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

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

That indictment superseded a

**Prosecutors Call Motions to Dismiss Colonies Case Disingenuous and Frivolous**

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That indictment superseded a

**Rialto Airport Closure to Make Way for New Mixed Use Community**

*By Neil Nisperos, Inland Valley Daily Bulletin*

Redevelopment of Rialto Airport land, which began a decade ago and slowed down considerably

**INLAND EMPIRE TAXABLE SALES HIT RECORD HIGH**

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

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

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

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

Based on my conversations with many of you, I would say it’s not an inaccurate gauge of the mood out there. There is ample reason for this perception. Despite the many challenges facing our state, the Legislature and Governor are stuck in a pattern of shortsightedness. Watching this cycle has been one of the most frustrating parts of my time in Sacramento.

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

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

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

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

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

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

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1900-ACRE SOCAL RESORT SITE LOOKING FOR A GOOD DEVELOPER
A rare SoCal development opportunity has come on the market. The property is the Arrowhead Springs resort site. It consists of roughly 1,900 acres of land, including the historic Arrowhead Springs Hotel, which was recently annexed into the City of San Bernardino. Currently there is 240k square feet of existing buildings including the historic hotel, spa resort, village dormitories, 11 bungalows (each named after a famous celebrity), chapel, pool and maintenance buildings.

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

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

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

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

388K-SQUARE-FOOT TROPHY RETAIL CENTER IN CHINO HILLS PUT ON THE MARKET
The Shoppes at Chino Hills, a 388k-square-foot, trophy lifestyle center located in Chino Hills, has been put on the market. An asking price was not given out.

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

The Shoppes at Chino Hills was originally developed at a cost of $135 million by Opus West in 2008.
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Which Financial Paperwork to Keep and Which to Toss?

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

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

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

- Toss paid bills at your discretion (some people get a kick out of comparing old heating bills with their current one). But keep receipts for big purchases (computers, furniture, jewelry and whatnot) indefinitely for warranty and insurance purposes.
- If you make charitable donations via credit card, keep those statements to support the income tax deduction. Electronic statement delivery makes it easy to save them.
- Keep paycheck stubs until you receive your annual W-2.
- Purge bank statements every few years if you actually get paper copies from your bank. Most banks offer them online and you can find them there if you need them.
- Pitch monthly/quarterly investment and retirement plan statements annually, but keep year-end statements and other records as long as you own the securities. Better yet, sign up for electronic statements if they are offered.
- With insurance policies that you renew each year, such as home, apartment and automobile, keep the most current contracts and dispose of older ones.
- Keep non-deductible IRA records to prove you already paid income taxes on the contributions.
- Save tax returns indefinitely and supporting documents for six years. The IRS has three years to audit you and six to challenge under-reported income. But if the Social Security Administration says you didn’t work 15 years ago, pulling out your tax returns is one way to prove you did.

Take Action Tip for Today

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

More Resources

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

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

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

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

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

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

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

**Listed Alphabetically continued on page 14**

<table>
<thead>
<tr>
<th>Company Name</th>
<th>Address City/State</th>
<th>Billings ($ Millions) 2013</th>
<th>Regional Breakdown % or $ ( Millions) L.A./O.C./A.E.</th>
<th>Ye. Founded</th>
<th>Headquarters No. Employees</th>
<th>Specialties</th>
<th>Clientside</th>
<th>Top Local Exec. Title Phone/Fax</th>
<th>E-Mail Address</th>
</tr>
</thead>
<tbody>
<tr>
<td>Aerial Information Systems</td>
<td>112 First St. Redlands, CA 92373</td>
<td>$1.4</td>
<td></td>
<td></td>
<td>1975</td>
<td>30</td>
<td>Geographic Information, Data Base Creation, Automation, ANALYSIS</td>
<td>Government, Cities, Utility, Companies, Private, Consulting Firms</td>
<td>Toddie Harmon</td>
</tr>
<tr>
<td>TRC</td>
<td>21-A Technology Dr. Irvine, CA 92618</td>
<td>WND</td>
<td>25%</td>
<td></td>
<td>1981</td>
<td>Irvine 85</td>
<td>Environmental Consulting Remediation Contracting Environmental Construction</td>
<td>Major Oil Companies, Aeronautics, Municipalities Local Govt. Agencies</td>
<td>Chris Vince</td>
</tr>
<tr>
<td>Group Delta Consultants</td>
<td>4201 Santa Ana St. Ontario, CA 91761</td>
<td>$8.3</td>
<td>25%</td>
<td></td>
<td>1954</td>
<td>Anaheim 100</td>
<td>Due Diligence, Asbestos &amp; Lead Surveys, Environmental Construction, Site Investigation, Homeowner's Assessments City &amp; County Agencies</td>
<td>Retail Chains, Commercial &amp; Industrial Developers, Fiber Optic &amp; Cell Phone Providers</td>
<td>John Thune</td>
</tr>
<tr>
<td>Applied Planning, Inc.</td>
<td>3817 Pine Ave., Ste. A Chino Hills, CA 91709</td>
<td>$1.2</td>
<td>0%</td>
<td></td>
<td>1997</td>
<td>Ontario 7</td>
<td>Environmental Documentation, Cultural &amp; Biological Developers Resource Management</td>
<td>Public Agencies, Principal</td>
<td>Ross Geller</td>
</tr>
<tr>
<td>ATC Associates Inc.</td>
<td>25 Cupana Cn. Monterey Park, CA 91755</td>
<td>WND</td>
<td>WND</td>
<td></td>
<td></td>
<td></td>
<td>Industrial Hygiene, Asbestos/Lead/Hazardous Materials/Management, Indoor Air Quality Investigations, Site Investigation, Phase I Environmental Assessments</td>
<td>Public &amp; Private Sector So. Cali. Director of Business Development (323) 517-6655/517-6781 <a href="mailto:davidmasuda@atcassociates.com">davidmasuda@atcassociates.com</a></td>
<td></td>
</tr>
<tr>
<td>Brickley Environmental, Inc.</td>
<td>957 W. Reece St. Redlands, CA 92374</td>
<td>$9.7</td>
<td>10%</td>
<td></td>
<td>1960</td>
<td>San Bernardino 65</td>
<td>Hazardous Waste, Asbestos, Mold &amp; Leakt Abatement Specialization, Environmental Remediation</td>
<td>School Districts, Colleges, Hospitals, Municipalities, Contractors, Private Parties</td>
<td>Tom Brickley</td>
</tr>
<tr>
<td>Tetra Tech</td>
<td>1360 Valley Vista Dr. Diamond Bar, CA 91765</td>
<td>WND</td>
<td>10%</td>
<td></td>
<td>1984</td>
<td>Diamond Bar 145</td>
<td>Solid Waste Sampling &amp; Analysis, Hazardous Waste Site Investigation &amp; Remediation</td>
<td>Public Agencies, Industrial Firms, Developers</td>
<td>Bryan A. Stiret</td>
</tr>
<tr>
<td>C.H.L. Incorporated</td>
<td>1355 E. Cooley Dr. Colton, CA 92324</td>
<td>$8.66</td>
<td>10%</td>
<td></td>
<td>1964</td>
<td>Colton 76</td>
<td>Environmental Phase I &amp; II Assessments, Geotechnical Engineering, Geology, Construction Inspection and Testing</td>
<td>School Districts, Colleges, Hospitals, Municipalities, Contractors, Private Parties</td>
<td>Robert Johnson</td>
</tr>
<tr>
<td>Converters Consultants</td>
<td>10191 Corporate Dr. Redlands, CA 92374</td>
<td>$25</td>
<td>50%</td>
<td></td>
<td>1926</td>
<td>Passadena 324 (San Diego)</td>
<td>Environmental Geotechnical Engineering, Site Investigation, Remediation, Asbestos, Air Quality, Geospatial &amp; Hydrogeological Studies, Soils &amp; Materials Testing</td>
<td>Commercial/Industrial/Residential Financial Institutions Local State and Federal Agencies</td>
<td>Hadiro Qanni</td>
</tr>
<tr>
<td>Earth Systems Southwest</td>
<td>70811 County Club Dr. Indio, CA 92203</td>
<td>$7.6</td>
<td>5%</td>
<td></td>
<td>1969</td>
<td>Indio 54</td>
<td>EIA's, Phase I, PEAs, Hydrogeology, Geotechnical Engineering, Materials Testing, Construction Monitoring</td>
<td>Engineers, Developers, Contractors, Local State and Federal Agencies</td>
<td>Scott Storms</td>
</tr>
<tr>
<td>AECOM</td>
<td>1461 E. Cooley Dr. Ste. 100 Colton, CA 92324</td>
<td>$1.3</td>
<td>16M</td>
<td></td>
<td>1970</td>
<td>Long Beach 7,000</td>
<td>Environmental Studies/Remediation Hazards Waste Management, Ordinance Services, Water/Wastewater Transportation, Construction Management</td>
<td>Department of Defense Utilities, Commercial Industries Municipalities</td>
<td>na</td>
</tr>
<tr>
<td>Gabriel Environmental Services</td>
<td>P.O. Box 1861 Redlands, CA 92374</td>
<td>$1.5</td>
<td>30%</td>
<td></td>
<td>1991</td>
<td>Redlands 10</td>
<td>Environmental Consulting, Asbestos Mold, Phase I’s, Phase II’s</td>
<td>Property Management Companies, Banks, Developers</td>
<td>Hani Gabriel</td>
</tr>
<tr>
<td>Jorgensen Environmental</td>
<td>1250 N. Main St., Ste. 212 Rancho Cucamonga, CA 91730</td>
<td>$9</td>
<td>10%</td>
<td></td>
<td>1998</td>
<td>Rancho Cucamonga 35</td>
<td>Regulatory Compliance, New Facilities, Site Assessment, Permitting, Power Plants, Indoor Air Quality</td>
<td>Industry, Legal, Permits, Environmental &amp; Legal Law Firms</td>
<td>Darren Jorgensen</td>
</tr>
<tr>
<td>Kleinfield, Inc.</td>
<td>1220 Research Dr., Ste. B Redlands, CA 92374</td>
<td>WND</td>
<td>WND</td>
<td></td>
<td>1961</td>
<td>San Diego 1,650</td>
<td>Geotechnical &amp; Environmental Engineering Professional Services</td>
<td>Public Agencies, Developers, School, Government</td>
<td>Joseph Aldern</td>
</tr>
<tr>
<td>Leslie Irish</td>
<td>700 E. Redlands Blvd., Ste. U Redlands, CA 92371</td>
<td>$1.2</td>
<td>0%</td>
<td></td>
<td></td>
<td></td>
<td>Archaeology, Biology, Paleontology</td>
<td>Utilities, Developers, Tribal Government</td>
<td>Leslie N. Irish</td>
</tr>
</tbody>
</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 1979, Rancho Cucamonga, CA 91729-0179. Copyright 2014 by JEBJ)*
**EXECUTIVE NOTES**

