July 2014

Inland Empire Business Journal

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Stall Shifting From 1st into 2nd?
Jerry Nickelsburg Senior Economist, UCLA
Anderson Forecast Adjunct Professor of Economics, UCLA Anderson School June 2014

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

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

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

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

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

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

Steve Spears, managing partner of MJR added, “we’re
Two Moreno Valley Retail Sales Total Nearly $35 Million

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

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

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

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

“This center is situated on the northeast corner of Iris Avenue and Lasselle Street, the primary retail intersection in the Rancho Belago master-planned community,” noted Walker. “The buyer was attracted to the center for its highly desirable location, secure cash flow and fixed-income growth.”

The Canyon Springs Shopping Center, located at 2704 Canyon Springs Parkway, was sold by Sandstone Properties Inc to Springtree Global LLC for $16.8 million, or $223/sf. The 6.3% cap-rate also sets a new low watermark for mid-size box retail in the Moreno Valley area, according to Walker.

Built in 2004, Canyon Springs is 100% leased to five tenants: Smart & Final Extra!, Pier 1 Imports, Michaels, Famous Footwear and Uniform Zone. The center is part of Canyon Springs Marketplace, a 700k-square-foot community retail center that includes Target, Super Wal-Mart, Best Buy, Marshalls and PetSmart, among others.

continued on page 21
May 2014 Summary of U.S. Labor Market

LAEDC Kyser Center for Economic Research

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

Unemployment Rate & Labor Force – May 2014

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

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

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

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

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

- The percentage of long-term unemployed edged up month-to-month but fell year-to-year:
  - May 2014: 34.6% of all unemployed
  - Prior Month: 35.3% “
  - Same Mo, Prior Yr: 37.4% “

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

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

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

Unemployment Rates by Education

<table>
<thead>
<tr>
<th>Description</th>
<th>U-Rate for Latest Month in %</th>
</tr>
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<tbody>
<tr>
<td>All workers over 25 years of age</td>
<td>5.2</td>
</tr>
<tr>
<td>Less than HS diploma</td>
<td>9.1</td>
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<tr>
<td>HS diploma</td>
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<td>Some college or Associates degree</td>
<td>5.5</td>
</tr>
<tr>
<td>Bachelors degree or higher</td>
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</table>

Unemployment Rate & Labor Force – May 2014 (continued on page 15)

Higher property taxes on the way?

By Senator Mike Morrell

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

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

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

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

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

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

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

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

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

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

As for my Republican colleagues and me, we believe the people got it right when they took control and voted in lower and more stable taxes. Their sound judgment proved out as property values rose, California’s housing market recovered, and millions of Californians got the peace of mind that comes with knowing they would not be subject to an unpredictable property tax rise. This initiative has meant a family in a $400,000 house pays only 1 percent with modest increases for inflation (thanks to Proposition 13), that same family would save $8,000 per year. This law’s importance to our economy and communities cannot be overstated.

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

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

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

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

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

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

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**Ramos Decommissions Peach as Morongo Basin Advisor**

*By Venturi*

**BOE Notifies California Retailers of Upcoming Visits**

*Letters Mailed to Businesses Located in Select Zip Code Areas*

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

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

Nine different SCOP teams located statewide (Oakland, Sacramento, San Jose, Van Nuys, Norwalk, Irvine, Riverside, Santa Clarita, and San Diego) conduct door-to-door, in-person visits in the zip code areas they cover. It is continued on page 24
Six years have passed since the 2008 credit crisis, yet much of the world is still grappling with the fallout.

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

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

Leading Economic Indices
The Leading Economic Indices for the U.S., the U.K., and China continue to improve, according to the latest reports from The Conference Board, while Europe’s index has weakened slightly and Japan’s index has fallen for four straight months. Conference Board economists said the numbers for the U.S. suggest our economy will continue to expand and may even accelerate through the second half of this year. “Despite a brutal winter which brought the economy to a halt, the overall trend in the leading economic index has remained positive,” the economists said. “If consumers continue to spend, and businesses pick up the pace of investment, the industrial core of the economy will benefit and GDP growth could move closer towards the 3% range.” I am a shade less sanguine. Our models suggest the U.S. economy will grow at a 2% to 3% rate near-term, roughly in line with what we have averaged over the past few years.

Meanwhile, I expect the U.K. to grow at about a 2% rate over the next several months, consistent with what Conference Board economists anticipate. I expect roughly the same from Europe’s economy, continued on page 35

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

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

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

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

Readable and insightful, Big Picture Economics is already receiving positive reviews from business columnists. With unique insight, a candid approach, and the expertise to back it up, the authors examine such diverse and seemingly unrelated events as the expansion of the Panama Canal and a Tex-Mex restaurant’s menu change and show how they are linked to the changes coursing through the economy.

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

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

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

“The chain also noticed that customers were ‘managing the bill’ by ordering fewer drinks and looking for specials. Posados used this to its advantage and began offering creative specials such as kids eat free on Mondays and Tuesdays with the purchase of an adult entrée. The restaurant chain also decided that it would fight for small-margin business it had shunned before (e.g., supplying automobile dealers with tacos to feed potential car buyers).

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

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

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

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

Look beyond your borders to seek new opportunities for your company. Events taking place outside the U.S.’s shoreline can have a major impact on business. For example, a rising middle class in China could result in greater demand for more sophisticated products made in the U.S. So, Naroff and Scherer explain, as China’s middle class grows stronger, U.S. companies may need to build factories there—not to continue on page 30.
DUFF & PHELPS/INLAND EMPIRE BUSINESS JOURNAL STOCK CHART

### THE GAINERS
Top five, by percentage

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<thead>
<tr>
<th>Company</th>
<th>Current Close</th>
<th>Reg. of Month Close</th>
<th>% Change</th>
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</thead>
<tbody>
<tr>
<td>CVB Financial Corp.</td>
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<td>American States Water Company</td>
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<td>Monster Beverage Corporation</td>
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<td>69.38</td>
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### THE LOSERS
Top five, by percentage

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<th>Company</th>
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<th>Reg. of Month Close</th>
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<tr>
<td>Simplicity Bancorp, Inc.</td>
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<tr>
<td>Provident Financial Holdings, Inc.</td>
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### Five Most Active Stocks

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### Monthly Summary

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</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

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.

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5 Ways to Increase Sales From Trade Shows

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

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

1. **Have a value offering.**

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

   This way people will add your booth to their list of booths they plan to visit. The bigger the giveaway the more likely you will see people stop by. You can give away a product like an iPad or something related to your business. Also make sure to get the name and email of each person who enters the giveaway so you can market to them later.

2. **Take action through sign ups.**

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

3. **Make your booth engaging.**

   You want as many people as possible to see your booth and stop by to learn more. The way to do this is to have a creative and attractive booth. You do not have to go all out with props and decorations. Sometimes it’s better to keep things simple and just find a way to creatively display your products so that people can see them in action. The booths that draw people in the continued on page 34
Raising the Bar in Banking.

By Russell Moore—Senior Vice President, AmericanWest Bank

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

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

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

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

In a recent study by Greenwich Associates, a well-respected provider of independent analysis and market research, small businesses and mid-sized companies shared five issues that keep them up at night. Interestingly, the common denominator was banking.

For companies of all sizes, the first two issues are achieving revenue or sales growth and cash flow concerns. In both instances, it’s absolutely expected that your banker should know you and your strategic objectives well enough to anticipate your needs and present you with value-added solutions to help you make the most of your hard-earned profits. For example, if you’re like most companies today with a growth strategy, you’re planning to make significant investments in technology and equipment and you will need to finance some of that investment. Your banker should know your plans and proactively guide you toward a funding option that’s right for your situation.

When it comes to ease of doing business, having a single point of contact at their bank was the number one issue. In fact, it was mentioned by almost twice as many respondents in Greenwich’s study as the next issue on the list.

That’s a fair expectation. Gone are the days when only the largest businesses have a dedicated team of bankers. Today, every business should expect that. Led by a relationship manager, the team may include experts in treasury management, interest rate mitigation, etc. Together they will get to know the unique aspects of your business and how you bring your product to market—then offer free advice and value-added solutions to help you efficiently manage your working capital and leverage your cash flow.

Local decision-making at their bank was another factor businesses felt was important. Your ability to take advantage of a market opportunity usually requires speed and agility. Both are made more difficult if the person who makes your loan decisions is thousands of miles away, or worse it’s left to a computer formulation. Don’t underestimate the value of working with an experienced banker who understands cash flow analysis and can recommend a structure that works for you and the bank.

