

SAN DIEGO BUSINESS JOURNAL

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Innovation

Andre Hardy leads Optelec US.
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Special Report

Alan Nevin expects a flurry of office-space transactions.
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The Lists: Commercial Property Management Companies, Commercial Real Estate Brokerages
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Sempra Energy Making a Series of Executive Changes

ENERGY: Jessie J. Knight Jr. to Take Over as CEO of SDG&E

By MIKE ALLEN

If the head honchos at Sempra Energy were seeking a new face to better communicate what the Sunrise Powerlink project is all about, they probably couldn't have found a better person than Jessie J. Knight Jr.

On Jan. 20, Sempra, the parent of both San

Diego Gas & Electric Co. and Southern California Gas Co., announced a series of executive changes that included elevating Knight to CEO of SDG&E. Knight, 59, now working as executive vice president of external affairs for Sempra, replaces Debra Reed, who will become an executive vice president at Sempra. All the changes



Jessie J. Knight Jr.

take effect March 29.

Donald Felsing, Sempra's chairman and CEO, said a critical part of the company's success has been its ability to develop a dynamic leadership team with broad experience.

"We and our subsidiaries are making these organizational changes to create a stronger engine for business growth and leadership development," he said.

► Sempra page 36



Melissa Jacobs

Former NBA star Bill Walton leads the new CONNECT Sports & Entertainment Innovators organization.

SPORTS BUSINESS: CONNECT Teams With Bill Walton, Establishes New Trade Organization In Support of Local Sports and Entertainment Industry

By ANDREA SIEDSMA

For former NBA star Bill Walton, combining passion with profits in the sports industry is the best of both worlds. So, it was a natural for the San Diego native to take the helm of a new organization designed to give local sports and entertainment companies a serious boost.

As executive chairman of San Diego trade group CONNECT's Sports & Entertainment Innovators organization, Walton will lead local efforts to strengthen and accelerate the growth of San Diego's startup and growth-stage entertainment and sports-related companies through entrepreneur educational programs, business mentoring and access to capital. The program will connect entrepreneurs with the local research community and advanced materials and solutions to make entertainment and sports products more competitive, greener and safer.

The business accelerator also facilitates licensing, merger and acquisition and strategic partnership opportunities for innovation-stage companies by connecting them with major industry players.

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Contractors Head To Camp Pendleton Seeking Work

CONSTRUCTION: \$5.4B Worth of Projects Set for 7 Marine Corps Bases

By BRAD GRAVES

If anyone wanted visual evidence of the hunger for federal construction work, they could find it in the sea of faces in a meeting room at Marine Corps Base Camp Pendleton on Jan. 15.

The prospect of a multimillion-dollar deal to do minor construction tasks at the base — plus a desire to get other pieces

► Camp Pendleton page 36

Well-Funded Amira Focuses on New Drug Discoveries

BIOTECH: Firm Develops Experimental Asthma Treatment in Pill Form

By HEATHER CHAMBERS

Pharmaceutical giant Merck & Co. Inc. withdrew its research laboratories from San Diego five years ago, but some of its top scientists kept their heels dug into the sands of biotech beach.

Among them, a trio of drug hunters once responsible for asthma treatment Singulair and arthritis drug Vioxx, both blockbusters, stuck together to form privately held Amira Pharmaceuticals, a San Diego-based biotechnology company focused on discovering new treatments for asthma, chronic obstructive pulmonary disease, or COPD, and other inflamma-

► Amira page 36

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Photo courtesy of the Port of San Diego
Framing work is under way on a 52,000-square-foot cruise ship terminal building at the foot of Broadway.

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Quote of the Week

'We are going to nurture our local sports and entertainment companies and do whatever we can to provide the assistance they need. We want to make sure that this segment of the economy can maximize its potential.'

— Bill Walton, former NBA great and executive chairman of the new CONNECT Sports & Entertainment Innovators organization. To read the story, please turn to Page 1.

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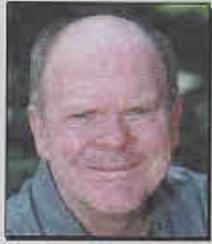
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Chamber Dinner Sizable Event Of the Year



SDBJ INSIDER

Tom York

It's a big deal, trust me. The **San Diego Regional Chamber of Commerce** schedules its annual dinner for Feb. 3 at the **Town & Country Resort** to install regional **Wells Fargo Bank** executive **Tom Wornham** as chairman for 2010.

New this year is the "Herb Klein Spirit of San Diego Award," recognizing the individual who, among other qualities, embodies all the things that make "San Diego, San Diego." Former **Union-Tribune** executive Klein was a beloved figure in the community for decades before he passed away last year. More than 1,000 members and other business and political leaders are expected to attend, which makes the dinner one of the largest business gatherings of the year. Mosey on over to sdchamber-members.org/annualdinner.htm for information ... Well, here's something for the HmMMMM department. The **San Diego Chargers** give coach **Norv Turner** a three-year extension on his contract, despite coming up short Jan. 17 in the team's bid for a Super Bowl trophy — losing to the New York Jets in a disappointing grunt-fest at Qualcomm. The decision has frustrated fans scratching their heads, and wondering just what it takes to get into that final game of the season ... The cirque is coming, the cirque is coming! Yes, **Cirque du Soleil's Kooza** starts a long run here Feb. 25, with its blue and yellow *grand chapiteau*, or big top as we say in English, going up Feb. 18. This variant of the fabled Montreal-based circus combines acrobatic performance and the art of clowning. Dates and ducats are available at cirquedusoleil.com ... Since it happens only once in 10 years, you can bet these bureaucrats won't be clowning around. The **U.S. Census Bureau** opens an office in Vista as it gears up for the nation's official population count later in 2010. The office is one of 39 in Southern California opening ahead of the count. Officials say 1,500 people will be hired countywide to help conduct the head count ... San Diego Mayor **Jerry Sanders** found himself in the national news spotlight Jan. 19 when he gave dramatic — and near tearful — testimony in a San Francisco courtroom where lawyers are arguing the legality of Proposition 8. This is the measure that overturned the legality of same-sex marriage in the Golden State. Sanders testified that he quickly switched in favor of gay unions in 2007 after confronting angry constituents and seeing how hurt they were about his stance. The political conservative said he started wrestling with his conscience after he learned that his daughter was a lesbian ... Finally, this item: The **Bach Collegium San Diego** is staging **J.S. Bach's The Six Motets**, all performed in one evening for the first time ever in San Diego at St. James by-the-Sea Episcopal Church in La Jolla on Feb. 20. Publicist **Stephanie Thompson** says it's unusual to offer The Six Motets at once, so this will be a rare treat. For more information and tickets, call 619-341-1726.

Contributing Editor Tom York pens the SDBJ Insider column. You can reach him at tyork@sdbj.com.

Port Working to Expand Its Cruise Ship Business

CONSTRUCTION Ad Hoc Group Opposes Project

By MIKE ALLEN

Framing work on a new cruise ship terminal at the Broadway Pier is about half-way done, but it's only part of the Port of San Diego's efforts to retain and expand its cruise ship business, says Rita Vandergaw, the port's marketing director.

"We're obligated to have two berths available at all times, so we're going to need both of these piers. We still intend to keep the B Street Pier as the primary facility,"

Vandergaw said.

Work on the new terminal at the foot of Broadway began last month with erecting steel frames for the 52,000-square-foot terminal building. Jaynes Corp. of California is working on the project. That work should be finished in February, and the entire building is expected to be completed by October and occupied by port and U.S. Customs and Border Protection officials by year end.

The \$28 million project was undertaken to provide alternative berthing space for visiting cruise ships while the port begins work on a long-planned refurbishment

of the current cruise ship terminal at the B Street Pier.

Not everyone was thrilled with the development. A legal challenge against the port filed by the San Diego Navy Broadway Complex Coalition, an ad hoc group opposed to a much larger hotel/office development at Lane Field, last year alleges that the port violated the state's Coastal Act and the port's own master plan by not including an oval park plaza in the Broadway project's design. The port denied the allegations, and says the pier cannot accommodate the plaza. On

➔ Cruise page 12

Firm's Energy Storage Devices Keep Going and Going

MANUFACTURING Sales Soar at Maxwell Technologies

By MIKE ALLEN

Nothing lasts forever, but the folks at **Maxwell Technologies Inc.** might argue otherwise.

The San Diego company makes an energy storage device called an ultracapacitor that may have an infinite life span, says its top promoters.

"You can charge and discharge an ultracapacitor billions of times, and it doesn't run out," said David Schramm, Maxwell's chief executive. "If you don't abuse it, it can theoretically last forever."

The device that comes in many cell sizes and shapes has been around for many years, but it's been only in recent years

that the gizmos have been incorporated into wider commercial uses such as windmills, hybrid buses and trucks, electric rail vehicles and factory machinery.



David Schramm

Ultracapacitors are energy storage devices that release all their power in a sudden burst, as opposed to a battery that takes much longer to deliver the same power. The

downside is the devices don't store the power very long, as batteries do.

The capacitors also don't generate energy as batteries do, through internal chemical reactions; they only store and release it.

Demand Grows

But it's that ability to deliver massive

power surges and perform the same over and over again, and in extreme temperatures where regular batteries fail, that is creating higher demand for the products.

Maxwell said Jan. 13 that it delivered its 1 millionth large cell ultracapacitor in December, clear evidence that the product is gaining ground, and swamping its competitors.

"We're so far ahead of them (Maxwell's four major competitors), it's not even close," said Schramm, whose company's main competitor is Japan's Panasonic Corp.

The shift toward making more fuel efficient vehicles and the use of wind and solar power is also helping provide plenty of wind to Maxwell's sales.

Giant windmills (some looming as large

➔ Maxwell page 12

Financing Woes Delay Stem Cell Lab Construction

By HEATHER CHAMBERS

A taxpayer-funded stem cell research laboratory planned for the Torrey Pines Mesa is among three such facilities in the works statewide that have hit snags in their construction timelines.

A move-in date originally scheduled for December has been delayed until June 2011 for the Sanford Consortium for Regenerative Medicine, a group comprised of the Burnham Institute for Medical Research, the Salk Institute for Biological Studies, The Scripps Research Institute and UC San Diego.

Louis Coffman, vice president of the consortium, said raising money on the capital markets has proven difficult in the current economic environment.

"We've got all the philanthropy we've sought to raise," he said. "Right now our focus is in the state bonds to fund the debt portion."

Ultimately, the consortium aims to raise \$62 million through the sale of tax-exempt bonds to finance the building's construction, which has risen in price from \$100 million to \$127 million, not including the \$15 million cost of land.

"Our goal is to get the building off of the ground," Coffman said. "Afterwards, we can always pay down the debt."

In 2008, the consortium was awarded a

➔ Stem Cell page 10

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INNOVATION

Vista's Optelec Innovates to Help People See the World Anew

HEALTH CARE: Company Produces Products to Assist People With Impaired Vision

By EMMET PIERCE

As the baby boomer generation ages, Vista-based **Optelec US Inc.** is positioning itself to serve the growing market of people who need products to help them overcome impaired vision at home and in the workplace.

With its global corporate headquarters in the Netherlands, Optelec is a distributor, designer and manufacturer of technologies for people with eyesight problems. A major player in the business, Optelec has about 65 percent of the global market, said Andre Hardy, president of Optelec US, which was founded in 1985. Within the U.S., it has between 35 percent and 40 percent of the market, he added. The company's Vista office has about 35 employees.

Hardy said the U.S. company did between \$18 million and \$19 million in business in 2009. There was an increase in revenue of about \$2 million from 2008. Last year was the best in the company's history, he said.

Hardy, a former NFL running back, has transferred his passion for sports to helping the visually impaired remain active.

"I have owned and operated lots of businesses, he said. "I've worked in real estate, but nothing that excited me like

this industry."

Optelec's many products range from enhanced computer screens to portable reading devices that people can use at home or in the workplace. Some hand-held electronic devices can be used to magnify objects on a desktop or from a distance. All of the magnifiers feature multiple color contrasts, such as a yellow font on a blue background, to make reading easier.

Growing Need

There is a growing need for the products of companies like Optelec. The recession has hit older workers especially hard. A 2008 AARP survey found 27 percent of workers age 45 and older reported that they had placed retirement on hold because of the economic downturn. We are likely to see an increasing number of workers who are coping with disabilities, such as loss of vision, as the baby boomers reach their golden years. They represent the demographic bulge that occurred following World War II.

Products that help aging Americans see better and remain employed "are really going to be important for people who want to do their own businesses or part-time jobs, in addition to people in a traditional work environment," said Liliane Choney, executive director of Revisions Resources, a non-profit organization based in San Diego that helps older adults remain independent.

The Foundation Fighting Blindness is a nongovernmental funder of research for retinal eye diseases. Stephanie Wells,



Photo courtesy of BerkmanPR
Andre Hardy, president of Optelec US, says last year was the best in the company's history.

director of development for the foundation, said the devices Optelec sells are highly useful to people of all ages with retinal problems.

"Some of these diseases hit children just as they are learning how to read," she said. "They can't see the blackboard. They can't see the book in front of them. Other retinal diseases affect adults in the prime of their careers. They can't see their computer screen anymore. They can't read documents."

More than 16 million Americans report some form of visual impairment, even when wearing glasses or contacts, according to Optelec. That number is expected to double by 2030. Hardy said one thing that sets his company apart from competitors is the desire to partner with others to find solutions to vision problems. The company has formed a partnership with the Foundation Fighting Blindness to conduct a

public-awareness campaign.

Cross-Country Tour

The major initiative in 2010 will be the Optelec VisionZONE, a cross-country tour that will travel to 18 cities to discuss health and increase awareness of vision problems. VisionZONE events will take place during the foundation's fundraising initiative, Vision Walk. VisionZONE events will feature a variety of product demonstrations and exhibits from Optelec, its online company, ShopLowVision.com, and other corporate partners.

The VisionZONE events will allow participants in the fundraising walks to experience a variety of activities related to low vision, including navigating through an obstacle course wearing sight-reducing goggles. Hardy said the events will educate the public about ways to help people with failing eyesight. Too often, people with vision problems, such as macular degeneration, are told there is no help for them, he explained. The disease results in a loss of vision in the center of the visual field.

"There is a giant gap between diagnosis and awareness of solutions," Hardy said. "Typically, someone will go and see their doctor and they will say, 'There is nothing we can do for you.' The truth is there isn't a lot they can do for your retina because it is a degenerative disease, but we make products that allow people to function, even with macular degeneration."

Emmet Pierce is a freelance writer for the *Business Journal*.

The Perfect Team

Cox Business and San Diego County Credit Union®

Story by Andy McRory / Photo by Tim Mantoani

ALTHOUGH SDCCU STARTED small in 1938 (as San Diego County Employees' Credit Union) with just one branch serving local government employees, SDCCU eventually opened membership to all San Diego County residents in the 1970s and instituted its now-familiar marketing tagline "Growing Together®" with 27 branches in three counties and over \$4.8 billion in assets.

A Leader Emerges

SDCCU offers all of its customers unmatched convenience, an exceptional customer experience, and a host of banking services that include checking and savings accounts, money market accounts, and certificate accounts. They also offer a variety of home, auto, and commercial loans, Visa credit cards, and individual retirement accounts.

As a proactive community participant, SDCCU supports a number of organizations that hold many of the same values and principles.

DREAM TEAM

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The Make-A-Wish Foundation of San Diego®, National Multiple Sclerosis Society®, San Diego Blood Bank and Rady Children's Hospital are just a few of more than 75 non-profit organizations supported by the credit union in its drive to help better the lives of the people in the community.

As this financial leader grew, it began a long-term relationship with Cox Business in San Diego, taking advantage of its full spectrum of business communications. Cox Business, a division of Cox Communications, Inc., was perfectly poised to team up with SDCCU and help upgrade their communication infrastructure.

Trusted Provider

Irene Oberbauer, President & CEO of SDCCU, says that Cox Business has become her credit union's trusted communication and Internet service provider. "It started with how hard Cox worked to accurately evaluate the state of our communications to ensure that we'd get what we needed," Oberbauer says. "And [Cox] didn't just meet our needs, [they] exceeded them."

Oberbauer says that this attention to her company's needs exemplified the value of working with Cox Business. "San Diego County Credit Union is San Diego's largest locally based financial institution and we serve over two hundred thousand happy customers. Cox's new state-of-the-art network infrastructure will

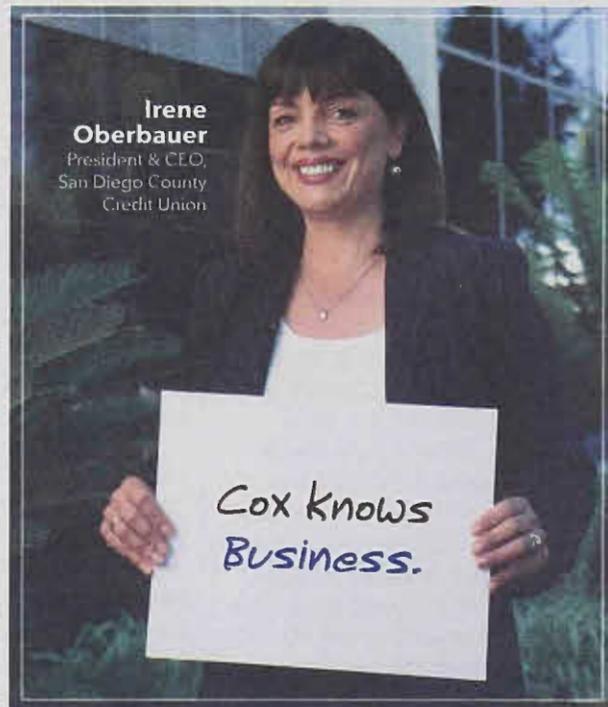
meet our growing business needs."

"You know, it's personal for me. I'm a Cox customer [at home] and I have had nothing but the best relationship with Cox Communications — with [their] bundling packages, etc.," she says.

Cox Business professionals examined SDCCU's data needs and recommended a four-part installation. First was a powerful "T LAN," or transparent local area network. Next came new, upgraded phone lines using Cox Digital Phone service. This service doesn't use any proprietary "gadgets," which means SDCCU can keep their existing phone system hardware and even their phone numbers. Along with the phone lines came a new PRI, or primary rate interface, which carries multiple voice and data transmissions reliably and securely. Cox Optical Internet enables award-winning speed and reliability over fiber-optic cabling.

The Extra Mile

"I couldn't believe Cox Business went as far as they did," Oberbauer says. "We needed to have the new cable go from point A to point B, across Mira Mesa Boulevard, which is a major thoroughfare. They had to literally shut down the street in the middle of the night, brave as they were, and there was no disruption to our service. Cox Business did that of course to accommodate us, because we didn't want to have to shut down service during the day for our customers. It was phenomenal that they were very successful in making it happen with no disruption whatsoever."



ADVERTORIAL

"There were a lot of people at Cox Business who helped establish this relationship, including a number of the executive staff," she says. "I know the top-notch service that we get through Cox Business, and it's second to none. They're a lot like us—we make service number one with our customers; they definitely make service number one with theirs."

Oberbauer says that as SDCCU continues to grow—not just in the San Diego market—the company knows there will be other opportunities to do many other things with Cox Business. "There is so much technology opportunity that Cox has to offer," she says, "we're looking forward to sampling additional products so we can continue our relationship with Cox Business. Cox knows business."

NEWS IN BRIEF

As Tournament Time Nears, Farmers Steps in as Sponsor

The San Diego Open has been renamed the Farmers Insurance Open after the Farmers Insurance Group agreed to become the title sponsor for the area's premier golf tournament, according to a Jan. 18 announcement.

The one-year agreement between Farmers and the PGA Tour includes a long-term option, but financial terms of the deal weren't revealed.

The tour, which runs Jan. 28 to 31, has a total purse of \$5.3 million.

The PGA Tour and the Century Club of San Diego, the local nonprofit that organizes what formerly was called the Buick Open, had been searching for a replacement title sponsor after Buick said it was unable to continue its relationship in August.

— Mike Allen

BRE Commercial Takes on New Identity as Cassidy Turley

BRE Commercial will take on its affiliation with Cassidy Turley earlier than planned.

The commercial real estate brokerage firm, formerly an affiliate of Grubb & Ellis, said Jan. 20 that it would take on the Cassidy Turley identity immediately, rather than follow its original plan to wait until March. A review of the launch plan spurred the decision that an immediate change would be in its clients' best interest, said John Frager, president and CEO of Cassidy Turley BRE Commercial.

The San Diego Business Journal reported the pending transition in its Jan. 11 issue.

— Brad Graves

Quick Service Restaurateur Glen Bell Dies at 86

Rancho Santa Fe businessman Glen W. Bell Jr., who founded the Taco Bell quick service restaurant chain and played a part in creating several other fast-food restaurant concepts, died Jan. 17 at his home at the age of 86, according to a statement from Taco Bell Corp. The cause of death was not disclosed.

Bell started his fast-food career in 1948 in San Bernardino, selling hamburgers and hot dogs at Bell's Drive-In. As the 1950s played out, Bell ran eateries that sold Mexican food. He opened his first Taco Bell in Downey in 1962. When Taco Bell reached 868 units in 1978, PepsiCo Inc. bought the restaurant chain for \$130 million.

— Brad Graves

Humana's DefenseWeb Closes Book on a Record Year

DefenseWeb Technologies Inc. said Jan. 19 that it completed its best year ever, practically doubling its revenue and increasing staffing by 79 percent to 170 full-time employees. The software developer and systems integrator serves federal clients and is a wholly owned subsidiary of Louisville, Ky.-based Humana. While it did not disclose 2009 revenue, the company ranks fourth on the San Diego Business Journal's most recent list of Software Companies with \$15.5 million in revenue from local operations during 2008.

— Brad Graves

San Diego Business Journal Names Associate Publisher

Scott T. Whitley has been named associate publisher of the San Diego Business Journal. President and Publisher Armon Mills recently made the announcement.

"I'm very pleased to have Scott Whitley join the San Diego Business Journal as associate publisher," Mills said. "He has a tremendous background in print media and most recently was chief revenue officer at The San Diego Union-Tribune. Scott brings with him a level of experience and expertise that will add to the current staff."

Whitley said he will "focus on the revenue side of the house," overseeing advertising sales and the Business Journal's calendar of networking events.

Whitley spent 10 years as vice president and chief revenue officer at the Union-

Tribune, leading a staff of 350. Prior to that, he held director and manager positions with Philadelphia Newspapers Inc., the Sacramento Bee and a trio of Harte-Hanks publications in Texas.

"Scott Whitley has a solid background in the business world and in publishing circles," said Reo Carr, editor-in-chief of the San Diego Business Journal. "He is a talented individual and a welcome ally in the work we have ahead of us at the Business Journal."

"I really am pleased to be part of an organization that still values quality

journalism," Whitley said. "The Business Journal is the gold standard for reporting in the business community."

As metro dailies suffer, Whitley said he believes small-market, mid-market and specialty newspapers are in a better position to deal with difficult economic times. Going forward, Whitley said he will work on additional sales processes in-house and "add to the sales punch we have in San Diego" with additional salespeople.

Whitley, 58, is a native of Eunice, N.M. and was raised nearby in Odessa, Texas. He received his bachelor's degree in advertising from Texas Tech University in Lubbock. He has two grown sons and lives in La Mesa.

— Brad Graves



Scott T. Whitley

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Accounts	Maximum FDIC Insurance From One Bank	The WALTree Program advantage	CARMEL VALLEY (INCLUDES CORPORATE HEADQUARTERS) 12220 El Camino Real, Suite 110 San Diego, CA 92130 858.523.4630	SYMPHONY TOWERS 750 B Street, Suite 100 San Diego, CA 92101 619.233.2200
CDs ¹	\$1,000,000	\$5,000,000	GOLDEN TRIANGLE 4350 Executive Drive, Suite 130 San Diego, CA 92121 858.523.4688	LA MESA 8379 Center Drive La Mesa, CA 91942 619.233.2555
IRAs ²	\$500,000	\$2,500,000	CARLSBAD 2760 Gateway Road Carlsbad, CA 92009 760.444.8400	
Maximum Insurance	\$1,500,000	\$7,500,000		

1.) Two separate single ownership accounts, one in the name of each individual (maximum insurance is \$250,000 per account) plus one joint ownership account (maximum insurance is \$250,000 for each account holder)

2.) Two separate single ownership IRA accounts, one in the name of each individual (maximum insurance is \$250,000 for each account)

*May apply to any joint account holders, other accounts may affect insurance limits, individual circumstances may vary. To calculate your insurance coverage go to fdic.gov/edie

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Member FDIC

REGIONAL REPORT

News and notes from communities around San Diego County



Photo courtesy of The Counter Gourmet Burgers. The Counter Gourmet Burgers, where folks get to build their own burger, has come to Carlsbad.

► CARLSBAD

Eatery Hopes Burger Lovers Step Up to The Counter

The Counter Gourmet Burgers, a Santa Monica burger-craze-turned-nationwide franchise, has opened a location at 1923 Calle Barcelona. The build-your-own-burger eatery allows diners to choose from more than 312,000 ingredient combinations, including apricot sauce, hard-boiled eggs and herb goat cheese spread.

For former investment banker Tom Yoo and his actress fiancée, Charlet Chung, the restaurant marks their first endeavor into the franchise food industry. Yoo said they hope to open four more locations across the county. Since it was founded in 2003, The Counter has expanded into 23 locations worldwide.

The premium hamburger category is a billion-dollar segment. The Counter's franchise agreement has an initial term of 10 years and is renewable for two additional five-year terms. The initial fee is

\$50,000 for each restaurant and the royalty is 6 percent of net sales, according to The Counter franchise brochure.

