integrated monetary system, but independent fiscal and political systems still keep Europeans searching for their soul about the identity of Europe. (5) Australia? No. China is its major commodities buyer so the two economies are closely correlated. That will not happen to the diversification of the investment. (6) The Middle East? No. They already have plenty of oil money invested. (7) Japan? Too difficult. (7) Southeast Asia? Too risky. (8) Latin America? Too far away. (9) Africa? Too elementary. (10) Canada? Too cold. The only Canadian city that is not too cold is Vancouver. And, similar to Hong Kong, it has already seen an inflated real estate bubble due to an influx of money.

The best place for China’s smart money to invest in is the United States. Let me explain why. First, the U.S. is the largest economy in the world and will continue as such for the next several decades, if not centuries. This big, deep, and integrated market will be able to accommodate the gigantic amounts of Chinese money where Singapore, Switzerland, or Canada. (2) China's stock market? No. It has been a dog-eat-dog market for a long time and will likely continue. (3) Hong Kong? No. Any more money flowing in that small and expensive city will likely cause it to explode. (4) Europe? No. Their integrated monetary system, but independent fiscal and political systems still keep Europeans searching for their soul about the identity of Europe. (5) Australia? No. China is its major commodities buyer so the two economies are closely correlated. That will not happen to the diversification of the investment. (6) The Middle East? No. They already have plenty of oil money invested. (7) Japan? Too difficult. (7) Southeast Asia? Too risky. (8) Latin America? Too far away. (9) Africa? Too elementary. (10) Canada? Too cold. The only Canadian city that is not too cold is Vancouver. And, similar to Hong Kong, it has already seen an inflated real estate bubble due to an influx of money.

The best place for China’s smart money to invest in is the United States. Let me explain why. First, the U.S. is the largest economy in the world and will continue as such for the next several decades, if not centuries. This big, deep, and integrated market will be able to accommodate the gigantic amounts of Chinese money where Singapore, Switzerland, or Canada. (2) China's stock market? No. It has been a dog-eat-dog market for a long time and will likely continue. (3) Hong Kong? No. Any more money flowing in that small and expensive city will likely cause it to explode. (4) Europe? No. Their integrated monetary system, but independent fiscal and political systems still keep Europeans searching for their soul about the identity of Europe. (5) Australia? No. China is its major commodities buyer so the two economies are closely correlated. That will not happen to the diversification of the investment. (6) The Middle East? No. They already have plenty of oil money invested. (7) Japan? Too difficult. (7) Southeast Asia? Too risky. (8) Latin America? Too far away. (9) Africa? Too elementary. (10) Canada? Too cold. The only Canadian city that is not too cold is Vancouver. And, similar to Hong Kong, it has already seen an inflated real estate bubble due to an influx of money.

The best place for China’s smart money to invest in is the United States. Let me explain why. First, the U.S. is the largest economy in the world and will continue as such for the next several decades, if not centuries. This big, deep, and integrated market will be able to accommodate the gigantic amounts of Chinese money where Singapore, Switzerland, or Canada. (2) China's stock market? No. It has been a dog-eat-dog market for a long time and will likely continue. (3) Hong Kong? No. Any more money flowing in that small and expensive city will likely cause it to explode. (4) Europe? No. Their integrated monetary system, but independent fiscal and political systems still keep Europeans searching for their soul about the identity of Europe. (5) Australia? No. China is its major commodities buyer so the two economies are closely correlated. That will not happen to the diversification of the investment. (6) The Middle East? No. They already have plenty of oil money invested. (7) Japan? Too difficult. (7) Southeast Asia? Too risky. (8) Latin America? Too far away. (9) Africa? Too elementary. (10) Canada? Too cold. The only Canadian city that is not too cold is Vancouver. And, similar to Hong Kong, it has already seen an inflated real estate bubble due to an influx of money.

The best place for China’s smart money to invest in is the United States. Let me explain why. First, the U.S. is the largest economy in the world and will continue as such for the next several decades, if not centuries. This big, deep, and integrated market will be able to accommodate the gigantic amounts of Chinese money where Singapore, Switzerland, or Canada. (2) China's stock market? No. It has been a dog-eat-dog market for a long time and will likely continue. (3) Hong Kong? No. Any more money flowing in that small and expensive city will likely cause it to explode. (4) Europe? No. Their integrated monetary system, but independent fiscal and political systems still keep Europeans searching for their soul about the identity of Europe. (5) Australia? No. China is its major commodities buyer so the two economies are closely correlated. That will not happen to the diversification of the investment. (6) The Middle East? No. They already have plenty of oil money invested. (7) Japan? Too difficult. (7) Southeast Asia? Too risky. (8) Latin America? Too far away. (9) Africa? Too elementary. (10) Canada? Too cold. The only Canadian city that is not too cold is Vancouver. And, similar to Hong Kong, it has already seen an inflated real estate bubble due to an influx of money.
Did you know...

that Goodwill Southern California offers Document Imaging and Secure Shredding, E-waste Recycling and Custodial Services?

Good for your Business
(And for individuals, the community and the planet.)

While Goodwill may be universally recognized as the go-to place for purging or outfitting one’s closet, our business services have been our “best kept secret.” But not for long. More and more, smart businesses are taking advantage of Goodwill Southern California’s high-quality solutions, at highly competitive rates, that benefit not only the companies who contract with us, but also those with disabilities and disadvantages, the community and the planet.

But don’t do business with us because it makes you feel GOOD. Do it because we’re GOOD at what we do.

Call 323.539.2196 or email documents@goodwillsocal.org to learn more.

AAA certified member of the National Association for Information Destruction (NAID).
THE HIGH DESERT

Infrastructure Enhancements Bring About Cooperating Cities

By Joseph W. Brady, CCIM, SIOR President
Joseph W. Brady Inc. dba The Bradco Companies

San Bernardino County northern cities: Adelanto, Apple Valley, Barstow, Hesperia and Victorville have finally turned the economic corner from the regions and countries worst recession.

The High Desert region was one of the fastest growing areas in the Inland Empire during the last economic boom, generating nearly 7,500± residential permits in 2005 and 2006. We are now starting to see a small amount of new residential construction in the area. DR Horton continues to build in Adelanto and Cambridge Homes has two active subdivisions in the High Desert, One is in Victorville just north of Nisqualli Road and the other in Apple Valley just west of Apple Valley Road. A relatively new building firm, Sorrento Homes recently broke ground on a subdivision in Hesperia with a product that has been very well received.

Recognizing the loss of Redevelopment Agency dollars, the cities including San Bernardino County have fostered an exceptional working relationship amongst each other which has facilitated infrastructure projects that will benefit the region.

While I was vice president of a Santa Barbara-based development company in 1986, I made my first tour of the High Desert (Victor Valley) on Sept. 21, 1986. The much-anticipated $37 million Yuca Loma bridge connecting the Town of Apple Valley and Victorville was deemed to be two years from groundbreaking. The groundbreaking has finally happened on Jan. 10, 2014!!

In 2013, the City of Victorville opened up the Nisqualli/La Mesa interchange on I-15, approximately a $70 million project that severely reduces congestion on the Bear Valley Road interchange.

While the High Desert's retail sales increased in 2013, Victorville opened its new Macy's store at the Mall of Victor Valley, and also welcomed Dick's Sporting Goods and a newly relocated Red Robin Restaurant. Other additional retailers in Victorville include Panera Bread and a newly approved BJ's Restaurant and Brewhouse to open early 2015.

Southern California Logistics Airport (SCLA), formerly George Air Force Base a public-private venture, with the City of Victorville and Mr. Dougall Agan of Stirling Airports International, has completed approximately 3,200,000± sq. ft., created near by 2,900± jobs and includes manufacturers such as Dr. Pepper/Snapple, Rubbermaid, United Furniture Industries, and Plastipak to name a few. SCLA currently leases approximately 900,000± sq. ft. to aerospace companies including Boeing, General Electric Aviation, Southern California Aviation, Leading Edge Aviation Services, Pacific Aerospace Resources and Technology and ComAV. Logistic companies operating at SCLA include M & M Mars and Newell Rubbermaid. The company is working on Phase II with preliminary entitlements.

SCLA is a fully dedicated public- private-venture, with a $2 million Department of Commerce Economic Development Administration grant. Vacant city-owned property and the ability to store upwards of 70± rail cars on its tracks make this a viable asset for the region.

About the same time I made my first trip to the region in September 1986, I toured southern Hesperia to learn of the future Ranchero underpass crossing that would connect east and west Hesperia. This was accomplished in 2013 as Phase 1 of the 3 phase Ranchero Road Corridor Project. Also planned at the time of my tour was the development of “Rancho Las Flores,” a newly proposed 9,850± acre project that was purchased in 2013 by Terra Verde Group, a master-planned developer. Now called “Tapestry,” the project is slated to create 19,396± residential units through adoption of a Specific Plan.

Hesperia’s G Avenue Rail Lead Track was completed in 2012 at a cost of approximately $8.1 million, partially funded with a $2 million Department of Commerce Economic Development Administration grant. Vacant city-owned property and the ability to store upwards of 70± rail cars on its tracks make this a viable asset for the region.

Ground was broken in January 2013 for the Ranchero Interchange which will help alleviate traffic congestions on Main Street and create new development opportunities for the City of Hesperia. Although the bridge was recently destroyed during a fire, the City of Hesperia and SANBAG anticipate the interchange will be completed by the end of 2014.

High Desert Gateway, a 57 acre, 2 phased 566,000± sq. ft. retail center developed by Lewis Retail Centers ushered in some additional tenants to complement its successful Target center with the Ross, Marshalls, Pier 1 Imports, JoAnn’s Fabric and what we understand to be the number 1 Golden Corral Restaurant in the entire country. New additions include Menchies, Five Guys and Waba Grill to name a few. Plans for Phase II have recently been approved.

In the City of Adelanto, Dollar General and Family Dollar are both in the process of obtaining their final entitlements for two new stores. GEO is expanding its facility on Ranchero Road based on the newly negotiated contract with ICE for an additional 650± beds. This will bring approximately 100± new jobs.

The city has about $3.5 million in redevelopment bond money that was not expended in our working with the state to allow use of funds to make improvements along HWY 395 north from the Stater Brothers shopping center to Seneca and then widening a portion of Seneca. This construction will include a new stoplight at Seneca and HWY 395. The city is working on getting plans approved by Caltrans to make road improvements on HWY 395 and Mojave near the Lewis

continued on page 34
News and Features

How Can Employees Show Customers They Care? Strategies to Operationalize Caring
Jon Gordon shows us how good it feels to care—and how good caring is for business. Gordon shares 11 strategies employees can use to show customers (and each other) that they care. 9

Your People Skills Are Getting Flabby: Seven Ways to Strengthen Your Communication Skills
By Loosening Your Smartphone Grip
Our overwhelming preference for quick and easy communication is causing our more difficult communication skills to erode from lack of use. 10

13 Tips for Thriving in a To-Do List-Dominated World
Andy Core has some advice that will help you take back your to-do list and become the CEO of your life. He offers a few tips on how to stop struggling and start thriving. 14

17 Things You (Unknowingly) Do at Work That Say “I Don’t Care”
Most of us care about doing our jobs well, and about the relationships we have with clients and coworkers. But author Jon Gordon says your actions might be sending the opposite message. 40

Columns

The High Desert. 3
Financial Column. 5
Real Estate Notes. 6
Investments and Finance. 8
Sales. 9
Communication. 10
Executive Notes. 12
The Lists:
Inland Empire’s Largest Employers. 13
Largest Credit Unions in the Inland Empire. 23
Top Tenant Improvement Contractors. 31
Time Management. 14
Opinion. 24
Manager’s Bookshelf. 25
Computer Technology. 27
Restaurant Review. 27
New Business Lists:
County of San Bernardino. 33
County of Riverside. 33
Executive Time Out. 39
Business Success. 40

INLAND EMPIRE BUSINESS JOURNAL

Vol. 26, No. 8, August 2014 — Inland Empire Business Journal is published monthly by Daily Planet Communications, Inc., 1801 Excise Street, Suite 111, Ontario, CA 91761. (909) 605-8800. Bulk rate U.S. postage paid, Ontario, CA, permit No. 1. Send address changes to: Inland Empire Business Journal, P.O. Box 1979, Rancho Cucamonga, CA 91729. Information in the Inland Empire Business Journal is deemed to be reliable, but the accuracy of this information cannot be guaranteed. The management of the Inland Empire Business Journal does not promote or encourage the use of any product or service advertised herein for any purpose, or for the purpose or sale of any security. “Inland Empire Business Journal” trademark registered in the U.S. Patent Office 1988 by Daily Planet Communications, Inc. All rights reserved. Manuscripts or artwork submitted to the Inland Empire Business Journal for publication should be accompanied by self-addressed, return envelope with correct postage. The publisher assumes no responsibility for their return. Opinions expressed in commentaries are those of the author, and not necessarily those of the Inland Empire Business Journal. Subscription payment must accompany all orders for the monthly journal or annual Book of Lists. Copyright 2014 Daily Planet Communications, Inc.

Quotations on Truth

A truth that’s told with bad intent beats all the lies you can invent.
William Blake

The exact contrary of what is generally believed is often the truth.
Jean De La Bruyere

Can there be a more horrible object in existence than an eloquent man not speaking the truth?
Thomas Carlyle
Hidden Gas Tax Will Hurt Businesses

By Senator Mike Morrell

Here in the Inland Empire, we drive a lot. It’s just a fact of life that most of us—from commuters to soccer moms to truckers—have to use automobiles to get to where we need to go.

But with the high cost of gas, day-to-day driving is increasingly becoming a financial burden, especially during these summer months when gas prices are at their highest. And believe it or not, some in Sacramento are trying to push them even higher.

Beginning Jan. 1, 2015, gas and diesel fuel prices will start rising because of new regulations under California’s climate change law, AB 32. They are part of the state’s Cap and Trade program and were created by unelected officials on the California Air Resources Board. The cost of these changes will amount to what I believe is a “hidden” gas tax.

This new tax is designed to force Californians to drive less and, therefore, use less fuel. Cost increase estimates range as high as 70-cents per gallon. Even the Democratic leader of the Senate, Darrell Steinberg, concedes we could see “spikes and wild fluctuations in gas prices.” Working with business leaders and elected officials from both parties, I have tried to draw attention to this issue. We are concerned that this tax could hurt our fragile economy and discourage hiring, expansion, and investment.

We are also concerned about the ripple effect that would occur if this tax goes into effect as planned. Pain won’t just be felt at the pump, but in our pocketbooks and bottom-lines as well.

For example: over 78 percent of California communities depend exclusively on trucks to deliver their goods. If fuel costs rise, trucking companies will have no choice but to increase the cost of moving freight. If shipping costs increase, so will the price of the products shipped. Because they operate on thin margins, wholesalers and storeowners must pass on the additional costs. In the end, family budgets and small businesses, like yours and mine, will suffer.

California already has among the nation’s highest sales tax, income tax, and business tax rates and CEOs have voted us the most difficult state in the nation to do business for 10 years straight now. Despite this, the majority in Sacramento continues to ignore the challenges facing us. This must end, if we are to get back to economic stability.

It is imperative that the Governor and the Air Resources Board prevent this tax from going into effect. Failing to do so will hurt Californians—the poor, the middle class, young adults, seniors on fixed incomes, businesses of all sizes, and the list goes on. This gas tax must be stopped.

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

FINANCIAL COLUMN

Five Questions to Ask Your Financial Professional

By William J “Bill” Cortus, CFP®, Thrivent Financial

When was the last time you met with a financial professional? Would you be more likely to keep those appointments if you knew some specific questions to ask? These meetings provide an important opportunity for you to ensure your strategy is still on track and can help make sure your family and finances are protected. You can get the most out of your meeting by asking the right questions. Whether it’s your first meeting or your twentieth, Thrivent Financial suggests you consider asking these questions when meeting with a financial professional.

1. Is my coverage adequate?

Ensuring proper financial protection against death, disability or injury is one of the most important things you can do for your family. Talk to your financial professional about cost concerns, protection options and how you can make sure that your family will be covered financially in the event of an untimely death or disability. If you’ve experienced major life changes like the birth or adoption of a child, purchased a house or gotten married, chances are your protection will need updating.

2. What are some creative ways we can refine my strategy to help maximize benefits?

A financial professional can help you organize your financial strategy in a way that factors in things like taxes and market volatility, and he or she will know what changes are on the horizon that could affect you. A financial professional can also help use primary products, like life insurance, in unique ways—like helping supplement a retirement income stream. These are applications many don’t know about but can offer different advantages to your financial strategy.

3. How are my financial strategies aligning with my values?

Having a financial strategy that allows you to align your finances with your values is another important topic to bring up. If you have charitable causes you want to support, or volunteer trips you want to take, make sure your financial professional knows about them. He or she can help you develop ways to bring your generosity to life.

4. Tell me about the strength and stability of your company or organization.

Insurance is only as strong as the ability of your financial institution to pay out claims when you need to claim a contract. Make sure to investigate the strength and stability of any company you’re working with to ensure it is financially sound enough to make good on its obligations.

5. What should I do differently in the next year?

This seems like an easy question, but you’d be amazed how few people ask it. Your financial profes-
SEVENTH STREET SELLS OUT 465,000-SF THIRD PHASE AT MISSION 71 BUSINESS PARK IN POMONA
Developer breaks ground on 500,000-sf final phase with one of the four buildings under escrow

Seventh Street Development is breaking ground on the 500,000-square-foot fourth and final phase of its 2,000,000-square-foot, 91-acre Mission 71 Business Park in Pomona completing the company’s successful redevelopment of the shuttered General Dynamics Military facility, announced Seventh Street Principal Craig Furniss.

Developed at a cost of $40 million, the final phase, called Mission 71 West, comprises four industrial buildings ranging in size from 67,000 to 201,000 square feet on a 23-acre site along the west side of the 71 Corona Expressway at Mission Boulevard.

The four new buildings at Mission 71 West will be the only modern buildings in their size range currently available for sale in the entire San Gabriel Valley. The buildings feature 30-foot clear height (with the largest of the four buildings at 32 foot clear), ESFR sprinkler systems, large secure, all-concrete truck courts, and 6,000 square feet of high-quality two-story offices. Construction of the final phase is expected to be completed in the first quarter 2015.

Seventh Street is already on escrow on one of the four buildings, as interest in this master-planned project has been extremely strong, according to Furniss.

The start of construction coincides with the completion of the business park’s 463,000-square-foot third phase in which all four buildings were committed to buyers long before completion. Buyers included Kittrich Corporation (250,000 sf), Vertex China (42,000 sf) and ALS Group (51,000 sf). Unipac/Continental Shipping will close on a 120,000-square-foot building immediately upon completion this month. Total value of the four sales transactions is approximately $48 million.

“Mission 71 Business Park is now the preferred high-quality business park address in the San Gabriel Valley,” said Furniss. “Its state-of-the-art building features, as well as location on a recently constructed four-way freeway interchange with unparalleled freeway visibility and signage rights offered to building occupants make it unique.” Seventh Street had originally offered the buildings for sale or lease, but strong interest in ownership in the San Gabriel Valley and the lack of available product for sale has resulted in all 15 of the buildings completed to date at Mission 71 being sold. Demand for the buildings is coming from businesses relocating within the San Gabriel Valley as well as Central Los Angeles, North Orange County and the Western Inland Empire, according to Furniss.

“Mission 71 Business Park has already brought 15 businesses and hundreds of jobs to the Eastern San Gabriel Valley with hundreds more to come as the swords to ploughshares scenario of the former General Dynamics Plant plays itself out,” said Furniss.

“At build out, Mission 71 Business Park is expected to be home to more than 1,750 permanent employees, generating annual revenues to the City, State and local schools of approximately $2.5 million,” Furniss added. “That doesn’t include the more than $9 million in one-time revenues and public improvement infrastructure benefits such as utility, road and signal improvements generated by the development itself.”

The Mission 71 West development team includes Contractor, HBI Construction; Architect MacDavid Aubort & Associates; and the Colliers International brokerage team of Steve Bellitti, Taylor, Josh Hayes, Tony Phu, and Summer Coulter.

The CBRE team of Barbara Emmons, Lynn Knox, Jason Chao, and Dan De La Paz comprised the marketing team for Mission 71 Phase III.

