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Editor's Note

Dear Readers

This is the third year of producing the Made in the Central Valley publication, and the response has been overwhelming. For too long, the manufacturing sector has operated under the radar, producing goods used around the world, but these companies go unnoticed in their own backyards. Made in the Central Valley set out to change that.

This award-winning publication is meant to shine a light not only on manufacturers, but also the food processors that take advantage of the more than 350 different crops grown in the Central Valley. Events such as the California Food Expo (previously known as the Fresno Food Expo) have begun to tell the story of our unique food and beverage offerings around the globe. Opportunities rise and enterprises prosper as that story grows.

On the manufacturing side, organizations such as the San Joaquin Valley Manufacturing Alliance — more than 500 members strong — are also telling the tale of our maker origins. The group advocates for its members and speaks in one voice for the more than 105,000 people employed in manufacturing in the Valley responsible for nearly $15 billion of our annual GDP (Gross Domestic Product).

Made in the Central Valley is proud to carry the torch of these and other organizations and events.

We hope you enjoy this third issue of Made in the Central Valley. We see this as a product that will continue to illuminate an important industry for our future. If you have suggestions for future manufacturers or food processors we should profile, please contact me at editor@thebusinessjournal.com.

Sincerely,

Gabriel Dillard

Managing Editor

The Business Journal

Publisher: Gordon M. Webster, Jr.
Project Editor: Gabriel Dillard
Production: Harold Foster
Sales Manager: Kaysi Curtin
For Pleasant Mattress Co., 2018-2019 has been a red-letter year with the acquisition of a revered Bay Area mattress company, and the nationwide distribution of a product of their own design. However, 80 years ago, Pleasant Mattress nearly didn’t begin at all.

The company’s story began when its founder, Ernst Morgenstern, arrived in the U.S. at the height of World War II. An Austrian-Jewish refugee, he’d found himself in the Dachau and Buchenwald concentration camps after his homeland was annexed by Nazi Germany. His wife was able to secure his release through the...
Chinese consulate, and after spending some time in China, they eventually made it to California.

Ernst was lucky to be alive, but still needed to make a living. Trying to find ways to feed his family, he started by delivering milk, and eggs before recycling industrial bags, which then led to an opportunity to recycle mattresses in the late 1950s. In 1959, he started the Pleasant Mattress on the corner of Pleasant and Dudley avenues in Downtown Fresno.

Over time, Ernst’s son Herb came onto the company and in the ‘80s saw an opportunity to start manufacturing mattresses. In the early ‘90s, Pleasant Mattress fully transitioned into new mattresses, eventually being licensed to make Spring Air products in California in 2009. Two years later, Rion Morgenstern — current president and CEO and Ernst Morgenstern’s grandson — joined Pleasant Mattress.

From their current headquarters at 375 S. West Ave., Pleasant Mattress builds 15 different brands of mattresses in over 100 distinct models. At their 9-acre facility, their staff goes through the entire construction process — from assembling the box springs, to quilting the fabric layers, to sewing the fabric and making the foundations — and then packaging and shipping the finished products.

Rather than relying heavily on technological advances on mattresses, Rion said that there’s a heavy focus on quality and good aesthetics over fads, arguing that while they “don’t catch the big waves,” they also “don’t catch the big lags.” It’s a philosophy that’s helped them in two of their biggest moves yet.

Last October, the company reached a milestone with the acquisition of McRoskey Mattress Co. in San Francisco. Founded in 1899 by brothers Edward and Leonard McRoskey, this family-owned business has been a sleep ware...
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staple of the Bay Area with nearly 120 years of history. Robin Azevedo, Edward McRoskey’s granddaughter, is a longtime friend of Herb’s, and with no family members to leave the company to, she concluded that the sale to Pleasant Mattress was the best option. With this acquisition, Pleasant Mattress has started to make the luxury line of McRoskey mattresses. These come in eight choices of comfort and three collections, with Rion calling them the “crown jewel” of his company. These mattresses are set apart from the standard Pleasant’s by layering wool, polyester, cotton, Talalay latex and other materials—all of which is done without any glue. The cushioning layers then go through a compression process known as hand tufting. The McRoskey line is being made by a team of six craftsmen in a 25,000-square-foot room on their campus, and the room has been retrofitted for

Mattress | From 5

Photo by Harold Foster Jr. | Juan Castaneda lays down the base of a mattress for layer assembly.
this purpose. The shipping of the line started in February. The Bay Area, however, will not be deprived of the mattresses its come to love: McRoskey’s three showrooms in the region will remain open to their customers.

“This is one of the few heritage brands... and will now be nationally distributed,” Rion said. “So it’s a big move and a big sign to the rest of the industry that a premium producer in San Francisco said; ‘Hey, the guys in Fresno know what they’re doing, and we trust them to manufacture our product and take it nationally and globally.’

However, the McRoskey line isn’t the end of the good news for Pleasant Mattress. Another product designed locally in their factory — the Chattam & Wells brand — has been picked up by Mattress Firm Inc. and will be sold in their national chain of stores. This also means that Pleasant Mattress will be providing the Chattam & Wells to more than 600 Mattress Firm sites throughout the Western United States.

“They’re a luxury product, they’re extremely well made, and it’s our little group in Fresno that designed and built the product, and who is doing a lion’s share of the servicing of the nine factories that are taking care of the account right now,” Rion said.

According to Rion and Russell Raymond, director of operations for Pleasant Mattress, with these developments within the company, business has exploded in 2019.

“Typically in the mattress industry, there’ll be a lull from December through until about March and then it picks up again right after the end of April, then our busy season’s through the summer,” Raymond said. “Through December, January, February and March, we haven’t skipped a beat this year.”

It’s a long way for a family business founded by a refugee, and if his grandson has anything to say about it, they’ve still got a long way to go.

December through until about March and then it picks up again right after the end of April, then our busy season’s through the summer,” Raymond said. “Through December, January, February and March, we haven’t skipped a beat this year.”