— Heather Chambers

► ENCINITAS

Architect Incorporates Floral Touches in Firehouse Design

Domusstudio Architecture is incorporating a repetitive saw-tooth motif into its design of the city's new fire station in Cardiff-by-the-Sea to reflect the town's many greenhouses and rich history within the flower industry.

The design's south-facing roof will also allow for a perfect platform for solar panels and other elements that will qualify the project to meet LEED, or Leadership in Energy and Environmental Design, standards.

Construction documents for fire station No. 2 are being reviewed by the city before bids are requested in May. Construction on the 6,220-square-foot project is expected to begin in the summer.

In addition to the design services of Domusstudio Architecture, fire station project team members are Leighton & Associates, SnipesDye associates, Deneen Powell Atelier Inc., Structural Engineering Solutions and Syska Hennessy Group.

— Mike Allen

► VISTA

Rubio's to Serve Fresh Mex Items Next to Courthouse

Rubio's Fresh Mexican Grill is scheduled to open a restaurant Feb. 11 at 620 Hacienda Drive next to the North County Courthouse.

The new location brings the number of

Rubio's restaurants to 190 in five states: California, Arizona, Nevada, Utah and Colorado.

The outlet, which will have about 30 employees, is the second in the city. It will be managed by industry veteran Adrian Cardenez.

Carlsbad-based Rubio's Inc. is listed on Nasdaq under the symbol RUBO.

— Mike Allen

► SAN MARCOS

Local Beverage Distributor Makes Revolutionary Deal

Phoenix-based Revolution LLC will use San Diego Beverage Group to distribute Revolution 3D, a canned tea beverage that includes fruit and vitamins, in the San Diego market, the beverage maker said Jan. 15. Financial terms of the deal were not disclosed.

San Diego Beverage Group is a subsidiary of locally based Markstein Beverage Co.

Revolution and San Diego Beverage plan to place the drink in 1,500 grocery stores, drugstores, convenience stores, delicatessens and other retailers. Revolution launched its 3D drink line in 2008.

— Brad Graves

► SAN DIEGO

Coupon Service Can Lead to Daily Savings, Happier Kids

Get 1 Free Magazine, a locally based direct-mail advertising publication, says it planned to launch thedailyssave.com, an e-mail coupon service, Jan. 19.

Thedailyssave.com says 10 percent of its gross income from January will go to the

Make-A-Wish Foundation of America, which grants wishes to children who have life-threatening medical conditions.

Ryan Green is CEO and part owner of Get 1 Free, which delivers its magazine to addresses in San Diego and southern Riverside counties. Get 1 Free shares the Little Italy offices of the San Diego Reader. Reader Publisher Jim Holman also has a stake in Get 1 Free.

— Brad Graves

► SAN DIEGO

Free Seminar to Update Firms On Workers' Comp Changes

Each new year ushers in a host of new laws and regulations, many of those important to local employers. As a result, labor law specialists with the State Compensation Insurance Fund plan to present a seminar Jan. 28 for employers on a variety of workers' compensation topics.

Presentation topics include learning how to address problems immediately to minimize legal exposure and discovering the most frequent factors that result in litigation.

Registration and complimentary continental breakfast begin at 8 a.m. at the State Fund San Diego Regional Office, 10105 Pacific Heights Blvd.

The event is free and open to the public. To register, contact Pat Medina at 858-552-7358 or visit scif.com.

— Heather Chambers

CONTACT POINT

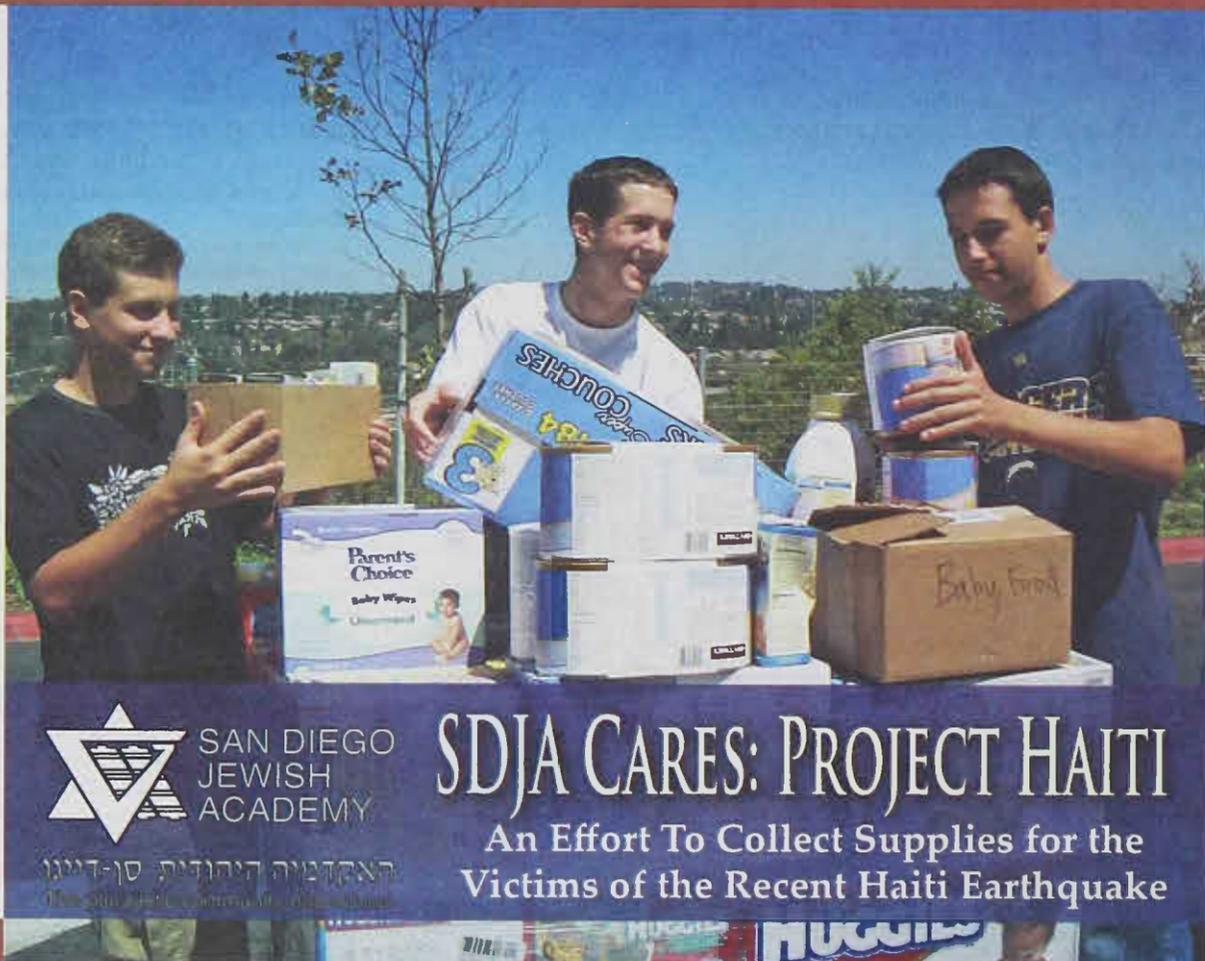
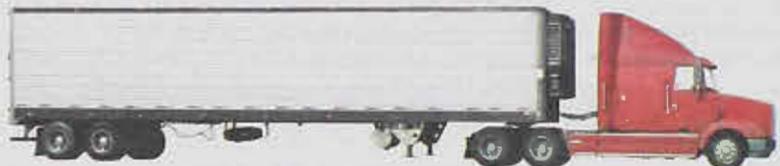
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Partnership Helps Small Biz Secure Much-Needed Financing



FINANCE

Mike Allen

While traditional bank loans for startup businesses are rare, especially in this credit crunch, a partnership among CDC Small Business Finance, Score San Diego and Borrego Springs Bank, N.A. is helping fledgling entrepreneurs find the financing they need.

The two nonprofit organizations joined forces with Borrego Springs in the last several years, working with business owners through the pre-loan process, including developing business plans, figuring their financial projections, and assisting with the application.

With the assistance, applications for SBA-guaranteed loans through the Community Express Loan Program have a better chance of getting approved, says Paul Hollenbach, who has been volunteering his time with Score, aka the Service Corps of Retired Executives, for about 13 years.

"The Score volunteers are usually former businesspeople who have a lot

of experience, and are familiar with some of the pitfalls, and can keep people from making the same mistakes that we made," Hollenbach said.

Meanwhile, folks at CDC work as intermediaries with banks and delve more into the financial aspects of the business plans to get applications qualified and, ultimately, funded by Borrego Springs Bank.

Hollenbach and the CDC's Susan Lamping were recently given a special achievement award from the U.S. Small Business Administration for their successful track record in helping to qualify 70 businesses for SBA loans for the 2009 fiscal year, which ended in September.

"During this economic downturn, Susan and Paul have jointly developed an effective system to counsel and pre-qualify small-business loan applicants seeking Community Express loans," said Tony Vigil, SBA San Diego's deputy director.

The businesses getting the loans ranged from landscapers to contractors, and even included a few new restaurants, Hollenbach says.

About half the loans arranged

through the CDC/Score/BSB program were for startups and ranged from \$15,000 to \$50,000, with interest rates set at prime plus 3.75 percent to 4.75 percent. Last week, the rate equaled 7 percent to 8 percent, not bad for a new business, and the credits don't carry prepayment penalties.

First Business Bank Gets More TARP Money: Carmel Valley-based **First Business Bank**, which terminated an agreement last year to acquire **1st Pacific Bank of California**, became the first lender in the region to receive a second investment of federal dollars through the U.S. Department of the Treasury's Troubled Asset Relief Program.

FBB received \$2 million in December on top of the \$2.2 million it got in April.

Other local banks that have received TARP money are Zions Bancorporation (owner of **California Bank & Trust** and a host of other banks), which got \$1.4 billion; Western Alliance Bancorporation (owner of **Torrey Pines Bank** and other banks), \$140 million; **Pacific Trust Bank**, \$19.3 million; **Regents Bank**, \$12.7

million; **Security Business Bank**, \$5.8 million; and **Seacoast Commerce Bank**, \$1.8 million.

Capital Bancorp's Application Still Pending: Capital Bancorp Limited, the Lansing, Mich., holding company that owns majority stakes in three San Diego County banks, says its application to consolidate its San Diego banks has been pending since October.

"It's supposed to be approved sometime this year," said spokeswoman Angela Kimber.

The planned merger of the **Bank of Escondido**, **Point Loma Community Bank** and **Sunrise Bank of San Diego** was reported by the San Diego Business Journal in October. The applications were filed with the Federal Deposit Insurance Corp. and the state Department of Financial Institutions that month, Kimber says.

All totaled, the three local banks have about \$265 million in assets and four offices.

Send any news regarding locally based financial institutions to Mike Allen via e-mail at mallen@sdbj.com.

Knobbe Martens Moving Closer to Clients, Away From Courthouse



LAW

Heather Chambers

Knobbe Martens Olson & Bear LLP, downtown San Diego's longtime occupant at 550 W. C St., says it will relocate its headquarters to Del Mar Heights this summer.

The Irvine-based intellectual property law firm has signed a 10-year lease to rent space previously occupied by **Neurocrine Biosciences Inc.** Financial terms of the lease were not disclosed.

"We'll be farther from the courthouse but closer to our clients," said Managing Partner Ned Israelsen.

The firm, which handles the bulk of San Diego's biotech patent applications, also plans on expanding its staff.

"Shortly after we move in we'll be up around 65 professionals, but we expect to grow to around 100 in the space," Israelsen said.

Despite a recession that has taken a toll on legal work, Israelsen said the firm is seeing "modest growth" in biotech legal work and "healthy growth" in the high-tech industry.

"With the number of attorneys that we have and the good technical backgrounds that match the local high-tech and biotech base, we've been very successful in growing even during the recession," he said.

The firm plans to move into its new space in August. The Knobbe Martens nameplate will replace Neurocrine's on the building. The biotech has struggled to gain its footing ever since Pfizer Inc. pulled out of a deal in 2006 to develop a sleeping pill. The company slashed half its work force in May, leaving it with extra space. The biotech amended its lease agreement in October to save \$27 million.

Israelsen said Neurocrine had been seeking space for about a year before settling on the location, across from the Del Mar Highlands Town Center at 12790 El Camino Real.

"Historically, it's been 40 to 50 percent more (costly) than downtown space," Israelsen said about the Del Mar Heights area. "That gap has dropped dramatically with the current market."

Mintz Levin Attorney Works On International Deal: San Diego-based attorney Jeremy Glaser, who practices

corporate law at Mintz, Levin, Cohn, Ferris, Glovsky and Popeo P.C., recently represented contract research organization **BioDuro LLC** in its acquisition by Pharmaceutical Product Development Inc.

North Carolina-based PPD said it paid approximately \$77 million in cash to acquire BioDuro.

BioDuro, a San Diego-based company that manages a team of more than 550 scientists in Beijing, contracts with nine of the world's top 12 pharmaceutical firms. PPD saw opportunity to expand its contract services in China. Once the acquisition is complete, the firm will employ almost 1,000 people in China, making it the largest CRO in the country to offer both early stage discovery services and late stage clinical development support.

"We were pleased to represent BioDuro and their world-class team of researchers and scientists in this significant, international transaction," Glaser said.

Besides the legal support, New York-based Peter J. Solomon Co. served as the exclusive investment banking adviser to BioDuro in the transaction.

A First For USD: The University of

San Diego School of Law has released what it says is the nation's first student-run climate and energy law journal.

The San Diego Journal of Climate & Energy Law, which serves as a place for emerging legal issues related to climate change and energy, delves into topics such as insurance claims, law and economics associated with cap-and-trade greenhouse gas markets, and new energy policy.

"Climate and energy law issues are not only a focal point of public debate, but also of central interest to many of our students," said USD School of Law Dean Kevin Cole.

The second annual Climate & Energy Law Symposium is scheduled to take place on USD's campus April 9. The event, which will explore regulatory approaches being proposed and adopted to reduce greenhouse gas emissions, is co-sponsored by the Energy Policy Initiatives Center, a nonprofit academic and research center of the USD School of Law, and the San Diego Journal of Climate & Energy Law.

Send law-related items to Heather Chambers at hchambers@sdbj.com.

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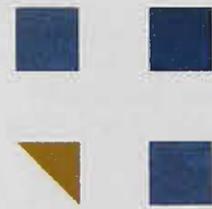
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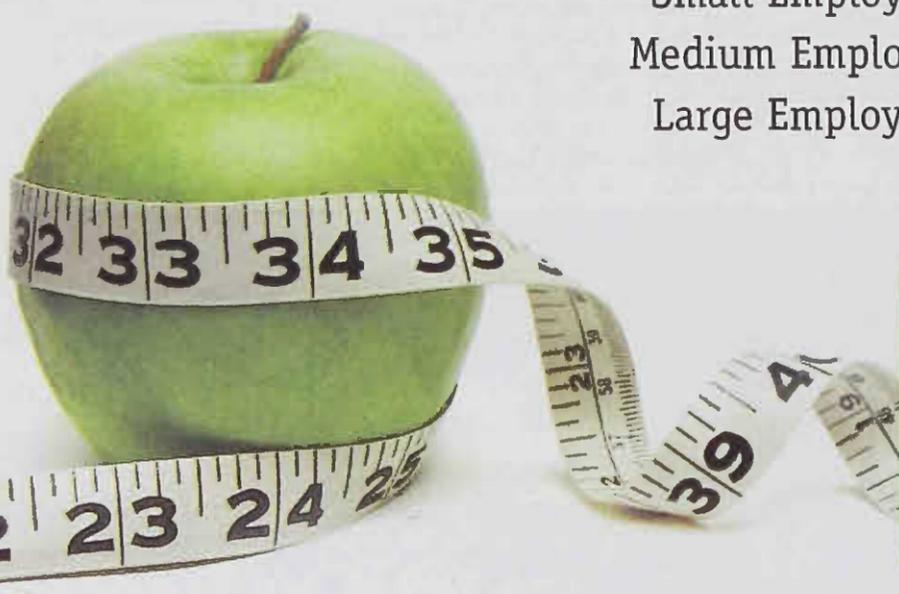
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SAN DIEGO PEOPLE

BANKING AND FINANCE



Tom Lindenmeyer

Tom Lindenmeyer has been appointed to senior marketing manager of the San Diego office of J.H. Cohn LLP, one of the top 15 accounting and consulting firms in the United States. In his new position, he will assist in practice development and promote the firm's audit, tax and consulting services to the San Diego area. Lindenmeyer joins J.H. Cohn from a local accounting firm, and brings with him more than 20 years of local business development experience with professional service companies. He is a member of the Corporate Finance Council, Association for Corporate Growth and San Diego Venture Group, among other organizations.

In addition, **Daphne Milosky**, CPA, has joined the San Diego office of J.H. Cohn as audit manager. Milosky has seven years of audit experience working with closely held companies and public companies as clients. She has worked with companies in the manufacturing and distribution, technology, and research and development industries. She is a member of the American Institute of Certified Public Accountants.

REAL ESTATE

Tom Paschen has been named senior vice president of San Diego-based Fidelity National Default Services by Fidelity National Title's Major Accounts Division. Paschen's division will offer residential and commercial default services, specializing in

Western states' nonjudicial foreclosure. He brings more than 22 years of experience in asset management and the default industry, including 13 years of experience in title insurance and escrow operations. He is a member of the United Trustee Association and served in the U.S. Air Force in Vietnam.

INSURANCE



Mark Little

Mark Little has been named surety account manager of Cavignac & Associates, a risk management and commercial insurance brokerage firm. Little has five years of experience in the construction and surety industry. In his new position he will support and expand the bond services provided to the agency's construction clients. Most recently, he worked with a contracting/consulting firm where he coordinated projects, consulted with clients, programmed automation software and trained clients' employees on various hardware and software interfaces.

The San Diego County Bar Foundation has elected **William Doyle**, **Kimberly R. Gosling** and **Adam K. Ratner** to its board of directors. Doyle is a founding partner of San Diego-based Doyle Lowther LLP, where his practice focuses on representing individuals, institutional investors and consumers in class actions and complex litigation involving securities and investor fraud, mergers and acquisitions, and defective products. Before founding Doyle

LAW

Lowther, he was a partner in the national law firm of Coughlin Stoia Geller Rudman & Robbins LLP. Gosling is an associate in Morrison & Foerster's San Diego office in the litigation practice group, where she specializes in product liability. She has also served as a law clerk for Judge **Jeffery T. Miller** in the U.S. District Court for the Southern District of California. Ratner is a vice president and senior private client adviser for City National Bank, where he advises clients on investment management, business succession planning, retirement planning, estate planning and charitable planning. He received his law degree and Master of Law in taxation from the University of San Diego School of Law.

William V. O'Connor has been elected to partnership of the San Diego office of Morrison & Foerster LLP. As a member of the litigation department, O'Connor's practice focuses on complex litigation involving product liability and high exposure insurance defense matters. He specializes in aviation matters, government investigations of major aviation accidents, and defense of mass tort litigation. He is active on the Leadership Development Committee of the Association of Business Trial Lawyers' San Diego chapter, and is also a Barrister in the Honorable J. Clifford Wallace chapter of the American Inns of Court.

MEDIA AND MARKETING

Nia Jonesz has been hired as junior publicist of Bay Bird Inc. public relations, a boutique public relations agency specializing in communications for companies in the restaurant, entertainment, fashion, art/design, beauty/wellness and hospitality industries. Jonesz brings a strong educational background in both public relations and journalism to Bay Bird, and is currently pursuing a master's degree in media studies from San Diego State University.

EXECUTIVE SPOTLIGHT

Len J. Lauer



Len J. Lauer has been named president and CEO of Memjet, a color printing technology firm, by its board of directors. In the newly created role, Lauer will be responsible for overseeing all aspects of the company's business and will serve on the board of directors. Prior to joining Memjet, Lauer joined Qualcomm Inc. as executive vice president and chief operating officer with more than 20 years of high-tech experience. Before joining Qualcomm, he was president and chief operating officer for Sprint, where he held several executive leadership positions throughout his tenure. He has spent more than 10 years with IBM Corp., holding a variety of management positions in marketing and sales.

In her position, she will support company founder **Peyton Robertson** in campaign management for award-winning clients, including San Diego wedding and event coordination company Bliss.

— Katie Pirillo



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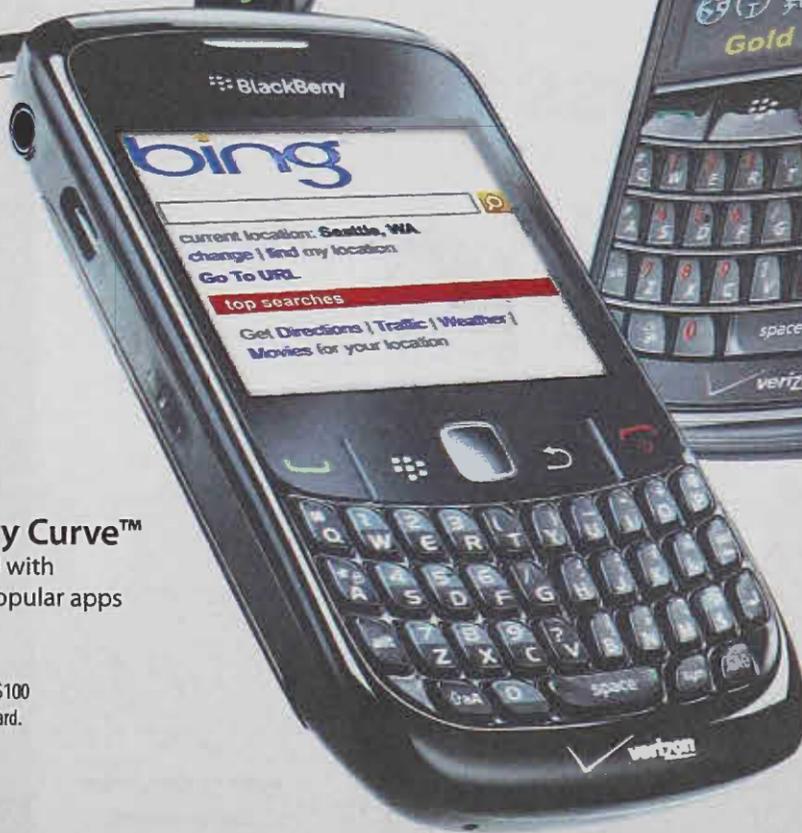
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Cruise:

from page 3

Jan. 19, a Superior Court judge denied the plaintiff's request for a temporary restraining order to halt work at the site. No trial date on the case was set yet, port spokesman Ron Powell said Jan. 20.

Earlier this month, the Board of Port Commissioners approved issuing a request for proposals for an architectural and engineering consultant to develop design plans for the B Street Pier, a much larger and costlier project than the Broadway terminal.

According to a Port of San Diego report, a complete reconstruction of the pier and a new terminal building would run about \$180 million. Given the recession and lack of funding to do the entire project, the port is scaling back to what it's calling "incremental improvements" to the terminal.

Interim Step

"We would like to do the entire project, but this is just an interim step for rehabbing the pier," Vandergaw said.

Coincidentally, the upgrades to the B Street Pier, which was built in the 1920s, are costing about \$28 million, the same estimate for the Broadway Pier terminal project.

The upgrades planned are a new gangway and loading bridge; an elevated passenger bridge that connects the gangway to the terminal building; interior improvements to an existing warehouse building; an elevator and escalator system to the passenger bridge; and a new 25,000-square-foot building to handle luggage checking. The project also entails structural pier work.

Developing architectural and engi-

neering plans for the project is estimated to cost \$2.7 million. The above-deck work is estimated at \$17.7 million, and the structural pier work is expected to cost about \$10 million, according to the port.

Why even do a rehab of B Street when a new terminal is being built at the Broadway Pier?

Vandergaw says the smaller Broadway Pier cannot handle the new, larger cruise ships that carry an average of 3,500 passengers, only up to the smaller 2,600-passenger models.

Tourist Dollars

San Diego's cruise business was down a bit last year compared with where it was in 2008, but it's still generating plenty of tourist dollars. Folks generally stay a day or so before or after their cruises, which primarily head to Mexico but include repositioning cruises to Alaska in the summer.

Last year, the port reported having 233 cruise ship calls that carried about 842,000 passengers. That's down from 2008, when 255 ships stopped here that carried about 921,000 passengers.

According to a 2005 study, the local economy benefits to the tune of about \$2 million for each cruise ship that begins and ends a trip in San Diego. The same study found the local industry supports about 2,700 jobs.

Joe Terzi, CEO of the San Diego Convention & Visitors Bureau, says that while cruise ships aren't critical to the region's tourism industry, they are an important part of it.

"The (port) needs to do something to increase the capacity and ability to transact with multiple ships at the same time," Terzi said.

Maxwell:

from page 3

as 500 feet) used mainly in Europe and China are big users of capacitors because of the greater efficiencies and resiliency compared with batteries. The products are also becoming more prevalent in solar panel systems where extreme heat and cold prevent the use of most batteries.

Driving Ahead

But it's the current use in vehicles that gets Schramm really excited. Since 2002, Maxwell has been a supplier to ISE Corp., a Poway manufacturer of gasoline/electric hybrid drive systems. The ultracapacitors incorporated into these drive systems play a major role in the braking and acceleration of large buses and trucks, storing greater amounts of electric power for the short burst until the vehicle shifts over to more even power from gasoline.

Maxwell says its large Boostcap ultracapacitors are now in ISE hybrid drive systems found in some 300 mass transit buses in this country. In April, it received an order for capacitors to be included in some 850 diesel electric hybrid buses in China.