REDA BASCOM VENTURES STARTING CONSTRUCTION ON TWO SOCAL SPEC INDUSTRIAL PROJECTS
REDA Bascom Ventures LLC has started construction on two separate spec industrial projects totaling 500k square feet in Southern California. REDA, a joint venture between Newport Beach-based Real Estate Development Associates and Irvine-based The Bascom Group, was formed in 2013 to acquire value-added office and industrial opportunities throughout Southern California. One of the new projects is Malt Avenue Distribution Center, located on Malt Avenue in the city of Commerce. The state-of-the-art distribution / warehouse building totals 141k square feet with 32-foot clearance, dock-high loading and a secured truck court. The project, being constructed by Oltmans Construction, is currently in the grading phase with completion scheduled for the first quarter of 2015.

REDA acquired the site in May 2013 from a private owner. Jack Cline, Jr. and Jeff Bethel of Lee and Associates are marketing the project. In Fontana, REDA recently completed the recapitalization of the Hemlock Distribution Center, which included a $17.9 million construction loan from Bank of the West. The proposed 358k-square-foot speculative warehouse / distribution center is located on Hemlock Avenue. Millie and Severson was selected to construct this project, and completion is also scheduled for the first quarter of 2015.

REDA acquired the Hemlock Distribution Center in October 2013 from a plastics manufacturer, JM Eagle, in an all-cash transaction. Kevin McKenna and Scott Sanders of Colliers International represented REDA on the acquisition and will also market the project.

The construction of the Hemlock Distribution Center starts on the heels of the recently completed 805k square foot Etiwanda Commerce Center in Ontario. In March 2012, Real Estate Development Associates LLC formed a venture to acquire from Hyundai Motor America their west coast parts distribution center, located on the corner of Etiwanda Avenue and Francis Street in Ontario. The construction of Etiwanda Commerce Center was recently completed, and the project is being marketed by Chuck Beldon and Phil Lombardo of Cushman and Wakefield’s Ontario office.

“We are extremely bullish on the Southern California Industrial Market,” said Jason Krotts, principal of REDA. “Year after year, the activity level in the Southern California industrial market remains strong and continues to lead the nation. We have been focusing on targeting strategically located opportunities where we can create value through either repositioning or developing the asset. We currently have a pipeline of development projects in various stages which exceeds 3 million square feet and are looking for more quality opportunities in the Inland Empire, Orange County and Los Angeles industrial markets,” adds Krotts.

CT REALTY PICKS UP 17 ACRES IN FONTANA
An affiliate of CT Realty purchased 17.26 acres of land in Fontana, with plans to develop two Class A industrial buildings totaling 358.4k square feet of space on the land. The acquisition, consisting of four parcels bought from three sellers, totaled $7.8 million.

Located at 15996 Jurupa Avenue, 16034 Jurupa Avenue and 11101 Catawba Avenue, just south of I-10, the property is situated in one of the most active industrial pockets in the Inland Empire West submarket and directly adjacent to more than 4 million square feet of planned developments. The sellers continued on page 8
China to Cali... continued from pg. 1

Foreign Portfolio Investment from China

Figure 1 shows foreign residents’ portfolio holdings of U.S. securities from 2008 to 2013. Since the financial crisis and Great Recession of 2009, the total amount of portfolio assets have increased from $9.6 trillion in June 2009 to $14.4 trillion in June 2013. That is a $4.1 trillion increase. Most of the portfolios are in long-term U.S. treasury debt, equity, and corporate debt. Figure 2 displays China’s portfolios in U.S. securities, and they are predominantly U.S. treasuries. Holdings on agency debt (mortgage-backed securities from Fannie Mae and Freddie Mac) have declined after the financial crisis. As of June 2013, total U.S. securities holdings by China are $1.74 trillion, following closely behind the largest foreign holder, Japan at $1.77 trillion.

Foreign Direct Investment from China

In addition to these foreign portfolio investments, the U.S. also stands as the largest destination country for foreign direct investment (FDI) with $2.84 trillion of FDI stock in 2013 (historical-cost basis). The FDI inflows from 2009 to 2013 were $23 billion, $211 billion, $223 billion, $148 billion, and $188 billion, respectively. Compared to China’s tremendous portfolio investment in the U.S., China’s FDI in the U.S. seems to be humble. According to the Bureau of Economic Analysis, from 2009 to 2013, China’s FDI to the US was $0.7 billion, $3.4 billion, $3.9 billion, $1.2 billion, and $2.2 billion, respectively. Thus, the official cumulative FDI position of China to the U.S. reaches only $12.7 billion in 2013. We think these amounts are underestimated.

Using a more detailed investigation, Rhodium Group’s China Investment Monitor might provide a more accurate estimation of China’s FDI in the U.S. As shown in Figure 3, China’s FDI investment in the U.S. from 2009 to 2013 was $3.4 billion, $4.3 billion, $3.5 billion, $9.1 billion, and $12.5 billion, respectively. The accumulated FDI stock reached $36.5 billion in 2013. Within the FDI, the entertainment and real estate industry investment was $0.06 billion, $0.2 billion, $0.89 billion, $2.8 billion, and $2.2 billion from 2009 to 2013, respectively. Apparently, real estate investment is gaining its share among China’s FDI as the U.S. real estate market recovers.

Individual Investment from China

In addition to the above government and corporate investments from China, we have all heard anecdotal stories from newspapers and realtors about Chinese investors bringing in cash to buy homes in New York, Los Angeles and other major U.S. cities or to invest in the EB-5 program (i.e., invest $500,000 and create a certain number of jobs) in order to gain U.S. permanent residence. How real is that? It is very real. According to the U.S. State Department, the number of EB-5 visas issued to the Chinese reached 6,895 in 2013, which was a sharp increase from the 1,000 in 2010. Furthermore, Chinese nationality accounts for 80% of all EB-5 visas issued in 2012 and 2013.

Among the approved 615 cases of EB-5 regional centers, 122 regional centers (20%) are located in California. It is not surprising for California to be China’s preferred investment location for three reasons: (1) California is a nice place to live and retire, especially for the rich. (2) California is one of the closest states to China. (3) California already has one of the... continued on page 15
Hayes with the Ontario office of Colliers International represented all
have been specifically designed to meet this market imbalance.”
These state-of-the-art facilities is exploding. Our development plan
Currently available or under construction, while tenant demand for
locations in Southern California,” Ewing said.
Industrial product that is under-served in one of the most desirable
Empire West has increasingly outstripped supply. “This acquisition
Terms. Ewing said that demand for “smaller” buildings in the Inland
The two buildings will be marketed offering five- to seven-year lease
tractor has yet to be determined.
Engineering Inc of La Mirada is the civil engineer. The general con
Irvine is the architect of record for the project and Thienes
November, with completion slated for second quarter 2015. RGA of
Square LLC, as well as the buyer, Village Walk Murrieta, LP. “This
five- to seven-year lease terms. Ewing said that demand for “smaller” buildings in the Inland Empire West has increasingly outstripped supply. “This acquisition offers an outstanding opportunity to develop and bring to market an industrial product that is under-served in one of the most desirable locations in Southern California,” Ewing said.
“Very few industrial class buildings below 200k square feet are currently available or under construction, while tenant demand for these state-of-the-art facilities is exploding. Our development plan has been specifically designed to meet this market imbalance.”
Mark Zorn, Summer Coulter, Tom Taylor, Steve Bellitti and Josh Hayes with the Ontario office of Colliers International represented all the sellers in the transaction. CT Realty repped itself. The Colliers team will handle the marketing duties for the development.

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

Real Estate...
were all individuals. CT’s new $28 million development project will feature a 212.5k-square-foot warehouse/distribution building on two parcels on Jurupa and a 145.9k-square-foot warehouse/distribution building on Catawba. Construction on both buildings is expected to begin in November, with completion slated for second quarter 2015. RGA of Irvine is the architect of record for the project and Thienes Engineering Inc of La Mirada is the civil engineer. The general contractor has yet to be determined.

According to Carter B. Ewing, managing partner of CT Realty, the two buildings will be marketed offering five- to seven-year lease terms. Ewing said that demand for “smaller” buildings in the Inland Empire West has increasingly outstripped supply. “This acquisition offers an outstanding opportunity to develop and bring to market an industrial product that is under-served in one of the most desirable locations in Southern California,” Ewing said.

“Very few industrial class buildings below 200k square feet are currently available or under construction, while tenant demand for these state-of-the-art facilities is exploding. Our development plan has been specifically designed to meet this market imbalance.”
Mark Zorn, Summer Coulter, Tom Taylor, Steve Bellitti and Josh Hayes with the Ontario office of Colliers International represented all

Duff & Phelps/IEBJ Total Volume Month 27,182,290

Ticker 7/21/14 Close Price NA 6/30/14 Open Price 7/21/14 % Chg. Month 52 Week High 52 Week Low Current P/E Ratio NYSE NASDAQGS
American States Water Company (H) AWR 31.48 33.23 (5.3) 34.00 25.07 20.4
CVB Financial Corp. CVBF 15.36 16.03 (4.2) 17.48 12.57 15.8
Monster Beverage Corporation MNST 64.74 71.03 (8.9) 75.63 51.15 30.4
Simplicity Bancorp, Inc. SMPL 16.99 17.45 (2.6) 18.43 14.63 21.5
Provident Financial Holdings, Inc. PROV 14.23 14.54 (2.1) 18.62 13.75 15.0

Duff & Phelps/IEBJ

Five Most Active Stocks

Monster Beverage Corporation 19,680,930
CVB Financial Corp. 4,951,180
American States Water Company 2,005,260
Provident Financial Holdings, Inc. 307,360
Simplicity Bancorp, Inc. 237,560

Monthly Summary

7/21/14

Advances 0
Declines 5
Unchanged 0
New Highs 1
New Lows 0

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

Real Estate...
continued from pg. 6

continued on page 11
Caring about customers is one of the best ways to differentiate your business and gain long-term consumer loyalty. But how can employers operationalize such a “soft” skill?

“Your best strategy is to teach your employees what caring about customers looks like in action,” says Jon Gordon. “Suggest specific tactics they can employ. When they see how good it feels to care—and how good caring is for business—you’ll receive your team’s buy-in and continued participation.”

Gordon notes that most of the tips he shares can also apply internally.

“Employees can apply these principles to their interactions with each other, too,” he says. “How you treat your coworkers is how you treat customers—you can’t separate the two!”

Here, Gordon shares 11 strategies employees can use to show customers (and each other) that they care:

**Be present.** Most modern workers have so many responsibilities and distractions that it’s tempting to listen to clients with only one ear (or half an ear!). You know how it goes: You make the appropriate noises during a client call (“Mmmhmmm…I understand…No, that won’t be a problem…”), while simultaneously typing an email to someone else. That’s why giving a client your full attention is so meaningful. Being fully present says, “I really care about you and what you need from this organization. You are my top priority right now.”

“Leaders, your employees will be fully present with customers only if you give them permission to be,” Gordon points out. “For instance, if you ask someone why she didn’t respond to your email sooner and she tells you that she was on the phone with a client, you need to be okay with that. You can take a cue from Zappos, which encourages their employees to spend more time on the phone with their customers instead of creating time limits like many customer service call centers. Instead of rushing through calls, Zappos employees focus on being present and caring.”

**Say it with a smile.** Smile and be polite during all customer interactions. “Can I help you?” said with a smile has a very different effect from the same words said without one. If you don’t feel like smiling at any given time, Gordon advises you to think of your favorite joke or funny movie scene and make yourself smile. It has been scientifically proven that the act of smiling improves your mood and can reduce stress! (Actually, a fake smile produces more stress relief. Just so you know.)

**Call customers by name.** When interacting with a customer, ask her name—then remember it and use it. Referring to someone by name demonstrates that you see her as an individual with unique needs and preferences, as opposed to “just a number” or a source of income.

**Extend a genuine offer to help (but don’t hover).** It’s true; no one appreciates “that” salesperson who shadows your every step as you browse through a store, asking you every two minutes if you need any help. But that doesn’t mean a single, simple, heartfelt, “Please let me know if you have any questions or need any help while you’re here” won’t be appreciated. It will! Even if a customer knows exactly what she wants, where to find it, and how to use it, the fact that you noticed her and offered your assistance will make a positive impression and send a powerful message about your company.

**Be generous with your time.** When someone does have a question or requests help, don’t rush through the task of explaining your company’s policy or toss off a piece of canned advice—take your time and really help the customer. It’s a conversation, not a lecture. Gordon suggests you ask questions and listen to your customers.

This lets them know you care about them and their thoughts, and it helps you to better understand their concerns so you can help them. Keep in mind this quote from The Carpenter: “The world is filled with those who get things done the fastest and the cheapest, but it needs more artists, craftsmen, and craftswomen. When you become a craftsman in a world of carpenters, you will stand out, and people will clamor to work with you.”

**Stay calm and respectful at all times.** (Resist the temptation to get defensive.) Sometimes it’s easier said than done, but you should always strive to treat customers with respect and deference. Often when a customer is upset (or perhaps even hostile), using soothing words that show you care can have a powerful calming effect. “I’m sorry you were dissatisfied with your experience. Would you mind telling me how we can improve in the future?” will be better received than a perfunctory, “What was wrong with your experience?” or an exasperated, “I don’t think I can help you!”

**Respond quickly and touch base often.** It’s simple: Return calls and emails promptly. Whenever possible, try not to leave any unanswered emails or voicemails overnight. And be proactive with updates, too. Don’t force a client to get in touch with you in order to learn the status of an order, for instance. Send daily or weekly updates—whatever is appropriate.

**Build it up.** There is no such thing as a “perfect” job. Every employee in every industry has the occasional complaint about work. But that doesn’t mean you should dwell on them or air them gratuitously. When you’re talking about your company (especially if you’re on the clock), try to stay positive. Focus on the things you like about your work, what’s going well, and what your organization has to offer. Spreading discontent to your coworkers can create internal dissent—and that comes across to customers in your attitude, even if you never utter a bad word about your company to them.

“Negative chit-chat damages a brand and may send an undeservedly negative impression about it to others,” Gordon points out. “If you care about your organization, help build it up. If you don’t care, it’s time for an honest self-evaluation or a new job.”

**See the good.** In Gordon’s book, the carpenter tells his protégé, “When you see the good, look for the good, and expect the good, you find the good and the good finds you.” You can apply this principle by making an effort to stop thinking of customers as “annoying,” “needy,” “clueless,” or “a waste of my time.” Instead, choose to see the good in them: “She is genuinely curious about how this product is manufactured.” Or, “I admire how responsible he is with his...
**Your People Skills Are Getting Flabby: Seven Ways to Strengthen Your Communication Skills by Loosening Your Smartphone Grip**

Digital connectivity is no guarantee of a human connection. Communication expert Geoffrey Tumlin shares seven ways to step away from the screen and strengthen the communication skills that are essential for productive and meaningful relationships.

In the always-on digital age, we’re all guilty of indulging in communication shortcuts. We email our colleague Jim instead of walking ten steps to his office. We half-heartedly listen to our kids while fooing around on our smartphone. We let an incoming call go to voicemail and reply with a text message instead of picking it up. We email a client instead of scheduling a face-to-face meeting, which we know would be better. These shortcuts save time, but they are costing us something valuable: Some of our “old school” communication skills are getting dangerously rusty.

“Our overwhelming preference for quick and easy communication is causing our more difficult communication skills to erode from lack of use,” says Tumlin, author of “Stop Talking, Start Communicating: Counterintuitive Secrets to Success in Business and in Life.” “It’s easy to email a client, but far more difficult to persuade the same person in real-time that our product is best. Telling squabbling colleagues to ‘grow up’ might make us feel better momentarily, but helping them resolve their conflict might improve their relationship forever. And complaining that our boss ‘just doesn’t get it’ is much easier than trying to engage her in a productive discussion about a legitimate work issue.

“To keep our more difficult, but essential, communication skills limber in an environment where quick and easy communication is the norm, it’s essential to regularly exercise our higher-order communication skills,” recommends Tumlin. “The kinds of productive and meaningful relationships we want can’t be sustained by emails and texts alone. When we reach for our more difficult higher-order communication skills, we need them to be up to the challenge.” Here, Tumlin shares seven ways to strengthen our vital higher-order communication skills:

1. **Offer praise.** Praising sounds easy, but it’s harder than it looks because we do it infrequently and because it often creates an awkward moment. “A common disconnect in organizations is that supervisors think they give plenty of praise, but subordinates feel like they never get enough,” says Tumlin. “Remedy that by looking for opportunities to provide work-related compliments.”

2. **Delivering praise in real time** (that is, face-to-face or by phone) is a higher-order communication exercise because it forces us to push through the awkward moment that often accompanies a compliment for a job well done,” he adds. “And persevering past awkward conversational moments without abandoning an interaction helps inoculate us against giving up too easily.”

3. **Give negative feedback.** We may praise infrequently, but our record for providing negative feedback is much worse. Most feedback never gets communicated for a simple reason: We don’t like giving it, and the other person doesn’t like receiving it. And people who claim they like giving negative feedback aren’t giving feedback at all—they’re criticizing. Unfortunately, there’s one small problem with criticism: It never works!

The failure to give negative feedback is a major opportunity lost. An enormous amount of organizational learning never happens because it’s easier to sit on important feedback than to give it,” Tumlin says. “Giving timely and relevant negative feedback is a true test of our higher-order communication skills because it forces us to do something we’d rather not do, and it forces us to continue past the resistance to our message.”

4. **Persuade.** Trying to land a client? Negotiating a deadline with a colleague? Trying to convince your spouse to spend the holidays with your family this year? See how well you do in a real-time conversation instead of hunkering down to write an email.

5. **Giving in real time** that our product is better than our ability to argue intelligently. Online comments are easier, because we convince ourselves that we don’t know what they mean. Unfortunately, online comments are all one side of an argument. “Remedy that by looking for opportunities to provide work-related compliments.”

6. **Argue.** Few skills have suffered more in the digital age than our ability to argue intelligently. Online comments are filled with ad hominem attacks, invasive, and worse; accusatory emails fly back and forth between otherwise rational people; and it often seems like all we are doing online is arguing right past each other. We need to make a concerted effort to shed the counterproductive arguing habits we’ve picked up in the digital age and revitalize our ability to thoughtfully and effectively make our points.

7. **Arguing is an essential communication skill,” says Tumlin. “Knowing how to express ourselves when we disagree is what prevents small issues from becoming large problems. Arguing—sensibly, smartly, and effectively—is a higher-order communication skill we can’t afford to lose. It’s never been easy to keep emotions from seizing control of arguments. But without practice, we won’t stand a chance, and our most important relationships will suffer the damage.”

**Offer support.** Sometimes, posting a condolence note on Facebook or sending a supportive email to a struggling colleague just isn’t enough. When the chips are down for people we care about, we need communication skills that can step up and provide real comfort.

Face-to-face messages of support are just plain powerful, but they often don’t get delivered, because we convince ourselves that we don’t know what to say. But that’s a mistake, says Tumlin.

“A good rule of thumb when providing support is the less certain you are about what to say, the simpler your message should be,” recommends Tumlin. “Tell a colleague who’s just received a career setback that you believe in her. Tell your grieving boss that she’s in your thoughts. Tell your upset friend that you’re here for her. That’s enough to show that you care and to make a connection.

“And if your support happens to cause an outpouring of emotion, perfect words still aren’t necessary,” he adds. **continued on page 26**
to dispose of a stable asset that is outperforming the immediate sub-market, and the buyer acquired a high-quality asset below replacement cost.”

The City of Murrieta is situated within southwestern Riverside County. Murrieta – part of the greater Temecula Valley market, which includes the cities of Temecula and Menifee – has emerged as a major employment center for the local area. Murrieta’s projected expanding employment base and the region’s affordable housing provide favorable conditions for commercial real estate investment now and in the foreseeable future.

**INVESTOR BUYS HESPERIA SINGLE-TENANT RETAIL BUILDING OCCUPIED BY K-MART**

A 66,4k-square-foot retail building in Hesperia sold for $5.25 million ($79/sf) in an all-cash transaction. The single-tenant building is occupied by Kmart at 16968 Main Street, within the Midtown Square Shopping Center.