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

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

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

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Everything New is New Again

By J. Allen Leinberger

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

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

**Ranked by 2013 Sales Volume**

<table>
<thead>
<tr>
<th>Name</th>
<th>Address</th>
<th>City/State/Zip</th>
<th>2013 Sales Volume</th>
<th># of Employees</th>
<th>Products</th>
<th>Press Type Colors</th>
<th>Services</th>
<th>Top Local Executive</th>
<th>E-Mail Address</th>
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<tr>
<td>UBS Printing Group, Inc. Corona, CA 92882</td>
<td>2577 Research Dr.</td>
<td>CA 92882</td>
<td>29,300,000</td>
<td>73</td>
<td>1989</td>
<td>Folding Cartons, Commercial Printing, Books, Manuals, Binding</td>
<td>KRA 8 Color (In-Line UV) 40&quot;, 29&quot; 1 Thour 8, Full</td>
<td>Full Service Capabilities, In-Line UV, Saturn Screen Printing, Bindery, Die Making &amp; Cutting</td>
<td>Gene Hanruck</td>
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<td>Crown Printers San Bernardino, CA 92408</td>
<td>236 W. Euclid Ave.</td>
<td>CA 92408</td>
<td>7,053,000</td>
<td>52</td>
<td>1970</td>
<td>Marketing &amp; Advertising, Direct Mail, Catalogs, Brochures</td>
<td>40&quot; 6 Color, Plus Coating Litho, Digital Variable Data, CTP, 1-6 Colors</td>
<td>Color Printing, Digital Printing, Complete Finishing, Fulfillment, Distribution, Mailing</td>
<td>Denny Shurett</td>
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<tr>
<td>Robinson Printing &amp; Creative Media</td>
<td>42865 Rio Nido St. Temecula, CA 92590</td>
<td></td>
<td>5,425,000</td>
<td>30</td>
<td>1924</td>
<td>Product Catalogs, Brochures, Packaging, Calendars, Posters, Makers, Presentation Folders, Stationery, Programs,</td>
<td>4 Color Kromekone Ryobi Printing</td>
<td>Creative Marketing &amp; Graphic Design, Certified Supplier Medical Printing, In-House Bindery</td>
<td>Dave Robinson</td>
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<tr>
<td>Advanced Color Graphics Claremont, CA 91711</td>
<td>241 York Pl.</td>
<td>CA 91711</td>
<td>4,000,000</td>
<td>19</td>
<td>1992</td>
<td>Commercial Sheet-Fed Printing, Brochures, Catalogs, Manuals, Packaging</td>
<td>340 Heidelberg CD with Coater 240 Heidelberg 102PZ Prefector Heidelberg QM46 Quickmaster</td>
<td>High Quality, Quick Turn, In-House Pre-Press, Full Bindery</td>
<td>Steve Thompson</td>
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<tr>
<td>So Cal Commercial Printers Riverside, CA 92507</td>
<td>4065 Vine St.</td>
<td>CA 92507</td>
<td>3,600,000</td>
<td>40</td>
<td>2001</td>
<td>Newspapers, Newsletters, Flex-Books, Advertising Supplements, Periodicals</td>
<td>Web offset and UV, Gloss 8.5 x 11, 22 Units Tabloid 4 Color Towers &amp; Two 3 Color Towers, Back to Back 4 Color 16 Page 32 Tab &amp; 64 Book Pages</td>
<td>Rotary Web, Printing, Tablebooks, Flexo, Gloss Covers, Bindery, Delivery, Community Newspapers</td>
<td>Pat McMahon</td>
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<tr>
<td>Air Direct Co.</td>
<td>940 Vella Rd. Palm Spring, CA 92264</td>
<td></td>
<td>3,500,000</td>
<td>30</td>
<td>1979</td>
<td>Commercial Printing, Digital Asset Management, Creative Design</td>
<td>Offset 5 Color &amp; Aquacure Coating, Full Color Process, 5 Color Litho</td>
<td>In-Line Aquacure Coating, Conventional and Electronic Pre-Press, In-House Bindery, Direct Mailing Campaigns</td>
<td>Mark Lawrence</td>
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<tr>
<td>Color Tech Printing &amp; Mailing</td>
<td>370 Alabama St., Ste. A Redlands, CA 92373</td>
<td></td>
<td>2,000,000</td>
<td>13</td>
<td>1984</td>
<td>Mailing Service, Catalogs, Posters, Postcards, Brochures, Newsletters, Sales &amp; Marketing Support Material</td>
<td>Kromekone &amp; Ryobi 2.4 &amp; 5 Color</td>
<td>Mailing Services, Printing on Paper &amp; Aquacure Coatings, Variable Data Letter</td>
<td>Jim Nazario</td>
</tr>
<tr>
<td>Wise &amp; Co. Printing, Inc.</td>
<td>444 Colton Ave. Colton, CA 92324</td>
<td></td>
<td>1,788,725</td>
<td>17</td>
<td>1986</td>
<td>Commercial Printing</td>
<td>4, 2, and 1, Digital and Traditional, Manula Digital</td>
<td>4 Color Brochures, Newsletters, Envelopes</td>
<td>Charles Wirz</td>
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<tr>
<td>Printing Resources</td>
<td>801 West 9th St. Upland, CA 91786</td>
<td></td>
<td>1,500,000</td>
<td>10</td>
<td>1970</td>
<td>Business Cards, Specialty Advertising or Promotional Products</td>
<td>Heidelberg QM 46-2 Ryobi 3302 One, Two &amp; Three Spot Colors (PMS)</td>
<td>Online Ordering System, Automatic Direct Mail Marketing Campaigns File Trans. Via Website.</td>
<td>Scott Kimming</td>
</tr>
<tr>
<td>Printing &amp; Promotion Plus, Inc.</td>
<td>930 S. Mi. Normen Ave., Ste. 200 Colton, CA 92324</td>
<td></td>
<td>1,500,000</td>
<td>5</td>
<td>1984</td>
<td>Graphic Design, Offset Printing, High Volume Digital Copies, Brochures, Newsletters, Mailings House, Mailings, Binding</td>
<td>4 Color Ryobi-S24 2 Color 3302</td>
<td>Graphic Design, Mailing, Online Printing</td>
<td>Jon Melzer</td>
</tr>
<tr>
<td>Performance Marketing</td>
<td>1251 Pomona Rd., Ste. 101 Corona, CA 92887</td>
<td></td>
<td>1,222,244</td>
<td>4</td>
<td>1991</td>
<td>Commercial Printing Special Printing Promotion Printing</td>
<td>1-4 Colors Full Color Capability</td>
<td>Graphic Design &amp; Creative Services, Promotional Program Management</td>
<td>Natalie A. Young</td>
</tr>
<tr>
<td>Copies &amp; Ink</td>
<td>10722 Arroyo Bl., Ste. 102 Rancho Cucamonga, CA 91730</td>
<td></td>
<td>1,200,000</td>
<td>7</td>
<td>1966</td>
<td>Printed Marketing, Communications Materials, Business Marketing Collateral, Publications</td>
<td>2-5 Traditional Color, Digital Processes</td>
<td>4 Color Digital Printing, 5 Color Printing &amp; Binding, Direct Mail Social Integrated Campaigns</td>
<td>William Alpert</td>
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<td>Inland Color Graphics</td>
<td>2004 Danison Way Norco, CA 92860</td>
<td></td>
<td>1,200,000</td>
<td>5</td>
<td>1946</td>
<td>Full Color Printing, Photography, Photo Manipulation, Marketing Design</td>
<td>Heidelberg, Nexpress 4</td>
<td>High-end, Short Run, 4 Color Collateral, Variable Data-stream 4 Color, Digital &amp; Conventional Printing</td>
<td>Carl Vitolo</td>
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<td>Alphagraphics</td>
<td>9077 Whitt St. Rancho Cucamonga, CA 91730</td>
<td></td>
<td>1,000,000</td>
<td>9</td>
<td>1985</td>
<td>Design, Copy, Business Printing</td>
<td>4 Color Xerox DOC240 Heidelberg</td>
<td>Design, One on One Marketing</td>
<td>Tim Mains</td>
</tr>
<tr>
<td>A to Z Printing Co., Inc. Riverside, CA 92503</td>
<td>4330 Van Buren Blvd.</td>
<td>CA 92503</td>
<td>1,000,000</td>
<td>10</td>
<td>1921</td>
<td>Books, Maps, Brochures, Catalogs, Flyers, Newsletters, Letterheads, Envelopes, Cards, Pads, Labels</td>
<td>Heidelberg, Harris, Multi 1250 Ryobi-382 1 - 4 Color Windmill-Virtical</td>
<td>In-House Art Dept., Letterpress, Folding, Binding, Union Labels, Graphic Design</td>
<td>Allison Dale</td>
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<tr>
<td>Sunwest Printing, Inc. San Bernardino, CA 92410</td>
<td>300 N. H St.</td>
<td>CA 92410</td>
<td>900,000</td>
<td>11</td>
<td>1987</td>
<td>Brochures, Newsletters, Mailers, Banners</td>
<td>1-4 Color Heid, Full Service Printing, Design, Full Bindery</td>
<td>Nick Lopez &amp; John Lopez</td>
<td>Owners (909) 885-7599/830-7688 <a href="http://www.sunwestprinting.com">www.sunwestprinting.com</a></td>
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**Notes:** N/A = Not Applicable; NDI = 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 1970, Rancho Cucamonga, CA 91729-1979. Copyright 2014 by IEBJ.
You’ve just graduated from college and are (justifiably) proud of your accomplishment. But as you head into the workforce, don’t expect your new credentials or your great GPA to do the heavy lifting for you. Geoffrey Tumlin warns they don’t matter nearly as much as your ability to articulate, influence, persuade, and connect. These days, innovation and collaboration rule, and without the skills you need to do both, even the most prestigious degree is just a piece of paper.

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

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

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

Take a daily dose of higher-order communication.

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

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

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

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

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

“A quick and effective way to improve your communication is to pretend like your grandmother—or someone else who brings out the best in you—is standing by your side when you are talking or typing,” Tumlin suggests. “Acting like someone you respect is looking over your shoulder will give you the pause you need to get in front of ill-considered words and provide the space you need to think through what you’re saying.”

Expect less from technology (and more from people).

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

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

Listen like you’re getting paid for it.

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

“Listening decisively improves communication, and that fundamental lesson is one that’s easy to forget in our ferocious multitasking environment,” says Tumlin. “The funny thing is that people tell us all the time about what they value, what they want, and what they’re worried about, but we’re often too busy thinking about what’s in our inbox or who just texted us to absorb much of what they’re saying.”

The ‘old school’ behavior of listening will help you become a much better communicator and become far more knowledgable about the people you work with.”

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

Most of us have poor questioning skills because we don’t think twice before blurring out a query. But questions aren’t neutral; they are powerful communication tools because they change the trajectory of a conversation. As you’ve probably noticed, questions often make conversations worse. Even “simple” inquiries can go awry.

“Is this your final report?” or “Did you call John in accounting about this?” can cause trouble if the other person thinks there’s a criticism behind the query.