**CONSTRUCTION BEGINS AT PALM SPRINGS HEALTH & MEDICAL INNOVATION CENTER**

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

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

**COACHELLA VALLEY EYES TURN TO TESLA**

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

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

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

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**Real Estate...**

continued from pg. 3

Located at 13800-13920 Village Center Drive in Chino Hills, the property is part of a larger master-planned project that includes the Chino Hills Civic Center, Chino Hills City Hall, Chino Hills Police Station and the public library.

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

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

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

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

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

The site, located east of the 215 Freeway at Redlands Boulevard, offers high visibility from the 60 Freeway. The new distribution center will service approximately 200 stores in the Southern California area. Currently, ALDI operates nearly 1,300 stores in 32 states, primarily from Kansas to the East Coast.

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

**JOHNSON CAPITAL ARRANGES $8.6 MILLION ON CLAREMONT OFFICE ASSET**

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

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

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

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

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

**Veteran Health...**

continued from pg. 1

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

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

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

continued on page 20
Duff & Phelps, 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.

Five Most Active Stocks

<table>
<thead>
<tr>
<th>Ticker</th>
<th>Open Price</th>
<th>Close Price</th>
<th>% Chg. Month</th>
<th>52 Week High</th>
<th>52 Week Low</th>
<th>Current P/E Ratio</th>
<th>Exchange</th>
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<tbody>
<tr>
<td>American States Water Company</td>
<td>31.12</td>
<td>32.29</td>
<td>(3.6)</td>
<td>33.09</td>
<td>25.07</td>
<td>19.3</td>
<td>NYSE</td>
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<tr>
<td>CVB Financial Corp.</td>
<td>14.73</td>
<td>15.90</td>
<td>(7.4)</td>
<td>17.48</td>
<td>10.29</td>
<td>16.2</td>
<td>NASDAQGS</td>
</tr>
<tr>
<td>Monster Beverage Corporation</td>
<td>67.23</td>
<td>69.45</td>
<td>(3.2)</td>
<td>75.63</td>
<td>50.75</td>
<td>34.5</td>
<td>NASDAQGS</td>
</tr>
<tr>
<td>Simplicity Bancorp, Inc.</td>
<td>17.15</td>
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<td>(2.6)</td>
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<td>14.02</td>
<td>21.5</td>
<td>NASDAQGS</td>
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<tr>
<td>Provident Financial Holdings, Inc.</td>
<td>14.40</td>
<td>15.42</td>
<td>(6.6)</td>
<td>18.62</td>
<td>14.12</td>
<td>11.5</td>
<td>NASDAQGS</td>
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D&P/IEBJ Total Volume Month 30,739,760

Five Most Active Stocks

<table>
<thead>
<tr>
<th>Ticker</th>
<th>Open Price</th>
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<td>11.5</td>
<td>NASDAQGS</td>
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D&P/IEBJ Total Volume Month 30,739,760

Monthly Summary

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<tr>
<th>4/21/14</th>
<th>Advances</th>
<th>Declines</th>
<th>Unchanged</th>
<th>New Highs</th>
<th>New Lows</th>
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<td></td>
<td>0</td>
<td>5</td>
<td>0</td>
<td>0</td>
<td>0</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

Founders of Cardenas Markets to Receive Honorary Doctorate

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

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

The Cardenas’ story is a classic example of the American dream. They opened their first store in Ontario in 1981. From there, Cardenas Markets has evolved into one of the most successful privately owned Hispanic companies in the Inland Empire, with 30 stores in Southern California and Nevada and more than 3,000 employees.

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

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

It is a great day for the Cardenas family and CSUSB.
JOBS OF THE FUTURE REVEALED FOR SAN BERNARDINO AND RIVERSIDE COUNTIES

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

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

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

Key findings of the report are as follows:

- Three broad sectors primed to create the bulk of jobs over the next three years are healthcare, transportation and warehousing, and construction.
- In the longer term, the Inland Empire has four industry clusters that are likely to expand employment in excess of 3% per year over the next decade. These industries—utilities, professional services, healthcare, and construction—represent about one-fifth of the total employment in the region and are likely to expand faster than the overall pace of job growth in California.
- Over the next 10 years, job growth in the Inland Empire is expected to be reasonably balanced with greater than 2% annual expansions across job cohorts, regardless of educational requirements.
- About 60% of occupations with the highest projected gaps over the next 10 years will require postsecondary education. About one quarter of these occupations are likely to require a STEM-related (Science, Technology, Engineering, and Math) degree or specific training in a healthcare field.
- In the case of gaps related to positions that require only short-term on-the-job training, it is likely that the Inland Empire economy will not suffer from widespread skill-shortages, but there is a need to facilitate the transition of workers from declining industries—such as low-value-added food service—into higher-level service sector jobs that are likely to be growing rapidly over the next decade—such as home health aides, HVAC technicians, and market research analysts.
- The region may need to ‘import’ graduates in trades such as business and finance, education, architecture and engineering. This may be an opportunity to encourage residents who have moved out of the area for education back here for employment.
- The Inland Empire’s population will grow much faster than the state and nation over the next decade—indeed, in the last 10 years it grew at 2.2% compared to 1% statewide and nationally. This will help the region’s long-term economic prospects.
- Housing prices are on the rise. Foreclosures could represent less than 5% of all sales by the end of 2014 in both San Bernardino and Riverside Counties.
- Perhaps most importantly, housing prices have bottomed out and are slowly, but steadily, moving upwards.
- Building permits, a leading indicator of economic activity, should maintain at double-digit expansion over the next two years and are projected to beat the statewide norm.

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

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

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

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

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

With regard to Larson’s charge that the prosecution had engaged in prosecutorial misconduct, the prosecution countered “This court should not
### Employment Services/Agencies