Built in 1987, Midtown Square Shopping Center is the dominant neighborhood shopping center in the trade area, with Kmart being one of the original anchors of the center. Other anchor tenants include a recently opened Stater Bros. and Orchard Supply Hardware.

The Progressive Real Estate Partners team of Brad Umansky and Frank Vora represented the seller, The Burokas Family Trust. The buyer, a private California-based real estate investment company, was repped by David Chasin at Pegasus Investments.

“This building represented a unique opportunity for the buyer to complete a 1031 exchange while acquiring an anchor space at substantially below replacement cost in the best neighborhood center in the trade area,” noted Umansky.

**REXFORD INDUSTRIAL REALTY COMPLETES 111K SQUARE FOOT IE INDUSTRIAL PURCHASE**

Rexford Industrial Realty has acquired Dupont Business Center, a two-building, 110,9k-square-foot industrial complex in the Inland Empire, for $10.2 million ($91/sf). Funding for the acquisition was provided by availability under the company’s line of credit. The deal marks Rexford’s 10th acquisition year-to-date, totaling $97.1 million.

Built in 2001, Dupont Business Center is a Class A asset situated on 5.7 acres in Ontario Center. The property has institutional-quality features for smaller space sizes including: ESFR fire sprinklers, high clear heights, a location within a Foreign Trade Zone with close proximity to the Ontario Airport, and favorable access via the I-10, I-15 and SR 60 highways.

According to Rexford Co-Chief CEOs Howard Schwimmer and Michael Frankel, the property is 100% occupied by five tenants. Over time the company plans to divide the larger spaces to enable higher rents upon re-tenanting.

The property is located in the Ontario / Inland Empire West submarket, which is comprised of 250.8 million square feet of industrial space. According to CBRE, the vacancy rate in the Ontario / Inland Empire West submarket continues to improve and stood at 3.2% at the end of the first quarter 2014, with the overall Inland Empire market at 4.0% at the end of the first quarter 2014.

**BASCOM GROUP AND OAKTREE CAPITAL MANAGEMENT TO INVEST $250 MILLION IN VALUE-ADD MULTIFAMILY PROPERTIES**

The Bascom Group and Oaktree Capital Management have created a new venture to acquire $250 million in value-added multifamily properties throughout the United States. Oaktree is contributing funds under its management to the venture.

The venture has already completed its first acquisition, The Springs Apartments, a 320-unit garden-style community in Corona that traded for $43.2 million ($135/unit). The property is located at 650 Ebbecke Drive, west of I-15 and north of the 91 Freeway. Debt financing was provided by OneWest Bank and sourced by Brian Eisenhardt of CBRE.

The Springs was built in 1987, and consists of 20 residential buildings on a sprawling 13.3-acre site located in West Corona. The unit mix is comprised of 25% one-bedroom and 75% two-bedroom units with fully equipped kitchens and balconies or patios in all apartment homes.

Common area amenities include two pool areas, fitness center, and a well-landscaped central courtyard with tot-lot and grilling stations. The property is well located with direct access to the greater Orange County and Los Angeles Metro areas. With excellent proximity to major employers, transportation corridors, shopping, dining and entertainment along the busy I-15/91 Corridor, the Springs is an attractive choice for Southern California renters.

Lee Nguyen, senior vice president of operations for Bascom explains, “We have seen a steady improvement in the Corona submarket over the past year. Both rents and occupancies have strengthened. Ultimately, we feel that the Springs is ideally positioned to benefit from a new ownership team that is ready to work hard to improve the tenant experience at the property.”

**PLANNING UNDERWAY FOR FUTURE DEVELOPMENT AT VICTORVILLE’S SOUTHERN CALIFORNIA LOGISTICS AIRPORT**

The Southern California Logistics Airport (SCLA) in the High Desert city of Victorville is nearly 100 percent leased, prompting the airport to determine its next growth areas. Since becoming SCLA in 1999, the City of Victorville has overseen the build-out and leasing of approximately 3.5 million square feet of industrial space at SCLA. Phase Two of the City’s industrial growth plan for the airport involves attracting build-to-suit tenants to continue the development of this growing industrial and aerospace hub.

Milestones of SCLA’s industrial growth began with its first major industrial transaction in February 2001, with a 22-acre ground lease to the High Desert Power Project to construct a $350 million, 750-megawatt power generating facility.

From there, SCLA attracted a 13.5-acre ground lease with General Electric in 2002; a 450k-square-foot lease with Newell Rubbermaid in 2007; four build-to-suit hangar projects for Leading Edge Aviation Services, Pratt Whitney, FedEx and Victorville Aerospace in 2007; and a 300k square foot lease with Plastipak Packaging in 2009.

In 2010, Dr. Pepper Snapple Group completed the construction of its 850k-square-foot manufacturing and warehouse facility at SCLA to serve the company’s entire West Coast beverage-consuming demand. In 2011, M&M/Mars relocated its refrigerated candy warehouse operation to approximately 500k square feet of building space at SCLA. Recent development at SCLA has included a 500k-square-foot lease with United Furniture Industries in 2012 and a 100k-square-foot lease with The Boeing Company in 2013.

Upon the successful leasing of nearly 100 percent of SCLA’s industrial and hangar space, SCLA’s launch of this next phase of industrial development represents another milestone in the City of Victorville’s growth.

The next phase involves identifying build-to-suit opportunities for new users, both inside and outside of the airfield fence. The City of Victorville is home to the Southern California Logistics Airport and is located approximately 90 miles northeast of Los Angeles with convenient access to major interstates, railways, trucking routes and international airports, making it one
Employees Show... own company’s money.” Or, “Getting their business is a big win for our company.” Customers will notice and appreciate the change in your attitude.

Don’t make it all about business. During any prolonged or follow-up interaction with a customer, ask them, “How are you doing?” Make an effort to learn about return clients on a personal level as well as a professional one and follow up on what you discover. If you know that an individual recently had an important event—a wedding, birthday, or even a big presentation—ask him how it went. People are surprised and pleased when you remember what’s going on with them—precisely because the assumption today is that most people don’t care about what’s going on outside their own bubbles.

Always go the extra mile. Constantly look for ways to make the service you provide just a little bit better. Gordon points out that even one percent more time, energy, or thought can make a big difference. Even small actions (like walking a customer to the door after checking them out, taking five extra minutes to return a call before going home, or calling a patient to follow up after they visit your health clinic) mean a lot.

Gordon cites a personal example of something little that has made a big impact on him: “Oceanside Cleaners near my home replaces missing buttons on my dress shirts at no extra charge. This ‘little’ service has earned my loyalty because it shows that Oceanside cares about the quality of my clothes and my satisfaction with their services.” And those employees who, despite your best efforts, just don’t or won’t care? “You need to move these people out of your organization.” And those employees who, despite your best efforts, just don’t or won’t care? “You need to move these people out of your organization (they won’t be top performers if they don’t care),” Gordon instructs.

“Caring as a success strategy works only when all of your employees care. And those employees who, despite your best efforts, just don’t or won’t care? ‘You need to move these people out of your organization (they won’t be top performers if they don’t care),’” Gordon instructs. “Caring as a success strategy works only when all of your employees care. And those employees who, despite your best efforts, just don’t or won’t care?”

To learn more, please visit www.jongordon.com.

EXECUTIVE NOTES

Mutual of Omaha Bank Appoints Senior Vice President in Rancho Cucamonga

Mutual of Omaha Bank has appointed Kirk Malmrose senior vice president and commercial relationship banker covering the Los Angeles market. Malmrose will work with Los Angeles area businesses, offering a full portfolio of commercial banking and commercial real estate lending solutions.

Malmrose has 25 years of banking experience providing finance solutions for all businesses and property types. He has both large and small loan financing experience, including debt, mezzanine and equity.

Malmrose earned his bachelor’s degree from Brigham Young University (BYU) and his masters of business administration in finance and real estate from the UCLA Anderson School of Management. He is a licensed real estate broker in California and has been a guest lecturer at USC’s Marshall School of Business and Cal Lutheran University.

Mutual of Omaha Bank is a full-service bank providing financial solutions to individuals and businesses across the United States. With nearly $7 billion in assets, Mutual of Omaha Bank is a subsidiary of Mutual of Omaha, a Fortune 500 insurance and financial services company founded in 1909. For more information about Mutual of Omaha Bank, visit www.mutualofomahabank.com.

Simoneau Joins First American Title Insurance

Kelly Simoneau has joined First American Title Insurance Company as senior commercial escrow officer based in the company’s office at 3281 E. Guasti Road, Suite 440, Ontario, Calif. 91761.

In her new position with First American Title’s National Commercial Services division, she will provide closing services for commercial transactions nationwide, from the receipt of the contract through funding and disbursement.

Simoneau brings more than 20 years of experience in the title insurance industry, spanning both commercial and residential markets. She has previously held escrow management and officer positions at national and regional title insurance companies.

CSUSB Names New Director of Academic Technologies and Innovation

Michael Chen, who has served as a faculty member and director of academic technologies at several universities around the country, is Cal State San Bernardino’s new director of academic technologies and innovation. Chen most recently was the executive director for academic technologies at St. Mary’s University in San Antonio, Texas, where he served as CSUSB’s senior academic technology officer, said Samuel Sudhakar, the university’s vice president for information technology services and chief information officer.

“Dr. Chen will provide leadership in all aspects of academic technologies, including instructional design, online and hybrid delivery technologies, classroom technologies, distance learning, ACRC and special events,” said Sudhakar. “He will work closely with Dr. Kim Costino and the Teaching Resource Center, the provost’s office, and academic deans and chairs to support faculty-led innovation, and foster and support the academic mission of CSUSB.”

Chen, who started his new job at CSUSB on July 15, has nearly 25 years of experience as a faculty member and director of academic technologies at several universities and brings a wealth of ideas to move academic technologies forward at CSUSB, Sudhakar said.
Inland Empire’s Largest Employers  
(Ranked by Number of Inland Empire Employees)  
continued on page 16

<table>
<thead>
<tr>
<th>Company Name</th>
<th>Address</th>
<th># Employees (IE)</th>
<th># Employees (Nationwide)</th>
<th>Year Est.</th>
<th>Nature of Business</th>
<th>Employee Services: Address or Contact</th>
<th>Marketing Contact Title</th>
<th>Top Local Executive Title</th>
<th>Phone/Fax</th>
<th>E-Mail Address</th>
</tr>
</thead>
<tbody>
<tr>
<td>County of San Bernardino</td>
<td>385 N. Arrowhead Ave, 5th Floor</td>
<td>19,000</td>
<td></td>
<td>1853</td>
<td>Local Government</td>
<td>Yes</td>
<td>No</td>
<td>Paula Nowicki, Chief of Staff</td>
<td>1st District</td>
<td>Gregg Doveraux</td>
</tr>
<tr>
<td>County of Riverside</td>
<td>4000 Lemon St., 4th Floor</td>
<td>18,400</td>
<td></td>
<td>1893</td>
<td>Local Government</td>
<td>Yes</td>
<td>No</td>
<td>Bob Howellshie, Director, Purchasing &amp; Material Services</td>
<td></td>
<td>Jay Orr</td>
</tr>
<tr>
<td>Sutter Health</td>
<td>301 S. Tippecanoe Ave</td>
<td>18,221</td>
<td></td>
<td>1936</td>
<td>Supermarkets</td>
<td>Yes</td>
<td>No</td>
<td>Dennis McIntyre, Group Senior VP, Marketing</td>
<td></td>
<td>Jack H. Brown</td>
</tr>
<tr>
<td>United Parcel Service</td>
<td>2930 Island Empire Blvd, Ste. 110, Ontario, CA 91764</td>
<td>8,600+</td>
<td></td>
<td>1907</td>
<td>Transportation</td>
<td>No</td>
<td>No</td>
<td>Mario Archaga, Middle Market Manager</td>
<td></td>
<td>Scott Davis</td>
</tr>
<tr>
<td>S.B. City Unified School District</td>
<td>777 North F St.</td>
<td>8,574</td>
<td></td>
<td>1964</td>
<td>Education</td>
<td>No</td>
<td>No</td>
<td>Linda Hill, Director of Communications</td>
<td></td>
<td>Dr. Dale Marshon</td>
</tr>
<tr>
<td>Ontario International Airport</td>
<td>1980 E. Mood Way, Ontario, CA 91761</td>
<td>7,693</td>
<td></td>
<td>1940</td>
<td>Aviation</td>
<td>Yes</td>
<td>No</td>
<td>Mark Thorpe, Air Service Marketing Director</td>
<td></td>
<td>Jess Romo</td>
</tr>
<tr>
<td>University of California Riverside</td>
<td>2001 University Ave.</td>
<td>7,618</td>
<td></td>
<td>1994</td>
<td>Higher Education</td>
<td>Yes</td>
<td>Yes</td>
<td>Marcia Quam, Associate Vice Chancellor, Strategic Communications</td>
<td></td>
<td>Kim Wilcox</td>
</tr>
<tr>
<td>Loma Linda University Medical Center</td>
<td>11234 Anderson Ave, Loma Linda, CA 92354</td>
<td>6,147</td>
<td></td>
<td>1905</td>
<td>Medical/Health Care</td>
<td>Yes</td>
<td>Yes</td>
<td>Tammy Veach, Administrative Director</td>
<td></td>
<td>Ruthia Fike</td>
</tr>
<tr>
<td>Kaiser Permanente Medical Center</td>
<td>15960 10th St. E, Fontana, CA 92335</td>
<td>6,000</td>
<td></td>
<td>1943</td>
<td>Health Care</td>
<td>Yes</td>
<td>No</td>
<td>John Gustafson, Dir. Sales &amp; Marketing, I.E.</td>
<td></td>
<td>Greg Christiansen</td>
</tr>
<tr>
<td>Riverside Unified School District</td>
<td>3380 Foothill Blvd, Riverside, CA 92501</td>
<td>5,500</td>
<td></td>
<td>1871</td>
<td>Education</td>
<td>No</td>
<td>Yes</td>
<td>Dianne Pavia, Sr. Mgr., Comm. &amp; Public Relations</td>
<td></td>
<td>Dr. David Hanson</td>
</tr>
<tr>
<td>Corona/Norco Unified School District</td>
<td>2200 Clark Ave, Norco, CA 92860</td>
<td>5,147</td>
<td></td>
<td>1893</td>
<td>Education</td>
<td>No</td>
<td>No</td>
<td>Tim R. Pike</td>
<td>Executive Services</td>
<td>Dr. Michael Lin</td>
</tr>
<tr>
<td>Pechanga Resort &amp; Casino</td>
<td>45000 Pechanga Pkwy, Temecula, CA 92590</td>
<td>4,800</td>
<td></td>
<td>1995</td>
<td>Casino/Resort</td>
<td>No</td>
<td>No</td>
<td></td>
<td></td>
<td>Rudy Prieto</td>
</tr>
<tr>
<td>Fontana Unified School District</td>
<td>9980 Citrus Ave, Fontana, CA 92335</td>
<td>4,700</td>
<td></td>
<td>1956</td>
<td>Education</td>
<td>No</td>
<td>No</td>
<td>Dr. Richard Steidy</td>
<td>Deputy Superintendent of Business</td>
<td>Leslie Bousler</td>
</tr>
<tr>
<td>Lewisville Unified School District</td>
<td>112 S.Lakeview Canyon Rd., Thousand Oaks, CA 91361</td>
<td>4,519</td>
<td></td>
<td>1953</td>
<td>Telecommunications</td>
<td>Yes</td>
<td>No</td>
<td>Dave Song</td>
<td>Regional Marketing Director</td>
<td>Susan Rose</td>
</tr>
<tr>
<td>Indio Unified School District</td>
<td>26331 Ynez Rd., Indio, CA 92201</td>
<td>4,500</td>
<td></td>
<td>1983</td>
<td>Medical Device Manufacturer</td>
<td>No</td>
<td>No</td>
<td></td>
<td></td>
<td>Ken Cardillo</td>
</tr>
<tr>
<td>Moreno Valley Unified School District</td>
<td>25614 Alexander Blvd, Moreno Valley, CA 92553</td>
<td>3,704</td>
<td></td>
<td></td>
<td>Education</td>
<td>No</td>
<td>No</td>
<td>Scott Johnson</td>
<td>Public Information Officer</td>
<td>Dr. Judy White</td>
</tr>
<tr>
<td>Riverside Community College</td>
<td>4,780 Citrus Ave, Riverside, CA 92505</td>
<td>3,753</td>
<td></td>
<td>1916</td>
<td>Higher Education</td>
<td>Yes</td>
<td>Yes</td>
<td>Jim Parsons</td>
<td>Assoc. VP, Public Affairs</td>
<td>Dr. Gregory Gray</td>
</tr>
<tr>
<td>Pomona Unified School District</td>
<td>800 South Garey Ave, Pomona, CA 91766</td>
<td>3,462</td>
<td></td>
<td>1954</td>
<td>Education</td>
<td>No</td>
<td>No</td>
<td>Tim McGinley</td>
<td>Program Administrator, Communications</td>
<td>Richard Martinez</td>
</tr>
<tr>
<td>San Manuel Band of Mission Indians</td>
<td>26569 Community Center Dr, Highland, CA 92346</td>
<td>3,271</td>
<td></td>
<td>1986</td>
<td>Indian Tribe</td>
<td></td>
<td></td>
<td>Arie Houmann</td>
<td>CEO</td>
<td>(909) 864-9338/934-3370</td>
</tr>
<tr>
<td>Kaiser Foundation Hospital - Riverside</td>
<td>1980 Magnolia Ave., Riverside, CA 92505</td>
<td>3,200</td>
<td></td>
<td>1953</td>
<td>Acute Care Hospital</td>
<td>Yes</td>
<td>No</td>
<td>James Travis</td>
<td>Area Marketing Director</td>
<td>Vita Wilett</td>
</tr>
</tbody>
</table>

* N/A = Not Applicable  
WND = Would not Disclose  
na = not available  
The information in the above list was obtained from ... errors sometimes occur. Please send corrections or additions on company letterhead to: Inland Empire Business Journal, PO. Box 1979, Rancho Cucamonga, CA 91730-0110. Copyright 2014 by IEBJ.
As hard as I work every day, shouldn’t I have “arrived” by now? It’s a question that nags at you as you slogs through each day, bound to the tyranny of your to-do list, one eye constantly on the clock. It seems all you do is work, but you have only mediocre results to show for it. Once, you had big goals and the confidence to achieve them, but now all you feel is tired, stressed, and overburdened. It seems the dreams you once had—of leading your department, being the top salesperson, joining the C-suite—have disappeared into the quicksand that has become your daily life.

If this scenario describes you, Andy Core says you’re not a loser. Like so many others, you’re an unwitting victim of today’s demanding work culture, not to mention bad habits that are sabotaging your best efforts.

“As you go through life, you develop habits and routines that you think will help you succeed,” says Core, author of the new book “Change Your Day, Not Your Life: A Realistic Guide to Sustained Motivation, Not Your Life.” “Problem is, many of those patterns probably don’t work for you personally. What’s productive for your coworker may not work well for you, for example. Or a strategy that was effective five years ago may no longer work.”

Even your instincts can lead you astray, he says. But you can change habits and patterns that don’t serve you. You can refocus your attention, redirect your thoughts, and generate greater motivation, energy, optimism, and creativity, as well as more rewarding relationships.

A credentialed, award-winning thought leader on increasing employee engagement, Core is the perfect coach to help you become what he calls a “Thriver”: someone who works hard, meets or exceeds expectations, and enjoys high levels of personal and professional success, accompanied by (and this is the best part) lower stress levels.

His book gives readers the tools to create precisely that type of life. It also includes a curriculum to help companies reengage employees, improve communication, retain talent, and boost innovation—all of which catapult overall profitability.

“Ted slowly realizing the goals that once inspired and excited you, you’ll have to change the way you approach your day,” says Core. “Instead of a worker whose actions are dictated by supervisors and to-do lists, you’ll need to begin acting like the CEO of your own life.”

Read on for a few CEO-worthy tactics that will help you start thriving immediately:

**Figure out what’s doable in a day.** In Change Your Day, Core writes about a woman named Janet. She came to him hoping that he could help her find some semblance of balance. She was overworked, overstressed, and overweight. She had no time to exercise or to spend with friends and family. She was constantly on the go and fueled by caffeine, with no chance to recuperate between projects. Not surprisingly, Janet wanted to change her life.

