

Small Business Month

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TORREY PINES BANK

Robert Horsman takes his banking career personally. And he thinks small business owners think the same way about their professions.

“One of the first questions I ask a prospective client is, ‘Who’s your banker?’ It’s amazing to me that so many people respond with the name of their bank as they don’t have a banker. That tells me there’s an opportunity to add some value,” said Horsman, San Diego Market Executive for Carmel Valley-based Torrey Pines Bank.

Horsman joined Torrey Pines Bank a year ago with more than three decades of local banking experience and community involvement. His new role is deeply committed to customer development and retention, as well as community involvement, many of the same traits that helped shape his career. He was a founder of San Diego National Bank in 1981, and during his 28-year tenure served as a director, president and CEO. He’s long been an active volunteer as trustee of the San Diego Zoo and board member of the San Diego Regional

Chamber of Commerce and San Diego Opera, where he served as president from 2008-09 and is helping steer the Opera through its possible reorganization.

Working with small businesses is a major initiative for the bank. One of its most active programs is funding Small Business Administration (SBA) 504 loans for

commercial property owner/users. Created specifically for financing fixed assets, SBA 504 is a long-term loan. The SBA has ranked Torrey Pines Bank as the No. 1 SBA 504 lender in San Diego County for the past eight years, Horsman said.

In the first quarter of 2014, the bank funded \$11.5 million in SBA 504 real estate for owner-users and \$44 million in commercial and industrial loans. These figures may be a signal of increasing confidence from businesses, which are investing in their operation and/or improving cash flow to manage increasing receivables, the bank said in a statement.

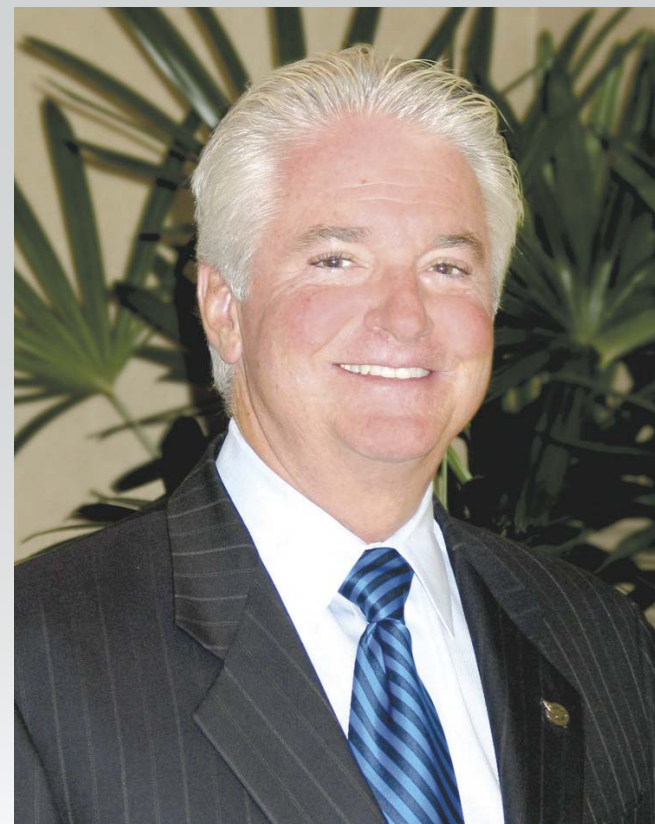
“The growth of this bank has been organic. It hasn’t been through acquisition, it’s been through hiring local bankers who have a following and know their community.”

are starting to take advantage of these positive economic times. Many of them need to borrow for working capital or term loans. They’re looking at opportunities now. Torrey Pines Bank is committed to partnering with these businesses.

“Or maybe it’s closely held by a proprietor or a family, and they need a line of

“From a business lending standpoint, I think the timing is really good for small businesses and professionals to look at borrowing because rates continue to hold historically low, and from everything I see it looks like the economic picture is starting to improve,” Horsman said.

“Right now we see a lot of business owners and professionals



credit or term loans for business expansion, equipment, financing for account receivables. They may have real estate or want to buy real estate.

“The thing about Torrey Pines Bank is, we are local bankers and the executive team has done a great job reaching out to and hiring local bankers. The growth of this bank has been organic. It hasn’t been through acquisition, it’s been through hiring local bankers who have a following and know their community. That’s a real advantage when you’re looking for new opportunities.”