#### Ranked by Number of Offices in the Inland Empire

<table>
<thead>
<tr>
<th>Company Name</th>
<th>Address</th>
<th>Offices LE</th>
<th>Employees LE</th>
<th># of Searches/Year</th>
<th>Avg. Candidate Salary Range</th>
<th>Services</th>
<th>Top Local Executive</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. AppleOne Employment Svs.</td>
<td>20680 Ynez Rd., Ste. B, Temecula, CA 92591</td>
<td>14</td>
<td>69</td>
<td>N/A</td>
<td>WND</td>
<td>Contingent, Full-Time</td>
<td>Lisa Dana</td>
</tr>
<tr>
<td>2. Labor Ready</td>
<td>4439 Mission Blvd., Ste. G, Montclair, CA 91733</td>
<td>9</td>
<td>50</td>
<td>N/A</td>
<td>WND</td>
<td>Varies</td>
<td>David Williams</td>
</tr>
<tr>
<td>3. Kinco Staffing, Inc.</td>
<td>4295 E. Jurupa St., Ste. 107, Ontario, CA 91761</td>
<td>8</td>
<td>26</td>
<td>20,685</td>
<td>WND</td>
<td>Varies by Skill</td>
<td>Rachel McGavrey</td>
</tr>
<tr>
<td>4. Staffmark</td>
<td>3847 S. Pierce St., Ste. H, Riverside, CA 92506</td>
<td>8</td>
<td>30</td>
<td>2 Million</td>
<td>WND</td>
<td>Varies by Skill</td>
<td>Melissa Kaufman</td>
</tr>
<tr>
<td>5. Adecco Employment Services</td>
<td>5843 Philadelphia St., Ste. B, Chino, CA 91710</td>
<td>5</td>
<td>1,400</td>
<td>14 Counties</td>
<td>WND</td>
<td>Varies by Skill</td>
<td>Evelyn Wilcox</td>
</tr>
<tr>
<td>6. Manpower Inc. of San Bernardino</td>
<td>P.O. Box 791, San Bernardino, CA 92402</td>
<td>5</td>
<td>4400</td>
<td>150</td>
<td>WND</td>
<td>Varies by Skill</td>
<td>Maggie Munoz</td>
</tr>
<tr>
<td>7. Select Personnel Service</td>
<td>2171 S. Grove Ave., Ste. G, Ontario, CA 91761</td>
<td>7</td>
<td>50</td>
<td>N/A</td>
<td>WND</td>
<td>Varies by Skill</td>
<td>Howard Tarlow</td>
</tr>
<tr>
<td>10. Advantage Staffing</td>
<td>130 S. Mountain Ave., Ste. K &amp; L, Upland, CA 91786</td>
<td>2</td>
<td>188</td>
<td>7</td>
<td>San Bernardino River Corps For Service</td>
<td>Varies by Skill</td>
<td>Paula Ishaeta</td>
</tr>
<tr>
<td>11. Exact Staff, Inc.</td>
<td>10355 Foothill Blvd., Ste. 264, Rancho Cucamonga, CA 91730</td>
<td>2</td>
<td>13</td>
<td>1,000+</td>
<td>WND</td>
<td>Varies by Skill</td>
<td>Carrie Ray</td>
</tr>
<tr>
<td>12. Ajilon Professional Staffing</td>
<td>1600 Concours Dr., Ste. 216, Ontario, CA 91764</td>
<td>1</td>
<td>150</td>
<td>10</td>
<td>All</td>
<td>WND</td>
<td>Ronnie Ross</td>
</tr>
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</table>

### Staff Leasing Companies Serving the I.E.

#### Ranked by Number of Offices in the Inland Empire

<table>
<thead>
<tr>
<th>Company Name</th>
<th>Address</th>
<th>Number of Offices</th>
<th>2011 Revenue, LE</th>
<th>Year Established, LE</th>
<th>Specialties</th>
<th>Top Local Executive</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Select Personnel Services</td>
<td>13571 Bonners Rd., Victorse, CA 92392</td>
<td>8</td>
<td>WND</td>
<td>1965</td>
<td>Santa Barbara</td>
<td>Steve Sorenson</td>
</tr>
</tbody>
</table>

N/A = Not applicable/Not Disclosed; 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 791, Rancho Cucamonga, CA 91729-0791. Copyright 2014 by IEBJ.*
Is Employee Cynicism Killing Your Culture? Strategic Ways to Re-Configure It Around Trust

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

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

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

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

Most of us can agree that cynicism is ugly. It trivializes the gravity of bad behavior and normalizes superior attitudes toward customers and, often, coworkers. But Karlgaard insists that widespread cynicism is also a red flag that something is seriously awry in your company. And that “something” centers on trust.

“Cynicism is the defense mechanism of people who feel unsafe and powerless,” he explains. “It’s an expression of the uncertainty that comes from working in an environment where ethics are lax, employees don’t feel valued, and information is withheld. When it thrives in an organization, it signals a lack of employee trust—a problem that’s gotten significantly worse over the last generation.”

The example of Northwestern Mutual makes it clear: Building trust is not just a nice thing to do. It’s a strategic thing to do. “Trust underlies effective working relationships,” says Karlgaard. “It improves group effectiveness and performance. It underpins organizational credibility and resilience. All of these factors contribute to creating a sustainable competitive advantage, because trust attracts talent, strengthens partners, and retains customers.”

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

Know that trust has two dimensions: external and internal. First, there’s the external trust between an organization and its customers: Will a company stand behind its products? If something goes wrong, will they do the right thing? The second dimension is the internal trust between employees, managers, and top-level management. Do leaders keep their promises? Can employees speak up without censure? Do people have each other’s backs (or stab them in it)? Generally, what’s true externally is also true internally. “When employees can trust leaders and each other, customers can trust employees,” says Karlgaard. “And vice versa, of course. Cynicism cannot be eradicated if trust doesn’t extend in all directions. But know that you need to start internally, with the employees on whose commitment and engagement your success depends. If they don’t feel that they can trust your company with their careers, you’re in trouble.”

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

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

Then, get the “rules” in writing. Put the results of your trust summit in writing and ask all employees to sign this document. It should spell out actions like, “I will not badmouth customers,” or, “If I have something to say to an employee, I’ll say it to their face.” Some companies have even gone so far as to prohibit blind cc’ing in order to promote a culture of trust.

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

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

“It doesn’t matter how intelligent, charming, or technically capable leaders are if they don’t uphold the agreed-upon values,” says Karlgaard. “The continued on page 17
Client Relationship RX: Seven Tough Clients and How to Win Them Over

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

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

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

“Early in my consulting career, I had a client who became downright abusive,” says Sobel, coauthor along with Jerold Panas of “Power Relationships: 26 Irrefutable Laws for Building Extraordinary Relationships” and the accompanying workbook, Power Relationships “Personal Planning Guide.” “When we first met, he was relaxed, confident, professional, and even charming. But underneath that veneer he was a mean-spirited tyrant. As time passed, he became ever-more demanding and even vicious.

“One day, I walked into his office with a three-page memo I had written to summarize our conclusions,” he recounts. “He noticed a typo on the second page and began angrily yelling at me. ‘This is shoddy, unprofessional work,’ he shouted across the table, his eyes bulging and face turning red. ‘How could you show this to me? This is totally unacceptable!’ His rant continued for a full minute. I had no idea how to handle it.”

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

“Sure, there may be the occasional need to fire a client, but for the most part, you can salvage the relationship,” he says. “It’s just a matter of mastering some basic relationship rules and putting them into practice.”

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

Here, he describes seven types of tough clients you need to be aware of and the strategies for dealing with them.
### Environmental Companies Serving the Inland Empire

**Listed Alphabetically**

<table>
<thead>
<tr>
<th>Company Name</th>
<th>Address</th>
<th>Billings ($ Millions) 2013</th>
<th>Regional Breakdown % or $ (Millions) L.A./O.C./E.</th>
<th>Ye. Founded Headquarters No. Employees</th>
<th>Specialties</th>
<th>Clients</th>
<th>Top Local Exec., Title</th>
<th>Phone/Fax E-Mail Address</th>
</tr>
</thead>
<tbody>
<tr>
<td>TRC</td>
<td>21 Technology Dr, Irvine, CA</td>
<td>$368</td>
<td>WND</td>
<td>1969</td>
<td>Environmental Assessment/Remediation, Biological &amp; Cultural Resources, CEQA/NEPA, Protocoled Species</td>
<td>City, County &amp; State Agencies, Private Sector, Land Owners, and Developers</td>
<td>Leonard Squires, P.E., Business Director (949) 727-6759</td>
<td><a href="mailto:trc@eipassociates.com">trc@eipassociates.com</a></td>
</tr>
<tr>
<td>RES Environmental Inc.</td>
<td>500 Via Lata, Colton, CA 92324</td>
<td>$146</td>
<td>WND</td>
<td>1986</td>
<td>Environmental Assessments &amp; Remediation, Solid Waste Management, Stormwater Management</td>
<td>Developers, Government Agencies, Redevelopment Agencies, Banks, Attorneys, Land Owners, Gas Stations, Car Dealerships</td>
<td>Rick Roberts, President (909) 422-1001/1002</td>
<td><a href="mailto:rickroberts@resenviron.com">rickroberts@resenviron.com</a></td>
</tr>
<tr>
<td>SCS Engineers</td>
<td>13300 Fourth St. Ste. 200, Rancho Cucamonga, CA 91730</td>
<td>$146</td>
<td>WND</td>
<td>1986</td>
<td>Environmental Assessments &amp; Remediation, Solid Waste Management, Stormwater Management</td>
<td>Developers, Government Agencies, Redevelopment Agencies, Banks, Attorneys, Land Owners, Gas Stations, Car Dealerships</td>
<td>Robert Johnson, Senior Project Manager (909) 373-2506</td>
<td><a href="mailto:rjohnson@scsenvironmental.com">rjohnson@scsenvironmental.com</a></td>
</tr>
<tr>
<td>PCR Services Corp.</td>
<td>233 Wilshire Blvd., Ste. 103, Santa Monica, CA 90401</td>
<td>$945</td>
<td>WND</td>
<td>1974</td>
<td>CEQA/NEPA Documentation, Consultants, Air Quality, Environmental Acoustics, Biological, Cultural Resources Management, Renewable Energy, Real Estate, Health Care, Manufacturers</td>
<td>Educational Entertainment, Museums, Landfills, Superfund Sites, Roads, Waterworks</td>
<td>Gregory J. Broughton, President (310) 454-2329</td>
<td><a href="mailto:gbroughton@pcrnet.com">gbroughton@pcrnet.com</a></td>
</tr>
<tr>
<td>Atkins</td>
<td>12301 Wilshire Blvd., Ste. 430, Los Angeles, CA 90025</td>
<td>$126.6</td>
<td>WND</td>
<td>1968</td>
<td>Environmental Documentation, Planning, Resources Management</td>
<td>Local Governments, Law Firms, Private Industry</td>
<td>Terri Vitar, Regional Manager (310) 866-328/818-715</td>
<td><a href="mailto:tvitar@cheapets.com">tvitar@cheapets.com</a></td>
</tr>
<tr>
<td>Ultrasystem Environmental</td>
<td>350 Pacifica, Ste. 250, Irvine, CA 92618-7443</td>
<td>$3.2</td>
<td>WND</td>
<td>1994</td>
<td>CEQA/NEPA, Technical Assessments (Biological, Air Quality)</td>
<td>Public Agencies, Private Co.</td>
<td>Betsy A. Lindsay, President (949) 784-4000/786-4001</td>
<td><a href="mailto:blindsay@ultrasystem.com">blindsay@ultrasystem.com</a></td>
</tr>
<tr>
<td>URS Corporation</td>
<td>3500 Porsche Way, Ontario, CA 91764</td>
<td>$150</td>
<td>WND</td>
<td>1905</td>
<td>Environmental Sys., Multi Disciplinary Eng Construction Mgmt, Waste &amp; Water Water Eng., Solid Waste Mgmt, Litigation Support, Transportation</td>
<td>Federal Government, City/County &amp; State Agencies, Private Sector</td>
<td>Brian E. Wyman, VP/Office Manager (951) 900-3000/115-999</td>
<td><a href="mailto:wyman@urscorp.com">wyman@urscorp.com</a></td>
</tr>
<tr>
<td>Waste Management - Inland Empire</td>
<td>800 S. Temescal St, Corona, CA 92879-2056</td>
<td>$65</td>
<td>WND</td>
<td>1955</td>
<td>Solid Waste Collection</td>
<td>Municipal</td>
<td>J. Alex Braicovich, District Manager (951) 280-8400/280-546</td>
<td><a href="mailto:alexbraicovich@coram.com">alexbraicovich@coram.com</a></td>
</tr>
</tbody>
</table>