“Faulty questions contribute to many conversational failures and can add anxiety, defensiveness, and ill will to interactions,” says Tumlin. “In general, the more you query to hammer home a point or to satisfy a narrow interest, the more your questions are likely to stifle dialogue. Use your questions to open up a conversation continued on page 30
Certified Public Accountant Firms

<table>
<thead>
<tr>
<th>Company Name</th>
<th>Address</th>
<th>Year Founded</th>
<th># Offices in I.E.</th>
<th>Industry and Specialties</th>
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<td>8230 Aspen St., Rancho Cucamonga, CA 91730</td>
<td>1948</td>
<td>4</td>
<td>Financial Institutions, Government Agencies, Real Estate, Manufacturing, Construction, Non-Profit, Corporate Finance</td>
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<td>Vicenti, Lloyd, &amp; Stutman, LLP, Business Consultants &amp; CPA</td>
<td>320 E. Rowena St., Ste. 100, Glendora, CA 91741</td>
<td>1953</td>
<td>1</td>
<td>Service Firms, Manufacturers, Charter Schools, Colleges &amp; Universities, Other Non-profits, Individuals/Families Accounting, Internal Controls, Pension Plan Audits, Tax Planning, Business Valuation, Fraud Investigations</td>
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<td>Eads &amp; Payne, LLP</td>
<td>301 E. State St., Ste. 350, Redlands, CA 92373</td>
<td>1919</td>
<td>2</td>
<td>Construction, Health Care, Manufacturing, Audit, Tax, Business &amp; Personal Planning, Estate &amp; Tax Planning, Elder Care, Fraud Investigations, Agriculture</td>
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<td>Sorren McAdam Christenson, LLP</td>
<td>2408 Orange Tree Ln., Ste. 100, Redlands, CA 92374</td>
<td>1977</td>
<td>1</td>
<td>Healthcare, Manufacturing, Construction, Auditing &amp; Accounting Services, Tax Preparation &amp; Consulting, Business Valuation &amp; Consulting</td>
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<td>Miller, Johnson, &amp; Reardon, CPA</td>
<td>12420 Island Empire Blvd., Ste. 200, Ontario, CA 91764</td>
<td>1955</td>
<td>1</td>
<td>Manufacturing, Distribution, Construction, Real Estate, Dealerships, Prof. Service Firms, Employee Benefit Plans, Non-Profit Organizations, Government Organizations, Agriculture, Assurance, Tax, Accounting, Advisory</td>
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<td>Rogers, Anderson, Maloney, &amp; Scott, LLP</td>
<td>755 E. Carnegie Dr., Ste. 100, San Bernardino, CA 92404</td>
<td>1948</td>
<td>1</td>
<td>Audits, Reviews, Consulting, Tax and Consulting for Real Estate, Health Care, Government and Non-Profits, Manufacturing</td>
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<td>Ahern, Adcock, Destin, LLP</td>
<td>2133 Chicago Ave., Ste. 100, Riverside, CA 92507</td>
<td>2000</td>
<td>1</td>
<td>Healthcare, Government-403(B), Government, Commercial Business, Non-Profit</td>
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<td>Teeman, Raminov, &amp; Smith, Inc.</td>
<td>4321 Brockton Ave., Ste. 100, Riverside, CA 92506</td>
<td>1936</td>
<td>1</td>
<td>Income/Ex Tax Services, Audits &amp; Accounting Services, Fraud Prevention &amp; Investigation Services</td>
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<td>Rogers, Clem, &amp; Co.</td>
<td>1060 Park View Dr., Covina, CA 91724</td>
<td>1966</td>
<td>1</td>
<td>Medical Practice Accounting, Automotive, Medical, Estate &amp; Financial Planning, Construction, Manufacturing</td>
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<tr>
<td>Swenson Corporation, CPAs</td>
<td>1060 N. Tramark Parkwy, Ste. 203, Rancho Cucamonga, CA 91730</td>
<td>1949</td>
<td>1</td>
<td>Tax Planning and Compliance, Assurance Services, Performance Measurement, Financially Owned Business Specialties</td>
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<tr>
<td>Genove, Muhler, &amp; Co.</td>
<td>435 E. Concourse St., Ste. 250, Ontario, CA 91764</td>
<td>1981</td>
<td>1</td>
<td>Agriculture, Construction, Manufacturing, Accounting, Income &amp; Estate Tax</td>
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<td>Lightfoot, Bolls, Lightfoot, LLP</td>
<td>675 W. Foothill Blvd., Ste. 300, Claremont, CA 91711</td>
<td>1946</td>
<td>1</td>
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<td>Streit &amp; Peters CPAs, Inc.</td>
<td>1175 Idaho St., Ste. 202, Redlands, CA 92373</td>
<td>1976</td>
<td>2</td>
<td>Small Business, Construction, Real Estate, HOAs</td>
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<td>Lund &amp; Grearty, LLP</td>
<td>39300 Bob Hope Dr., Ste. 300, Rancho Mirage, CA 92270</td>
<td>1953</td>
<td>1</td>
<td>Public Sector, Hospitality, Health Care, Real Estate, Tax Planning, Audits, Litigation Support, Business Consultation, Estates</td>
</tr>
</tbody>
</table>

Top Local Executive Title Telephone/Fax E-Mail Address

1. Ron S. White Managing Partner (909) 464-4416 & (909) 441-4431 rwwhite@vicspas.com
2. Linda Saldemir Co-Managing Partner (626) 857-7805 & (626) 857-7806 info@lvdp.com
3. John P. Prentice Managing Partner (909) 793-2486 & (909) 793-3136 prentice@vaedepenno.com
4. Roger E. Wadell Managing Partner (909) 798-2222 & (909) 977-3972 rwadell@vicspas.com
5. Steven H. Sapers Managing Partner (909) 983-726-694 & (909) 684-6854 ssapers@mptpaz.com
6. Matt Wilson Managing Partner (909) 899-887-8534 & mwilson@rmcspa.net
7. Michael Adcock Managing Partner (909) 682-6778 & (909) 682-6778 mmadcock@vicspas.com
8. Mike Teaman President (951) 274-9500 & (951) 274-9500 mteaman@vicspas.com
9. Mike Brabo Managing Partner (760) 320-0848 & (760) 324-6262 mbrabo@vicspas.com
10. Joseph Kuebler President (951) 676-3036 & (951) 718-7188 josephkuebler@kuebler.com
11. Dean Norling Managing Partner (909) 989-5867 & (909) 989-1471 dnorling@swensoncom.com
13. Gary Duk Managing Partner (760) 223-3073 & (760) 223-3073 gduk@steindiepeters.com
14. Chuck Peters/Dave M. Streit Managing Partners (909) 223-3073 & (909) 223-3073 dstreit@steindiepeters.com
15. Gurk Pal Manager (760) 565-2456 & (760) 565-2456 gpal@gurkpal.com
Tax Savings for Exporters

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

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

**TAX BREAKS FOR EXPORTERS**

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

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

**WHAT IS AN IC-DISC?**

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

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

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

- Be incorporated in one of the 50 states or in the District of Columbia
- File an election with the IRS to be treated as an IC-DISC for federal tax purposes
- Maintain a minimum capitalization of $2,500
- Have a single class of stock
- Meet a qualified export receipts test and a qualified export assets test

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

**HOW DOES AN IC-DISC REDUCE TAXES?**

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

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

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

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

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

**IC-DISC IN ACTION**

Let’s assume an S Corporation has $20 million in qualifying export sales and $5 million in net income on those sales. If the company has an IC-DISC, it can pay the IC-DISC commissions up to the greater of 50% of its export net income or 4% of its export gross receipts. In this case, the maximum commission is 50% of net income, or $2.5 million. This $2.5 million commission payment to the IC-DISC is a deduction for the S Corporation (the exporter).

The tax savings to the S Corp shareholders’ is $1,000,000 (40% tax rate x $2,500,000 deduction.) Next, the IC-DISC uses the commission received from the S Corporation to pay a $2.5 million dividend to its shareholders. The tax to the shareholders on this dividend is $500,000 (20% tax rate x $2,500.00.) The end result is a combined federal tax savings of $500,000 (commission tax saving of $1,000,000 minus the dividend tax of $500,000).

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

**OTHER BENEFITS**

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

Finally, you can defer tax on profits attributable to $10 million per year in export sales that are left in the IC-DISC by making a gift to your children or other family members. In this case, the maximum tax saving of $1,000,000 (10% tax rate x $10,000,000 in profits) will be passed through to them without further tax liability. (Note: The example assumes that the IC-DISC distributes all of its income and that each of the company’s shareholders is an individual in the 40% tax bracket.)