"China is a big user of hybrid transit and trucks, but our largest market is still in North America," said Carolyn Paynton, ISE's marketing director. Three of ISE's hybrid drive systems are being tested by the New York City Sanitation Department for possible use for its fleet.

"It's only a matter of time before all the buses in this country will be using some form of hybrid systems," she said.

In the past three years, Maxwell's sales have been growing by double digits, with the sales of ultracapacitors propelling most of that growth. From about \$57 million in 2007, Maxwell had \$82 million in revenue

in 2008. Through the end of the third quarter, revenue was \$73 million, and will exceed \$100 million when the company reports its year-end results next month, Schramm says.

Of that, capacitor revenue went from \$17 million in 2007 to about \$40 million last year.

Over three years from 2006, Maxwell has lost \$16.5 million, \$15.7 million, and \$14.8 million. Through the end of September, it reported a net loss of \$13 million. Schramm says that should be remedied soon as Maxwell, founded in 1965, continues to cut its costs and improve sales.

On The Right Track

Several stock analysts agree that Maxwell's stock, traded under MXWL on Nasdaq, should continue to rise this year. Dilip Warriar, with Thomas Weisel Partners LLC in San Francisco, stated in his November report that Maxwell had two consecutive quarters of positive cash flow, and was on track for the same in the fourth quarter.

"We believe the company remains on track to be profitable in 2010, and expect follow-on orders from current Chinese transit bus customers and orders from new customers could drive revenue upside in 2010, as could contracts from its micro electronics business," Warriar said.

Shares of MXWL hit a 52-week low about a year ago at \$4.50, but gradually rose to a high in October above \$21 before falling a bit, and finishing the year near \$18, for a 259 percent overall gain, making it among the biggest gainers of local public companies last year.

Maxwell's total full-time employment is 316, with about two-thirds of that based in San Diego, and about 100 in Switzerland.

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COMMERCIAL REAL ESTATE UPDATE

Office Market Presents Opportunities for Upward Mobility

REAL ESTATE: Declining Rents Encourage Tenants to Shop for Upgraded Space

■ By EMMET PIERCE

The current tenants' market for leased office space has created a game of musical chairs among businesses in San Diego County.

Firms routinely vacate their old space to take advantage of less expensive rent, only to be replaced by other companies that also are looking to cut costs. The recession and high unemployment have placed steady downward pressure on office lease and purchase costs.

"It is just tenants changing chairs right now," said David Marino, executive vice president at **Irving Hughes Inc.**, a real estate company that represents tenants. "Most companies are downsizing. The resulting effect is availability is up and it is not going down."

Much of the activity is a result of downsizing or restructuring among existing tenants, said Matt Carlson, a director with **Cushman & Wakefield Inc.**

"There are healthy companies out there that are taking advantage of historically low rents and some of the premier spaces that are out on the market," Carlson said.

Many businesses are using today's low prices to move up to quality space, said Alan Nevin, director of economic research for **MarketPointe Realty Advisors**.

"Often they can get more space for less than what they were paying previously," he explained.

Nevin expects the bargain-hunting to continue into 2010, fueling a flurry of transactions. However, some analysts anticipate an end to the cycle because of rising prices in the year ahead. In order for that to happen, there must be job growth and a reduction in unemployment.

For the present, the values of office properties have declined to the point where builders say it is difficult to rationalize new development. For most investors, it makes more sense to buy existing properties.

"There is really no new private development," said developer Dennis Cruzan, a principal of commercial real estate property company **Cruzan|Monroe**. "It is principally because of the financial markets we are in and a lack of confidence in the economy."

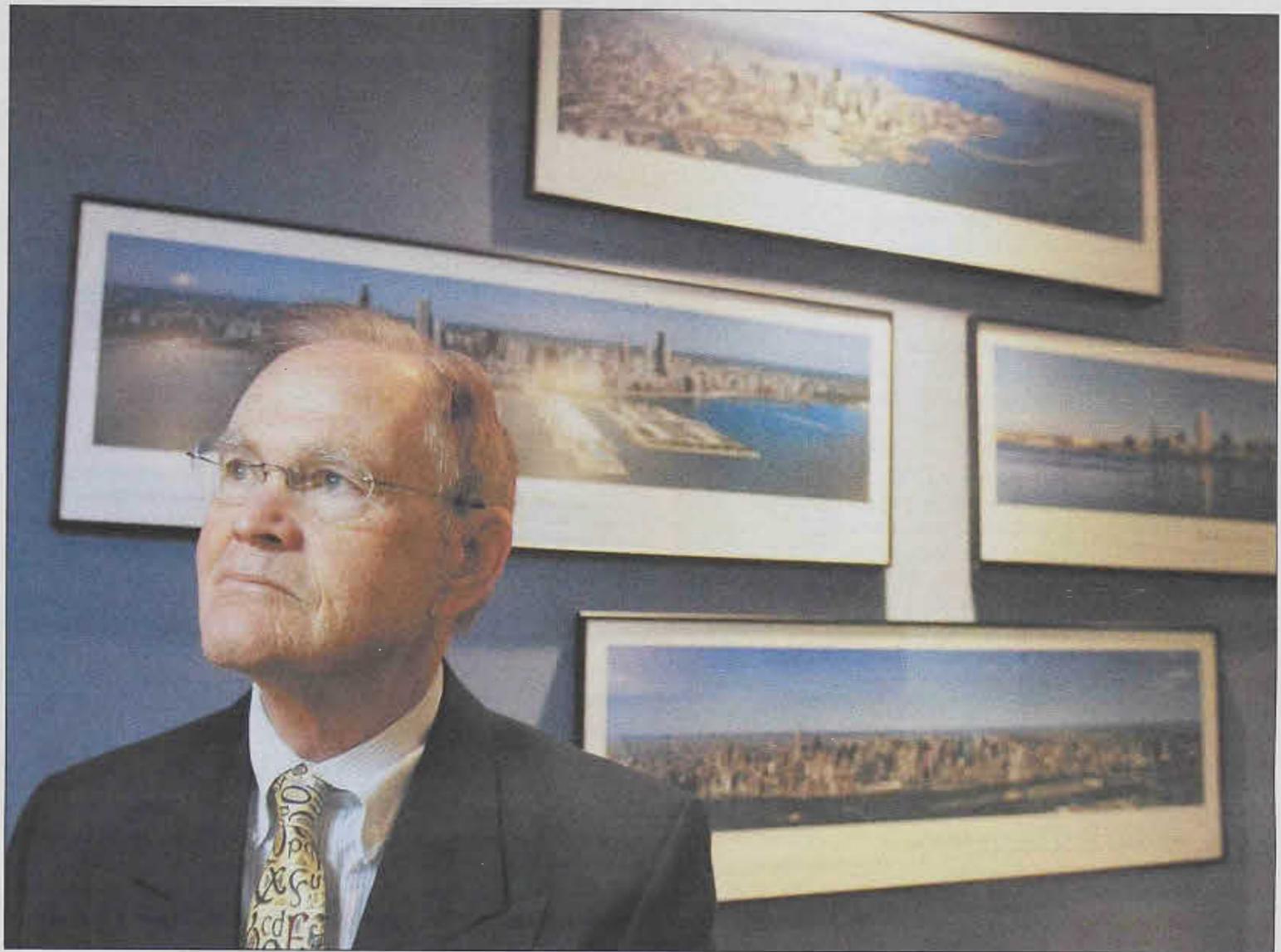
Many real estate professionals still are reeling from the speed at which the market declined during the past two years, said Dan Ryan, a principal at **Veralliance Properties Inc.**, an acquisition and development firm.

"Guys are in shell shock from how quickly the market has deteriorated," Ryan said. "Perhaps 2010 will be the year when color returns to their faces."

Moving Into New Space

The recession has made it difficult to sell or lease new office space, but it's not impossible.

Rich Simons, a partner in **Sudberry Properties Inc.**, said luck and hard work

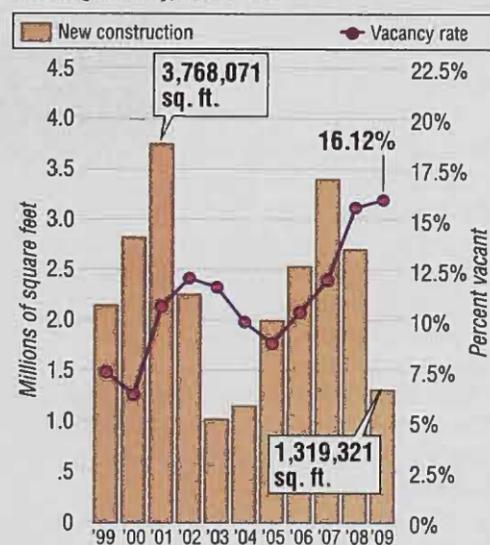


Stephen Whalen

Alan Nevin of MarketPointe Realty Advisors expects the chase for reduced-rate office space will continue this year.

ANNUAL OFFICE NEW CONSTRUCTION VS VACANCY RATE

San Diego County, 1999-2009:



Source: Voigt Real Estate Services

SDBJ graphic

combined with opportunity when the development and asset management firm completed two Class A, six-story office buildings that were built in partnership with Prudential Real Estate.

The Terraces at Copley Point are located near the intersection of state Route 52 and Interstate 805. The buildings encompass 380,000 square feet.

"They took us 18 months to complete," Simons said. "We had built it as a spec project. We leased one whole building to Cricket Communications/Leap Wireless.

We manage the Cricket building."

The other building, which encompasses 175,000 square feet, recently was sold to Kaiser Permanente.

"I think it was location, design and tenacity," Simons said. "Sometimes you get lucky."

The Kaiser transaction represented a purchase at more than \$300 per square foot, said Chris Hobson, a real estate broker with **Grubb & Ellis|BRE Commercial San Diego**. "That was significant."

There have been other bright spots in the marketplace during the past two years, said Nevin. He noted that **Bridgepoint Education Inc.** took over hundreds of thousands of square feet in Sabre Springs and Kearny Mesa in 2009. Global defense and security firm BAE Systems leased about 80,000 square feet at Liberty Station in Point Loma, he added.

Buildings Lose Value

Some analysts were disturbed when Seaview Corporate Center in Sorrento Mesa sold for about \$17 million less than the \$92 million the property sold for in 2004.

"There are huge write-downs in commercial real estate," said Marino. "When you talk about our market, the word on the street is the buildings have lost 30 to 40 percent of their value from the peak a couple of years ago."

Stacey Hansen, a senior property manager at Irvine-based **Essex Realty Management Inc.**, doesn't foresee a quick turnaround.

"I figure there will be see-through buildings for a while," she said. "No occupancy. You see from one window out the other."

Nevin was more hopeful, asserting that some firms will take advantage of low leases and reduced building costs to make new transactions before the economy turns around.

Emmet Pierce is a freelance writer for the Business Journal.

ALSO:

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THE LISTS

16 Commercial Property Management Companies

PULLOUT Commercial Real Estate Brokerages

Bright Spots Bring Some Relief to Stunted Industrial Sector

REAL ESTATE: Central Areas Retain Single-Digit Vacancy, Growth Reported in N. County

By EMMET PIERCE

Analysts agree that the industrial sector of the commercial real estate market in San Diego County has taken a beating during the past two years, but opinions differ when it comes to how quickly it will recover.

Alan Nevin, director of economic research for **MarketPointe Realty Advisors**, expects the industrial sector to bounce back as the overall economy makes a comeback.

"Our industrial users for the most part are local, and space will be filled up," Nevin said. "It will probably take another two years or so to get back to some degree of normalcy. There is nothing new being built. As a result of that, it will not be that difficult to fill up the space. We will recover and it will not take that long."

Not everyone is as optimistic, however.

"There is a sea change occurring in our economy in San Diego, such that the traditional industrial users are slowly

evacuating the county," said real estate economist Gary London of **The London Group**. "Industrial single-story, tilt-up construction in the far north, far east and south counties, that part of our inventory is not going to expand much or at all in the coming years as we continue to lose manufacturing jobs. There is substantially reduced growth, if not a compression in the industrial sector."

San Diego is not nearly as competitive in industrial markets as it was during the previous century, London said. In the future, there will be more people working in offices rather than industrial complexes, he added.

Recession's Impact

Although there are differing opinions about the recovery, no one doubts the serious impact of the ongoing recession.



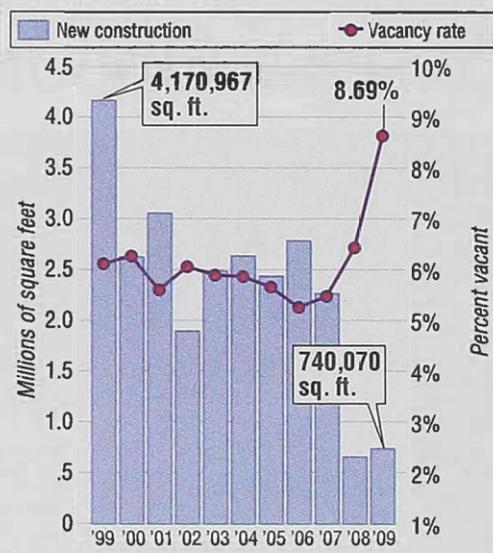
David Marino

"We clearly are in the worst commercial real estate recession we have had since the early '90s," said David Marino, a principal at **Irving Hughes Inc.**, a real estate company that represents tenants. "This commercial real estate train wreck started in 2008."

Nevin pointed out that there have been

ANNUAL INDUSTRIAL NEW CONSTRUCTION VS VACANCY RATE

San Diego County, 1999-2009



Source: Voigt Real Estate Services

SDBJ graphic

bright spots in the industrial market during the past two years. "What you find is it is really a matter of location and quality," he said.

If you look at the industrial markets at the edges of the county — north, east and south — you will find vacancy rates of 15 percent to 25 percent, Nevin explained. However, in central areas, such

as Kearny Mesa, the vacancy rate for industrial properties is in the 6 percent to 8 percent range.

"The further you get from the core of the county, the higher the vacancy rate goes," he said.

One aspect that is helping industrial building owners is the massive number of federal, state and local infrastructure projects that are going on, said Nevin.

"Those contractors are renting industrial space and often office as well," he said. "The military is spending \$5 billion here."

Construction Slump

Perhaps, but industrial construction levels are down to their lowest levels in the past 10 years, said Dennis Visser, an industrial specialist with **Grubb & Ellis|BRE Commercial San Diego**. Manufacturers are favoring existing inventory, and discounted leases, over new construction. Building new facilities simply doesn't make sense when you can lease more cheaply.

"Over the last five years, we have averaged in San Diego roughly 2.7 million square feet of new industrial product per year," he said. "In 2009, we had only 300,000 square feet added. It is grinding to a halt. This year will be that or less."

Industrial page 15

Mixed-Use Projects Keep Hope for Retail Expansion Afloat

REAL ESTATE: Recovery Tied to Return of Lending, Consumer Confidence

By MARK LARSON

Tough conditions for commercial retail in San Diego appear to have bottomed out from last year's recession, and brokers and analysts say the market will bounce back with more jobs and more lending.

"We don't think it's going to get much lower," said Tony Volpe, acquisitions analyst for **American National Investments**, a San Diego-based real estate firm. "We are seeing lending again."

Others in the industry agree that there's nowhere to go now but up. But they see a slow recovery ahead, linked to more jobs, which bring more consumer confidence, and more lending, which helps retailers set up shop in available space.

"Retail's hurting," says Volpe, remembering the last retail deal his firm did was a Lowe's home improvement store in Escondido four years ago. "Unfortunately, we're still seeing national retailers leaving."

Meanwhile, he says, regional retailers are struggling, too. "People aren't buying as many goods right now."

Vince Provenzano, director of brokerage services for the commercial real estate firm **NAI San Diego**, agrees.

"People need to feel comfortable with their employment, No. 1, to bring them back to being consumers," said Provenzano.

The weak economy has forced down lease rates for retailers, however, allowing some to get space they couldn't afford in better times.

These days, San Diego retail lease rates are on average 20 percent to 40 percent below peak rates of 2007, reflecting the presence of empty space in the market.

High Vacancy Rates

Retail vacancies in San Diego among 50,000-square-foot shopping centers and above are now at 7 percent. And spaces being marketed because current tenants are moving out are at 9.3 percent.

Those are the highest rates in 15 years, says Joe Yetter, retail specialist at **Grubb & Ellis|BRE Commercial**, who has been involved in the retail brokerage industry in San Diego since 1986. But as long as those vacancies stay below double-digits, landlords can live with them, he adds.

And because San Diego isn't overbuilt for retail, "We're in the top 20 percent of healthy markets throughout the country, particularly the West," said Yetter. "The fact that we're not wildly overbuilt will help absorb the vacuum we have over the next three years at slowly recovering (lease) rates."

These days, says ANI's Volpe, retail space developments are generally part of a mixed-use project, as in the ground floor of an office, condo or apartment high-rise. He cites **Broadway Lofts** downtown and **Aqua Vista** in Little Italy as examples, along with the **House of Blues** in the **Se San Diego Hotel**.

Leasing Loses Momentum

Joe Haeussler, senior vice president of **McMillin Commercial** in San Diego, says his company operates about 375,000 square feet of retail at the 350-acre, mixed-use **Liberty Station** development in Point Loma, with tenants including **Vons**, **Trader Joe's**, **Ace Hardware Corp.** and a long list of others.

McMillin also has occupied retail space at **Quarry Creek** in Carlsbad. Tenants include **Albertsons**, a yogurt shop that occupies space recently vacated by **Starbucks**

Corp., a **Jamba Juice**, a Greek café and a nail salon.

"2009 was definitely a very tough year for leasing momentum in retail," said Haeussler. "Deals were not at the pace we would have liked. The outlook for 2010 is for much the same unless consumer spending and confidence comes back with more loans

for businesses."

Haeussler says a current deal in the works with a regional retail tenant illustrates how tough conditions are. Tenants typically raise enough cash to pay for 20 percent of the money needed to move into a new space, he says. They then get tenant improvements from the building owner and get the balance of needed financing through a **Small Business Administration** loan.

"The SBA component dried up," says Haeussler. "Then there's too much capital to raise, and tenants look to the landlords to provide that."

That has his company talking to its lender in the hope of closing the financing gap, a first for **McMillin**.

"Our lender is asking a lot of questions. They're in direct contact with the tenant," said Haeussler. "It's a tough situation. But it can create absorption that otherwise wouldn't occur."

Small mom-and-pop retailers are also cash-starved, finding difficulty in getting lines of credit or equity from their homes to finance their stores.

Knocking On Doors

This year, said Haeussler, "If the game plan is to sit and wait for the phone to ring, it's going to be a quiet year."

So **McMillin's** strategy is to have a full court press on potential clients with its sales staff. "We'll continue to knock on

doors," he said. Currently, the company has 60,000 square feet of available retail space in one building, which could handle between 10 and 30 tenants, depending on the size needs of tenants coming in.

Maybe the company will strike gold with what is considered a good sign of a retail industry comeback. When clothing retailers start popping up, says Haeussler, good things typically follow.

For this year, however, retail specialist **Yetter** has no great expectations.

"The feeling is things are not going to get dramatically better, but they're not going to get dramatically worse," said Yetter. "The fact that we're bouncing along the bottom is, I think, a good thing."

Still, that "bumping along" might continue another 12 to 18 months, he adds.

One of the delays to the recovery will be the time required to work out failed



Joe Yetter

commercial mortgages that have been bundled and sold as securities. Many of those will come due in the next three years, when those serving those loans will have to take action on them with various financial remedies. So far, little or no action is being taken on failed commercial mortgages, says Yetter, and he figures that isn't likely to change until the feds order action once the loans mature.

Meanwhile, says Yetter, investors have formed on the sidelines, looking for bargain loan buyouts of valuable properties at 25 cents to 50 cents of a loan's dollar amount. But in San Diego, there are few retail properties in that category. But it is happening in Las Vegas, Phoenix and in San Bernardino, he says, where there is much more empty retail space.

Mark Larson is a freelance writer for the **Business Journal**.

Expansion in Multifamily Residential Banks on Continued Demand

DEVELOPMENT: Quarry Falls Alone Planning 4,700 Homes, Including 800 Apartments

By MARK LARSON

Multifamily residential development is alive and well in San Diego, with projects under way anticipating future demand for high-density infill development.

San Diego-based developer **Sudberry Properties Inc.**'s multi-phased Quarry Falls in Mission Valley, and downtown projects by Houston-based The Hanover Co. — Strata and Current — are projects anticipating that demand from San Diego residents.

A variety of residential development is planned for the 230-acre infill development of Quarry Falls, which will be built in four phases during a 12- to 15-year period.

When built out, Quarry Falls will include an estimated 4,700 variously priced homes, including 800 multifamily apartments. Other types of dwellings to be built will be live/work homes, flats, row houses, condominiums, townhomes, and an estimated 175 senior housing units. Ten percent of the planned housing will qualify as affordable housing.

Along with open space and several small parks, the project will ultimately include more than 1 million square feet of office and retail space for shops and restaurants.

A kindergarten through eighth grade public charter school will be built and run

by High Tech High. To reduce the need for cars, the project will have a shuttle system, a hybrid car-sharing program, and a network of hiking, biking and walking trails.

The project was approved by the city of San Diego just over a year ago, and is now in its design phase. Construction of the first phase is planned for late this year, says Marco Sessa, Sudberry's senior vice president of residential land development.

Financing Challenges

But arranging financing remains a challenge, he says.

"A lot of what's being financed is through government-insured lending, Fannie Mae, Freddie Mac, FHA and HUD," said Sessa.

But there is optimism that lending terms will loosen up this year. Because there hasn't been much housing built locally in the past two years, Sessa sees pent-up demand for it. Especially for an environmentally friendly development that enables a visit to a neighbor or store by foot or bicycle. The project's features won it a Gold certification from LEED, or Leadership in Energy and Environmental Design, a set of design standards of the U.S. Green Building Council.

The Hanover Co., meanwhile, has two downtown high-rise luxury apartment buildings. Current, a \$70 million project completed in November 2007, has 146 units in its 12 stories in the Little Italy neighborhood. And in the East Village is Strata, a 22-story, \$110 million project that is nearing completion. Aimed at the top end of the rental market, both projects offer first-floor retail.

Strong Rental Market

Eric Kenney, acquisition and development partner for Hanover, says next to the Bay Area, San Diego is the second strongest apartment rental market in the state.



Eric Kenney

He notes that the rental occupancy rate downtown is around 95 percent.

"It's unbelievable," he said. "It's a testament to the strength of the market. Businesses are still employing people. It's not as dire as some other parts of the country."

Factors contributing to the high demand are a tight inventory of rental units, and the long lead time and expense of getting new projects approved, financed and built

to add to the current apartment inventory.

"We like San Diego very much," said Kenney. "It has a great quality of life, diverse employment." And that has the company keen on doing more projects in San Diego. But not for now.

"Everything depends on job growth and there's no job growth," said Kenney. "Once that starts again, there will be opportunities for new residential development."

Kenney figures prospects for residential development in San Diego could begin to show this year and next. He expects the local economy to be one of those in California recovering the fastest from the doldrums of the national recession.

Mark Larson is a freelance writer for the Business Journal.

Industrial:

from page 14

From 2004 to 2008, net absorptions in the county averaged 2.5 million square feet per year, he added. That was roughly at the same point as inventory growth. In 2009, there was a negative absorption of 4.2 million square feet countywide.

"In 2010, it is not going to get significantly better," Visser said. "The negative absorption will be less, maybe in the 1 to 2 million-square-foot range and back to a positive net absorption in 2011."

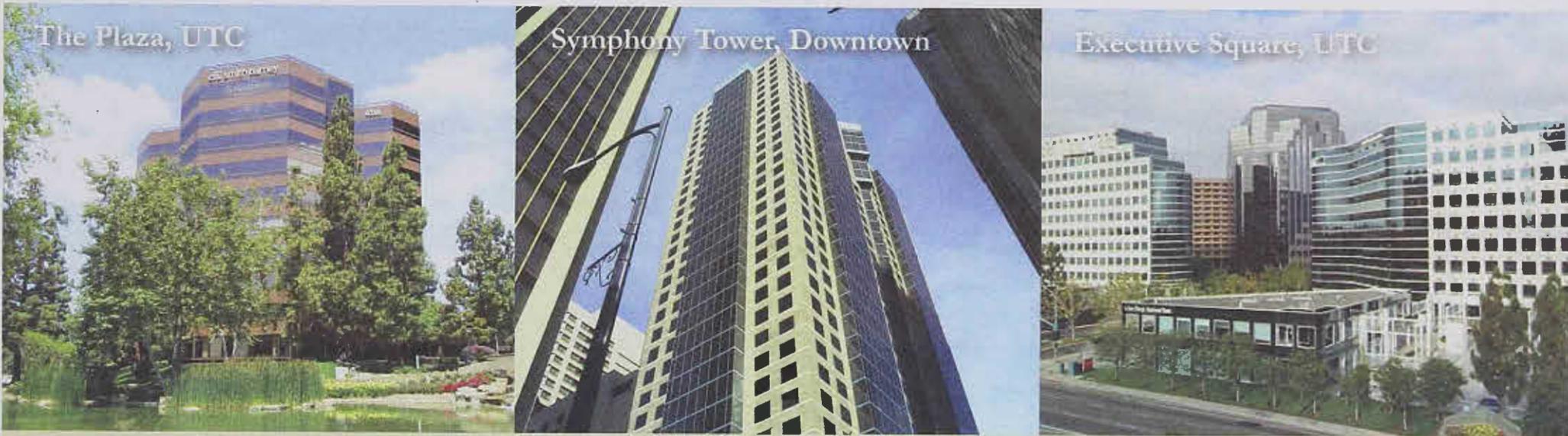
Despite his guarded outlook, Visser said some areas of the county are now

experiencing industrial growth. In the North County community of Carlsbad, there has been positive absorption for the last two years largely because of the continued growth of medical device and life sciences companies, he said. Another submarket with growth in 2009 was San Marcos, where there was a net absorption of 112,000 square feet.