**Environmental Companies Serving the Inland Empire – continued from page 6**

**Address 2013 % or $ (Millions) Headquarters Title**

<table>
<thead>
<tr>
<th>City/State</th>
<th>Billings ($ Millions) 2013</th>
<th>Regional Breakdown % or $ (Millions) L.A./O.C./E.</th>
<th>Ye. Founded Headquarters No. Employees</th>
<th>Specialties</th>
<th>Clients</th>
<th>Top Local Exec., Title</th>
<th>Phone/Fax E-Mail Address</th>
</tr>
</thead>
<tbody>
<tr>
<td>Irvine, CA</td>
<td>$3</td>
<td>15,000,000.00</td>
<td>1996</td>
<td>Environmental Engineering &amp; Construction Services, Remediation Technologies</td>
<td>Private Developers, Public, Oil Mfg, Industries</td>
<td>Tom Benson (949) 250-1421/250-1114</td>
<td><a href="mailto:tbenson@leightongroup.com">tbenson@leightongroup.com</a></td>
</tr>
<tr>
<td>Rancho Cucamonga, CA 92408</td>
<td>$1.5</td>
<td>15,000,000.00</td>
<td>San Bernardino 12</td>
<td>Mine Reclamation Planning, Land Use Promoting, Landfill Assessments &amp; Permits, EIRs</td>
<td>Public Agency, Private Landowner, Utilities</td>
<td>Steve Liburn (909) 890-1818/890-1809</td>
<td><a href="mailto:steve@lilburn.com">steve@lilburn.com</a></td>
</tr>
<tr>
<td>San Bernardino, CA 92408</td>
<td>$55</td>
<td>30%</td>
<td>Baltimore, MD 500</td>
<td>Asbestos, Mold &amp; Lead Abatement, Facility Decontamination, Environmental Remediation</td>
<td>Commercial/Industrial Properties, Aerospace, Utilities</td>
<td>Tim Miller, Vice President, President (951) 265-1275</td>
<td><a href="mailto:miller@marcor.com">miller@marcor.com</a></td>
</tr>
<tr>
<td>Rancho Cucamonga, CA 92408</td>
<td>$66.2</td>
<td>65%</td>
<td>Oakbrook, IL 4,400</td>
<td>Collection, Transportation, Treatment &amp; Disposal</td>
<td>Aerospace, Public Utilities</td>
<td>Chris Steggard (714) 379-6000/379-6010</td>
<td><a href="mailto:chris@pcrenvironment.com">chris@pcrenvironment.com</a></td>
</tr>
<tr>
<td>Santa Ana, CA 92705</td>
<td>WND $975</td>
<td>50%</td>
<td>Santa Ana 30</td>
<td>Toxicology/Risk Assessment, Industrial Hygiene &amp; Safety, Env. Engn., Env. Health, Fire, Training, Asbestos, Geotechnical</td>
<td>City of San Bernardino</td>
<td>David Eaton (714) 480-0110/480-0222</td>
<td><a href="mailto:david@ecologyinc.com">david@ecologyinc.com</a></td>
</tr>
<tr>
<td>Irvine</td>
<td>$13.5</td>
<td>5%</td>
<td>Irvine 10</td>
<td>Natural Resources Mgmt., Wetland &amp; Water Issues</td>
<td>CEQA/NEPA, Cultural &amp; Paleontological, Air Quality &amp; Noise Studies</td>
<td>Public &amp; Private Developers</td>
<td>Michael Brandman, President/CEO (909) 848-2255/848-2113</td>
</tr>
<tr>
<td>San Bernardino, CA 92408</td>
<td>$10.6</td>
<td>10%</td>
<td>Irvine 135+</td>
<td>Environmental Documentation, Planning, Resources Management</td>
<td>Local Governments, Law Firms, Private Industry</td>
<td>Terri Vitar, Regional Manager</td>
<td>(951) 866-328/818-751</td>
</tr>
<tr>
<td>Huntington Beach, CA 92649</td>
<td>$368</td>
<td>65%</td>
<td>Redondo Beach 20</td>
<td>Collection, Transportation, Treatment &amp; Disposal</td>
<td>Environmental Assessments &amp; Remediation, Solid Waste Management, Stormwater Management</td>
<td>Developers, Government Agencies, Redevelopment Agencies, Banks, Attorneys, Land Owners, Gas Stations, Car Dealerships</td>
<td>Robert Johnson, Senior Project Manager</td>
</tr>
<tr>
<td>San Bernardino, CA 92408</td>
<td>$12.6</td>
<td>50%</td>
<td>San Francisco 30</td>
<td>Environmental Documentation, Planning, Resources Management</td>
<td>Local Governments, Law Firms, Private Industry</td>
<td>Terri Vitar, Regional Manager</td>
<td>(951) 866-328/818-751</td>
</tr>
<tr>
<td>Colton, CA 92324</td>
<td>$945</td>
<td>5%</td>
<td>Colton 10</td>
<td>Regulatory Compliance Monitoring, Air Quality Instrument Repair, Weather Forecasting</td>
<td>Landfills, Testing, Oil Refineries, Industry, Government &amp; Regulatory Agencies</td>
<td>Rick Roberts, President</td>
<td>(909) 422-1001/422-0107</td>
</tr>
<tr>
<td>Santa Monica, CA 90401</td>
<td>$196</td>
<td>30%</td>
<td>Palisades 6,000</td>
<td>Environmental Science &amp; Engineering, Hazardous Waste Mgmt., &amp; Remed.</td>
<td>Dept. of Environmental Engineering, Cal EPA, County of San Bernardino</td>
<td>Thomas J. Villmower, Vice President</td>
<td>(949) 381-1285/381-1286</td>
</tr>
<tr>
<td>Corona, CA 92879-2058</td>
<td>$368</td>
<td>25%</td>
<td>Irvine 32</td>
<td>CEQA/NEPA, Technical Assessments (Biological, Air Quality)</td>
<td>Public Agencies, Private Co.</td>
<td>Betsy A. Lindsay, President (949) 784-4000/786-4001</td>
<td><a href="mailto:blindsay@ultrasystem.com">blindsay@ultrasystem.com</a></td>
</tr>
</tbody>
</table>

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

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

As a side or just a healthy addition, dive into a mountain of steamy BBQ Pork Fried Rice. Rolled throughout this dish is the tender meat of pork rolled weaved equally through a variety of other vegetables and a side of brown rice. For a more equalized dinner (aka watching our waists), the Beef and Broccolini can do you no wrong. Similar to the more popular vegetable, broccolini is known for having long stalks and smaller, less bunchy florets. Together mixed with thin and tender slices of beef (picture the meat just melting in your mouth) carrots and tossed in a sweet soy and sesame sauce, it becomes a heavenly mixture. With a side of white or brown rice, it’s probably the healthiest on the new menu. Admit it, even with the daunting broccoli, this looks pretty damn good.