Note: The example assumes that the IC-DISC distributes all of its income and that each of the company’s shareholders is an individual in the 40% tax bracket.
### Advertising Agencies In the Inland Empire

**Listed Alphabetically**

<table>
<thead>
<tr>
<th>Agency Name</th>
<th>Address</th>
<th>City/Zip</th>
<th>Top 3 Clients</th>
<th>Creative Director</th>
<th>Top Local Exec.</th>
<th>Phone/Fax</th>
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<tbody>
<tr>
<td>Adgraph Designs</td>
<td>8700 10th St., Ste. 104</td>
<td>Alta Loma, CA 91731</td>
<td>50 Superior Tk doubtful, a Vetex Water Products, a Universal Review Corp.</td>
<td>4/1</td>
<td>1990</td>
<td>Alta Loma</td>
<td><a href="mailto:susanne@adgraph.com">susanne@adgraph.com</a></td>
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<tr>
<td>Dameron Communication</td>
<td>4478 Chestnut St</td>
<td>Redlands, CA 92373</td>
<td>3/1</td>
<td>1991</td>
<td>Rancho Cucamonga</td>
<td>Rick Scott</td>
<td>Head Designer</td>
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<tr>
<td>Designated Marketing</td>
<td>7800 Holmes Ave., Ste. C</td>
<td>Rancho Cucamonga, CA 91730</td>
<td>60</td>
<td>1992</td>
<td>Palm Desert</td>
<td>Michael Cheley</td>
<td>Creative Director</td>
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<tr>
<td>Geographics</td>
<td>4178 Chestnut St</td>
<td>Riverside, CA 92501</td>
<td>10</td>
<td>1983</td>
<td>Riverside</td>
<td>Lisa Vanolen</td>
<td>Managing Partner</td>
</tr>
<tr>
<td>Graphtek</td>
<td>13025 Vintage Dr.</td>
<td>Palm Springs, CA 92237</td>
<td>2 Mil</td>
<td>1958</td>
<td>Palm Springs</td>
<td>Carol Clark/Phillip Large</td>
<td>Creative Director</td>
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<tr>
<td>J. Brenlin Design</td>
<td>2004 Tandem Way</td>
<td>Norco, CA 92860</td>
<td>90</td>
<td>1985</td>
<td>Norco</td>
<td>Jane Brenlin</td>
<td>Creative Director/President</td>
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<tr>
<td>Kimer Communications</td>
<td>49100 Cook St., Ste. 100</td>
<td>Palm Desert, CA 92211</td>
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<td>1994</td>
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<td>Steven Johnson</td>
<td>V.P., Creative Director</td>
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<tr>
<td>KMedicine</td>
<td>900 S. Indian Canyons Dr.</td>
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<td>1993</td>
<td>Fontana</td>
<td>Kris VanderVies</td>
<td>Graphic Design</td>
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<tr>
<td>Lyons Media</td>
<td>107 N. San Bernardino Ave.</td>
<td>Rialto, CA 92376</td>
<td>0</td>
<td>1998</td>
<td>Rialto</td>
<td>Frank Roberts</td>
<td>Vice President</td>
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<tr>
<td>Performance Marketing</td>
<td>1201 Pomona Rd.</td>
<td>Corona, CA 92882</td>
<td>50</td>
<td>1992</td>
<td>Corona</td>
<td>Natalie Young</td>
<td>President</td>
</tr>
<tr>
<td>Peirh Productions, Inc.</td>
<td>104 E. State St.</td>
<td>Redlands, CA 92373</td>
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<td>1979</td>
<td>Redlands</td>
<td>Diane Wiltse</td>
<td>Creative Director</td>
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<tr>
<td>Publicity Unlimited</td>
<td>10252 Valencia Rd.</td>
<td>Rancho Mirage, CA 92270</td>
<td>20</td>
<td>1995</td>
<td>La Quinta</td>
<td>Erika Z. Byrd</td>
<td>President</td>
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<tr>
<td>RedVision Media, Inc.</td>
<td>1025 Pomona Rd.</td>
<td>Rancho Cucamonga, CA 91730</td>
<td>10</td>
<td>1999</td>
<td>Redlands</td>
<td>Jon Burgess</td>
<td>President</td>
</tr>
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**Note:** All data was obtained from the companies listed. Be sure of the 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 7979, Rancho Cucamonga, CA 91729-1979. Copyright 2014 by EBW.
U.S. Labor... continued from pg. 3

Jobs – May 2014

The May nonfarm job count was 138,252,000, the highest since February 2008 when there were 138,199,000 nonfarm jobs.
  - The economy added 217,000 nonfarm jobs month-to-month (MTM). The March MTM change was unchanged at 203,000, while the April change was revised from 288,000 jobs added to 282,000 jobs added, for a net downward revision of 6,000 jobs.
  - With these revisions, nonfarm jobs grew by an average of 214,000 jobs per month during the first five months of this year, faster than the 204,000 jobs per month rate over the same period last year.
  - Nonfarm jobs in May surpassed the prerecession peak of 138,365,000 in January 2008, by 98,000, an important milestone.
  - On a year-to-year basis, the economy added 2.3 million jobs, an increase of 1.8% YTY, marginally faster than the trend over the last two years.

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

Every private industry super sector except for information added jobs both MTM and YTY in May, and the public sector saw a slight job gain, as well. Of the 2.38 million jobs added year-to-year, the largest YTY gains occurred in professional and business services (+635,000 or +3.4%) with over a third of the increase occurring in temporary employment (223,800), but other categories such as professional and scientific industries (+200,900 or +2.5%) added significantly to job gains, adding 76,100 new positions since May 2013, a 3.9% increase.
  - Trade, transportation, and utilities added 573,000 jobs (+2.2%) with most of the gains occurring in retail trade (+317,400).
  - Leisure and hospitality grew by 391,000 jobs (+2.8%), mostly due to gains in food and beverage establishments (311,000 or +3.0%).
  - Other noteworthy increases included health care (+316,200 or 1.8%), construction (+188,000 or +3.2%), with a gains of 105,000 in manufacturing coming entirely from durable goods.
  - Despite recent gains in construction, industry employment is still 1.7 million jobs shy of its pre-recession peak.

The record high for private sector jobs was accompanied by new record high levels of employment the following key industries in May 2014:
  - Health care and education svcs: 21,432,000
  - Professional and business services: 19,146,000
  - Leisure and hospitality: 14,589,000

Highlights Related to the Southern California Economy

Looking at sectors that are important locally:
  - Nationally, there were 303,300 jobs in the motion picture and sound recording sector in May, down from a revised 312,500 the prior month and down from 356,100 a year ago. Motion picture and sound recording employment has declined in year-to-year terms each month this year. By comparison, L.A.’s motion picture and sound recording employment has increased year-to-year, the latest month being April when employment rose 5.3% YTY from 120,000 jobs in April of last year to 126,400 jobs.
  - Transportation and warehousing and wholesale trade are both important to components of the continued on page 24

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

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

Key Points:
  - The state’s unemployment rate fell to 7.6% in May on a seasonally adjusted basis, representing a 0.2 percentage point decline from April. Helping fuel this decrease was household employment, which increased by 39,800 in the state. At the same time, California’s overall labor force expanded by 4,600.
  - The Leisure and Hospitality sector led California’s job gains last month adding 10,300 new positions to company payrolls, a 0.6% increase in just one month. The Leisure and Hospitality sector has been one of the fastest growing sectors in the state over the past year, increasing payrolls by 2.7% since May 2013.
  - The Health Care and Real Estate sectors also contributed significantly to job gains, adding 9,300 and 1,400 new positions, respectively. Health Care has been another of the state’s fastest growing industries, adding 76,100 new positions since May 2013, a 3.9% increase.
  - The Professional and continued on page 24

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

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

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

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

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

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

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

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

Getting distracted from the job at hand.

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

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

Being too patient.

Especially in this less-than-hospitable economy, you may feel fortunate to be employed, period. The last thing you want to do is call (possibly negative) attention to yourself by pushing for a promotion, more professional development, higher-level clients, etc. I’ll just be patient, you tell yourself. Eventually, The Powers That Be will notice all the good work I do, and they’ll grant my request. According to Carpenter, though, you might be making a big mistake.

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

Faking it when you don’t understand something.

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

Not being responsive.

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

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

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

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

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

In a perfect world, your continued on page 24
SBA Lenders Serving the Inland Empire