Mickey Morera, a senior director with commercial real estate services firm **Cushman & Wakefield Inc.**, said he expects better times ahead as the region works its way out of the recession.

"Tenants are starting to look for space and plan for the future," he said.

Emmet Pierce is a freelance writer for the Business Journal.



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COMMERCIAL PROPERTY MANAGEMENT COMPANIES

Ranked by square footage of local commercial property managed as of Jan. 1, 2010

Rank (last year)	Company Address Web site	Telephone Fax	Square footage of local commercial property managed: •2010 •2009 •% change (loss)	Percentage breakdown of property by sq. ft.				Number of sites managed	•Accredited? •Accrediting agency	Number of: •Commercial property managers •Full-time local employees	Examples of local commercial properties managed	•Local principal •Title(s)	Year established locally
				Retail	Office	Industrial	Other						
1 (1)	CB Richard Ellis 4365 Executive Drive, San Diego 92121 www.cbre.com/sandiego	858-546-4600 858-546-3985	16.10 16.47 (2)	14	27	59	0	105	Y IREM, AMO, BOMA, ICSC, NAIOP	19 125	Grossmont Shopping Center, La Jolla Village Square	Mark Read senior managing director	1959
2 (2)	Spectrum Property Management 8799 Balboa Ave., #260, San Diego 92123 www.spectrummgt.com	858-569-8799 858-569-8781	11.15 10.86 3	5	2	5	88	66	Y IREM, AMO, ICSC	6 12	Ocean Ranch Corporate Center, Seagate Corporate Center	Colleen Nemeth president	1988
3 (3)	Meissner Jacquet Investment Management Services 5330 Carroll Canyon Road, #200, San Diego 92121 www.meissnerjacquet.com	858-373-1234 858-373-1131	6.76 7.55 (10)	35	50	15	0	82	Y ICSC, BOMA, NAIOP	31 31	Pacific Center Office Park, Courtyard Retail Center	Jerry Jacquet principal	1992
4 (5)	Pacific Coast Commercial 6050 Santo Road, #200, San Diego 92124 www.pacificcoastcommercial.com	858-598-2860 858-560-5604	4.42 4.27 3	26	9	46	19	81	Y IREM, AMO	32 28	Mira Sorrento Business Park, Sun Office Building	Robert Phillips CEO	1994
5 (NR)	Transwestern⁽¹⁾ 5935 Cornerstone Court W., #200, San Diego 92121 www.transwestern.net	858-452-8668 858-452-2585	4.33 1.49 191	0	45	55	0	39	Y IREM, AMO	19 19	Emerald Plaza, Bernardo Heights Corporate Center	Carolyn Perrigo senior vice president	1996
6 (4)	Cushman & Wakefield 4435 Eastgate Mall, #200, San Diego 92121 www.cushmanwakefield.com	858-452-6500 858-452-3206	4.19 6.69 (37)	7	72	20	1	45	Y IREM, AMO	6 65	Centerside Plaza, Scripps Wateridge	Stath Karras executive managing director	1891
7 (7)	Colliers International 4660 La Jolla Village Drive, #100, San Diego 92122 www.colliers.com	858-455-1515 858-546-9146	4.16 3.55 17	15	56	26	3	35	Y IREM, AMO, BOMA	6 21	WCV Commercial Properties, Opus Point	Phil Covington managing director	1980
8 (6)	Sentre Partners Inc. 401 W. A St., #2300, San Diego 92101 www.sentre.com	619-234-5600 619-234-7917	3.20 3.20 0	20	70	10	0	33	Y BOMA, NAIOP, CCIM, ULI	22 38	Lakeshore Towers, Columbia Center, Pacific Center	Steve Williams president	1989
9 (11)	Asset Management Group 11750 Sorrento Valley Road, San Diego 92121 www.assetmanagement.com	858-481-7767 858-259-5694	2.94 2.94 0	33	3	64	0	42	Y IREM, AMO	4 29	Sorrento Corporate Center, Pacific Plaza Shopping Center	Robert Petersen president	1967
10 (8)	Sudberry Properties 5465 Morehouse Drive, #260, San Diego 92121 www.sudberryproperties.com	858-546-3000 858-546-3009	2.84 3.48 (18)	81	19	0	0	16	Y ICSC, BOMA	4 27	Fenton Marketplace, Carmel Mountain Ranch Town Center	George M. Yermanos vice president, director of property management	1979
11 (10)	Radelow Gittins Real Property Management Corp. 8665 Gibbs Drive, #110, San Diego 92123 www.radelowgittins.com	619-231-2727 619-544-1257	2.80 3.00 (7)	30	10	10	50	85	N NA	4 16	Quarry Creek Shopping Center, Oceanside Marina Suites	Dick Fialho certified property manager	1972
12 (14)	Grubb & Ellis Management Services 13970 Stowe Drive, San Diego 92064 www.grubb-ellis.com	858-486-0758 858-486-0760	2.42 2.26 7	15	70	15	0	17	Y BOMA, IREM, AMO, NAIOP, ICSC	na na	Sharp HealthCare Portfolio, 1660 Hotel Circle Drive	Glenn R. Fibiger senior portfolio manager	1980
13 (17)	Covey Commercial 5800 Armada Drive, #200, Carlsbad 92008 www.coveycommercial.com	760-931-1134 760-931-7634	2.30 2.00 15	15	8	67	10	na	N NA	5 8	Marketplace Del Rio, Carlsbad Ranch Corporate Center	Brent R. Covey president	1992
14 (16)	American Assets Inc. 11455 El Camino Real, #200, San Diego 92130 www.americanassets.com	858-350-2791 858-350-2620	2.18 2.02 8	61	37	0	2	21	Y ICSC, BOMA	3 40	Carmel Mountain Plaza, Solana Beach Towne Centre	Patrick Kinney vice president, real estate	1967
15 (12)	Essex Realty Management Inc. 1550 Hotel Circle, #150, San Diego 92108 www.essexrealty.com	619-296-5122 619-296-5124	2.10 2.90 ⁽²⁾ (28)	15	35	35	15	19	Y IREM, AMO	4 4	Triquest, Rancho del Oro Technology Park	Jim Neiger president	1987

In case of a tie, companies are ranked alphabetically.

To be accredited by the Institute of Real Estate Management (IREM), a company must be an Accredited Management Organization (AMO). The companies on this list are accredited by various organizations, including but not limited to: the Building Owners and Managers Association (BOMA), the International Council of Shopping Centers (ICSC), the National Association of Industrial and Office Properties (NAIOP), the National Association of Realtors (NAR), the Urban Land Institute (ULI), and the Society of Industrial and Office Realtors (SIOR).

na Not available

NA Not applicable

wnd Would not disclose

(NR) Not ranked

Notes: Trilar Management Group, No. 13 on last year's list; and Terramar Retail Centers, No. 27 on last year's list, did not return surveys by deadline. Capital Real Estate Management Inc., No. 28 on last year's list, declined to participate.

Source: The companies.

It is not the intent of this list to endorse the participants nor to imply a company's size or numerical rank indicates its quality.

⁽¹⁾ RREEF Management, No. 9 on last year's list, transferred all San Diego property management activities to Transwestern on Dec. 17, 2009.

⁽²⁾ Figure taken from last year's list.

Researched by Kevin Black and Andrew Schweizer

➔ Continued on page 18

Turner Construction Executive Has Zest for Complex Projects

DEVELOPMENT: Jamie Awford Dives Into Latest Challenge, The \$471M Airport Expansion

By MARION WEBB

Twenty-year construction veteran Jamie Awford has the uncanny ability to attract complex and challenging projects other builders generally shy away from.

This month, the 43-year-old vice president and general manager at Turner Construction Co. in San Diego embarked on his most daring and largest project yet: A three-year, \$471 million contract for a 470,000-square-foot expansion of Terminal 2 at the San Diego International Airport.

Turner and its sister company, PCL Construction Services Inc., will manage the construction.

Nearly half of Turner's local staff, 50 out of 104 employees, will work alongside the terminal development team, supporting 75 to 100 subcontractors to execute the following plan: A three-story, 10-gate expansion of Terminal 2, including ticket lobby, airline check-in, security screening and baggage handling. The project also involves adding 1.5 million square feet of apron, a secured part of the airport where aircraft are parked, unloaded or loaded, refueled, or boarded.

Awford's biggest concern: Maintaining normal airport operations.

But he's up to the challenge. "We don't get the easy projects at Turner," Awford said. "We get the complex, challenging projects that have a

level of complexity the average contractor wouldn't be able to achieve."

Turner has 46 offices nationwide and is owned by German construction giant HOCHTIEF AG. Turner, as a whole, has 5,500 employees and more than \$10 billion in annual billings.



Jamie Awford

For 2010, Awford projects his office will achieve \$250 million in annual billings, boosted by the lucrative airport deal, up from \$191 million in 2009.

Reputation Speaks Volumes

Existing clients describe Awford as a person of integrity and a problem-solver. Awford's expertise, willingness to go the extra mile, and high integrity ultimately paved the way for other contracts.

Boone Hellmann, associate vice chancellor for facilities design and construction and campus architect at UC San Diego, said a high score on a personnel evaluation landed Awford's team a four-year, \$105 million contract to build a 14-story student housing building at UCSD.

In 2004, when rising construction costs coupled with inflation quickly outpaced the \$105 million budget, Hellmann recalled the two men had to work hand-in-hand to make the budget workable.

"Jamie and I had to form a cohesive bond and trust," Hellmann said.

To make the budget fit and meet their deadline, they decided to cut the occupancy rate from the originally planned 1,200 students to 1,000 and opted for a less costly exterior wall system. The strategy worked.

The North Campus housing project was finished last September.

Debbie Murray, coordinator of program planning at Grossmont Union High School District, said Awford's successful bid to salvage a project led the district to award Turner consecutive contracts exceeding \$40 million.

In January 2007, the district awarded Awford's office a \$20 million contract from another contractor to overhaul seven buildings, located at Grossmont High School and Helix High School.

"The buildings are so old that we had a lot of challenging conditions," Murray recalled of the aging structures, some dating back to the 1920s. "When things slipped, Jamie really helped his employees deal with difficult situations."

Consequently, Awford's office landed another \$18 million contract to build a two-story science building with 10 classrooms on both campuses, which are near completion, and a third to renovate the Grossmont District's historic office building.

Coach Gives A Boost

Alex Nester, president, chief executive and founder of the La Jolla-based executive coaching firm **Nester Consulting**, said he isn't surprised about Awford's success.

"Jamie is very professional, very detail-oriented and passionate about what he does," Nester said.

Nester first offered his services as a life coach to help Awford deal with his professional and personal boundaries, then offered psychological consulting to his executive team.

Awford credits Nester with helping him

overcome his own perceived limitations and enhancing the corporate environment.

"Everyone has barriers, we all have stuff," Awford said. "We (the Turner executive team) are a tighter-bonded group, and knowing our strengths and weaknesses, we help each other through challenging issues."

Awford said he fell into the construction business after earning a two-year degree in business communication from Seattle Community College in 1988.

"I've been in love with (construction) ever since," Awford said.

Awford joined Turner's San Diego office in 2003 as business development manager, was promoted to business unit manager in 2006, and in January 2007, became vice president and general manager.

Special Interests

Now he even builds on his own time.

"Currently, I'm helping my oldest son rebuild a '67 Mustang," said Awford about a project with his 18-year-old son, Johnny, who studies music production at San Diego City College.

He has another 14-year-old son, Spencer, who enjoys skateboarding.

During his downtime, the Mission Hills resident also enjoys cooking, running and traveling. And he gives back to the community as a member of the local board of directors for Habitat for Humanity International, which builds affordable housing, and for the ACE Mentor Program, which introduces students to opportunities in construction, architecture and engineering.

Marion Webb is a freelance writer for the *Business Journal*.

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COMMERCIAL PROPERTY MANAGEMENT COMPANIES

➔ from page 16

Ranked by square footage of local commercial property managed as of Jan. 1, 2010

Rank (last year)	Company Address Web site	Telephone Fax	Square footage of local commercial property managed: Millions		Percentage breakdown of property by sq. ft.				Number of sites managed	•Accredited? •Accrediting agency	Number of: •Commercial property managers •Full-time local employees	Examples of local commercial properties managed	•Local principal •Title(s)	Year established locally
			•2010	•2009	•% change (loss)	Retail	Office	Industrial						
16 (15)	Promus Commercial 8745 Aero Drive, #308, San Diego 92123 www.promuscommercial.com	858-751-6300 858-777-5303	2.00 2.10 (5)	30	20	50	0	35	Y IREM, AMO, CCIM, CCAM	3 3	Pacific Corporate Center	Lauri Greenblatt president	2001	
17 (18)	Hines Interests Limited Partnership 4747 Executive Drive, San Diego 92121 www.hines.com	858-587-4747	1.96 1.96 0	5	60	10	25	8	Y IREM, SIOR, NAIOP, BOMA, CREW, ULJ	6 40	Petco Park, La Jolla Commons	Paul Twardowski vice president	1991	
18 (19)	NewMark Merrill Cos. 427 College Blvd., Suite K, Oceanside 92057 www.newmarkmerrill.com	760-630-8247 760-630-4693	1.96 1.94 1	100	0	0	0	14	N NA	5 11	300 E. H St., San Diego	John Hickman managing director	1998	
19 (NR)	StepStone Real Estate Services 1660 Union St., #400, San Diego 92101 www.stepstonerealestate.com	619-231-9606 619-231-8389	1.85 2.25 (18)	80	10	8	2	29	Y ICSC, BOMA	5 24	Balboa Mesa Shopping Center, Sweetwater Crossings, Poway Plaza	Jack Nailboff CEO, president	1995	
20 (25)	Investors Property Management Group Inc. 2181 El Camino Real, #206, Oceanside 92054 www.ipmgsd.com	760-967-4764 760-967-4763	1.61 0.80 102	4	16	75	5	56	Y DRE, NAR, NSDCAR	3 6	Sycamore Business Center, Tri-City Medical Plaza Office Building, 450 A St., 700 La Terraza	Janice Hoopler vice president, broker	1995	
21 (NR)	NAI San Diego 123 Camino de la Reina S., #200, San Diego 92108 www.naisandiego.com	619-497-2255 619-497-2265	1.52 1.42 7	20	30	40	10	14	N NA	2 2	wnd	Marten Barry Jr. president	1997	
22 (20)	Capital Growth Properties Inc. 1120 Silverado St., La Jolla 92037 www.cgpinc.com	858-454-8857 858-454-3257	1.37 1.41 (3)	70	30	0	0	55	Y AMO, IREM	5 35	Lucky Shopping Center, Plaza Shopping Center	John Michaelsen president	1976	
23 (23)	CFI 10951 Sorrento Valley Road, #2A, San Diego 92121 www.cfisandiego.com	858-452-1231 858-452-7361	1.31 0.92 42	18	49	25	8	55	Y IREM, AMO, ICSC, CCIM, ULJ	6 13	Ocean Pointe, Pomerado Professional Plaza	Julius Paeske president	1964	
24 (NR)	Ark Management 2533 S. Coast Highway 101, #230, Cardiff-by-the-Sea 92007 www.ark-management.com	760-473-8838 760-496-2847	1.17 0.17 588	10	10	10	70	65	Y CCIM, SIOR, working on AMO	4 5	Gateway at Cedros, Burke Sycamore Business Park	Adam Robinson principal	na	
25 (21)	Heritage Real Estate Advisors Inc. 1241 State St., San Diego 92101 www.heritagerea.com	619-239-1788 619-239-1733	1.10 0.95 16	30	40	30	0	16	N NA	3 6	Mercado Shopping Center, Venture Commerce Center, Trader Joe's Center	Mark E. Hoekstra president	2005	
26 (24)	James Crone & Associates Inc. 101 N. Broadway, Escondido 92025 www.jamescrone.com	760-480-8888 760-745-1212	0.90 0.82 10	66	10	24	0	22	N NA	1 4	Escondido Village, Civic Center Plaza	James A. Crone III president	1986	
27 (22)	Evanco Realty Advisors Inc. 2550 Fifth Ave., #1050, San Diego 92103 www.evancorealty.com	619-814-1688 619-814-1690	0.85 0.92 (7)	37	2	60	1	11	Y AMO	3 6	Ronson Court Business Park, Commerce Center, Kearny Plaza, Environmental Plaza	Craig S. Evanco president, CEO	1993	
28 (NR)	PM Realty Group 18201 Von Karman, #500, Irvine 92614 www.pmrgr.com	949-794-1700 949-794-1750	0.83 0.90 (8)	34	46	20	0	5	Y BOMA, NAIOP	3 9	Hazard Center, Creekside Plaza	Lisa Gualco general manager	1980	
29 (NR)	The Muller Co. 3366 N. Torrey Pines Court, #210, San Diego 92037 www.themullercompany.com	858-587-9955 858-457-8035	0.67 0.67 0	9	91	0	0	6	N NA	2 7	Torrey Pines Court, Centerpoint	Steve Muller principal	1979	
30 (26)	C.W. Clark Inc. 4180 La Jolla Village Drive, #405, La Jolla 92037 www.cwclarkinc.com	858-452-7170 858-453-7260	0.49 0.64 (24)	80	10	0	10	8	Y ICSC	1 15	Del Mar Heights Village, Los Coches Village Medical Center	Craig W. Clark president	1974	
31 (NR)	ECP Commercial 8530 La Mesa Blvd., #300, La Mesa 91942 www.ecpcommercial.com	619-442-9200 619-442-6157	0.48 0.13 266	38	16	46	0	24	N NA	2 17	Convoy/Ronson Business Park, Fenton Office Building	Joseph Bonin president	1980	

In case of a tie, companies are ranked alphabetically.

To be accredited by the Institute of Real Estate Management (IREM), a company must be an Accredited Management Organization (AMO). The companies on this list are accredited by various organizations, including but not limited to: the Building Owners and Managers Association (BOMA), the International Council of Shopping Centers (ICSC), the National Association of Industrial and Office Properties (NAIOP), the National Association of Realtors (NAR), the Urban Land Institute (ULI), and the Society of Industrial and Office Realtors (SIOR).

na Not available

NA Not applicable

wnd Would not disclose

(NR) Not ranked

Notes: Trilar Management Group, No. 13 on last year's list; and Terramar Retail Centers, No. 27 on last year's list, did not return surveys by deadline. Capital Real Estate Management Inc., No. 28 on last year's list, declined to participate.

Source: The companies.

It is not the intent of this list to endorse the participants nor to imply a company's size or numerical rank indicates its quality.

THELISTS

COMMERCIAL REAL ESTATE BROKERAGES

Ranked by dollar value of 2009 San Diego County transactions

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COMMERCIAL REAL ESTATE BROKERAGES

Ranked by dollar value of 2009 San Diego County transactions

Rank (last year)	Company Address Web site	Telephone Fax	Dollar value of local transactions: •2009 •2008 •% change (loss)	Number of local closed transactions: •2009 •2008 •% change (loss)	Local employees: •Full-time •Licensed agents	Leasing services offered			Sales services offered					Number of offices: •Local •Companywide	•Local executive(s) •Title(s)	•Parent company •Headquarters	Year established locally
						Office	Retail	Industrial	Office	Retail	Industrial	Land	Apartments				
1 (2)	CB Richard Ellis 4365 Executive Drive, San Diego 92121 www.cbre.com/sandiego	858-546-4600 858-546-3985	\$1,557 \$1,533 2	1,164 982 19	125 96	Y	Y	Y	Y	Y	Y	Y	Y	3 300	Mark Read senior managing director	CB Richard Ellis Los Angeles	1959
2 (1)	Cassidy Turley BRE Commercial ⁽¹⁾ 4350 La Jolla Village Drive, #500, San Diego 92122 www.brecommercial.com	858-546-5400 858-630-6320	\$822 \$1,549 (47)	1,125 1,175 (4)	54 101	Y	Y	Y	Y	Y	Y	Y	Y	5 5	John D. Frager president, CEO	na	1986
3 (3)	Cushman & Wakefield 4435 Eastgate Mall, #200, San Diego 92121 www.cushmanwakefield.com	858-452-6500 858-452-3206	\$774 \$1,358 (43)	808 979 (17)	65 77	Y	Y	Y	Y	Y	Y	Y	Y	3 230	Stath Karras executive managing director	Cushman & Wakefield Inc. New York	1891
4 (6)	Irving Hughes Inc. 655 W. Broadway, #1650, San Diego 92101 www.irvinghughes.com	619-238-4393 619-238-1025	\$721 \$570 26	na na na	18 10	Y	N	Y	Y	N	Y	Y	N	1 1	Craig Irving Jason Hughes Dave Marino principals	Irving Hughes San Diego	1989
5 (5)	Marcus & Millichap Real Estate Investment Services 9225 Towne Center Drive, #700, San Diego 92121 www.marcusmillichap.com	858-452-8300 858-546-8254	\$441 \$664 (34)	152 189 (20)	4 41	N	N	N	Y	Y	Y	Y	Y	1 75	Kent R. Williams first vice president, regional manager	Marcus & Millichap Real Estate Investment Services Encino	1980
6 (8)	Jones Lang LaSalle 11988 El Camino Real, #150, San Diego 92130 www.us.joneslanglasalle.com	858-523-2100 858-523-2101	\$408 \$450 (9)	na na na	na na	Y	Y	Y	Y	Y	Y	Y	Y	1 180	Jan Pope market director Bill Fleck managing director	Jones Lang LaSalle Chicago	1997
7 (4)	Colliers International 4660 La Jolla Village Drive, #100, San Diego 92122 www.colliers.com	858-455-1515 858-546-9146	\$299 \$599 (50)	582 742 (22)	21 73	Y	Y	Y	Y	Y	Y	Y	Y	3 294	Phil Covington managing director	Colliers International Seattle	1980
8 (9)	Voit Real Estate Services ⁽²⁾ 4370 La Jolla Village Drive, #990, San Diego 92122-1233 www.voitco.com	858-453-0505 858-453-1981	\$178 \$226 (21)	426 414 3	8 40	Y	Y	Y	Y	Y	Y	Y	Y	1 4	Russ Johnson Chris Wood managing directors	Voit Real Estate Services Newport Beach	1988
9 (11)	NAI San Diego Commercial Real Estate Services 123 Camino de la Reina S., #200, San Diego 92108 www.naisandiego.com	619-497-2255 619-497-2265	\$124 \$146 (15)	182 113 61	5 25	Y	Y	Y	Y	Y	Y	Y	Y	1 325	Marten Barry Jr. president	NAI San Diego Commercial Real Estate Services Princeton, N.J.	1997
10 (10)	Lee & Associates Commercial Real Estate Services Inc. 5872 Owens Ave., #200, Carlsbad 92008 www.lee-associates.com	760-929-9700/ 858-453-9990 760-929-9977/ 858-453-9965	\$122 \$239 (49)	299 425 (30)	6 37	Y	Y	Y	Y	Y	Y	Y	Y	2 38	Brad Roppe president, Carlsbad office	Lee & Associates Commercial Real Estate Services Inc. Corona	1990
11 (12)	Coldwell Banker Commercial-Almar Real Estate Group 5800 Armada Drive, #101, Carlsbad 92008 www.cbcworldwide.com	760-602-4800 760-602-4801	\$114 \$141 (19)	304 290 5	8 25	Y	Y	Y	Y	Y	Y	Y	Y	2 3	Alan Scott president, CEO	Coldwell Banker Commercial Parsippany, N.J.	1999

na Not available

(NR) Not ranked

Notes: Eastdil Secured, No. 7 on last year's list, and Prudential California Realty, No. 22 on last year's list, declined to participate. Studley, No. 16 on last year's list, did not return a survey by deadline. Award Commercial Properties, No. 18 on last year's list, no longer provides brokerage services.

Sources: The companies and CPA-attested letters.

It is not the intent of this list to endorse the participants nor to imply a company's size or numerical rank indicates its quality.

