Warne Forced Out as 29 Palms City Manager

Less than a month before he would have marked two years as Twentynine Palms city manager, Richard Warne was shown the door last week, following a closed door meeting of the city council on April 9.

Strict secrecy was maintained with regard to the firing, which was made upon a unanimous vote of the council. Warne departed City Hall that evening and did not return. No immediate public announcement of Warne’s departure was made, however. Without fanfare, City officials on Wednesday morning, April 10, contacted the firm of MuniTemps, a La Mirada-based firm which bills itself as offering municipal staffing solutions.

By April 12, MuniTemps had arranged for Homer

continued on page 3
Goodwill Southern California employs hundreds of people with disabilities who know how to get the job done. I’ve seen a man on the line disassemble a computer faster than anything — it’s incredible. Our staff really cares about the work they do, and if companies knew how important these jobs are, not only to those performing them, but to the community as a whole, doing business with Goodwill would be a no-brainer.

Ray Tellez
VP of Community Based Contracts

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EXECUTIVE NOTES

$315 Million Expansion on Riverside Community Hospital

Riverside Community Hospital broke ground on the hospital’s $315 million expansion that will create a combined 700 jobs (400 jobs in various construction trades and nearly 300 full-time hospital positions). The additions will include a 292,000-square-foot, seven-story tower with 72 private patient rooms, a 512-space, seven-story parking garage, and a three-floor medical office building. The addition of the new patient tower will provide more space to accommodate families and expand services to more critically ill patients. The project is expected to be completed by 2017.

HUB International of California Insurance Services Honored

HUB International of California Insurance Services was honored as the 2012 Business of the Year at the Riverside Chamber’s 113th Annual Inaugural Celebration. HUB International’s president of the western region, Roy Taylor, accepted the award from the chamber’s Chair Brian Hawley who noted HUB International’s significant contributions throughout the region.

The Riverside office of HUB International has grown from a small agency with roots dating back to the 1940s to the largest independent insurance agency in the Inland Southern California through expansions and internal growth. The regional headquarters for HUB’s California operations now includes over 33 offices and more than 700 employees throughout California with 185 plus employees in their Riverside office serving 25,000 local clients.

Beverly Bailey Named 2013 ATHENA Award Recipient

Beverly Bailey, president and CEO of Stronghold Engineering, Inc., will receive the 2013 ATHENA Award on May 29th at the Mission Inn Hotel & Spa. Bailey founded Stronghold in 1991 with husband, Scott, out of their home, parlaying over 20 years of electrical and general construction experience to grow the company into a 29th at the Mission Inn Hotel & Spa. Bailey founded Stronghold Engineering, Inc., will receive the 2013 ATHENA Award on May 29th at the Mission Inn Hotel & Spa. Bailey founded Stronghold Engineering, Inc., will receive the 2013 ATHENA Award on May 29th at the Mission Inn Hotel & Spa.
How to Spot Business Opportunity in Tomorrow’s Economy To succeed, company leaders must not only be able to innovate, they must recognize opportunity and ensure they’re poised to seize it. G. Michael Maddock gives tips for getting there. .............................. 9

Get More Done in 12 Weeks Than Most Do in 12 Months Brian Moran outlines the path to accomplish the things you desire in life. The barrier standing between you and the life you are capable of living is a lack of consistent execution. Read about his 12 week year. ................. 11

The Bootstrapper’s Dirty Dozen: Twelve Not-So-Obvious Tips to Help Small Business Owners Prosper Starting a small business is hard work. Joseph Callaway has been there, and he shares 12 unexpected tactics that will help your company to succeed. ......................... 16

The Lean In Alternative: Why Leaning Back Also Works for Women in Business Sheryl Sandberg’s book, “Lean In” has received both high praise and disapproval from women. Vickie Milazzo advises women in their rise to the top to make an effort to lean back to help other women. ............... 29

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Ontario Convention and Visitors Bureau Hires a Director of Sales and Marketing

Gearing up for a heightened focus on hotel and destination sales, the Greater Ontario Convention and Visitors Bureau has hired a director of sales and marketing with a reputation for managing teams that consistently exceed multi-million-dollar sales goals.

Sean Keliiholokai comes to Ontario from the Hyatt Regency Orange County, where he directed a 10-person sales team charged with bringing in $8.8 million annually in hotel and meeting room sales. Prior to that, he was a senior consultant with Deloitte & Touche, where he developed strategic planning, market research and marketing campaigns on a regional and national level and assisted in the yearly generation of $10 million in new business. His work in destination sales includes three years at the Disneyland Resort, where he groomed corporate and association accounts, took part in destination marketing strategies, and exceeded budgeted goals of $4 million annually.

Keliiholokai holds a Master of Hospitality Administration (MHA) degree from the University of Nevada, Las Vegas, and a B.S. in business administration from Biola University. He is a Certified Hospitality Sales Professional (CHSP) and Certified Tourism Ambassador (CTA), as well as a licensed real estate agent.

“Sean was recommended to us through a search firm and vetted by a number of the region’s hoteliers,” stated Kurtis Jahn, executive director of the Greater Ontario Convention and Visitors Bureau. “He is well on his way to being a key player in the growth of this market in the years ahead.”

Keliiholokai has been tasked with bringing in $8.8 million annually in hotel and meeting room sales, with a particular focus on bringing in $5 million to $7 million in new business. He will also be working to grow and expand the Bureau’s sales team, with the current makeup at eight.

For the past few years, Beacon Economics has documented California’s transition from recession to expansion. At times, this message has been met with skepticism, but recently revised estimates from California’s Employment Development Department (EDD) show that the economic recovery has been even stronger than we’ve been told. Each year, the EDD undertakes an annual benchmarking process in which the monthly, survey-based data from the Current Employment Statistics is recalibrated using data from the more accurate Quarterly Census of Employment and Wages. This year, those benchmark revisions show that California’s employment recovery has been even stronger than previously reported—to the tune of more than 125,000 jobs.

Through December, California was reported to have added back 556,000 of the more than 1.3 million jobs lost during the downturn. However, these new benchmark estimates have increased that job growth to almost 680,000 positions. In other words, California’s labor market has expanded by 4.9% since hitting bottom rather than the 4.0% that was originally being reported. Ultimately, this makes California one of the driving forces in the nationwide jobs recovery currently underway.

Through January, California was the 11th-fastest-growing labor market in the nation since the U.S. market hit bottom in February 2010. And, despite the fact that 10 other states outpaced California on a percentage basis, the Golden State is second only to Texas in terms of the number of jobs created. Indeed, 12.4% of the roughly 5.5 million jobs added nationwide since the end of the downturn have been added in California.

This is roughly 100,000 fewer jobs than have been created in Texas over the same period, though it is important to keep in mind that Texas is in the midst of an energy boom and, unlike California, has not had to face a steep climb out of the deep recession. Indeed, Texas over the same period, though it is important to keep in mind that Texas is in the midst of an energy boom and, unlike California, has not had to face a steep climb out of the deep recession. Indeed, Texas over the same period, though it is important to keep in mind that Texas is in the midst of an energy boom and, unlike California, has not had to face a steep climb out of the deep recession. Indeed, Texas over the same period, though it is important to keep in mind that Texas is in the midst of an energy boom and, unlike California, has not had to face a steep climb out of the deep recession. Indeed, Texas over the same period, though it is important to keep in mind that Texas is in the midst of an energy boom and, unlike California, has not had to face a steep climb out of the deep recession. Indeed, Texas over the same period, though it is important to keep in mind that Texas is in the midst of an energy boom and, unlike California, has not had to face a steep climb out of the deep recession. Indeed, Texas over the same period, though it is important to keep in mind that Texas is in the midst of an energy boom and, unlike California, has not had to face a steep climb out of the deep recession. However, these new benchmark estimates have increased that job growth to almost 680,000 positions. In other words, California’s labor market has expanded by 4.9% since hitting bottom rather than the 4.0% that was originally being reported. Ultimately, this makes California one of the driving forces in the nationwide jobs recovery currently underway.
REAL ESTATE NOTES

INLAND EMPIRE SEEING A STEADYING PACE AS REGION EMERGES FROM RECESSION

Here’s a review of the Inland Empire industrial market as of the end of the first quarter of 2013, provided by the Ontario office of Lee & Associates. The report was prepared by Kathee Wozniak, marketing and research director for Lee & Associates Ontario.

New product continued to enter the market, with over 2.35 million square feet completed in the Inland Empire in the 1st quarter. An additional 10.2 million square feet was under construction. Quality product was leased up with fewer concessions and longer lease terms, while some Class A Big Box product was leased up before or at completion.

The Inland Empire’s average asking lease rates increased to $0.374 NNN. The overall availability rate in the Inland Empire declined from 10.71% in the 4th quarter to stand at 9.41% in the 1st quarter 2013. The Inland Empire’s vacancy rate increased slightly from last quarter’s 5.13% to 5.31% this quarter.

Some notable Inland Empire deals were: National Pension Service of Korea (NPS) purchased 15 buildings in the Inland Empire; LBA purchased 14 buildings, Amazon leased another 500k square feet of the permit-ready 872k square feet in San Bernardino located next door to their first fulfillment center; Jarden Consumer Solutions renewed 827.6k square feet at Jurupa Business Park in Fontana for 64 months; Ross Dress for Less purchased a 698.6k-square-foot building at Perris Logistics Center; and Bentall Kennedy purchased two buildings in San Bernardino from KTR Capital. The Inland Empire’s average sale price per square foot was $73.62.

Inland Empire West Submarket:
The Inland Empire West’s availability was 8.06% in the 1st quarter, representing a decrease from the previous quarter and from a year ago, at 1.16% and 2.3% respectively. The vacancy rate declined from the West from 4.61% to 5.33% from the previous quarter. The asking lease rate increased in the first quarter to $0.39 NNN from the previous quarter and was up three cents from a year ago.

The West generated a healthy amount of activity over 14.7 million square feet. There were several notable deals done with tenants such as: Campbell’s Soup; Mobis Part America; Lollicup USA, Hill’s Pet; and West Coast Warehousing. The average sale price was at $74.75. The West submarket had 11 buildings under construction totaling 2.3 million square feet and completed construction on three buildings totaling 1.14 million square feet.

Inland Empire East Submarket:
The Inland Empire East’s availability decreased from the previous quarter’s 12.93% to 11.40%. The vacancy rate declined to 5.27% from the previous quarter and year, which were 0.55% and 1.6%, respectively. The asking lease rates increased to $0.355 NNN.

The East generated a healthy amount of activity in over 7.99 million square feet. There were several notable deals done with tenants such as: Amazon; BMW; Dollar Tree; Silver Creek Industries; Monster Energy; and Ryder Logistics. The average sale price increased to $71.93. The East submarket had 14 buildings totaling 7.91 million square feet under construction and completed construction on three buildings totaling 1.21 million square feet.

IE Labor Market... and health care created more than 5,500 jobs, which represents a 4% increase in payrolls.

The headwind hitting the local economy, as in most of the state, has been government employment. Due to federal, state, and local budget troubles, government has been forced to reduce its workforce. Automatic cuts in federal spending, also known as sequestration, could potentially reduce employment in the government sector further. However, in terms of employment growth, the private sector appears to be making up for reduced public spending.

Beacon Economics expects the employment growth rate to slightly increase over the next couple of years, and approach a 4% rate of change by the end of 2015. Moreover, we expect the unemployment rate to cross into single digits in 2014.

By Beacon Economics

New Director...

continued from pg. 1

Holiday Lights” for 11 years. In 2002 he was part of the NBC transition team for KNTV-TV in San Jose. Prior to his work at KNBC, Reese worked as a free-lance assignment editor and field producer for KCBS-TV, KCAL-TV and KCOP-TV in Los Angeles; CBS News Los Angeles Bureau; and Access Hollywood.

continued on page 17
## Law Firms

Ranked by Number of Attorneys in the Inland Empire

<table>
<thead>
<tr>
<th>Firm Name</th>
<th>Address</th>
<th># Attorneys in I.E.</th>
<th># Partners in I.E.</th>
<th>Specialties</th>
<th>Clientele</th>
<th># Offices in I.E.</th>
<th># Offices Co. Wide</th>
<th>Local Managing Partner</th>
<th>Title</th>
<th>Phone/Email</th>
</tr>
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<tbody>
<tr>
<td>Best &amp; Krieger, LLP</td>
<td>3300 University Ave., 5th Floor</td>
<td>87</td>
<td>33</td>
<td>Business, Labor</td>
<td>Various, Business, Employment, Socials,</td>
<td>8</td>
<td>9</td>
<td>Patty Hinojosa</td>
<td>Office Manager</td>
<td>(951) 686-4506/686-5083</td>
</tr>
<tr>
<td>Lewis, &amp; Briddon</td>
<td>650 East Hospitality Ln., Ste. 600</td>
<td>50</td>
<td>12</td>
<td>Public Entity Defense, Insurance Litigation</td>
<td>Various, Business,</td>
<td>1</td>
<td>11</td>
<td>Eli Berna</td>
<td>Office Manager</td>
<td>(909) 587-1130/1137</td>
</tr>
<tr>
<td>Venteur &amp; Brandi LLP</td>
<td>3731 University Ave., 6th Floor</td>
<td>21</td>
<td>3</td>
<td>Corporate, Business, Mergers &amp; Acquisitions</td>
<td>Corporations, Business,</td>
<td>2</td>
<td>8</td>
<td>Philippo Jump</td>
<td>Office Administrator</td>
<td><a href="mailto:sean.s.venter@msn.com">sean.s.venter@msn.com</a></td>
</tr>
<tr>
<td>Thompson &amp; Colegate, LLP</td>
<td>3610 Fourteenth St., P.O. Box 1299</td>
<td>20</td>
<td>8</td>
<td>Civil Litigation, Real Estate, Construction</td>
<td>Fleetwood Enterprises</td>
<td>1</td>
<td>4</td>
<td>Chetly Tanno</td>
<td>Office Manager</td>
<td>John Beard</td>
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<tr>
<td>Lobb &amp; Cliff</td>
<td>1325 Spray St., Ste. 300</td>
<td>16</td>
<td>3</td>
<td>Corporate, Estate Planning, Family Office</td>
<td>The Magna Companies, Sun Boss,</td>
<td>1</td>
<td>15</td>
<td>Susan Lorestan</td>
<td>Office Manager</td>
<td>Mark Lobb</td>
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<tr>
<td>FULLERTON, LOMMANN, &amp; DONINICK, LLP</td>
<td>215 North “D” St.</td>
<td>12</td>
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<td>Business, Civil Litigation, Real Estate,</td>
<td>Descend of San Bernardino</td>
<td>1</td>
<td>5</td>
<td>Darla Freed</td>
<td>Office Manager</td>
<td>Wilfred Lomman</td>
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<tr>
<td>Redwine &amp; Sherrill</td>
<td>1511 Market St.</td>
<td>12</td>
<td>7</td>
<td>Condemnation &amp; Water Law, Civil, Business,</td>
<td>WND</td>
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<td>Kathy Hedges</td>
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<td>Jerry Shof</td>
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<tr>
<td>Atkinson, Andelson, Loyda, Riem &amp; Remo</td>
<td>3411 4th St., Ste. 420</td>
<td>19</td>
<td>3</td>
<td>Labor Relations &amp; Employment, Facilities &amp;</td>
<td>K-12 School &amp; Comm. College</td>
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<td>Kelli Sward</td>
<td>Office Manager</td>
<td>John Dietrich</td>
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<tr>
<td>Rose, Klein &amp; Marius, LLP</td>
<td>3833 E. Inland Empire Blvd., Ste. 400</td>
<td>7</td>
<td>2</td>
<td>Workers' Compensation, Personal Injury,</td>
<td>Individuals</td>
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<td>8</td>
<td>Patti Melick</td>
<td>Office Manager</td>
<td>Robert L. Vines</td>
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<tr>
<td>Schlecht, Shively &amp; Shumaker LLC</td>
<td>101 E. Tahquitz Cyn., Way, Ste. 100</td>
<td>7</td>
<td>6</td>
<td>Real Estate, Commercial &amp; Business</td>
<td>WND</td>
<td>1</td>
<td>9</td>
<td>Charlie Troup</td>
<td>Office Manager</td>
<td>Daniel T. Johnson</td>
</tr>
<tr>
<td>Covington &amp; Crewe LLP</td>
<td>3800 E. Concourse, Ste. 300</td>
<td>6</td>
<td>3</td>
<td>Municipal, General Civil Litigation, Real Estate, Taxation, Employment,</td>
<td>Casa Colina Rehab. Hospital, City of</td>
<td>1</td>
<td>4</td>
<td>Blank S&amp;W</td>
<td>Office Manager</td>
<td>Frank J. Lizarraga</td>
</tr>
<tr>
<td>Wade &amp; Law</td>
<td>3893 Haven Ave., Ste. 102</td>
<td>5</td>
<td>4</td>
<td>Insurance Defense, Corporate Defense, Medical Malpractice, Products Liability,</td>
<td>Insurance Companies, Auto Companies,</td>
<td>1</td>
<td>5</td>
<td>Sharon Rashid</td>
<td>Office Director</td>
<td>Curtis L. Mestjar</td>
</tr>
<tr>
<td>Knobbe, Martens, Olson &amp; Bear, LLP</td>
<td>3600 Lime St., Ste. 724</td>
<td>5</td>
<td>4</td>
<td>Intellectual Property Law, Patents, Copyrights, Trademarks,</td>
<td>Loma Linda University Medical Center,</td>
<td>1</td>
<td>7</td>
<td>Debbie Yee</td>
<td>Office Manager</td>
<td>Michael H. Trenholm</td>
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<tr>
<td>Bell, Derrich &amp; Waterhouse, Inc.</td>
<td>1353 Spruce St., Ste. 100</td>
<td>4</td>
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<td>Insurance Defense, Estate Planning, Med. Mal</td>
<td>County of Riverside - Risk</td>
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<td>7</td>
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<tr>
<td>Caldwell, Kennedy &amp; Porter</td>
<td>14746 W. Sun St.</td>
<td>3</td>
<td>2</td>
<td>Real Estate, Estate Planning, Probate &amp; Trust, Administration, Family Law, Personal Injury,</td>
<td>WND</td>
<td>1</td>
<td>4</td>
<td>Connie Roberts</td>
<td>Office Administrator</td>
<td>Jeanne Kennedy</td>
</tr>
<tr>
<td>Callais and Heine</td>
<td>662 W. Football Blvd</td>
<td>3</td>
<td>2</td>
<td>Workers Compensation</td>
<td>WND</td>
<td>1</td>
<td>4</td>
<td>Michelle Groot</td>
<td>Employment, Insurance Carriers</td>
<td>W. Steven Heine</td>
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<tr>
<td>Hobstein, Taylor &amp; Unit</td>
<td>5300 Lathbury St.</td>
<td>3</td>
<td>2</td>
<td>Workers' Compensation,</td>
<td>Inland Workers,</td>
<td>1</td>
<td>6</td>
<td>N/A</td>
<td>Admin. Svcs. Mgr.</td>
<td>Brian C. Unit, Eq.</td>
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</table>

N/A = Not Applicable; WND =Would not Disclose; *na* = not available. The information in the above list was obtained from the companies listed. To the best of our knowledge the information supplied is accurate as of press time. While every effort is made to ensure the accuracy and thoroughness of the list, omissions and typographical errors sometimes occur. Please send corrections or additions on company letterhead to: The Inland Empire Business Journal, P.O. Box 179, Rancho Cucamonga, CA 91729-0179. Copyright 2013 by IEBJ.
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.