<table>
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<th>Company Name Address</th>
<th>Number of SBA Loans Funded: 5/12-04/13</th>
<th>Types of Loans Offered: 7A 304</th>
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<td>Union Bank of California NA 3336 Concourse, Ste. 300 Ontario, CA 91764</td>
<td>$33,025,616 45</td>
<td>Yes No No No</td>
<td>15 407</td>
<td>David De Filippo Regional VP &amp; Manager (909) 244-1250/380-5195 <a href="mailto:david.defilippo@unionbank.com">david.defilippo@unionbank.com</a></td>
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<tr>
<td>US Bank 2 3590 Central Ave Riverside, CA 92506</td>
<td>$28,164,200 40</td>
<td>Yes Yes Yes Yes</td>
<td>330 2,887</td>
<td>Christopher Otto VP/SA Business Dev. (951) 514-0873/625-4744 <a href="mailto:christopher.otto@usbank.com">christopher.otto@usbank.com</a></td>
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<tr>
<td>EDF Resource Capital, Inc. 1030 Iron Point Rd. Folsom, CA 95630</td>
<td>$21,872,000 28</td>
<td>No Yes No No</td>
<td>1 13</td>
<td>Ron Valldano (916) 962-9602/1-822 <a href="mailto:ronald.a@resourcicapital.com">ronald.a@resourcicapital.com</a></td>
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<tr>
<td>Citizens Business Bank 701 N. Haven Ave. Ontario, CA 91764</td>
<td>$18,786,793 18</td>
<td>Yes No No No</td>
<td>47 SVP/Mgr Real Estate Banking Grp. (626) 566-6234/787-4046 <a href="mailto:markrichardson@citbank.com">markrichardson@citbank.com</a></td>
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<tr>
<td>Hainmi Bank 5 3327 Whitley Blvd. Los Angeles, CA 90010</td>
<td>$16,723,000 6</td>
<td>Yes No No No</td>
<td>1 27</td>
<td>Jae S. You President/CEO (213) 427-5607/427-5774 <a href="mailto:jae@hainmi.com">jae@hainmi.com</a></td>
</tr>
<tr>
<td>Enterprise Funding Corp. 300 E. State St., Ste. 230 Brea, CA 92821</td>
<td>$16,109,000 12</td>
<td>No No No No</td>
<td>1 1</td>
<td>Jeffrey C. Seeranaka President/CEO (99) 763-3936/381-3813 <a href="mailto:jei@esf.com">jei@esf.com</a></td>
</tr>
<tr>
<td>Wells Fargo Bank SBA Lenders 500 La Teca Rd, Ste. 200 Escondido, CA 92025</td>
<td>$16,029,700 41</td>
<td>Yes Yes Yes Yes</td>
<td>4 7</td>
<td>Steven W. Does VP, Svp, Svc Mgr. (760) 432-5319 <a href="mailto:steven.w.does@wellsfargo.com">steven.w.does@wellsfargo.com</a></td>
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<tr>
<td>AMPAC Tri-State CDC, Inc. 223 W. Hospitality Ln. San Bernardino, CA 92408</td>
<td>$9,645,000 14</td>
<td>No Yes Yes Yes</td>
<td>1 1</td>
<td>Hilda Kennedy Founder/Executive Director (909) 913-1794/870-8410 <a href="http://www.tristatecdd.com">www.tristatecdd.com</a></td>
</tr>
<tr>
<td>Security of California 3405 Ninth St., Ste. 100 Riverside, CA 92501</td>
<td>$7,980,000 13</td>
<td>Yes Yes Yes Yes</td>
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<td>James Roberson SVP Business Dev. (951) 368-BANK <a href="mailto:info@securitybankca.com">info@securitybankca.com</a></td>
</tr>
<tr>
<td>Doralic Community Bank 1884 Disneyland Dr. Anaheim, CA 92802</td>
<td>$6,806,200 29</td>
<td>Yes Yes Yes Yes</td>
<td>1 1</td>
<td>Lydia Fiscorondo VP Western Regional Sales Mgr. (714) 846-5078/5103 <a href="mailto:lydia.fiscorondo@doralicbank.com">lydia.fiscorondo@doralicbank.com</a></td>
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<tr>
<td>CITI, Small Business Lending 7755 Center Ave., Ste. 1108 Huntington Beach, CA 92647</td>
<td>$3,044,000 7</td>
<td>Yes Yes Yes Yes</td>
<td>0 50</td>
<td>Julie Johnson Regional Mgr. (714) 842-2380/373-5761 <a href="mailto:julie.johnson@citbank.com">julie.johnson@citbank.com</a></td>
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<td>First California Bank 218 E. State St. Redlands, CA 92373</td>
<td>$2,792,200 4</td>
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<td>Cp Kim SVP (909) 786-3611/331-2363 <a href="http://www.citbank.com">www.citbank.com</a></td>
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<tr>
<td>Southland Economic DevCo Corp. 660 N. Tustin Ave., Ste. 125 Santa Ana, CA 92705</td>
<td>$2,488,000 6</td>
<td>Yes Yes Yes Yes</td>
<td>0 2</td>
<td>Matthew Davis President (714) 647-1143/714) 868-0003 <a href="mailto:mdavis@southlanddevco.com">mdavis@southlanddevco.com</a></td>
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<tr>
<td>Community Bank 1041 W. Bradillo St., Ste. 118 Corona, CA 92872</td>
<td>$2,345,000 6</td>
<td>Yes Yes Yes Yes</td>
<td>5 13</td>
<td>Deborah G. Gallagher Senior VP/Manager (626) 588-2487/3179 <a href="mailto:dgallagher@cbank.com">dgallagher@cbank.com</a></td>
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<tr>
<td>Pacific Western Bank 900 Canterbury Pl., Ste. 300 Escondido, CA 92025</td>
<td>$2,289,300 4</td>
<td>Yes Yes Yes Yes</td>
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<td>Tabatha Steinburg Branch Manager (760) 432-1100/1-1109</td>
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<tr>
<td>California Bank &amp; Trust 102 N. Yale Ave. Claremont, CA 91711</td>
<td>$2,089,000 18</td>
<td>Yes Yes Yes Yes</td>
<td>4 95</td>
<td>Steve Choe Senior VP/Regional Manager (626) 699-2600 <a href="mailto:steve.choe@calbanc.com">steve.choe@calbanc.com</a></td>
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<tr>
<td>Wildrice State Bank 3200 Whitley Blvd., Ste. 510 Los Angeles, CA 90010</td>
<td>$1,937,500 8</td>
<td>WND WND</td>
<td>2 20</td>
<td>Anna Chung Exec. VP, SBA Depr. Manager (213) 637-9742/637-2767</td>
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<td>Michelle Dike Senior Credit Officer (657) 217-8563 <a href="http://www.citbank.com">www.citbank.com</a></td>
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<td>RBVA Bancorp USA 24010 Sunnydale Blvd. Moreno Valley, CA 92553</td>
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<td>Manuel Ortega President/CEO (951) 242-1995/242-3324</td>
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NA = Not Applicable WND = Would not Disclose. The information in the above list was obtained from the companies listed. To the best of our knowledge the information supplied is accurate as of press time. While every effort is made to ensure the accuracy and thoroughness of the list, omissions and typographical errors sometimes occur. Please send corrections or additions on company letterhead to: The Inland Empire Business Journal, P.O. Box 1979, Rancho Cucamonga, CA 91729-1979. Copyright 2014 by IEBJ.
The Holy Grail for innovators often is not simply to win in an existing market, but also to create an entirely new product category. But doing so raises a critical question for the entrepreneur: How do you get potential customers and investors to understand what it is you are doing?

It’s harder than it sounds. Consumers make sense of unfamiliar products by mapping them onto categories of things they already understand. So when Apple comes out with its iPhone 6, for example, it’s pretty easy for customers to understand that it’s a lot like the previous iterations. But genuinely novel products don’t fit neatly into one category or another.

Indeed, their novelty stems from being hard for consumers and investors to understand. And things that are difficult to describe are hard to describe. Things that are difficult to describe are often extremely difficult to understand. And things that are difficult to understand are hard for consumers and investors to understand typically face two outcomes: They are either ignored or devalued.

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

The ad tackles the challenge head-on; namely, the difficulties consumers might have in describing what exactly a Galaxy Note is. On the one hand, it has the ability to make phone calls over cellular networks, so it is in some sense a phone. But it is a mighty big phone. On the other hand, it has many of the features that people find appealing about tablets (itself a category that is very new to the world), but it is no tablet.

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

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

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

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

Much of the reason for this is that it has been hard for consumers to make sense of what exactly a Segway is. This challenge is immediately apparent on the company webpage where they describe their device as “a leader in personal, green transportation,” and “as a leader in the emerging small electric vehicle (SeV) space.” This seems a bit like claiming to be a leader in a category with no followers.

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

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

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

They discovered that chefs who departed from the traditional approach were initially penalized for doing so. However, as more chefs crossed over, the effect diminished.

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

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

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

To understand why this is so, consider the company ZipCar. Avis Budget Group now owns the company, but imagine if the rental giant had tried to invent the concept from the continued on page 30
A Coming of Age - Foster Family Agency Celebrates 10th Year Anniversary

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

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

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

A Coming of Age FFA offers a wide variety of services that are designed to cater to the unique needs of children living in San Bernardino, San Diego, and Riverside. These include Children’s Intake Assessment, 24-hour Support Services, Social Development Activities, Psycho-Educational Testing, and Preparation for Independent Living. As part of its commitment to improving the lives of children and young adults, the agency has been continuously training and certifying more homes in other counties in the state in order to increase the number of dependent minors in such areas.

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

For more information about A Coming of Age Foster Family Agency (FFA), visit www.acomingofage.org. Interested individuals can also contact Ray Salem at ray@acomingofage.org or call (951) 400-5557.
PGA Champions Tour top 10 Star Tom Pernice Jr., who keeps a residence in the Inland Empire, won the Principal Charity Classic tournament in Des Moines, Iowa on Sunday, June 1.

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

Pernice, who has partnered with and appeared for the Unforgettables for over five years, has an exceptional 20+ year career on the regular PGA Tour and Champions. The UCLA grad is regularly at or near the top of the leader board these days joining the real legends of the game and friends like Fred Couples, Tom Watson, and John Cook—who also benefits the Unforgettables.

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

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

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

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

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

To sign up for this most unique event with one of the Senior Tours top stars, call 909.335.1655.
Temecula Retail Asset Sells for $60 Million at $362/sf

In a notable retail buy from the Inland Empire, LaSalle Investment Management Inc purchased Rancho Temecula Town Center, a 165.5k-square-foot community shopping center in Temecula. Located on a 20-acre site at 39540-39848 Winchester Road, at the northeast corner of Winchester and Nicholas Road, the center sold for $60 million ($362/sf), at a 5.6% cap rate.

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

CBRE retail investment experts Phil Voorhees, Reg Kobzi, Megan Read, Brad Rable, Matt Burson, John Read and Jimmy Slusher represented the seller, a partnership between an affiliate of Walton Street Capital LLC, a Chicago-based private equity firm, and Colorado-based Alberta Development Partners.

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

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

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

Shiekh Shoes Pays $1.85 Million for San Bernardino Retail Building

Shiekh Shoes has acquired San Bernardino Plaza, a 16.6k-square-foot retail property at continued on page 22
Real Estate...

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

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

Rialto Distribution Facility Trades in $20 Million Transaction

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

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

Formed in 2005, Thackeray Partners invests in real estate through a series of private equity funds. Since inception, Thackeray has formed or committed to transactions totaling more than $2 billion, representing equity placements of approximately $600 million. Total investment activity includes 146 separate transactions representing more than 14,000 apartment units, almost 10.6 million square feet of industrial space and just under 4.4 million square feet of retail space.

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

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

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

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

Foremost’s financial partner on two of the properties was Starwood Capital Group Global, a private, U.S.-based investment firm focused on global real estate.
Everything New... continued from pg. 9

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

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

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

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

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

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

With iCloud Drive, documents of any type can be safely stored, accessed and edited across your devices for a small additional fee. Additional iOS 8 features include:

• Design enhancements that build off the stunning interface of iOS 7, bringing interactive notifications, quick access to key contacts, the ability to quickly switch back and forth between the inbox and drafts in Mail, as well as intelligent suggestions;

• Extended Spotlight capabilities that give you results beyond what’s on your device, including articles from Wikipedia, findings from the news and results from places nearby; and

• Greater continuity between iPhone, iPad and Mac, including Handoff to start an activity on one device and finish on another which will allow me to get my column finished before press time.