“Initially, Janet was disappointed when I told her that changing her life was just too hard,” Core recalls. “But I explained that turning your whole life around is too big a goal. You can’t sustain that many major changes at once.

Instead, I told Janet, I simply wanted her to change her day. I wanted her to reengineer her routine a little bit at a time, one day at a time, cutting out a small stressor here, and adding in a more productive habit there. Our whole strategy was to make small, doable changes that would, over time, create an unstoppable momentum.

“You must do the same,” Core adds. “You must set realistic boundaries. You must create goals that can be accomplished in the space of a day. Remember, nearly all problems, challenges, and needs are best faced if they are brought down to the scale of ‘what can be done right now’ by taking on ‘one small piece’ of a difficult situation.”

**Get big things done before 9:00 a.m. (instead of snoozing, procrastinating, and lurking at the water cooler).** Ever notice how your morning sets the tone for your whole day? As Sir Isaac Newton famously said, “Objects in motion tend to stay in motion.” So if an object (you) gets a groggy, frustrating start, you’ll probably feel sluggish and behind the eight-ball all day long. However, if you start your day with positive and productive ideas, actions, thoughts, and feelings, you’re likely to gain momentum throughout the day.

“Here’s an example of what I’m talking about,” Core recounts. “I know a top salesman named Barry whose daily pattern involves getting up early, exercising, eating breakfast, spending time with family, and accomplishing several meetings or other work activities before 9:00 a.m. By the time his colleagues are settling into the starting blocks, Barry has already blown through several important tasks on his to-do list, and he’s geared to continue that pace for the next several hours.

“The point here isn’t how early Barry’s alarm rings—it’s that he makes the most of the first several hours of his day instead of snoozing and procrastinating, as so many of us do,” Core notes. “The truth is this: What you do first matters.”

**DO first, then KNOW (not the other way around).** Most people believe that the know-ledge that something is important should make you want to do it. But in reality, that’s not the case. So, why don’t we do what we know we should do? If we know spending less time on Facebook will make us more productive, why won’t we just commit to spending an hour less on the site each day? If we know setting aside 30 minutes to walk or jog each day will make us healthier, why aren’t we jumping up off the couch right now?

“Study after study shows that knowledge alone usually isn’t enough to impact our desires,” Core shares. “In fact, the opposite is true. First, you must do something—like bite the bullet and put on your workout clothes! If you experience positive feelings, attitudes, and results because of your action, you will learn that whatever you just did is good, and you’ll want to do it again, and again, and again. Over time, you’ll develop a new habit, and you’ll become an evolved person.”

“In other words, you must DO in order to KNOW in order to BE different,” he adds. “Remember, nothing in your life gets better until your daily patterns get better.”

**Own up to your junk hours.** “Junk hours” are a little like junk food: While they pro-
China to Cali... continued from pg. 7

Real Estate Markets in Shanghai and Los Angeles

In the beginning, we suggested that the Chinese real estate bubble is going to deflate for a prolonged period of time. Why? By and large, the price-to-income ratios and price-to-rent ratios of homes in Chinese cities are three times higher than those in the U.S. today. And vacancy rates are at least 30% nationwide. China’s current bubble is bigger than Japan’s in 1990 and the U.S.’s in 2007. Therefore, it will be wise to relocate investment from the Chinese real estate market to the U.S. real estate market. Let me provide illustrative examples from across the Pacific Ocean. Table 1 lists specifications of two typical two-bedroom condos from nice neighborhoods, one in Shanghai and one in Los Angeles.

<table>
<thead>
<tr>
<th></th>
<th>Shanghai</th>
<th>Los Angeles</th>
</tr>
</thead>
<tbody>
<tr>
<td>Condo Sold Price (US$)</td>
<td>995,184</td>
<td>830,000</td>
</tr>
<tr>
<td>Square Foot</td>
<td>1,248</td>
<td>2,116</td>
</tr>
<tr>
<td>Price per Square Foot</td>
<td>797</td>
<td>392</td>
</tr>
<tr>
<td>Monthly Rent (US$)</td>
<td>1,400</td>
<td>3,300</td>
</tr>
<tr>
<td>Price to Rent Ratio</td>
<td>59</td>
<td>21</td>
</tr>
<tr>
<td>Year Built</td>
<td>2004</td>
<td>2001</td>
</tr>
<tr>
<td>Location</td>
<td>Pudong</td>
<td>West L.A.</td>
</tr>
<tr>
<td>GDP per Capita (US$)</td>
<td>14,500</td>
<td>59,500</td>
</tr>
<tr>
<td>Land Ownership</td>
<td>70 years</td>
<td>Infinite</td>
</tr>
</tbody>
</table>

Sources: Soufun.com and Zillow.com

A decent condo costs a lot in both Shanghai and Los Angeles because both units are in an ideal city and a convenient location. In Table 1, we can see that the Shanghai condo was sold for $995,000 and the L.A. condo was sold for $830,000 in March 2014. However, when we take a closer look, we find that the properties are quite different. The Shanghai condo is smaller (1,248 sf) than the L.A. condo (2,116 sf). Thus, Shanghai’s price per square foot is almost twice as much as L.A.’s. Second, the monthly rent for the Shanghai condo ($1,400) is much lower than the L.A.’s ($3,300). Thus, the price to rent ratio is 59 in Shanghai while it is 21 in L.A. If you think L.A.'s housing prices are expensive, Shanghai’s housing prices would be unfathomable.

And it is puzzling how an average Chinese household in Shanghai with a per capita GDP of $14,500 can afford a condo that cost nearly $1 million. In other words, it is evident that the housing bubble cannot go on and escalated home prices are not based on realistic rent/income flow but based on speculative capital gain of the future? When China’s home prices turned around this year, the speculative expectations were gone. The deflating real estate price will continue until it is closer to the fundamentals.

Table 1 also explains why we have seen many smart Chinese investors bring in cash to buy properties in Los Angeles over the past two years. Because it is a much better deal to be a landlord in L.A. collecting $3,000 monthly rent rather than one in Shanghai collecting $1,400. We suggest that commercial real estate in China move in tandem with residential real estate simply because most of China’s business booms in the past several years have been related to or driven by residential real estate.

Where to Invest in the United States?

The next question is, where should smart Chinese money invest in the U.S.? The most important factor is that the city should have a sizable market to provide the sufficient depth and liquidity for small and big international investors. We use the percentage of the real estate industry’s GDP for major metros in the nation to extrapolate the commercial and residential real estate values (current cost). The real estate business GDP (including rental and leasing) in the U.S. is about $1.84 trillion, in which New York metro takes 12% of the market share, L.A. metro has 7.3%, followed by Chicago’s 4.4%, Washington DC’s 3.7% and San Francisco’s 3.2%.

In 2013, the total commercial real estate asset value in the U.S. (in current cost) was about $6.89 trillion and the total residential real estate value was about $16.26 trillion. Based on our extrapolation, New York has $825 billion value of commercial properties (current cost) and $1.75 trillion value of residential properties in 2013. L.A. has $505 billion value of commercial properties and $1.07 trillion of residential properties. That said, these two largest metros are ideal destinations for Chinese money in commercial and residential real estate.

Low vacancy rates might predict higher growth for rents in the future. The multifamily market has a much lower vacancy rate than the office market nationwide.

In major metros, such as Los Angeles, Bay Area, and Washington D.C., the vast areas include high-rent (above $2,000 monthly) zip codes. In addition, the majority of the wealthiest 1% are concentrated in these metros. For instance, 7% of households live in New York while 15% of the wealthy households (households in the top 1% of housing wealth among the nation) live in the same metro. 4.2% of households live in L.A. while 12.3% of wealthy households live in the same metro. Therefore, for those rich Chinese investors who want to be neighbors of global millionaires, these cities are the place to go.

The vacancy rates for industrial and retail markets vary across cities. For the largest markets, New York and Washington DC have relatively low office vacancy rates. L.A., San Francisco, Philadelphia, Boston, Seattle, and Houston have moderate vacancy rates. Chicago, Miami, and Dallas have higher vacancy rates. L.A. has the lowest vacancy rate for the industrial market and a low vacancy rate for the retail market. In summary, in addition to its beautiful weather and its close proximity to the ocean, L.A. would be an ideal city for Chinese real estate investors based on its... continued on page 18
### Inland Empire’s Largest Employers

*(Ranked by Number of Inland Empire Employees)*

**Company Name**  | **Address**  | **City, State, Zip**  | **# Employees (EO)**  | **# Employees (National)**  | **Yr. Est. IE**  | **Nature of Business**  | **Employees Services:**  | **Address or Carroll Health Club on Site**  | **Marketing Contact Title**  | **Top Local Executive Title**  | **Phone/Fax**  | **E-Mail Address**
--- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
Pomona Valley Hospital Med. Ctr.  | 1798 N. Garey Ave.  | Pomona, CA 91767  | 3,086  | 3,086  | 1903  | Acute Care Hospital  | Yes  | Yes  | Kathy Roche  | Director of Marketing, Public Relations  | Richard E. Yochum  | President/CEO  | (909) 869-8659/9796  | www.pvhmc.org |
Vons A Safeway Company  | 618 Michillinda Ave.  | Arcadia, CA 91007  | 3,082  | 260,000  | 1906  | Grocery/Retail  | Yes  | No  | Gary Rocheau  | Vice President  | Steve Burd  | President  | (626) 812-7000/812-7934 |
Chino Valley Unified School District  | 3330 E. 1st St.  | Chino, CA 91710  | 3,000  | N/A  | 1860  | Education  | Yes  | Yes  | Julie Gillin  | Marketing Director  | Edmond T. Heathly, Ed. D  | Superintendent  | (909) 628-1201  | edmond_hea@cusd24.org |
Colton Joint Unified School District  | 1212 Valencia Dr.  | Colton, CA 92324  | 3,000  | N/A  | 1966  | Education  | Yes  | No  | Casey Cedlan  | Assistant Superintendent of Business  | Jerry Almendarez  | Superintendent  | (909) 580-5883/6705  | www.colton.k12.ca.us |
Morongo Casino, Resort & Spa  | 40500 Seminole Dr.  | Cabazon, CA 92230  | 3,000  | N/A  | 1984  | Casino & Resort  | No  | No  | WND  |  | John James  | General Manager  | (800) 247-4909/847-3781 |
Arrowhead Regional Medical Center  | 400 N. Pepper Ave.  | Colton, CA 92324  | 2,945  | N/A  | 1999  | Acute Care Hospital  | Yes  | No  | Jorge Valencia  | Dir. Business Dev/Marketing  | William Foley  | Director  | (909) 388-1000  | |
City of Riverside  | 3,000 Main St.  | Riverside, CA 92522  | 2,842  | N/A  | 1870  | Municipal Government  | Yes  | No  | Austin Carter  | Public Information Officer  | Scott Barber  | City Manager  | (951) 826-3254  | calcenter@riverside.ca.gov |
Temecula Valley Unified School District  | 31350 Rancho Vista Rd.  | Temecula, CA 92592  | 2,834  | N/A  | 2005  | Education  | Yes  | No  | Danielle Clark  | Community & District Information Specialist  | David B. Allmen  | Superintendent  | (951) 678-2661/675-7121  | |
Ontario-Montclair School District  | 195 W. D St.  | Ontario, CA 91762  | 2,583  | N/A  | 1884  | Education  | Yes  | No  | WND  |  | John James  | General Manager  | (800) 247-4909/847-3781 |
Desert Sands Unified School District  | 47-905 Dane Palm Rd.  | La Quinta, CA 92253  | 2,472  | N/A  | 1965  | Education  | Yes  | No  | Nancy Lemonay  | Director of Purchasing  | Dr. Sharon McGuire, P.H.D.  | Superintendent  | (760) 772-4207/771-8505 |
Eisenhower Medical Center  | 30,000 Bob Hope Dr.  | Rancho Mirage, CA 92270  | 2,300  | N/A  | 1971  | Acute Care Medical Center  | Yes  | No  | Lee Fowler  | Director, Marketing & P.R.  | Aubrey Sertling  | President/CEO  | (760) 340-9117/1830  | www.emc.org |
Hemet Unified School District  | 1791 W. Acacia Ave.  | Hemet, CA 92545  | 2,270  | N/A  | 1965  | Education  | No  | No  | WND  |  | Dr. Barry Kayrell  | Superintendent  | (951) 565-7610/765-1115  | |
Moreno Valley Campus Med. Ctr.  | 26230 Cactus Ave.  | Moreno Valley, CA 92555  | 2,215  | N/A  | 1893  | Hospital  | Yes  | No  | Ellen Bennett  | Chief Operating Officer  | Douglas Bagley  | CEO  | (951) 486-4470/4476-4471  | |
Jurupa Unified School District  | 4830 Pedley Rd.  | Riverside, CA 92509  | 2,100  | N/A  | 1963  | Education  | Yes  | No  | Matt Halin  | Network Manager  | Elliott Duxton  | Superintendent  | (951) 360-4160/4174  | www.jusd.k12.ca.us |
Hesperia Unified School District  | 944 3rd Ave.  | Hesperia, CA 92345  | 2,049  | N/A  | 1987  | Education  | Yes  | No  | WND  |  |  |  | |
Alfred Unified School District  | 10365 Kelso Ave.  | Riverside, CA 92506  | 2,000  | N/A  | 1986  | Education  | No  | No  | WND  |  | Paul Jooop  | Superintendent  | (951) 909-580-5007/5008  | www.abuft.k12.ca.us |
California Institute of Men  | PO. Box 124  | Chino, CA 91710  | 2,000  | N/A  | 1941  | State Prison  | No  | No  | Mark Hargrove  | Public Info Officer  | Tim Perez  | Warden  | (909) 388-1000  | |
California State Univ. San Bernardino  | 5800 University Parkway  | San Bernardino, CA 92407-2997  | 2,000  | N/A  | 1960  | Higher Education  | Yes  | No  | Cynthia Pringle  | Director Public Affairs  | Albert K. Kern, Ph.D.  | President  | (909) 577-5040/5050  | www.csusb.edu |
Riverdale County Office of Education  | 3439 Thruway St., PO. Box 804  | Riverside, CA 92502  | 2,000  | N/A  | 1893  | Education  | No  | No  | WND  |  | Kenneth Young  | Superintendent  | (951) 826-3082/826-6199  | www.ecusd.org |

**Notes:**
- **N/A** = Not Available
- **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: Inland Empire Business Journal, PO. Box 1879, Rancho Cucamonga, CA 91730-0879. Copyright 2014 by IBJ.
Th�riving i𝑛 a...  
continued from pg. 14

vide short-term pleasure, they con-
tribute to long-term imbalance and
exhaustion. For instance, junk hours
might include chasing rabbit trails on the Internet, shooting the
breeze with colleagues at the water cooler, checking email in order to
avoid doing other work, or even attending an unnecessary meeting.

“In order to maximize each day, you need to own up to your junk
hours,” Core instructs. “You need to identify when you’re going
through the motions of work, versus when real work is being done.
Don’t be ashamed that your junk hours exist, because everybody
needs to take breaks and shift gears. Your task now is to exchange
your low-value ‘junk’ activities for ones that build greater health and
value into your workday.

“For instance, I know one woman who, instead of taking an end-
less string of coffee breaks, sets aside 20 minutes each afternoon to
knit. I know another man who decided to spend his lunch hours either
with friends or going to the gym, instead of trying to squeeze in more
work around bites of a burger. In both instances, these scheduled
breaks increased my friends’ energy levels and sense of well-being.
They felt less of a need to take low-value breaks and began to expe-
rience more productivity. 

Instead of adding to your to-do list, build a new pattern.

Maybe you’re thinking, Sure, I’d like to change my day, but the
thought of adding a boatload of items to my already out-of-control to-
do list makes me want to crawl back into bed. I can’t handle any more
tasks and responsibilities! If that sounds familiar, take a deep breath.
The changes that build momentum are rooted in decisions, not addi-
tional tasks. “To build a productive new pattern into your life, you
usually won’t have to add new tasks to your day,” Core confirms.

“Instead, you’ll simply do what you are already doing, or want to do,
in a way that becomes habitual. For instance, if you want to wake up
an hour earlier so that you can jump-start the day, you simply have to
change the time your alarm rings and the time you go to bed. If you
want to be more productive at work, you might have to replace aim-
less procrastination with scheduled breaks. In both cases, you’re
changing the way you perform existing tasks, not adding new ones.

“Remember, though, it isn’t sufficient to simply trigger the start
of a new behavior,” he adds. “You need to make sure that you have a
motivating reason to make this change, as well as the confidence and
energy to sustain it so that it becomes a pattern.”

Start with one thing. Then add another. Then another.

Losing weight isn’t the only common goal in New Year’s resolutions.
It’s also one of the most commonly abandoned. Core says that’s
because people think of losing weight as a singular change. It’s not.
To lose weight, a person will need to eat healthier, eat smaller quan-
tities, and become more physically active. That’s three changes.
And each of those sub-changes has many smaller components; for
instance, eating healthier might involve drinking more water and less
soda, eating more fruits and veggies, reducing refined sugars, etc.
That’s a lot of changes to keep track of! “The point is, don’t take on
more than you can handle,” Core says. “Break each goal down to its
smallest components, then pick one of them to tackle. Pursue this
change until it becomes a habit, then move on to the next one. Start
with one thing and don’t add another until you’re ready. Positive
motion creates positive emotion.”

Make a big-box checklist.

It’s a given that you have a to-do list. Maybe it’s on paper, on your smartphone, or just in your head...but
you have one. It’s also highly likely that your list isn’t as useful as it
could be. Too often, you get stuck doing the urgent instead of the
important. Core has a solution: Make an actual, on-paper checklist
each afternoon for the following day or each morning. Put a box by
each task—the more important that task is for you to complete that
day, the bigger its box should be.

“I focus first on my big-box tasks,” Core explains. “At the end of
the day, if most of them have checkmarks, it’s generally been a good
day! Yes, prioritizing my daily list by the size of the boxes on it may
sound simplistic, but it has made me feel much more accomplished
and satisfied with my day. It also has helped me relax in the evenings
because it is easier to remember the big boxes I’ve checked off, there-
by making it easier to leave work at work. I’m no longer distracted
by each shiny ball that rolls by—I’m able to ignore them and train my
focus on what’s really important.

Think about it so you don’t have to think about it.

We all have “those” tasks and obligations that eat up a lot of our time, that we find
difficult and frustrating, or both. For instance, when you come home
at the end of each day, maybe you find yourself standing in the mid-
dle of your kitchen with no clue what to cook for dinner. Core recalls
that as a hunt-and-peek typist, he was once slowed down and aggra-
ivated by the need to produce papers and reports. “Figure out where
these areas are for you and commit to learning a new pattern,” he
urges. “For me, that meant buying a book and relearning how to type
using a two-hand method. In the cooking example above, that might
mean getting into the habit of planning meals and shopping for their
ingredients each weekend. Yes, learning new patterns can initially be
tedious and laborious. But once they’ve taken hold—often in three
weeks or less—they’ll speed up your performance, streamline your
effort, and lower your stress. By putting in some thought about ‘prob-
lem areas’ now, you’ll save yourself from having to think about them
later. Eventually, this method changes once-tedious tasks into auto-
matic, ‘I don’t have to think about it’ behaviors.”

Infuse meaning into your work.

First, let’s get one thing straight: Doing meaningful work does not mean that you will “love”
every second of it. “Meaning” can simply be a recognition of what
you enjoy about your work. With that understanding, though, you’ll
be more motivated, productive, and satisfied. Core recommends
completing the following exercise:

• Focus on what gives you the greatest joy and meaning at
work—be able to define it.

• Reflect on how you are making a difference at work and
through your work—be able to give examples.

• Reflect on the meaning of your work as it relates to your core
values.

• And then...seek to increase what you enjoy!

“You’ll come to find that the ‘administrivia,’ the mundane and
routine chores required of you, and the not-so-exciting aspects of
your work become easier to do and get completed more quickly if
you have a strong focus on what you do find exciting, rewarding, or
fulfilling,” Core promises. “Personally, thinking about how I hope to
help people with my next speech, presentation, or coaching session
helps me to get through the parts of my workload that I don’t enjoy as
much, like paperwork, scheduling, and staff issues.”