It’s a long way for a family business founded by a refugee, and if his grandson has anything to say about it, they’ve still got a long way to go.
# Manufacturers

In the Central San Joaquin Valley – Ranked by number of local employees; if tied, by local gross revenues.

<table>
<thead>
<tr>
<th>Year</th>
<th>Name of Manufacturer Address</th>
<th>Phone</th>
<th># of local employees</th>
<th>Local gross revenues</th>
<th>Number &amp; sq.ft. of local facility</th>
<th>Products manufactured</th>
<th>Headquarters Yr founded locally</th>
<th>Owner/Parent company</th>
<th>Top local executive</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019</td>
<td>Anlin Industries 4935 Pacific St. Selma, CA 93662</td>
<td>896-7171</td>
<td>65</td>
<td>WND 1</td>
<td>High-quality machinery, end-of-line packaging solutions, advanced design and technology that includes state-of-the-art robotic technology.</td>
<td>Fresno</td>
<td>1980</td>
<td>Anlin Industries, owner</td>
<td>Selma, CA</td>
</tr>
<tr>
<td>2019</td>
<td>Selma Pallet Inc. 7020 W. Sunnyview Ave. Visalia, CA 93291</td>
<td>651-2339</td>
<td>105</td>
<td>WND 1</td>
<td>Wooden pallets, skids, crates</td>
<td>Fresno &amp; Clovis</td>
<td>1980</td>
<td>Lupe Romero, president</td>
<td>Selma, CA</td>
</tr>
<tr>
<td>2019</td>
<td>B CORP 45315 Pacific St. Selma, CA 93662</td>
<td>834-5375</td>
<td>50</td>
<td>WND 1</td>
<td>Metal building, building components, solar structures for commercial, agricultural and residential markets</td>
<td>Fresno</td>
<td>1980</td>
<td>R.F. MacDonald Co., owner</td>
<td>Selma, CA</td>
</tr>
<tr>
<td>2019</td>
<td>Borga Steel Buildings and Components, Inc. 300 W. Peach St. Fowler, CA 93625</td>
<td>834-6949</td>
<td>47</td>
<td>$14,000,000</td>
<td>$14,000,000</td>
<td>Fresno</td>
<td>1980</td>
<td>R.F. MacDonald Co., owner</td>
<td>Selma, CA</td>
</tr>
<tr>
<td>2019</td>
<td>Betts Company 2242 S. Maple Ave. Fresno, CA 93725</td>
<td>498-3304</td>
<td>196</td>
<td>WND 1</td>
<td>Mud flap hangers, coil springs, leaf springs, fenders and stampings</td>
<td>Fresno</td>
<td>1980</td>
<td>Betts Company, owner</td>
<td>Fresno &amp; Clovis</td>
</tr>
<tr>
<td>2019</td>
<td>J.D. Heiskell &amp; Company 1339 Hillman St. Tulare, CA 93274</td>
<td>685-6100</td>
<td>191</td>
<td>WND 1</td>
<td>Dairy feed manufacturers</td>
<td>Tulare</td>
<td>1886</td>
<td>Heiskell &amp; Heiskell, families</td>
<td>Clovis, CA</td>
</tr>
<tr>
<td>2019</td>
<td>Duncan Enterprises 5671 E. Shields Ave. Fresno, CA 93727</td>
<td>291-4444</td>
<td>185</td>
<td>WND 1</td>
<td>Various craft products</td>
<td>Fresno</td>
<td>1980</td>
<td>Duncan Enterprises, owner</td>
<td>Clovis, CA</td>
</tr>
<tr>
<td>2019</td>
<td>Danaher Pumps Manufacturing Corporation 1430 W. Lynn Ave. Fresno, CA 93727</td>
<td>722-7000</td>
<td>285(2)</td>
<td>WND 1</td>
<td>Centrifugal water pumps for residential, commercial/industrial and environmental use</td>
<td>Clovis</td>
<td>1980</td>
<td>Danaher Pumps Manufacturing Corporation, owner</td>
<td>Fresno</td>
</tr>
<tr>
<td>2019</td>
<td>Preferred Wire Products Inc. 401 N. Mennera Ave. Fresno, CA 93727</td>
<td>224-0140</td>
<td>10</td>
<td>WND 1</td>
<td>Light manufacturing galvanized wire to make netting</td>
<td>Fresno</td>
<td>2006</td>
<td>Preferred Wire Products Inc., owner</td>
<td>Fresno &amp; Clovis</td>
</tr>
</tbody>
</table>

If you would like your company to be considered for one of our lists, please contact Edward Smith at edward@thebusinessjournal.com or call 490-3448. Research: Edward Smith

Original Publication Date: February 1, 2019

E-mail: edward@thebusinessjournal.com

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Original Publication Date: February 1, 2019

E-mail: edward@thebusinessjournal.com
The fertile plains of California’s Central Valley are a logical home for large, commercial farms, but there is plenty of pride and quality to be found on its smaller operations.

For Dr. Kanwarjit Singh Boparai, owner and founder of olive oil manufacturer Boparai Farms in Lemoore, the goal was to do what he could with what he had, and that’s exactly what he did.

After doing some planning and research, Boparai, who works as a full-time veterinarian started planting cuttings of olive trees on his family’s property in 2012. Boparai himself planted the 168 saplings into the ground.

Boparai’s parents had some plums on their property when they first moved there, but the land mostly sat dormant. It was during the drought years of 2010 and

Continued | page 10
2011 that Boparai got to thinking about how to make the most efficient use of the property.

“I thought, ‘let’s make some use of the land here and do something that will work with our climate and work with our scarcity of water,’” he said. “We had olives in the yard growing without any water, so we thought that this would be a good thing that’s nice and natural, and I wanted to farm with minimal input.”

Boparai doesn’t use any fertilizers, pesticides or insecticides, and likes to say that his method is “beyond organic” since he doesn’t even use organic fertilizer, but lets nature do its thing with water and sunshine.