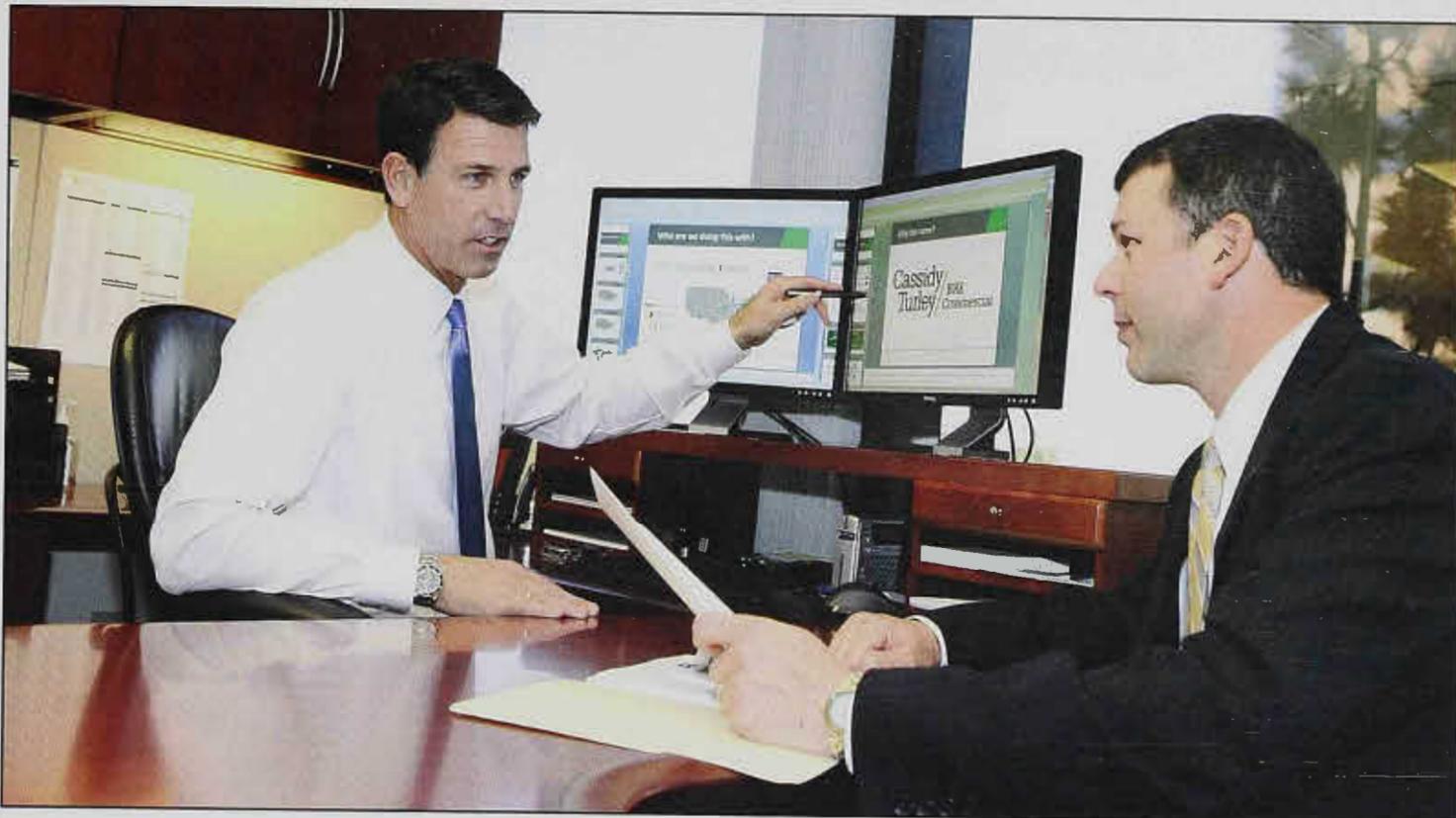
(1) Listed last year as Grubb & Ellis/BRE Commercial and, as of March 1, BRE Commercial will be known as Cassidy Turley BRE Commercial.

(2) Previously listed as Voit Commercial Brokerage.

Researched by Kevin Black and Andrew Schweizer

➔ Continued on next page

EXECUTIVE SUMMARY



John D. Frager, left, and Jonathan Freeman are part of the team moving BRE Commercial San Diego into a new alliance with Cassidy Turley. File photo

Despite the economic turbulence, commercial real estate brokerages in San Diego County mostly maintained their ground from 2008 to 2009.

Looking at the San Diego Business Journal's Commercial Real Estate Brokerages lists for 2010 and 2009, the major difference is rooted in the split between BRE Commercial San Diego and Grubb & Ellis Co. The brokerages are ranked by dollar value of 2009 San Diego County transactions.

As of March 1, BRE Commercial will be known as Cassidy Turley BRE Commercial. John D. Frager serves as president and CEO of BRE Commercial.

Cassidy Turley grabbed the No. 2 ranking on the newly released list with \$822 million in local transactions, trumped only by longtime competitor CB Richard Ellis, led locally by Senior Managing Director Mark Read, with \$1.56 billion in transactions.

On last year's list, Grubb & Ellis/BRE Commercial sat atop the rankings with \$1.55 billion in local transactions in 2008, while CB Richard Ellis held down the No. 2 position with a figure of \$1.53 billion.

Cushman & Wakefield's San Diego office, run by Executive Managing Director Stath Karras, secured the No. 3 spot on this year's list with \$774 million in transactions.

Irving Hughes, managed by principals Craig Irving, Jason Hughes and Dave Marino, grabbed the No. 4 ranking with \$721 million in transactions.

Marcus & Millichap Real Estate Invest-

ment Services, led by Kent R. Williams, the first vice president and regional manager, rounded out the top five with \$441 million in transactions.

Among the brokerages that appeared on last year's and this year's lists, only one moved more than three spots up or down. Goldman Ferguson Partners achieved the No. 13 ranking this year, four places better than a year earlier, despite the fact that its dollar value in local transactions declined 9 percent to \$75 million.

Last year's list had the top three brokerages with more than \$1 billion each in local trans-

actions, but only the top brokerage on this year's list totaled more than \$1 billion. Additionally, there was a significant drop from the No. 1 and No. 2 spots on this year's list, as top-ranked CB Richard Ellis had almost double the dollar value in local transactions in 2009 than second-ranked Cassidy Turley.

The largest percentage gain in the dollar value of local transactions is illustrated by fourth-ranked Irving Hughes, which saw a 26 percent gain from last year's figures, increasing from \$570 million to \$721 million.

The largest percentage loss was from

CDC Commercial Real Estate, which saw its transactions drop from \$25 million in 2008 to \$11 million in 2009, a 57 percent decline. It secured the last spot on this year's 19-brokerage list after being ranked 21st on last year's 22-brokerage list.

Goldman Ferguson Partners saw the largest increase in the number of local closed transactions, from 21 to 34, a 62 percent gain. ECP Commercial, ranked 17th, saw a 39 percent decrease (largest on the list) in the number of closed transactions, dropping to 160 from 261.

— Andrew Schweizer

COMMERCIAL REAL ESTATE BROKERAGES

Ranked by dollar value of 2009 San Diego County transactions

Continued from previous page

Rank (last year)	Company Address Web site	Telephone Fax	Dollar value of local transactions:		Number of local closed transactions:	Local employees:	Leasing services offered					Sales services offered				Number of offices: •Local •Companywide	•Local executive(s) •Title(s)	•Parent company •Headquarters	Year established locally
			•2009 •2008 •% change (loss)	•2009 •2008 •% change (loss)			•Full-time •Licensed agents	Office	Retail	Industrial	Office	Retail	Industrial	Land	Apartments				
12 (14)	Commercial Realty Advisers 4275 Executive Square, #100, La Jolla 92037 www.cradvisers.com	858-875-3600 858-875-3636	\$76 \$124 (38)	170 117 45	2 21	2 21	Y	Y	Y	Y	Y	Y	Y	Y	1 1	Brandon T. Keith CEO	SD Commercial Realty Advisers Inc. San Diego	2007	
13 (17)	Goldman Ferguson Partners 750 B St., #2320, San Diego 92101 www.goldmanferguson.com	619-232-0402 619-231-8246	\$75 \$82 (9)	34 21 62	2 2	2 2	Y	Y	Y	Y	Y	Y	Y	N	1 1	Ronald E. Goldman managing partner David P. Ferguson general partner	Goldman Ferguson Partners San Diego	1986	
14 (13)	Flocke & Avoyer Commercial Real Estate 6165 Greenwich Drive, #110, San Diego 92122 www.flockeavoyer.com	619-280-2600 619-280-3311	\$71 \$126 (44)	115 116 (1)	5 10	5 10	N	Y	N	N	Y	N	Y	N	1 1	Stephen E. Avoyer president, CEO	Flocke & Avoyer Commercial Real Estate San Diego	1985	
15 (15)	Apartment Consultants Inc. 2635 Camino del Rio S., #300, San Diego 92108 www.aciapartments.com	619-299-3000 619-299-8536	\$60 \$112 (46)	105 95 11	1 16	1 16	N	N	N	Y	Y	Y	Y	Y	1 1	Chuck Hoffman president	Apartment Consultants Inc. San Diego	1992	
16 (NR)	Capital Real Estate Investments 4370 La Jolla Village Drive, #850, San Diego 92122 www.capital-rei.com	858-200-9400 858-200-9432	\$55 na na	45 na na	4 5	4 5	N	N	N	N	Y	N	N	N	1 1	Randy Rivera president	Capital Real Estate Investments Inc. San Diego	2003	
17 (19)	ECP Commercial 8530 La Mesa Blvd., #300, La Mesa 91942 www.ecpcommercial.com	619-442-9200 619-442-6157	\$46 \$42 11	160 261 (39)	17 8	17 8	Y	Y	Y	Y	Y	Y	Y	Y	1 1	Joseph Bonin president	ECP Commercial La Mesa	1980	
18 (20)	Inland Pacific Commercial Properties 8665 Argent St., Suite C, Santee 92071 www.ipcommercialproperties.com	619-596-1880 619-596-1885	\$30 \$31 (3)	101 108 (6)	na na	na na	Y	Y	Y	Y	Y	Y	Y	Y	1 1	James Renner president	Inland Pacific Commercial Properties Santee	2001	
19 (21)	CDC Commercial Real Estate 11440 W. Bernardo Drive, #300, San Diego 92127 www.cdccommercial.com	760-743-8500 858-362-7987	\$11 \$25 (57)	49 61 (20)	3 3	3 3	Y	Y	Y	Y	Y	Y	Y	N	1 1	Don Zech president	CDC Commercial Real Estate San Diego	1996	

na Not available

(NR) Not ranked

Notes: Eastdil Secured, No. 7 on last year's list, and Prudential California Realty, No. 22 on last year's list, declined to participate. Studley, No. 16

on last year's list, did not return a survey by deadline. Award Commercial Properties, No. 18 on last year's list, no longer provides brokerage services.

Sources: The companies and CPA-attested letters.

It is not the intent of this list to endorse the participants nor to imply a company's size or numerical rank indicates its quality.

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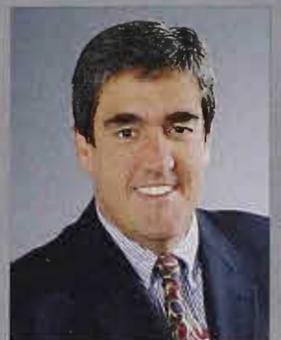
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Human Resources Guide

2010





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VISTAGE INTERNATIONAL INC.
BUCK KNIVES

Honorees

The 2nd Annual HR Professional of the Year Awards held on June 18, 2009 recognized the most outstanding human resources professionals who work in San Diego, as nominated by their own employees or clients. The event was held on June 18, 2009 from 4:00 to 7:00 pm at the Doubletree Hotel San Diego-Mission Valley. Congratulations to the 2009 finalists and honorees!

Sue Johnson
Julie DeMeules
Anita Matheson
Angela Chow
Roi Ewell
Diana De Walt
Amy Carr
Tammy Riley
Kristina Foucher
Karen Vived
Kathy Box
Hazy Pipo
Evelyn Hidalgo
Jeffrey Lindeman

Alphatec Spine
Santarus Inc.
Halozyme Therapeutics
Kratos Defense & Security Solutions Inc.
SeaWorld San Diego
Gen-Probe Inc.
Red Door Interactive
Continuous Computing
Evans Tire
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Webster Offers Graduate Degrees for Working Adults

SUBMITTED BY WEBSTER UNIVERSITY

In today's ever-changing and fast-paced world, a graduate degree is becoming increasingly necessary, according to the Bureau of Labor Statistics.

In the most recent edition of the Occupational Outlook Handbook, the BLS reports that a Master of Human Resources Management degree or a Master of Business Administration degree with a concentration in HR management is highly recommended for those seeking general and top management positions.

The good news is that the BLS expects these fields to grow faster than the average rate for all occupations — 17 percent predicted growth rate by 2016.

Many working professionals mistakenly think that going back to school isn't an option for them. Family, work and social commitments stretch most people pretty thin these days.

Webster University understands this and offers accelerated master's degree programs for working adults. Instead of the traditional 16-week semesters, Webster University students meet one night per week for nine weeks. Classes are held between 6 and 10 p.m., and there is not any outside group work or weekend classes.

A private, nonprofit, traditional university based in St. Louis, Mo., Webster University is a regionally accredited school and is ranked as having one of the highest graduate business enrollment rates in the United States, according to the Association to Advance Collegiate Schools of Business.



Photo courtesy of Webster University
A private, nonprofit, traditional university based in St. Louis, Mo., Webster University is a regionally accredited school and is ranked as having one of the highest graduate business enrollment rates in the United States, according to the Association to Advance Collegiate Schools of Business.

Webster University also has specialized accreditation by the Association of Collegiate Business Schools and Programs.

Students can take classes at the San Diego campus, conveniently located off Interstate 805 at Governor Drive near the state Route 52 merge in the Golden Triangle, take classes online, or mix and match these options. Webster University's student-centric philosophy makes it easy to get a degree that's tailored to

your unique needs.

For a master's degree in HR management, students take 12 classes in such areas as organizational behavior, training and development, employment law, staffing, compensation and labor-management relations.

Webster University's small classes are taught by instructors who hold advanced degrees and have extensive real-world experience.

Because Webster University caters to work-

ing adults who have strong professional experience, the GRE or GMAT entrance exams are not considered indicative of graduate-level performance and are not required. Instead, you demonstrate your ability to perform graduate-level work by earning a "B" average or better to remain in the program.

An advertorial submitted by Webster University. For more information, please visit webster.edulsandiego or call 858-458-9310.

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Contact the San Diego Business Journal's Research Department to find out how to be included in the lists. Just contact the Research Department using the information listed below. Please provide your company name, address, telephone number and the lists your company would like to participate in and our Research Department will take care of the rest!

The lists are updated throughout the year and compiled at the end of each year for our annual Book of Lists.

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Employment of HR managers is expected to grow by 17 percent by 2016, higher than the average for all occupations — a Master's Degree in HR or an MBA with a concentration in HR is highly recommended for those seeking general and top management positions, according to the Bureau of Labor Statistics (BLS)

**BLS Occupational Outlook Handbook, 2008-09

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- Small classes taught by instructors with real-world experience
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Health Care Guide 2010

A Supplement to the **San Diego Business Journal**

The Best Businesses Offer the Best Health Plans

SUBMITTED BY KAISER PERMANENTE

You've worked hard to make your company among the best in the field – anticipating change, marketing effectively, constantly innovating and increasing sales. The hard work is paying off with financial health and a reputation for attracting top quality staff. To ensure your best people stay in top form, you need a health plan that delivers the best quality health care for your investment.

A top performing health plan that offers affordable, well-structured, integrated services can actually help your business stay at its competitive best by keeping employees healthy and productive. Not just reducing employee sick days, but proactively helping employees with chronic conditions and risk factors so they can avoid health problems in the long term.

An effectively managed, flexible health plan should offer multiple options with no more cost than offering just one. Efficient account management with easy online services, instant access to financial and enrollment data, and plenty of resources to make benefit management streamlined, all help employers spend their energy where it really matters – on doing business.

Employees Look for Comprehensive Health Plans

A comprehensive health plan helps businesses recruit and retain top talent. Employees are attracted to companies that offer health plans that provide all the services they and their families need with plenty of options, flexibility and consumer choice.

A coverage package with choices, services, resources and tools is the gold standard for health plans. Co-payments, deductibles, HMOs, PPOs, out-of-area coverage, premium savings and tax advantages are sought-after

options. Combining all these elements with easy benefits administration gives companies time to focus on their business goals, not on benefits paperwork.

HMO deductibles, co-insurance, cost-sharing options and out-of-pocket maximums offer broad coverage with lower premiums to satisfy company budget needs while providing employees with quality health care. Similar to traditional HMO plans, these plans provide employers maximum flexibility in offering their workers health plans for their individual needs.

Health savings accounts combined with deductible plans are available for business owners and employees who want to invest in coverage options designed to protect financial and physical health. Blending premium savings and tax advantages offers employees an incentive to save for their health care costs and empowers them to manage their health care dollars in much the same way they manage retirement dollars. HSAs offer employees pre-tax payroll deductions and businesses tax-free contributions. Both the company and employees save on Social Security and Medicare taxes.

Comprehensive health plans offer a range of health education classes, from allergy and asthma to heart health, parenting and yoga. Health assessments, weight loss programs, diet and exercise counseling, smoking cessation, and stress reduction should be standard fare. Even affinity program discounts and preferred rates for services not offered by the health plan ought to be readily available as part of the service.

Top quality health plans are designed to engage employees in the management of their own health, providing the resources they seek and helping them understand the impact they can have in achieving better health. Cutting-edge technology in prevention, diagnostics,

A top performing health plan that offers affordable, well-structured, integrated services can actually help your business stay at its competitive best by keeping employees healthy and productive. Not just reducing employee sick days, but proactively helping employees with chronic conditions and risk factors so they can avoid health problems in the long term.

treatment and information technology are all basics in high-quality health plans. Electronic medical records are helping provide online access to patients' medical information, allowing employees to spend more productive time at the workplace – in better health.

Kaiser Permanente is responding to market dynamics with innovative products, tiered benefit plans and consumer-directed health plans that lower premiums. Options that feature cost-sharing with employees, working with employers to bring wellness to the workplace, and outstanding medical care with maximum choice are all part of our commitment to the total health of our patients.

Integrated Health Care Delivery System

Kaiser Permanente's hallmark is the ability to integrate the elements of health care – physicians, hospitals, home health, support functions and insurance – into a coherent whole. The power of an integrated health care system lies in its potential to create an environment that supports innovation and quality improvement. Our integrated structure puts people and systems together in ways that enable us to achieve more than we could by working alone or in a fragmented system. With Kaiser Permanente, consumers don't just buy insurance. For a fixed monthly fee, they buy a membership in an organized system that provides preventive, routine, specialized and hospital care.

Preventive medicine has changed the economics of medicine by focusing on keeping the patient healthy, rather than just treating sickness. By offering a broad benefits package without financial barriers, Kaiser Permanente encourages patients to seek care before a medical problem becomes serious, requiring more costly treatment and longer sick leave. Knowing their patients will not be financially burdened also allows physicians to base their clinical decisions solely on what is medically appropriate for the patient. Our integrated system allows physicians to provide care in the setting that best meets the patient's needs, be it at the hospital, medical office or patient's home.

Our approach to health care delivery maximizes the value of the employers' and employees' health care dollars. We provide excellent, evidence-based medicine, and are committed to identifying and treating populations with high-risk conditions, as well as populations needing screening and prevention services.

Beyond sick care, hospitalization and routine checkups, Kaiser Permanente clinicians identify and engage high-risk patients and those with chronic illnesses in care management programs with strong outreach and health education programs. Comprehensive disease management programs include interventions beginning with the primary care medical team to behavioral health specialists, nurses, pharmacists, to personal case managers and care coordinators.

A comprehensive health education and wellness program offers patients a full range of classes and support groups to help them

prepare for medical procedures and learn about managing their chronic conditions, as well as opportunities to take part in programs to achieve their best possible health.

Kaiser Permanente encourages patients to take an active role in improving their own health. By emphasizing prevention and wellness, executing effective care management programs within a system of integrated care, and providing easy access to health improvement programs, education, member incentives and decision support tools, we present the foundation necessary to encourage patients to actively participate in their health care.

Providing the Best in Health Care Innovation

Kaiser Permanente's commitment to innovative information technologies is improving clinical care, streamlining business operations and providing Web-based services to patients. The program, Kaiser Permanente HealthConnect, allows clinicians real-time access to data on medical conditions, drug interactions, best practices, centers of excellence, research, clinical trials and treatment options.

KP HealthConnect revolutionizes patient care delivery and improves our ability to identify employer group's key cost drivers. Integrating medical information with billing, scheduling and account management increases our value and boosts service to businesses.

At the same time, employees can go online and access their own personal health record through kp.org's My Health Manager, which provides critical time-saving features, including online appointment scheduling and prescription refills. In addition, users have 24/7 online access to lab test results, eligibility and benefits information, and even their children's immunization records. With secure e-mail messaging, your employees can also communicate with their doctors at anytime, from anywhere – minimizing the amount of time spent out of the office for doctor visits.

By providing secure access to the same clinical record doctors see and unique tools to interact with providers and health plans, My Health Manager enables you and your employees to manage your health care for maximum personal productivity.

KP HealthConnect and My Health Manager bring together the knowledge, research, technology and medical excellence that have made Kaiser Permanente the nation's largest private sector, nonprofit health care system.

Our Commitment to Your Business

Our commitment to our customers and their employees is to strive relentlessly for continuous improvement in everything we do. To offer industry leading performance in health care quality, service and cost. To make our care and services available through flexible, innovative products that help lower health care costs to meet customer needs. And to empower employees to become well-informed, savvy health care consumers who share responsibility for their health care choices.

An advertorial submitted by Kaiser Permanente. For more information, please visit kp.org.

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More Than \$185,000 Netted at 2009 Sharp HospiceCare Benefit Regatta

Event United Health Care Professionals, Sailing Community, Local Businesses and Families

SUBMITTED BY SHARP HOSPIECECARE

Sharp HospiceCare, Coronado Yacht Club and Cortez Racing Association hosted the seventh annual Sharp HospiceCare Benefit Regatta in August 2009. The event netted a total of more than \$185,000 for Sharp HospiceCare, a not-for-profit organization that provides comprehensive care and compassionate support for patients and their families struggling with a life-limiting illness.

Grossmont Healthcare District, the title sponsor of the regatta, donated \$30,000 to the event.

Make Plans to Attend in 2010

The eighth annual Sharp HospiceCare Benefit Regatta will be held Friday, Aug. 27, and Saturday, Aug. 28, 2010. The event will feature a head-to-head competition between two teams of doctors aboard legendary America's Cup sailing yachts: Stars & Stripes and Abracadabra.

Proceeds will continue to support Sharp HospiceCare's Homes for Hospice campaign, an initiative to build hospice homes in San Diego. The campaign has led to the completion of two homes within the county.

"For loved ones and friends dealing with a serious illness, providing care is an all-consuming responsibility," said Suzi Johnson, vice president of Sharp HospiceCare. "At Sharp HospiceCare, we provide dignity and comfort. Our hospice homes offer a serene environment for residents and families to gather and enjoy time together."

Community volunteers Maggie Watkins of Best Best & Krieger LLP and Bill Quealy of KPMG LLP are the 2010 event co-chairs.

Friendly Competition, Serious Celebration

The two-day regatta launches Aug. 27 at the Hotel del Coronado with events for spectators and yachtsmen alike, including a pre-race celebration. Festivities include a full-course dinner, live and silent auctions, dancing and live entertainment. Tickets for the dinner are \$175 each.

On Aug. 28, spectators can head to the Coronado Yacht Club to board hosted spectator yachts and watch the regatta up close. Tickets are \$125 each and include lunch, snacks and beverages, dinner, and an awards ceremony.

The race begins near the east end of Harbor Island. Race boats wind around a course in picturesque San Diego Bay and finish under the Coronado Bridge near the Coronado Yacht Club. Sailors will race to earn a spot in the 2011 Hospice Regattas National Championship in Rochester, N.Y.

A Unique Model of Care

Sharp HospiceCare proudly opened its second hospice home in Del Cerro, welcoming its first patient in the spring of 2009. Named ParkView Home, it is designed to deliver specialized care to patients within the comforting environment of a home.

Sharp HospiceCare pioneered this unique model-of-care with the 2001 opening of its first home, LakeView, which alone has cared for more than 1,000 families in San Diego. Together, ParkView and LakeView Homes are the only places of their kind in Southern California.

ParkView's 3,200-square-foot space is wheelchair accessible and offers an intimate environment with four private patient bedrooms, as well as private patios, a living room, family room, gathering room, kitchen and

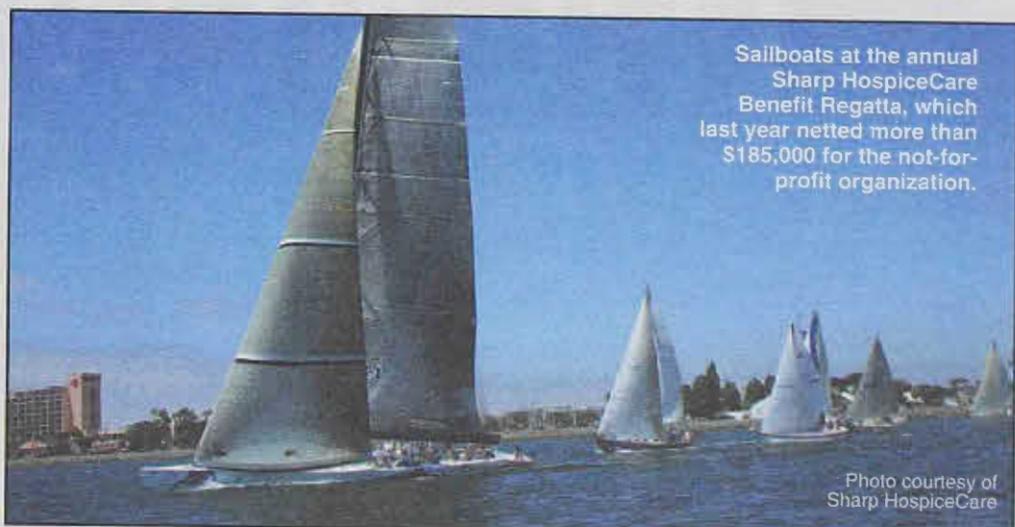
nurses' station. It also has a backyard retreat that provides patients with an ideal outdoor environment for simple family gatherings or meditative time alone.

Funds from the upcoming Regatta directly support operational and capital expenses for ParkView. More information about ParkView Home, including virtual tours, can be found on sharp.com/hospice.

Join the Excitement and Be a Part of a Worthy Cause

For information and registration for the Sharp HospiceCare Benefit Regatta, call Bill Navrides at 619-740-4316. To find out more about Sharp HospiceCare, please call 1-800-82-SHARP (1-800-827-4277) or visit sharp.com/hospice.

An advertorial submitted by Sharp HospiceCare.