THE GAINERS
Top five, by percentage

<table>
<thead>
<tr>
<th>Company</th>
<th>Current Close</th>
<th>Beg. of Month Close</th>
<th>%Change</th>
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<tbody>
<tr>
<td>Monster Beverage Corporation</td>
<td>55.39</td>
<td>47.74</td>
<td>-16.4%</td>
</tr>
<tr>
<td>Hot Topic Inc.</td>
<td>13.89</td>
<td>13.88</td>
<td>-0.1%</td>
</tr>
<tr>
<td>Simplicity Bancorp, Inc.</td>
<td>14.02</td>
<td>15.03</td>
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<tr>
<td>Outdoor Channel Holdings, Inc.</td>
<td>8.73</td>
<td>8.92</td>
<td>-2.1%</td>
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<tr>
<td>American States Water Company (H)</td>
<td>55.31</td>
<td>57.57</td>
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THE LOSERS
Top five, by percentage

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<td>10.31</td>
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<tr>
<td>American States Water Company (H)</td>
<td>55.31</td>
<td>57.57</td>
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<tr>
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<td>Simplicity Bancorp, Inc.</td>
<td>14.82</td>
<td>15.03</td>
<td>-1.4%</td>
</tr>
</tbody>
</table>

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

Five Most Active Stocks

- Monster Beverage Corporation 32,299,210
- Hot Topic Inc. 10,304,330
- CVB Financial Corp. 7,531,560
- American States Water Company 2,256,280
- Outdoor Channel Holdings, Inc. 1,650,920

D&P/IEBJ Total Volume Month 55,142,560

Comments

**AIRPORT:** Notice of Breach of Contract, Motion for Nullification of Lease Agreements

**Background:** Time has come for an informed citizen and former FAA licensed Audit Inspector for aircraft maintenance records to provide the IVDA and SBIAA with evidence of wrongful application of management authority and its willful misstatements in the matter of the boards’ approval of nonstandard airport property lease agreements.

What should be noted is that the contract entered into between the IVDA/SBIAA and AJ Wilson (Wilson) acting as principle, maintains at article 13 that Wilson comply with all laws, which would mean he was to read, know, and understand all federal, state, local rules and codes which apply to proper airport administration.

Therefore, the items at (Scope of Services) as defined are for Wilson to “supervise and oversee the staff in their activities, operations, and provide highly responsible and complex administrative support, in a wide range of legal, administrative, fiscal, and legislative matters,” while coordinating with the Defense Department.

Wilson has failed these responsibilities and is in breach of contract for the following reasons:

**Substandard Lease Agreements:** Per Wilson’s lease proposal for Lasera Technologies, AeroPro, and Pulsar Aviation Service lease, the following misinformation was knowingly misrepresented to the board for the sole purpose of rushing a lease agreement though the process for the benefit continued on page 28

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**Monthly Summary 4/22/13**

- Advances: 3
- Declines: 6
- Unchanged: 0
- New Highs: 1
- New Lows: 1

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**THE GAINERS**

Top five, by percentage

<table>
<thead>
<tr>
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<th>%Change</th>
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<td>-16.4%</td>
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<td>Outdoor Channel Holdings, Inc.</td>
<td>8.73</td>
<td>8.92</td>
<td>-2.1%</td>
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<tr>
<td>American States Water Company (H)</td>
<td>55.31</td>
<td>57.57</td>
<td>-3.9%</td>
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**THE LOSERS**

Top five, by percentage

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<tr>
<td>American States Water Company (H)</td>
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<td>57.57</td>
<td>-2.1%</td>
</tr>
<tr>
<td>Outdoor Channel Holdings, Inc.</td>
<td>8.73</td>
<td>8.92</td>
<td>-0.1%</td>
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<td>Simplicity Bancorp, Inc.</td>
<td>14.82</td>
<td>15.03</td>
<td>-1.4%</td>
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Notes: (H) - Stock hit fifty two week high during the month, (L) - Stock hit fifty two week low during the month, NM - Not Meaningful
California Airport Traffic Up!

By Jordan G. Levine, Director of Economic Research, Beacon Economics, LLC

Airport traffic is up in California but not at "ONT." According to the state tourism bureau, there were nearly 173 million passenger trips to California's airports last year, a 4% increase over 2011.

Importantly, many of these 173 million passengers came from abroad, with international passenger traffic outpacing growth in domestic passengers. Specifically, domestic passenger traffic was up 3.7% last year, while overall traffic grew by 4%—indicating that international travelers increased by more than six months, you're likely in the jar. You'll find your response to new ideas is typically, "We've tried that and it didn't work," or "Yes, but..." or silence, or even a dumbfounded "huh?"

Fortunately, there are several ways to get your head outside the jar. Accept ideas from junior personnel, seek perspectives from different departments, and switch up leadership roles, i.e., have a senior marketer switch from retail to manufacturing for a period of time and, most important, infuse perspective from outside your industry. Diversity is the key to a fresh perspective. Is your expertise killing you?

3. Laughter (more than stress relief): As a response to humor, laughter is uniquely human; as far as we know, no other living thing can laugh. In business, laughter is the antithesis of fear. It is impossible to innovate effectively if you are afraid—nothing kills great ideas like fear. Fun-loving environments where workers are free to laugh are healthy places for creativity. One more thing...if lots of people laugh at an idea, there is usually a meaningful insight there worthy of much deeper exploration. When was the last time you heard your CEO belly laugh?

4. Failing forward: History is filled with people who risked and lost much, yet went on to change the world. From religious leaders to Christopher Columbus to Winston Churchill to today's budding entrepreneurs, learning how to efficiently experiment and learn is key to innovation success. Does your company embrace risk taking or is it too afraid to fail?

5. Be ruthless: Ultimately, the buck stops with leadership, and managers get the team they deserve. Most well-adjusted people do not like firing employees; however, people stuck in the "victim" mindset are incapable of innovation. Why? Because they are always looking for fault or blame instead of possibility. Do you have a team of creators or do you have a team of victims?

How to Spot Business Opportunity in Tomorrow’s Economy

Five Tips for Getting Organized to Innovate

Take a moment to consider some of today's largest, most recognizable companies—"some of them may not be around after the next several years," says G. Michael Maddock, CEO of Maddock Douglas, which advises Fortune 100 players like GE and Wal-Mart.

"Napster was a rule-breaking company that paved the way for iTunes and the complete disruption of the music industry. When someone who has no business being in your business comes along and puts you out of business, we call that a 'Napster Moment.' And Napster Moments are happening more and more often," says Maddock, coauthor of "Free the Idea Monkey," (www.freetheideamonkey.com), with Maddock Douglas President Raphael Louis Viton. In a recent radio interview, hit maker and former Sony CEO Tommy Mottola (think: Mariah Carey, Celine Dion and Beyoncé) said that seasoned record execs saw Napster as a "mosquito unworthy of swatting," and in hindsight realized that if they had just purchased the company, they would have "beaten iTunes to the punch."

The lesson? To succeed, company leaders must not only be able to innovate, they must recognize opportunity and ensure they're poised to seize it. Maddock offers these tips for getting there:

1. Balancing act: Wherever you find an innovative culture, you will see two primary personalities in leadership: the "Idea Monkeys," who have no shortage of great ideas but do not have the follow-through to see a project to completion, and the (Ring) leaders, who specialize in execution and managing details. Every great enterprise needs a Yin and a Yang—Walt Disney had Roy Disney; Steve Jobs had Steve Wozniak; Wilbur Wright had Orville Wright. Ideally, an innovator needs a (Ring) leader at his or her side, and vice versa. Too much of one of these personalities spells disaster for any organization. Is your leadership humble enough to understand this?

2. Outside the jar: There's a great saying in the South: "You can't read the label on the jar." If you've been at the same company for longer than six months, you're likely in the jar. You'll find your response to new ideas is typically, "We've tried that and it didn't work," or "Yes, but..." or silence, or even a dumbfounded "huh?"

Fortunately, there are several ways to get your head outside the jar. Accept ideas from junior personnel, seek perspectives from different departments, and switch up leadership roles, i.e., have a senior marketer switch from retail to manufacturing for a period of time and, most important, infuse perspective from outside your industry. Diversity is the key to a fresh perspective. Is your expertise killing you?

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## Dean Sues... continued from pg. 1

A lawsuit, filed March 27, accuses the university and former Chancellor Timothy White of "misallocating and misusing the professional degree fees" paid by students in the school’s master of business administration program.

A U.C. Riverside spokeswoman Kris Lovekin said she was unaware Stewart had filed a suit. Later in the day, the school issued the following statement: “The university is aware of the allegations made by David Stewart. While we cannot comment at this time on the specifics of the case, the university intends to vigorously defend this action.” Reached in Jakarta, Indonesia, Stewart said he chose to file the suit out of concern for the school’s reputation. He left U.C.R. last June and now holds the president’s chair in marketing and law at Loyola Marymount University in Los Angeles.

He is the current editor of the Journal of Marketing and Public Policy. From 2007 to 2011 he served as the dean of U.C.R.’s School of Business Administration.”

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<td>Tania Lewis Branch Manager (909) 398-0989/390-9986</td>
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<td>Julia Moloney District Director (915) 351-4227/4417</td>
<td><a href="mailto:julia.moloney@staffmark.com">julia.moloney@staffmark.com</a></td>
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<td>Adecco Employment Services</td>
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Get More Done in 12 Weeks Than Most Do in 12 Months

By Brian Moran

In an effort to improve, most companies and individuals will search for new ideas and strategies. They will seek out new marketing techniques, sales ideas, cost-cutting measures and customer service enhancements, hoping that these new approaches will deliver better results.

The number one factor holding individuals, and entire companies back from achieving what they are truly capable of is not a lack of knowledge, intellectual or information. It’s not some new strategy or idea. It’s not additional training. It’s not a larger network of “connected” people. It’s not hard work, natural talent or luck. Of course all these things help, they all play a factor, but they are not the things that make the difference.

You’ve no doubt heard the saying that knowledge is power. Knowledge is only powerful if you use it, if you act on it. It benefits no one unless the person acquiring the knowledge does something with it. And great ideas; well, great ideas are worthless unless they are implemented. The marketplace only rewards those ideas that get implemented. You can be smart, you can have access to lots of information and great ideas, you can be well-connected, work hard and have lots of natural talent, but in the end, you have to execute.

Execution is the single greatest market-differentiator. Great companies and successful individuals execute better than their competition.

The barrier standing between you and the life you are capable of living is a lack of consistent execution. Effective execution will set you free. It is the path to accomplish the things you desire.

The 12 Week Year

One of the things that gets in the way of individuals and organization effectively executing and achieving their best is the annual planning process. As strange as this is going to sound, annual goals and plans are often a barrier to high performance. This doesn’t mean annual goals and plans don’t have a positive impact, they do. There is no question you will do better with annual goals and plans, than without any goals or plans. However, this annual process inherently limits performance.

The trap is referred to as “annualized thinking.” At the heart of annualized thinking is an unspoken belief that there is plenty of time in the year to make things happen. In January, December looks a long way off. We mistakenly believe that there is plenty of time in the year, and we act accordingly. We lack a sense of urgency, not realizing that every week is important, every day is important, every moment is important. Ultimately, effective execution happens daily and weekly!

Forget about a year, let’s redefine a year: a year is no longer 12 months, it is now only 12 weeks. That’s right, a year is now a 12 week period. There are no longer four periods in a year; that’s old thinking. Now, there is just a 12 Week Year, followed by the next 12 Week Year, ad infinitum. Each 12 week period stands on its own – it is your year.

The 12 Week Year creates a new end game date – the point at which you assess your success (or lack thereof). It narrows your focus to the week and more to the point, the day, which is where execution occurs. The 12 Week Year brings that reality front and center. When you set your goals in the context of a 12 week year, you no longer have the luxury of putting off the critical activities, thinking to yourself that there is “plenty of time” left in the year. Once 12 weeks becomes your year then each week matters; each day matters; each moment matters.

The result is profound. Most people experience about a 30% in their first 12 weeks when operating on the 12 Week Year platform. Here are three steps to help you achieve more in the next 12 weeks than most will in 12 months:

1. Set a 12 Week Goal
   Start by establishing a 12 week goal. Annual goals are helpful but they lack immediacy and urgency. Twelve week goals create focus and urgency.

2. Build a 12 Week Plan
   Get focused on what you want to make happen over the next 12 weeks. The goal should be an outcome – income, sales production, dollars saved, pounds lost, and represent significant progress towards your longer-term vision. Limit your goals to a maximum of three, and make certain each goal is specific and measurable.

3. Apply the Weekly Routine
   – Having a goal and a plan is helpful, but it’s not enough. The key to your success is executing your plan. To ensure you execute at a high level, adopt the Weekly Routine. If you do the following three things on a weekly basis you can’t help but get better!

   - **Plan Your Week** – Take a few minutes at the beginning of each week to plan your week. Use your 12 Week Plan to ID the tactics that are due this particular week. The Weekly Plan is not a glorified to-do list; rather, it reflects the critical strategic activity that needs to take place this week in order to achieve your 12 Week Goals.

   - **Score Your Week** – At the end of each week you will want to score your execution. In the end you have greater control over your actions than you do your outcomes. The most effective lead indicator you have is a measure of your execution. You are scoring your execution, not your results. Calculate a weekly execution score by dividing the number of tactics completed by the number due.

   - **Meet With a Peer Group** – Did you know that you are 7 times more likely to be successful if you meet regularly with a group of your peers? Find two to three other people who are committed and willing to meet for 15-20 minutes each week. In your meeting, report on how you’re doing against your goals and how well you’re executing. Encourage and challenge one another.

That’s it: Three simple steps! Plan your week, score your week, meet with a group of peers; how easy is that? Do them, and you will improve – guaranteed. Here’s the catch; the steps are easy to do, and even easier not to do. So make a commitment to engage with them for the next 12 weeks, and watch continued on page 34
Higher Property Taxes
Coming Your Way

There was a time when California lived up to its nickname as the “Golden State,” attracting people from all over the nation and world with its low taxes and business-friendly environment. Add to that our great Mediterranean climate, prosperous trade ports, technological innovation from Silicon Valley, a $43.5 billion agriculture industry, and our vast natural resources and you would think our state would be outpacing economically every other state in America. But a new report from the non-partisan Tax Foundation once again shows that Californians pay some of the highest taxes in the nation which includes state income taxes, sales taxes, utility taxes, a gas tax, a fire tax, DMV fees, business license fees, pet license fees, and the list goes on from there.

It is no wonder that so many of our good citizens and businesses flee from California every year for lower-tax states where they can keep more of their money to invest in their families and their futures. But even with this writing on the wall, progressive legislators in Sacramento continue thinking they can solve problems by increasing taxes and increasing spending.

This year, they have set their sights on raising property taxes by using their supermajority status to effectively gut voter-approved Proposition 13. More than 30 years ago, Californians passed this measure to stop the state’s sky-high property taxes affecting all of us from first-time home buyers to seniors living on fixed incomes. It has done its job and done it well.

Despite these basic facts and the will of voters, the majority party in Sacramento continues pushing forward with proposals to change Proposition 13 and increase taxes whenever they feel revenue is needed. These efforts include Senate Constitutional Amendment 3, Senate Constitutional Amendment 4, and Senate Constitutional Amendment 7 which all include provisions to weaken Proposition 13.