In 2016, the olive orchard yielded the first harvest, which produced 500 bottles of olive oil, and in 2017, the harvest had doubled.

Boparai said that it takes about 1,000 olives to make a bottle of oil, with a ton of olives being able to produce anywhere from 50 to 60 gallons of oil.

The oil is made using Frantoio olives, and the set up of Boparai Farm’s consist of a square of eight Frantoio trees surrounded by a Luccino pollinizer, hence the name of the olive oil, Frantoio 8/9.

Unlike major commercial olive farms, all of Boparai Farm’s olives are picked by hand and made into oil within a few hours to ensure better quality, as the oil starts degrading right after they are picked.

Boparai sends his olives to a local mill to produce the oil, but besides the harvesting and the milling, he is doing all the work himself — from watering the plants, to weeding the areas around the trees.

To make the best oil possible, Boparai began to research olive oil production, and when he was a student at U.C. Davis, he utilized the Olive Center, where he had access to faculty members, research specialists and other valuable resources.

“I knew I wasn’t going to be competing against those with 1,000 acres, so I knew I wanted to go for a high quality artisan type of product,” Boparai said. “The olive oil industry, in many respects, is following the artisan wine industry where you’ve got lots of small wineries that make their own brand, and it’s all handcrafted, and has its own taste — olive oil is following that niche now.”

Because of different factors that change every year, such as weather, soil conditions, date of the harvest, the flavor of the olive oil will be different each year. Larger growers can make blends and keep a consistent flavor year after year, but for small-scale growers, part of the charm is having nature determine the flavor of the oil.
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Coming soon to an orchard near you: GUSS, the Global Unmanned Spray System.

GUSS is the world’s first and only autonomous orchard sprayer that uses GPS, software and laser technology to wind its way below the canopy of almond, pistachio, walnuts, citrus and stone fruit trees. A single operator can monitor up to 10 GUSS sprayers at a time from the comfort of a pickup using a laptop computer. Dave Crinklaw of Crinklaw Farm Services Inc., a visionary leader in the industry, came up with the idea as a solution to dealing with his own company’s labor shortages. Dave brought the team together that gave birth to the first GUSS prototype in 2015.

GUSS is built with pride in the heart of California’s San Joaquin Valley. CFS, LP, a subsidiary of Crinklaw Farm Services Inc., provides custom spray application services using GUSS from its home base of Kingsburg. GUSS took the industry by storm, with the World Ag Expo naming it one of its Top-10 New Products in 2018. Since then, a fleet of six machines has sprayed over 23,000 acres, setting a new standard for farm product application that is precise, efficient, safe and truly farm grown.

“GUSS is inherently more efficient than manned equipment, being that it experiences less stopped and down time, and the possibility of operator error is removed.” Dave Crinklaw said. “Precision is maximized by setting exact speeds and application rates into the machine that are maintained across the entire field. A data file depicting coverage, speed, products applied and
NECESSITY BREEDS INNOVATION
- DAVID CRINKLAW

application rate is provided to the grower upon completion of the spray job."

GUSS’s roots can be traced all the way back to 1982, when Dave Crinklaw and his father Bob started their agriculture spray business. Beginning with just two tractors, driven by Dave and Bob, they sprayed an average of 40 acres a day. Through hard work and exceptional service, they gradually acquired more customers and acreage. Bob’s eventual retirement passed the torch solely to Dave, who had dreams of turning his company into an industry leader. Through key team member acquisitions including Orlando Mora, Richard Vaccari and Ryan Johnson, Crinklaw Farm Services excelled.

This gave Dave an opportunity to get his inventive mind to work, developing the industry’s first 3 and 4-row vineyard sprayers, mechanical vineyard pruners and the Tree-See orchard sprayer. CFS, LP now sprays up to 5,000 acres a day during peak season.

GUSS was met with many challenges in its development. The single biggest was that GPS doesn’t work well under tree canopies. Therefore, other vehicle sensors and software were developed to supplement GUSS’s guidance system. Four years of development and testing means GUSS is ready for action. Dave’s vision for the future is fleets of GUSS machines spraying field after field in a safe, precise and efficient manner.

GUSS is ready to bring a piece of the autonomous revolution to your orchard. Put in your pre-order today.

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Agricultural Commodities
Numbers reflect combined totals from Fresno, Kings, Madera and Tulare counties-ranked by 2017 dollar value.