Seek to serve, not shine.

To some extent, it’s human nature to
look out for Number One. We all want to rack up accomplishments,
receive accolades, and garner recognition. But in many situations, the
desire to shine can cause you to get in your own way. Just think of the
overeager salesman whose desire to exceed his quota makes him
come off as pushy. Instead of convincing you to buy his product, his
self-serving attitude just makes you want to cut the meeting short.
“Ironically, the key to shining is putting others first,” Core
explains. “People who channel their

continued from page 32
Real Estate... continued from pg. 11

INLAND EMPIRE INDUSTRIAL FACILITY TRADES FOR $91/SQUARE FOOT

A 161,6k-square-foot industrial property in Rancho Cucamonga recently traded hands in a deal valued at $14.7 million, or around $91/square foot. The property, located at 9449 Eighth Street, north of I-10 and west of I-15, was acquired by the David Liu & Lisa Zhou Trust on behalf of a furniture distribution company that will occupy the building.

Built in 2006 on 8.25 acres, the state-of-the-art distribution facility features 34 dock-high loading doors, with more than 20k square feet of office space. It also has dual-access truck egress and parking for 88 semi-trailers in an electronically monitored and fenced enclosure for round-the-clock security, parking for 56 automobiles, and multiple skylights. In addition to its nearly three dozen loading docks, it also has two ground-level loading doors.

“Nobody who is familiar with this market will be surprised that we have crossed the $90-plus per-square-foot price threshold for quality industrial buildings since demand continues to outstrip supply in every submarket of the Inland Empire and beyond,” said Colliers’ Executive Managing Director John Hollingsworth. “Developers who were stalled by the recession are picking up the pace of new construction, but the pipeline of new buildings is slower than market demand and that has created opportunities to raise prices.”

“In a very tight West Inland Empire industrial market with low vacancy rates, the price paid by this user set another high water mark,” said Senior Vice President Mark Zorn, who represented the seller, the Charles & Bryan KC Pelle Trust. “The fact that this new owner-user came from the Mid-Counties area is another significant part of this transaction since it shows how difficult it is to find suitable properties in that closer-in market.”

According to Colliers’ latest research reports, the vacancy rate in the West Inland Empire market where this building is located is 3.3 percent and declining as the close of the second quarter approaches. At the same time, developers are racing to slake the growing demand exemplified by this transaction. Particularly acute is the lack of suitable distribution facilities in the closer-in markets that make up what Zorn called the “Mid-Counties” market, or Santa Fe Springs, Commerce and Vernon.

“It’s significant to note that this structure was built with all of the most sophisticated security functions that are important to companies that have a constant stream of goods coming in and going out,” Zorn said. “As a result, the building features card-key security access, flat-screen security monitors linked to high-resolution cameras, electronically operated wrought-iron gates and other security features.”

Ashwill Associates represented the buyer in the transaction.

China to Cali... continued from pg. 15

size, geographic location, and significant and vibrant Chinese communities.

Conclusion

Take away points are: It will be wise to relocate investment from China, a real estate market with low expected return and high risk, to the U.S., a market with a higher long-term return. Among the U.S. markets, large cities, such as New York, Los Angeles, SF/SJ, and Washington D.C. are good destinations in which to invest because of their depth and liquidity. For Chinese investors, West Coast cities: Los Angeles, San Francisco, Seattle, etc. are ideal locations because of their geographic advantage (e.g. direct flights), mild weather, and large Asian communities.
Employment... continued from pg. 1

the decrease can be attributed to a drop in the state’s labor force, which fell by 40,400 in June. However, a 5,300 uptick in household employment was another important factor driving the unemployment rate down in California over the past month.

- The Information and Health Care sectors led California’s job gains last month, with both sectors adding 8,500 new positions to company payrolls. This represents a 1.8% increase in just one month for the Information sector and a 0.4% increase for the Health Care sector.

Over the past year these sectors have been some of the fastest growing in the state, with the Information sector increasing payrolls by 5.1% and the Health Care sector seeing payrolls increase by 4.2%.

- The Retail Trade and Wholesale Trade sectors also contributed significantly to job gains, adding 4,700 and 4,200 new positions, respectively. While not growing as rapidly as other industries in the state, these sectors have added a considerable number of jobs to payrolls over the past year, with the Retail Trade sector increasing payrolls by 1.5% and the Wholesale Trade sector increasing payrolls by 2.4%.

- Government sector employment declined by 2,200 positions this month. Losses were concentrated at the state and local level, with State Government payrolls falling by 900 positions and Local Government payrolls shedding 1,300 positions.

In contrast, the Federal Government added 500 new positions in June. Perhaps more importantly, despite this one-month decline in government employment, government payrolls have increased by 0.5% since June 2013.

- Job losses in June were concentrated in the Construction sector, which declined by 9,500 positions. However, despite this one-month decline in Construction employment, the Construction sector has seen payrolls increase by 29,800 over the past year, a 4.7% since June 2013. Similarly, the Leisure and Hospitality sector also shed 1,000 jobs last month, but over the past year, that sector’s payrolls have risen by 2.5%.

- Regionally, June’s job gains were spread across California. In the San Francisco Bay area, Santa Cruz (1.3%) and the San Francisco MD (0.7%) each contributed to job gains. In Southern California, the Inland Empire (0.6%) and San Diego (0.4%) led the way. The fastest growing MSA last month was Stockton (1.4%) and the MSA seeing the steepest declines was Bakersfield (-1.0%).

“Over the past year, California has accounted for 14.3% of all jobs added in the nation.”

Beacon Economics is an independent economic research and consulting firm based in Los Angeles.

This analysis was authored by Christopher Thornberg, Jordan Levine, and Brian Vanderplas. Learn more at www.beaconecon.com.
Gonzales and former supervisor Dennis Hansberger dissented, Burum provided separate $100,000 contributions to political action committees formed by or already set up and controlled by Erwin, Biane, and Kirk, as well as two $50,000 contributions to political action committees controlled by Postmus. Both Postmus and Erwin pleaded not guilty to the charges in the original February 2010 indictment. In March 2011, however, Postmus entered guilty pleas on all 14 charges against him contained in that indictment. He then served as the star witness before a second grand jury that was impaneled in April 2011 and which the following month returned the 29-count superseding indictment naming Erwin once more and adding Kirk, Biane and Burum. Kirk was alleged to have used his influence over Ovitt to induce him to vote for the $102 million settlement. That indictment came more than four years and five months after the 3-2 vote by the board of supervisors to settle the litigation between the Colonies Partners and the county for the $102 million payout and just short of four years after the last overt act alleged in the indictment – the last of Burum’s four $100,000 contributions to the others.

Because of the time that had elapsed and a three-year statute of limitations on the crime of bribery, the prosecution team, consisting of lawyers from both the San Bernardino County District Attorney’s Office and the California Attorney General’s Office did not charge Burum with bribery but rather with conspiracy to facilitate the delivery of a bribe. The crime of conspiracy in California carries a four-year statute of limitations. Burum, as the provider of the alleged bribes, was considered the central figure in the case and the charges against him as the linchpin of the prosecution’s effort.

Attorneys for the defendants, including Stephen Larson and Mary Andrees, representing Burum, David Goldstein, representing Biane; Raj Maline, representing Erwin; and Paul Grech, representing Kirk, were present during the proceedings. The prosecution was represented by supervising deputy attorney general Melissa Mandel, deputy district attorney Michael Abney, deputy district attorney Lewis Cope and deputy district attorney Reza Sadeghi. For the most part, it was Larson who spoke on behalf of the collective defense. At one point Goldstein inveighed in particular against the long series of delays in the case that had precluded his client from clearing his name. Mandel and to a lesser extent Abney carried forth the prosecution’s presentation. Cope and Sadeghi were not significant participants in the dialogue with Smith.

The hearing on the dismissal motions began on Wednesday, July 23 and continued through July 24. From the outset, the prosecution fared poorly. Early in the proceedings, Smith ruled
Five Questions... continued from pg. 5

A professional is often in a unique position to help you stay ahead of the curve when it comes to your future strategy needs. Taking advantage of market volatility and ensuring your future protection needs are just two of the many variables to consider. Yearly meetings with a financial professional can help you hone your financial strategies for the upcoming year and help keep them as healthy as possible.

Your time is valuable; and your financial future is even more valuable to you and your family. Make sure you’re maximizing both and ensure you get the most out of meeting with your financial professional.

About Thrivent Financial

Thrivent Financial is a financial services organization that helps Christians be wise with money and live generously. As a membership organization, it offers its nearly 2.4 million member-owners a broad range of products, services and guidance from financial representatives nationwide. For more than a century it has helped members make wise money choices that reflect their values while providing them opportunities to demonstrate their generosity where they live, work and worship. For more information, visit Thrivent.com/why. You can also find us on Facebook and Twitter.

Insurance products issued or offered by Thrivent Financial, the marketing name for Thrivent Financial for Lutherans, Appleton, WI. Not all products are available in all states. Securities and investment advisory services are offered through Thrivent Investment Management Inc., 625 Fourth Ave. S., Minneapolis, MN 55415, a FINRA and SIPC member and a wholly owned subsidiary of Thrivent. Thrivent Financial representatives are registered representatives of Thrivent Investment Management Inc. They are also licensed insurance agents/producers of Thrivent. For additional important information, visit Thrivent.com/disclosures.

About Inland Empire by the Inland Empire Financial Consultants

Thrivent Financial is represented in the Inland Empire by the Inland Empire Financial Consultants, which includes Bill Cortus at 3333 Concours St. Building 8 Suite 8100 Ontario, CA 91872, phone: 909-945-4996, website: www.thrivent.com/plg/inlandempire Facebook: www.facebook.com/BillCortusThriventFinancial CA Insurance ID #0D96603

Rulings On... continued from pg. 20

that the theory prosecutors relied on, specifically that there was a four-year rather than a three-year statute of limitations on the conspiracy charges, was in error. Smith then took up the conspiracy count lodged against all four defendants and dismissed it. The court then went onto a discussion with regard to the prosecution’s assertion that law enforcement made discovery of the criminal acts alleged within the indictment on Nov. 1, 2008, while investigators with the district attorney’s office were interrogating former assistant county assessor Adam Aleman.

The full round of discussions on that matter had not concluded at the end of the court day on July 23rd. On July 24, after further discussion, Smith ruled that, given that the last of the overt acts alleged in the indictment had occurred in the summer of 2007, the assertion in the indictment tolling the statute of limitations, resulting in 12 more of the offenses, pertaining to Penal Code 424 misappropriation of public funds charges as well as Burum’s having aided and abetted the receipt of bribes being time barred.

continued on page 24
Fuel Costs...  
continued from pg. 1

the tax on gasoline by 12 cents a
gallon to shore up the Federal
Highway Trust Fund, which is pro-
jected to run dry this September. In addition to the federal tax, begin-
ning in 2015 California’s cap-and-trade system will include gasoline
diesel fuel. “Fuels under the cap” will have a significant impact
on all consumers of fuel throughout California.

What can we expect? Based upon a study performed by the
California Air Resources Board (CARB), fuel costs are expected to
increase 4% - 19% due to the new cap and trade regulations. Given
the current price of fuel throughout the state this increase will trans-
late into 15 – 75 cents per gallon at the pump. For those companies
who operate fleets of vehicles managing their fleet fuel and mainte-
nance cost is now a necessity. The good news is that technology now
exists that can optimize fuel usage and enhance vehicle or equipment
longevity. Through the use of Fuel Management and Telematics tech-
nologies such as Ward 4 Fuel View software and hardware companies
are able to offset increased fuel costs significantly. Specifically, by
installing systems such as Ward 4 Fuel View companies can expect
up to 15% on fuel loss due to theft misuse etc., 10% on shrinkage and
10 -15% on insurance premiums. Further, the systems track all type
of vehicle functions such as speed, acceleration, breaking habits, idle
time etc. allowing fleet operators to properly train employees con-
cerning safe operation of the vehicles and schedule maintenance at
proper intervals increasing the longevity of their resources. The GPS
component of the system allows for companies to plan and track
routes for optimal efficiency. All of the data is provided in easy to
view printable reports which are customizable to any user require-
ments. Given the impending increase in fuel cost it will be necessary
for those companies who operate fleets of vehicles and equipment to
find new ways to minimize cost and optimize their resources in order
to maintain profitability. Ward 4 Fuel View software and hardware is
one way innovative companies have been successfully offsetting the
increasing cost of fuel, maintaining profitability and increasing their
competitive advantage for over 30 years.

For additional information, Mr. Buro can be reached at (714)
512-9476.

America’s cities are dividing
themselves into two distinct
groups, with college-educated
workers increasingly clustering
in desirable places that less-edu-
cated people cannot afford,
according to new Stanford
research.

In a recent paper, Rebecca
Diamond, an assistant professor
of economics at Stanford
Graduate School of Business,
found that economic well-being
inequality in American metro-
opolitan areas increased 67 per-
cent from 1980 to 2000, prima-
rily due to changes in wages,
housing costs and local ameni-
ties. This is even greater than the
50 percent rise in the difference
between wages for high school
and college graduates in U.S.
cities. “High-skill workers value
continued on page 30
<table>
<thead>
<tr>
<th>Name of Credit Union</th>
<th>Address</th>
<th>Assets $</th>
<th>Capital $</th>
<th>Capital Ratio % (bold)</th>
<th>2014, 1st Quarter YTD Income (Loss) $</th>
<th>Star Rating</th>
<th>Key Executive</th>
<th>Phone/Fax</th>
<th>E-Mail Address</th>
</tr>
</thead>
<tbody>
<tr>
<td>Schoolfield Federal Credit Union</td>
<td>1209 University Ave.,</td>
<td>10,268,094,000</td>
<td>1,166,101,000</td>
<td>12.03</td>
<td>25,331,000</td>
<td>*****</td>
<td>Mike Foulds</td>
<td>(951) 680-1998/785-6999</td>
<td><a href="http://www.schoolfieldfcu.org">www.schoolfieldfcu.org</a></td>
</tr>
<tr>
<td>Arrowhead Central Credit Union</td>
<td>P.O. Box 735, San Bernardino, CA</td>
<td>820,673,000</td>
<td>94,192,000</td>
<td>14.55</td>
<td>4,247,000</td>
<td>***</td>
<td>Steve Becker</td>
<td>(909) 370-6222/378-6996</td>
<td><a href="http://www.arrowheadfcu.org">www.arrowheadfcu.org</a></td>
</tr>
<tr>
<td>Altura Credit Union</td>
<td>2441 Campus Parkway,</td>
<td>730,947,000</td>
<td>81,359,000</td>
<td>12.38</td>
<td>3,045,000</td>
<td>***</td>
<td>Garry Aguas</td>
<td>(888) 85-7228</td>
<td></td>
</tr>
<tr>
<td>Victor Valley Credit Union</td>
<td>2150 N. Cactus Ave., Moreno Valley, CA</td>
<td>342,296,000</td>
<td>27,284,000</td>
<td>9.62</td>
<td>397,000</td>
<td>***</td>
<td>Robert Cameron</td>
<td>(951) 896-4418/876-6824</td>
<td><a href="mailto:bcameron@victorvalleyfcu.org">bcameron@victorvalleyfcu.org</a></td>
</tr>
<tr>
<td>Alta Vista Credit Union</td>
<td>444 E. Waterman Ave.,</td>
<td>138,812,000</td>
<td>11,825,000</td>
<td>8.82</td>
<td>-86,000</td>
<td>***</td>
<td>Larry Paluchik</td>
<td>(909) 382-7900/382-7985</td>
<td><a href="http://www.alvistafcu.org">www.alvistafcu.org</a></td>
</tr>
<tr>
<td>Chaffey Federal Credit Union</td>
<td>440 N. Lemon Ave., Ontario, CA</td>
<td>111,907,000</td>
<td>8,688,000</td>
<td>8.42</td>
<td>112,000</td>
<td>***</td>
<td>Catherine M. Randazzo</td>
<td>(909) 966-4552/966-3844</td>
<td><a href="mailto:catherine.randazzo@chaffey.com">catherine.randazzo@chaffey.com</a></td>
</tr>
<tr>
<td>Ontario Montclair School Employees</td>
<td>Federal Credit Union</td>
<td>86,793,000</td>
<td>7,998,000</td>
<td>9.88</td>
<td>177,000</td>
<td>****</td>
<td>Robert Hamm</td>
<td>(909) 983-1959/985-5130</td>
<td><a href="mailto:memberservice@omsefcu.org">memberservice@omsefcu.org</a></td>
</tr>
<tr>
<td>United Methodist Federal Credit Union</td>
<td>5405 E. Arrow Highway, Inc. 104</td>
<td>83,292,000</td>
<td>6,252,000</td>
<td>7.79</td>
<td>186,000</td>
<td>***</td>
<td>Ramon Neperti</td>
<td>(909) 946-4096/981-7035</td>
<td><a href="mailto:memberservice@ufcu.org">memberservice@ufcu.org</a></td>
</tr>
<tr>
<td>San Bernardino School Employees Credit</td>
<td>Federal Credit Union</td>
<td>67,718,000</td>
<td>10,558,000</td>
<td>16.43</td>
<td>121,000</td>
<td>****</td>
<td>Debbie Barrera</td>
<td>(909) 82-2911/881-4162</td>
<td></td>
</tr>
<tr>
<td>La Loma Federal Credit Union</td>
<td>P.O. Box 3097, Loma Linda, CA</td>
<td>66,828,000</td>
<td>3,819,000</td>
<td>51.00</td>
<td>51,000</td>
<td>***</td>
<td>Garye Nelson</td>
<td>(909) 794-6206/796-2333</td>
<td><a href="http://www.llfcu.com">www.llfcu.com</a></td>
</tr>
<tr>
<td>Inland Valley Federal Credit Union</td>
<td>9209 Cherry Ave., Fontana, CA</td>
<td>38,715,000</td>
<td>2,749,000</td>
<td>8.44</td>
<td>31,000</td>
<td>***</td>
<td>Charles J. Papenfus</td>
<td>(909) 422-1810-377-8005</td>
<td><a href="mailto:info@ivfcu.org">info@ivfcu.org</a></td>
</tr>
<tr>
<td>Orange Employees Federal Credit Union</td>
<td>1290 Columbia Ave.,</td>
<td>36,689,000</td>
<td>3,162,000</td>
<td>17.96</td>
<td>315,000</td>
<td>**</td>
<td>Elizabeth L. Lipke</td>
<td>(951) 781-5600/781-5842</td>
<td><a href="mailto:members@bouncs.com">members@bouncs.com</a></td>
</tr>
<tr>
<td>1st Valley Credit Union</td>
<td>P.O. Box 2nd St.,</td>
<td>34,805,000</td>
<td>2,772,000</td>
<td>8.23</td>
<td>-27,000</td>
<td>*****</td>
<td>Gregg Stockdale</td>
<td>(909) 899-4818/810-7973</td>
<td><a href="mailto:gregg@1stvalleyfcu.com">gregg@1stvalleyfcu.com</a></td>
</tr>
<tr>
<td>Desert Valleys Credit Union</td>
<td>P.O. Box 365, Ridgecrest, CA</td>
<td>25,062,000</td>
<td>1,542,000</td>
<td>6.75</td>
<td>11,000</td>
<td>***</td>
<td>Erik Brun</td>
<td>(760) 446-3500/446-6904</td>
<td></td>
</tr>
<tr>
<td>Pinting Industries Credit Union</td>
<td>4333 Orange St., Riverside, CA</td>
<td>24,631,000</td>
<td>1,392,000</td>
<td>7.28</td>
<td>111,000</td>
<td>*</td>
<td>Susan Conjurwski</td>
<td>(951) 781-4981/616-6225</td>
<td></td>
</tr>
<tr>
<td>Rafa Federal Credit Union</td>
<td>6876 Magnolia Ave.,</td>
<td>22,667,000</td>
<td>2,790,000</td>
<td>13.48</td>
<td>19,000</td>
<td>***</td>
<td>Ronnie Wan</td>
<td>(951) 682-1599/382-4252</td>
<td></td>
</tr>
<tr>
<td>Fontana Federal Credit Union</td>
<td>17230 Arrow Blvd, Fontana, CA</td>
<td>12,993,000</td>
<td>1,963,000</td>
<td>13.45</td>
<td>11,000</td>
<td>*****</td>
<td>Judy Hodson</td>
<td>(909) 82-4487/82-2035</td>
<td><a href="http://www.fontanafcu@global.net">www.fontanafcu@global.net</a></td>
</tr>
</tbody>
</table>

Note: As applicable BNAD - Would not disclose - no is not available. The information in the above list was obtained from the company cited. To the best of our knowledge, the information supplied is accurate as of press time. While every effort was made to review the accuracy and completeness 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 578, Rancho Cucamonga, CA 91709-0578. Reprinted by Convex, Watson & Co. Copyright 2014 by REJ.
With U.S. corporations fleeing, or planning to flee, the country to avoid taxes, and the Senate Finance Committee scheduled to hold hearings on the U.S. tax code with an emphasis on corporate inversions, the FACT (Financial Accountability and Corporate Transparency) Coalition supports efforts to ensure that U.S. multinational corporations remain in the country and pay their fair share of taxes.