The most concerning proposal, however, is Assembly Bill 188, which would threaten Proposition 13 property tax protections for employers trying to stay afloat by increasing their already high tax burden. Passing this measure would be the worst thing we could do in our efforts to bring back private sector jobs and keep people working. Remember – as government expands, liberty contracts.

History has proven that as states and nations reduce tax rates, business invests more capital to expand and shore up its greatest asset – its people. These policies create more jobs and as the new employees collect paychecks, this circle of prosperity begins to grow.

I am pleased to say that my effort to eliminate the $150 fire tax on families in primarily rural areas of the state, Assembly Bill 124, won a major victory when it recently passed the Assembly Natural Resources Committee. It was a step forward for liberty and one that I will continue to work on in the coming weeks.

As a member of the Assembly Budget Committee, I can say our state has enough money, but it needs to be managed more efficiently and effectively. That is why I am pushing so hard to get rid of unfair tax burdens on Californians, like the increased property taxes under Proposition 13 and the proposed changes in Assembly Bill 188.

California’s...
continued from pg. 5

California added on its own. In 2012, California consistently outperformed the rest of the United States in terms of employment growth. Whereas nationwide job growth (excluding California) averaged roughly 1.5% last year, growth in California averaged well over 2%. Thus, even though the state has at times been characterized as having too many regulations and an unfriendly business climate, California has been more than holding its own and in fact has been a driving force behind the national economic recovery to date.

Fortunately, the labor market recovery continued to broaden in California last year. Fresno, Kings, Shasta, Monterey, Santa Cruz, Sonoma, San Joaquin, and Solano counties saw their overall employment revised down under the new benchmark estimates, but every other region in California saw a rosier employment picture than a perviously reported. San Francisco, the East Bay, Orange County, and Los Angeles were the largest beneficiaries of the upward revisions, accounting for roughly 100,000 of the 126,000 additional jobs statewide.

Aside from noting the positive upward revisions, it is also important to point out that the progress being made in California’s labor markets has not been restricted to the coastal areas. It’s true that San Francisco and the South Bay have led the charge in terms of job growth since the recovery began, and they continue to post some of the highest job-growth figures in the state. However, every single major region in California has also made the transition to job growth. The Central Coast has shown particularly strong growth of late, led by a surge in employment in San Luis Obi apo County—underscoring the importance of tourism in our statewide recovery. It is also noteworthy that growth, which began in the large urban centers located predominantly along the coast, has begun to spread to other coastal and inland regions across California, with areas like the North Bay, East Bay, and Inland Empire all starting to outpace the state. As the economy improves and demand from domestic sources increases, these areas will likely experience accelerated growth in 2013 and beyond.

Just as employment growth has spread out to every part of the state, so too are most major industries sharing in the gains. With the exception of government, information, and natural resources/mining, every major sector of California’s economy had turned the corner by the end of 2012. The government cuts are hardly surprising, given the constraints on state and local government budgets. Tax revenues from sales and use taxes, property taxes, and transfer taxes have all started to come back, but state and local governments remain plagued by structural issues involving long-term obligations like pensions. Job growth in manufacturing, which was relatively flat last year (shedding 0.2% of its jobs), is a potentially greater area of concern, indicating that certain industries in the state may suffer disproportionately from regulatory issues despite the fact overall economic growth has not been eliminated due to “business climate”—issues. Concern over manufacturing is particularly stark in light of the fact that it has been an engine of job growth in the rest of the nation recently. And, job growth in California’s remaining sectors has more than made up for the relative weakness in others.

Leisure and hospitality was the strongest sector on a year-over-year basis. As of January, the state’s restaurants, hotels, and entertainment businesses have expanded by more than 4%. The professional sector also has shown roughly 4% employment growth over the past year. Given that business investment is still a positive contributor to U.S. GDP growth, this sector, which caters to the business community across the country, has continued to do well in California. In addition, sectors that had not performed so well in 2011 reversed course in 2012. Construction, bolstered by

continued on page 15
CalState Radio Consultant Wins National Competition

A radio consultant at CalState San Bernardino has won a national competition for her paper on how to successfully run a college radio station.

Lacey Kendall was honored recently by the National Association of Broadcasters at their annual conference in Las Vegas for her first place submission, “Making It Matter,” a manual on how to operate a college radio station.

For winning the competition, she was invited to participate in a panel discussion at the conference by the Broadcast Education Association of the NAB.

“I was extremely honored to be recognized by my peers in the industry and to discuss how we are making a difference in the broadcast program at CalState,” she said. The paper was an excerpt from her master’s degree thesis in communications at CalState.

Kendall, 51, of North Rialto manages Coyote Radio, the university radio station where she advises over 100 students who are studying broadcasting and station management. With over 30 years of broadcast experience, she has also taught at the University of LaVerne and San Bernardino Valley College.

At Coyote Radio, Kendall is implementing a contemporary, new media student learning laboratory. “The industry has changed and we must be prepared to move forward with strategies for success,” she believes. Her master’s thesis discussed innovation and change in the broadcast industry.

In the Inland Empire, Kendall has been a broadcaster and radio host on several local FM local stations, including KCAL and KGGI. On Saturday afternoons, she hosts two different shows running on five stations.

She is the incoming president of the Inland Empire chapter of the American Advertising Federation continued on page 38

Six Fast-Growing Careers Taking Over the U.S.

Despite the delicate economy, these jobs are projected to experience significant growth until at least 2020. 

By Terri Williams

Whether you are fresh out of college, unemployed, or considering a mid-career change, you want to land a job in a field that’s growing.

But with the ever-changing global economy, how can you know if today’s hot jobs will still be in demand years from now? There may never be an exact science for this type of grand economic prediction, but by looking at the fastest-growing jobs in the country, we can identify some career trends that provide useful direction for anyone wanting to plan their professional future.

Many careers throughout the country are experiencing modest growth, but some quickly expanding fields are seeing at least a 30 percent projected growth between 2010 and 2020, according to the U.S. Department of Labor.

Incredible? Keep reading to learn more about six careers that are sweeping the nation.

Career #1: Personal Financial Advisor

Projected Job Growth 2010-2020: 32 percent*

If you’re good with numbers, and you like to help people set financial goals and make sound financial decisions, you might be fulfilled in a fast-growing career as a personal financial advisor.

Personal financial advisors help individuals determine the best course of action regarding their money. The U.S. Department of Labor notes that they may assist with investments and help clients achieve financial goals. Personal financial advisors may also provide tax advice and help clients plan for important financial events like retirement.

Why It’s Taking Over: “Financial advisors are in high demand to meet the growing number of aging Americans who are retiring,” says Kristi Merritt, a career search coach at Claim It, a career consulting company. “These retirees have to make their money last for an indefinite amount of time, so they need investment and money management advice.”

Not only that, but the Department of Labor notes that a decrease in corporate and government pension plans will require retirees to take a more active role in planning their financial futures. And this will, in turn, increase the need for personal financial advisors.

Education Options: The Department states that a bachelor’s degree is usually required for this position. And while no specific field of study is required, the Department lists economics, business, accounting, finance, mathematics, or law as good preparatory majors if you’re considering this career.

Career #2: Database Administrator

Projected Job Growth 2010-2020: 31 percent*

If you are excited by working with digital information, a rapidly-growing career as a database administrator may feed your data desire.

The U.S. Department of Labor states that database administrators are responsible for making sure that the company’s computer database runs smoothly. This entails creating and managing the database, in addition to making revisions and performing tests when necessary. Database administrators also work to prevent security breaches and data loss, says the Department of Labor.

Why It’s Taking Over: “With continued on page 14
Fast-Growing... continued from pg. 13

the explosion of digital information, database administrators, particularly in SQL Server and Oracle, are essential to protecting company information from digital security threats,” says Merritt.

The Department adds that the rise of electronic medical records will also spur demand for database administrators working in the health care industry. Additionally, the Department notes that database administrators are in high demand because there is simply a shortage of qualified workers in the field.

Education Options: To pursue a career as a database administrator, you may need a bachelor’s degree in management information systems or a computer-related field, according to the Department. Companies with large databases may prefer those with an MBA.

Career #3: Market Research Analyst

Projected Job Growth 2010-2020: 41 percent*

If you’re intrigued by the unofficial science of how products are sold to consumers, you should consider a high-demand career as a market research analyst.

Market research analysts monitor marketing and sales trends and create methods for collecting data, says the U.S. Department of Labor. They also assess the effectiveness of marketing strategies and create charts, graphs, and reports to present their analyses.

Why It’s Taking Over: “Research occupations, such as market research analysts, are on the rise as consumerism reaches an all-time high and companies are scrambling to analyze and predict consumer buying trends,” notes Merritt.

The Department of Labor’s 41 percent projected growth rate for the career between 2010 and 2020 confirms this insight. Why so high? The Department attributes the substantial growth to an increased use of data to understand the needs of customers.

Education Options: A bachelor’s degree in market research or a related field is usually needed if you want to apply to a market research analyst position, says the Department. Many analysts hold degrees in math, computer science, or statistics, but others may have a background in other areas, such as communications, business administration, or the social sciences. The Department also states that many market research positions may require you to have a master’s degree.

Career #4: Medical Assistant

Projected Job Growth 2010-2020: 31 percent*

If you like health and wellness, and you’re a people-person who enjoys helping others, you might consider the hot career of medical assisting.

Medical assistants work in different types of medical offices and assist doctors with a variety of patient-related tasks, such as taking and measuring vital signs, giving injections, and preparing blood for laboratory tests, notes the U.S. Department of Labor. Additionally, they may handle administrative duties like answering phones, recording patient information, and scheduling appointments.

Why It’s Taking Over: “With the increase of aging baby boomers, many more medical assistants will be needed to help with their health care needs, both in hospitals and elderly care facilities,” says Merritt.

Also, the Department of Labor states that as electronic health records (EHR) become more prevalent, the demand for medical assistants is expected to increase.

Education Options: The Department notes that if you want to pursue this career, most states do not have formal education requirements, but most assistants

Dean Sues... continued from pg. 10

his tenure as dean the undergraduate business program advanced to 32nd among public university programs (55th overall) in the rankings of U.S. News and World Report. The undergraduate business program was also ranked for the first time by Business Week in 2011 one of only three public university programs so ranked in California. The school was also listed in Princeton Review’s Best Business Schools. During Dr. Stewart’s tenure the full time MBA program increased its enrollment by 50% while raising the average GMAT score of the entering class by 30 points. The previously unranked MBA program was ranked 97th in 2012 by U.S. News and World Report (51st among MBA programs at public universities). The school also obtained approval for and launched an Executive MBA Program, a masters degree in accounting and a Ph.D. Program during his tenure.

“I have developed a strong sense of service to the Inland Empire area,” Stewart said. “I felt the things we had done successfully, had stabilized the program. I stepped down in hopes that if I took myself out of the situation, we might see some of the other issues addressed. But that really hasn’t happened.” Prior to Stewart’s tenure, the school had had six deans in the space of five years. In 2012, the university fired a faculty member with a record of conflict over his 27 years at the business school. It also disciplined a 21-year veteran who has since left the college. Between 2003 and 2012, while enrollment at U.C.R. was increasing, the number of full-time faculty at the business school dropped by more than a third.

Stewart said he discovered, when he took over as dean, that money from the professional degree fees charged to the roughly 80 graduate students attending the school of business management — about $20,000 per student — weren’t being handled appropriately. It was one of a number of management problems he found, he said.

“The school had been seriously neglected,” Stewart said.

He said it is the policy of the UC Board of Regents that such funds remain within the school, but that some of the money was being diverted into the general fund. Some of the money, he said, was supposed to help fund scholarships for graduate students. “The fees the MBA students were paying, and the endowment for the graduate school, were being used for support for the undergrad program,” Stewart said. Riverside has the largest undergraduate business program in the UC system. Stewart said he outlined the problem in a report to the school’s academic senate in 2008 and brought it up with the administration on several subsequent occasions.

“I increasingly raised this issue,” he said, “particularly as we got into budget cutting exercises.” Stewart said he requested an audit from the state. He said the office of the state auditor asked for additional information. He’s uncertain if any audit was pursued. He said he believes his funding questions were a primary factor in his being removed as dean of the school.

Dr. Stewart previously served as a member of the faculty of the Marshall School of Business at the University of Southern California where he held the Robert E. Brooker Chair in Marketing and served as deputy dean of the school for five years.
Sacramento Responds

Recently thousands of you sent emails demanding changes in doctor discipline in California, and today we have a strong signal that Sacramento is listening.

The Los Angeles Times reports that the chairmen of the Senate and Assembly Business and Professions Committees have written the medical board to state that they will not reauthorize the board unless it commits to major changes.

This echoes a call Consumer Watchdog made last month at an emotional hearing in Sacramento and in a San Francisco Chronicle op-ed, for the state agency that oversees doctors to become a stronger regulator or go out of business. The Legislature has to renew the doctor-run medical board every 10 years, and that’s this year.

This is a big and important step toward stronger patient protections in this state. The California Medical Association has stymied real change for patients in the Capitol for too long, and now Chairmen Gordon and Price have upped the ante by acknowledging the depth of the problem for patients.

Three important areas need to be reformed, as Carmen Balber and I outlined in the San Francisco Chronicle op-ed:

A true overhaul of physician discipline would move complaint investigators into the attorney general’s office to work hand in hand with prosecutors and would create a public-member majority on the medical board.

Real reform should also include mandatory random drug testing of high-risk surgeons and physicians—as is mandated now for bus drivers, college athletes and pilots.

Finally, the state’s 38-year-old limits on the rights of injured patients need to be revisited, too.

California’s...

continued from pg. 12

a resurgence of residential construction around the state, has added nearly 18,000 jobs over the past few months. Logistics and Wholesale Trade have also expanded by more than 3% each in the past year, despite relatively lackluster growth at our major ports.

Overall, the labor market in California has unequivocally hit its stride. Employment growth is less than what we’ve experienced in previous post-recession periods, but every major region of the state and the majority of California’s industries have made the turn toward growth. In addition, recently revised numbers show that we’ve actually created almost 130,000 additional jobs throughout the recovery than had initially been reported. Given that the economy is expected to continue its upward trajectory in 2013, Beacon Economics is forecasting that the labor markets will continue to move forward as well.

Our current forecast calls for roughly 1.8% employment growth in 2013 over 2012, owing to the effect of higher payroll and income tax rates as well as reduced government spending. However, we expect growth to accelerate into the 2.5% to 3% range in 2014 and 2015 as the economy adjusts to these new fiscal policies. By mid 2015, California could get back to its pre-recession peak employment of almost 15.2 million nonfarm jobs. The unemployment rate, which has already dipped into the single-digits, will continue to improve as payrolls expand. Beacon Economics is forecasting that the state will drop below 9% unemployment by late 2014, but will remain above 6% through the life of our forecast in 2018. The Golden State is clearly on the mend, but there is still a significant amount of lost ground to make up, and that process will continue over the next two years.

Un-Real Estate!

Real estate has been one of the major shifts in California’s economy over the past 12 months; transitioning from being a drag on the recovery to becoming a driver of growth in the state. A confluence of factors has caused the housing market in particular to turn the corner. Exhibit A in the state’s housing recovery is home prices. From the end of 2011 to the end of 2012, the median price of homes sold in the state rose by nearly 18,000 jobs over the past few months. Logistics and Wholesale Trade have also expanded by more than 3% each in the past year, despite relatively lackluster growth at our major ports.

Overall, the labor market in California has unequivocally hit its stride. Employment growth is less than what we’ve experienced in previous post-recession periods, but every major region of the state and the majority of California’s industries have made the turn toward growth. In addition, recently revised numbers show that we’ve actually created almost 130,000 additional jobs throughout the recovery than had initially been reported. Given that the economy is expected to continue its upward trajectory in 2013, Beacon Economics is forecasting that the labor markets will continue to move forward as well.

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What is driving this growth? As noted, several factors have contributed to the bounce—foremost among these is California’s chronic undersupply of housing. Currently, interest rates for a 30-year, fixed-rate mortgage remain near historical lows (below 4%), while the labor market and incomes have increased. This has created a strong increase in the demand for housing across the state, but since the housing collapse, California has not added much in the way of new supply. As a result, sales have been increasing (they were up 7.5% last year) while inventory levels have been dwindling. In fact, the California Association of Realtors reports that the current inventory of homes available for sale is just 3.5 months of supply. In other words, the current pace of home sales will exhaust the supply of homes for sale in just 3.5 months. Because demand has risen while supply remains tight, prices have been driven upward. Currently, anecdotal stories of the “bullish” housing market abound, with many potential buyers finding themselves competing against multiple offers, many of which are well north of the listing prices. The inventory crunch is being compounded by the fact that a smaller and smaller number of distressed properties are going onto the market. Since 2009, both foreclosures and new defaults have been trending downward across the state. The Mortgage Bankers Association reports that the percentage of mortgages classified as “seriously distressed” has also fallen substantially—from a...
So, you’re building a small business from the ground up, with only the proverbial wing and prayer to keep you aloft. What are you most intensely focused on? If your response is “stretching my shoestring budget,” “establishing processes that work,” or (the biggie) “making money,” you’re not alone. But according to Joseph Callaway, all of those answers are wrong. Anything that takes your focus off the customer, he says, puts your fledgling business in harm’s way.

“Whatever industry you’re in, success boils down to—attracting enough customers, and keeping them coming back—with interest!” says Callaway, who, along with his wife, JoAnn, is the author of the new book, “Clients First: The Two Word Miracle.” “When you’re growing a small business, you can’t afford to disappoint customers, or even offer them a good-enough experience. You have to ‘wow’ them every time, which means giving them the first fruits of your time, energy, creativity, and focus.