Torrey Pines Bank, owned by Phoenix-based Western Alliance Bancorp, has \$1.95 billion in assets, 11 branches and 235 employees in California. Horsman found the bank and its leadership team to be a good fit for his professional and personal styles. “I joined Torrey Pines Bank because of their reputation of service, their responsiveness with customers and their commitment to the community,” he said. “This really aligns with my ethos and business pursuits.”

~ By Glenn Grant, *The Daily Transcript*

San Diego entertainment company celebrates its 30th year

Source: Katalyst PR

Picnic People, a San Diego-based outdoor events company specializing in picnics, tailgate parties and corporate team building activities, celebrated its 30th anniversary Wednesday. The company has thrown more than 20,000 picnics for a variety of clients, including families, corporations, schools and charities.

Picnic People began as an idea by founder Lisa Richards in 1984 while she was attending the University of San Diego. Richards found inspiration for the company while riding her bike through the picnic areas of Mission Beach one sunny afternoon. Richards quickly developed the concept and established the company within a year.

"I sometimes have to pinch myself when I think about where we started as a company and where we are today. I owe it all to our loyal clients, many of which have made our picnics a yearly corporate tradition," Richards said. "Southern Contracting, my oldest client, has picnicked with us since we launched in 1985, and I'm proud to call Qualcomm our client for the last 14 years."

Richards also attributes the company's success to her staff. The company has a commitment to provide employment opportunities to stu-



Photo courtesy Katalyst PR

Picnic People, a local outdoor events company, recently celebrated its 30th anniversary. The company specializes in picnics, tailgate parties and corporate team-building activities, such as this one organized for Qualcomm.

dents and young adults, and hires more than 700 part-time employees to staff their events each year. The company's president, Frank Christian, began his career with Picnic

People in 1992 as a part-time worker while attending San Diego State University.

Picnic People is a supporter of a variety of local charities. Rich-

ards estimates that Picnic People annually contributes more than \$500,000 in food, equipment and services across the county. After events, Richards and her team also routinely visit the San Diego Rescue Mission to donate usable picnic foods and utensils.

The company celebrated its 30th year in business with a picnic at its warehouse in Miramar and a proclamation from the City Council that Wednesday was "Picnic People Day" in San Diego.

Source Code: 20140522cre

Serve your community by joining SCORE

Source: SCORE San Diego

Score San Diego has 85 volunteer members who perform a variety of tasks within the organization and they also provide a variety of benefits within the community. If you have an interest in any of these areas, we would like to meet with you.

During our 50 years as a resource partner of the SBA, we were initially known as the Service Corps of Retired Executives. In recent decades, we have attracted increasing numbers of volunteers who are still in business. We are now truly there "For the Life of your Business."

We provide free mentoring for as long as our clients desire, through face-to-face meetings, emails and by telephone, as necessary. We offer 30 different workshops on a variety of business topics, from issues that arise anywhere from the idea stage to planning and operating the enterprise. Some of these have a fee;



approximately half of them are free.

Some less well-known activities include our women's breakfast program for networking with other business owners, our forums for established business owners to interact with their peers through the assistance of our moderators, and our prison program in which we assist impending releases in preparing for job searches or business startup activities.

Each of these activities requires members with appropriate background and training. But as you can see, you don't have to be experienced, or otherwise trained, in managing a small business. Our chapter offers extensive training in dealing with small business start-

up, planning, organization and management if you need it. At the same time, you could concentrate on these other activities as a workshop presenter, forum moderator or prison counselor.

Volunteers could also serve us well by helping with the administration, marketing, and oversight of our chapter. We always need clerical help, help with social media entry and design, website management and fundraising. You can always sign on to learn about all facets of small business management, but that is not a requirement.

SCORE offers you a chance to make a difference in the community, to grow as an individual, and to do so among a group of like-minded volunteers. You may want to meet some of our volunteers: we have a chapter meeting on the third Thursday of every month. If you want to learn more, go to our website at sandiego.score.org.

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Alfred Jaime and Rodolfo Farber

Jaime Partners: Little firm with a big portfolio

By **THOR KAMBAN BIBERMAN***The Daily Transcript*

While **Jaime Partners** is far from being the largest commercial construction management and contracting firm, it has found niches where it can shine.

Jaime Partners, best known for its restaurant work, has also overseen the development of office, industrial, standard retail and hospitality spaces.