<table>
<thead>
<tr>
<th>Rank</th>
<th>Name of agricultural commodity</th>
<th>2017 dollar value</th>
<th>Quantity</th>
<th>Tons per acre (Average)</th>
<th>Major export destinations</th>
<th>Examples of end products from each commodity</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Milk</td>
<td>$3.20 billion</td>
<td>195,739,422 Hundred weight</td>
<td>ND</td>
<td>Mexico, Japan, Taiwan, Philippines</td>
<td>Yogurt, ice cream, butter, cottage cheese, cheese, buttermilk, half and half, whey</td>
</tr>
<tr>
<td>2</td>
<td>Almonds</td>
<td>$2.40 billion</td>
<td>457,979 Harvested acres</td>
<td>1.09</td>
<td>Germany, Spain, Japan, India, Netherlands, United Kingdom, France</td>
<td>Oil, cosmetics, butter, candies, bakery goods, cookies, liqueurs</td>
</tr>
<tr>
<td>3</td>
<td>Grapes(3)</td>
<td>$2.18 billion</td>
<td>241,084 Harvested acres</td>
<td>ND</td>
<td>United Kingdom, Japan, Canada, Netherlands, Hong Kong, Mexico, Germany</td>
<td>Juice, concentrates, jams, jellies, natural food coloring, wine, raisins, cream of tartar</td>
</tr>
<tr>
<td>4</td>
<td>Calves and Cattle</td>
<td>$1.32 billion</td>
<td>1,561,827 Head</td>
<td>ND</td>
<td>Mexico, Canada, South Korea</td>
<td>Beef, paint brushes, soap, candles, crayons, medicine, leather products</td>
</tr>
<tr>
<td>5</td>
<td>Pistachios</td>
<td>$1.17 billion</td>
<td>226,585 Harvested acres</td>
<td>1.25</td>
<td>Canada, Japan, Mexico</td>
<td>Snacks, ice cream, cookies, baked goods, extracts</td>
</tr>
<tr>
<td>6</td>
<td>Oranges</td>
<td>$995.50 million</td>
<td>126,411 Harvested acres</td>
<td>ND</td>
<td>Japan, Canada, Hong Kong</td>
<td>Orange juice, peels for marmalade, orange zest, Vitamin C</td>
</tr>
<tr>
<td>7</td>
<td>Tangerines</td>
<td>$890.57 million</td>
<td>48,985 Harvested acres</td>
<td>10.9</td>
<td>Morocco, Israel, Brazil, Argentina</td>
<td>Some varieties marketed as “Cuties” or “Sweeties” very popular with children</td>
</tr>
<tr>
<td>8</td>
<td>Poultry</td>
<td>$703.50 million</td>
<td>ND</td>
<td>ND</td>
<td>Israel, Slovakia</td>
<td>Tray packs, bulk, livers, dog food</td>
</tr>
<tr>
<td>9</td>
<td>Peaches</td>
<td>$515.91 million</td>
<td>31,584 Harvested acres</td>
<td>ND</td>
<td>Canada, Taiwan, Hong Kong, Japan, Italy, Germany, United Kingdom</td>
<td>Juice, jams, jellies, canned, dried, candies</td>
</tr>
<tr>
<td>10</td>
<td>Tomatoes</td>
<td>$437.68 million</td>
<td>118,422 Harvested acres</td>
<td>53.92(3)</td>
<td>Canada, Japan, Mexico</td>
<td>Tomato paste, ketchup, salsa, stewed tomatoes, sauces, soups</td>
</tr>
<tr>
<td>11</td>
<td>Cotton</td>
<td>$423.75 million</td>
<td>209,105 Harvested acres</td>
<td>ND</td>
<td>South Korea, Japan, Indonesia, Taiwan</td>
<td>Oil, cosmetics, medicines, clothing, soap</td>
</tr>
<tr>
<td>12</td>
<td>Plums (including pluots and prunes)</td>
<td>$281.07 million</td>
<td>23,512 Harvested acres</td>
<td>ND</td>
<td>Canada, Taiwan, Hong Kong, Japan, Italy, Germany, United Kingdom</td>
<td>Juice, prunes, paste, jams, fruit roll-ups</td>
</tr>
<tr>
<td>13</td>
<td>Nectarines</td>
<td>$270.10 million</td>
<td>20,681 Harvested acres</td>
<td>8.57</td>
<td>United Kingdom, Japan, Canada, Netherlands, Hong Kong, Mexico, Germany</td>
<td>Juice, jams, jellies, canned, dried, candies</td>
</tr>
<tr>
<td>14</td>
<td>Corn Silage</td>
<td>$251.70 million</td>
<td>242,364 Harvested acres</td>
<td>23.885</td>
<td>United Kingdom, Japan, Canada, Netherlands, Hong Kong, Mexico, Germany</td>
<td>Livestock feed</td>
</tr>
<tr>
<td>15</td>
<td>Walnuts</td>
<td>$247.34 million</td>
<td>70,077 Harvested acres</td>
<td>1.53</td>
<td>Canada, Japan, Mexico</td>
<td>Candies, cookies, baked goods</td>
</tr>
<tr>
<td>16</td>
<td>Lemons</td>
<td>$202.74 million</td>
<td>11,671 Harvested acres</td>
<td>15.51</td>
<td>Canada, Japan, Netherlands, Middle East</td>
<td>Frozen lemonade, juice, wood cleaner, air freshener, soft drinks</td>
</tr>
<tr>
<td>17</td>
<td>Melons(4)</td>
<td>$148.54 million</td>
<td>22,179 Harvested acres</td>
<td>ND</td>
<td>ND</td>
<td>ND</td>
</tr>
<tr>
<td>18</td>
<td>Garlic</td>
<td>$144.45 million</td>
<td>25,060 Harvested acres</td>
<td>5.39</td>
<td>Canada, Mexico</td>
<td>Cooking, aged garlic has been known to help in the prevention of diabetes &amp; to increase immunity and cardiovascular health</td>
</tr>
<tr>
<td>19</td>
<td>Nursery</td>
<td>$139.77 million</td>
<td>ND</td>
<td>ND</td>
<td>United Kingdom, Japan, Canada, Netherlands, Hong Kong, Mexico, Germany</td>
<td>Ornamental shrubs, Christmas trees</td>
</tr>
<tr>
<td>20</td>
<td>Onions</td>
<td>$127.78 million</td>
<td>20,540 Harvested acres</td>
<td>22.30</td>
<td>Canada, Japan, Mexico</td>
<td>Can be granulated, ground, minced, chopped dried, and sliced. Can be used for cooking and some medicines.</td>
</tr>
</tbody>
</table>

Key: ND-Not Disclosed. NR-Not Ranked. N/A-Not Available. All data has been compiled from the annual crop reports of the agricultural commissioners’ offices of Fresno, Kings, Madera and Tulare counties.

(1) Includes raisin, wine and table varieties.
(2) Includes chickens, deer, ducks, fish, gamebirds, geese, goats, insects and turkeys.
(3) Processed tomato production rates.
(4) Including honeydew, cantaloupe, watermelon and others. Only Fresno County reported melons individually.

Research: Edward Smith
Original Publication Date: September 28, 2018
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FROM A BEER CAN TO THE BELLAGIO
Lighting manufacturer shines bright in the industry

Edward Smith | Staff Writer

The story varies about the number of people there that day in 1984 when Doug Hagan and his partner Bruce Kalkowski came up with the idea to fit a projector light bulb into a 7-ounce beer can.