“And here’s the payoff,” he adds. “When you succeed in putting your clients first, you will find that everything else—growth, a positive reputation, and financial security—all fall into place.”

Callaway speaks from experience. He and his wife built their thriving business—Those Callaways—in a tough industry that’s had more than its share of challenges. To date, they’ve sold over a billion dollars worth of homes. Their book describes their late-in-life entry into the world of real estate, how they had their “Clients First” revelation, and how it has impacted their professional and personal lives. It also gives readers step-by-step advice on how to put their own customers first, as well as why each one works.

“Living and working this way is not easy,” Callaway admits. “Putting your customers’ interests ahead of your own—every time—will seem counterintuitive, risky, and sometimes even frightening, especially at first. Eventually, though, keeping your commitment to Clients First will start to feel more natural. And by that point, the benefits, rewards, satisfaction, and success will be rolling in—and you’ll be proud of the person and professional you’ve become.”

Here, Callaway shares a “dirty dozen” tips that might not be obvious…but that will help you to put clients (and competitors, and employees!) first so that your small business can grow and prosper.

Change your thinking about why you exist. If you go into work thinking, “How do I make money?” you’re already off on the wrong foot. As Callaway has pointed out, what you need to be thinking is, “How do I serve others?” Callaway admits that taking your focus away from the bottom line may feel uncomfortable at first. Yet, ironically, it changes everything for the better.

“Consciously putting your own best interests in second place goes against the grain of human nature,” admits Callaway. “But you will find that when you focus on how best to serve clients, tough decisions make themselves. If it serves the client, you do it. If it doesn’t, you don’t. This neutralizes moral dilemmas and really simplifies your life. And it almost always has a miracle effect on your growth and success.”

Take your business personally. Never let the words “it’s just business” cross your mind (and certainly not your lips). This old standby phrase is simply not true, especially to a client who feels as though he has been belittled, treated coldly, pushed away, or used. Remember, to truly serve, you have to care. When you keep yourself at arm’s length, you can’t give your clients 100 percent…and you give them an incentive to take their business elsewhere.

“Do you see your clients as sources of income, or do you see them as actual human beings with likes, preferences, quirks, and stories?” Callaway asks. “People want to do business with individuals they like—and they like people who like them! Make a deeper connection with your clients by asking about their kids, their pets, their hobbies, and their jobs or businesses. You’ll find that most of them are just like you: filled with worries, hopes, and dreams. Once you get familiar with and invested in these things, you’ll work that much harder on each client’s behalf, and you’ll earn their loyalty in the process.”

Little things matter more than you think. Especially when you’re trying to get a small business off the ground, it’s easy to get caught up in pursuing the “big” goals: growing your company, expanding your client base, hiring more employees, and making a profit, for example. But don’t become so fixated on the forest that you fail to see the trees. In other words, stop being so distracted by the “big grand ideas” and start getting the small details right. Promises kept, deadlines met, little extra flourishes, and small acts of kindness add up to happy clients.

“This principle definitely includes the simple act of communication,” Callaway comments. “One of the things we do with clients in escrow is to call or email them every day, even if nothing is happening. This simple message of ‘nothing happening, wanted you to know,’ is a huge stress reliever and an even bigger business builder.”

Hard times don’t justify stinginess. We’ve all heard the expression “The more you give, the more you get.” And you may be willing to put it into practice when it comes to giving your clients things like honesty, competence, and care. But if you give away your expertise, time, energy, and (gasp!) money, won’t you just go broke? Not necessarily, says Callaway. It may take time, but whatever you give will usually come back to you with interest.

“I remember being very apprehensive about donating a large sum of money to build a Habitat for Humanity house as a Christmas gift for our clients. I thought I’d never see that money again. But in the years since, I’ve learned that new clients chose us—and even that a bank gave us all of their foreclosures to sell—because they had learned of that donation. Now, you might not always give and get on such a large scale. But the principle works for all amounts of money, and it also works when you’re giving over-and-beyond service.”

Don’t lie—even if it makes you look better, makes you rich, or keeps a client from walking. Sometimes, it’s tempt-continued on page 24
Beyoncé is Lending Her Voice for GOOD

Beyoncé partners with Goodwill® to Transform Lives

Goodwill Industries International is pleased to announce that Beyoncé Knowles-Carter will lend her voice to help raise awareness about Goodwill’s mission of transforming lives through the power of work. The announcement comes just as Beyoncé gets ready to kick off The Mrs. Carter Show World Tour today in Serbia.

“Goodwill helps people get back to work by providing education, job training and placement. I wanted to team up with an organization that puts people first and works every day to help them improve and re-establish their lives,” said Beyoncé.

Beyoncé will encourage fans to support Goodwill by promoting donation drives at her North American concerts beginning on Friday, June 28, at the Staples Center in Los Angeles. Goodwill will host a mobile donation center onsite at 28 tour venues in 24 North American cities, collecting clothing, electronics and small household goods. The revenue from the sale of these donations will directly benefit local Goodwill agencies in their work to help people with disabilities and disadvantages, and anyone facing challenges to finding employment.

Beyoncé will also help build awareness of Goodwill’s mission through in-concert education, social media and online ticket auctions. Global charity auction site Charitybuzz.com will auction special ticket packages for The Mrs. Carter Show World Tour, with the revenue benefitting Goodwill.

Every 38 seconds of every business day, a person served by Goodwill is placed in employment. Goodwill promotes independence and dignity for people who...
### Banks in the Inland Empire

**Ranked by Total Assets, 4th Quarter Data 2012**

<table>
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<tr>
<th>Bank Name</th>
<th>Address</th>
<th>City, State Zip</th>
<th>% Change</th>
<th>Tangible Capital (R.O.A.E.)</th>
<th>Tangible Capital Ratio</th>
<th>Risk Based Capital Ratio</th>
<th>Income $</th>
<th>Top Executive/Title Address (City, State, Zip)</th>
<th>Phone/Fax</th>
<th>E-Mail Address</th>
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<tr>
<td>JP Morgan Chase &amp; Co.</td>
<td>270 Park Ave.</td>
<td>New York, NY 10017</td>
<td>6.52%</td>
<td>12.02% 6.66%</td>
<td>15.27%</td>
<td>5,692,000,000</td>
<td>James Dimon/Chairman, President &amp; CEO</td>
<td>270 Park Ave.</td>
<td>1150 Avenue of the Arts, San Francisco, CA 94105</td>
<td>(415) 763-2500/250-4900</td>
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<td>Bank of America California</td>
<td>100 N. Tryon St.</td>
<td>Charlotte, NC 28255</td>
<td>8.15%</td>
<td>1.25% 7.51%</td>
<td>16.31%</td>
<td>752,073,000</td>
<td>Brian Thomas Moynihan/President &amp; CEO</td>
<td>100 N. Tryon St.</td>
<td>100 N. Tryon St., Charlotte, NC 28255</td>
<td>(704) 363-2200/221-2400</td>
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<td>Citibank</td>
<td>350 Park Ave.</td>
<td>New York, NY 10043</td>
<td>-13.81%</td>
<td>2.51% 8.60%</td>
<td>17.26%</td>
<td>1,196,000,000</td>
<td>Michael L. Corbat/CEO</td>
<td>350 Park Ave.</td>
<td>350 Park Ave., New York, NY 10010</td>
<td>(212) 269-2000/221-2500</td>
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<td>Wells Fargo &amp; Company</td>
<td>420 Montgomery St.</td>
<td>San Francisco, CA 94104</td>
<td>14.04%</td>
<td>13.02% 8.97%</td>
<td>14.63%</td>
<td>5,090,000,000</td>
<td>John G. Stumpf/Chairman, President &amp; CEO</td>
<td>420 Montgomery St.</td>
<td>1800 Market Street, San Francisco, CA 94111</td>
<td>(415) 245-3400/3410-6629</td>
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<td>U.S. Bank</td>
<td>421 Walnut St.</td>
<td>Cincinnati, OH 45202</td>
<td>2.87%</td>
<td>14.42% 8.16%</td>
<td>12.73%</td>
<td>1,355,833,000</td>
<td>Richard K. Davis/President &amp; CEO</td>
<td>421 Walnut St.</td>
<td>421 Walnut St., Cincinnati, OH 45202</td>
<td>(513) 351-2222/351-8525</td>
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<td>Union Bank, N.A.</td>
<td>400 California St.</td>
<td>San Francisco, CA 94104</td>
<td>40.75%</td>
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<td>13.17%</td>
<td>95,734,000</td>
<td>Masahiro Oka/President &amp; CEO</td>
<td>400 California St.</td>
<td>400 California St., San Francisco, CA 94104</td>
<td>(415) 944-3343/3343-7650</td>
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<td>Bank of the West</td>
<td>180 Montgomery St.</td>
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<td>1.94%</td>
<td>4.12% 12.47%</td>
<td>15.95%</td>
<td>120,163,000</td>
<td>J. Michael Shepherd/Chairman &amp; CEO</td>
<td>180 Montgomery St.</td>
<td>180 Montgomery St., San Francisco, CA 94104</td>
<td>(415) 947-1126/947-9436</td>
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<td>City National Bank</td>
<td>555 S. Flower St.</td>
<td>Los Angeles, CA 90071</td>
<td>36.75%</td>
<td>8.51% 6.85%</td>
<td>12.93%</td>
<td>51,171,000</td>
<td>Russell D. Goldsmith/Chairman &amp; CEO</td>
<td>555 S. Flower St.</td>
<td>555 S. Flower St., Los Angeles, CA 90071</td>
<td>(213) 632-2050/2050-3427</td>
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<td>East West Bank</td>
<td>199 N. Los Robles Ave.</td>
<td>Pasadena, CA 91101</td>
<td>13.20%</td>
<td>12.11% 9.27%</td>
<td>15.99%</td>
<td>72,800,000</td>
<td>Dominique Ng/Chairman &amp; CEO</td>
<td>199 N. Los Robles Ave.</td>
<td>199 N. Los Robles Ave., Pasadena, CA 91101</td>
<td>(323) 765-0700/765-0500</td>
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<td>First-Citizens Bank &amp; Trust</td>
<td>239 Fayetteville St.</td>
<td>Raleigh, NC 27601</td>
<td>2.01%</td>
<td>4.07% 8.83%</td>
<td>16.00%</td>
<td>19,475,000</td>
<td>Frank Brown Holding Jr./Chairman &amp; CEO</td>
<td>239 Fayetteville St.</td>
<td>239 Fayetteville St., Raleigh, NC 27601</td>
<td>(919) 947-2100/947-7799</td>
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<td>Rabobank, N.A.</td>
<td>41-990 Cook St., Ste. 701</td>
<td>Palm Desert, CA 92211</td>
<td>46.26%</td>
<td>1.84% 10.43%</td>
<td>14.97%</td>
<td>9,000,000</td>
<td>Keith R. Goff/Regional President</td>
<td>41-990 Cook St., Ste. 701</td>
<td>41-990 Cook St., Palm Desert, CA 92211</td>
<td>(760) 775-2999/775-2999</td>
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<td>FirstBank</td>
<td>12-145 W. Collins Ave.</td>
<td>Lakewood, CO 80215</td>
<td>17.80%</td>
<td>15.94% 7.71%</td>
<td>17.91%</td>
<td>40,340,000</td>
<td>John A. Lillard/President &amp; CEO</td>
<td>12-145 W. Collins Ave.</td>
<td>12-145 W. Collins Ave., Lakewood, CO 80215</td>
<td>(720) 919-7755/919-7760</td>
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<tr>
<td>California Bank &amp; Trust</td>
<td>11822 El Camino Real</td>
<td>San Diego, CA 92130</td>
<td>6.24%</td>
<td>8.33% 10.28%</td>
<td>14.18%</td>
<td>30,763,000</td>
<td>David E. Blackford/President &amp; CEO</td>
<td>11822 El Camino Real</td>
<td>11822 El Camino Real, San Diego, CA 92130</td>
<td>(858) 751-7751/775-7751</td>
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<td>Citizens Business Bank</td>
<td>701 N. Harbor Ave.</td>
<td>Ontario, CA 91764</td>
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<td>11.34% 11.91%</td>
<td>19.03%</td>
<td>22,968,000</td>
<td>Christopher D. Myers/President &amp; CEO</td>
<td>701 N. Harbor Ave.</td>
<td>701 N. Harbor Ave., Ontario, CA 91764</td>
<td>(909) 274-1700/274-2400</td>
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<tr>
<td>Pacifi Western Bank</td>
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<td>San Diego, CA 92101</td>
<td>5.89%</td>
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<td>15.36%</td>
<td>21,224,000</td>
<td>Matthew P. Wagner/Chairman &amp; CEO</td>
<td>401 W. A St.</td>
<td>401 W. A St., San Diego, CA 92101</td>
<td>(619) 753-2265/2265-6250</td>
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<tr>
<td>Community Bank</td>
<td>705 E. Colorado Blvd.</td>
<td>Pasadena, CA 91107</td>
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<td>10.07% 8.30%</td>
<td>11.46%</td>
<td>6,866,000</td>
<td>David P. Malone/Chairman &amp; CEO</td>
<td>705 E. Colorado Blvd.</td>
<td>705 E. Colorado Blvd., Pasadena, CA 91107</td>
<td>(626) 768-6000/768-8880</td>
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<td>WSB State Bank</td>
<td>3200 Wabash Blvd., Ste. 1400</td>
<td>Los Angeles, CA 90010</td>
<td>21.13%</td>
<td>16.76% 13.98%</td>
<td>19.29%</td>
<td>16,434,000</td>
<td>Jay Whan/President &amp; CEO</td>
<td>3200 Wabash Blvd., Ste. 1400</td>
<td>3200 Wabash Blvd., Los Angeles, CA 90010</td>
<td>(323) 787-7897/7897-7897</td>
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N.A. = Not Applicable; N.D. = Not Disclosed; n.a. = 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, inaccuracies and typographical errors sometimes occur. Please send corrections or additions on company letterhead to The Inland Empire Business Journal, P.O. Box 1979, Rancho Cucamonga, CA 91730-1979. Researched by Michael R. Marzec with Crowell, Weedon & Co. / SNL Securities. Copyright 2013 by IEBJ.
FINANCIAL COLUMN

Weak Employment Report in the Range of Last Couple Years

People pay attention to employment reports for various reasons. Those looking for a job, or worried about keeping the one they have, care about the vibrancy of the job market. Politicians know that employment affects tax revenues and spending—and votes. As investment managers, we recognize that employment is a reflection of how well the economy is doing, and investment results are dependent upon the economy. Further, the employment situation can influence government policy, which can also affect investment markets.

Employment reports are timely, too. Government measures of how fast the economy is growing are only reported quarterly, and then with a lag. Employment statistics are reported more frequently, so they give us an early indication of how well the economy is doing, and, in some cases, a hint of what to expect in the future.

The Bureau of Labor Statistics’ monthly Employment Situation Report includes the widely reported nonfarm payrolls number and the unemployment rate. Because both are estimates, and because they are based on two different survey samples, neither statistic is precise. Often, they are later revised.

The imprecision of these estimates is not widely appreciated. According to the BLS, the nonfarm payroll report has a margin of error of plus or minus 100,000. The figures behind the unemployment rate have an even bigger margin of error, plus or minus 400,000. Due to the resulting imprecision, the BLS report sometimes appears to suffer from internal inconsist---

---continued on page 32

Marcus & Millichap Names Kevin Boeve Regional Manager of Ontario Office

Marcus & Millichap Real Estate Investment Services, the nation’s largest real estate investment services firm, has named Kevin Boeve regional manager of its Ontario office, according to John J. Kerin, president and chief executive officer.

“Kevin’s extensive commercial real estate knowledge and expertise make him an excellent resource for our agents and clients,” says Kerin. “He will be instrumental in expanding our national market-making capabilities to clients in Southern California and throughout the West.”

Boeve joined Marcus & Millichap in June 1999 as an agent in the Ontario office and became a senior associate in October 2002. In July 2005, he was promoted to senior investment associate. Boeve rose to the position of vice president investments in January 2008. As an agent, he earned five consecutive national achievement awards and 10 sales recognition awards. Boeve attended the University of California, Riverside.

---continued on page 38

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---continued on page 32
INLAND EMPIRE PEOPLE AND EVENTS

Palm Springs Celebrates 75 Years
Thousands of people converged this month for Palm Springs’ 75th birthday celebration, which took place at O’Donnell Golf Club.

Dozens of booths were dedicated to the many businesses, events and residents that make Palm Springs famous.

The event ended with a wonderful fireworks show.

$21 Million Coachella Valley Unified School District Bond Sale OK’d
Riverside County supervisors voted to authorize the sale of $21 million in bonds by the Coachella Valley Unified School District to support district-wide technology upgrades and supply every student with an Apple iPad.

Foreign Trade Seminar & Luncheon
You are invited to attend Community Bank’s Foreign Trade Seminar & Luncheon. Experts with practical knowledge from helping foreign exchange will discuss the ways to help you save money and take control of your international business and sales.