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

The new Today view in Notification Center gives you a quick look at everything it thinks you need to know, all in one place; iCloud Drive is located within the Finder and can store files of any type; and Safari has a new streamlined design that puts the most important controls at your fingertips. Mail makes editing and sending attachments easier than ever. Handoff lets you start an activity on one device and pass it to the other; and Instant Hotspot makes using your iPhone’s hotspot as easy as connecting to a Wi-Fi network. Yosemite even gives you the ability to make iPhone calls on your Mac. Of course, the same quarter for 2014.3 But we have to be careful in interpreting the data. Prices do not rise on their own. Nor does the pricing data we employ to describe housing markets represent asking prices. Rather, the price data are the outcome of market transactions.

When home prices rise it is because, given the supply of homes on the market, the demand cannot continue on page 34

Stall Shifting... continued from pg. 1

overs. Over the last 14 months (January 2013 to April 2014) construction job growth has directly provided over 12% of all new payroll jobs in the State. As we shall see in what follows, the data are mixed and representative of housing markets which are normalizing to transactional conditions with predominately non-distressed sales.

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

There is ample evidence that home prices in California have been soaring through this year. The FHA home price index for the State shows a 16.1% increase between the 1st quarter of 2013 and the 1st quarter of 2014. This compares to a 15.1% increase for the nation as a whole. The strong housing market is a key element in the overall economic recovery.

Apple will still charge you extra for using the iCloud.

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

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

Roll call... I thought so.
U.S. Labor...  

topped the list, expanding payrolls by 0.3%. San Luis Obispo (0.8%) payrolls by 0.8%. In Southern California, Los Angeles County in the San Francisco Bay Area, the East Bay led the way expanding one of the fastest growing sectors in the state over the past year, decline over the past month, the Educational Services sector has been by 3,000 and 4,300 positions, respectively. Notably, despite the Insurance sector and the Education Services sector, which declined positions this month.

Regionally, May's jobs gains were spread across the nation and local transportation and logistics industry. Nationally, transportation and warehousing added 125,600 jobs (+2.8%) while wholesale trade added 132,900 jobs (+2.3%). This is similar to the situation with the local transportation and warehousing sector which is up by just about two percent so far this year.

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

BOE Notifies...  

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

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

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

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

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

California...  

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

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

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

• Regionally, May’s jobs gains were spread across California. In the San Francisco Bay Area, the East Bay led the way expanding payrolls by 0.8%. In Southern California, Los Angeles County topped the list, expanding payrolls by 0.3%. San Luis Obispo (0.8%) and Fresno (0.6%) also saw their payrolls expand considerably. The fastest growing metro last month continued on page 31

Ten On-The-Job...  

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

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

Not owning your mistakes.

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

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

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

Getting involved in office drama.

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

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

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

Thinking of yourself before your boss and your company.

Putting your own needs first is a basic human instinct. But in the big leagues (especially if you’re a rookie!), you have to prove that you’re going to be an asset to the team, not a drain on its resources or a liability for the coach. Often, that means putting your boss’s wants and needs ahead of your own. For instance, it’s a good idea to: show up before your boss and leave after he does…schedule personal appointments after business hours…respond to phone calls and emails ASAP, even at night, on continued on page 32
Hundreds of books about becoming a better salesperson are published each year. Most of them target readers who are new to business and even newer to selling. Some started life in engineering and computer hardware or software development, but realized that they had greater income potential in sales.

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

Author Chris Lytle, well known as a leader in sales training and now the president of his own company, recognizes that comparatively few people have childhood dreams about becoming a salesperson. He states, “Ask some elementary school kids what they want to be when they grow up. You’ll find more future firefighters than prospective salespeople. How many children are anxiously anticipating a career of cold-calling, rejection handling, dealing with price sensitive procurement officers, coping with delayed flights in center seats, and spending 90 nights a year sleeping in different hotel rooms all next to the same ice machine?”

“Some of us it just sort of worked out that way.

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

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

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

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

A better combination with a lot more value deals with presentation strategy at a first meeting with a prospective buyer. The author sets it up this way: “The strategy is simple. Starting with your next meeting, tell your prospects how you are going to sell to them before you try to sell them your product or service. There is tremendous power in the approach. Skipping this one simple step is very common and costly to salespeople.”

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

The “Corollary” is: “When clients know what’s going to happen, they can quit defending against your tactics and start participating in the process.”

“The Accidental Salesperson” not only covers all the points found in the best classic books selling, it achieves that goal without using much technical sales slang. This result is a book that’s very easy to read and even easier to remember. Perhaps, one of the most important put forward by Lytle is this: “Selling is teaching. Teaching is selling. Teach your clients what you do for them that no one else is doing and good things happen. You get customers who are more loyal to you and customers who are willing to pay more for what you’re selling, because they now know all the work that goes into what you are selling.”

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

—Henry Holtzman
Do What You’re Good At, Not What You Love: Real Talk for Today’s Job Seekers

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

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

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

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

“I know it can be difficult to sacrifice your greatest passion for what’s actually viable in the cold light of day,” Carpenter says. “Though I started my career on Wall Street in sales, I always thought I would be a great trader. As it turned out, though, I just wasn’t suited for that particular niche. Sales was what I was good at, and once I realized that, I was able to be a true leader, which was the catalyst for my future promotions.”

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

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

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

- Often young job seekers decide to pursue ‘glamorous’ jobs in fields like entertainment, TV broadcasting, high-level PR, and more.” Carpenter acknowledges. “Sure, you might get a break, but the odds are most definitely against you. There’s usually a way to translate your skills into a more marketable career. As an example, if you’re persuasive and engaging, I’d advise you to put those skills to use in a career in sales, for instance, where it’s probably not as tough to get a job, rather than joining the ranks of struggling Broadway wannabes.”

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

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

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

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

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

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

“Work is work,” Carpenter states. “No matter how ‘fun’ something might be, it loses a lot of its appeal when you have to do it 40 hours a week. Chances are, you won’t love that dream job half as much after continued on page 34
### Business & Liability Insurance Agencies Serving the I.E.