With a partnership between principals Alfred Jaime and Rodolfo Farber that dates to 2007, the company has come a long way since Elias Sheinberg of Service Corps of Retired Executives acted as a mentor to the fledgling company.

"SCORE was very good because it helps you discover a path for yourself," Jaime said.

At Sheinberg's urging, Jaime got his construction management license before jumping headlong into his business.

Prior to meeting Sheinberg, who could not be reached, Jaime started as a project superintendent in 1996. He worked for top general contractors on the West Coast and managed build-outs of more than 1 million square feet in tenant improvements.

Farber worked in the development of large public and private projects in San Diego and Mexico, including Cabo San Lucas and northern Baja. As a real estate developer, he has worked on condo and income-producing properties.

As an entrepreneur, Farber brings knowledge of business strategy and program/project management.

Jaime Partners has established itself as a premier advisory and consulting company in San Diego with an extensive list of clients, such as chef Brian Malarkey and **Enlightened Hospitality Group's** restaurants Searsucker and Herringbone.

The two have worked on other projects including Cinopolis Luxury Cinemas, Pueblo Bonito Resorts in Cabo San Lucas and Alea Living in northern Baja.

Put simply, Jaime Partners has plenty to keep it busy.

"We handled \$14 million in gross project costs last year," Jaime said.

This might not sound like much, except most of these jobs are valued at less than \$500,000.

Jaime Partners posted gross revenues of \$1.7 million in 2013.

One of the more challenging jobs handled by the downtown San Diego-based firm was to create the restau-

*Courtesy photo*

The 4,500-square-foot space for Puebo Mexican Street Food at The Headquarters at Seaport District is one of several notable restaurants that Jaime Partners constructed.

rant space for Puebo Mexican Street Food (which specializes in high-end tacos) within the newly redeveloped Old Police Headquarters next to Seaport Village.

Jaime Partners needed to coordinate with developer **Terramar Retail Centers**, **Schoos Design**, architect **Carrier Johnson + Culture** and contractor **Legacy Construction**.

"There were a lot of moving parts to this project," Jaime said. "The most challenging part of this work is all these buildings are on piers and you had to dig tunnels for the infrastructure."

Other Puebo locations are being planned in Del Mar this year and in Santa Monica in 2015.

Jaime and Farber have enjoyed overseeing restaurant tenant improvements. Another of these challenging jobs was for the 3,000-square-foot Blue Ocean & Robata Sushi Bar at Carlsbad Village Drive and Madison Avenue, west of Interstate 5 in Carlsbad.

That project was completed last year with the Los Angeles design team of **Bells & Whistles**.

"That project had a lot of millwork," Farber said.

The firm is wrapping up construction work on **Comun Kitchen & Tavern**, Chad White's new East Village restaurant on J Street, which is scheduled to open in June.

*Courtesy photo*

Rodolfo Farber (left) and Alfredo Jaime, principals of Jaime Partners.

Many of Jaime Partners' projects have nothing to do with restaurants. Jaime and Farber have been working on a 14,000-square-foot store known as Duty Free City at 601 E. San Ysidro Blvd. that is expected to act as a template for up to 25 stores along the U.S. side of the border.

Millwork was also a major issue in that job.

"What was most challenging there was understanding the 600 pages of millwork specifications," Jaime said.

The 15-member construction management and contracting firm is also handling a three-phase project to rehabilitate the Heritage Hotel at Ninth and Market streets.

The work will include remediation from a fire that tore through the structure last year, retrofitting to ensure seismic stability and the construction of "a new restaurant from scratch," Jaime said.

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Elizabeth Morris

From crunching numbers to running her own salon

By **SAMANTHA HENRY***The Daily Transcript*

Elizabeth Morris shocked her parents and colleagues when she left her corporate job in pursuit of creative freedom as the owner of **Va-Va Varnish Salon**.

"People were really surprised when I left. I was highlighted as one of the fastest up-and-coming people at that company," Morris said.

Morris worked at **Broadcom** (Nasdaq: BRCM) for almost seven years in financial management for the high-tech company after graduating from the University of Colorado Boulder with a finance degree.

She initially studied electrical engineering, feeding the "tech geek" part of her personality and honing in on her attention to detail.

She quit her job in September 2012 and opened Va-Va Varnish that October. Her background in finance enabled her to get funding and create her own three-year plan, jumping over one of the biggest hurdles for many small-business owners: understanding how to run the business, Morris said.