Hagan said he could “sell a million of those things” if they could bring the decorative halogen lighting of a projector bulb and fit it into a housing the size of a fist. The problem was fitting the bulb and its transformer into the small fixture, displacing the heat and sealing out the moisture.

“They were working out of their offices. They were working out of wherever they could meet and collaborate,” said Becky Carlson, marketing manager for B-K Lighting in Madera, “sometimes out of somebody’s machine shop just to create some of the things that they were dreaming up.”

What began in the mid-’80s as a manufacturing company of no more than eight employees has grown into a company whose products can be found in places like the Bellagio Hotel in Las Vegas or Mount Rushmore in South Dakota. Out of Madera, B-K Lighting employs more than 120 people today, developing materials and technologies to stay at the forefront of the marketplace.

Despite their sustained growth over the past three decades, they still credit their ability to innovate to their
commitment to listening the needs of their customers, whether they are small businesses in the Central Valley or the Royal Mirage Palace Resort in Dubai.

The beauty of the Central Valley lends itself to illumination, and company founder Doug Hagan prides himself as an outdoorsman, according to Carlson. And that was part of the reason why Madera was perfect for B-K Lighting.

As a sales representative for another lighting company before co-founding B-K Lighting, Hagan would meet with designers, contractors and installers, getting first hand knowledge on what the industry needed.

“He was able to identify all the weak points and he brought all of those back and he made those strong,” said Carlson.

Hagan owns eight patents — some of them still pending — and 12 trademarks on technologies he developed throughout the years.

But the unique needs of B-K’s customers require a devoted staff to problem solve in order to provide a quality product. While their Delta Star and Yosemite Series light fixtures are some of their best sellers, about 20 percent of their business comes from custom sales.

Ryan Berrios manages the customs projects. One of his favorites was for a company in Boston who wanted a lighting fixture installed in their building. Berrios worked with them to fabricate a unit resembling a wind sail.

Creating custom jobs requires understanding a
## Highest Grossing California Ag Counties

Ranked by gross agricultural value aggregate among California counties.

<table>
<thead>
<tr>
<th>Rank</th>
<th>2019 County</th>
<th>County Seat</th>
<th>2018 County</th>
<th>County Seat</th>
<th>Total Ag Value</th>
<th>Percentage Growth from 2016</th>
<th>Top crops</th>
<th>Ag Commissioner</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Kern County</td>
<td>Bakersfield</td>
<td>Kern County</td>
<td>Bakersfield</td>
<td>$7,254,004,000</td>
<td>0.90%</td>
<td>Grapes, almonds, citrus, milk, pistachios</td>
<td>Glenn Fankhauser</td>
</tr>
<tr>
<td>2</td>
<td>Tulare County</td>
<td>Visalia</td>
<td>Tulare County</td>
<td>Visalia</td>
<td>$7,039,709,000</td>
<td>10.50%</td>
<td>Milk, grapes, oranges, cattle and calves, tangerines</td>
<td>Marilyn Wright</td>
</tr>
<tr>
<td>3</td>
<td>Fresno County</td>
<td>Fresno</td>
<td>Fresno County</td>
<td>Fresno</td>
<td>$7,024,915,000</td>
<td>13.60%</td>
<td>Almonds, grapes, poultry, pistachios, milk</td>
<td>Melissa Cregan—interim</td>
</tr>
<tr>
<td>4</td>
<td>Monterey County</td>
<td>Salinas</td>
<td>Monterey County</td>
<td>Salinas</td>
<td>$4,425,425,000</td>
<td>4.00%</td>
<td>Leaf lettuce, strawberries, head lettuce, broccoli, nursery</td>
<td>Henry Gonzalez</td>
</tr>
<tr>
<td>5</td>
<td>Stanislaus County</td>
<td>Modesto</td>