#### Ranked by Value Premiums Written 2013

<table>
<thead>
<tr>
<th>Company Name</th>
<th>Address</th>
<th>City, State, Zip</th>
<th># Value Premiums Written I.E. 2013</th>
<th># Licensed Agents I.E.</th>
<th>Coverage Offered</th>
<th>Headquarters Year Established I.E.</th>
<th>Top Local Executive Title</th>
<th>Phone/Fax</th>
<th>E-Mail Address</th>
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<tbody>
<tr>
<td>Hal International</td>
<td>1731 Latham St., Ste. 101</td>
<td>Riverside, CA 92501</td>
<td>$355,000,000</td>
<td>80</td>
<td>Business Insurance, Personal Insurance, Employee Benefits, Life, Health</td>
<td>Chicago 1981</td>
<td>Kirk Christ</td>
<td>(951) 779-8510/788-8502 <a href="mailto:kirk.christ@halinternational.com">kirk.christ@halinternational.com</a></td>
<td></td>
</tr>
<tr>
<td>Orion Risk Management</td>
<td>120 W. Arrow Hwy.</td>
<td>Upland, CA 91785</td>
<td>$120,000,000</td>
<td>80,000,000</td>
<td>All Commercial Lines of Insurance</td>
<td>Corona 2001</td>
<td>Lawrence Brown</td>
<td>(951) 736-4977/736-4978 <a href="mailto:lawrencebrown@orionrisk.com">lawrencebrown@orionrisk.com</a></td>
<td></td>
</tr>
<tr>
<td>Hamilton Brewart Insurance Agency</td>
<td>133 W. Arrow Hwy.</td>
<td>Upland, CA 91785</td>
<td>$110,000,000</td>
<td>1,250</td>
<td>Commercial Property &amp; Liability, Workers' Compensation, Personal Auto &amp; Homeowner, Group Life &amp; Health</td>
<td>Upland 1976</td>
<td>Derek Brewart</td>
<td>(909) 981-5210/985-3448 <a href="mailto:derek@hamiltonbrewart.com">derek@hamiltonbrewart.com</a></td>
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<tr>
<td>Alliant Insurance Services, Inc.</td>
<td>753 E. Camague Dr. San Bernardino, CA 92408</td>
<td></td>
<td>$59,964,000</td>
<td>1,308</td>
<td>Business Insurance, Employer Benefits</td>
<td>Newport Beach 1927</td>
<td>Charles Shaulkin</td>
<td>(909) 886-8861/886-2013 <a href="mailto:chshaulkin@alliantinsurance.com">chshaulkin@alliantinsurance.com</a></td>
<td></td>
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<tr>
<td>Cummins Insurance Services</td>
<td>3133 E. Concours, Ste. 4-210</td>
<td>Ontario, CA 91764</td>
<td>$42,000,000</td>
<td>1,750</td>
<td>All Commercial Lines of Insurance</td>
<td>Ontario 1986</td>
<td>Ruben Medina</td>
<td>(909) 444-2456/444-2491 <a href="mailto:ruben.medina@cumminsinsurance.com">ruben.medina@cumminsinsurance.com</a></td>
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</tr>
<tr>
<td>Amorelli, Rosenbaum, &amp; Assoc. Ins. Svcs.</td>
<td>3133 E. Concours, Ste. 9-200</td>
<td>Ontario, CA 91764</td>
<td>$33,500,000</td>
<td>33,500,000</td>
<td>Property &amp; Casualty, Workers' Compensation, Commercial Lines, Personal Insurance</td>
<td>Ontario 1987</td>
<td>Anthony Amorelli</td>
<td>(909) 976-7600/976-7676 <a href="mailto:anthonyamorelli@arainsurance.com">anthonyamorelli@arainsurance.com</a></td>
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<tr>
<td>ISU Insurance Services</td>
<td>17177 Yuma Ave. Victorville, CA 92395</td>
<td></td>
<td>$33,000,000</td>
<td>10,000</td>
<td>Workers' Compensation, General Liability, Business Insurance, Employer Benefits, Personal Insurance</td>
<td>Victorville 1962</td>
<td>Ryan McElrath</td>
<td>President/CEO (760) 241-7074/241-1467 <a href="mailto:ryan@isuarmac.com">ryan@isuarmac.com</a></td>
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<tr>
<td>Davis &amp; Graeber Ins. Services, Inc.</td>
<td>470 E. Highland Ave. Redlands, CA 92373</td>
<td></td>
<td>$30,346,000</td>
<td>WND</td>
<td>Packages, Auto, Workers Compensation, Excess Liability, Surety, Benefits &amp; Personal Lines, Commercial</td>
<td>Redlands 1924</td>
<td>Peter M. Davis</td>
<td>CEO (909) 733-2373/733-1983 <a href="mailto:pdavis@davisandgraeber.com">pdavis@davisandgraeber.com</a></td>
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<tr>
<td>Kessler Alair Insurance Services, Inc.</td>
<td>2333 Football Blvd., Ste. 1</td>
<td>Upland, CA 91786</td>
<td>$23,500,000</td>
<td>19,950</td>
<td>Packages, Auto, Workers Compensation, Excess Liability, Surety, Benefits &amp; Personal Lines</td>
<td>Upland 1923</td>
<td>Charles K. Kessler</td>
<td>President (909) 931-1500/932-2134 <a href="http://www.kessleralair.com">www.kessleralair.com</a></td>
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<tr>
<td>ISU Willingham &amp; Frederick</td>
<td>2400 Poinset Rd. Corona, CA 92880</td>
<td></td>
<td>$23,000,000</td>
<td>23,000,000</td>
<td>Small Commercial &amp; Personal, Benefits, Life</td>
<td>Corona 1975</td>
<td>Bill Frederick</td>
<td>Owner (951) 684-6434/278-5664 <a href="mailto:info@isuarmac.com">info@isuarmac.com</a></td>
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<tr>
<td>Rainier Insurance Agency, Inc.</td>
<td>2039 N. &quot;D&quot; St. San Bernardino, CA 92405</td>
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<td>$20,000,000</td>
<td>20,000,000</td>
<td>Commercial Insurance, Workers' Comp, Personal Lines, Life, Group Health</td>
<td>San Bernardino 1921</td>
<td>Holly A. Fitch</td>
<td>Owner (909) 881-2634/881-3538 <a href="mailto:hfitch@rainierins.com">hfitch@rainierins.com</a></td>
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<tr>
<td>Unitch &amp; Associates Insurance Agency</td>
<td>1311 Commerce Center</td>
<td>San Bernardino, CA 92408</td>
<td>$14,000,000</td>
<td>WND</td>
<td>Commercial, Personal, Life, Health, Bonds, All Insurance Coverages Offered</td>
<td>San Bernardino 1940</td>
<td>Burt Gross</td>
<td>President (909) 890-9708/90-9237</td>
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<tr>
<td>Don Smith Insurance Agency, Inc.</td>
<td>149350 Civic Dr. Victorville, CA 92395</td>
<td></td>
<td>$4,500,000</td>
<td>1,500</td>
<td>Auto, Home, Business, Commercial, Rental, Motorcycle, Boats, Bond, Life, Medical/Dental, Long-Term Care</td>
<td>Victorville 1917</td>
<td>Marcy Smith</td>
<td>Owner/CEO (760) 243-3442/243-5867 <a href="mailto:marcy.smith@donsmithins.com">marcy.smith@donsmithins.com</a></td>
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<tr>
<td>Don Torres Farmers Agency</td>
<td>2471 Cajon St. Redlands, CA 92373</td>
<td></td>
<td>$2,500,000</td>
<td>WND</td>
<td>Full Service, Personal, Commercial, WC, Bond, Mutual Funds, Life</td>
<td>Redlands 1984</td>
<td>Loretta Torres</td>
<td>Manager (909) 762-2295/763-7931 <a href="mailto:lorettas@farmersagent.com">lorettas@farmersagent.com</a></td>
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<tr>
<td>Hann Insurance Agency</td>
<td>57380 29 Palms Hwy. Yucca Valley, CA 92284</td>
<td></td>
<td>$2,300,000</td>
<td>WND</td>
<td>Property, Casualty, Life</td>
<td>Yucaipa Valley 1977</td>
<td>WND</td>
<td>Owner (760) 365-9744/365-2669 <a href="mailto:mail@hanninsurance.com">mail@hanninsurance.com</a></td>
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<tr>
<td>Joseph Insurance Service</td>
<td>3694 Sunnyvale Dr. Riverside, CA 92506</td>
<td></td>
<td>$2,046,000</td>
<td>1400</td>
<td>Personal Lines</td>
<td>Riverside 1981</td>
<td>Cheryl Joseph</td>
<td>Owner (951) 681-4777/682-2788</td>
<td></td>
</tr>
</tbody>
</table>
“TIME OUT”
With Bill Anthony And Joe Lyons
Every Thursday 6:00 P.M.

Join Bill “The Ambassador of Good Taste” as he reviews gourmet food, travel and world famous restauranteurs—plus guest interviews with award-winning chefs and renowned wine connoisseurs.
Real Estate... continued from pg. 22

In the past seven years, Foremost has acquired ownership or management of nearly 7,800 lots across Southern California. To date, the residential land investor has sold approximately 1,300 of those lots, and retains control of an estimated 6,500 lots.

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

The land acquisition was bro-

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SBA Lenders Serving the Inland Empire

<table>
<thead>
<tr>
<th>Company Name</th>
<th>Address</th>
<th>SBA Loans Funded 5/12-04/13</th>
<th>Number of SBA Loans Funded 5/12-04/13</th>
<th>Types of Loans Offered: TA 594 Contract Loan Prg.</th>
<th>Types SBA Loans Funded: Int'l. Loans Programs Sec/7. Loan of Cred. Small Loan Programs</th>
<th>Number of Offices: Inland Empire Companywide</th>
<th>Top Local Executive Name</th>
<th>Title</th>
<th>Phone/Fax</th>
<th>E-Mail Address</th>
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<tr>
<td>Rabobank NA</td>
<td>25-199 El Pavo Dr. Palm Desert, CA 92260</td>
<td>$1,317,000</td>
<td>1</td>
<td>Yes</td>
<td>No</td>
<td>3</td>
<td>Keith Goff</td>
<td>Regional Executive</td>
<td>(760) 564-9430</td>
<td><a href="mailto:keith.goff@rabobank.com">keith.goff@rabobank.com</a></td>
</tr>
<tr>
<td>Inland Community Bank NA</td>
<td>909 Inland Empire Blvd. Ontario, CA 91764</td>
<td>$1,420,000</td>
<td>2</td>
<td>Yes</td>
<td>No</td>
<td>3</td>
<td>James Cooper</td>
<td>President/CEO</td>
<td>(909) 481-8760</td>
<td>714-793-7599</td>
</tr>
<tr>
<td>California Community Bank</td>
<td>1049 S. Mt. Vernon Ave., Ste. A Colton, CA 92324</td>
<td>$1,317,000</td>
<td>8</td>
<td>Yes</td>
<td>Yes</td>
<td>14</td>
<td>Chris Kong</td>
<td>Senior VP/Manager</td>
<td>(213) 567-9631</td>
<td>427-6080</td>
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<tr>
<td>Arrowhead Central CU</td>
<td>421 N. Sierra San Bernardino, CA 92410</td>
<td>$2,099,000</td>
<td>8</td>
<td>Yes</td>
<td>No</td>
<td>25</td>
<td>Michele Megill</td>
<td>President/CEO</td>
<td>(800) 743 7228/(909) 383 7302</td>
<td>714-383-7302</td>
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<tr>
<td>City National Bank</td>
<td>3304 Central Ave Riverside, CA 92506</td>
<td>$789,300</td>
<td>4</td>
<td>Yes</td>
<td>Yes</td>
<td>1</td>
<td>62</td>
<td>Breek Fleming</td>
<td>Senior VP/Manager</td>
<td>(800) 722-5945/(213) 367-8398</td>
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<tr>
<td>American West Bank</td>
<td>42055 Cook St., Ste. 310 Palm Desert, CA 92211</td>
<td>$675,000</td>
<td>2</td>
<td>Yes</td>
<td>No</td>
<td>1</td>
<td>Tay Freed</td>
<td>President/CEO</td>
<td>(760) 346-6130/346-8600</td>
<td>714-346-8600</td>
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<tr>
<td>CDC Small Bus. Finan. Corp.</td>
<td>1050 Iowa Ave., Ste. 150 Riverside, CA 92507</td>
<td>$655,000</td>
<td>4</td>
<td>Yes</td>
<td>No</td>
<td>8</td>
<td>Mike Owen</td>
<td>Executive Vice President</td>
<td>(951) 957-9050/905-5171</td>
<td>951-957-9050</td>
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<tr>
<td>Commerce Bank of Temecula Valley</td>
<td>22220 Hacienda Blvd., Ste. 140 Murrieta, CA 92562</td>
<td>$567,400</td>
<td>3</td>
<td>No</td>
<td>No</td>
<td>1</td>
<td>William Domini</td>
<td>President/CEO</td>
<td>(951) 973-7497/973-4801</td>
<td>951-973-7497/4801</td>
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<tr>
<td>Miras Bank</td>
<td>2535 Wabash Blvd. Los Angeles, CA 90010</td>
<td>$257,000</td>
<td>1</td>
<td>Yes</td>
<td>Yes</td>
<td>0</td>
<td>Henry Ha</td>
<td>Senior VP/Manager</td>
<td>(213) 427-8900/427-1000</td>
<td><a href="mailto:henry.ha@mirasbank.com">henry.ha@mirasbank.com</a></td>
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<tr>
<td>Mission Oaks National Bank</td>
<td>41530 S. Enterprise Ctr., Ste. 202 Temecula, CA 92590</td>
<td>$100,000</td>
<td>1</td>
<td>Yes</td>
<td>No</td>
<td>2</td>
<td>Steve Walden</td>
<td>Senior Vice President</td>
<td>(760) 719-1235/719-1229</td>
<td>719-1235/1229</td>
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N/A = Not Applicable, WO = Would Not Disclose, * = 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 7970, Rancho Cucamonga, CA 91729-1079. Copyright 2014 by IBJ.
Talk Your Way... and learn about the topic you’re discussing. If you take your questions as seriously as you take your new job, you’ll dramatically reduce the friction caused by faulty questions.