She manages all of the salon's financials and was able to break even and become profitable within a year of opening.

Morris said she works more now than she did at Broadcom, but that it's

more rewarding because of the control she has.

"It's like your baby and you get to see it grow. You get to be a part of it one on one more than just being a piece of a giant puzzle," Morris said.

Sometimes she misses the security of her previous job, but most days she loves what she's doing.

Morris has been working at being a better manager and leader for her staff of 10.

Her husband, Hermann, who works in management, has coached her so she can make her employees feel as much a part of the company as she does. She trains all of the nail techs on how the business works — including making orders, answering the phone and controlling the cash.

"It's not just them doing some kind of menial labor. They actually get the experience of running this place, too," Morris said.

Morris isn't one of those entrepreneurs who always knew she wanted to be her own boss. She says she's incredibly risk-averse and prefers everything to be structured and planned out.

"This has been a huge learning opportunity for me because everything is different every single day, which is definitely challenging for me," Morris said. "But it's also something that I think has made me a better person

*Photo courtesy BAM Communications*

The owner of Va-Va Varnish on Eighth Avenue and Market Street found a niche in the nail salon industry by offering guests a cozy environment that is more reminiscent of a living room than a standard salon.

and a better entrepreneur in general."

Painting nails had been a hobby of Morris' ever since her mom caught her with paint all over her fingers when she was 2 years old.

"I find nails very interesting because it's so technical. It's everything on a very small scale. You're working on a very tiny canvas; therefore, everything has to be very detailed," Morris said. "I think that speaks to my engineering background and numbers background — just keeping that detailed focus."

Morris said her salon fills a void for customers who are willing to pay extra for a better, cleaner experience. Her Market Street salon feels cozy with couches and comfortable seats, and at first glance it's hard to tell whether it's a salon or your best friend's living room.

"I think a lot of people out there that want to get their nails done are kind of sick of going to dirty places or noisy places or confusing places, and this addresses all of those things in one," Morris said. "It allows people to come to a nice, luxurious environment. It allows people to have the intended experience with nails, which is something that's fun but it's also something that's clean and healthy for you."

She uses an autoclave to sterilize the salon's metal equipment, and anything that can't be sterilized is thrown out after each use. Her prices are higher than an average nail salon,

with packages ranging from \$17 to \$47 for a manicure and \$33 to \$63 for a pedicure.

Her market tends to be those aged 35 and up, and people who "are tired of being hurt, burned, cut and getting infections."

"There's a big difference between eating at Denny's and having quick food that's \$5 a plate, versus eating in a fine-dining experience, where there's fine wine and the experience of having a really nice server and maitre d' — that's what I'm trying to do here," Morris said. "I'm creating something that's not just getting your nails done because you like getting your nails done and you have to — but creating an experience every time you come."

Now, less than two years after opening, Morris is trying to decide what her next step is. Her options include opening another salon, but what she's really passionate about is opening a school and educating future nail techs.

Va-Va Varnish educates the consumer on what an experience at a nail salon should be like, and teaching would allow Morris — a certified nail educator — to put well-equipped technicians in the industry to prevent bad experiences from happening in the first place, she said.

"It would allow me to change the industry from the inside," Morris said.

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*Staff photo by Samantha Henry*

Elizabeth Morris quit her job as a financial analyst to open the salon.

Roundtable discussion

Small business owners remain optimistic despite rising costs, competition

By KATHERINE CONNOR*The Daily Transcript*

Small-business lenders at a *Daily Transcript* roundtable in February predicted 2014 would be the year the lending market really bounces back from the recession.

Their counterparts on the business side had a chance to chime in Thursday, and they said that although the local market is still fairly flat, they're optimistic about the future.

"Everything is bumping along. It's better than it was in 2008, 2009 and even 2010, but the slope, the trajectory is very flat," said Roger Ball, president of **Rick Engineering**, on the pipeline for architects, which is seen as a measure of the need for future service work.

"Their work is picking up, they're happy for the work that they do get, but we're not in a competition for employees like occurred in 2004, 2005 and 2006 when we couldn't find enough people," Ball said, noting that his engineering firm has seen a slight uptick in work over the past few years, but with thin margins.