Key international business topics to be discussed:
- Tax Breaks for Exporters
- The Basics of Trade Finance and Letters of Credits
- Helping foreign Exchange Exposures
- Expanding markets Overseas

The experts
- Fred Lapasergis, Director, U.S. Department of Commerce International Trade Administration
- U.S. and Foreign Commercial Service
- Cecilia Todd, VP
- FX Advisor of Community Bank
- Frank Mudaliar, VP
- International Banking Manager of Community Bank
- Greg Barringer - Partner, CPA, MST
- Nettie Johnson, Retention

Event details
When: Tuesday, May 21, 2013
Time: 11:30am - 1:30pm
Location: The Fender Museum
365 North Main St., Corona, CA 92880
Cost: Complimentary
Please RSVP to Lydia Wong at 951-888-8944 or lwong@cbank.com

Wine. Dine. Make a difference.
SUNDAY MAY 5 2013
1 – 4 PM
W.K. KELLOGG ROSE GARDEN

Support students and quality education at Cal Poly Pomona’s Sixth Annual Southern California Tasting & Auction
Featuring the best of regional cuisine, wines and beers, exclusive auction items and top-notch entertainment.

Award-winning Chef and Cal Poly Pomona alumus Mark Peet will make a special appearance as a celebrity tasting judge. Peet, a Cal Poly graduate, is a leader in the California food revolution, co-founding the La Brea Bakery, and establishing Campanile, a Los Angeles restaurant that served market-inspired cuisine for 13 years. Peet is now working on Campanile LAX which will open in July in Terminal 4.

“Mark Peet’s food tastes like the California sunshine.” — Wolfgang Puck

www.polystaste.com
909.869.4731
21+ event

SBA PREFERRED LENDER | WEINER FSB | EQUAL HOUSING LENDER
Terracina Apartments was built in 1988 on 41 acres featuring numerous streams and water features. Community amenities include controlled access gates, four swimming pools, two spas, four lighted tennis courts, a well-equipped fitness center, indoor racquetball courts, laundry facilities, covered parking and garages. Units include full-size washers and dryers or washer and dryer connections, wood-burning fireplaces, abundant closet and storage space, private patio or balcony and bay windows.

DRAFTSMEN & CRAFTSMEN

C.W. Driver has started construction on the new student recreation center expansion located on the University of California, Riverside (UCR) campus. The $35.2 million project, which is targetted for LEED silver certification, involves 9k square feet of renovation to an existing recreation center, as well as more than 80k square feet of new construction. Cannon Design is the architect for the project. Construction completion is targeted for January 2015.

“This new structure will offer a comprehensive facility for the campus that involves creating new spaces while revitalizing the existing areas,” said Brett Curry, vice president of operations for C.W. Driver. “Blending the new space into the existing structure presents a unique construction challenge for this project, which when complete will be presented as an integrated, yet expanded and revitalized recreation center that UCR can be very proud of.”

The existing 9k square feet structure on the lower level will be upgraded to include new offices, administration areas and training and multipurpose rooms. The expansive two-story addition will connect to the existing facility with a new bridge between the upper floors, while the existing facility will receive expansive upgrades.

The project will move most of the existing fitness equipment to the addition, which will feature an indoor track, indoor climbing and bouldering wall, additional indoor courts, a new MAC gym, a fitness lab and massage therapy room, new weight and cardio equipment, a demonstration kitchen and multi-purpose rooms. UCR’s traditional blend brick will be used in the construction of a new circular locker room structure. The second floor will have views of the new 5k-square-foot outdoor pool and deck, new sand volleyball courts, tennis courts and field space, as well as views of the Box Springs Mountains to the east.

“Because of the location, we need to incorporate the best use of natural light, as well as natural heating and cooling which will support the building’s sustainability efforts,” Curry said. “UCR’s blend brick is a traditional component that we will incorporate so that the new building is reflective of the campus traditions, but feels new and exciting with modern materials as well.”

100k-SQUARE-FOOT ONTARIO OFFICE PROPERTY BOUGHT BY BH PROPERTIES FOR $13.8 MILLION

BH Properties LLC has acquired an Inland Empire office property in a $13.8 million value-add deal. The 106.3k-square-foot ($130/sf) property, Lake View Center, is located at 3257 & 3237 E. Guasti Road, west of Haven Avenue between I-10 and Ontario International Airport.

Lake View Center was built in 2004 and is currently 62 percent leased. BH Properties plans to invest additional capital into the project and lease it up to full occupancy as a long term hold for the company. The property is currently occupied by East West Bank, T-Mobile and University of La Verne, to name a few. The purchase included approximately 1.6 acres of additional developable land.

The sellers, PCCP and The Muller Companies, were represented by Kevin Shannon, Darla Longo.
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Leon Blankstein

has been promoted to

Chief Executive Officer


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Los Angeles, CA 90014
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18101 Von Karman
Suite 450
Irvine, CA 92612
(949) 261-1122

South Bay
970 West 190th Street
Suite 301
Torrance, CA 90502
(310) 808-1200

Inland Empire
3633 Inland Empire Blvd.
Suite 720
Ontario, CA 91764
(909) 919-2040

San Fernando Valley
21800 Oxnard Street
Suite 350
Woodland Hills, CA 91367
(818) 884-0000
### Banks in the Inland Empire

#### continued from page. 18

<table>
<thead>
<tr>
<th>Bank Name</th>
<th>Address (Headquarters)</th>
<th>City, State, Zip</th>
<th>Tangible Assets $</th>
<th>% Change</th>
<th>Tangible Capital (R.0.A.E.)</th>
<th>% Tangible Capital Ratio</th>
<th>Risk Based Capital Ratio</th>
<th>Income $</th>
<th>Top Executive/Title</th>
<th>Address (Office)</th>
<th>E-Mail Address</th>
</tr>
</thead>
<tbody>
<tr>
<td>18.</td>
<td>Manufacturers Bank</td>
<td>541 E. Aggens St. Los Angeles, CA 90011</td>
<td>2,203,902,000</td>
<td>20.07%</td>
<td>1.83%</td>
<td>12.82%</td>
<td>16.29%</td>
<td>1,148,000</td>
<td>Michael R. Natzic</td>
<td>Chairman &amp; CEO</td>
<td><a href="mailto:mmn@marinbank.com">mmn@marinbank.com</a></td>
</tr>
<tr>
<td>19.</td>
<td>Pacific Mercantile Bank</td>
<td>2221 East Guarn Rd., Ste. 110 Ontario, CA 91764</td>
<td>1,052,853,000</td>
<td>-15.32%</td>
<td>0.43%</td>
<td>12.47%</td>
<td>15.46%</td>
<td>141,000</td>
<td>Kevin R. Fawenrump</td>
<td>President &amp; CEO</td>
<td><a href="http://www.bankofhuntington.com">www.bankofhuntington.com</a></td>
</tr>
<tr>
<td>20.</td>
<td>Security Bank of California</td>
<td>5003 Tomah St., Ste. 100 Riverside, CA 92501</td>
<td>479,263,000</td>
<td>-4.74%</td>
<td>10.83%</td>
<td>10.81%</td>
<td>15.12%</td>
<td>4,220,000</td>
<td>John G. Briner</td>
<td>Chairman &amp; CEO</td>
<td><a href="mailto:jgbriner@snl.com">jgbriner@snl.com</a></td>
</tr>
<tr>
<td>21.</td>
<td>Bank of Hemet</td>
<td>3715 Sunnydale Dr. Riverside, CA 92506</td>
<td>449,771,000</td>
<td>2.40%</td>
<td>25.08%</td>
<td>12.15%</td>
<td>15.34%</td>
<td>3,167,000</td>
<td>Tony J. Swartz</td>
<td>President &amp; CEO</td>
<td><a href="mailto:ts@palmcovebank.com">ts@palmcovebank.com</a></td>
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<tr>
<td>22.</td>
<td>American Security Bank</td>
<td>2603 Dave St. Newport Beach, CA 92660</td>
<td>343,394,000</td>
<td>-12.51%</td>
<td>10.63%</td>
<td>10.05%</td>
<td>16.14%</td>
<td>1,458,000</td>
<td>Dana R. Johnson</td>
<td>President &amp; CEO</td>
<td><a href="http://www.americabank.com">www.americabank.com</a></td>
</tr>
<tr>
<td>23.</td>
<td>CommerceWest Bank, N.A.</td>
<td>2311 Business Center Dr. Irvine, CA 92621</td>
<td>346,715,000</td>
<td>8.19%</td>
<td>9.69%</td>
<td>13.29%</td>
<td>21.11%</td>
<td>1,192,000</td>
<td>Yvo A. Tan</td>
<td>Chairman, CEO</td>
<td><a href="mailto:yta@combank.com">yta@combank.com</a></td>
</tr>
<tr>
<td>24.</td>
<td>Community Commerce Bank</td>
<td>340 W. Foothill Blvd. Claremont, CA 91711</td>
<td>264,604,000</td>
<td>-22.56%</td>
<td>5.96%</td>
<td>16.10%</td>
<td>17.82%</td>
<td>629,000</td>
<td>William M. Lasker</td>
<td>President &amp; CEO</td>
<td><a href="http://www.commbank.com">www.commbank.com</a></td>
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<tr>
<td>25.</td>
<td>Commerce National Bank</td>
<td>4040 McArthur Blvd, Ste. 100 Newport Beach, CA 92660</td>
<td>248,104,000</td>
<td>10.56%</td>
<td>8.61%</td>
<td>12.10%</td>
<td>19.40%</td>
<td>641,000</td>
<td>Mark E. Simmons</td>
<td>President &amp; CEO</td>
<td><a href="http://www.communitybank.com">www.communitybank.com</a></td>
</tr>
<tr>
<td>26.</td>
<td>Inland Community Bank, N.A.</td>
<td>3009 E. Inland Empire Blvd. Ontario, CA 91764</td>
<td>212,292,000</td>
<td>12.59%</td>
<td>5.13%</td>
<td>13.38%</td>
<td>18.40%</td>
<td>385,000</td>
<td>James S. Cooper</td>
<td>President &amp; CEO</td>
<td><a href="http://www.commbank.com">www.commbank.com</a></td>
</tr>
<tr>
<td>27.</td>
<td>Pacific Premier</td>
<td>1711 E. Palm Canyon Dr. Palm Springs, CA 92264</td>
<td>210,859,000</td>
<td>-17.80%</td>
<td>11.87%</td>
<td>13.73%</td>
<td>3.09%</td>
<td>10,008,000</td>
<td>Steve Gardner</td>
<td>CEO</td>
<td><a href="http://www.pacificpremier.com">www.pacificpremier.com</a></td>
</tr>
<tr>
<td>28.</td>
<td>First National Bank of California</td>
<td>3727 Atkinson Ave. Riverside, CA 92506</td>
<td>137,417,000</td>
<td>-9.36%</td>
<td>-0.78%</td>
<td>13.03%</td>
<td>20.66%</td>
<td>40,000</td>
<td>Jeffrey M. Watson</td>
<td>President &amp; CEO</td>
<td><a href="mailto:jmw@atkinsonbank.com">jmw@atkinsonbank.com</a></td>
</tr>
<tr>
<td>29.</td>
<td>Desert Commercial Bank Commercial</td>
<td>4240 Village Ct. Palm Desert, CA 92260</td>
<td>146,996,000</td>
<td>17.29%</td>
<td>-1.32%</td>
<td>9.67%</td>
<td>13.88%</td>
<td>414,000</td>
<td>Tony J. Swartz</td>
<td>President &amp; CEO</td>
<td><a href="http://www.desertbanking.com">www.desertbanking.com</a></td>
</tr>
<tr>
<td>30.</td>
<td>First Mountain Bank</td>
<td>40880 Big Bear Blvd. Big Bear Lake, CA 92315</td>
<td>138,513,000</td>
<td>-8.05%</td>
<td>27.31%</td>
<td>8.56%</td>
<td>12.51%</td>
<td>2,132,000</td>
<td>John G. Briner</td>
<td>President &amp; CEO</td>
<td><a href="http://www.firstmountainbank.com">www.firstmountainbank.com</a></td>
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<tr>
<td>31.</td>
<td>Premier Service Bank</td>
<td>3631 Atkinson Ave. Riverside, CA 92506</td>
<td>132,016,000</td>
<td>-14.44%</td>
<td>15.03%</td>
<td>9.01%</td>
<td>13.42%</td>
<td>347,000</td>
<td>Barry L. Underwood</td>
<td>President &amp; CEO</td>
<td><a href="http://www.premierservicebank.com">www.premierservicebank.com</a></td>
</tr>
<tr>
<td>32.</td>
<td>Palm Desert National Bank</td>
<td>75-785 El Paseo Palm Desert, CA 92260</td>
<td>125,754,000</td>
<td>-1.54%</td>
<td>-266.93%</td>
<td>1.64%</td>
<td>3.61%</td>
<td>4,430,000</td>
<td>Richard D. Schneider</td>
<td>President &amp; CEO</td>
<td><a href="http://www.palmdesertbank.com">www.palmdesertbank.com</a></td>
</tr>
<tr>
<td>33.</td>
<td>China Commercial Bank, N.A.</td>
<td>1531 S. Grove Ave. Ontario, CA 91764</td>
<td>114,536,000</td>
<td>-12.27%</td>
<td>5.23%</td>
<td>9.09%</td>
<td>16.75%</td>
<td>147,000</td>
<td>Dana H. Bowman</td>
<td>President &amp; CEO</td>
<td><a href="http://www.chinacommercialbank.com">www.chinacommercialbank.com</a></td>
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<tr>
<td>34.</td>
<td>Mission Oaks National Bank</td>
<td>41310 Enterprise Ct. Temecula, CA 92590</td>
<td>102,669,000</td>
<td>-28.73%</td>
<td>3.36%</td>
<td>9.07%</td>
<td>13.36%</td>
<td>78,000</td>
<td>Gary W. Dow</td>
<td>President &amp; CEO</td>
<td><a href="http://www.missionoaksbank.com">www.missionoaksbank.com</a></td>
</tr>
<tr>
<td>35.</td>
<td>Golden State Bank</td>
<td>1503 W. Foothill Blvd Upland, CA 91786</td>
<td>80,153,000</td>
<td>-8.16%</td>
<td>5.69%</td>
<td>8.06%</td>
<td>104,000</td>
<td>-</td>
<td>Thomas Byington</td>
<td>President &amp; CEO</td>
<td><a href="http://www.goldensatebank.com">www.goldensatebank.com</a></td>
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<td>36.</td>
<td>Commerce Bank of Temecula Valley</td>
<td>25220 Hancock Ave. Murrieta, CA 92562</td>
<td>53,085,000</td>
<td>-7.56%</td>
<td>-0.73%</td>
<td>17.20%</td>
<td>24.43%</td>
<td>16,000</td>
<td>Donald W. Murray</td>
<td>President &amp; CEO</td>
<td><a href="http://www.commercebank.com">www.commercebank.com</a></td>
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<tr>
<td>37.</td>
<td>BBVA Ransome USA</td>
<td>611 W. Holt Blvd San Bernardino, CA 92408</td>
<td>14,105,000</td>
<td>-9.05%</td>
<td>-4.09%</td>
<td>-11.0%</td>
<td>-7.25%</td>
<td>1,145,000</td>
<td>Eugene H. Wood</td>
<td>President &amp; CEO</td>
<td><a href="http://www.bbvaransomeusa.com">www.bbvaransomeusa.com</a></td>
</tr>
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**Notes:**
- NA = Not Applicable
- #10 = Not Disclosed
- n/a = not available.
- The information in the above list was obtained from the companies listed. This list of banks/bankers and information supplied is accurate as of press time. While every effort is made to ensure 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 1979, Rancho Cucamonga, CA 91729-1979. Researched by Michael R. Natzic with Crowell, Weedon & Co. / SNL Securities. Copyright 2013 by IEBJ.
California’s... continued from pg. 15

peak of almost 14% to just under 6% by the end of 2012. This is less than half as many seriously distressed mortgages relative to the worst of the housing collapse—far exceeding the improvement seen in the remainder of the United States. Ultimately, this downward trend has bolstered price appreciation even further, as fewer distressed, and thus discounted, properties are available for buyers on the market. The increase in prices is thus attributable in part to increases in the underlying values of existing homes and in part to the declines in the number of discount units in the sales mix.

Because interest rates are reaching historic lows, prices are reaching their most affordable levels in recent history relative to incomes, and the broader economy is gradually gaining steam, Beacon Economics is forecasting that the housing recovery will continue to be robust in 2013 and 2014, before returning to more historical norms in 2015 and beyond. Specifically, Beacon Economics is forecasting double-digit growth in home prices again this year, with that growth cooling to an expected range of 10% to 15% in 2014. Home sales will continue to increase despite low levels of inventory, and new residential permits will continue to increase. We do not expect home prices in California to return to their pre-recession peak by the end of our forecast, but prices will recover much of the ground lost during the downturn.

Fortunately, builders have taken note of these trends in prices, sales, and inventory. In fact, residential construction in the state took off last year. In total, there were more than 57,000 new residential units permitted last year. That represents a 27.2% increase over the number of permits issued during 2011. Just over half of those new units were issued for new multifamily construction, with the remaining 27,000 units representing new single-family construction. Much of this shift in the composition of residential construction toward multifamily units is a reflection of the transition the housing market has gone through in the wake of the Great Recession. Many homeowners were foreclosed upon or filed for bankruptcy protection during the downturn.

As a result, many of these former homeowners are unable to participate in the ownership-housing market over the short run while they wait for their credit to improve. As a result, we’ve seen a large shift in housing tenure over the past few years with the share of renters increasing dramatically while the proportion of owner-occupied housing units has fallen. Specifically, roughly 55% of Californians lived in owner-occupied housing last year—down from almost 62% back in 2007. Renter households have seen an increase commensurate with the decline in ownership.