The news has been filled lately with U.S. companies announcing plans to invert, or completing an inversion: Pharmaceutical companies AbbVie and Shire, Allergan and Valeant, Walgreen’s “moving” to Switzerland, and even the failed merger of Pfizer and AstraZeneca (which may be coming back). All of these acquisitions were to be “inversions,” a process by which U.S.-based multinational companies claim to be a foreign corporation on paper in order to avoid paying U.S. taxes. A loophole in the tax laws allows this to happen when an American corporation merges with a foreign corporation. In theory, profits earned by the newly merged company in the U.S. would still be subject to U.S. taxes, but corporate inversions are usually followed by additional tax avoidance tactics to make U.S. profits appear to be earned abroad and thus not subject to U.S. taxes.

“The companies pursuing corporate inversions are among the worst of the tax dodgers,” said Rebecca Wilkins, senior counsel for Federal Tax Policy at Citizens for Tax Justice. “They have shifted billions of dollars in profits from the U.S. and other countries where they actually do business into offshore tax havens where they only have a mailbox. It’s especially offensive for these companies to be moving the profits that were made possible by tax incentives like the research and development credit, by physical and scientific infrastructure, by the U.S. patent office and the U.S. court system where they defend those patents. American taxpayers paid for these important things and now these companies are turning their backs on the country that made their success possible. It’s time for Congress to end this abuse.”

It’s important to note that inversions can involve no substantive changes at all and still result in a greatly reduced tax bill. For example, it was disclosed during the proposed merger of Pfizer and AstraZeneca that the management of the merged company would remain in the U.S. and operations currently in the U.S. would not be moved abroad. Similarly, Walgreen’s, which earned $16.7 billion last year from Medicare and Medicaid, would continue to be the largest drugstore chain in the United States, even if it were to “relocate” to Switzerland.

As the Senate Finance Committee prepares to convene hearings today on the tax code, corporate inversion is an issue that will be discussed at length. Already, it has attracted a great deal of attention in blogs, with commentators, and even from U.S. Treasury Secretary Jack Lew, all of whom characterized inversions as nothing more than tax avoidance and questions the economic patriotism of such actions.

Other critics have noted that inversions are eroding the U.S. tax base, placing an even greater burden on individual taxpayers, small businesses, and domestic corporations.

All of these groups will be called upon to pay even more to educate the population, repair and maintain roads and bridges, and meet other needs of the country as these multinationals avoid contributing their share while nonetheless taking advantage of these resources.

“Corporations that flee the country to avoid paying their fair share, leaving the rest of us to pay even more, are acting unpatriotically,” said Nick Jacobs, communications director for the FACT Coalition. “Thankfully, these hearings will call even greater attention to these bad actors and provide Congress with the opportunity to do something about it.”

The FACT Coalition sent a letter to the members of the Senate Finance Committee outlining its principles and offering options on how to reform the corporate tax code.

**Stopping Unpatriotic Corporate Inversions: A Vital First Step in Corporate Tax Reform**

Rulings On...

Smith deferred until Monday, July 28, a decision on whether to give prosecution leave to amend the indictment to include language that would state clearly that the representatives of the victim, i.e., government employees, had no indication or knowledge of the criminal offenses alleged in the indictment until the interrogation of Aleman.

Some of the most dramatic exchanges during the hearing came as Larson, himself a former federal prosecutor and federal judge, advocated on behalf of his client in answer to Smith’s inquiries with regard to interpretations of law or case law precedents cited in the motions for dismissal. During one of these, an object demonstration of just how nuanced, risk-laden and bold the defense Larson has constructed is. At issue was Larson’s contention that prosecutors had blown the case on statute of limitations grounds by waiting until 2011 to get the indictment, approaching five years after the vote to confer the $102 million payment on the Colonies Partners was made and almost four years after the final overt act alleged in the indictment.

In driving home his point, Larson asserted that all of the information presented to the grand jury in 2011 had essentially been available years before. This amounted to instructional error, Larson insisted, a misleading of the grand jury that induced it to indict his client in what Larson said was a violation of Burum’s due process rights. Citing the case of People v. Lopez which pertains to the requirement that prosecutors inform grand jurors of the timeline on the discovery of criminal activity, Larson fairly scoffed at the suggestion that law enforcement – investigators and prosecutors – and county government officials did not believe in 2006 that there was something untoward about the $102 million settlement.

Word was circulating around the country that the $102 million payout had been a “gift of public... continued on page 26
“Wiki Management: A Revolutionary New Model for a Rapidly Changing and Collaborative World”
By Rod Collins; AMACOM; New York, New York; 2014; 221 pages; $25.00.

In the event you’ve never learned what the term “wiki” means, it’s the Hawaiian word for quick or fast. With the birth of the computer, the term “encyclopedia” (which includes the concept of all-encompassing) was adapted to “wikpedia.” In other words the information you wanted that covered a huge variety of information was not only all encompassing, but rapidly available.

By 2014, our tools of management that we use have made information available so quickly that it often boggles the mind. The information can flow at nearly the speed of light. It’s likely to happen, and not that far in the future. In fact we may have already accomplished it.

At first thought, all this discussion sounds more appropriate to scientists and electrical engineers than to managing businesses. Author Rod Collins steps in on the first page of his book to make his point:

“If you were a manager in either the production or the retailing of music in the last decade of the twentieth century, your business fortunes were looking very favorable.

“Unfortunately, unexpected events can change things very quickly, as the music executive discovered with the onset of the new millennium. Beginning in 2001, their cozy world was shaken by the equivalent of a seismic shock when an unknown college student working in his dorm room created the file-sharing p l a t f o r m Napster, and large numbers of music lovers started swapping individual songs over the Internet. Why buy bundled songs on CD albums from a record store when you could get the songs you really wanted to hear for free on your computer? The CD bonanza of the 1990s quickly turned in the drought of the 2000s as sales of albums plummeted by more than 25 percent, from 785.1 million in 2000 to 588.2 million in 2006.”

Collins goes on to list still growing numbers of businesses that are simply missing the ever-changing points in management. The author drives his point home when he writes:

“The right goals are not derived from managerial impulse, but rather reflect what’s most important to customers. Thus, the leaders challenge is to facilitate effective learning processes that can sift through the complexities of evolving markets to correctly discover what is most important to their chosen customers. Once there is a shared understanding across the company around key customer values, then these attributes are translated into a simple set of meaningful measures to effectively guide the local behavior of the people who are closest to the consumers. Today’s k n o w l e d g e workers are capable of making local interdependent judgments once they have the right set of goals that they can use to bridge the analytical facts of the past with the changing c i r c u m - stances of the present to create a consistent future.”

At the heart of Collins’ approach to wiki management are five key elements that must be learned and used by managers at all levels. These include:

• “Understand what’s most important to customers.”
• “Aggregate and leverage collective intelligence.”
• “Build shared understanding by bringing everyone together in open conversations.”
• “Focus on the critical few performance drivers.”
• “Hold people accountable to their peers.”

In addition these five elements are approaches managers should have as part of their approach: “Collaboration Managers, Cross Team Measures,” and “Creative Meetings.” The author’s approach is to have the first 45% of the book based on understanding the wiki management approach. The remainder is based on “how-to” approached to make the entire concept work effectively. Collins concludes with a solid reminder of his book’s purpose:

“As you explore and experiment with the practices, please keep in mind the key lesson. In fast changing times, the most powerful resource in your continued on page 34
Rulings On... continued from pg. 24

Gonzales made to the district attorney’s office relating to Burum’s activities in 2006 and he pointed to Auditor-controller Larry Walker’s balding at cutting a check to cover the first installment toward the $102 million before checking with counsel about the legality of the payment. Then-County Administrative Officer Mark Uffer, acting County Counsel Dennis Wagner and County Counsel Ruth Stringer were all provided information which Larson maintained constituted notice that a crime may have occurred. This prompted Smith to remark that Larson, in pursuing the Lopez citation, was getting very close to suggesting his client had engaged in wrongdoing.

Smith said there was a three-pronged requirement with regard to the instructional error standard in the Lopez case – first, that there must be reasonable grounds for suspicion that a crime has taken place; second, there must be available to authorities knowledge or information with which to initiate the investigation; and third, it must be established that if the investigation had taken place, it would have led to the discovery of the same facts that led to the indictment. “We believe Mr. Burum is innocent,” Larson responded. “He did not bribe anyone. But there was a lot of suspicion.” Referencing what was available to county officials early on, Larson said, “This is the exact same evidence used to establish criminal intent.” Smith said that the suspicions that existed as early as 2006 were not necessarily sufficiently backed with knowledge or information to instigate an investigation at that time.

Larson argued it was the standard relating to dismissal on demurrer that should be applied rather than the standard provided for in the Lopez case and that the previous judicial findings in the case of People vs. Gnass relating to jury misinstruction required an automatic dismissal. Smith dismissed all 12 charges, deferring until next week on whether the prosecution could amend the complaint to reestablish many of those charges, which dealt with the misappropriation of public funds and Burum’s delivery of the $100,000 political contributions prosecutors say were tantamount to bribes.

In seeking to preserve the prosecution’s right to amend the indictment, Deputy Attorney General Melissa Mandel asserted that despite whatever suspicions that may have existed in 2006 and 2007, they were insufficiently grounded in fact to justify the filing of criminal charges against the perpetrators at that time. It was Alemán, the assistant assessor serving under Postmus who told district attorney’s office investigator Hollis Randles in November 2008 that bribes were involved, Mandel said, that “made the light go on.” Larson said the indictment was fatally flawed. Among its defects, he said, was that it blurred the distinction between bribes and kickbacks, which are subject to different legal restrictions.

While the indictment contends Biane, Kirk and Postmus were bribed, the over acts described in the indictment show receiving money after the vote took place, such that the payments qualified as kickbacks. Larson suggested that all of the elements to establish those payments as kickbacks, including a quid pro quo arrangement ahead of time, had not been established in the indictment or otherwise by the prosecution. In addition to ruling on whether the prosecution will be permitted to amend the indictment with regard to the 12 counts thrown out, Smith will be faced with the remainder of the first motion seeking dismissals on statute of limitations grounds along with four other motions to dismiss virtually all of the charges on various grounds, including lack of probable cause, jury misinstruction, prosecutorial misconduct in having raided the defense camp and seizing privileged materials crucial to the defense, along with prosecutorial and investigator misconduct in having made misrepresentations to obtain search warrants and hiding a witness from the grand jury. In

People Skills... continued from pg. 10

“You can learn more about Geoffrey Tumlin at www.tumlin.com, and you can reach him by e-mail at geoff@tumlin.com.”

addition Smith will be called upon to consider objections to 278 statements made by witnesses and prosecutors on admissibility grounds.

As it now stands, of the original 29 counts in the indictment, 16 felony counts remain and none of the charges against Burum have survived, subject to Smith’s decision on whether to allow prosecutors to amend. Looking forward to next week, given the pattern and tenor of Smith’s rulings so far, it would appear that all of the charges in the case will have been thrown out by the time the first three dismissal motions are fully heard. At that point, it will likely be up to Smith’s discretion on whether the misconduct motions will be heard. Any court finding of misconduct on the part of an attorney must be reported to the state bar. If the state bar confirms that judicial finding, the lawyer(s) in question can be disciplined up to and including his/her or their right to practice law in California. Trail behind the defense motions to dismiss the charges is a continued on page 31

People Skills... continued from pg. 10

“Don’t say something. For a major communication challenge, try not talking when you really want to. Why’s that so hard?”

“When comforting, you never have to worry about finding just the right words. Your expression of support and your presence are what really matter.”

Resolve a conflict. What happens when no one at work knows how to effectively defuse a conflict between feuding colleagues? Or when there’s no one around who can deescalate a squabble at home? Offices and homes without an effective peacemaker are minefields of anxiety, grief, and drama. “Conflict resolution is a challenging communication skill,” says Tumlin. “Encouraging people to climb down from entrenched positions and set aside differences requires diplomacy and precision. But it’s the peacemakers who get people talking again and who prevent relational damage from taking a wider toll.”

The kinds of deep, productive, and meaningful relationships we want can’t survive on just sending another email,” concludes Tumlin. “The kinds of deep, meaningful relationships we want can’t survive on quick and easy communication alone.”

“Some of our most significant communication ‘victories’ actually happen when we don’t say a thing,” points out Tumlin. “The criticism we let die on the vine, the smart question we don’t ask, the comeback we choke back, and the insult on the tip of our tongue that stays there are unsung communication heroes, silently protecting our most important relationships.”

You can learn more about Geoffrey Tumlin at www.tumlin.com, and you can reach him by e-mail at geoff@tumlin.com.”
It wasn’t long ago that I told you the next big thing would be the Google Glass. It looks like a pair of glasses but it gives you a mobile computer screen right before your eyes. Now, where I read where Google is developing a smart contact lens, with Swiss pharmaceutical giant Novartis, to help patients manage diabetes—in one of a number of moves focused squarely on billions of dollars of potential revenue available across the total digital healthcare market.

As technology moves further into treatment with remote consultations, monitoring and operations, robotic treatments, and advanced digital diagnosis, Google has seen the opportunity to apply its own wear technology (up until now limited to Google Glass) to the health-care field. According to one website, Google’s 3D mobile technology, and its offering around health record digitization, form potential other strands of its expansion in the health market. Last month, it released the Google Fit platform to track exercise and sleep, among other health factors—but it is far from alone, as Apple and Samsung are offering similar systems in that area.

Now, under a new development and licensing deal between Google and the Alcon eyewear division at Novartis, the two companies said they would create a smart contact lens that contains a low power microchip and an almost invisible, hair-thin electronic circuit. The lens can measure diabetics’ blood sugar levels directly from tear fluid on the surface of the eyeball. The system sends data to a mobile device to keep the individual informed. This will be great news for those of us who have to prick our fingers to get our blood sugar readings.

Google co-founder, Sergey Brin, said the company wanted to use “the latest technology in ‘miniaturization’ of electronics” in order to improve people’s “quality of life.”

Novartis chief executive, Joe Jimenez, added that technology as a whole, starting with smart eyewear, could be used to “manage human diseases,” and indicated that diseases will be mapped in the body using a range of other devices in the future—many of which are in development across universities and research laboratories.

An official timescale for the product’s development and commercialization has not been made public, though Jimenez said in recent news interviews. "It's convenient."

OK. I admit it. The original Cask ‘n Cleaver is just down the block from my office. That’s why I go there as often as I do. It’s convenient.

But I also go there because of the food. The Cask is a basic steakhouse. Nothing fancy, but an atmosphere that screams Rancho Cucamonga.

As it should. The restaurant building and the company headquarters next door have been around for a lot longer than the restaurant itself. Various stories prevail. It was, some say, a ranch house, or a warehouse, or a vineyard headquarters or part of a lemon farm. Later it was a banquet facility and everyone agrees that back in the mid-sixties it became a restaurant.

Taking advantage of the old log cabin architecture, it has a pleasant patio with running water on the 9th Street side.

As I said, The Cask is a basic steakhouse, but it is well. The corn chowder can warm your bones on a cold winter’s day. I am told that the legendary Linda herself used to start the pot boiling early in the morning. It was only some years later that they turned the recipe over to a company who copied it almost perfectly, and while it is not quite Linda’s, it still is a unique treat among local restaurants.

Another treat, to my mind, is the potato salad in the salad bar. Most restaurant potato salads have a kind of pickle taste to them. This potato salad does not. It is not too mustardy either. It is just right. So much so that some locals will order a few pounds to take home for BBQ holidays. (Truth to tell, I’ve done it myself.)

The Cask also has, among their several sandwich delicacies continued on page 38

The Cask ‘n Cleaver—An I.E. Landmark

By Joe Lyons

Owner Chuck Keagle says he didn’t want to be a CPA any more and his wife, Linda, suggested running a restaurant. As it grew, the one location became many, but economic times have reduced the number of Casks today to just a couple.

Still the people of Rancho Cucamonga keep coming in. It is hard to drop by for lunch and not run into a familiar businessman or local politician. Chances are some have come to watch a game. The Cask has never couched itself as a sports bar,

Google
Money Talks!

FINANCIAL NEWS & TALK

AM1450 • AM1510

Contact Joe Lyons today. Be on the air tomorrow.
909.483.1500 or 760.729.1000  www.financialnewsandtalk.com
Email Inquiries: AstorBroadcasting@gmail.com

“TIME OUT”
With Bill Anthony And Joe Lyons
Every Thursday 6:00 P.M.

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

FINANCIAL NEWS & TALK
17 Things You... continued from pg. 40

league to ask if you’ve finished compiling those statistics, for instance; send an email saying you’ve done so. Actually, it’s a good idea to get into the habit of sending daily or weekly updates not only to team members, but to clients, too.

You wait too long to respond to calls or emails. (And sometimes you don’t respond at all.) Often, hours or days pass before you reply to a colleague or client’s questions. (Hey—you have about 200 more important things on your to-do list!) And sometimes, enough time passes that responding completely slips your mind. “You may not think a slow response is a big deal, but the other person probably does,” notes Gordon. “Even if you truly don’t have time to deal with the matter immediately, it’s easy enough to send a text or email saying, ‘I got your message and will touch base later.’ Whenever possible, try not to leave any unanswered emails or voicemails overnight.”

You forget customer preferences. Part of providing good service is remembering that Mr. Smith dislikes being called on his cell phone after 6:00 p.m., and that Mrs. Jones always wants to work with a specific vendor. “When you don’t keep records of these things, customers will conclude that they don’t matter to you,” notes Gordon. “Keep a file on each client, and take a few moments to record their preferences after each interaction.”

You nickel and dime them. Yes, you and your customers know that your relationship is based on an exchange of money for goods or services. And of course you shouldn’t allow yourself to be taken advantage of. But obsessively keeping track of every minute and every coin doesn’t sit well with clients. It makes them think your first priority is not taking care of them, but getting everything that’s owed to you. “Try to balance the bills you send against the long-term value of your client relationships,” advises Gordon. “For instance, if you spend an extra hour or two outside your contract, consider not itemizing that time on your next bill. The customer will likely sing your praises and send you plenty of referrals.”

You “hand off” customers to an employee and never personally contact them again. Sure, if you’re the owner of the company or the leader of a team, you can’t personally take care of every single client’s needs. But you can call or email each of them from time to time to let them know they’re still getting your attention. This is especially important if you conducted the initial meetings or signed a contract with a certain client. “In my business, I make it a priority to respond personally to readers who ask me questions via email, Facebook, and Twitter,” Gordon shares. “While I could hand these tasks off to members of my staff, I truly do appreciate that readers care enough to take the time to contact me—and by engaging with them individually, I am showing them that I care, too.”

You wait till the last minute to ask for what you need. Say a project has been on your desk for a week—but you don’t ask your subordinate to make revisions until a few hours before the deadline. This puts the stress burden on the other person, and makes him feel that you don’t respect his time. (It doesn’t do your in-office reputation any favors, either.) “When a project requires a group effort and you’re a part of that group, never forget that your time management should take into account their time, too,” says Gordon. “Show others the consideration you yourself would like to receive.”