Tim Penick, president of construction firm **T.B. Penick & Sons Inc.**, said deal velocity in San Diego "is just OK," and Corky Mizer, CEO of roundtable sponsor **Corky's Pest Control**, said the company's discretionary money has dried up to a mere

*All photos by Michel Countis*

Michael Owen (left), chief credit officer of CDC Small Business Finance, pictured with Corky Mizer, owner/CEO of Corky's Pest Control (roundtable sponsor).

10 percent.

One sector experiencing growth is information technology and security.

"In the consulting arena we have seen a little bit of a pickup. Especially working with schools and bond programs, we've seen a little action there over the past five years, which had

been a real, real struggle just to stay in business," said Darryl Vidal, vice president of **Networld Solutions Inc.** "So I do see things picking up."

Jim Matteo, CEO of **Bird Rock Systems**, agreed that his company has also seen a healthy market and strong demand for labor. Although most noncyber sectors present at the roundtable said they're not experiencing any business boom to speak of, all were confident about the future of San Diego's small-business community.

"I might not sound like it, but I'm very optimistic," Mizer said. "And I think you're talking about San Diego — we're a world of our own here really, as far as I'm concerned."

Ronson Shamoun, CEO of **RJS Law**, said he is concerned about tax and regulatory burdens on small businesses, but echoed this positive outlook for the future.

"I'm optimistic, too," Shamoun said. "I mean, it's going to be slow but we're going to get there — just not as fast as we anticipated or want to. But I'm very optimistic."

Increasing tax, health care burdens and uncertainty, competition from international firms, and a regulatory environment not conducive to quick decisions are samplings of what's holding back growth in the San Diego small-business arena.

With rising costs for health care shaving already razor-thin margins, several executives said their compa-

nies have had to entirely reconfigure their benefits packages.

"I think the uncertainty overall is the big question, because our premiums in health care had been rising well before the [Affordable Care Act] and now they're really starting to go up to the point where when we put together packages, I start to wonder about [the employee's] family," Vidal said. "Because as a small business we provide all the health coverage, a complete package, and so we're looking at restructuring that whole thing and going to a 'you pay for yourself and you do your family' type of thing, just to address that."

He said the uncertainty about when the federal changes will take effect and what they'll ultimately look like is an even larger issue than rising costs.

"The big problem with that is they're making changes just on the fly, and a business is not going to change their strategy based on someone saying, 'Well we're not going to enforce this part or were going to push this off' — I can't bank on that contingency, so I have to plan on what I know."

In addition to these federal regulations, the construction and lending representatives said California's notoriously slow decision making when it comes to land use is also a major harness on growth, particularly given San Diego's lack of available land.

Roundtable Participants

Roger Ball, President
Rick Engineering

Patricia A. Butler, Executive President and CEO
BRG Consulting

Jim Matteo, CEO
Bird Rock Systems

Corky Mizer, Owner/CEO
Corky's Pest Control (roundtable sponsor)

Michael Owen, Chief Credit Officer
CDC Small Business Finance

Tim Penick, President
T.B. Penick & Sons Inc.

Ronson J. Shamoun, Principal and CEO
RJS Law

Whitney Sibley, Management Director
The Mendes Company

Darryl Vidal, Vice President
Networld Solutions Inc.

Ray Weamer, Vice President
City National Bank (roundtable sponsor)

See **Roundtable** on 7



Roger Ball, president, Rick Engineering.



Patricia A. Butler, executive president and CEO, BRG Consulting.



Jim Matteo, CEO of Bird Rock Systems.



Tim Penick, president, T.B. Penick & Sons Inc.



Ronson J. Shamoun, principal and CEO, RJS Law.



Whitney Sibley, management director, The Mendes Company.



Darryl Vidal, vice president, Networld Solutions Inc.



Ray Weamer, vice president, City National Bank (roundtable sponsor).

Roundtable

Continued from Page 6

"I worked with a national developer some years ago in East County, and it took him six-plus years to get the first shovel in the ground on their project," said Ray Weamer, vice president of **City National Bank**. "And they went to Texas and did a build-to-suit in eight months. You can't time a market from a lender's standpoint on what a market's going to be in six years on a project."

Not only is Texas draining some local prospects, but pressure is increasingly coming from large international companies.

Most executives at the roundtable agreed that this competition, includ-

ing attempts to buy out smaller local operations, has been an issue for several years, but Patricia Butler, CEO of **BRG Consulting**, said she has seen a dramatic increase as of late.