This shift has driven rents higher and apartment vacancies lower, which has created some momentum for the multifamily housing market as builders seek to tap into this growing rental market. Indeed, a large number of permits for new multifamily units were issued for new multifamily construction, with the remaining 27,000 units representing new single-family construction. Much of this shift in the composition of residential construction toward multifamily units is a reflection of the transition the housing market has gone through in the wake of the Great Recession. Many homeowners were foreclosed upon or filed for bankruptcy protection during the downturn.

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This shift has driven rents higher and apartment vacancies lower, which has created some momentum for the multifamily housing market as builders seek to tap into this growing rental market. Indeed, a large number of permits for new multifamily units were issued for new multifamily construction, with the remaining 27,000 units representing new single-family construction. Much of this shift in the composition of residential construction toward multifamily units is a reflection of the transition the housing market has gone through in the wake of the Great Recession. Many homeowners were foreclosed upon or filed for bankruptcy protection during the downturn.

Be honest with yourself, too. As Callaway has already established, you should never lie to a client (or to anyone else). But honesty shouldn’t stop there. Ask yourself, Am I lying to myself about where my priorities lie and how others perceive me? Try to see your business as your clients and customers see you. Are you putting them first—or putting yourself first?

“Small businesses start off with the best intentions and with a clear picture of what the customer wants,” Callaway acknowledges. “But soon, most of them drift off the path. Little by little, they start making it all about them and their growth, and poof! No more ‘Clients First’...and no more of the benefits living by this philosophy brings.”

Treat employees at least as well as you treat your clients. While (of course) you don’t treat your employees like dirt, you may feel that you don’t owe them any special favors, either. After all, you’re paying them—Isn’t that enough? Well, no. Whether you realize it or not, the way your people treat customers reflects the way you treat them. Are you courteous? Kind? Polite? Enthusiastic? Do you listen when they talk to you and try to accommodate their needs? Or are you short, perfunctory, and even (sometimes) rude?

“Your job is to serve others, period,” Callaway says. “You can’t do that by making distinctions between the people who work for you and the people to whom you provide a good or service. Realize that you set the tone for your company’s ‘personality,’ and that you’re creating a tribe of people who will beat the drum for your message. Going at it alone is too exhausting!”

Make sure your highest praise comes from your competitors. Yes, you read that correctly. You can—and should—strive to win the approval, goodwill, and admiration of your competitors. If possible, get to know their leaders and employees, and help them when you can. You don’t have to give away trade secrets, but you can offer advice, for example, or refer a customer whose needs are better served by them. You don’t have to give away trade secrets, but you can offer advice, for example, or refer a customer whose needs are better served by them. You don’t have to give away trade secrets, but you can offer advice, for example, or refer a customer whose needs are better served by them. You don’t have to give away trade secrets, but you can offer advice, for example, or refer a customer whose needs are better served by them. You don’t have to give away trade secrets, but you can offer advice, for example, or refer a customer whose needs are better served by them. You don’t have to give away trade secrets, but you can offer advice, for example, or refer a customer whose needs are better served by them.
Twenty years ago I had the misfortune of reviewing a book that offered advice to women in business. There were several important things wrong with it. Most of all, it was written by a man who supervised women, but who clearly didn’t see them as co-workers, fellow team members, and, least of all, as supervising executives—especially, his supervisor.

Twenty years have past. Thank goodness there have been many changes for women in business since then. Not only do women sit on the boards of Fortune 500 companies, they run them as presidents and CEOs. Not enough as yet, but that’s changing. Hopefully, it will change at an even faster pace. That’s where the concept behind the “Stiletto Network” comes in. Author Pamela Ryckman explains it this way:

“Women are building cross-sector networks in Los Angeles, Anchorage, New York and Atlanta, ostensibly in a vacuum. Like Kim Moses and Liane Pelletier, these gals haven’t yet realized that their groups—Stiletto Networks—increasingly intersect, sparking a powerful nationwide trend.

“As a result, many of the top women in technology now know the top women in media, who know the top women in retail, and so on. By reaching horizonally across industry silos, businesswomen have redefined critical mass. They’ve thrown the net wider, and from this new perspective, there are suddenly many more ladies with whom to affiliate.

“Recently, even women within the same professions, sometimes direct competitors, have begun to assemble to share intelligence and find ways to excel. They are pushing each other to be better and do more, and in the process they are changing the dynamics of industries in which they work.”

“For years it has been commonplace for younger women to forge links with each in the workplace. The same was generally true for more mature ladies. In other words there seemed to be much more of a social element in picking “friends” in the workplace instead of hanging out with coworkers to discuss career linkages. Ryckman finds that this appears to be changing. She comments:

“More and more female senior executives are teaming up with Gen Y and Millennials to launch and lead new ventures, providing the management expertise and “adult supervision” start-ups need to steer the course. Experienced women…now find themselves ideally aligned with a younger generation. They are open to partnering with today’s youth—twenty-somethings who craft flexibility and control, who have historically taken a back seat and now want their voices heard.”

Ryckman adds, “Some of today’s greatest opportunities stem from unproven sources, be they 22-year-old college dropouts or women who’ve ditched corporate life or taken a break to raise children. If women are receptive to these alliances, they’ll be more likely to capitalize on their success. It’s a risk, but one that’s paying off….”

Wyckman goes on to quote Edie Weiner, president of Weiner, Edrich, Brown, Inc., one of many women in business she interviewed for the book. “One thing the Old Boys Network understood,” states Weiner, “was that it wasn’t always about people at your level. They understood the important thing was to bring the next generation along. It’s the Godfather principle. It strengthens your business networks if you hire the sons of your friends. When these guys aged out or retired, the next generation was there for them too.”

Pamela Ryckman realizes that the women who are scaling the pinacles of leadership in a variety of businesses, government agencies, technologies, and science didn’t do it alone. What’s more, women are becoming more reliant on female guidance than on male.

The bottom line on this continuing change appears to be that linkages between women appear to be more like sisterhoods than networks. Networks tend to be more narrow relations that build toward a single goal, while sisterhoods tend to be broader relationships extending over a wider range of interests.

“Stiletto Network” offers a movable feast at the price of a lunch at a moderately priced restaurant...and keeps you coming back for more.

—Henry Holtzman

Best-selling Business Books

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

1. “Lean In: Women, Work, and the Will to Lead,” by Sheryl Sandberg (Knopf Doubleday Publishing...$24.95) (2)


Two of Google’s leaders offer their view of the future.


How to motivate individuals and build them into successful teams.


Why all of us participate in selling.

8. “Why I Left Goldman Sachs,” by Greg Smith (Grand Central Publishing...$27.99) (7)

The reasons why a top manager resigned from a leading firm.


Two of Google’s leaders offer their view of the future.

10. “Clients First: The Two Word Miracle,” by Joseph and JoAnn Callaway (John Wiley & Sons...$21.95) (6)

Why and how to putting your clients first helps build success.

*(1) -- Indicates a book’s previous position on the list.

** -- Indicates a book’s first appearance on the list.
Sushi has gotten tough over the last 10 years. I’m not talking about the cuts of fish, although sometimes that too, but the marketing of Japan’s culinary gift to the rest of the planet—raw fish. Sushi’s first battle in the U.S. was against its very strangeness to many Americans. “Raw fish?” asked Americans during the ’60s and ’70s in an age where medium-well meant almost burned. But then, in ways similar to later food manias, our hostility turned to curiosity and then a rush to try the latest thing.

Except dudes. Dudes weren’t big on the stuff. Men were yuppies, bon vivants, preppies, hipsters, but regular guys weren’t having it, and thus the birth of the badass sushi bar, raw seafood with attitude and pluck. Fish with lip, if you will.

A spectacular example of the transformation of the sushi bar to a place fit for regular Joes is Rawken Sushi in downtown Pomona, Bro sushi at its best and occasional not-quite-so-best.

It’s early when we walk in for lunch but there’s UFC on the television and we’re greeted warmly by the staff. The interior seems nice enough but we head out to the patio where we grab a table by the street and people-watch as we wait. We first sample the Garlic Edamame, which is edamame liberally slathered in garlic and butter. It’s hard to go wrong with garlic and butter and this doesn’t, but I do briefly wonder about why I’ve ordered such a sinfully caloric version of an inherently healthy snack. That is a hallmark of “attitude sushi,” extra calories, extra ingredients, extra sauces.

We shared a Rawken Party, a sampler of some of their basic rolls. Now this includes the Cali Roll—the sushi for people who don’t like sushi—and the Spicy Tuna Roll. Both were fine if a bit bland, but we don’t go out for bro-sushi looking for a simple California roll. No, these days we’re looking for something bolder, buffer, tougher, and so I present to you the Rawken Roll.

For the Rawken is a lip-smacking, tongue burning, monster of a tempura roll, a tempura roll that features not one but three heat-inducing ingredients that seem so overly

amped up that its ideal beverage partner should probably be a 5-hour energy squirt. And it’s delicious. The holy trio of spice here includes a couple of thinly sliced jalapenos, a spicy mayo dollop with a concentric circle of Sriracha sauce on top. That, along with some cream cheese and a tempura Cali roll, and the Platonic ideal of “attitude sushi” awaits. Can you taste the actual fish in the Rawken Roll? No, but I suspect that may be the point.

It’s worth noting that the house salad at Rawken is quite nice and features a sprinkling of Rice Krispies on top, that the outdoor lounge area seems like a cool place to relax with a larger group, and that the Rawken Party turned out to be simply too much sushi after a couple of beers and an appetizer.

I didn’t try their dessert menu but thought you might be entertained knowing this section of the menu is called Finishes. Whether this is an homage to the UFC or something else I’m not sure. Rawken Sushi is worth a look though either way.
Real Estate... continued from pg. 21

and Phil Woodford of CBRE. BH Properties reped itself in the deal. “This Class A property is well located in a market that is showing signs of recovery,” said executive vice president of BH Properties Steve Jaffe, noting that this acquisition gives BH its third purchase in California in the last seven months. “After an 8-year hiatus from California purchases, this property (along with the other two recent transactions) marks a new acquisition strategy for the company – while still seeking value-add type assets, we now are looking to acquire higher quality properties in more densely populated areas.”

The transaction comes on the heels of BH Properties’ acquisition of the 150k-square-foot AT&T offices at 2085 Rustin Avenue in Riverside in January.

INVESTOR BUYS TEMECULA FLEX BUILDING

In Temecula, a private investor purchased a two-condo industrial/flex building at 32836-32840 Wolf Store Road for $1.68 million. The buyer acquired the property from REVShare in a 1031 exchange.

BUILT in 1999 on .36 acres, the 14.5k-square-foot ($116/sf) building is located in the Red Hawk Business Park near the highly populated master planned residential community of Red Hawk. Situated in the southeast portion of Temecula, Red Hawk Business Park consists of 15 buildings totaling 92k square feet of multipurpose industrial/flex space and is currently 100 percent occupied.

The CBRE San Diego Private Capital Group team of Paul Lafrenz, Paul Komadina and Melissa Foster handled the sale on behalf of the seller. Corey Martin of Coldwell Banker Commercial Sudweeks Group repped the buyer. REVShare previously occupied the entire building and entered into a three-year NNN leaseback agreement with the new owner.

REVShare distributes advertisers’ Cost-Per-Action (CPA) commercials across its network of 1,700 television properties including cable systems, syndicators and national affiliates reaching over 110 million households.

BERKELEY POINT CAPITAL ARRANGES $33 MILLION REFINANCE ON REDLANDS MULTIFAMILY PROPERTY

Rob Cantizano of Berkeley Point Capital LLC recently closed a $32.7 million refi loan for Barton Vineyard Apartments, a 296-unit, garden-style, Class A apartment community located in Redlands. The financing was arranged under Fannie Mae’s Structured ARM program, which provides an attractive low adjustable rate and flexible prepayment options.

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### Law Firms

**Ranked by Number of Attorneys in the Inland Empire**

<table>
<thead>
<tr>
<th>Firm Address City, State, Zip</th>
<th># Attorneys in I.E.</th>
<th># Partners in I.E.</th>
<th>Specialties</th>
<th>Clientele</th>
<th># Offices in I.E.</th>
<th>Office Manager in I.E.</th>
<th>Local Managing Partner Title</th>
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<tr>
<td>Roth Carney Ramsey, LLP</td>
<td>28 3540 Vine St., Ste. 340 Riverside, CA 92507</td>
<td>3</td>
<td>3</td>
<td>Litigation, Labor and Employment Law, Land Use, Zoning, Environmental, Media Law, Trademark Law</td>
<td>WND</td>
<td>1</td>
<td>Richard D. Roth</td>
<td>Richard D. Roth</td>
<td>(951) 838-0100(62-6591) <a href="mailto:rooth@rothramsey.com">rooth@rothramsey.com</a></td>
</tr>
<tr>
<td>Inland Empire Law Group</td>
<td>22 3530 Orange St. Riverside, CA 92507</td>
<td>2</td>
<td>2</td>
<td>Civil &amp; Business Litigation, Real Estate, Bankruptcy</td>
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<td>2</td>
<td>Carmen Gil</td>
<td>Office Manager</td>
<td>Michael DesChamps</td>
</tr>
<tr>
<td>Epstein Grimmel &amp; Howell, APC</td>
<td>24 47000 Kalmia St., Ste. 160 Murrieta, CA 92562</td>
<td>2</td>
<td>0</td>
<td>Community Association, Enforcement Litigation, CCR Covenants, Assessment Correction Services, Construction Law, Defect Litigation, Reconstruction Support</td>
<td>Home Owners Associations, Corporate</td>
<td>1</td>
<td>Linda Adams</td>
<td>Attorney</td>
<td>Jon Epstein</td>
</tr>
<tr>
<td>The Miller Law Firm</td>
<td>25 620 Newport Center Dr., Ste. 700 Newport Beach, CA 92666</td>
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<td>Construction Defect</td>
<td>Homeowners Associations</td>
<td>1</td>
<td>Rachel Miller</td>
<td>Property Manager</td>
<td>Thomas E. Miller</td>
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<tr>
<td>Ferguson Law Firm</td>
<td>28 73100 Highway 111, Ste. 1 Palm Desert, CA 92260</td>
<td>1</td>
<td>1</td>
<td>Govt. Relations, Civil Litigation, Land Use, Contract Law, Solid Waste</td>
<td>Lomas Outdoor Auction, Fairway Outdoor Advertising, Metro Constructions, Florida Power Light</td>
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<td>James Cato</td>
<td>Ferguson</td>
</tr>
<tr>
<td>Law Office of John T. Hrenek</td>
<td>29 20157 Irvine Rd., Ste. 201 Sun City, CA 92586</td>
<td>1</td>
<td>1</td>
<td>Probate, Estate Planning, Wills, Trusts, Family Law, Bankruptcy, Real Estate, Mediation</td>
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<td>Partner</td>
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<tr>
<td>Law Offices of Sal Bregiugio</td>
<td>30 9333 Baseline Rd., Ste. 110 Rancho Cucamonga, CA 91730</td>
<td>1</td>
<td>0</td>
<td>Corporate and Business, Probate, Family and Criminal Law</td>
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<td>Sal Bregiugio</td>
<td>Partner</td>
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</tbody>
</table>
Dirty Dozen... continued from pg. 24

If you have little contact with them, now is the time to change that. Go to industry conferences. Join associations. Remember, it’s a big world but a small community…so make your mark in a positive, memorable way.”

Look for chances to do something fun and special. It’s true: All work and no play make Jack a dull boy. However, injecting a little lightheartedness and creativity into your business gives your customers something to look forward to and provides them with a memorable reason to stay engaged and loyal. Whether you give free popcorn to moviegoers, throw an outdoor tent party to celebrate each year’s new product line, or give a gorgeous framed print to your interior design clients, you make clients feel special.

“These special touches will keep clients coming back,” Callaway promises. “Every Christmas we send personalized ornaments to our clients and other business associates. We put a lot of effort (and money!) into this yearly treat and people love it. It sets us apart, and our investments always come back to us with interest!”

If you aren’t driven to be “number one” with your clients, you might as well close your doors. Many business owners will admit that they just want “to do a good job” or “make a living.” This isn’t good enough, says Callaway. Especially if your business is smaller and less established, being the customer’s second choice (or third or fourth or fifth) means you’re on the road to eventual failure. Why? When times get tough—or when a new flavor-of-the-month company shows up—customers will have no qualms about abandoning a company they don’t love above all others. Talk about a compelling reason to never (ever!) accept mediocrity. (Not to mention the fact that, by definition, you can’t take the best care of clients when you’re content with being good-enough.)

“However, don’t make the mistake of thinking that being number one is about competing with other businesses,” Callaway cautions. “If your focus is on competing, then it isn’t on the customer. Instead, think of yourself as being in a contest to fulfill each client’s dreams…and you’ll automatically be competitive with other companies! Also, don’t buy into the belief that you have to win over a client only once. You must do so every single day. A good experience last month usually won’t be enough to keep a customer coming back this month if he or she believes that your level of service has slipped.”

Never, ever fire a tough client. When a client is needy, moody, picky, overly emotional, combative, or something else, it’s tempting to write him or her off. And if you can’t wave goodbye in reality (after all, most small business owners need to get paid!), you do it mentally and merely go through the motions of serving the client. That’s a mistake. If you aren’t meeting a client’s needs, it’s their job to fire you…not the other way around.

“Clients First means all clients,” Callaway insists. “In over fourteen years, my wife and I have never gotten rid of a single client—even when we secretly wished we could—and we believe this no-fire strategy has contributed significantly to our ultimate success. Here’s the payoff: When you make the choice to stand by all of your frazzled, frustrated customers, you will eventually reap financial and personal rewards. You may become known in your company or industry as the guy or gal who can handle the toughest customers. And chances are, your clients themselves will be grateful that you didn’t give up on them and may even send others your way.”