You rush through projects and leave loose ends. In The Carpenter, Gordon writes, “The world is filled with those who get things done the fastest and the cheapest, but it needs more artists, craftsmen, and craftswomen. When you become a craftsman in a world of carpenters, you will stand out, and people will clamor to work with you.” “When you put forth the least amount of effort and do only the bare minimum, someone else will have to come behind you and make improvements—that, or you’ll have provided an inferior product,” Gordon notes. “Both tell people that you don’t care enough to do the job right.”

You miss deadlines. We all know that missing deadlines is a bad thing, yet many of us persist in (often creatively) figuring out how to buy more time for ourselves. Every once in a rare while an extension may be necessary; say, if too little time was initially provided to do a good job or if an emergency pops up in the middle of the project. Usually, though, the extra time you spend gets taken away from someone further down the line. “Missing deadlines is another way of conveying to others that you don’t respect their time,” comments Gordon. “Do as much as you possibly can to stick to the agreed-upon schedule.”

You stress people out right before vacation. Leaders and supervisors, take note: An employee’s upcoming vacation shouldn’t give you license to demand Herculean feats from her right before her absence. You know she needs to pack, board the dog, and (ideally) get a restful night’s sleep before hitting the road or flying the friendly skies. Making her work till 8:00 p.m. the night before she departs shouts, “Work is more important than your family time!” “Vacations should be something your people look forward to, not something they semi-dread because they know the days leading up to a getaway will be horrendous,” comments Gordon. “Part of being a caring leader is planning ahead with each employee to ensure that essential tasks are completed without last-minute hassle and headaches.”

You neglect to say “thank you” or “great job.” Even if someone is “just” doing what’s in his job description, and especially if he has gone above and beyond to help you, take a few moments to verbalize your appreciation. “Often, we don’t express gratitude not because we aren’t thankful, but because we’re busy or have already shifted our focus to the next thing—however, the other person doesn’t know that,” observes Gordon. “Saying ‘thanks’ takes only a few seconds of your time, but can do wonders for your professional relationships. When people feel valued, noticed, and appreciated, they’ll be motivated to do better work. It’s that simple.”

You don’t take care of the “little things” that make work flow smoothly. Broken equipment, outdated computer programs, no coffee cups, burnt-out light bulbs, even office furniture that’s seen better days—all of these things send employees a message about how much you don’t care about their comfort. “Your employees get that you don’t have the resources to provide expensive, cutting-edge gadgets and an in-office spa,” observes Gordon. “But when you fail to provide basics that are within the budget, especially when it’s clear that you and other leaders aren’t going without, you’ll cultivate a ‘haves vs. have-nots’ attitude that fosters disengagement.”

You listen with half an ear. You know how this goes: You make the appropriate noises during a client call (“Mmmmm...I understand...No, that won’t be a problem...”) while simultaneously typing an email to someone else. You may think you’re getting away with multitasking, but Gordon says the other person can usually tell that your attention is divided, and will feel unimportant as a result.

Giving a client or colleague your full attention is so meaningful,” he points out. “Being fully present says, ‘I really care about you and what you need. You are my top priority right now.’”

You’re curt or disrespectful with people. Everyone has feelings. Take care not to bruise them. continued on page 32
America’s Cities... continued from pg. 22

Economic well-being, Diamond said, is defined as the consumption of consumer choices such as shopping and housing, as well as amenities such as a community’s crime rate, school system and weather.

Diamond explained that the rise in economic inequality is due to different cities having different labor demands in the last 30 years. This led to either an increase or a decline in the percentage of college graduates among the city’s workers—which in turn led to either more or fewer amenities.

Diamond conducted the research while she was a postdoctoral fellow at the Stanford Institute for Economic Policy Research from 2013 to 2014 and during her doctoral studies at Harvard University from 2008 to 2013. She used U.S. Census data from 1980, 1990 and 2000 on a wide range of economic and demographic items.

Her analysis included 218 metropolitan areas in the United States and was restricted to people 25 to 55 years old who worked at least 35 hours per week.

Wage Inequality Understates Gap

In the past few decades, college-educated workers have enjoyed significant increases in earnings relative to those with less education, according to Diamond. In 1980, the typical college graduate earned 38 percent more than the average high school graduate. By 2000, that had increased to 57 percent, and by 2011 to 73 percent.

This wage gap has rippled across American cities. From about 1980 to 2000, cities that initially had a large share of college graduates (Boston and Atlanta, for example) increasingly attracted larger numbers of them, while cities with less-educated workers (Albany, N.Y., and Harrisburg, Pa.) gained fewer graduates.

Do the large increases in wage inequality over the past three decades point to a similar increase in economic well-being inequality? The answer is yes, Diamond said. “In fact, the increase in wage inequality understates the true increase in economic well-being inequality.”

The reason is that high-skill cities also offer residents more amenities for quality living—entertainment, educational opportunities, better air quality and lower crime rates. The higher housing costs do not fully dilute the real amount of consumption that college workers derive from their high wages, she said.

“If the economic value of living in a high-amenity city more than compensates college graduates for the high housing prices, the growth in wage inequality would understate the increase in economic well-being inequality,” Diamond wrote. “High-skill cities not only appear to offer the highest wages, but also a better quality of life.”

Workers’ available choices in where to live are strongly related to the trajectory of wages and rents in cities, according to the research. From 1980 to 2000, for every 1 percent increase in a city’s ratio of college graduates to non-graduates, the city witnessed a 0.6 percent hike in rents.

For example, in 2013 in San Francisco the median price for a studio apartment was $863,000. But in Las Vegas, the median price for a four-bedroom house was only $220,100.

Causes of Economic Segregation

The labor demands of different industries across America’s city landscape changed from 1980 to 2000, Diamond writes. As a result, industries adjusted their hiring needs for college or non-college workers. Computer and technology sectors hired more educated workers, for example. And the old industrial cities that most aggressively shifted their focus to information technology were the cities that experienced the largest increases in the hiring of college graduates.

“The hiring demands of cities’ local industries played a large role in attracting high- and low-skill workers to different cities, causing the divergence of skill across space,” Diamond wrote.

In the 19th century, Diamond said, people valued American cities for their importance as production hubs of manufacturing and wealth. Today, the more educated the worker, the more he or she is interested in the quality of life and the choices in the amenities a city has to offer.

Increasing a city’s share of college graduates boosts the likelihood that a city will have a greater quality of life—more shopping choices, better schools and restaurants, for example—and the reverse is true as well.

Consider the changing fortunes of Detroit and Boston. Diamond wrote. In the early 20th century, Detroit had a booming auto manufacturing industry and a model public educational system. But by 2009, Detroit’s public schools had the nation’s lowest math proficiency scores.

On the other hand, Boston’s public school system was dismal in the 1970s, but in subsequent decades the city focused on building itself up as a beacon for technology, biotech and medical firms. The result? More high-paying jobs, more college workers and a school district that in 2006 won a national award (the Broad Prize) for being the most improved.

“The prosperity of Boston and the decline of Detroit go beyond jobs and wages, directly impacting the amenities and quality of life in these areas,” Diamond wrote.

In contrast to Detroit, Pittsburgh has made a relatively successful transition from being a manufacturing hub in the 19th and 20th centuries to a city now known for its low housing costs, solid base in amenities, and growing economy, according to Diamond. When the steel industry faded, the city’s educational and health care institutions provided a strong foundation for this next chapter.

Diamond said that college-educated workers place a greater emphasis on amenities in choosing which metropolitan area to live in, while non-college-educated workers look for affordability. Of course, everyone prefers higher wages, lower rents, and better amenities in living places—but that is an extremely rare combination.

She noted that college graduates in New York City are willing to pay much higher housing prices than they would in Cleveland because of the manyamenities available in New York.

Nationwide, “changes in wages, housing costs and local amenities from 1980 to 2000 led to an increase in economic well-being inequality of at least 67 percent,” Diamond said.

The outcome is a nationwide gentrification effect, she said. Lower-skill workers are unable to gain access to the best cities, which puts them in the more affordable but lower-amenity metropolitan areas.

Policies and the Next Step

What can cities and communities do? Diamond suggests that local governments attract college graduates by creating desirable amenities. “Policies that could achieve this include offering tax incentives to firms employing high-skill workers,” she wrote, “or funding amenities valued by college graduates such as policies targeting reductions in crime or improvements in the quality of local schools.”

Looking ahead, Diamond would like to examine this issue at the neighborhood level—“who’s willing to live next door to whom”—and how people segregate themselves in the particular places they live, she said.
### Top Tenant Improvement Contractors

#### Listed Alphabetically

<table>
<thead>
<tr>
<th>Firm</th>
<th>Address</th>
<th>Cmmcl. Bldgs. (in I.E.)</th>
<th># of Licensed Contractors</th>
<th>Specialties</th>
<th>Clientele/Projects</th>
<th>Top Local Exec.</th>
<th>Title</th>
<th>E-mail Address</th>
</tr>
</thead>
<tbody>
<tr>
<td>Capstone Construction Co., Inc.</td>
<td>3651 Third St.</td>
<td>(indust. bldgs. total)</td>
<td>3</td>
<td>Office Tenant Improvements</td>
<td>Tri-City Corp. Center</td>
<td>Bruce T. Heiliger</td>
<td>President</td>
<td><a href="mailto:bheiliger@capstone-company.com">bheiliger@capstone-company.com</a></td>
</tr>
<tr>
<td>Fullmer Construction</td>
<td>1211 South Grove Ave.</td>
<td>8,854.420</td>
<td>N/A</td>
<td>Commercial, Industrial, Office, Tenant Improvements</td>
<td>Riverside Comm. Investors</td>
<td>Bob Fullmer</td>
<td>President</td>
<td><a href="http://www.fullmcov.com">www.fullmcov.com</a></td>
</tr>
<tr>
<td>Inland Empire Builders, Inc.</td>
<td>10271-A Trademark St., Ste. 22</td>
<td>N/A</td>
<td>1</td>
<td>Commercial Construction</td>
<td>Sacred Heart Church, Rancho Cucamonga</td>
<td>Tracy Elefante</td>
<td>President/CEO</td>
<td><a href="mailto:tracy@inlandempirebuilders.com">tracy@inlandempirebuilders.com</a></td>
</tr>
<tr>
<td>JG Construction</td>
<td>15632 El Prado Rd.</td>
<td>2,100,000</td>
<td>4</td>
<td>Commercial/Retail Buildings</td>
<td>Culver Capital Investment</td>
<td>June Grothe</td>
<td>President</td>
<td><a href="mailto:info@jcconstruction.com">info@jcconstruction.com</a></td>
</tr>
<tr>
<td>Oltmans Construction Co.</td>
<td>10005 Mission Mill Rd.</td>
<td>981,162</td>
<td>2</td>
<td>Commercial/Industrial Projects</td>
<td>Corp. State Bros.</td>
<td>Joe Oltmans II</td>
<td>President</td>
<td><a href="mailto:oltmans2@oltmans.com">oltmans2@oltmans.com</a></td>
</tr>
<tr>
<td>Ralph Affaitati Construction</td>
<td>361 W. Atholl, Ste. 2</td>
<td>WND</td>
<td>OBC Lic.</td>
<td>Industrial/Commercial</td>
<td>GSA, Federal Government</td>
<td>Ralph Affaitati</td>
<td>President</td>
<td><a href="mailto:ralph@ralphaffaitati.com">ralph@ralphaffaitati.com</a></td>
</tr>
</tbody>
</table>

### Rulings On... continued from pg. 26

A prosecution motion to disqualify Larson as Burum’s attorney. That motion is based upon Arent Fox, Larson’s law firm, having hired former assistant U.S. Attorney Jerry Behnke in May. Behnke was formerly a part of a joint federal/state/local task force that targeted public corruption crime, and it is the prosecution’s contention that Behnke’s employment with Arent Fox provides the defense with an unfair advantage.

If all of the charges in the indictment have been dismissed at that point, the disqualification motion will have become moot.

*Courtesy of San Bernardino County Sentinel*
17 Things You... continued from pg. 29

Even during disagreements or when negative feedback needs to be shared, there is usually a way to say what you need to say without crossing the line and hurting someone. “In my experience, most people don’t mean to be hurtful,” observes Gordon. “Rather, their tone reflects their own high stress levels, or their blunt speech is a product of their attention being focused elsewhere. This is why it’s so important to be fully present when you’re interacting with someone else—you’re more able to consider your words and gauge the impact they are having.”

You gossip or make snarky comments behind people’s backs. You may think, ‘Well, she’s not here so it’s okay,’ or, “Everyone gossips at the water cooler,” or even, “He deserves to be taken down a peg!” Wrong. Uncaring words have a way of getting back to the other person—and even if they never do, they cause the people with whom you’re speaking not to trust you. “Tempting as it may be sometimes, make it your policy not to say bad things about your coworkers when you’re on the clock,” instructs Gordon. “If you simply must vent, wait until you can do so outside of work with a family member or friend.”

You neglect to ask about things going on in their personal lives. Whether you’re interacting with a colleague or a client, you may think that keeping the conversation focused on business is a sign of professionalism. But actually, says Gordon, it can paint you as a rather callous individual—especially if the other person is going through a difficult time. “Ask others what’s going on in their personal lives, and follow up,” recommends Gordon. “Express your sympathy when a client’s parent passes away, and your willingness to help when a colleague is dealing with a health crisis. It’s so easy to spend five minutes making these connections before getting down to business—and it means so much.”

You hijack people’s stories. In the course of conversational “give and take,” it’s fine to share when you have a related story. But resist the temptation to make everything all about you. When you forcibly take the reigns and steer a conversation in the direction you want it to go, you send others the message that you don’t care about or value what they have to say. “Nobody appreciates ‘that person’ who always manages to turn the spotlight on himself or herself,” notes Gordon. “In general, it’s wise to listen more than talk.”

You ignore important milestones in people’s lives. It only takes a few seconds to say, “Happy Birthday,” or “Happy Anniversary.” And while you can’t always attend every colleague’s child’s birthday party or every client’s retirement party, go (or at least send a card) if you possibly can.

“You’re presence means a lot,” confirms Gordon. “People are surprised and pleased when you acknowledge important milestones in their lives—precisely because the assumption today is that most people don’t care about what’s going on outside their own bubbles.” “Most people don’t intend to be uncaring or inconsiderate,” concludes Gordon. “Actually, I believe that the busy, stressful nature of modern life forces us to spend too much time looking out for number one and too little time looking out for others. We need to make a conscious effort to reverse that behavior.”

“So take a few moments and evaluate your behavior and habits,” he adds. “What messages are they sending? What small changes can you make to show others that you care? I promise, the effort you put forth will energize you and others, and will lead to mutual success.”

Thriving in a... continued from pg. 14

When you help others reach their goals and become their best, you’ll usually find that the same things happen to you.”

Fill up your energy bank account so you can make withdrawals when you need them. Throughout life, circumstances arise that are beyond our control. You may experience a major illness, lose a loved one, or be forced to relocate. You may have to occasionally work long days and go without sleep.

The list goes on. It’s because of these out-of-our-hands circumstances, says Core, that we must all focus on controlling what we can. “What I mean is, know your needs and capacities and try not to exceed them on a regular basis,” he says. “In other words, get enough sleep. Eat nutritiously. Exercise when time permits. That way, when you do find yourself needing to push the limits, you’ll have a healthy margin of energy, motivation, or whatever to draw on. Manage what you can manage as often as possible in order to compensate for what you cannot manage.”

Forget the future. (Really!) The future can be an inspiring thing—but it can also be a scary and misleading one. Awfulizing, what-ifs, and doomsday thinking can plunge you into paralyzing anxiety. And making incorrect assumptions can send you down the wrong path. That’s why, aside from setting goals for yourself, Core says you should try not to let your mind wander into future outcomes.

“Thrivers trust in an execution mindset and focus their attention and efforts on the here and now,” he says. “That’s because nobody can predict when or under what conditions the future is going to unfold. The only thing a person truly can do is to focus on the processes of today—and live them out to the max. That’s not only going to produce personal peace in the present tense, it’s going to be the best possible preparation for whatever the future holds. Enjoy the process and take great joy in the rewards!”

Forgive yesterday so you can work on today, Core says most successful, hardworking people are often hard on themselves to an unproductive level. They are their own worst critics and spend valuable time lingering on mistakes and slip-ups. Long after the event—whatever it was—is over, they beat themselves up relentlessly instead of spending their time in a more productive state.

“Treat yourself with the same compassion and generosity you’d extend to another person who’d messed up or fallen short of a goal,” urges Core. “If it helps, follow the two-hour rule I learned from one of my past coaches: When you have a bad performance or make a mistake, you have two hours to pout, scream, cry, wallow, or do whatever you think will help you deal with the disappointment. But when 120 minutes have passed, it’s time to start moving forward again. “Remember, nobody is perfect,” he adds. “We all make mistakes. What sets Thrivers apart is the fact that after a fall, they forgive themselves faster, get back up, and continue the journey forward.”

“By making small changes in how you approach your day, you can begin to take back your to-do list and accomplish the big goals that will really help you thrive.” Core concludes. “It’s time to stop allowing your quest for success to leave you feeling tired, stressed, and disillusioned. So, how will your tomorrow look different from your today? What is one small change you can make right now to start rewriting the patterns that define your life?”

To learn more, please visit www.andycore.com.
<table>
<thead>
<tr>
<th>Business Name</th>
<th>Address</th>
<th>Phone</th>
<th>Category</th>
</tr>
</thead>
<tbody>
<tr>
<td>JW'S BBQ</td>
<td>52137 MORGAN AVE, COACHELLA, CA 92236</td>
<td></td>
<td>Restaurant</td>
</tr>
<tr>
<td>ALPHAPHI AGENCIES</td>
<td>419 E. ELMWOOD ST, RIALTO, CA 92376</td>
<td></td>
<td>Insurance</td>
</tr>
<tr>
<td>BIG BEAR ARBORIST TREE AND LANDSCAPE SERVICE</td>
<td>23950 BIG BEAR LAKE RD, BIG BEAR LAKE, CA 92315</td>
<td></td>
<td>Lawn &amp; Garden Services</td>
</tr>
<tr>
<td>BETA†* EMBROIDERY</td>
<td>190 GRAND AVE E, APPALOOSA, CA 92276</td>
<td></td>
<td>Clothing</td>
</tr>
<tr>
<td>BOSHIRO PRODUCTIONS</td>
<td>14987 COTTONTAIL LN, VICTORVILLE, CA 92394</td>
<td></td>
<td>Printing</td>
</tr>
<tr>
<td>C R B COMPUTER SUPPLIES</td>
<td>16944 WESTERN ST, FONTANA, CA 92337</td>
<td></td>
<td>Electronics</td>
</tr>
<tr>
<td>CABRELLA FAMILY CHILD CARE</td>
<td>14591 PONY TRAIL RD, CATHEDRAL CITY, CA 92234</td>
<td></td>
<td>Child Care</td>
</tr>
<tr>
<td>CA MUSICALS</td>
<td>1420 E. VIA ESCUELA, PALM SPRINGS, CA 92262</td>
<td></td>
<td>Music</td>
</tr>
<tr>
<td>CARRIE'S COUNTRY KITCHEN</td>
<td>1420 E. VIA ESCUELA, PALM SPRINGS, CA 92262</td>
<td></td>
<td>Restaurant</td>
</tr>
<tr>
<td>CAR SERVICE TRANSPORTATION AND COMFORT</td>
<td>7107 GARDEN OAKS ST, HESPERIA, CA 92390</td>
<td></td>
<td>Transportation</td>
</tr>
<tr>
<td>CARSON'S FURNITURE &amp; HOME FURNISHINGS</td>
<td>1430 W. VISTA CHINO, CHINO, CA 91710</td>
<td></td>
<td>Furniture</td>
</tr>
<tr>
<td>CARRIAGE CRAFTS</td>
<td>120 E. VISTA CHINO, CHINO, CA 91710</td>
<td></td>
<td>Furniture</td>
</tr>
<tr>
<td>CAR GENERATION</td>
<td>120 E. VISTA CHINO, CHINO, CA 91710</td>
<td></td>
<td>Furniture</td>
</tr>
<tr>
<td>CHIRCO'S MANUFACTURING</td>
<td>120 E. VISTA CHINO, CHINO, CA 91710</td>
<td></td>
<td>Manufacturing</td>
</tr>
<tr>
<td>CHEMICALS &amp; DYES</td>
<td>120 E. VISTA CHINO, CHINO, CA 91710</td>
<td></td>
<td>Chemicals</td>
</tr>
<tr>
<td>CHERRY BOMB</td>
<td>120 E. VISTA CHINO, CHINO, CA 91710</td>
<td></td>
<td>Toys &amp; Novelties</td>
</tr>
<tr>
<td>CHROMA, EMMA</td>
<td>52137 MORGAN AVE, COACHELLA, CA 92236</td>
<td></td>
<td>Printing</td>
</tr>
<tr>
<td>CLEAR CHOICE PLUMBING</td>
<td>120 E. VISTA CHINO, CHINO, CA 91710</td>
<td></td>
<td>Plumbing</td>
</tr>
<tr>
<td>CLOVER HILLS</td>
<td>120 E. VISTA CHINO, CHINO, CA 91710</td>
<td></td>
<td>Printing</td>
</tr>
<tr>
<td>CLOSED</td>
<td>120 E. VISTA CHINO, CHINO, CA 91710</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Infrastructure... continued from pg. 3

Center retail project. Apple Valley will issue permits for approximately 100± single family homes in FY2013-14. This is the most permits issued in seven years and the third straight year-over-year growth; in addition, a tentative tract map was approved in September 2013 for 406± single family residential homes by Pulte Homes.