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

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

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

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

As the Chinese New Year continues, there will be plenty of leftovers!
## Law Firms

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

<table>
<thead>
<tr>
<th>Firm Address</th>
<th>City, State, Zip</th>
<th># Attorneys in I.E.</th>
<th># Partners in I.E.</th>
<th>Specialties</th>
<th>Clients</th>
<th># Offices in I.E.</th>
<th># Offices Co. Wide</th>
<th>Local Managing Partner</th>
<th>Title</th>
<th>Phone/Fax</th>
<th>E-Mail Address</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Best Bost &amp; Krieger, LLP</td>
<td>1330 University Ave., 5th Floor</td>
<td>87</td>
<td>33</td>
<td>Business, Labor, Employment, Environmental, Schools, Litigation, Municipal, Special Districts</td>
<td>A variety of business and public agencies</td>
<td>3</td>
<td>9</td>
<td>Paty Hinojosa</td>
<td>Office Manager</td>
<td>(951) 686-1450(66-383)</td>
<td>Cynthia Germundo</td>
</tr>
<tr>
<td>2. Lewis &amp; Brill</td>
<td>650 East Hospitality Ln., Ste. 600</td>
<td>30</td>
<td>12</td>
<td>Public Entity Defense, Insurance Litigation, Business &amp; General Litigation and Appeals, Employment Law</td>
<td>Various Cities, School Districts, and Numerous Insurance Carriers</td>
<td>1</td>
<td>1</td>
<td>Eli Bena</td>
<td>Office Manager</td>
<td>(909) 387-1119/1118</td>
<td>John S. Lownenthal</td>
</tr>
<tr>
<td>3. Varner &amp; Brandi LLP</td>
<td>3730 University Ave., Sixth Floor</td>
<td>21</td>
<td>3</td>
<td>Corporate, Business, Mergers &amp; Acquisitions, Real Estate, Labor Relations &amp; Employment, Finance, Litigation, Taxation, Mining, Estate Planning &amp; Administration</td>
<td>Corporations, Businesses, Entrepreneurs, Public Agencies, Real Estate Developers, Non-Profit</td>
<td>2</td>
<td>2</td>
<td>Philip Jung</td>
<td>Office Manager</td>
<td>(951) 277-7774(277-770)</td>
<td>Sean S. Varner</td>
</tr>
<tr>
<td>4. Thompson &amp; Colegate, LLP</td>
<td>4310 Foothill Blvd., P.O. Box 1299</td>
<td>20</td>
<td>8</td>
<td>Civil Litigation, Litigation, Employment, Probate</td>
<td>Fleetwood Enterprise</td>
<td>1</td>
<td>1</td>
<td>Cheky Tanoos</td>
<td>Office Manager</td>
<td>(951) 926-2500/926-0903</td>
<td>John Boyd</td>
</tr>
<tr>
<td>5. Lobb &amp; Cliff</td>
<td>1325 Spruce St., Ste. 300</td>
<td>16</td>
<td>3</td>
<td>Corporate, Estate Planning, Family Law, Intellectual Property, Litigation, Real Estate (Real Property Transactional &amp; Real Property Litigation), Taxation Issues</td>
<td>The Magen Companies, San Jose, Butterfield Land Co., BMW of Riverside, Bank of Hope, Loma Linda, Inc., Transamerica Insurance Co., The Home Show Plaza</td>
<td>1</td>
<td>1</td>
<td>Sonar Loveston</td>
<td>Office Manager</td>
<td>(951) 768-6417/6416</td>
<td>Mark Lobb</td>
</tr>
<tr>
<td>6. Fullerton, Lomann, Schaefer &amp; Dominick, LLP</td>
<td>215 North “D” St.</td>
<td>12</td>
<td>4</td>
<td>Business, Civil Litigation, Real Estate, Tax, Estate Planning, Probate, Corporate, Insurance, Litigation</td>
<td>Doceus of San Bernardino National Orange Show, Bransfield Foundation Associate St. Bernardine Medical Center</td>
<td>1</td>
<td>1</td>
<td>Darla Freed</td>
<td>Office Manager</td>
<td>(951) 899-306-8418</td>
<td>Willard Lomann</td>
</tr>
<tr>
<td>7. Bablito &amp; Sherrell</td>
<td>1950 Market St.</td>
<td>12</td>
<td>7</td>
<td>Condemnation &amp; Water Law, Civil, Business &amp; Tax Litigation, Real Estate &amp; Business Law, Tax &amp; Estate Planning, Probate</td>
<td>WND</td>
<td>1</td>
<td>1</td>
<td>Kathy Hedges</td>
<td>Office Manager</td>
<td>(951) 684-2500(684-9263)</td>
<td>Cynthia Bablito</td>
</tr>
<tr>
<td>9. Law Offices of Herbert Haff</td>
<td>289 W. Bonita Ave.</td>
<td>9</td>
<td>0</td>
<td>Civil Litigation, Commercial &amp; Business Litigation, Wrongful Termination, Probate, Personal Injury Claims</td>
<td>WND</td>
<td>1</td>
<td>1</td>
<td>Ming Haff</td>
<td>Office Manager</td>
<td>(909) 626-3626(625-7772)</td>
<td>Greg Haff</td>
</tr>
<tr>
<td>11. Rose, Klein &amp; Sharios, LLP</td>
<td>9133 E. Inland Empire Blvd., Ste. 400</td>
<td>7</td>
<td>2</td>
<td>Workers’ Compensation, Personal Injury, Asbestos Litigation</td>
<td>Individuals</td>
<td>1</td>
<td>1</td>
<td>Peter Merck</td>
<td>Office Manager</td>
<td>(909) 943-1711(943-1722)</td>
<td>Robert E. Vines</td>
</tr>
<tr>
<td>12. Schroedl, Shively &amp; Shoemaker LLC</td>
<td>Rancho Cucamonga, CA 91730</td>
<td>7</td>
<td>2</td>
<td>Real Estate Law, Commercial &amp; Business Litigation, Probate, Estate Planning, General Business Law, Family Law</td>
<td>WND</td>
<td>1</td>
<td>1</td>
<td>Charlie Trott</td>
<td>Office Manager</td>
<td>(760) 320-7163(716-1758)</td>
<td>Daniel T. Johnson</td>
</tr>
<tr>
<td>13. Cavigliano &amp; Cues, LLP</td>
<td>5601 E.Corona, Ste. 300</td>
<td>6</td>
<td>3</td>
<td>Municipal, General Civil Litigation, Taxation, Real Estate, Tax, Employment, Estate Planning, Probate, Family, Business Law, Bankruptcy</td>
<td>Casa Colina Rehab Hospital, City of Home, City of Riverside, CeoWeb, 1st City Group, United School Dist.</td>
<td>1</td>
<td>1</td>
<td>Franklin J. Lisarraga</td>
<td>Office Manager</td>
<td>(909) 965-9390(965-8762)</td>
<td><a href="mailto:Lisarraga@cvlaw.com">Lisarraga@cvlaw.com</a></td>
</tr>
<tr>
<td>14. Wode &amp; Low</td>
<td>9483 Haven Ave., Ste. 102</td>
<td>5</td>
<td>4</td>
<td>Insurance Defense, Corporate Defense, Medical Malpractice, Products Liability, Insurance Coverage</td>
<td>Insurance Companies, Auto Companies, State of Riverside, City of Los Angeles, Los Angeles Financial Companies</td>
<td>1</td>
<td>1</td>
<td>Sharon Kasshd</td>
<td>Office Manager</td>
<td>(951) 483-6709(483-6701)</td>
<td>Curtis L. Metgar</td>
</tr>
<tr>
<td>15. Knoblo, Martens, Olson &amp; Bear, LLP</td>
<td>5600 Lime St., Ste. 724</td>
<td>5</td>
<td>4</td>
<td>Intellectual Property Law, Patents, Copyright, Trademarks, Related Litigation</td>
<td>Loma Linda University Medical Center, Alfa Leisure, Inc.</td>
<td>1</td>
<td>1</td>
<td>Debbie Randall</td>
<td>Office Manager</td>
<td>(951) 781-9271/9270</td>
<td>Michael H. Trenholm</td>
</tr>
<tr>
<td>16. Bell, Orecho &amp; Watson, Inc.</td>
<td>1533 Spruce St., Ste. 100</td>
<td>4</td>
<td>0</td>
<td>Insurance Defense, Estate Planning, Med. Mal Nursing Home Mal, Public Entity, Construction Defect, Wrongful Termination, Torts, Appellate Practice</td>
<td>County of Riverside – Risk Management Div., City of Riverside</td>
<td>1</td>
<td>1</td>
<td>WND</td>
<td>WND</td>
<td>(951) 663-6014A/63-014</td>
<td><a href="mailto:bellrockckca@earthlink.net">bellrockckca@earthlink.net</a></td>
</tr>
<tr>
<td>17. Caldwell, Kennedy &amp; Porter</td>
<td>13476 W. Sand St.</td>
<td>3</td>
<td>0</td>
<td>Real Estate, Tax, Estate Planning, Probate &amp; Trust, Administration, Family Law, Personal Injury, Civil Litigation, Business Formation &amp; Transitions, Corporations</td>
<td>WND</td>
<td>1</td>
<td>1</td>
<td>Connie Robles</td>
<td>Office Administrator</td>
<td>(760) 245-1637(245-1301)</td>
<td>Jeanne Kennedy</td>
</tr>
<tr>
<td>18. Callas &amp; Veitine</td>
<td>942 W. Foothill Blvd.</td>
<td>3</td>
<td>2</td>
<td>Workers’ Compensation</td>
<td>WND</td>
<td>1</td>
<td>1</td>
<td>Michelle Great</td>
<td>Employers, Insurance Carriers</td>
<td>(909) 749-1262(749-2351)</td>
<td>W. Steven Heine</td>
</tr>
<tr>
<td>19. Hobson, Taylor &amp; Unit</td>
<td>4300 Latham St.</td>
<td>3</td>
<td>2</td>
<td>Personal Injury, Workers’ Compensation</td>
<td>Insured Workers, General Public</td>
<td>1</td>
<td>1</td>
<td>N/A</td>
<td>Administrators</td>
<td>Brian C. Unit</td>
<td>Eqt, Managing Partner</td>
</tr>
</tbody>
</table>