Act like every interaction might be important.

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

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

Don’t “be yourself.”

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

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

Let difficult people win.

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

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

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

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

Does the...

continued from pg. 7

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

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

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

“We think of the book as not only a readable way to better understand the global economy, but also as a guide to how businesses can use this information to make financial decisions and plan for the future,” says Naroff. “A strong grasp of context can mean millions for a company.”

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

Jesper...

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

While this freedom to define themselves creates potential advantages for startups, it also carries risks. Finding the analogy that will help people understand an innovation is difficult, and the temptation is to offer the audience multiple possibilities in the hope that one will work. Consider the San Francisco-based car-sharing startups GetAround and RelayRides.

GetAround and RelayRides. Since the notion of car-sharing is unfamiliar, both try to help consumers understand by invoking well-understood concepts such as the rental car business, social networks (“car-sharing communities”), and environmental sustainability (“imagine a world with fewer cars, without traffic jams, and less pollution.”) By providing multiple analogies for potential customers to latch onto, they risk creating confusion and alienation.

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

Truly innovative products are often the ones that bring ideas across categorical boundaries. But doing so creates potential confusion, and people devalue what confuses them. The solution, difficult as it may seem, is to adopt a crisp identity continued on page 31
Jesper Sørensen is the Robert A. and Elizabeth R. Jeffe Professor and Professor of Organizational Behavior at Stanford Graduate School of Business, and a Susan Ford Dorsey Faculty Fellow for 2013-2014.

Tax Savings... continued from pg. 13

Treasury bill rates.

ACT NOW
An IC-DISC’s tax benefits aren’t retroactive—in other words, these benefits are available only for export sales made after the IC-DISC is established. To learn more about IC-DISCs and how they may favorably impact your business, contact a professional at Mellon Johnson Reardon, CPAs. Facilitating IC-DISCs for growth-minded clients.

California... continued from pg. 24

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

When Planning Your Advertising Budget, Consider...

THE INLAND EMPIRE BUSINESS JOURNAL
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Ten On-The-Job... the weekends, and during vacations…eat lunch at your desk if there are ongoing projects…etc.

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

Gripping about your job.

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

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

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

Badmouthing your coworkers.

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

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

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

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

Check out additional free content including excerpts, videos, and blogs at www.thebigwebsite.com.
Senator Mike... demonstrate a strong commitment to their communities. Since the program began, over 500 women have been named “Women of Distinction.” Awardes are nominated by members of the public from business leaders and past winners to the volunteer at the local food bank.

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

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

“Year after year, I find it incredibly encouraging and moving to see the accomplishments of the women we honor,” continued Moorrell. “America’s greatness comes from here, those that go out of their way to better their community and help their neighbor. These women not only live up to that ideal, they exceed it. They set out of their way to better their community and help their neighbor.

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

Looking for the... continued from pg. 40

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

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

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

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**Advertising Agencies In the Inland Empire**

<table>
<thead>
<tr>
<th>Agency Name</th>
<th>Address</th>
<th># of Employees/Offices</th>
<th>Employees &amp; Offices Companywide</th>
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<tr>
<td>RKR Media Associates, Inc.</td>
<td>43176 Business Park Dr., Ste. 108 Temecula, CA 92590</td>
<td>17</td>
<td>35 Toyota of Temecula</td>
<td>Jacob Meyers</td>
<td>President</td>
<td>(951) 694-4490/694-4757</td>
<td><a href="mailto:jacob@drmiami.com">jacob@drmiami.com</a></td>
<td></td>
</tr>
<tr>
<td>Winter Advertising Agency</td>
<td>24690 Rancho Del Sol, Ste. 2 Temecula, CA 92590</td>
<td>18</td>
<td>80 County of Riverside, City of Ontario, County of S.B.</td>
<td>Mary Winter</td>
<td>Owner/Designer</td>
<td>(951) 296-226-5012</td>
<td>(951) 296-226-2965</td>
<td><a href="mailto:mary@winteradagency.com">mary@winteradagency.com</a></td>
</tr>
</tbody>
</table>

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**Commercial Printers**

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<tr>
<td>ZAP - Coriory Printing</td>
<td>12710 Calle R. Corona, CA 92879</td>
<td>2013</td>
<td>8/1972</td>
<td>Ryobi 3302, Ryobi 3304 All Deck, 1-4 Color In-House</td>
<td>Marketing Material, Brochures, Booklets, Folders, Newsletters, Reprographics, Color Copies, Banners, Labels, Courtroom Displays, Reports</td>
<td>(951) 694-4480/694-4757</td>
<td><a href="mailto:mary@winteradagency.com">mary@winteradagency.com</a></td>
</tr>
</tbody>
</table>

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**Business Journal** • Page 33

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

It prevents you from leaping before you look.

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

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

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

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

For additional information, visit www.thebigswebsite.com.

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

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

5 Ways to... most tend to be booths that are cleverly set up to stand out from the rest.

4. Host a special event.

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

5. Don’t be shy and speak up!

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

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

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

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

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

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

continued from pg. 6

Leading Economic Indexsuggeststhat aconsiderable acceleration in the recovery of the Euro Area economy is unlikely in the months ahead."

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

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

Labor Report

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

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

Monetary Policy

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

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

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

The Bottom Line

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

We have favored large European companies for quite some time. Returns on European stocks usually correlate highly with returns on U.S. stocks but have...
Real Estate... continued from pg. 29

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

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

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

Other planned SoCal projects include:

• Goodman Logistics Center Fontana – a recently acquired 30-acre site in Fontana for the planned development of a single 630k-square-foot logistics facility.

• Goodman Commerce Center Eastvale – a 181-acre site located within the City of Eastvale and adjacent to the 15 Freeway. It offers a mixed-use development plan providing a variety of potential uses including retail, medical, hospitality, office, business park and light industrial totaling 3.7 million square feet.

• Goodman Logistics Center Santa Fe Springs – a master planned 53-acre site offering a planned total of 1.2 msf of warehouse distribution facilities across three buildings.

• Goodman Logistics Center Compton – a five-acre site offering the planned development of a 102k-square-foot logistics facility, located just two miles from the 110 and 105 freeways.

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

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

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

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

Trio of SoCal Multifamily Comps Total $6 Million

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

Also in Orange County, a five-unit property at 14801 Newport Avenue in Tustin sold for $1.2 million, or around $236k/unit. The property, which is comprised of all two-bedroom/two-bath units, sold at a cap rate of 4.52 percent. And in the San Bernardino County city of Yucaipa, a multifamily property consisting of 19 single-story, garden-style apartments at 13626 Holmes Street fetched $2.025 million ($106.6k/unit).

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

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

In a big Inland Empire industrial buy, Newport Beach-based Alere Property Group has acquired a newly constructed 592k-square-foot logistics facility in San Bernardino. The property, located at 701 S. Arrowhead Avenue, east of I-215 and north of I-10, fetched $34.4 million, or about $58/sf.

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

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

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

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

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lagged since 2009 as Europe continued from pg. 35 worked through its double-dip recession. As the European Central Bank becomes more accommodative and Europe recovers, we continue to see opportunity in European stocks. This strategy seems to be bearing some fruit. The Euro Stoxx 50 Index of 50 large European stocks has gained 5.83% so far this year.

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About Inland Empire by the Inland Empire Financial Consultants

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

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

So, we filed into my van on Saturday morning and hit the road. First pit stop was Blythe and lunch, but where? I’d never found anything there but mediocre fast food. This time we struck gold. You must try Rebel BBQ (www.rebelbarbeque.com) located just off the 10 Freeway on 181 S. Lovekin Boulevard. This little gem becomes a regular stop once you’ve been there. We enjoyed it so much that on the way back we got extra to take home to the girls.

So we did the seven-hour drive in one day and settled into a couple of wonderful rooms at the Sedona Summit (www.dialmondresorts.com/Sedona-Summit). This is a Diamond Resort International timeshare property, and of all the places we’ve stayed in Sedona, it offers the best value. They offer one and two bedroom units with full kitchens. You do not need to own a timeshare to stay there.

We awoke to Sunday sunshine and hit the links. First stop was the 145-acre Oak Creek Country Club (www.oakcreekcc.com). This course is located south of town on Highway 179 and down the road from Bell Rock. Oak Creek is the oldest course in Sedona and was designed by father-son team Robert Treat Jones Sr. and Jr. who said that, “Every hole must be a hard par and an easy bogey.” Well, I found it to be a hard bogey and an easy triple bogey, but that’s me. One thing I can tell you about the three courses—they are among the most majestic golf courses you can play anywhere. You might expect the heat to be a factor, and while it was warm, it was not in any way unbearable.

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

As to the golf course—it is the best value with the second best vistas. It’s received a four-star rating from Golf Digest. While golfing, we got caught in a 20-minute August monsoon. Fortunately there are many beautiful homes that border the course and we took shelter on the patio of one of them. That downpour, however, got us a rain check and another chance to play.

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

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

So, to sum it up—a fantastic continued on page 31
Out along Foothill Boulevard in Upland there is a hotel that you might miss when you drive by. It’s the Guest House Suites—and, as a part of the first floor, is a café called Pine Haven Café Catering and Confection.

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

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

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

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

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

Then there is lunch. Signature salads, retro favorites like a tuna melt or an old-fashioned Monte Cristo are listed on the menu. There are turkey and chicken sandwiches, burgers and sliders and, of course, a soup du jour.

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

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

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