<td>Stanislaus County</td>
<td>Modesto</td>
<td>$3,648,192,000</td>
<td>14.60%</td>
<td>Almonds, milk, chickens, cattle and calves, nursery</td>
<td>Milton O’Haire</td>
</tr>
<tr>
<td>6</td>
<td>Merced County</td>
<td>Merced</td>
<td>Merced County</td>
<td>Merced</td>
<td>$3,409,518,000</td>
<td>-1.00%</td>
<td>Milk, almonds, chickens, cattle and calves, sweet potatoes</td>
<td>David Robinson</td>
</tr>
<tr>
<td>7</td>
<td>San Joaquin County</td>
<td>Stockton</td>
<td>San Joaquin County</td>
<td>Stockton</td>
<td>$2,527,966,000</td>
<td>8.10%</td>
<td>Grapes, milk, almonds, walnuts, cherries</td>
<td>Tim Pelican</td>
</tr>
<tr>
<td>8</td>
<td>Ventura County</td>
<td>Ventura</td>
<td>Ventura County</td>
<td>Ventura</td>
<td>$2,099,889,000</td>
<td>-0.50%</td>
<td>Strawberries, lemons, celery, nursery, raspberries</td>
<td>Susan Johnson</td>
</tr>
<tr>
<td>9</td>
<td>Kings County</td>
<td>Hanford</td>
<td>Kings County</td>
<td>Hanford</td>
<td>$2,066,329,000</td>
<td>1.40%</td>
<td>Milk, cotton, cattle and calves, almonds, pistachios</td>
<td>Jimmy Hook</td>
</tr>
<tr>
<td>10</td>
<td>Imperial County</td>
<td>El Centro</td>
<td>Imperial County</td>
<td>El Centro</td>
<td>$2,065,599,000</td>
<td>0.10%</td>
<td>Cattle, leaf lettuce, alfalfa, head lettuce, broccoli</td>
<td>Carlos Ortiz</td>
</tr>
<tr>
<td>11</td>
<td>Madera County</td>
<td>Madera</td>
<td>Madera County</td>
<td>Madera</td>
<td>$1,973,067,000</td>
<td>8.50%</td>
<td>Almonds, milk, grapes, pistachios, cattle and calves</td>
<td>Stephanie McNeill</td>
</tr>
<tr>
<td>12</td>
<td>San Diego County</td>
<td>San Diego</td>
<td>San Diego County</td>
<td>San Diego</td>
<td>$1,774,192,000</td>
<td>1.60%</td>
<td>Ornamental trees and shrubs, indoor flowering and foliage plants, bedding plants, avocados, cacti &amp; succulents</td>
<td>Ha Dang</td>
</tr>
<tr>
<td>13</td>
<td>Santa Barbara County</td>
<td>Santa Barbara</td>
<td>Santa Barbara County</td>
<td>Santa Barbara</td>
<td>$1,590,351,000</td>
<td>11.50%</td>
<td>Strawberries, broccoli, wine grapes, nursery, cauliflower</td>
<td>Cathleen Fisher</td>
</tr>
<tr>
<td>14</td>
<td>Riverside County</td>
<td>Riverside</td>
<td>Riverside County</td>
<td>Riverside</td>
<td>$1,219,097,000</td>
<td>-4.40%</td>
<td>Nursery, milk, table grapes, lemons, bell peppers</td>
<td>Ruben Arroyo</td>
</tr>
<tr>
<td>15</td>
<td>San Luis Obispo County</td>
<td>San Luis Obispo</td>
<td>San Luis Obispo County</td>
<td>San Luis Obispo</td>
<td>$924,743,000</td>
<td>-0.60%</td>
<td>Wine grapes, strawberries, cattle and calves, broccoli, vegetable transplants</td>
<td>Martin Settenvendemie</td>
</tr>
<tr>
<td>16</td>
<td>Colusa County</td>
<td>Colusa</td>
<td>Colusa County</td>
<td>Colusa</td>
<td>$901,778,000</td>
<td>13.90%</td>
<td>Almonds, rice, walnuts, tomatoes, miscellaneous fruit and nut crops</td>
<td>Greg Hinton</td>
</tr>
<tr>
<td>17</td>
<td>Sonoma County</td>
<td>Santa Rosa</td>
<td>Sonoma County</td>
<td>Santa Rosa</td>
<td>$894,183,000</td>
<td>-8.40%</td>
<td>Winegrapes, milk, miscellaneous livestock and poultry, misc. livestock poultry products, cattle and calves</td>
<td>Tony Linegar</td>
</tr>
<tr>
<td>18</td>
<td>Glenn County</td>
<td>Willows</td>
<td>Glenn County</td>
<td>Willows</td>
<td>$839,628,000</td>
<td>12.20%</td>
<td>Almonds, walnuts, rice, dairy, olives</td>
<td>Marcie Skelton</td>
</tr>
<tr>
<td>19</td>
<td>Napa County</td>
<td>Napa</td>
<td>Napa County</td>
<td>Napa</td>
<td>$757,116,000</td>
<td>2.70%</td>
<td>Wine grapes</td>
<td>Gregory Clark</td>
</tr>
<tr>
<td>20</td>
<td>Butte County</td>
<td>Oroville</td>
<td>Butte County</td>
<td>Oroville</td>
<td>$684,231,000</td>
<td>-5.00%</td>
<td>Walnuts, rice, almonds, prunes, nursery</td>
<td>Louie Mendoza</td>
</tr>
</tbody>
</table>