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negative impact they have on your talents and skills they bring to the table.”

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

“When the news is bad, people should never feel they’re being kept in the dark,” he insists. “Transparency and trust must coexist.”

Show employees that you care. When people don’t believe their leaders care about them, not just as workers but as human beings, of course trust can’t thrive. And while it’s true that fake or contrived caring only increases cynicism, genuine caring dissolves the walls that division and distrust have erected.

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

“I believe in leadership rather than management.” Tom Mendoza of NetApp explained. “You can be loud, you can be quiet, but leadership is what you are, not what you say. So my overriding principle of leadership is people don’t care what you know unless they know that you care. All industries have one thing in common, which is people come through for their leaders not because they’re afraid, not because they’re intimidated, but because they just don’t want to let them down.

Aspire to predictability. It sounds a little dull, doesn’t it? Most of us want to be known as creative, outside-the-box thinkers. We don’t want to be bound by routine or limited by “the way everyone else does it.” And that’s fine, says Karlgaard—embra...
Banks in the Inland Empire  
Ranked by Total Assets, 4th Quarter Data 2013

<table>
<thead>
<tr>
<th>Bank Name</th>
<th>Address (Headquarters)</th>
<th>City, State, Zip</th>
<th>Address (I.E.)</th>
<th>City, State, Zip</th>
</tr>
</thead>
<tbody>
<tr>
<td>JPMorgan Chase &amp; Co.</td>
<td>37 Park Ave. New York, NY 10017</td>
<td>20,947,000,000</td>
<td>1.13%</td>
<td>20,947,000,000</td>
</tr>
<tr>
<td>Wells Fargo &amp; Company</td>
<td>140 Montgomery St. San Francisco, CA 94104</td>
<td>50,251,000,000</td>
<td>4.20%</td>
<td>50,251,000,000</td>
</tr>
<tr>
<td>First-Citizens Bank &amp; Trust</td>
<td>214 Fayetteville St. Raleigh, NC 27501</td>
<td>33,082,000,000</td>
<td>2.89%</td>
<td>33,082,000,000</td>
</tr>
<tr>
<td>Rabobank, N.A.</td>
<td>400 California St. San Francisco, CA 94104</td>
<td>108,270,000,000</td>
<td>8.98%</td>
<td>108,270,000,000</td>
</tr>
<tr>
<td>Citizens Business Bank</td>
<td>701 N. Haven Ave. Ontario, CA 91761</td>
<td>9,454,000,000</td>
<td>0.78%</td>
<td>9,454,000,000</td>
</tr>
<tr>
<td>Mutual of Omaha Bank</td>
<td>11910 Frontiers Blvd. Rancho Cucamonga, CA 91730</td>
<td>7,946,000,000</td>
<td>0.65%</td>
<td>7,946,000,000</td>
</tr>
</tbody>
</table>

continued on page 23
Riverside’s Green Automotive Company Closes the Acquisition of Blackhawk Manufacturing Inc.

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

“We’re pleased to become a part of the Green Automotive group of companies and look forward to working with the Green Automotive team to further enhance our growth opportunities.”

Green Automotive is acquiring four of the five businesses that make up the Blackhawk group: The property in Mexico (estimated value $2.5m), the operations in Mexico, the transport company, and the operations in California (Bloomington). Under the terms of the acquisition, Green Automotive has an 18-month option to acquire the 10 acre real estate in Bloomington for $1m cash and $1m worth of Green Automotive common stock. The property has an estimated value of $5.3m. Blackhawk has been supplying Green Automotive’s shuttle bus manufacturing business, Newport Coachworks, since it started operations in 2013. The vertical integration of the Blackhawk business into Green Automotive helps secure the company’s supply chain, offers new growth opportunities, brings skilled management to the team and provides Green Automotive with room to expand as the business continues to grow.

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

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

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

Get a business line of credit that works as hard as you do

An unsecured, revolving line of credit can:

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• Offer flexible use of funds for managing capital improvements, purchasing inventory, or covering payroll

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wellsfargo.com/appointments

*Credit decision subject to credit qualification. Apply for an unsecured Wells Fargo Business Line of Credit from 05/10/14 through 06/30/14 and upon approval, receive an opening fee waiver, up to $250 value depending on line size. Opening fee is $150 for line size $10,000-$25,000 and $250 for line size $25,001 or greater.
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Veteran Health... will clearly benefit from Foley’s leadership and experience,” said Board of Supervisors Chair Janice Rutherford, who served on the interview panel that unanimously selected Foley following an extensive nationwide search and selection process.

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

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

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

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

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

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How to Hit a Homerun With Financial Strategy

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

First Base
Get on base by:
• Creating an emergency cash fund with at least three to six months worth of living expenses set aside. This fund is essential to cover unexpected short-term expenses, like a major car repair bill or broken furnace. Keep the funds safe and accessible in a savings or money market fund, and be sure to replenish the fund later if you draw from it for an emergency.
• Purchasing property insurance that protects you and/or your business against the loss of the property or income. Auto, homeowners and business owner policies fall under this category.
• If your employer does not provide health coverage, buy your own. You can’t afford to be without it. “If you fall ill and have to be hospitalized without health insurance, you will quickly realize that the cost of not being insured far exceeds the cost of premiums,” said Patrick Egan, chief retirement spokesperson for Thrivent Financial for Lutherans.

Second Base
As you head to second base, you’re approaching the middle part of your life and earnings potential. Second base is about protecting your income from a long-time illness or injury, or the death of a loved one.
• Investigate disability income insurance. It’s easier and cheaper to get when you’re younger, and provides a benefit to replace a portion of your income if you become too sick or injured to work. It protects your most important asset – your ability to earn an income.
• Life insurance is also essential. It protects your loved ones against the loss of income they would experience if you died. There are two main types – term and permanent. Both help preserve the lifestyle of your surviving family members, but permanent can also allow you to accumulate a cash benefit.

Third Base
Third base is about protecting your hard earned dollars, the assets you’ve accumulated for retirement or other financial goals. As you head to third, consider what types of events can lower your probability of rounding third and heading home? Two key items you should consider:
• Investigate medical insurance. While many companies provide medical insurance, once you retire, the coverage usually ends. And, if you aren’t eligible for Medicare, you’ll need to consider individual medical insurance. If you’re eligible for Medicare, keep in mind it won’t cover all your health-related expenses in retirement. Supplemental insurance can cover the gaps.
• Long-term care insurance should also be on your mind at this stage. The coverage can provide for necessary medical or personal care services provided outside a hospital setting, such as in a nursing home or your own home.

Reaching Home
Covering all of the bases over time will help you reach home plate—protecting your retirement plans.
• Estate planning is a key element of retirement planning. This is the process of working with your legal, tax, and financial professional to arrange your financial affairs so that you have sufficient assets to meet your lifetime needs, while ensuring that your wealth will be distributed according to your wishes after your death.

“A stable, solvent retirement in which you can maintain the

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CAL STATE SAN BERNARDINO MAINTAINS PRESTIGIOUS AACSB BUSINESS ACCREDITATION

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

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

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

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

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

Dean Lawrence C. Rose noted that extension of accreditation often is harder to achieve than accreditation. “It’s a tribute to our staff and to our faculty, both full and part-time, that we have been able to continuously and consistently improve the quality of instruction and research.”