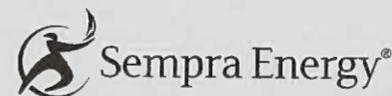


Sailboats at the annual Sharp HospiceCare Benefit Regatta, which last year netted more than \$185,000 for the not-for-profit organization.

Photo courtesy of Sharp HospiceCare



Many thanks to our generous 2009 sponsors for making last year's Sharp HospiceCare Benefit Regatta a great success.



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Please join us, along with community partners Coronado Yacht Club and Cortez Racing Association, and event co-chairs Bill Quealy Jr. and Maggie Watkins, for the *Eighth Annual Sharp HospiceCare Benefit Regatta* on August 27 and 28, 2010. For more information, please call (619) 740-4316 or email bill.navrides@sharp.com.



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 CALIFORNIA "BANK"
 LOCATED AT 9333 GE-
 NESSE AVE SAN DIEGO
 CA, 92121 OR ANY
 AGENT OF 1ST PACIFIC
 BANK OF CALIFORNIA,
 et al. THROUGH THEIR
 CONSTRUCTIVE FRAUD,
 FICTION OF LAW AND
 UNDER NON-DIS-
 CLOSURE OR WITHOUT
 FULL DISCLOSURE:
 All ALLEGED instruments
 sited in November 30,
 2009 PUBLICATION IN
 THE SAN DIEGO BUSI-
 NESS JOURNAL on page
 fifty (50), column three
 (3), starting at paragraph
 three (3), ending column
 five (5) first paragraph,
 are "NON-PERFECTED"
 INSTRUMENTS. Time
 established to produce
 any "PERFECTED" IN-
 STRUMENTS regarding
 this matter has passed
 without the production or
 verification (proof) of any
 "PERFECTED" INSTRU-
 MENTS.
 Take NOTICE that
 Secured Party hereby
 stands on the facts, and
 on law, in support of
 Notary's Affidavit and
 ACTUAL AND CON-
 STRUCTIVE NOTICE's.
 As of this NOTICE,
 Secured Party formally
 establishes that no 'PER-
 FECT' INSTRUMENTS
 exists, all presentments
 by 1st PACIFIC BANK OF
 CALIFORNIA, et al. in this
 matter are considered
 hearsay. Secured Party
 demands a Certified
 Accounting of all monies

paid to 1st PACIFIC
 BANK OF CALIFORNIA,
 et al. in association to
 each and every alleged
 instrument sited in No-
 vember 30, 2009 ACTU-
 AL AND CONSTRUCTIVE
 NOTICE. 1st PACIFIC
 BANK OF CALIFORNIA
 et al. now has ten (10)
 days from the date of
 this NOTICE to produce
 a Certified Accounting of
 all monies delivered to
 "BANK". This Certified
 Accounting must be Cer-
 tified Original Copies, in
 three (3) sets. Information
 must be sent to Notary's
 address below by CERTI-
 FIED MAIL™ c/o Secured
 Party 1743 Mackinnon
 Ave Cardiff, CA 92007.
 All related co-conspirers
 are officially being placed
 on Actual and Construc-
 tive Notice.
 Copies of Copies of
 Notary's affidavit are
 being supplied to listed
 parties upon written
 request. Send request
 to Notary Public Leticia
 Rosales Commission
 number 1810023 at 6965
 El Camino Real Suite 105
 Carlsbad, CA 92009.
 All previous affidavits and
 ACTUAL AND CON-
 STRUCTIVE NOTICE'S:
 Are additional legal
 evidence of non-dis-
 closure or lack of FULL
 disclosure of related
 facts by the 1st PACIFIC
 BANK OF CALIFORNIA,
 et al. and other parties
 and their continued con-
 structive fraud against
 Secured Party. This publi-
 cation will be forwarded
 to the Attorney General
 of the United States.
 01-04-10

File No. 2009-033892
 FICTITIOUS BUSINESS
 NAME:
Hight Consulting
 732 Widemere Ct
 San Diego, CA 92109
 THIS BUSINESS IS
 HEREBY REGISTERED
 BY THE FOLLOWING:
 Peter Hight
 732 Windemere Ct
 San Diego, CA 92109
 THIS BUSINESS IS
 CONDUCTED BY:
 An Individual
 THE FIRST DAY OF
 BUSINESS WAS:
 11/08/09
 THIS STATEMENT WAS
 FILED WITH SAN DIEGO
 ASSESSOR/RECORDER
 OFFICE OF SAN DIEGO
 COUNTY ON:
 December 4, 2009
 01-04-10

File No. 2009-033026
 FICTITIOUS BUSINESS
 NAME:
Mario Moreno
 962 Homestead Place
 Escondido, CA 92026
 THIS BUSINESS IS
 HEREBY REGISTERED
 BY THE FOLLOWING:
 Mario Moreno
 962 Homestead Place
 Escondido, CA 92026
 THIS BUSINESS IS

CONDUCTED BY:
 An Individual
 THE FIRST DAY OF
 BUSINESS WAS:
 1/5/09
 THIS STATEMENT WAS
 FILED WITH SAN DIEGO
 ASSESSOR/RECORDER
 OFFICE OF SAN DIEGO
 COUNTY ON:
 November 23, 2009
 01-04-10

File No. 2009-034778
 FICTITIOUS BUSINESS
 NAME:
**The San Diego Perinatal
 Center**
 8010 Frost Street, Ste
 300
 San Diego, CA 92123
 THIS BUSINESS IS
 HEREBY REGISTERED
 BY THE FOLLOWING:
 Children's Specialists of
 San Diego, A Medical
 Group
 3860 Calle Fortunada,
 Ste 210
 San Diego, CA 92123
 THIS BUSINESS IS
 CONDUCTED BY:
 A Corporation
 THE FIRST DAY OF
 BUSINESS WAS:
 6/22/2001
 THIS STATEMENT WAS
 FILED WITH SAN DIEGO
 ASSESSOR/RECORDER
 OFFICE OF SAN DIEGO
 COUNTY ON:
 December 16, 2009
 01-04-10

File No. 2009-034779
 FICTITIOUS BUSINESS
 NAME:
Encinitas Perinatal Center
 1130 2nd Street
 Encinitas, CA 92024
 THIS BUSINESS IS
 HEREBY REGISTERED
 BY THE FOLLOWING:
 Children's Specialists of
 San Diego, A Medical
 Group
 3860 Calle Fortunada,
 Ste 210
 San Diego, CA 92123
 THIS BUSINESS IS
 CONDUCTED BY:
 A Corporation
 THE FIRST DAY OF
 BUSINESS WAS:
 9/6/2006
 THIS STATEMENT WAS
 FILED WITH SAN DIEGO
 ASSESSOR/RECORDER
 OFFICE OF SAN DIEGO
 COUNTY ON:
 December 16, 2009
 01-04-10

File No. 2009-035190
 FICTITIOUS BUSINESS
 NAME:
Tranquilnet IT Solutions
 3525 Del Mar Heights
 Rd. #446
 San Diego, CA 92130
 THIS BUSINESS IS
 HEREBY REGISTERED BY THE
 FOLLOWING:
 William Traenkle
 3525 Del Mar Heights
 Rd. #446
 San Diego, CA 92130
 THIS BUSINESS IS
 CONDUCTED BY: An
 Individual
 THE FIRST DAY OF
 BUSINESS WAS:

12/15/2009
 THIS STATEMENT WAS
 FILED WITH SAN
 DIEGO ASSESSOR/RE-
 CORDER OFFICE
 OF SAN DIEGO COUNTY
 ON: December 21, 2009
 01-04-10

File No. 2009-034431
 FICTITIOUS BUSINESS
 NAME:
Vanadis
 11835 Carmel Mountain
 Rd, Ste 1304-242
 San Diego, CA 92128
 THIS BUSINESS IS
 HEREBY REGISTERED
 BY THE FOLLOWING:
 Carla Carter
 10640 Rancho Carmel
 Drive
 San Diego, CA 92128
 THIS BUSINESS IS
 CONDUCTED BY:
 An Individual
 THE FIRST DAY OF
 BUSINESS WAS:
 Not Yet Started
 THIS STATEMENT WAS
 FILED WITH SAN DIEGO
 ASSESSOR/RECORDER
 OFFICE OF SAN DIEGO
 COUNTY ON:
 December 11, 2009
 01-04-10

File No. 2009-034710
 FICTITIOUS BUSINESS
 NAME:
**Up & Adam Building &
 Contracting**
 4151 Nemaha Dr.
 San Diego, CA 92117
 THIS BUSINESS IS
 HEREBY REGISTERED BY THE
 FOLLOWING:
 Adam L. Headrick
 4151 Nemaha Dr.
 San Diego, CA 92117
 THIS BUSINESS IS
 CONDUCTED BY:
 An Individual
 THE FIRST DAY OF
 BUSINESS WAS:
 12/1/09
 THIS STATEMENT WAS
 FILED WITH SAN DIEGO
 ASSESSOR/RECORDER
 OFFICE OF SAN DIEGO
 COUNTY ON:
 December 15, 2009
 01-04-10

File No. 2009-032348
 FICTITIOUS BUSINESS
 NAME:
Nubifer
 Nubifer.com
 Nubifer Inc.
 1161 Stormy Valley Rd.
 Las Vegas, NV 89123
 THIS BUSINESS IS
 HEREBY REGISTERED
 BY THE FOLLOWING:
 Nubifer Inc.
 1161 Stormy Valley Rd.
 Las Vegas, NV 89123
 THIS BUSINESS IS
 CONDUCTED BY:
 A Corporation
 THE FIRST DAY OF
 BUSINESS WAS:
 1/7/2009
 THIS STATEMENT WAS
 FILED WITH SAN DIEGO
 ASSESSOR/RECORDER
 OFFICE OF SAN DIEGO
 COUNTY ON:
 November 16, 2009
 01-04-10

File No. 2009-033565
 FICTITIOUS BUSINESS
 NAME:
**Pacific Southwest Judo
 Assn**
 2967 Cowley Way Unit 85
 San Diego, CA 92117
 THIS BUSINESS IS
 HEREBY REGISTERED BY THE
 FOLLOWING:
 Pacific Southwest Judo
 Assn
 2967 Cowley Way Unit 85
 San Diego, CA 92117
 THIS BUSINESS IS
 CONDUCTED BY:
 An Unincorporated As-
 sociation-Other than a
 Partnership
 THE FIRST DAY OF
 BUSINESS WAS:
 6/1/2009
 THIS STATEMENT WAS
 FILED WITH SAN DIEGO
 ASSESSOR/RECORDER
 OFFICE OF SAN DIEGO
 COUNTY ON:
 December 1, 2009
 01-04-10

LEGAL NOTICES

To place an ad or legal notice, contact Trina Mills at (858) 277-6591.

File No. 2009-035397
FICTITIOUS BUSINESS NAME:
Simple Computer Repair
 3619 Midway Drive Ste C
 San Diego, CA 92110
 THIS BUSINESS IS HEREBY REGISTERED BY THE FOLLOWING:
 Mobile DataComm Inc.
 12842 Stone Canyon Road
 Poway, CA 92064
 THIS BUSINESS IS CONDUCTED BY:
 A Corporation
 THE FIRST DAY OF BUSINESS WAS:
 Not Yet Started
 THIS STATEMENT WAS FILED WITH SAN DIEGO ASSESSOR/RECORDER OFFICE OF SAN DIEGO COUNTY ON:
 December 23, 2009
 01-04-10

Front Street Rm. 5056
 San Diego, CA 92101, to sell alcoholic beverages at: 2706 5TH AVE SAN DIEGO, CA 92103-6329. Type of license(s) Applied for:
 41-ON-SALE-BEER AND WINE-EATING PLACE
 01-04-10

NOTICE OF APPLICATION FOR CHANGE IN OWNERSHIP OF ALCOHOLIC BEVERAGE LICENSE

FILED: October 26th, 2009
 To Whom It May Concern:
Dang Nhung Cam
 The applicant listed above is applying to the Department of Alcoholic Beverage Control, 1350 Front Street Rm. 5056 San Diego, CA 92101, to sell alcoholic beverages at: 5420 EL CAJON BLVD SAN DIEGO, CA 92115-3619.
 Type of license(s) Applied for: 41-ON-SALE-BEER AND WINE-EATING PLACE
 01-04-10

NOTICE OF PETITION TO ADMINISTER ESTATE OF:
 Robert O. Hunter, Sr. (decedent)

CASE No.: 37-2009-00152667-PR-PW-CTL

1. To all heirs, beneficiaries, creditors, contingent creditors, and persons who may otherwise be interested in the will or estate of: Robert O. Hunter, Sr.; Robert Olin Hunter, Sr. (decedent)
 2. A PETITION FOR PROBATE has been filed by: Duncan L. Hunter in the Superior Court of California, County of San Diego
 3. THE PETITION FOR PROBATE requests that Duncan L. Hunter be appointed as personal representative to administer the estate of the decedent.
 4. The petition requests the decedent's will and codicils, if any, be admitted to probate. The will and any codicils are available for examination in the file kept by the court.
 5. The PETITION requests authority to administer the estate under the Independent Administration of Estates Act. (This authority will allow the personal representative to take many actions without obtaining court approval. Before taking certain very important actions, however, the personal representative will be required to give notice to interested persons unless they have waived notice or consented to the proposed action.) The independent administration authority will be granted unless an interested person files an objection and shows good cause why the court should not grant the authority.
 6. A HEARING on the petition will be held on January 21, 2010 at 9:00 a.m. in Dept. PC-1 at the Superior Court of California, County of San Diego, 1409 Fourth Avenue, San Diego, CA 92101, Madge Bradley Bldg., San Diego Central Division.
 7. IF YOU OBJECT to the granting of the petition, you should appear at the hearing and state your objections or file written objections with the court before the hearing. Your appearance may be in person or by your attorney.
 8. IF YOU ARE A CREDITOR or a contingent creditor of the deceased, you must file your claim with the court and mail a copy to the personal representative appointed by the court within four months from the date of the first issuance of letters as provided in Probate Code section 9100. The time for filing claims will not expire before four months from the hearing date no-

tioned above.
 9. YOU MAY EXAMINE the file kept by court. If you are a person interested in the estate, you may file with the court a Request for Special Notice (form DE-154) of the filing of an inventory and appraisal of estate assets or of any petition or account as provided in Probate Code section 1250. A Request for Special Notice form is available from the court clerk.
 10. Attorney for Petitioner: Law Offices of Patricia M. Sayre, APC
 402 West Broadway, Suite 860
 San Diego CA 92101
 619-233-1010
 01-04-10

FICTITIOUS BUSINESS NAME STATEMENT

File No. 2009-000053
FICTITIOUS BUSINESS NAME:
Angel Cleaning Services
 3453 Castle Glen Dr.
 San Diego, CA 92123
 THIS BUSINESS IS HEREBY REGISTERED BY THE FOLLOWING:
 Arisel G. Ramirez
 3453 Castle Glen Dr. #1M
 San Diego, CA 92123
 THIS BUSINESS IS CONDUCTED BY:
 An Individual
 THE FIRST DAY OF BUSINESS WAS:
 2/05/2001
 THIS STATEMENT WAS FILED WITH GREGORY J. SMITH, RECORDER/COUNTY CLERK OF SAN DIEGO COUNTY ON:
 January 4, 2010
 01-11-10

FICTITIOUS BUSINESS NAME STATEMENT

File No. 2009-035691
FICTITIOUS BUSINESS NAME:
Joseph Solomon Sales
 3211 East 44th Street
 Los Angeles, CA 90058
 THIS BUSINESS IS HEREBY REGISTERED BY THE FOLLOWING:
 Harvest Meat Company
 1022 Bay Marina Dr., Suite 106
 National City, CA 91950
 Delaware
 THIS BUSINESS IS CONDUCTED BY:
 A corporation
 THE FIRST DAY OF BUSINESS WAS: 9/26/2002
 THIS STATEMENT WAS FILED WITH GREGORY J. SMITH, RECORDER/COUNTY CLERK OF SAN DIEGO COUNTY ON:
 Dec. 29, 2009
 01-11-10

FICTITIOUS BUSINESS NAME STATEMENT

File No. 2009-035691
FICTITIOUS BUSINESS NAME:
Joseph Solomon Sales
 3211 East 44th Street
 Los Angeles, CA 90058
 THIS BUSINESS IS HEREBY REGISTERED BY THE FOLLOWING:
 Harvest Meat Company
 1022 Bay Marina Dr., Suite 106
 National City, CA 91950
 Delaware
 THIS BUSINESS IS CONDUCTED BY:
 A corporation
 THE FIRST DAY OF BUSINESS WAS: 9/26/2002
 THIS STATEMENT WAS FILED WITH GREGORY J. SMITH, RECORDER/COUNTY CLERK OF SAN DIEGO COUNTY ON:
 Dec. 29, 2009
 01-11-10

NOTICE IS GIVEN pursuant to California Uniform Commercial Code section 6105 that a bulk sale of assets from Seller/Transferor Carmar Corporation, d.b.a. "Go of La Jolla," "Go Clothing," and "Go Clothing and Footwear" with a business address of 7931 Girard Ave., La Jolla, California 92037 to Buyer/Transferee Sophta, Inc., with a business address of 12547 Carmel Canyon Rd., San Diego, CA 92130, is scheduled to take place at 7931 Girard Ave., La Jolla, California 92037 on or after January 30, 2010. To the best knowledge of Sophta, Inc., within the past 3 years Carmar Corporation, d.b.a. "Go of La Jolla," "Go Clothing," and "Go Clothing and Footwear" has not used any other business address. The property to be transferred is located at 7931 Girard Ave., La Jolla, California 92037 and consists of: furniture, fixtures, equipment, stock in trade inventory, goodwill, tradename, and covenant not to compete.

The scheduled bulk sale is subject to California Uniform Commercial Code section 6106.2, which applies to bulk sales where the consideration received by the seller is \$2,000,000 or less and is substantially all cash or an obligation of the buyer to pay cash in the future or any combination. Claims may be filed in writing by the seller's creditors on or before January 29, 2010 with Cynthia M. Jones of Avatar Legal, P.C. at 12526 High Bluff Dr., Suite 300, San Diego, CA 92130. Claims shall be deemed timely filed only if actually received in writing by the person designated in this notice before close of business on January 29, 2010.
 01-11-10

File No. 2010-000231
FICTITIOUS BUSINESS NAME:
C+C Specialty Travel Castelon & Company, LLC
 8685 Rio San Diego Dr. #4433
 San Diego, CA 92108
 THIS BUSINESS IS HEREBY REGISTERED BY THE FOLLOWING:
 Castelon & Company, LLC
 8685 Rio San Diego Dr. #4433
 San Diego, CA 92108
 THIS BUSINESS IS CONDUCTED BY:
 An Individual
 THE FIRST DAY OF BUSINESS WAS:
 Not Yet Started
 THIS STATEMENT WAS FILED WITH SAN DIEGO ASSESSOR/RECORDER OFFICE OF SAN DIEGO COUNTY ON:
 January 5, 2010
 01-18-10

File No. 2009-034348
FICTITIOUS BUSINESS NAME:
Value Chain Acumen
 3650 Azure Lado Dr.
 Oceanside, CA 92056
 THIS BUSINESS IS HEREBY REGISTERED BY THE FOLLOWING:
 Clifford McFerran
 3650 Azure Lado Dr.
 Oceanside, CA 92056
 THIS BUSINESS IS CONDUCTED BY:
 An Individual
 THE FIRST DAY OF BUSINESS WAS:
 Not Yet Started
 THIS STATEMENT WAS FILED WITH SAN DIEGO ASSESSOR/RECORDER OFFICE OF SAN DIEGO COUNTY ON:
 December 10, 2009
 01-18-10

File No. 2010-000388
FICTITIOUS BUSINESS NAME:
SDPreimer Fishing/Vision Adventures
 2434 S. Barcelona St.
 Spring Valley, CA 91977
 THIS BUSINESS IS HEREBY REGISTERED BY THE FOLLOWING:
 Sheridan Lane Furze
 2434 S. Barcelona St.
 Spring Valley, CA 91977
 THIS BUSINESS IS CONDUCTED BY:
 An Individual
 THE FIRST DAY OF BUSINESS WAS:
 1/1/10
 THIS STATEMENT WAS FILED WITH SAN DIEGO ASSESSOR/RECORDER OFFICE OF SAN DIEGO COUNTY ON:
 January 6, 2010
 01-18-10

File No. 2010-000403
FICTITIOUS BUSINESS NAME:
Phoenix Limited
 3412 33rd St
 San Diego, CA 92104
 THIS BUSINESS IS HEREBY REGISTERED BY THE

FOLLOWING:
 Brad Cavener
 3412 33rd St.
 San Diego, CA 92104
 THIS BUSINESS IS CONDUCTED BY: An Individual
 THE FIRST DAY OF BUSINESS WAS: Not Yet Started
 THIS STATEMENT WAS FILED WITH SAN DIEGO ASSESSOR/RECORDER OFFICE OF SAN DIEGO COUNTY ON: January 7, 2010
 01-18-10

File No. 2010-000095
FICTITIOUS BUSINESS NAME:
Denis M Bauman
 1591 Catalina Blvd.
 San Diego, CA 92107
 THIS BUSINESS IS HEREBY REGISTERED BY THE FOLLOWING:
 Dennis M Bauman
 1591 Catalina Blvd.
 San Diego, CA 92107
 THIS BUSINESS IS CONDUCTED BY:
 An Individual
 THE FIRST DAY OF BUSINESS WAS:
 1/4/2010
 THIS STATEMENT WAS FILED WITH SAN DIEGO ASSESSOR/RECORDER OFFICE OF SAN DIEGO COUNTY ON:
 January 4, 2010
 01-18-10

File No. 2010-000310
FICTITIOUS BUSINESS NAME:
HR4Entrepreneurs LLC
 1219 Diamond St.
 San Diego, CA 92109
 THIS BUSINESS IS HEREBY REGISTERED BY THE FOLLOWING:
 HR4Entrepreneurs LLC
 1219 Diamond St.
 San Diego, CA 92109
 THIS BUSINESS IS CONDUCTED BY:
 A Limited Liability Company
 THE FIRST DAY OF BUSINESS WAS:
 Not Yet Started
 THIS STATEMENT WAS FILED WITH SAN DIEGO ASSESSOR/RECORDER OFFICE OF SAN DIEGO COUNTY ON:
 January 6, 2010
 01-18-10

File No. 2010-000297
FICTITIOUS BUSINESS NAME:
Two Arrows Consulting
 6555 Nancy Ridge Dr.
 Suite 100
 San Diego, CA 92121
 THIS BUSINESS IS HEREBY REGISTERED BY THE FOLLOWING:
 Alissa Walters
 1038 Santa Florencia Solana Beach, CA 92075
 THIS BUSINESS IS CONDUCTED BY:
 An Individual
 THE FIRST DAY OF BUSINESS WAS:
 1/1/10
 THIS STATEMENT WAS FILED WITH SAN DIEGO ASSESSOR/RECORDER OFFICE OF SAN DIEGO COUNTY ON:
 January 6, 2010
 01-18-10

File No. 2010-000612
FICTITIOUS BUSINESS NAME:
Camino Real Orthodontics
 3144 El Camino Real Ste 205
 Carlsbad, CA 92008
 THIS BUSINESS IS HEREBY REGISTERED BY THE FOLLOWING:
 Hassey Orthodontics, Inc.
 3144 El Camino Real Ste 205
 Carlsbad, CA 92008
 THIS BUSINESS IS CONDUCTED BY:
 A Corporation
 THE FIRST DAY OF BUSINESS WAS:
 1/1/10
 THIS STATEMENT WAS FILED WITH SAN DIEGO ASSESSOR/RECORDER OFFICE OF SAN DIEGO COUNTY ON:
 January 8, 2010

01-18-10
NOTICE OF APPLICATION FOR CHANGE IN OWNERSHIP OF ALCOHOLIC BEVERAGE LICENSE
 FILED: December 5th, 2009
 To Whom It May Concern:
JL SEAGULL UNLIMITED, BUDS LOUISIANA CAFE
 The applicant(s) listed above is applying to the Department of Alcoholic Beverage Control, 1350 Front Street Rm. 5056 San Diego, CA 92101, to sell alcoholic beverages at: 4320 VIEWRIDGE AVE STE A SAN DIEGO, CA 92123-1690.
 Type of license(s) Applied for: 41-ON-SALE-BEER AND WINE-EATING PLACE
 10-18-10

NOTICE OF TRUSTEE'S SALE TSG No.: 4281782
TS No.: 20099070820742
FHA/VA/PMI No.: YOU ARE IN DEFAULT UNDER A DEED OF TRUST, DATED 09/25/2006. UNLESS YOU TAKE ACTION TO PROTECT YOUR PROPERTY, IT MAY BE SOLD AT A PUBLIC SALE. IF YOU NEED AN EXPLANATION OF THE NATURE OF THE PROCEEDING AGAINST YOU, YOU SHOULD CONTACT A LAWYER. On 02/08/2010 at 10:00 AM, FIRST AMERICAN LOANSTAR TRUSTEE SERVICES, as duly appointed Trustee under and pursuant to Deed of Trust recorded 09/29/2006, as Instrument No. 2006-0694824, in book , page , of Official Records in the office of the County Recorder of SAN DIEGO County, State of CALIFORNIA. Executed by: YUNG U. LEE, JENNY OH, WILL SELL AT PUBLIC AUCTION TO HIGHEST BIDDER FOR CASH, CASHIER'S CHECK/ CASH EQUIVALENT or other form of payment authorized by 2924h(b), (Payable at time of sale in lawful money of the United States) AT THE SOUTH ENTRANCE TO THE COUNTY COURTHOUSE, 220 WEST BROADWAY, SAN DIEGO, CA All right, title and interest conveyed to and now held by it under said Deed of Trust in the property situated in said County and State described as: AS MORE FULLY DESCRIBED IN THE ABOVE MENTIONED DEED OF TRUST APN# 438-362-06-24 The street address and other common designation, if any, of the real property described above is purported to be: 2150 CAMINO DE LA REINA #308, SAN DIEGO, CA, 92108
 The undersigned Trustee disclaims any liability for any incorrectness of the street address and other common designation, if any, shown herein. Said sale will be made, but without covenant or warranty, expressed or implied, regarding title, possession, or encumbrances, to pay the remaining principal sum of the note(s) secured by said Deed of Trust, with interest thereon, as provided in said note(s), advances, under the terms of said Deed of Trust, fees, charges and expenses of the Trustee and of the trusts created by said Deed of Trust. The total amount of the unpaid balance of the obligation secured by the property to be sold and reasonable estimated costs, expenses and advances at the time