A “Clients Last” attitude continued on page 34

Airport: Notice... continued from pg. 8

of making the board think it would be getting immediate airport revenues.

However, this could not have been the case, for while Lasera is a Colorado corporation having an address and agent of process in Arvada, CO Lasera Technologies is not registered in California as a foreign corporation, and therefore can not legally do business here, or enter into a contractual relationship, or “own” AeroPro. AeroPro on the other hand has maintained a business address and registered with the San Bernardino taxing authority for quite some time. However, here again, Wilson put forward the false information that AeroPro was a “certified” 145 FBO which is patently false as FBOs are not covered under FAA Chap 145 rules.

If Wilson had asked, it would have been apparent that only certified “repair stations” are covered under 145, and AeroPro is not a repair station. And for the record, FBOs may provide minor repairs, fueling, flight training, and air taxi/air carrier services. AeroPro provides none of these services. It is an aircraft painting facility only.

Also, and in addition, AeroPro still owes the airport or SBD Properties, Inc. over $90,000 dollars in back rent, and therefore no standard airport property agent would dare to move forward with drafting an additional lease agreement until such time as the former account could be settled. This is certainly not a “complex” problem.

As to this entity referenced as Pulsar Aviation Services as an “assignee,” this is nothing more than one of Spencer’s left-over sham corporations which was incorporated in June of 2003 by Spencer, T. Milford Harrison, and T. Ferguson, all of whom are still either under arrest, or of FBI continued on page 38
The Lean In Alternative: Why Leaning Back Also Works for Women in Business

Sheryl Sandberg’s “Lean In” has received both high praise and disapproval from women. Whether you agree with everything she writes or not, says Vickie Milazzo, the core lesson that women should lean in and become leaders in the workplace is solid advice. But, she adds, in their rise to the top, women should also make an effort to lean back to help other women.

The release of “Lean In,” the new book by Facebook COO Sheryl Sandberg, has sparked a firestorm of attention from the media and folks around conference room tables throughout the country. Sandberg’s assertion that women in business should “lean in” and make more of an effort to lead is one that has garnered both nods of agreement andadamant disapproval from men and women alike.

Vickie Milazzo, a successful businesswoman in her own right, acknowledges that women should absolutely do everything they can to take on leadership roles in the workplace. But in addition to “leaning in,” she says women in the workplace should make “leaning back” a priority.

“To me, ‘leaning back’ means bringing other women with you as you achieve,” says Milazzo, author of the New York Times bestseller “Wicked Success Is Inside Every Woman.” “Though women in the workplace have come a long way, we often still make less than men who do the same jobs as us. We are still systematically overlooked for promotions, even when we’re more qualified than the man who ends up with the job. And though it’s becoming less uncommon to see a woman heading up an executive team or running her own business, I think those of us who do reach success have a responsibility to bring women into our own power teams as we achieve big things.”

Milazzo has a great deal of experience on which to base her observations. As the founder and CEO of a multi-million dollar company, she didn’t achieve her current level of success by going it alone. In fact, she is recognized as a trusted mentor and dynamic role model by tens of thousands of women.

“There is a stereotype that women would rather compete with one another than collaborate,” says Milazzo. “But I rarely find that to be true. In fact, almost every day I’m struck by what women can achieve when they work together. Without discounting the special bond that women can have with men, the fact is, we also need to fuse with other women in order to maximize our female potential. When you are connected to other strong women who complement, understand, and care about you, you will feel nurtured, empowered, inspired, and fired up, and they feel that way too! That’s what ‘leaning back’ is all about.”

Read on for a few tips from Milazzo on how women can “lean back” in the workplace.

Be a mentor. Not enough can be said of what we can learn from others who have encountered and surmounted problems that are similar to our own. That being the case, as they take on leadership roles and reach their goals women should become mentors and actively seek to pass on their skills to up and comers.

“I’ve been in business for three decades, and I still learn every day from my students, staff, writers, speakers, business experts, and more,” shares Milazzo. “I consider them all my mentors. Being a mentor to women is also a big priority for me. I look forward to the time I spend mentoring women, and it always proves to be time well spent because in the end I think I learn just as much from them as they do from me.”

Speak up. Commodities are easy to obtain and easy to replace. That’s certainly not how anyone wants to be perceived at their job, but that’s exactly what happens to women who choose to lay low. Lead the way by being an outspoken part of your organization. Don’t be afraid to make your voice heard.

“Caution women in your organization or network from shrinking into their chairs and becoming invisible employees,” advises Milazzo. “Get in the middle of everything and bring new ideas to the table all the while encouraging participation and engagement from all of your employees. Help the women in your organization leverage the things that make them unique.”

Teach the fine art of negotiating. Women aren’t used to negotiating are especially susceptible to being intimidated by a show of force. Teach your network of women not to be afraid to demand respect.

“I’ve worked with plenty of attorneys, met some tough negotiators, and seen many different negotiation styles,” says Milazzo. “When I’m up against a pit bull, I’ll take a walk and come back a pit bull myself. I anticipate every possible objection and get myself into a Zen-like state. When it comes time to negotiate for real, I am centered and ready. I know that if I allow myself to be intimidated or provoked instead of remaining calm and professional, the negotiations are destined to fail. In this kind of advice that doesn’t always make it down the line to women as they’re trying to rise up in an organization or get a start up off the ground. Share it, if you’ve got it!”

Say no. Sometimes the best way to lean back is by simply modeling the right behavior. When women on the rise see you do (or not do) a certain thing, they’ll see that it’s ok for them to make that choice as well. One such behavior is avoiding over-commitment by saying no.

“Saying ‘no’ to some things means you will have the time and energy to say ‘yes’ to the right things,” explains Milazzo. “You need to set your own expectations of what you want to accomplish. Don’t let your career or life take a backseat to everyone else’s. When other women see you boldly make this choice, they’ll be brave enough to do it too.”

Collaborate. Intelligent women know what they don’t know and when to seek answers. Smart women appreciate that what works today won’t necessarily work tomorrow, and that aggressive learning is a competitive advantage to achieving any desired goal. A key element to aggressive learning is collaboration.

“I find that women excel at connecting and collaborating to solve problems,” says Milazzo. “The success that comes from this process provides sanity, support and genius solutions. It’s only when we come together and engage in conversation that we raise new questions and think of possibilities at a collective level we would not have considered on our own. Inside every woman is a natural collaborator. That’s a wicked advantage we have as women, an intellectual edge we can leverage for using our genius at the
California’s... continued from pg. 24

might turn their properties over into owner-occupied housing units, helping to sustain the apartment market by removing single-family rentals from the stock of rental properties. However, if investors have invested in the infrastructure necessary to effectively manage a portfolio of rental properties and thus want to continue to rent out their single-family investment properties, the apartment market could face stiff competition from all of the new units currently coming online as well as the rental units held by investors. At this point, it is too soon to make a call. However, the future of the rental market will hinge on what happens with housing tenure, bank lending, and investor-held properties. Ultimately, both the housing and rental markets are on the up tick. California may escape some of the more devastating aspects of these developments because the state is significantly undersupplied in terms of housing, but these developments will require ongoing attention nonetheless.

California: Hub of Activity

California tends to be a hub of activity for people, trade, and ideas. Tourists from the rest of the United States and across the globe come to California for its idyllic climate and popular destinations, from Yosemite to the beach and from the redwood forests of Northern California to the deserts of Southern California. California also enjoys significant goods trade with international trading partners at the bustling ports of Los Angeles, Long Beach, Oakland, and Sacramento, as well as at airports across the state.

Each of these areas has helped to bolster California’s economic recovery during the first few years of the recovery. Aided in part by a relatively weak dollar, exports from California grew by double-digit percentages in 2010 and 2011, which helped to stimulate new logistics jobs throughout the state. Port traffic has since slowed, posting less than 5% growth last year due to the ongoing problems in Europe, which have caused the dollar to appreciate mildly in recent months. Nonetheless, even though the headline number for 2012 might be relatively lackluster, several key export categories continue to do relatively well.

Summary

California’s economic recovery continues to move forward, and indeed has been even stronger than initially reported. Employment is up across the state and across a diverse set of industries. The residential real estate market, with respect to

Key Findings

- The labor market in California has unequivocally hit its stride. Employment growth is less than what we’ve experienced in previous post-recession periods, but every major region of the state and the majority of California’s industries have made the turn toward growth.
- Real estate has been one of the major shifts in California’s economy over the past 12 months—transitioning from being a drag on the recovery to becoming a driver of growth in the state with the median price of an existing single-family up 23% last year.
- Tourism remains a force to be reckoned with in California: with over 70% occupancy as of February 2013, California’s hotel occupancy rate far exceeds the 62% occupancy rate nationwide.
- Through the initial stages of the economic recovery, California was largely being propelled by what we would refer to as external sources of demand. However, the economy of late has enjoyed an injection of what would be termed “domestic” sources of demand, which should help to bolster growth in communities surrounding these major employment centers located predominately on the coast.

About Goodwill Industries International

Goodwill Industries International is a network of 165 community-based agencies in the United States and Canada with 14 affiliates in 13 other countries. Goodwill is one of America’s top 25 most inspiring companies (Forbes). Goodwill agencies are innovative and sustainable social enterprises that fund job training programs, employment placement services and other community-based programs by selling donated clothing and household items in more than 2,700 stores and online at shopgoodwill.com. Local Goodwill agencies also build revenue and create jobs by contracting with businesses and government to provide a wide range of commercial services, including packaging and assembly, food service preparation, and document imaging and shredding. In 2012, more than five million people in the United States and Canada benefited from Goodwill’s career services. Goodwill channels 82 percent of its revenues directly into its programs and services.

To find a Goodwill near you, use the online locator at goodwill.org or call (800) GOODWILL. Follow us on Twitter: @GoodwillIntl or @GoodwillCapHill, or find us on Facebook: GoodwillIntl.

About Charitybuzz

Charitybuzz raises funds for nonprofits around the globe through online auctions with the world’s most recognizable celebrities and brands. Featuring access to acclaimed actors and musicians, business and political leaders, sports stars, luxury travel, couture fashion, rare memorabilia and more, Charitybuzz brings its online community of bidders exclusive opportunities to live their dreams and make a difference. Since launching, Charitybuzz has raised more than $75 million for charity.

For more information, please visit Charitybuzz.com, like us on Facebook at Facebook.com/CharityBuzz or follow us on Twitter @Charitybuzz.
We have seen a lot of “Big Things” over the past couple of decades. There was the iPod, which killed vinyl records and the stores that sold them. You could say that the iPad has eliminated the need for notepaper. And, of course, the smartphone, which has tied computers, TV and communications into a single pocket-sized device.

So what is next?

Some people believe that it will be Google Glass. Now Google has brought us a number of revolutionary things. By itself Google has brought us a number of revolutionary things. By itself it has put an end to the need for notepaper. 

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California’s...
continued from pg. 30
has clearly become a driver of
growth. Hotel occupancy, room
demands, airport traffic, and port exports all continue to improve as well.
Perhaps more important, growth has begun to shift away from exter-
nal sources and is coming increasingly from domestic sources of
demand, with more demand for housing, increases in consumer
spending, and increases in relative affordability. For that reason,
Beacon Economics is increasingly optimistic about the inland areas
of the state, which, in terms of the recovery, were relatively slow out of
the gate.

Clearly, California is still trying to recover from the depths of the
Great Recession, but it has unequivocally turned the corner. We have
recovered slightly more than half of the jobs lost during the down-
turn, and almost every major indicator is showing improvement. It is
not time to pop the champagne cork yet, but there is ample reason for
optimism about the future of the Golden State.

Sacramento...
continued from pg. 15
It’s time for the public to take the
power back for itself. The movement is afoot, and we
have taken another step toward greater patient safety. Stay tuned.
Momentum is building but we still have a long march ahead.

Thanks for all you do,
Jamie Court

Property Taxes...
continued from pg. 12
fire tax. Our economic problems
do not require a wholesale revision
of important taxpayer protections,
especially those in Proposition 13 which protects our property from
tax increases.

If the Legislature and Governor go down that route, they will only
hurt new homeowners, our seniors, and other individuals and fami-
lies already strapped financially. And if our property is not safe from
the reaches of Sacramento, nothing else will be.

Assemblyman Mike Morrell, R-Rancho Cucamonga, represents
the 40th Assembly District in the California Legislature.

“Big Thing?”...
continued from pg. 31
worked on other futuristic technolo-
gies such as driverless cars. The
project was announced on Google+
by Project Glass lead Babak Parviz, an electrical engineer who has
also worked on putting displays into contact lenses; Steve Lee, a proj-
et manager and “geolocation specialist”; and Sebastian Thrun, who
developed Udacity as well as worked on the self-driving car project.
Though head-worn displays for augmented reality are not a new idea,
as I indicated already, the project has drawn media attention primar-
ily due to its backing by Google, as well as the prototype design,
which is smaller and slimmer than previous designs for head-mount-
ed displays.

The first Glass demo resembles a pair of normal eyeglasses where
the lens is replaced by a head-up display. Around August 2011, a
Glass prototype weighed 8 pounds; the device is now lighter than the
average pair of sunglasses. In the future, new designs may allow inte-
gration of the display into people’s normal eyewear. According to
several Google employees, the Glass was originally predicted to be
available to the public for “around the cost of current smartphones”
by the end of 2012, but obviously that has not happened. The
Explorer Edition is supposed to be available now to testers and
Google I/O developers in the United States for $1,500. A consumer
version may be available by the end of 2013 for “significantly less

Employment...
continued from pg. 19
rate, with the payroll and unemploy-
ment numbers moving in opposite
directions. Nevertheless, estimation
errors tend to work themselves out over time. One needs to be mind-
ful of the imprecision, evaluate the trends over time, and view the
report as one piece in a mosaic of economic data.

Last Friday, the BLS reported relatively weak employment
growth, estimating that nonfarm payrolls grew by only 88,000 in
March. That was at the lower end of the range we have seen over the
last two years. However, the BLS also increased its estimates for
January and February by a combined 61,600 jobs, which put
February’s figure near the higher end of the two-year range.

Despite the weak payroll growth, the unemployment rate was
reported to have declined a tick, to 7.6% in March from 7.7% in
February. However, this was due entirely to people leaving the
workforce. In fact, the BLS estimates that the number of people employed
actually declined by more than 200,000 last month – but nearly
500,000 left the workforce. While unsettling on its face, we have seen
big swings back and forth like this before. Again, it is important to
evaluate trends over time.

As noted earlier, most employment statistics give us an indication
of where the economy is now, but some also give us a glimpse into
the future. Among the latter are the average workweek, which comes
from the BLS report, and the government’s weekly reports on initial
unemployment claims. The average workweek has been relatively
stable for several months. It ticked up to 34.6 in the latest report –
upticks are generally good for the economy – but it is too soon to con-
sider this a departure from the recent trend. There is a lot of volatili-
ity in weekly initial unemployment claims.

The Bottom Line
As investment managers, we are interested in employment statisti-
cs as an indication of economic growth and potential investment
returns, as well as government policy. While relatively weak, the data
in the most recent jobs report is within the range of what we have
observed over the last couple of years. It would be premature to say
there is a change in the trend. The recent data suggests neither an eco-

my

ic slowdown nor acceleration in

than the Explorer Edition.

The product began testing in April 2012. Sergey Brin wore a pro-
totype of the Glass to an April 5, 2012 Foundation Fighting Blindness

event in San Francisco. In May 2012, Glass was demonstrated in the
first test video shot with the eyewear, demonstrating the 720p HD
first-person video recording capabilities of the device. On June 27,
2012, he also demonstrated the Glass at Google I/O where skydivers,
and mountain bikers wore the Glass and live streamed their point of
view to a Google+ Hangout, which was also shown live at the Google
I/O presentation. In February 2013, Google released a demo video
showcasing the voice-augmented display of the Glass filming various
experiences in first-person.

It would appear that a number of companies are planning to
release Glass items to the general public under such product names
as Golden-i, Sixth Sense, Google Goggles and Looxcie. Concerns
have been raised by various sources regarding intrusion of privacy.
There are also concerns about the etiquette and ethics of using the
device in public and recording people without their permission.
Some critics have coined the term “glasshole” to describe inconsiderate users of
the device. Other concerns include the potential for Google to insert
advertising (its main source of revenue). However, Google has stated
they have no plans to insert advertising. It was just a few years ago
that the commander of The Star Trek show “Deep Space 9” wore a
set. By Christmas 2013, we may all be wearing them.
The transaction was structured as a 10-year, 2.31% adjustable-rate loan, with a 30-year amortization schedule. The loan has a one-year prepayment lockout, and can either be repaid at a one percent premium or converted to longer-term fixed-rate financing. Proceeds will be used to pay-off an existing higher fixed-rate loan. The transaction was closed 35 days after executing the application.

Investors Spend $11 Million on Two Rite Aid-Occupied Properties in the Inland Empire

Two free-standing, NNN-leased properties occupied by Rite Aid in the Inland Empire traded hands in separate transactions totaling just over $10.8 million. The properties are located in Hemet and San Jacinto.

In the larger deal, a property located at 42021 E. Florida Avenue in Hemet sold for $6.135 million. Built in 2008, the free-standing building still has 16 years remaining on its lease with Rite Aid and is located at the signalized intersection of E. Florida Avenue and N. Meridian Street.