"What's been happening to us in the last year is we're losing out to firms that are huge," Butler said. "So even though I have over 30 years of demonstrated good experience and our documents hold up to every legal challenge, they're hiring international firms, and the client doesn't know who's really working on that document. ... This started with a vengeance in the last five years, but it's accelerated so that I am now one of only two

other individually held environmental planning consulting firms in San Diego — all the rest have been bought by large engineering firms."

Michael Owen, chief credit officer at **CDC Small Business Finance**, said he's seeing this in the larger Los Angeles market, as well.

"We cover Los Angeles and we're seeing a lot more Pacific Rim influence and buying that's changing some of the bank's approach to try to gain some of that business," Owen said.

Even with these growth speed bumps, roundtable participants agreed that San Diego is still a prime spot for small businesses, in part

because of its entrepreneurial culture, stoked by the top-notch local schools.

"I think [San Diego] is unique too, in that there's a great entrepreneurial climate here," Matteo said. "I've seen that there are a lot of businesses, a lot of new companies starting up, and it's always that way in San Diego. Even where we work. At Bird Rock, we work in the midmarket and enterprise space, and you see a lot of new companies come in, and I think that's one of the big advantages that San Diego has with the universities and amount of entrepreneurship that's active here."

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CGS3 trying to create new way to practice law

By **DOUG SHERWIN**

The Daily Transcript

The legal industry is not exactly known for its innovation or experimentation.

Five friends are trying to change that.

Tom Crosbie, Ray Gliner, Dana Schiffman, Sean Southard and Craig Swanson all left senior-level partner positions with the 220-member law firm **Allen Matkins Leck Gamble Mallory & Natsis** in July 2013 to start their own boutique real estate firm.

The idea came about as the quintet watched big law's reaction to the recession.

"The legal industry has been slow to change over time," said Southard, who spent 13 years at Allen Matkins. "For the most part, law firms have historically dictated the economic terms of the attorney-client relationship. And clients just went along with it."

When companies began to get hit by the recession, they re-examined all areas of expense, including what they were spending on legal fees. Law firm billing structures suddenly were placed under the microscope.

What followed was predictable. Companies started to get picky about where they purchased their legal services and how much they were willing to pay.

Many law firms "were caught a little flat-footed," Southard said.

Southard and his entrepreneurial-minded colleagues had some ideas, and they decided to put them to the test, forming **Crosbie, Gliner, Schiffman, Southard & Swanson**, or CGS3.

"We saw a real disconnect between firm management and the rank-and-file partners about what they were expected to produce," Southard said. "And there was a disconnect between those partners and their clients. That led to a lot of frustration."

The CGS3 founders set out to eliminate that problem by creating a compensation system that wasn't dependent on billable hours. They also nurture collegiality by making every client a client of the firm and doing away with the executive committee.

"We spent a lot of time just soul-searching [at first]," Southard said. "We crafted a partnership agreement that would prevent us from repeating the same mistakes as we saw them to be."

The team approach was central.

"A rising tide lifts all boats," Southard said. "We don't want our attorneys getting work and keeping it for them-



Staff photo by Michael Countis

Sean Southard, an attorney with Crosbie, Gliner, Schiffman, Southard & Swanson, spoke at a *Daily Transcript* roundtable recently. The boutique firm is made up of five friends who left senior-level partner positions at larger law firms to start their own.

selves because they have to hit a magic number, when the best person is two doors down. They are incentivized to push work to the best person."

He said the firm's attorneys are given more control over their schedule and work-life balance.

Additionally, Crosbie, Gliner, Schiffman, Southard and Swanson developed 20 core values that they view as "sacrosanct to our culture."

"Although we look at the traditional metrics, at the end of the day what's equally important is the intangible stuff: good citizenship, recruiting efforts," Southard said. "We're not going to incentivize bad behavior."

Opening up a boutique shop has had its challenges, though.

By specializing in real estate trans-

actional work, CGS3 doesn't want to spread itself too thin by trying to be all things to all people.

But at the same time, the firm doesn't want to miss out on work within the real estate industry and watch revenue sources go to other firms.

CGS3 recently hired a real estate litigator, so it can handle any disputes that involve its clients.

"We started doing strategic alliances," Southard said. "We don't want to run the risk of growing too fast or not fast enough."

"Part of the [new] model is to be responsive to what demands our clients have. It's about keeping an eye on staying true to who you are, but when clients have a need, you're ready and can step up and fulfill it."