File No. 2010-000448
FICTITIOUS BUSINESS NAME:
San Diego Colon and Rectal Surgeons
 9834 Genesee Ave Suite 201
 La Jolla, CA 92037
 THIS BUSINESS IS HEREBY REGISTERED BY THE FOLLOWING:
 Dana P. Launer, M.D. and M. Jonathan Worsley, M.D., A Professional Corporation
 9834 Genesee Ave Suite 201
 La Jolla, CA 92037
 THIS BUSINESS IS CONDUCTED BY:
 A Corporation
 THE FIRST DAY OF BUSINESS WAS:
 1/2/2010
 THIS STATEMENT WAS FILED WITH SAN DIEGO ASSESSOR/RECORDER OFFICE OF SAN DIEGO COUNTY ON:
 January 7, 2010
 01-25-10

File No. 2010-001240
FICTITIOUS BUSINESS NAME:
Shirts-And-Travel ShirtsAndTravel.com
 2825 Hope Ave #2
 Carlsbad, CA 92008
 THIS BUSINESS IS HEREBY REGISTERED BY THE FOLLOWING:
 Carmen Magitbay
 2825 Hope Ave. #2
 Carlsbad, CA 92008
 THIS BUSINESS IS CONDUCTED BY:
 An Individual
 THE FIRST DAY OF BUSINESS WAS: 1/10/10
 THIS STATEMENT WAS FILED WITH SAN DIEGO ASSESSOR/RECORDER OFFICE OF SAN DIEGO COUNTY ON: January 14, 2010
 01-25-10

of the initial publication of the Notice of Sale is \$330,327.83. The beneficiary under said Deed of Trust heretofore executed and delivered to the undersigned a written Declaration of Default and Demand for Sale, and a written Notice of Default and Election to Sell. The under-signed caused said Notice of Default and Election to Sell to be recorded in the County where the real property is located. Date: 01/17/2010 First American LoanStar Trustee Services 3 First American Way Santa Ana, CA 92707 Original document signed by Authorized Agent FOR TRUSTEE'S SALE INFORMATION PLEASE CALL 714-277-4845 FIRST AMERICAN LOANSTAR TRUSTEE SERVICES MAY BE ACTING AS A DEBT COLLECTOR ATTEMPTING TO COLLECT A DEBT. ANY INFORMATION OBTAINED MAY BE USED FOR THAT PURPOSE. Requirements of SB1137 have been met pursuant to the Notice of Sale Declaration of record. The beneficiary or servicing agent declares that it has obtained from the Commissioner of Corporations a final or temporary order of exemption pursuant to California Civil Code Section 2923.53 that is current and valid on the date the Notice of Sale is filed and/or the timeframe for giving Notice of Sale specified in subdivision (s) of California Civil Code Section 2923.52 applies and has been provided or the loan is exempt from the requirements. FEI#1018.08884 01/18, 01/25, 02/01/2010
 01-18-10

File No. 2010-001380
FICTITIOUS BUSINESS NAME:
Toan Ky Restaraunt
 6925 B Linda Vista Rd.
 San Diego, CA 92111
 THIS BUSINESS IS HEREBY REGISTERED BY THE FOLLOWING:
 Mai Nguyen
 10099 Challenger Circle
 Spring Valley, CA 91978
 THIS BUSINESS IS CONDUCTED BY:
 An Individual
 THE FIRST DAY OF BUSINESS WAS:
 Not Yet Started
 THIS STATEMENT WAS FILED WITH SAN DIEGO ASSESSOR/RECORDER OFFICE OF SAN DIEGO COUNTY ON:
 January 15, 2010
 01-25-10

Bodhi Animal Hospital and Veterinary Clinic
Bodhi Veterinary Hospital
Bodhi Veterinary Hospital
North Park Veterinary Hospital
Veterinary Hospital of North Park
North Park Animal Hospital
North Park Veterinary Clinic
North Park Animal Clinic
Veterinary Clinic of North Park
 2200 University Ave.
 San Diego, CA 92104
 THIS BUSINESS IS HEREBY REGISTERED BY THE FOLLOWING:
 Bodhi Animal Hospital, Inc.
 475 Redwood St. #1105
 San Diego, CA 92103
 THIS BUSINESS IS CONDUCTED BY:
 A Corporation
 THE FIRST DAY OF BUSINESS WAS:
 Not Yet Started
 THIS STATEMENT WAS FILED WITH SAN DIEGO ASSESSOR/RECORDER OFFICE OF SAN DIEGO COUNTY ON:
 January 5, 2010
 01-25-10

File No. 2010-00483
FICTITIOUS BUSINESS NAME:
Organize It Forever
 14464 Avenida Venusto #C
 San Diego, CA 92128
 THIS BUSINESS IS HEREBY REGISTERED BY THE FOLLOWING:
 Flor Lydna
 16464 Avenida Venusto #C
 San Diego, CA 92128
 THIS BUSINESS IS CONDUCTED BY:
 Husband and Wife
 THE FIRST DAY OF BUSINESS WAS:
 Not Yet Started
 THIS STATEMENT WAS FILED WITH SAN DIEGO ASSESSOR/RECORDER OFFICE OF SAN DIEGO COUNTY ON:
 January 7, 2010
 01-25-10

File No. 2010-001251
FICTITIOUS BUSINESS NAME:
Hugo Alonso, Inc. and Portillo Concrete, Inc., JV
 1371 Presioca Street
 Spring Valley, CA 91977
 THIS BUSINESS IS HEREBY REGISTERED BY THE FOLLOWING:
 Hugo Alonso, Inc.
 1371 Presioca Street
 Spring Valley, CA 91977
 Portillo Concrete, Inc.
 3528 Harris Street
 Lemon Grove, CA 91945
 THIS BUSINESS IS CONDUCTED BY:
 Joint Venture
 THE FIRST DAY OF BUSINESS WAS:
 Not Yet Started
 THIS STATEMENT WAS FILED WITH SAN DIEGO ASSESSOR/RECORDER OFFICE OF SAN DIEGO COUNTY ON:
 January 14, 2010
 01-25-10

File No. 2010-001251
FICTITIOUS BUSINESS NAME:
Hugo Alonso, Inc. and Portillo Concrete, Inc., JV
 1371 Presioca Street
 Spring Valley, CA 91977
 THIS BUSINESS IS HEREBY REGISTERED BY THE FOLLOWING:
 Hugo Alonso, Inc.
 1371 Presioca Street
 Spring Valley, CA 91977
 Portillo Concrete, Inc.
 3528 Harris Street
 Lemon Grove, CA 91945
 THIS BUSINESS IS CONDUCTED BY:
 Joint Venture
 THE FIRST DAY OF BUSINESS WAS:
 Not Yet Started
 THIS STATEMENT WAS FILED WITH SAN DIEGO ASSESSOR/RECORDER OFFICE OF SAN DIEGO COUNTY ON:
 January 14, 2010
 01-25-10

NOTICE OF APPLICATION FOR CHANGE IN OWNERSHIP OF ALCOHOLIC BEVERAGE LICENSE
 FILED:
 December 17th, 2009
 To Whom It May Concern:
Barrio Star Inc
 The applicant listed above is applying to the Department of Alcoholic Beverage Control, 1350

Walton:

from page 1

Walton said San Diego is a perfect venue to support the untapped sports and entertainment industry, which includes everything from surf and skateboard apparel and products to sports teams and companies that cater to professional and amateur athletes. The region, which even has its own Olympic Training Center, is home to a kaleidoscope of professional athletes, including surfers, skateboarders, wake boarders, triathletes, soccer players, football players and motocross champions.

"Sports and entertainment is what defines us in Southern California," said Walton. "It's who we are as a people and as a culture."

"We are going to nurture our local sports and entertainment companies and do whatever we can to provide the assistance they need," he added. "We want to make sure that this segment of the economy can maximize its potential. We want to help our region grow by building these businesses."

Open Door Philosophy

Walton said the new program will not only focus on sports and entertainment startups but also on more established, mature companies in the industry.

"There are constant issues that every business faces, and we will do whatever it takes to make sure that every company in our region and in our cluster can thrive and achieve its goals with the least amount of resistance possible," he said. "It takes a team effort, vision, and creativity to overcome the obstacles that pop up on a daily basis in business."

The new program is an extension of CONNECT's Sports Innovators organization, which was launched in 2007. CONNECT, a San Diego-based nonprofit business accelerator, is best known for its success in creating, supporting and growing the region's high-tech, life sciences and clean-technology clusters. CONNECT, founded in 1985 at UC San Diego and developed into an independent nonprofit organization, has had much success with its CEO Strategy Forum and its flagship program, Springboard.

Springboard offers free guidance and development to life sciences, clean-tech, high-tech and consumer product companies in all stages of development, ranging from concept, technology transfer to startup, to companies that have reached a significant inflection point. Innovators are matched with Entrepreneurs in Residence with related domain expertise and experience in raising capital and/or growing companies. After receiving mentoring from Springboard, these companies have doubled their hiring of full-time staff and boosted their part-time workers by 250 percent, according to CONNECT.

"The ability to dream, create and build companies and implement new technologies is what CONNECT is all about," Walton said. "(CONNECT CEO) Duane Roth and his team have an impeccable track record and have had fabulous success. I am honored, privileged, lucky and humbled to be a part of that team."

Security Business Bank and the law firm Sheppard Mullin are the two initial founding investors for Sports & Entertainment Innovators. Walton said he plans to raise enough funds, an unspecified amount, to make the organization independent within a year. "We will do whatever it takes to get this important job done," he said.

High-Profile Leadership

If Sports & Entertainment Innovators is expected to grow into an independent



Melissa Jacobs
Bill Walton, shown at Rusty Boardhouse in La Jolla, is in charge of the new CONNECT Sports & Entertainment Innovators organization. Rusty is indicative of the types of businesses that Walton will be working with in his new role.

trade organization that can provide assistance to. San Diego's entire action, sports and team sports community, it needs focused, high-profile leadership, said Camille Sobrian, CONNECT's chief operating officer.

"Bill Walton has a thorough understanding of the sports industry from his experience as a Hall of Fame NBA all-star and award-winning TV sports commentator," she said. "He has the relationships and name recognition to mobilize community and industry support quickly around this innovative effort."

Sports enterprises are among the largest business clusters in the region, boasting more than 600 sports-related companies, according to CONNECT. That's compared to 600 life sciences companies, 1,000 information technology and software firms, 300 defense companies and about 250 energy and environment-related companies in San Diego County.

"The sports and entertainment industry is a major economic force in San Diego, but unlike the defense, high-tech and life sciences industries, there are no organizations to support entrepreneurs in these growing companies," Sobrian said. "San Diego is the center of innovation in action sports like surfing and skateboarding. All the trends start here. The entire industry looks to Southern California to define style and technology. If we are to retain our leadership position in an increasingly challenging economic environment we need to support this important business cluster."

Sports & Entertainment Innovators will also educate entrepreneurs and business owners about "green" products and technologies and how they can become more eco-friendly.

"Many sports that depend on the environment are actually anything but green," Sobrian said. "So finding ways to save water and energy and create products that don't harm workers or the environment will be an important part of this organization."

Leading The Green Revolution

Sobrian did point to a handful of sports-related companies that are helping lead the green revolution in this industry, such as San Diego-based **Malama Composites LLC**, which makes "green foam" for surfboard blanks, among other environmentally friendly composite materials. While action sports industries such as surfing and skateboarding are beginning to make smaller carbon footprints on the Earth, they continue to make a big economic impact.

In fact, the surf/skate industry has shown notable resiliency during recent global economic challenges, posting U.S. retail sales of \$7.22 billion in 2008, according to the Surf Industry Manufacturers Association, aka SIMA. Although that was down slightly from 2006 (\$7.48 bil-

lion), the surf industry has shown substantial growth of 10 percent for the past five years, according to SIMA.

While many companies in this industry have found success, there are still companies arriving at strategic crossroads in their business and are faced with challenging decisions ranging from distribution to human resources and cash flow. So says Chad DiNenna, co-founder and director of marketing for Encinitas-based **Nixon Inc.**

"There are a myriad of challenges companies have in every business," said DiNenna, who co-founded the apparel and accessories company in 1997 with friend and Stanford M.B.A. graduate Andy Laats. "There is a wealth of successful business leaders here in San Diego who are willing to apply their lessons learned to a niche market like action sports. That's why it's cool to have an organization like Sports & Entertainment Innovators. It's a formal way to connect our industry to the San Diego business community."

DiNenna and Laats had their first experience with Sports & Entertainment Innovators during its beginning stages as CONNECT SI. They were invited to a dinner meeting to talk about the success of Nixon and to educate investors and the business community at large about "surfer" CEOs.

"I explained they should not think of us as a bunch of surfer kids and beach bums who aren't serious about building a global brand that is highly successful," DiNenna said.

Dose Of Business Sense

But that's not to say that companies in this very tight-knit, "casual" industry don't need more business sense.

"A lot of the powerhouse brands of today in the action sports industry were founded by professional surfers or skateboarders who grew up in the industry," DiNenna said. "Ten years ago it was uncommon to find people who had M.B.A.s who were running these businesses. There was a pretty big disconnect between big business and niche youth sports culture."

Now with CONNECT's Sports & Entertainment Innovators, action sports brands have a platform of experienced business professionals as a sounding board to help them solve the challenges of growing businesses.

The big boys are now definitely paying attention to this untapped market, he said.

"Three years ago skateboarding surpassed baseball as the leading sport for young adults," he said. "There are a lot of bean counters who are paying attention to what's happening and they recognize there are a lot of opportunities in this industry."

Brian Enge, general manager of Vista-based **Zoot Sports**, can attest to that.

In 2007, Enge presented his company to a room full of business leaders, capital

providers and like-minded entrepreneurs during one of the first CONNECT SI meetings.

For the past 25 years, Zoot Sports, which was sold in January 2009 to K2 Sports (owned by Jarden Corp.), has made and sold training and racing products for triathletes, including footwear, apparel, wet suits and accessories.

Cash And Mentorship

Enge said there are two things an entrepreneurial sporting goods company needs — cash and mentorship.

"They need cash because they are mainly inventory-based businesses," said Enge, who sits on the Sports & Entertainment Innovators board. "When you grow, it gobbles up cash. The mentorship is important because most of these businesses are run by passion-based inventors who don't have a strong foundation of business skills that will allow them to succeed. What CONNECT does an amazing job at is taking these guys who have a passion, and through programs like Springboard, help turn these passionate ideas into successful business plans."

"The biggest problem for young sporting goods companies is they have more passion than business experience or skills," Enge added. "Too often, these companies become mismanaged or they run out of cash."

Traditionally, venture capitalists have shied away from action sports and sporting goods companies, which are mainly funded by larger companies. Last year, CONNECT's Sports Innovator program tried to help boost funding for local companies by holding the industry's first capital forum. Out of 50 applicants, CONNECT chose six companies to be mentored.

"The largest capital role in the action sports industry has been played by the generation of people who have recently cashed out," said Marco Thompson, founding director of CONNECT's Sports Innovators program and now a board member of the new organization. "If you want to see interesting things happening, look at the guys who just made \$100 million or more by selling their brand to a larger company. Now they are in their garage working with their friends on two to five new projects that are on their way over the next five years to becoming significant Southern California startup companies. That cash is being recycled."

"CONNECT can help these companies by providing networking opportunities and connecting those who have had success in this industry with new entrepreneurs," added Thompson, also vice chair of CONNECT and managing director of **Express Ventures**.

Innovation is also the lifeblood of the sports and entertainment industry, Thompson said. That's why San Diego is the perfect place to breed such a pioneering industry.

"When I started this program inside of CONNECT there were a number of board members who said, 'What's innovative about a T-shirt company?' At the end of the day there are huge innovations going on in many of these companies with respect to the materials being used. For example, we have Malama Composites and local skateboard companies like Flexdex LLC that are working with modern and green composite materials. There is a vibrant group of companies that are building helmets with Bluetooth communications in them, and companies that are making quick-dry materials for board shorts, and socks made out of bamboo. We have seen and will continue to see so many innovative things in this industry."

Andrea Siedsma is a freelance writer for the Business Journal.

Camp Pendleton:

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of base construction jobs worth billions — drew more than 500 people to the South Mesa Club.

The region's Marine Corps bases, largely in Southern California, will undergo \$5.4 billion worth of construction in the next five years, said Capt. Joseph A. Campbell, officer in charge of construction for Marine Corps Installations West. Marine Corps Installations West is the office that oversees the infrastructure for seven Marine Corps bases in Southern California, Northern California and Arizona.

The plum project will be a half-billion-dollar hospital near the main gate of Camp Pendleton, set to be awarded before the federal fiscal year ends Sept. 30. Cost estimates for the project have varied. The hospital was originally envisioned as a \$563 million project, but at least one officer has pegged its cost at \$600 million.

The current fiscal year will see 3,200 construction workers at Camp Pendleton, Campbell said, up from 800 in fiscal 2008.

Small Fish, Big Fish

The Jan. 15 event was partly an opportunity for small contractors to meet up with their larger counterparts. The big contractors must team up with small businesses to fulfill the terms of their construction deals.

Among those asking for small-business help was a three-company joint venture that intends to go for the hospital contract: Illinois-based Power Construction Co., Hawaii-based Watts Constructors LLC, and Webcor Builders, which is based in Northern California and has a San Diego office.

The other focus of the meeting was a deal set aside expressly for service-disabled veteran-owned small businesses. The pact, which has yet to be awarded, is potentially worth \$15 million over five years. Under the deal, called a job order contract or JOC, the government would issue task

orders for minor construction projects at Camp Pendleton and the adjacent naval weapons station.

The pact includes one base year and four option years, and carries a minimum guarantee of \$5,000 in work. Task orders can range from \$2,000 to \$1 million, according to FedBizOpps.gov, a federal government Web site that lists contracting opportunities with the U.S. government.

The government will issue its request for proposals around Feb. 10 and may hold a pre-proposal conference shortly thereafter, according to the Web site.

Rick Fowler, president of Julian-based **Rick Fowler Construction**, praised the set-aside for service-disabled veterans. However, he said, the \$15 million contract comes with a Catch-22 situation: It forces small businesses to team up, or form joint ventures, because individual firms are not able to get bonding without losing their small-business status.

'Gather Intel'

Another part of the Jan. 15 session sounded like a pep talk for weary, would-be federal contractors.

Campbell acknowledged that working with the federal government can be daunting. "We have a lot of rules," he told the audience, "but we're happy to help you work through those rules."

Capt. William Whittenberg, director of facilities for Marine Corps Installations West, advised his audience to "gather intel before the campaign." Know the rules of the procurement process, read the fine print, go to the pre-proposal conference, and ask questions.

"Very few of us know the procurement process fully," said Whittenberg, who added that it's easy to feel one's company has been arbitrarily denied when it hasn't read the rules.

"Have your in-house quality control person read your proposal," he added.

Ultimately, Whittenberg said, patience is rewarded.

"If you keep doing good things, if you keep doing right things, you'll get the work," the captain said.

Sempra:

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Among other key local changes announced by Sempra is that Michael Niggli, chief operating officer for SDG&E and SoCalGas, will become president and COO of SDG&E, reporting to Knight.

Reed, 53, held the top SDG&E job since 2006 after working as president and chief operating officer for both of Sempra's utilities. She joined SoCalGas in 1978 as a systems engineer, and a decade later became the company's first female executive officer.

Not A New Strategy

Sempra spokesman Doug Kline said the company has conducted other top management rotations in the past several years, most recently in 2006. That one involved 12 executives, including Reed, and the hiring of Knight.

Michael Shames, executive director for Utility Consumers' Action Network, said while a commissioner on the California Public Utilities Commission, Knight was a proponent of deregulation, and had a distrust of monopoly utilities.

"As an outsider, Jessie has the opportunity to effect some serious reform within SDG&E and promote a corporate culture of innovation and efficiency that I've found lacking in the company," Shames said.

Perhaps the biggest project on Sempra's plate that has engendered major criticism is its plan to build a massive power transmission line from the Imperial Valley to San Diego. Called the Sunrise Powerlink, the project initially was to traverse the middle of the Anza-Borrego Desert State Park, the state's largest. But last year, the company changed the route, moving it south but still crossing through parts of the vast parkland. The estimated cost of the project is \$1.88 billion, according to SDG&E.

SDG&E has also taken lots of criticism for allegedly having a role in the start of some of the 2007 wildfires in the county.

"There's no question that we've stumbled along the way," said Knight of Sempra's management of its Powerlink plans and other issues.

Knight said he's excited about the prospect for helping design and communicate a much clearer picture of what SDG&E is, and its benefits to the community.

While most customers are happy with the service and reliability record SDG&E has, there's been some challenges associated with some of the new projects the company is doing, such as building the Powerlink line, he said.

Solid Reputation

Knight has a reputation as a straight shooter who galvanized what had been a dysfunctional San Diego Regional Chamber of Commerce during the six years he presided over the area's top business group.

Many local leaders credited Knight with helping to turn the chamber around. Before he took the position, the group's budget had a \$600,000 deficit, and when he left, there was a surplus of \$1.2 million, according to a 2006 story in the San Diego Business Journal.

Before taking the chamber job, Knight was at the CPUC for six years, and before that he held management positions at the San Francisco Chamber of Commerce, the San Francisco Chronicle and San Francisco Examiner, and at Dole Food Co. Inc.

As CEO of the second largest segment of Sempra (SoCalGas has about 1,000 more employees than SDG&E), Knight will oversee a staff of 5,070. Sempra's worldwide staff is 13,600, including about 800 on the corporate side.

Sempra, which serves some 29 million consumers and is listed as SRE on the New York Stock Exchange, had revenue of \$10.7 billion in 2008, down from \$11.4 billion in 2007.

Through the end of September, Sempra reported net income of \$831 million on revenue of \$5.6 billion. That compared with \$794 million in net income on revenue of \$8.5 billion for the same period in 2008.

Amira:

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tory conditions.

The scientific team, led by Merck San Diego's former head of medicinal chemistry, Peppi Prasit, soon attracted a group of venture investors who helped the company secure major pharmaceutical partnerships with F. Hoffmann-La Roche Ltd, better known as Roche, and GlaxoSmithKline plc. in just a few years.

Prasit, who admits he didn't know a single venture capitalist when the company formed, said he felt confident the team's experience would drive new drug discoveries.

"I just felt at that time we could do as well as anybody could in the biotech industry," he said.

No Shortage Of Funds

In five years, the company has successfully demonstrated it could raise money — \$28 million in venture funding — and secure major pharmaceutical partnerships.

The Roche research collaboration, valued at \$287 million plus royalties, ended in 2008. But its partnership with GSK, worth a potential \$425 million if all the regulatory and developmental benchmarks are met, continues to help finance the young

'It's (going public) not 2010, I think, but it's probably not far beyond that.'

— Bob Baltera
CEO of Amira



company.

Amira, which has 50 employees, said Jan. 7 that it successfully developed experimental asthma treatment AM103 in pill form, triggering an undisclosed milestone payment.

CEO Bob Baltera said the GSK deal, struck in early 2008 before the collapse of the financial markets, has allowed Amira to focus on its drug discovery efforts without worrying about raising additional capital.

"We haven't had to raise money the whole time I've been here because of this deal," he said.

Going Public

Baltera, who recently returned from the annual J.P. Morgan Healthcare Conference in San Francisco, said he's encouraged by all the recent biotech investment activity and would consider taking the company public.

"It's not 2010, I think, but it's probably not far beyond that," said Baltera, a former Amgen Inc. veteran who came to Amira in 2007.

Eventually, he said, Amira will look to the public markets to fund costly clinical trials of a drug for treating idiopathic pulmonary fibrosis, a deadly buildup of tissue deep in the lungs that can lead to respiratory failure. The condition has also shown up in some of the survivors of the Sept. 11 attacks.

Unlike its drugs for asthma and COPD, Baltera said Amira intends to take the pulmonary fibrosis drug to the market on its own, where it could target lung specialists with a small sales force.

Baltera, who spent 17 years at Amgen before taking the helm at Amira, said the company will have to demonstrate the drug's effectiveness first, and make sure its safety is well profiled. Vioxx, a \$2.5 billion drug withdrawn from the U.S. market in 2004 due to increased risk of heart attack, brought attention to the importance of toxicology studies, he said.

But the promise of filling a void in current treatment options offers Amira's scientists hope for the roughly 200,000 people living with the condition. Doctors know little about what causes the lung scarring, so finding an effective treatment has proven elusive.

Promising Drug

A paper published in Nature Medicine in 2008 by Dr. Andrew Tager, a pulmonologist, and his colleagues at Massachusetts General Hospital shed light on some of the mechanisms of fibrosis, which he described as a "repair gone awry."

Tager hypothesized that, in some people, a receptor known as LPA1 has an overactive response to injury, leading to the buildup of scar tissue.