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

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

CSUSB President Tomas Morales agreed. “This achievement really speaks to the level of commitment the College of Business and Public Administration has to student success, accountability, and diversity. We applaud and support the college’s ongoing efforts toward excellence in business education.”

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

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

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### Banks in the Inland Empire

**continued from page, 18**

<table>
<thead>
<tr>
<th>Rank</th>
<th>Bank Name</th>
<th>Address (Headquarters)</th>
<th>City, State, Zip</th>
<th>Tangible Assets $</th>
<th>% Change</th>
<th>% Tangible Capital</th>
<th>% R.O.A.E.</th>
<th>% Tangible Capital Ratio</th>
<th>Risk Based Capital Ratio</th>
<th>Income $</th>
<th>Top Executive/Title</th>
<th>Address (Headquarters)</th>
<th>City, State, Zip</th>
</tr>
</thead>
<tbody>
<tr>
<td>18.</td>
<td>American West Bank</td>
<td>3599 F. Inland Empire Blvd., Ontario, CA 91761</td>
<td>909-986-8000</td>
<td>3,913,524.000</td>
<td>26.08</td>
<td>7.42</td>
<td>11.31</td>
<td>12.42</td>
<td>10,095,000</td>
<td>James R. Claffee</td>
<td>President &amp; CEO</td>
<td>909-800-0811</td>
<td>8171</td>
</tr>
<tr>
<td>19.</td>
<td>Weller's State Bank</td>
<td>3200 Weller Blvd., Ste. 1400</td>
<td>Los Angeles, CA 90030</td>
<td>3,615,098.000</td>
<td>111.53</td>
<td>11.45</td>
<td>11.45</td>
<td>15.03</td>
<td>11,973,000</td>
<td>Jas Kamal</td>
<td>President &amp; CEO</td>
<td>909-448-9030</td>
<td>817</td>
</tr>
</tbody>
</table>

- **Community Bank**
  - 1. 790 E. Colorado Blvd., San Dimas, CA 91773
  - 2. 331 E. Fairemont Blvd., Los Angeles, CA 90007

- **Manufacturers Bank**
  - 3. 230 Foothill Blvd., Ste. 100 | Upland, CA 91786 |
  - 4. 200 E. Alum Rock Ave., San Jose, CA 95125 |

- **Pacific Merchants Bank**
  - 5. 3257 East Guasti Rd., Ste. 110 | Rancho Cucamonga, CA 91701 |

- **Security Bank of California**
  - 6. 4045 Foothill Blvd., Rancho Cucamonga, CA 91730 |

- **Security Bank of California**
  - 7. 3713 Serrano Ave., Rancho Cucamonga, CA 91701 |

- **Bank of Hemet**
  - 8. 3000 Foothill Blvd., Redlands, CA 92374 |

- **American Security Bank**
  - 9. 1601 E. Highland Ave., Ontario, CA 91761 |

- **Commerce-West Bank, N.A.**
  - 10. 311 S. Pacific Coast Highway, Irvine, CA 92614 |

- **Commerce National Bank**
  - 11. 4040 Foothill Blvd., Ste. 100 | Rancho Cucamonga, CA 91730 |

- **Community Bank**
  - 12. 300 W. Foothill Blvd., Paso Robles, CA 93446 |

- **Pacific Premier Bank**
  - 13. 1711 E. Palm Canyon Dr., Palm Desert, CA 92260 |

- **Desert Commercial Bank**
  - 14. 40655 Enterprise Cir. | Palm Desert, CA 92260 |

- **First National Bank of California**
  - 15. 5735 Foothill Blvd., Rancho Cucamonga, CA 91730 |

- **First Mountain Bank**
  - 16. 40855 Big Bear Blvd. | Big Bear Lake, CA 92315 |

- **Independence Bank**
  - 17. 43577 Foothill Blvd. | Rancho Cucamonga, CA 91730 |

- **Palm Desert National Bank**
  - 18. 75-755 E. Tuscany Place, Rancho Cucamonga, CA 91730 |

- **Chino Commercial Bank, N.A.**
  - 19. 10976 E. Orange St., Chino Hills, CA 91709 |

- **Mission Oaks National Bank**
  - 20. 41311 Enterprise Cir. | Tomcqua, CA 92580 |

- **Golden State Bank**
  - 21. 11220 E. Foothill Blvd. | Upland, CA 91786 |

- **Commerce Bank of Temecula Valley**
  - 22. 57330 E. Mission Ave., Temecula, CA 92590 |

*Note: Not Applicable (N.A.) = Not Available. The information in the above list was obtained from the companies listed. In 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, omission and typographical errors sometimes occur. Please send corrections or additions on company letterhead to: The Inland Empire Business Journal, P.O. Box 1979, Rancho Cucamonga, CA 91729-1979. Researched by Michael R. Natzic with Crowell, Weedon & Co. / SNL Securities. Copyright 2014 by IEBJ.*
Cynicism... mistakes. “Either trust rules your organization, or fear rules it—you have to choose,” says Karlgaard. “A fear-based culture kills employee curiosity. It quells exploration, dulls creativity, and stunts growth. In a climate of fear, people are afraid to make mistakes. Fear saps performance, synergy, teamwork, and morale. It makes people feel powerless—and if you have no power over your own work life, of course you’ll be cynical.”

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

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

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

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

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

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

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

Real Estate... continued from pg. 7

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nature of this project in addition to the borrower being a 501(c)(3) enti

ty. There is available capital for sin-
gle-tenant projects, however it did take time to find the right source

who understood the tenant’s financial credit as well as the overall

goals of the Keck Graduate Institute.”

INVESTOR BUYS 42 ACRES IN UPLAND AND CLAREMONT

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

Originally zoned open space, the land was entitled by Allied for 400 residential units and 100k square feet of commercial building area, prior to Allied’s 2011 purchase. “The entitlements were partic-

ularly complicated by the fact that the land straddles the city and county line, and therefore required approvals from Upland and Claremont, including certification of an environmental impact report, general plan amendments, zone changes, and adoption of specific plans, all by both cities,” said Doug Beiswenger, principal of LBG and Allied.

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

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

CIRE EQUITY BUYS 230K-SQUARE-FOOT MURRIETA CROSSING

La Jolla-based CIRE Equity bought Murrieta Crossing, a 230k-
square-foot retail center located at 39700 Avenida Acacias in Murrieta. The property was sold by Sacramento-based special servicer Bluett & Associates for $48 million. Murrieta Crossing offers I-215 Freeway visibility and is central-
ly located in the retail hub of the Temecula/Murrieta Valley. The property is anchored by Ace's Comedy, Anti-Gravity, Easy-Life Furniture, Mor Furniture and Sir'n Sleep. It also contains Miguel's Jr. Mexican Restaurant and In-n-Out.

“Our leasing team was able to reposition the asset, taking it from 16 percent to 91 percent occupancy during the past two years,” said Shauna Mattis, senior vice president of WCRE. “As a result of our leasing efforts we were able to increase the property’s value from $9.3 million to $16.5 million.” Mattis and Geoff Tranchina of WCRE represented the seller, Sacramento-based special servicer Bluett & Associates. The buyer represented itself. Mattis went on to say that the Inland Empire retail market is continuing to show positive signs of recovery, 2013 End-of-Year market studies report a total vacancy rate in the Inland Empire of just over 10% (10.1%), and average asking rent for all retail space of $22.80 square feet up more than $5.51 square foot over the preceding six months. Over 2 million square feet of big box retail space was absorbed in the market from 2012-2013. SOLAR CITY CORPORATION, PACIFIC AVIATION GROUP AND SOUTHERN CALIFORNIA AVIATION START 2014 WITH NEW DEALS IN VICTORVILLE

In the latest activity to kick off

continued on page 34
The book has many strengths, but also several weaknesses for a book that focuses on communicating. Among its strengths is the suggested use of stylebooks, especially the stylebooks used by the Central Intelligence Agency (CIA), a few other federal agencies, and well respected civilian newspapers. For example, it’s typical for the president of the United States to read the CIA summary reports from around the world. The president, Pietrucha notes, is “likely to read the summary up front of one document, then continue onto the next. If he engages in an issue of particular importance in one document, he might decide to delve further—but is using his time effectively by not reading exhaustive tomes on topics that aren’t especially important to him.” That’s why the CIA’s stylebook list tells you to lead with the conclusion by putting your main idea up front.

A weakness by Pietrucha in writing has a touch of humor about it. After commenting that a writer should “use big words sparingly” and to “focus on clarity” (certainly good advice), he adds: “When you use jargon, special words, or expressions specific professions or groups use, you’re creating a barrier between yourself and your audience. …Communicating the complicated is about inclusivity, not exclusivity. Building a moat around your topic is one of the worst things you can do.”

If that’s truly the case, where does the term “supercommunicator” fit? Or “multimedia age,” adds: “When communicating like a human.” There are four points he makes that are quite appropriate and good: “BE GENUINE. Open up and let the real you emerge. Share experiences that make you sound like a real person trying to get through life just like everyone else.”