Nicholas Coo and Patrick Luther with Faris Lee Investments represented the seller, Topaz – Florida / Meridian, LLC. The buyer was Pelanra, LLC, a family trust, and was represented by Larry O’Rourke of Larry O’Rourke & Co. The closing cap rate was 8.4 percent. Faris Lee worked to secure a conduit “Securitized Loan” through Archtype with a 4.7 percent fixed rate for 10 years.

Also constructed in 2008, the second property is located at 1180 N. State Street in San Jacinto and sold for $4.7 million. It also has 16 years remaining on its long-term lease.

Faris Lee’s Coo and Luther represented the seller, Lake Development, an OC-based developer. The buyer was a Ventura County-based Family Trust that was represented by Melissa Improta of Sotheby’s International Realty - Ewing & Associates. The closing cap rate was 8.65 percent.

STATER BROS-ANCHORED RETAIL CENTER IN THE INLAND EMPIRE GOES FOR $9.9 MILLION

Hemet West Shopping Center, a 61.3k-square-foot Stater Bros-anchored center in the Inland Empire city of Hemet, was purchased for $9.9 million ($161/sf) by a private investor in a 1031 exchange. All components and pads of the center were included in the sale.

Built in 1975, the property is located at the signalized intersection of Florida Avenue and Sanderson Avenue—California State Routes 74 and 79—and enjoys an excellent window on both streets. Tenants at Hemet West Shopping Center include Coco’s, Del Taco, Steer ‘n Bath and two-bedroom/two-bath units. The one-bedrooms are approximately 663 square feet. The building is beautifully landscaped with new security gate entry and a center courtyard. Each unit is individually metered for gas and electricity with laundry facility on-site. The property also features a pitched roof, tile kitchen floors, new water heaters and air conditioning in select units and one assigned carport for each unit with ample street parking.

Cordova Street Apartments is situated one block from Indian Hill Boulevard, off the 10 Freeway, adjacent to the city of Claremont. The apartments are well-located roughly two miles from the famous Claremont McKenna College, Claremont Village and Pomona College—ranked eighth of private colleges in the United States by Forbes.

Marcus & Millichap’s Edward Pan and Eric Chen repped the buyer and the seller, a limited liability company.

And in San Bernardino, Mountainside Apartments, a 36-unit complex located at 2222 North Mountain Avenue, sold for $1.395 million ($38.8k/unit). The property offers a mix of one-bedroom/one-bath and two-bedroom/two-bath units.

Reza Ghaffari of Marcus & Millichap represented the seller, a limited liability company. The buyer, also a limited liability company, was secured and represented by Ghaffari and M&M colleague Jacob Bailey.

Director of Sales... general managers and other CVB partners,” said GOCVB President and CEO Michael Krouse. “Our search for a director of sales and marketing was a real team effort. We are all very eager to see what his drive, enthusiasm and reputation for success will bring to the Greater Ontario region.”

In Ontario, an investor paid $1.28 million for Cordova Street Apartments, a 14-unit property located at 1840 Cordova Street in Pomona. Cordova Street Apartments is located at 1840 Cordova Street.

The property unit mix consists of eight one-bedroom/one-bath units and six two-bedroom/one-bath units, with select units offering a balcony or patio. The one-bedrooms are approximately 663 square feet, while the two-bedroom units are approximately 875 square feet.

The building is beautifully landscaped with new security gate entry and a center courtyard. Each unit is individually metered for gas and electricity with laundry facility on-site. The property also features a pitched roof, tile kitchen floors, new water heaters and air conditioning in select units and one assigned carport for each unit with ample street parking.

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CalChamber... Francisco) JOB KILLER: Disposable Fast-Food Container Ban - Places an unworkable ban on disposable food services containers or single-use carryout bags, unless they can meet an increasing recycling threshold that will reach 75% on July 1, 2020. Senate Environmental Quality Committee hearing April 17.

INSURANCE

OPPOSE AB 468 (Chesbro; D-North Coast) New Tax to Fund Emergency Response - Repeals targeted fire prevention fee and replaces it with a 4.8% tax on all residential and commercial property insurance policies. Assembly Natural Resources Committee hearing April 15.

TAXATION

SUPPORT AB 468 (Mullin; D-South San Francisco) Increase Manufacturing and R&D Jobs - Encourages employers to maintain and expand their manufacturing operating in California by providing a full state sales-and-use tax exemption for purchases of manufacturing and research and development equipment. Assembly Revenue and Taxation Committee hearing April 22.

SUPPORT SB 376 (Correa; D-Santa Ana) Increase Manufacturing and R&D Jobs - Encourages employers to maintain and expand their manufacturing operating in California by providing a full state sales-and-use tax exemption for purchases of manufacturing and research and development equipment. Senate Governance and Finance Committee hearing April 24.
The Lean In...  
continued from pg. 29

"In business—and life in general—the best long-term strategy isn’t to get ahead and stay ahead of everyone else," says Milazzo. "Instead, it’s to partner with others—to give everyone a piece of the pie and build up the people around you—so that everyone has an incentive to win. When you give other people a bit of advice, a word of encouragement, a few minutes of your time, or even a sought-after opportunity, you’ll usually see valuable returns."

"This is really what’s at the core of ‘leaning back,’” she concludes. “Time is a valuable gift. Mentoring is a valuable gift. Spiritual or emotional support is a valuable gift. If you want more money, encouragement, or love, give it today and you will receive it tomorrow, but not necessarily from the people you give it to. It comes through other manifestations. By giving back, I have received more abundance in every aspect of my life than I ever dreamed possible.”

Dirty Dozen...  
continued from pg. 28

leaves a long legacy. By now, Callaway has established that having a Clients First attitude can benefit you and your small business in numerous ways. He’s also adamant that the opposite attitude can have just as tremendous of an impact...a negative one. Never, ever underestimate the damage that putting your clients last (taking them for granted, not listening to their concerns, patronizing them, putting your own interests first, etc.) can do, and how far it can spread.

"A fellow real estate agent shared this story with us,” Callaway recounts. “When he was growing up in Buffalo, NY, every time his family drove past a local department store his father would never miss the opportunity to say, ‘I don’t go there.’ As our friend grew up and drove by that same store with his teenaged friends, he found himself saying, ‘I don’t go there.’ This agent never knew how the store and drove by that same store with his teenaged friends, he found himself saying, ‘I don’t go there.’ As our friend grew up and drove by that same store with his teenaged friends, he found himself saying, ‘I don’t go there.’ As our friend grew up and drove by that same store with his teenaged friends, he found himself saying, ‘I don’t go there.’ As our friend grew up and drove by that same store with his teenaged friends, he found himself saying, ‘I don’t go there.’ As our friend grew up and drove by that same store with his teenaged friends, he found himself saying, ‘I don’t go there.’ As our friend grew up and drove by that same store with his teenaged friends, he found himself saying, ‘I don’t go there.’ As our friend grew up and drove by that same store with his teenaged friends, he found himself saying, ‘I don’t go there.’ As our friend grew up and drove by that same store with his teenaged friends, he found himself saying, ‘I don’t go there.’ As our friend grew up and drove by that same store with his teenaged friends, he found himself saying, ‘I don’t go there.’ As our friend grew up and drove by that same store with his teenaged friends, he found himself saying, ‘I don’t go there.’

No matter what industry you’re in, and no matter what good or service your small business provides, these twelve tactics will help with the task of bootstrapping your company,” Callaway concludes. “Even if putting clients first—no matter what—seems counterintuitive at first, give this way of doing business—and living life—a chance. If you take care of your customers, they will take care of you.”

To learn more, visit www.clientsfirstbook.com.

Executive Time...  
continued from pg. 39

Joshua Tree National Park: Visit website for park and trail information: www.nps.gov/j-otr/index.htm

Get More Done...  
what happens.  
continued from pg. 11  
Please visit www.BrianPMoran.com for additional information.

Fast-Growing...  
continued from pg. 14

typically have a high school diploma. The Department also notes that some states might require you to graduate from an accredited program, or complete a medical assistant exam, or both.

Career #5: Physical Therapy Assistant

Projected Job Growth 2010-2020: 46 percent*

If you have a tolerant personality, and like the idea of helping injured or sick patients regain their mobility, you might enjoy an in-demand career as a physical therapist assistant.

The U.S. Department of Labor reports that physical therapy assistants treat injured patients using massage and other methods. They also help patients use walkers, stretch, or perform exercises. In addition, these professionals may execute other duties, like setting up the treatment area or providing clerical support, says the Department of Labor Why It’s Taking Over: “There’s an increasingly older population that wants to remain independent and mobile—even when they fall or get injured,” says Merritt. “They’re turning to physical therapy as a way to restore their strength, flexibility, and range of motion, so they can continue to be self-sufficient.”

The Department adds that the large number of aging baby boomers will require physical rehabilitation, as they are more susceptible to heart attacks, strokes, and other debilitating conditions. Education Options: If you want to pursue a career as a physical therapy assistant, most states will require that you have an associate’s degree in physical therapy, according to the Department.

Career #6: Software Developer

Projected Job Growth 2010-2020: 30 percent*

If the idea of combining analytical, technical, and creative skills to design computer software sounds intriguing, you may be hard-wired for a rapidly-growing career as a software developer.

Software designers evaluate a client’s software needs, and then create software solutions, says the U.S. Department of Labor. They also test and maintain computer software as needed. Why It’s Taking Over: “Software development is exploding and the demand from software companies is far exceeding the number of developers available, including trainable students,” says Merritt.

The Department of Labor notes that the skyrocketing demand is due in part to an increase in products that use software. The prevalence of smartphones, increasing use of electronic health records, and additional need for cyber security, notes the Department, have also contributed to the boom in this career.

Education Options: According to the Department, you’ll need to have a bachelor’s degree in computer science, software engineering, or a related subject to pursue this career, which is typical for software developers.


Executive Notes...  
contracting experience into a firm that now has 225 employees and posts an annual revenue of about $100 million. She has been recognized by Ernst & Young as Inland Empire’s Entrepreneur of the Year, the U.S. Small Business Administration’s Minority Small Business Person of the Year and the Western Region Entrepreneur of the Year. She has long mentored other women, speaking often about careers in construction and hosting a Ladies Lunch involving women in her company, women community leaders and businesswomen.
**Airport: Notice...**

As to Aviation & Defense (ADI), which operation is owned by a foreign corporation (Mexico), it and could not pass a state-side credit check. While its VP (Mike Scanlon) holds ADI out as having 138 certified employees, this is also false information. ADI’s workforce is made up with contract A&P’s from an outside labor supplier.

ADI’s “employees” come and go at the whim of whether there are aircrafts to work on. At this moment ADI has only one tenuous contract with Virgin Air for some light B check work. The aircraft arrives on Thursdays, and leaves on Sunday evenings.

Additionally, ADI maintains it is “Depot Level C-130 repair station.” This is so foolish as to beg a response. ADI has neither the staff, special supplies, or training to work on C-130’s.

Additionally ADI has just fired or terminated somewhere in the neighborhood of 23 “employees” and is in no position to occupy and staff two of the most valuable hangars on the airport. Because of Wilson’s rush to show some revenue post Spencer, ADI is being allowed to monopolize the first class facility at minimal costs.

The airport should have protected its valuable position with a subletting article. The way these agreements are drafted the inmates are running the asylum, still with no contractual safety or fire inspections or standard agreements for valuable airport property, with any technical experience for proper lease agreements missing.

**Summary and Remedy:** In summary and with regard to lease agreements, the documents are legally standard and not within the guidelines set forth in the FAA sponsored guide titled, “ACRP Report 47, Guidebook for Developing and Leasing Airport Property, Chap 2.” Both agreements must be nullified and revoked, then reviewed for corrections.

To all the parties to the questioned lease agreements, it must be pointed out none of the properties were properly advertised as available for use which would assure the top revenue would be forthcoming as is the standard for airport resources. No sublease reference material, safety requirements, or credit checks.

After checking with the local and state fire agencies, and Cal/OHSA, the city Fire Department could not provide evidence of an annual inspection, nor could the county Fire Marshal find a record if its three year inspection report. Cal/OHSA is still checking its records, which acts to void the agreements.

Frankly, Mr. Wilson has not only failed in his responsibilities by breach of contract, but has failed to provide the talent and leadership called for in the hiring contract. The leasing procedures must be reviewed, corrected, and handled by an airport manager with greater abilities in place of the present mismanagement.

**Marcus & Milli...**

With more than 1,000 investment professionals in offices nationwide, Marcus & Millichap Real Estate Investment Services is the largest firm specializing in commercial real estate investment services in the nation. Marcus & Millichap closed 6,149 transactions in 2012, the highest of any commercial real estate brokerage firm. Founded in 1971, the firm has perfected a powerful system for marketing properties that combines product specialization, local market expertise, the industry’s most comprehensive research, state-of-the-art technology and relationships with the largest pool of qualified investors nationally. Visit www.marcusmillichap.com for more information.

**CalState Radio...**

(AAF), which represents the advertising industry in the region, and was the master of ceremony at the recent ADDY awards for excellence in advertising throughout the Inland Empire.

**Employment...**

the near future. Further, the data does not provide support for any change in monetary policy by the Federal Reserve, which has been doing everything it can to foster economic growth. I would characterize the data as consistent with the relatively slow speed economic recovery we have experienced over the last few years.

In their Market Commentary, Thrivent Asset Management leaders discuss the financial markets, the economy and their respective effects on investors. Writers’ opinions are their own and do not necessarily reflect that of Thrivent Financial for Lutherans or its members. From time to time, to illustrate a point, they may make reference to asset classes or portfolios they oversee at a macro-economic level.

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**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 Curtus at 3333 Concours St., Building 8, Suite 8100, Ontario, CA 91872, phone: 909-945-4996, website: www.thrivent.com/plg/inlandempire.

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CA Insurance ID #0D96603.

**About Thrivent Financial for Lutherans**

Thrivent Financial for Lutherans is a faith-based, Fortune 500 financial services membership organization helping its nearly 2.5 million members to be wise with money and to live generous lives.

Thrivent Financial and its affiliates offer a broad range of financial products and services. As a not-for-profit organization, Thrivent Financial joins with its members to create and support national outreach programs and activities that help congregations, schools, charitable organizations and individuals in need. For more information visit Thrivent.com. Also, you can find us on Facebook and Twitter.
Joshua Tree and 29 Palms
By Christine Rolfe

Somehow it only felt fitting to be listening to The Doors CD as we wended our way to the Westend Cottage, our room at the 29 Palms Inn. Located at the far end of the property, our cottage was a throwback to another era. The inn was originally built in the early or mid-1920’s and named The Gold Park Hotel. But my memory only goes back to the early 70’s, so “L.A. Woman” it was. And the inn did have a rather commune feel to it, but in a good way… I promise.

My good friend Liz had actually stayed at the 29 Palms Inn twice, and she flew in from Chicago. She certainly sparked my curiosity as she praised the 29 Palms Inn for its whimsical appeal, great food and close proximity to Joshua Tree. Being that it is located right in San Bernardino County, I was a bit ashamed that I had not experienced Joshua Tree myself. So before the heat of summer kicked in, my friend Pam and I decided to take a little weekend vacation.

As mentioned, the inn was originally The Gold Park Hotel and was located on the east side of the Oasis of Mara. However, with the help of some beams and a one-ton Chevy pickup, the first few hotel rooms were slid from the east to the west side of the Oasis and the 29 Palms Inn was officially established (or re-established) in 1928. While there have been upgrades to the rooms since (hot showers for instance) and newer rooms built, the inn maintains the heritage feel with its 20+ adobe bungalows, cabins and charming cottages. The focus of the 29 Palms Inn is on the slow pace of the desert and the community of people. This is extended to its support of local arts with an art gallery right next to our cottage and paintings from local artists featured for sale on the walls of the restaurant. Minimizing distractions of the outside world, the room did not come with a telephone, radio or clock. It did have a very small television, but we never even turned it on. We did, however, manage to play a quick tune on the piano and spark the fireplace, if only for a few minutes. We were, after all, quite busy exploring.

The restaurant at 29 Palms Inn was quite impressive, serving both the folks staying at the inn as well as locals looking for good eats. Fresh fish, grilled steaks, prime rib, pork and vegetable menu options provided a broad and surprisingly upscale choice. The inn also has their own garden and looks to incorporate their fresh vegetables into their dishes. I was told the string beans were fresh that night.

And while 29 Palms Inn provides character and charm, its big draw to visitors is the fact that it is just a few short minutes from the Joshua Tree National Park north entrance. Arriving around 11:00 am on a Saturday, we hit the trails exploring Fortynine Palms Oasis, a three mile hike to a small pool of water and trees, the Oasis. The trail is marked “moderately strenuous,” but is quite easy as long as you have some fitness ability and are not hiking on a heated day. Next we drove to the trail head of Lost Horse Mine and hiked to the site of the mine, continuing to finish running the loop for 6.2 miles. On Sunday, we hiked Ryan Mountain up to 5,461 feet with excellent views of Lost Horse, Queen, and Pleasant Valleys. Although a little more strenuous, it was only three miles round trip and provided a view well worth the effort. As our final treat, we scrambled the rocks around Jumbo Rocks Campground, including Skull Rock. If interested in camping, this site would provide a rock wonderland for adults and kids. I thrilled at hearing the excitement of a younger boy climbing the rocks with a huge smile and continued exclamation of “WOW!” Watching the boy’s excitement was contagious and encouraged me to scale even higher up the rocks. I am determined to bring my own boys out to the area and hope to share the thrill of climbing, exploring and simply being in nature. Hope to see you out there soon!

Find the Inn just north
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