"You have too much repair and you develop a scar and that causes a loss of tissue function," he said.

Amira's drug, which targets the LPA1 receptor, demonstrated last year that it could reduce lung scarring in mice.

Tager said the drug has also shown promise against other fibrotic conditions, such as cirrhosis of the liver and some forms of kidney disease, making it an even bigger product if approved.

The next big step will be to test the drug in humans, which Amira's Baltera said is planned for the second half of the year.

Meanwhile, Baltera said the company is engaged in talks with a partner for its early stage Phase 1 asthma and COPD programs.

"Big Pharma still has relative need for big products," he said. "A lot of the source of that is still going to come from small biotech companies."

MARKETPLACE

San Diego Public Stocks

Index Watch

Index	1/19/10	1/12/10	Net Change	%Change
San Diego Business Journal Index	1701.91	1681.87	20.04	1.19%
Dow Jones Industrial Average	10725.43	10627.26	98.17	0.92%
S&P 500 Index	1150.23	1136.22	14.01	1.23%
NASDAQ Composite	2320.40	2282.31	38.09	1.67%

Market Trends

Date	SDBJ	S&P 500	NASDAQ	DJI
1/19/2010	1701.91	1150.23	2320.40	10725.43
1/12/2010	1681.87	1136.22	2282.31	10627.26
1/5/2010	1657.53	1136.52	2308.71	10572.02
12/28/2009	1631.60	1127.78	2291.08	10547.08
12/22/2009	1607.64	1118.02	2252.67	10464.93
12/15/2009	1587.22	1107.93	2201.05	10452.00
12/8/2009	1570.85	1091.94	2172.99	10285.97
12/1/2009	1575.95	1108.86	2175.81	10471.58

Top Gainers & Losers

Top Dollar Gainers

Solera Holdings Inc.	2.14
Optimer Pharmaceuticals Inc.	1.79
ResMed Inc.	1.48
Gen-Probe Inc.	1.30
Leap Wireless International Inc.	1.21

Top Percentage Gainers

Nanogen Inc.	25.00%
Cardium Therapeutics Inc.	20.90%
Javo Beverage Co. Inc.	16.67%
First PacTrust Bancorp Inc.	16.47%
Optimer Pharmaceuticals Inc.	15.39%

Top Dollar Losers

ViaSat Inc.	-2.44
Life Technologies Corp.	-2.38
Sempra Energy	-1.87
Illumina Inc.	-1.08
Cubic Corp.	-0.40

Top Percentage Losers

Dalrada Financial Corp.	-100.00%
Sound Health Solutions	-33.33%
Adventrx Pharmaceuticals Inc.	-29.79%
Transdel Pharmaceuticals Inc.	-25.00%
Mentor Capital Inc.	-18.40%

Market Recap

Advancers	49
Decliners	39
Unchanged	6

EXCHANGE	TICKER SYMBOL	COMPANY NAME	PRICE 1/19/2010	PRICE 1/12/2010	NET CHANGE	PERCENT CHANGE	52-WEEK HIGH	52-WEEK LOW	SHARES OUTSTANDING	MARKET (\$000) CAPITALIZATION
NASD	FPBN	1ST PACIFIC BANCORP	0.60	0.65	-0.05	-7.69%	3.19	0.44	4980	2988
NASD	ACAD	ACADIA PHARMACEUTICALS INC.	1.39	1.41	-0.02	-1.42%	6.60	0.75	38270	53195.3
NASD	ACCL	ACCELRYX INC.	6.05	5.67	0.38	6.70%	6.28	3.05	27560	166738
AMEX	ANX	ADVENTRX PHARMACEUTICALS INC.	0.33	0.47	-0.14	-29.79%	0.52	0.07	153820	50760.6
NASD	ALDA	ALDILA INC.	3.93	3.75	0.18	4.80%	5.95	2.50	5200	20436
NASD	ATEC	ALPHATECH HOLDINGS INC.	5.47	5.04	0.43	8.53%	5.58	1.10	52540	287393.8
NASD	ATCO	AMERICAN TECHNOLOGY CORP.	1.32	1.45	-0.13	-8.97%	2.87	0.53	30550	40326
NYSE	AHS	AMN HEALTHCARE SERVICES INC.	9.61	9.47	0.14	1.48%	11.00	4.56	32630	313574.3
NASD	AMLN	AMYLIN PHARMACEUTICALS INC.	16.56	15.99	0.57	3.56%	16.88	7.89	141740	2347214.4
NASD	ANDS	ANADYS PHARMACEUTICALS INC.	2.31	2.36	-0.05	-2.12%	8.43	1.44	37310	86186.1
NASD	ARNA	ARENA PHARMACEUTICALS INC.	3.43	3.57	-0.14	-3.92%	7.42	2.26	92720	318029.6
OTC	AXST.OB	AXESSTEL INC.	0.12	0.13	-0.01	-7.69%	0.45	0.07	23460	2815.2
NYSE	BMR	BIOMED REALTY TRUST INC.	15.71	15.49	0.22	1.42%	16.96	6.02	98200	1542722
NASD	BOFI	B OF I HOLDING INC.	9.96	9.82	0.14	1.43%	11.49	3.90	7990	79580.4
NYSE	BPI	BRIDGEPOINT EDUCATION INC.	15.18	14.79	0.39	2.64%	21.90	9.56	53500	812130
NASD	CADX	CADENCE PHARMACEUTICALS INC.	10.26	10.02	0.24	2.40%	12.68	5.68	50450	517617
NYSE	ELY	CALLAWAY GOLF CO.	8.48	7.93	0.55	6.94%	9.23	4.66	64470	546705.6
AMEX	CXM	CARDIUM THERAPEUTICS INC.	0.81	0.67	0.14	20.90%	3.10	0.40	55180	44695.8
NASD	COHU	COHU INC.	13.38	13.08	0.30	2.29%	14.57	7.00	23450	313761
AMEX	CUB	CUBIC CORP.	41.47	41.87	-0.40	-0.96%	42.50	22.11	26730	1108493.1
NASD	CYMI	CYMER INC.	37.05	37.21	-0.16	-0.43%	40.06	16.66	28850	1068892.5
NASD	CYPB	CYPRESS BIOSCIENCES INC.	5.94	5.85	0.09	1.54%	10.10	5.24	38300	227502
OTC	DFCO.PK	DALRADA FINANCIAL CORP.	0.00	0.01	-0.01	-100.00%	0.01	0.00	5140	0
NASD	DXCM	DEXCOM INC.	10.07	9.45	0.62	6.56%	9.89	3.00	46030	463522.1
NASD	DRAD	DIGIRAD CORP.	2.06	2.07	-0.01	-0.48%	3.14	0.84	18980	39098.8
OTC	DEIX.PK	DEI HOLDINGS INC.	0.44	0.50	-0.06	-12.00%	0.69	0.06	25650	11286
NASD	DIVX	DIVX INC.	5.82	5.81	0.01	0.17%	6.58	4.09	32710	190372.2
NASD	HILL	DOT HILL SYSTEMS CORP.	1.79	1.96	-0.17	-8.67%	2.83	0.40	48940	87602.6
NASD	ECPG	ENCORE CAPITAL GROUP INC.	16.35	16.23	0.12	0.74%	19.89	2.62	23180	378993
NASD	ENTR	ENTROPIC COMMUNICATIONS INC.	3.82	3.80	0.02	0.53%	4.30	0.42	70830	270570.6
NASD	FPTB	FIRST PACTRUST BANCORP INC.	7.00	6.01	0.99	16.47%	9.65	4.44	4250	29750
NASD	GDXD	GENOPTIX INC.	35.06	34.79	0.27	0.78%	38.13	24.15	17160	601629.6
NASD	GPRO	GEN-PROBE INC.	45.77	44.47	1.30	2.92%	49.29	35.70	49090	2246849.3
NASD	HALO	HALOZYME THERAPEUTICS	5.80	5.85	-0.05	-0.85%	8.09	3.93	91650	531570
NASD	HEPH	HOLLIS-EDEN PHARMACEUTICALS INC.	0.64	0.64	0.00	0.00%	0.98	0.27	29420	18828.8
NASD	ILMN	ILLUMINA INC.	38.09	39.17	-1.08	-2.76%	44.07	25.59	125090	4764678.1
OTC	IWSY.OB	IMAGWARE SYSTEMS INC.	0.90	0.90	0.00	0.00%	0.95	0.14	18140	16326
OTC	IMPC.PK	IMPERIAL CAPITAL BANCORP INC.	0.02	0.02	0.00	0.00%	2.00	0.02	5430	108.6
NASD	IFON	INFOSONICS CORP.	1.23	1.23	0.00	0.00%	2.51	0.10	14180	17441.4
AMEX	INO	INOVIO BIOMEDICAL CORP.	1.23	1.29	-0.06	-4.65%	3.40	0.18	102130	125619.9
NASD	ISIS	ISIS PHARMACEUTICALS INC.	11.38	11.29	0.09	0.80%	18.81	9.77	98380	1119564.4
NASD	JACK	JACK IN THE BOX INC.	20.55	20.02	0.53	2.65%	28.35	16.59	57290	1177309.5
OTC	JAVO.OB	JAVO BEVERAGE CO. INC.	0.14	0.12	0.02	16.67%	0.40	0.10	283800	39732
OTC	JMAR.PK	JMAR TECHNOLOGIES INC.	0.01	0.01	0.00	0.00%	0.23	0.01	58200	582
NASD	KTOS	KRATOS DEFENSE & SECURITY SOLUTIONS INC.	10.01	10.25	-0.24	-2.34%	13.00	5.80	15770	157857.7
NASD	LJPC	LA JOLLA PHARMACEUTICAL CO.	0.21	0.20	0.01	5.00%	3.20	0.04	65720	13801.2
NASD	LEAP	LEAP WIRELESS INTERNATIONAL INC.	15.70	14.49	1.21	8.35%	42.47	11.98	77400	1215180
NASD	LIFE	LIFE TECHNOLOGIES CORP.	50.40	52.78	-2.38	-4.51%	53.35	24.75	178340	8988336
NASD	MXWL	MAXWELL TECHNOLOGIES INC.	18.59	17.86	0.73	4.09%	21.81	4.50	26170	486500.3
NASD	MNOV	MEDICINOVA INC.	8.03	7.79	0.24	3.08%	8.44	1.52	12100	97163
OTC	MNTR.PK	MENTOR CAPITAL INC.	1.02	1.25	-0.23	-18.40%	2.85	0.25	1240	1264.8
NASD	MBRX	METABASIS THERAPEUTICS INC.	0.46	0.47	-0.01	-2.13%	1.15	0.21	35170	16178.2
OTC	MIIS.PK	MICROISLET INC.	0.00	0.00	0.00	0.00%	0.06	0.00	55020	0
NASD	MITI	MICROMET INC.	7.35	7.53	-0.18	-2.39%	8.48	2.25	68990	507076.5
OTC	NGEN.PK	NANOGEN INC.	0.05	0.04	0.01	25.00%	0.22	0.01	84200	4210
NASD	NAII	NATURAL ALTERNATIVES INTERNATIONAL INC.	7.58	7.52	0.06	0.80%	7.99	5.31	7070	53590.6
NASD	NBIX	NEUROCRINE BIOSCIENCES INC.	2.73	2.52	0.21	8.33%	4.25	1.94	39210	107043.3
OTC	NICH.PK	NITCHES INC.	0.09	0.08	0.01	12.50%	0.75	0.02	6020	541.8
NASD	NVTL	NOVATEL WIRELESS INC.	7.77	8.04	-0.27	-3.36%	13.70	4.97	30850	239704.5
AMEX	NTN	NTN BUZZTIME INC.	0.46	0.49	-0.03	-6.12%	0.63	0.12	60340	27756.4
NASD	NUVA	NUVASIVE INC.	32.01	31.87	0.14	0.44%	45.06	24.17	38220	1223422.2
NASD	OPTR	OPTIMER PHARMACEUTICALS INC.	13.42	11.63	1.79	15.39%	15.17	9.36	34000	456280
NASD	OREX	OREXIGEN THERAPEUTICS INC.	7.24	6.74	0.50	7.42%	10.83	1.78	47040	340569.6
NASD	OVRL	OVERLAND STORAGE INC.	2.01	2.30	-0.29	-12.61%	3.63	0.60	6340	12743.4
NASD	PACW	PACWEST BANCORP	21.83	20.75	1.08	5.20%	22.59	9.36	33840	738727.2
OTC	PTSC.OB	PATRIOT SCIENTIFIC CORP.	0.14	0.16	-0.02	-12.50%	0.42	0.07	410300	57442
AMEX	PXG	PHOENIX FOOTWEAR GROUP INC.	0.60	0.58	0.02	3.45%	0.98	0.11	8170	4902
NASD	PICO	PICO HOLDINGS INC.	32.50	32.61	-0.11	-0.34%	35.57	19.16	22600	734500
NASD	PSMT	PRICESMART INC.	20.22	20.12	0.10	0.50%	21.00	13.76	29760	601747.2
NASD	PURE	PURE BIOSCIENCE	1.49	1.65	-0.16	-9.70%	3.19	1.22	34330	51151.7
NASD	QCOM	QUALCOMM INC.	49.32	48.49	0.83	1.71%	49.80	32.64	1680000	82857600
NASD	QDEL	QUIDEL CORP.	15.57	14.68	0.89	6.06%	18.81	7.05	30150	469435.5
NYSE	O	REALTY INCOME CORP.	27.95	27.34	0.61	2.23%	28.23	14.25	104290	2914905.5
NYSE	RMD	RESMED INC.	52.92	51.44	1.48	2.88%	53.38	31.49	74960	3966883.2
NASD	RFIL	RF INDUSTRIES LTD.	4.61	4.60	0.01	0.22%	5.00	2.82	2850	13138.5
NASD	ROYL	ROYALE ENERGY INC.	2.68	2.82	-0.14	-4.96%	4.18	1.38	10190	27309.2
NASD	RUBO	RUBIO'S RESTAURANTS INC.	7.35	7.20	0.15	2.08%	7.89	3.03	10040	73794
NASD	SNTS	SANTARUS INC.	4.85	4.24	0.61	14.39%	5.82	1.05	58080	281688
NYSE	SRE	SEMPRA ENERGY	52.53	54.40	-1.87	-3.44%	57.18	36.43	246440	12945493.2
NASD	SNMX	SENOMYX INC.	4.31	4.26	0.05	1.17%	4.75	1.35	31090	133997.9
NASD	SQNM	SEQUENOM INC.	4.60	4.28	0.32	7.48%	25.99	2.55	61250	281750
NYSE	SLH	SOLERA HOLDINGS INC.	36.70	34.56	2.14	6.19%	37.76	19.50	69630	2555421
OTC	SHSO.PK	SOUND HEALTH SOLUTIONS	0.02	0.03	-0.01	-33.33%	0.04	0.01	3480	69.6
OTC	TDLPOB	TRANSDER PHARMACEUTICALS INC.	1.05	1.40	-0.35	-25.00%	4.00	0.60	15650	16432.5
NASD	VSAT	VIASAT INC.	29.24	31.68	-2.44	-7.70%	32.94	15.90	31880	932171.2
NASD	VICL	VICAL INC.	3.41	3.44	-0.03	-0.87%	5.51	1.38	51810	176672.1
NASD	WDFC	WD-40 CO.	32.78	32.22	0.56	1.74%	34.55	21.81	16580	543492.4
NASD	WBSN	WEBSense INC.	19.43	18.73	0.70	3.74%	20.22	9.48	43750	850062.5
AMEX	XNN	XENONICS HOLDINGS INC.	0.97	0.99	-0.02	-2.02%	1.22	0.18	20760	20137.2

Reality Changers Gives Scholarships to 2 High School Seniors



KUDOS/GIVING

Joyce Glazer

Reality Changers presented scholarships to two high school students recently. **Da'rell Andrews**, a senior at **Midway Baptist High School**, received a \$20,000 scholarship at the Pacific Life Holiday Bowl; and

Michael Gaulden, a senior at **San Diego High School**, received a \$5,000 scholarship at the San Diego County Credit Union Poinsettia Bowl. They were recognized not only because they excelled academically, but in their community citizen leadership, too. The mission of Reality Changers is to provide inner-city youth from disadvantaged backgrounds with the resources to become first-generation college students by supplying academic support, financial assistance and faith-based leadership training ... The **Century Club of San Diego** and the **Boys & Girls Clubs of San Dieguito** plan to hold The San Diego Open Golf Ball party Jan. 28 hosted by **Stingaree** in downtown San Diego. Sponsors include Century Club, Boys & Girls Clubs of San Dieguito and



Da'rell Andrews, left, shown with San Diego Mayor Jerry Sanders, has earned a \$20,000 college scholarship.

91X ... Barrio Logan College Institute honored **Wells Fargo** as Donor of the Year 2009. Wells Fargo has donated \$125,000 in support of the College Prep Programs for first-generation college students. BLCI also received a \$15,000 grant from the **Mayer & Morris Kaplan Family Foundation** for the College Prep Programs ... **TERI Inc.**, aka the Training, Education & Research Institute, cel-

ebrated its third annual **Cuvee delle Vite** on Dec. 5 at the **Charles R. Cono Center for Research & Life Planning** campus site. In addition to an anonymous gift of \$500,000, the event raised \$95,000. The funds will be used to build the center, which aims to transform the lives of special needs children and adults, as well as their families, by providing a comprehensive array of services and support programs covering an entire life span ... **Blue Marble Spa** at the **Hyatt Regency Mission Bay Spa and Marina - San Diego** was named one of the top 10 Green Spas and Resorts in the world by **Organic Spa Magazine**. "We are committed to using organic and natural ingredients and have created the most holistic treatment offerings derived from nature," said **Kyra Johnson**, spa director ... The **Redevelopment Agency** of the city of **San Diego** partnered with **Urban Corps of San Diego County** for an event in Barrio Logan on Jan. 9. The event was part of the **Green Street Community Enhancement Program**. Volunteers painted over graffiti, cleaned up weeds and removed debris. The U.S. Navy provided lunch, which was served at the **Barrio Station Theater** ... **Laurie Manley** of **Willis Allen**

Real Estate was awarded the **National Association of Realtors' Green Designation**. Manley achieved this designation after completing course work and training to understand what makes a property green ... A **United Jewish Federation of San Diego County** men's event is scheduled for Jan. 27 at the **Hyatt Regency La Jolla at Aventine**. A bestselling author of two books and an expert on terrorism, **Brigitte Gabriel** is the keynote speaker. **Dr. Bob Shillman** provided the underwriting for the speakers. Corporate underwriters included **Sempra Energy**, **U.S. Trust** and **San Diego Private Bank** ... **Feeding America San Diego** received a \$3,000 grant from the **Cox Kids Foundation**. The funds will support the **Farm-2Kids** and the **BackPack Program**, both of which provide food for low-income elementary-school children and teach children about healthy food choices ... The **Beach & Country Guild of UCP of San Diego County**, aka the **United Cerebral Palsy**, is holding a rummage sale, **Rags for Riches**, Feb. 6 at **Fairbanks Plaza**. Proceeds will benefit UCP's **Assistive Technology Center** in San Diego.

Please send Kudos and Giving items to Joyce Glazer at jglazer@sdbj.com.

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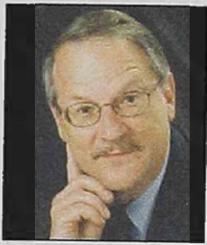
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COMMENTARY

Editorials, letters, columns and other opinions

Only the Best-Managed Businesses Will Survive



COMMENTARY

Bob Campbell

Business owners face more obstacles today than at any other time in U.S. history. Even in the depths of the Great Depression, businesses were not saddled with the quagmire of government regulations and

ensure their companies are practicing the fundamentals of excellent management. Here are the top four areas where concentration is vital.

Planning Is Crucial

Plan, plan, plan ... then plan some more. "Plan," although intimidating, is not a "four-letter word." A company without an operationally useful business plan is a rudderless ship. A plan that sits on a shelf, is not referred to, is not shared with all employees, and hasn't been updated in awhile is worthless.

Planning is a living process (for those companies that wish to live)! Great businesses write, rewrite and refresh their business plans frequently — as often as quarterly, but at least annually. And then they constantly track progress to their plan's objectives.

A good business plan — delineating operating efficiency and marketing activity — puts everyone on the same page. It is the foundation of focus.

'80/20' Rule

Intimately embrace the "80/20" rule. Do you personally know your top customers? Do you know the 20-or-so percent of your customers who create 80-or-so percent of your profits? When was the last time you spoke to them or visited their premises? And when was the last time you did something for them?

Your competitors are trying to take these customers away from you. What are you doing now about that?

Every CEO/owner should keep a fresh contact list on their desktops of the firm's most-profitable customers. These customers should be talked to, and met with, frequently. Strategize aggressively on how to keep your most valuable customers.

Act Now

Avoid indecision.

Now is not the time for a "wait and see" attitude. Many businesses, in troubled times, adopt a "deer-in-headlights" posture. Business development activity is postponed. Strategies are deferred.

But inaction in the marketplace fosters stagnation. It gives room for competitors to strike. It may sound counter-intuitive, but it is really true that "a wrong decision is better than no decision at all." Why so? At least a mistake allows for analysis and the discovery of what will succeed. Then, the aggressive implementation of that discovered success strategy can often recover whatever loss was caused by "the mistake" and help the company thrive.

Learn Your Strengths, Weaknesses

Get to know your organization. No, really, get to know it deeply.

Organizational assessment is not an academic exercise. Mr. Business Owner, how much do you really know about the strengths and weaknesses of your business? How do you find these out? What do you do about them?

In battle (and that is what businesses are in right now), great generals match the strengths of their army against the weaknesses of the enemy. But to do that, you have to know the types, amounts and durations of those strengths in order to effectively use them. And you must eliminate or minimize your weaknesses.

If you know how to do all four of these things, then do them now. And if you don't know how, retain professional help. Your competition is planning to celebrate your demise. And in these times, only the best-managed companies will survive.

Bob Campbell is the managing director for the San Diego region of Strategic Development Worldwide, an advisory firm specializing in organizational assessment and development.

tax mazes that exist now.

In the best of times, the "natural" forces of capitalism are difficult enough to cope with. Free market forces of ever-shifting customer demands, evaporating profitability, and voracious competition are naturally ever present.

There is constant upward pressure from salary expenses and other operating costs, while competitors strive daily to steal your customers and, frankly, put you out of business.

But, these are far from "the best of times" and there are numerous "unnatural" and unpredictable forces, e.g., increasing governmental regulation and taxation, adversely affecting business success. Future increased tax burdens are unknown, but threatening. And no one expects government to offer much meaningful help.

Some have posited that the business climate in California is the worst in the nation, as businesses both fail and leave the state in record numbers. And frankly, "as Rome burns," government appears unwilling and unable to do anything to help preserve the free market economy, enhance the productive power of capitalism, or help save the small- to medium-sized businesses that built this state and this country — and made the USA's economic engine the envy of the world.

While there is no realistic end in sight to our current economic status, now, more than ever, business owners need to

How Reflective Leadership Affects an Organization

Have you reflected lately on what your leadership says about your organization? Perhaps you've found yourself saying some of the following statements: "I don't understand what is happening in my company." "Nobody is telling me the truth." "Most of my managers are not meeting their goals."

We hear these types of statements frequently when we are called in to "fix the problem." Almost always there is a common theme involving lack of clarity or accountability that is not obvious and may be disguised as something else. In fact, the solutions are often found in the necessary practice of upper management reflecting inward first to see what they need to change; and then those changes can work their way throughout the organization. We call it "Mirror Management."

Productive leaders hold up the mirror and shine it inward to the areas where they may be blindsided. We know that if we can figure out what the leader is doing to contribute to the problem — and work toward changing the leader's behavior — then we can solve the problem affecting the desired results.

Case Study: The Printing Plant

John Crawford, CEO of Standard Plastic Printing, had the walls of the office and plant covered with slogans

espousing teamwork, listening, proactive planning and cooperation. He could not understand why things were not going well. As he walked us through his offices and plant, the only communication he had with employees was when he barked orders. He bragged about how he stopped jobs that were running as scheduled when a friend needed something in a hurry and continually told us how stupid his employees were. No surprises here about why things weren't going well.

It is often easy to see what someone else is doing wrong by blaming others, being critical, being blind or being busy. When a leader is bothered by someone's lack of results or poor behavior, it is a sign they need to look inward first.

When the leader doesn't know what is going on in their company, it is usually because they are experiencing their own confusion, ambivalence or lack of interest. John Crawford, in the example above, was only looking outward. Organizational clarity begins at the top. Getting clarity and accountability are both essential to finding lasting solutions.

Seeking Accountability ... And Truth

It is hard to keep a pulse on an organization through accountability-based principles because it requires a complete

commitment to the truth about reality. When issues about truth are concerned, no one wants to believe that they are being dishonest (or less than honest). After all, admission of this sort might be interpreted as doing something wrong. No one wants to do anything wrong; so, it is easier to find fault in others.

In organizations where goals are not met, there is usually very little accountability on the part of the leader. There must be a complete willingness to hold people accountable for their results. Lack of accountability gives tacit approval for poor performance.

Remembering to hold up the mirror when you first detect a problem will help you reflect to get clarity about the impact your leadership has had on the current results. After determining what specific changes you need to make to create different results, you need to establish the accountability to be certain it will happen. This ongoing practice of mirror management that starts with reflecting on your leadership is the only way to effect change and achieve lasting results that reflect on your organization in a positive light.

Bob and Lori Bomes of Bomes Consulting Group have been helping clients increase sales, productivity and profits since 1986. More information is available at BomesConsulting.com.

SAN DIEGO BUSINESS JOURNAL

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