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

LISTEN TO YOURSELF.

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

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

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

—Henry Holtzman

Best-selling Business Books

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


Originally published in 2007, the book has become very popular.

2. “Strengths Finder 2.0,” by Tom Rath (Gallup Press…$24.95)(2)

Spend less time fixing shortcomings, more time gaining strength.


Why women’s progress achieving leadership roles has stalled.


A young woman escaped a bad life and achieved a very good one.

5. “The Hunt: Target, Track, and Attain Your Goals,” by David Farbman (John Wiley & Sons…$25.00)(**)

New skyrocketing shares his views on business growth.


How to work together and achieve effective productivity.


How and why teams offer greater flexibility when used properly.

8. “Smart Tribes: How Teams Become Brilliant Together,” by Christine Comaford (Portfolio Hardcover…$26.95)(7)

How top managers keep their teams involved and moving forward.


One of the hottest financial and writers is at it again.


Former head of the Federal Reserve Board has much to say.

* -- Indicates a book’s previous position on the list.
** -- Indicates a book’s first appearance on the list.
*** -- Indicates a book’s reappearance on the list.
Classic car aficionado David Rosell, CEO of Rosell Wealth Management and author of “Failure is NOT an Option.” (www.DavidRosell.com), says pre-retirees can learn a lot from their beloved old cars about financial planning for a secure retirement.

This story alone holds valuable lessons:

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Rialto Airport...

continued from pg. 1

Lewis.

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

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

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

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

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

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

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

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

Another Song About the Bluetooth  
**By J. Allen Leinberger**

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

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

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

Driving while distracted is a crime. Holding the phone to your ear means that you are driving with one hand. It can be worse than changing the radio dial or popping in another CD, or even yelling at the kids in the back seat.

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

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

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

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

But back to the phone. Another problem that can be fixed by proper use of the Bluetooth is the urban myth of brain cancer. Many people still believe that the cell phone signals can quite literally rot your mind. (And you thought only video games did that!) It may be that the old beige colored “brick” phones of the ’80s broadcasted too much power; but today’s smartphone transmits just a fraction of the old signals. And the small signal from the phone to the Bluetooth in your ear has been proven to be nominal at best.

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

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

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

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

The Necessary Beast: Due Diligence

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

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

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

They are looking for malfeasance or undisclosed material risks. They will look for fraud (on the part of an owner or manager) or any misrepresentations you have made such as improperly recognized revenues or expenses, and any information you have omitted, such as: unpaid taxes, pending or threatened litigation or obsolescent business equipment, processes, products or services.

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

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

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

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

“TIME OUT”

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

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

FINANCIAL NEWS & TALK
Rialto Airport… Continued from pg. 26

for the city of Rialto. “There’s enough land up there next to the airport. We would like to get some more engineering and higher level companies into town and situat- ed there. We want to create higher paying jobs and a variety of industrial uses – not just warehousing.”

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

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

Target corporation is set to move into a recently completed 499,000-square-foot cold storage center on the southeast corner of Alder and Renaissance Parkway. Other developers are also constructing 2 million square feet of industrial facilities in the area, according to Lewis.

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

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

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

The city will spend $30 million dollars for the relocation of ten- ant, demolition of buildings, and remediation of hangars and run- ways, in addition to early infrastructure construction, Steel said.

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Client...

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

The Tyrant. They have personality and emotional issues and treat their people—and perhaps even you—awfully. Everyone who works for them hates them. Who knows why someone acts like this? There are many possible reasons. The Tyrant could be a good-hearted person who happens to have an anger
Client... continued from pg. 30

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

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

1. Assess. Diagnose why the person is acting that way. What’s behind the behavior?
2. Make an action plan. Identify remedial actions you can take to address the underlying dynamic (e.g., if a client is micromanaging you because of insecurity, what steps can you take to build greater trust?)
3. Confront. If appropriate, confront the client with their behavior (e.g., point out that they are second-guessing your expertise and experience and ask them to stop).
4. Finally, fish or cut bait. Decide what your boundaries are, and if you’ve really had enough, move on and focus on more fruitful relationships. You won’t need to fire a client often, but doing so can be extremely healthy, not only for your business but for your own sense of self-esteem and well-being.

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

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

How to Hit... continued from pg. 21

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

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Tim Evans Renews His Certification as a Fund-raising Professional/CFRE

With the ending of the 51st Annual International Conference of the Association of Fund-raising Professionals in San Antonio, Texas in March, The Unforgettables Foundations (Redlands) Founder, Tim Evans of Highland has renewed his certification as a Certified Fund-raising Professional/CFRE.

He is one of just over 5500 CFRE holders in the world—the standard of the industry. He will need to re-certify in three years. The former founding lead chaplain of Loma Linda University Children’s Hospital and executive director of development for La Sierra University has been a CFRE for 10 years. As a member of the Inland Empire Chapter of AFP, former vice president, and the co-founder and past 1st president of the Desert Communities Chapter of AFP in the Coachella Valley, he is one of 10 CFRE’s out of 68 members of the Inland Empire group.

AFP is the leading group representing development, executive and fund-raisers of charities globally. Evans also carries a master of divinity from Andrews University in Michigan.

For more information on the Unforgettables, contact Evans at 909.335.1655 or 909.855.3130


Editor’s Note: Posted Jan. 22, 2014 on Web

Paperwork... One reason for managing this paperwork efficiently is to minimize your risk for identity theft. Our most popular free financial education workshop is “Identity Theft,” and it offers all sorts of practical tips for avoiding this growing crime. If you would like to schedule an “Identity Theft Prevention” workshop for your business, organization or congregation, please contact Bill Cortus, CFP® at bill.cortus@thrivent.com or call (909) 941-4552.

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Seven Tips to Ace Your Performance Review

By Dr. Tim Baker

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

What about employees? They dread them too!

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

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

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

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

4. Use examples
The best way to illustrate your point is to identify a critical incident or event that occurred in the workplace. For example, if he or she says something like, “I am not happy with your report writing,” say something like, “May I ask what it is in particular you don’t like about my report writing?” If you don’t take these opportunities, your manager will simply move on to the next question and be convinced that he or she is right.

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

6. Don’t make excuses
If your boss makes a valid point about some opportunities for growth, accept this; if you agree. Don’t respond with weak excuses such as, “The reason I lose my temper is that people make me angry.” Take responsibility. Your boss will appreciate that. For instance, say, “I think you are right, I do lose my temper from time-to-time, I acknowledge that and I am trying very hard to overcome this.”

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

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

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

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

Now is the time to remember one of the most important lessons from history - that as government expands liberty contracts. Only limited government has a chance to self-government and self-starting business open, and it is the only sure path to prosperity again.

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

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

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Real Estate... continued from pg. 24

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

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

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

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

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

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

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

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

Cal State San... continued from pg. 22

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

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

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

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

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

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

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

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

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

The County’s proposed contract with Foley calls for him to earn a salary of $301,173. He would succeed Patrick Petre, who left ARMC in November for another position in healthcare.
Online shopping is a welcome component to today's retail experience. Both national retailers and local brick-and-mortar shops now have an online presence, with various options for shoppers to receive and return goods in their local stores.

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

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

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

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

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

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

The fact is, e-fairness means a competitive retail marketplace, which is good for everyone. Customers get better prices, better selection, better service — and retailers are rewarded for competing and winning shoppers' business. For this system to work, however, the playing field needs to be leveled.

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

For states and cities, the concept of "a sale is a sale" regardless of whether the purchase takes place on Main Street, at shopping centers, over the Internet or with a smartphone, needs to be the accepted standard.

In May of 2013, the U.S. Senate passed proposed legislation that would enable state governments to collect sales tax on Internet purchases.

The fact is, e-fairness means a competitive retail marketplace, which is good for everyone.
Enjoy Mother’s Day Brunch for your entire family or party. We can accommodate any size group so your Mom is surrounded by the ones she loves.

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

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The Marine Mammal Center
A sea creature’s safe haven and an interesting, educational getaway
By Camille Bounds

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

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

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

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

If you have never been to the Marine Mammal Center in Sausalito, and you have any feeling for animals, here is the spot on earth that will reach deep into your heart and make you wonder how and why anyone would want to harm these beautiful creatures.

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

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

The Center can care for up to 200 seals, sea lions and other marine mammals at once. They treat at least 800 or more during the year, and they are able to accommodate 1,200 animals if necessary.

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

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

The Marine Mammal Center is in the Marine Headlands in the beautiful Golden Gate National Recreation Area, just minutes north of the Golden Gate Bridge and west of Sausalito.

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

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

The Marine Mammal Center
Where:
Marine Mammal Center
200 Bunker Road
Sausalito CA
(415) 289-7325
www.marinemammalcenter.org
Open: 10 AM to 5 PM daily Except Thanksgiving, Christmas and New Year’s Day Admission is free - no reservation is required unless you are with 10 or more people.
There is minimal charge for special lead tours. Call for information,

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