The Town of Apple Valley continues to market the North Apple Valley Industrial Specific Plan (NAVIPSP), a 6,600± acre area planned for industrial development near Interstate-15. The NAVISP offers an approved EIR, low-cost yet strategically-located industrial land, and a transparent and streamlined 120-day administrative approval process. Watson Land Company, Wal-Mart Distribution, Fresenius Medical Care’s Tru Blu Logistics and Reid Products are just a few of the companies that have selected the NAVISP for investment and development.

On the retail front, Apple Valley is home to one of the region’s most successful commercial centers, Jess Ranch Marketplace (JRM), located at Bear Valley and Apple Valley Roads. Developed by Fountainhead Devco, Weingarten Realty and Malcolm Riley & Associates, JRM is anchored by Best Buy, 24-Hour Fitness, Cinemark, Burlington and Red Robin. New tenants include the region’s first Ulta Beauty and a new Denny’s Restaurant. Coming soon are Osh Kosh and Carter’s clothing stores!

Pent-up retail demand is a reality at this intersection and new development opportunities are brewing once again here as well as at The Fountains, a proposed mixed-use project at the northeastern corner of Yucca Loma Road and Apple Valley Road.

Lewis Retail Centers continues to expand the Apple Valley Commons, anchored by Target with the addition this year of Sally Beauty, Fantastic Sams, Subway, T-Mobile and a Wells Fargo drive-through ATM on its own pad.

In addition to the Yucca Loma Bridge, the Town is also starting the engineering process for the widening of the Bear Valley Road Bridge across the Mojave River.

The City of Barstow has recently entered into an exclusive negotiating agreement with Scuderia Development regarding the development of a proposed $1.5± billion project to build a 2.95± million sq. ft. secondary aluminum production facility in Barstow. The overall project includes approximately 801,000± sq. ft. of retail space set to be anchored by a Super Wal-Mart. The project will be constructed on a 28± acre site located at the southeast corner of East Main Street and Montara Road.

The Barstow Casino & Resort Project, which is being pursued as a partnership project between the Los Coyotes Band of Cahuilla & Cupeño Indians and Bar West Gaming, is still a viable initiative that is in the review process. In order for the initiative to move forward, both the Federal Government and the State of California will have to agree to allow the project to be constructed. Currently, the Federal Government’s Department of the Interior is evaluating the proposed Barstow Casino & Resort project in accordance with the Indian Gaming Regulatory Act.

Another significant initiative that the city is coordinating is the revival of the Barstow Industrial Park project. In total, the Barstow Industrial Park spans over 1,174 acres and is located around 3 miles northwest of Interstate 15 and around 5 miles west of the I-15/I-40 interchange. The city has been working with the project developer regarding future plans for the location. A number of infrastructure concerns are currently being addressed, including the installation of a potential rail-spar at the site. The city will be working with the developer during this next year to coordinate and implement the solutions needed to ensure that the Barstow Industrial Park becomes the high desert’s premier logistics, manufacturing, and distribution hub.

The Lenwood Grade Separation project is currently under construction. The overall $31.5 million facility includes a number of design enhancements that will ensure that the bridge over the BNSF railroad will provide smooth and efficient access for industrial users at the intersection of Lenwood Road and Main Street. A groundbreaking ceremony for the project was held on March 21, 2014.

Joseph W. Brady, CCIM, SIOR is president of The Bradco Companies and publisher of the Bradco High Desert Report.

Wiki... organization is likely to be the collective intelligence of your own people. And you may even be pleasantly surprised to discover the world is no longer changing faster than your organization.” That’s always a good result.

—Henry Holtzman
WHERE TO NOW?
Manufacturing is changing

From applecarts to aircraft and from staplers to stents, the process of manufacturing goods is being transformed through an abundance of affordable computing power, an explosion of material sciences and an increasingly accessible global marketplace of ideas and factor- ries. This transformation is changing the demand for labor—both its quantity and its quality—even as the value of production keeps rising.

Manufacturing employment will continue to decline

Increased productivity through process compression, automation and off-shoring shows no sign of abating in the near future. Employment declines in manufacturing will continue, as the potential for achieving additional efficiencies in existing businesses appears to be large. However, the composition of this employment may be changing. Research, design and engineering functions, traditionally included in the manufacturing sector, are increasingly being outsourced to specialty shops that are measured as part of the service economy. Meanwhile, production employment will be situated where it is most competitive, and for many industries this is still in areas where labor costs can be minimized.

Workforce training is still needed

Because manufacturing processes in both high technology and low technology industries are becoming more dependent on technical tools (both hardware and software), specific training will continue to be needed. The speed of innovation today demands that industry be involved in developing appropriate training programs and in forming partnerships with learning centers and colleges so that candidates are job-ready for available occupations. This may also involve ensuring that instructors themselves are kept abreast of technological progress occurring in industries that their students need to be schooled for.

Not only is such training necessary to prepare job entrants, it is critical to the continual process of creative destruction within industry. As retiring workers take their skills with them, their replacements bring knowledge of and training in newer products and practices to existing manufacturers, accelerating adoption and innovation across industry.

Human capital is mobile

Although manufacturing has become more capital intensive, its competitive edge continues to exist in human capital and entrepreneurship—which can reside anywhere. Globalization and communication networks have made it possible to assemble the most qualified and creative research and design teams from highly-skilled, highly educated workers living anywhere around the world.

These are the very individuals who have the skills and abilities to transform new ideas into products that can be manufactured.
Manufacturing... continued from pg. 35
als that drive innovation and competitiveness and that generate wealth within their own communities. Their choice of where to reside will depend on quality of life issues, such as availability of educational resources and research labs to facilitate their discoveries, access to computing power and communication infrastructure, such as ubiquitous wireless capability, to enable seamless collaboration across miles, and a thriving innovation ecosystem that generates ideas, advancements and excitement.

Industry diversification remains important
Finally, diversity of industry mix is a competitive strength, not only within the manufacturing sector but across all sectors of an economy. A region with competitive strength in several industry clusters is less vulnerable to a systematic risk of exposure to the business cycle. While concentrations of activity in specific industries should be nurtured and maintained, a larger goal would be to encourage a spectrum of industry strength, in both high technology and low technology fields, in manufacturing and in services, each competitive in its own market and providing employment for local residents.

Diversification also permits a wider and deeper supply chain, keeping dollars within the economic region and multiplying the overall economic benefits. Even industries lacking competitive strength may be vital as suppliers to another, perhaps stronger, regional industry. Hence a deeper understanding of the needs of regional industries is critically important.

Manufacturing Employment in California
Employment in manufacturing is a measure of the number of jobs provided by businesses in the industry. Industry employment can be estimated at different levels of industry classifications and can be used to determine the industry composition and identify large employing industries, track relative competitiveness and observe employment trends for the varying types of manufacturing.

San Bernardino County

- Manufacturing employment in San Bernardino County averaged 47,254 in 2012, accounting for 7.7 percent of county employment.
- More than 17,750 manufacturing jobs were lost between 2002 and 2012, a decline of more than 27 percent over the decade.
- Like its Inland Empire neighbor, San Bernardino County manufacturing employment is in many subsectors, most of which manufacture durable goods.
- San Bernardino County is most competitive in plastics, cement and concrete products, furniture, fabricated metals and machine shops.
- Manufacturing in San Bernardino County is low in technological intensity, resulting in higher wages for employees and stronger competitiveness.

The Manufacturing Workforce
There are many diverse occupations in the manufacturing sector, with jobs in accounting, sales, office and administrative services, on the production line and in engineering and computer sciences. More than 43 percent of all manufacturing jobs are in production occupations. These include such roles as machinists, welders and cutters, team assemblers, machine operators, inspectors, testers, production helpers, and many others. At the national level, more than 51 percent of all manufacturing workers are in production occupations, suggesting a higher degree of automation in California than in the rest of the nation.

Office and administrative occupations account for more than 10 percent of all manufacturing jobs, and architectural and engineering occupations (mostly engineering) are almost 9 percent of all jobs. At the national level, the share of workers in architectural and engineering occupations is less than 7 percent, and computer and mathematical occupations are 2.3 percent, supporting the notion that manufacturing is more technologically intensive than other areas.

The median annual wages vary widely across these occupational groups, with a difference of more than $100,000 between the highest earning continued on page 37
Manufacturing... occupational group (management) and the lowest earning occupational group (transportation and material moving).

Given the wide range of occupations, it is expected that a diversity of knowledge, skills and abilities would be needed. In fact, more than half of all jobs in manufacturing require a high school diploma (or equivalency) only for an entry level job, and 14 percent of jobs are open to candidates without a high school diploma. Another 21.6 percent requires a bachelor’s degree.

Work experience required for an entry level position is often used as an acceptable substitute for formal education or training. In manufacturing, more than 81 percent of jobs require no work experience for an entry level position. This would imply that many job entrants gain on the job training and work experience to gain whatever competency is needed in their roles.

This lends credence to the assertion that manufacturing provides employment for workers at all skill levels and with levels of education—including those without a high school diploma and those with post-graduate degrees.

This research was commissioned by California Manufacturing Technology Consulting.

The LAEDC Institute for Applied Economics provides objective economic and policy research for public agencies and private firms. The Institute focuses on economic impact studies, regional industry analyses, economic forecasts and issue studies, particularly in workforce development, labor market analysis, transportation and infrastructure.

Every reasonable effort has been made to ensure that the data contained herein reflect the most accurate and timely information possible and they are believed to be reliable. The report is provided solely for informational purposes and is not to be construed as providing advice, recommendations, endorsements, representations or warranties of any kind whatsoever.

Taking a Close... continued from pg. 27

that the company “would hope to be able to commercialize it within about five years,” adding that it was expected to create a “large revenue stream.”

The combination of Google’s technology background and Novartis’ pharmaceutical knowledge would help meet “unmet medical needs,” Jimenez claimed.

The pharmaceutical firm is also looking into how to enable the contact lens technology to assess long-sighted people’s vision and autofocus it on what they are looking at, working rather like an automatic camera lens when taking a picture. Such technology would help them avoid the need for glasses when reading or looking at other nearby objects.

The Google team involved in the contact lens development is called Google[x], and it focuses on “finding new solutions to big global problems” in healthcare and beyond, according to the companies.

The secretive Google[x] facility operates in Mountain View, California, and one of its most high profile projects has continued on page 38
Manufacturing... continued from pg. 37

As you may recall, the Google Glass works like a fighter pilot’s heads up display, showing information that only the wearer can see. Such an idea actually was shown on an episode of “Star Trek-Deep Space 9” some years ago.

Originally predictions of Google Glass were going to be used for facial identification, to prevent forgetting names. It could also help with maps, language translation and golf swing correction, among other ideas. Now, if any of these ideas can be incorporated into the contact lenses, we may well be able to not only eliminate desktop and laptop computers, we could say goodbye to hand-held devices and smartphones.

If we add an inner ear bud, we won’t need phones at all. We just give Siri, or some distant relative, an order, and we are in direct contact, just like Jack Bauer does on TV.

Add to this the advances that medicine is making in artificial limbs for war veterans, we may well be on the edge of a new bionic age. Steve Austin, eat your heart out.

Cask ‘n Cleaver... continued from pg. 27

cies, something called The BLAT. Its simple recipe is no secret. It is a basic BLT with avocado. It is any entirely different treat.

While there have been many Cask ‘n Cleaver restaurants in the past, there are only three today. The original at the corner of 9th and Madrone Street in Rancho Cucamonga, in San Dimas just off of the 57 Freeway, and in Riverside on University Avenue.

Some say that the Cask is no longer a steakhouse, it is a watering hole. I say that it does both very well.

The Keagles say, “We take the same care with everything we serve at the Cask. Thanks to you, our guests, we have been in business for over 45 years!”

Around here that’s close to a record.

Cask ‘n Cleaver Locations:
Rancho Cucamonga: 8689 Ninth Street
Rancho Cucamonga, CA 91739
Phone: (909) 982-7108

Riverside: 1333 University Avenue
Riverside, CA 92507
Phone: (951) 682-4580

San Dimas: 125 N. Village Court
San Dimas, CA 91773
Phone: (909) 592-1646

Cask ‘n Cleaver Locations:
Rancho Cucamonga: 8689 Ninth Street
Rancho Cucamonga, CA 91739
Phone: (909) 982-7108

Riverside: 1333 University Avenue
Riverside, CA 92507
Phone: (951) 682-4580

San Dimas: 125 N. Village Court
San Dimas, CA 91773
Phone: (909) 592-1646

Inland Empire Business Journal
Subscribe for Only $24.00
Print Subscription Includes:
- 12 monthly issues
- Complete online archive of current and past issues of the I.E. Business Journal to view and download
- The popular “Lists” in each issue, special industry reports, restaurant reviews, executive time out, and much more

Also Available, the Digital 2014 Book of Lists
Start your subscription today!
Call 909-605-8800 or visit www.busjournal.com

See Page 12
Alcatraz
An inescapable place of history
By Camille Bounds

When one thinks or hears the word “Alcatraz,” you immediately think the infamous place that was imprisoned there like Al “Scarface” Capone, Robert, “the Birdman” Stroud and George “Machine Gun” Kelly (and usually that’s as far as most in past generations usually think about). Actually this small island that hovers by the Golden Gate Bridge has an upbeat interesting eerie history that has become one of the most popular attractions to those visiting San Francisco.

Discernible from the water-front, Alcatraz gives off the hint of isolation and bleakness that streams from its desolate, fascinating history and also known as “The Rock.”

What’s in a name?
One of the recorded ways that Alcatraz acquired its name was by poor map reading in 1775 by an inattentive Spanish explorer Jean Manuel de Ayala, who named the little rugged island Isla de Alcatraces, or Island of Pelicans, (because of the habitation of these birds living on the island).

At the conclusion of the Mexican-American war in 1848 the island became public land, secured from Mexico. Alcatraz became the property of the U.S. government. During the 1850’s a fortress was constructed on Alcatraz and 100 cannons were installed around the island to protect San Francisco Bay. At one point 400 armed soldiers were stationed on the island.

West Coast’s first operational lighthouse was erected in 1854 and was replaced by a more modern and taller one in the 1909. In 1970, during the American Indian Occupation, the lighthouse burned down, only the concrete tower survived. Restored and renovated at the end of the occupation, and later modernized, the lighthouse is still operational and is considered the oldest continually operating lighthouse in the west.

Alcatraz becomes a federal prison
By the late 1850’s, the U.S. Army had begun holding military prisoners on the island mainly due to the supposed man-eating, shark-infested waters surrounding the island, making it escape proof.

The inmate population at Alcatraz increased in 1898 during the Spanish America War. By 1912 the world’s largest reinforced concrete building was completed by the labor of the prisoners. In 1933 the Army ceded Alcatraz to the U.S. Justice Department, and Alcatraz became a maximum-security federal prison that officially opened on July 1, 1934.

Housing the most difficult and dangerous
Alcatraz housed some of the most known, difficult and dangerous felons during its years of operation from 1934 to 1963, with no successful escape (not for lack of trying), completed by any of the inmates.

The prison that had stringent rules such as silence between inmates, (rescinded a few years later), with a strict system that offered food, clothing, shelter, and medical attention when needed—anything else was considered a privilege including the right to work, receive mail or visitors use of the library, and any minor infraction was a loss of privileges.

Little known facts
Capone was sent to Alcatraz after he knowingly, successfully bribed prison officials in Atlanta, Georgia. He was finally brought in-line and admitted that “Alcatraz has got me licked.” He became a model prisoner that was allowed to join the inmate band the “Rock Islanders,” and played banjo. The “Rock Islanders” gave regular Sunday concerts for inmates. Another little known fact regards the story of the “Birdman of Alcatraz.” Robert Stroud raised and treated birds while he was a prisoner in Leavenworth, Kansas and wrote two books during his imprisonment. He was transferred to Alcatraz in 1942 and was not allowed to raise and treat birds while he was a prisoner in Alcatraz. The movie, “Birdman of Alcatraz” was therefore a fabricated story.

Alcatraz boasted monthly films, a library of 15,000 books and 75 popular magazine subscriptions and a bridge club with a one-man per cell policy. It was a reason many inmates requested a transfer to Alcatraz.

Alcatraz was finally closed as a federal prison by U.S. Attorney General Robert F. Kennedy in 1963.

In 1969, a group of Native Americans claimed the land on behalf of “Indians of All Tribes” and occupied Alcatraz for 19 months. After much political wrangling, the government moved the last of the activists off the property in 1971.

An interesting bite
When George Lucas was filming “Star Wars,” he recorded the sound of Alcatraz’s cell doors slamming shut and used the sound bite in the movie whenever Darth Vader’s star cruiser closed its doors.

Information and Tickets
Alcatraz is now visited by over a million visitors a year. The hour-long audio tour is an entertaining, interesting commentary that gives a clear picture of the way the prison operated. Check out times for the free, enlightening Ranger Talks. Bring good walking shoes and a picnic lunch, no food on Alcatraz. Hornblower Cruises will get you to and from Alcatraz in 15 to 20 minutes with firm reservations.

Passengers may purchase and print tickets online at www.alcatrazcruises.com.

Tickets can also be purchased by calling 415-981-ROCK (7625) or from ticket booth at Pier 33 Alcatraz Landing in San Francisco. Advance reservations are recommended.

Camille Bounds is the Travel editor for Inland Empire Business Journal and Sunrise Publications. She can be reached at bounds17@concentric.net.
17 Things You (Unknowingly) Do at Work That Say “I Don’t Care”

Most of us care about doing our jobs well, and about the relationships we have with clients and coworkers. But author Jon Gordon says your actions might be sending the opposite message. Here, he spotlights 17 things you unknowingly do that tell others, “I don’t care.”

You care deeply about your clients, employees, and coworkers. Of course you do. But if you’re like most people in the workplace (be they leaders, front line workers, or someone in the vast middle ground in between), you may occasionally do (or not do) things that send the wrong signal. And that signal is, “I don’t care.”

This accidental carelessness is not surprising, says Jon Gordon. “We’re all so busy these days,” says Gordon, author of “The Energy Bus, The No Complaining Rule.” “In fact, we’re overwhelmed. And when we’re trying to survive, sometimes even the most well-meaning among us don’t realize how we’re coming across.”

The good news is that the more you care (and show you do), the more you stand out in a world where many don’t. Caring is great for business. The even better news is that by making, say, one percent more effort and paying attention to the little things, you can transform your relationships and see your overall success skyrocket.

First, of course, you need to know what you’re unknowingly doing wrong. Here, Gordon shines a spotlight on 17 things that say to others, “I don’t care”—and offers advice on how you can reverse that perception:

You fail to touch base on projects. Sure, you’re busy, and sure, teammates and clients can always call you if they need an update. The problem is, says Gordon, that when people don’t hear from you they naturally assume the worst: “I just know he hasn’t done what he said he’d do.” Or, “I bet she’s only doing the bare minimum.” When you don’t proactively reach out to provide information and updates, it seems as though you don’t care about others’ concerns.

“The solution is simple: touch base often,” says Gordon. “Don’t force your colleagues to call you.”