Key: WND—Would Not Disclose. NR—Not Ranked. All data has been provided by Business Journal research. Data from California Department of Food & Agriculture website and from county Ag Commissions websites.

(1) Marilyn Wright is retiring from her position in March, 2019. Tom Tucker will be taking over the position.

Research: Edward Smith

Original Publication Date: May 18, 2018

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Photo by Edward Smith  
Becky Carlson holds an assembled Delta Star unit fresh off the line at B-K Lighting in Madera.
## Food Processors

In the Central San Joaquin Valley – Ranked by number of local employees; if tied, by local gross revenue.

<table>
<thead>
<tr>
<th>Company</th>
<th>Address</th>
<th>Number of local full time employees</th>
<th>Gross revenues Square footage</th>
<th>Types of food processed</th>
<th>Markets or areas of distribution</th>
<th>Location of headquarters</th>
<th>Year founded locally</th>
<th>Top local executive</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ruiz Food Products, Inc.</td>
<td>501 S. Alta Ave.</td>
<td>1,804</td>
<td>WND WND</td>
<td>Mexican</td>
<td>None</td>
<td>Nationwide</td>
<td>Dinuba 1964</td>
<td>Kim Ruiz Beck, chairman</td>
</tr>
<tr>
<td>Mary’s Chickens, Turkeys and Ducks/Pitman Family Farms</td>
<td>1075 North Ave.</td>
<td>1,200</td>
<td>WND WND</td>
<td>Chickens, turkeys, ducks</td>
<td>WND</td>
<td>CA, WA, OR, AZ, NV, Hawaii, Texas</td>
<td>Sanger 1954</td>
<td>Richie King, CEO</td>
</tr>
<tr>
<td>Sun-Maid Growers of California</td>
<td>1525 S. Bethel Ave.</td>
<td>850</td>
<td>WND WND</td>
<td>Raisins and dried fruit</td>
<td>Teamsters Local No. 431, IAM, IUOE, IBEW</td>
<td>Worldwide</td>
<td>Kingsburg 1912</td>
<td>Harry Overly, president/CEO</td>
</tr>
<tr>
<td>Producers Dairy Foods, Inc.</td>
<td>250 E. Belmont Ave. Fresno, Calif. 93701</td>
<td>500</td>
<td>WND WND</td>
<td>Dairy, juice and water</td>
<td>None</td>
<td>WND</td>
<td>Fresno 1932</td>
<td>Richard Shehadey, chairman/CEO and Scott Shehadey, president</td>
</tr>
<tr>
<td>National Raisin Company</td>
<td>P.O. Box 219 Fowler, Calif. 93625</td>
<td>265</td>
<td>WND WND</td>
<td>WND</td>
<td>None</td>
<td>Fowler 1969</td>
<td>Linda Kaye Abdulian, President/CEO</td>
<td></td>
</tr>
<tr>
<td>Wawona Frozen Foods</td>
<td>20 W. Aluvial Ave. Clovis, Calif. 93611</td>
<td>210</td>
<td>WND</td>
<td>311,000</td>
<td>None</td>
<td>Clovis 1946/1963</td>
<td>William Smittcamp, president</td>
<td></td>
</tr>
<tr>
<td>Caro-Nut Co.</td>
<td>2885 S. Cherry Ave. Fresno, Calif. 93706</td>
<td>200</td>
<td>WND</td>
<td>Kilkirk brand almond butter, mixed nuts, cashews and more</td>
<td>None</td>
<td>Global</td>
<td>Fresno 2008</td>
<td>David Mahaffy owner</td>
</tr>
<tr>
<td>La Tapatia Tortilleria, Inc.</td>
<td>104 E. Belmont Ave. Fresno, Calif. 93701</td>
<td>150</td>
<td>WND</td>
<td>70,000</td>
<td>Flour tortillas, corn tortillas, tortilla chips, wraps, corn masa</td>
<td>None</td>
<td>Central California, Northern California, Bakersfield, Export</td>
<td>Fresno 1969</td>
</tr>
<tr>
<td>The Brownie Baker, Inc.</td>
<td>4670 W. Jacoby Ave. Fresno, Calif. 93701</td>
<td>110</td>
<td>WND</td>
<td>60,000</td>
<td>Baked individually-wrapped sweet goods</td>
<td>None</td>
<td>Nationwide</td>
<td>Fresno 1978</td>
</tr>
<tr>
<td>Certified Meat Products</td>
<td>5566 E. Commerce Ave. Fresno, Calif. 93725</td>
<td>100</td>
<td>WND</td>
<td>55,000</td>
<td>Process all proteins</td>
<td>None</td>
<td>Statewide</td>
<td>Fresno 2005</td>
</tr>
<tr>
<td>Valley Protein/Mia Bella Foods</td>
<td>1828 E Hedges Fresno, Calif. 93703</td>
<td>98</td>
<td>WND</td>
<td>34,000</td>
<td>Poultry, beef, pork, turkey</td>
<td>None</td>
<td>USA</td>
<td>Fresno 2010</td>
</tr>
<tr>
<td>Max’s Artisan Breads Inc</td>
<td>3021 W. Dakota Ste. 108 Fresno, Calif. 93727</td>
<td>90</td>
<td>WND</td>
<td>50,000</td>
<td>Breads; sliced, buns, rolls, hoagies, etc.</td>
<td>WND</td>
<td>California</td>
<td>Fresno 2000</td>
</tr>
<tr>
<td>Initiative Foods</td>
<td>1902 Industrial Way Sanger, Calif. 93657</td>
<td>52</td>
<td>WND</td>
<td>$8,631,119</td>
<td>Baby food</td>
<td>None</td>
<td>North America</td>
<td>Sanger 2017</td>
</tr>
<tr>
<td>Vie-De-Co Food Company</td>
<td>1903 S. Chestnut Ave. Fresno, Calif. 93725</td>
<td>50</td>
<td>WND</td>
<td>WND</td>
<td>Fruit juice concentrate. Wine &amp; distilled products</td>
<td>WND</td>
<td>Nationwide</td>
<td>Fresno 1946</td>
</tr>
<tr>
<td>Simionian Fruit Company</td>
<td>P.O. Box 340 Fowler, Calif. 93622</td>
<td>30</td>
<td>WND</td>
<td>95,000</td>
<td>Stone fruit, pomegranates</td>
<td>None</td>
<td>Throughout the U.S. and 12 countries</td>
<td>Fowler 1969</td>
</tr>
<tr>
<td>Valley Lahvosh Baking Co., Inc.</td>
<td>202 M-1 St. Fresno, Calif. 93772</td>
<td>27</td>
<td>WND</td>
<td>WND</td>
<td>Lahvosh crackerbread and pedia bread</td>
<td>None</td>
<td>National</td>
<td>Fresno 1922</td>
</tr>
<tr>
<td>Sunland Mills</td>
<td>4469 E. Arenaile Ave. Fresno, Calif. 93725</td>
<td>13</td>
<td>WND</td>
<td>17,000</td>
<td>Quick cooking whole grains</td>
<td>None</td>
<td>Nationwide</td>
<td>Fresno 1935</td>
</tr>
<tr>
<td>Rosenthal Olive Ranch</td>
<td>2568 Avenue 9 Madera, Calif. 93637</td>
<td>3</td>
<td>WND</td>
<td>$500,000</td>
<td>Olives for olive oil</td>
<td>0</td>
<td>Madera, Fresno, Clovis area</td>
<td>Madera 1972</td>
</tr>
<tr>
<td>Saint Francis Homeless Project, Inc./Dog’s Dog Em</td>
<td>5332 N. Palm Ave. Fresno, Calif. 93704</td>
<td>2</td>
<td>WND</td>
<td>$40,000</td>
<td>All-natural dog treats</td>
<td>0</td>
<td>Fresno, Madera counties</td>
<td>Clovis 2010</td>
</tr>
<tr>
<td>Two Cities Coffee Roasters</td>
<td>110 W. Pontiac Way Ste. 111 Clovis, Calif. 93611</td>
<td>2</td>
<td>WND</td>
<td>WND</td>
<td>Roast and package coffee beans</td>
<td>WND</td>
<td>Central Valley</td>
<td>Fresno 2013</td>
</tr>
</tbody>
</table>

Key: WND = Would Not Disclose. NR=Not Ranked. If you would like your company to be considered for one or more of the lists, please contact Edward Smith at the Business Journal. All data has been provided by representatives of the businesses listed and Business Journal research. Not all sources surveyed responded to inquiries. Research: Edward Smith

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E-mail: edward@thebusinessjournal.com
You might be hard pressed to find somebody who has heard of Strathmore. But among tree fruit farmers, whether here, Arizona or Florida, chances are they and their workers know the Strathmore name because they see it on the ladders they use.

For decades, a small Strathmore business has been making ladders and step stools, mostly for workers harvesting tree fruit or doing other work on fruit trees. Appropriately named “Strathmore Ladder Company,” co-owner and general manager Garry Wilson said the goal of the business his parents

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**A LONG CLIMB TO SUCCESS**

Company with mysterious origins continues to thrive

David Castellon | Staff Writer

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bought in 1977 and still owned with him is the same as when it started decades earlier — to build quality ladders for the ag industry.

Exactly when and how the business started is somewhat unclear, with Wilson noting that S.L. Beville started a shop in Strathmore making wooden ladders that he sold to local tree fruit growers, and for years he believed the business started in 1939.

But recently, he said, “We’ve run across a few trade journals from the time. We’ve seen advertisements [for Strathmore Ladder] dating back to 1925.”

He didn’t know much about what Beville did before he made ladders or what got him into the business beyond seeing a need for tree fruit ladders among Valley growers, particularly in the “orange belt,” where he located his small operation.

“Just like they are now, they were not made with price in mind. They were made to be well built — quality,” Wilson said.

He said Beville died in the 1940s,

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and his wife held onto the business, having her late husband’s brother take over running it. Strathmore ladder was sold during the late 1960s, and a few years later Wilson’s parents, Mike and Jeanie Wilson, came to work there as a manager and a bookkeeper, respectively.

Garry Wilson said that in the ’70s, before cell phones and emails, the owner had a difficult time living in Riverside and running the ladder shop here, so he sold the business to the Wilsons.

At that time, the company was still just making wooden ladders, said Wilson, who was in middle school when he started working in the shop at tasks ranging from sweeping to constructing ladders. “Although sales for the wooden ladders were still strong at the time, the new lightweight aluminum ladders were growing in popularity,” and for a time the business made both wooden and aluminum ladders, until the wooden ones were phased out in the early 1990s, states the company’s website.

Today, the ladders are built on the same land where the business started, although in a different, slightly larger metal building, after the previous, smaller, wooden one was destroyed in a 1955 fire. “We call it a shop. It’s not a huge operation. The building we’re in is 10,000 square feet. We have 12 employees, so it’s like a large machine shop,” where aircraft-grade aluminum parts forged by aluminum suppliers are assembled, with some parts made at the Strathmore facility.

“Generally what we do are orchard ladders,” along with other ladders that can be custom designed for specific tasks, whether they’re step ladders to give mechanics easier access to fix certain types of equipment or longer ladders made to specific lengths, such as the sort needed to get in and out of manholes,” said Wilson, adding that custom ladders are just a small part of the family business that he took over running about 20 years ago.

As for why Strathmore Ladder remains in the tiny town of Strathmore instead of relocating to a larger, more urban area, Wilson said, “We are a small town, but we’re not that far off the beaten path. There’s other people who make things here, and Strathmore is near Highway 65, while Highway 99 is just 15 miles away.”

More importantly, there’s the reason Beville set up shop here in the first place, “Because ladders are hard to ship, still to this day. And it’s easier to put them together right where they’re built,” and to sell them there, he said, adding that initially the company just sold to Valley tree farmers, and to this day they remain about half his customer base.

After his parents took over, they decided to widen the scope of their ladder sales, which tend to ebb and flow with how well tree fruit farmers are doing at any given time. “We had a really bad freeze year back in ’89, ’90” that ruined a substantial amount of Valley fruit, Wilson recounted. “It was just me and my mom and dad here for 18 months. There was literally no business.” That inspired the couple to expand their markets. “Now, you can find our ladders pretty much anywhere in the U.S there is tree fruit,” though you will not find them in Home Depots or Lowe’s stores, as his ladders generally are sold at ag supply stores, mostly in California, Arizona, the eastern states along the Atlantic Coast and around the Great Lakes.

As such, while Strathmore ladder might hardly be noticed by some of the nation’s biggest ladder makers, Wilson said, “I think in the ag ladder world, we would be considered a big deal.”
CAROLINA REYES, FOOD SAFETY SPECIALIST, MAGNOLIA CITRUS:

“We have sent our employees to food safety trainings through the Training Resource Center in the past, and enjoy the fact that the trainings are local, and certified with industry-recognized credentials. They employ subject matter experts who have practical experience and can provide great examples to the class. They have updated facilities and it’s always comfortable in their training rooms.”

XOCHITL AGUNDEZ - FOOD SAFETY COORDINATOR FOUR STAR FRUIT, INC.

“Attending these trainings has become essential to our business. Our employees have attended food safety trainings through the Training Resource Center in the past and have greatly benefited from them. We appreciate the easy registration process and the proximity of the training location is very convenient.”

Our FSMA food safety trainings include HACCP, Produce Safety, GAP, Preventive Controls for Human Foods and FSVP courses. Funding for these trainings is made possible by the California Department of Food and Agriculture (CDFA) Specialty Crop Block Grant Program.

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MANUFACTURING EMPLOYMENT IN THE CENTRAL VALLEY

FEBRUARY 2019

Fresno County
2018 labor force average: 448,400
Total nonfarm jobs: 362,500
Manufacturing jobs: 25,000
Durable goods manufacturing jobs: 9,300
Nondurable goods manufacturing jobs: 15,700
Food manufacturing jobs: 10,900

Kings County
2018 labor force average: 57,900
Total nonfarm jobs: 41,000
Goods producing jobs: 5,600
Manufacturing jobs: 4,600

Tulare County
2018 labor force average: 204,600
Total nonfarm jobs: 127,700
Manufacturing jobs: 13,100
Durable goods manufacturing jobs: 3,400
Nondurable goods manufacturing jobs: 9,700
Food manufacturing jobs: 6,500

Madera County
2018 labor force average: 61,500
Total nonfarm jobs: 39,000
Goods producing jobs: 5,200
Manufacturing jobs: 3,300

Source: California Employment Development Department
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