He also said the firm has to strike the right balance between positioning itself as a low-cost alternative and still being able to provide high-quality counsel.

CGS3 is able to be both nimble and reasonably priced, Southard said, by nearly eliminating its overhead and legacy costs along with embracing part-time and flex-time attorneys.

Succession planning has been a challenge, as well.

"We want to bring aboard young, smart, talented, energetic folks that get it," Southard said. "Attorneys who want to be part of something bigger than themselves. We're trying to perpetuate that vision right out of the gate."

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Kimi Evans

Forecast is sunny for weather anchor, pilates studio owner

By **KATHERINE CONNOR***The Daily Transcript*

Meteorologist. Business owner. Pilates instructor. Janitor. CFO. It's all in a day's work for Kimi Evans, morning meteorologist and traffic reporter for San Diego 6, and owner of **Pilates Plus Pacific Beach** and **PushHouse**, a Pilates, pedal and barre studio in Encinitas.

Her tip for working a full-time job and running two businesses on the side?

"I just don't sleep — that's the trick," she said, only half-joking. "If people just don't sleep they can do all kinds of things. That's what I realized."

The Hawaii native who grew up in Los Angeles took an unusual path to both careers, but said all the pain, sweat and tears — literally — have been worth it.

"When I first opened Pilates Plus PB, for three months my TV job and my Pilates studio overlapped, and, mind you, the learning curve was completely vertical because I hadn't opened a business before, and so it was just crazy," Evans said. "I was still trying to learn how to do it all and run that business while I had a full-time job. I got shingles because I was so stressed. I remember crying a lot, freaking out a lot — it was pretty overwhelming at the beginning. I can look back now and laugh a little, but it toughened me up, for sure."

Tough might not be a strong enough word. Evans recalls many times when she would spend her mornings working on the new business and teaching classes, then run to the TV studio for work (at the time she opened her first studio she was an evening weather reporter), spend her dinner break in full makeup and dress checking in clients for classes, head back to the TV station, and then go back to the Pilates studio in the middle of the night for one emergency or another.

She said she finds people's perceptions of her work life hilarious, given the reality of this chaos.

"One time there was a leak, the ceiling tiles were all over the place on the floor and I had a friend meet me at the studio at, like, 12:30 at night and we were mopping till 3:30 in the morning cleaning it all up," Evans said. "I'm the janitor — I'm on TV with all my makeup on, and then I'm also a janitor, because that's what you do when you own a business."

"And people are always like, 'Your job is so glamorous!' Ha! Even just in the TV business we think it's so

*Courtesy photo*

Kimi Evans, morning weather anchor for San Diego 6, runs two businesses in addition to her full-time job at the TV station.

funny when people say that, because we get what they're saying, but if you saw what we did during the day it would not seem glamorous at all, so it's funny."

Evans, who studied business and Japanese at the University of Southern California, took a job as one of two Japanese-speaking casting directors in Los Angeles right out of college, before transitioning into a well-paying pharmaceutical sales career. She said she always kept a memory of staying with a friend who was in broadcasting in Hawaii in the back of her mind — the job seemed so interesting and so inline with her personality.

After several years of pharmaceutical sales, she took the plunge. She quit her job, took an internship at a cable network and simultaneously began online meteorology classes at Mississippi State University. While in Hawaii for a wedding, she spontaneously visited several local news stations and was shocked when the job offers started rolling in just one

month into her internship.

After working at the Fox-affiliated station in Hawaii, she moved to CBS/KCAL in Los Angeles, where she first discovered **Lagree Fitness**, a combination of Pilates, weight training and cardio meant to be gentler and safer on the body. Evans has several neck and back injuries from accidents while commuting in her sales locations of Los Angeles and Honolulu which are the two worst cities for traffic in the United States, according to the annual INRIX Traffic Scorecard.

She entered into a licensing agreement with Lagree to open a studio in the Westwood area of Los Angeles with a business partner, but found space constraints and regulations too inhibiting. Roughly one and a half years into her job at the station in L.A., she decided she needed a change, and was offered a job at San Diego 6 as an evening weather reporter.

She started there at the end of January 2010, and by November had opened Pilates Plus PB with a busi-

ness partner from L.A., who would drive down on weekends. She continued working in both capacities for three months before deciding to focus solely on the Pilates business at the end of January 2011.

The TV station asked her to come back in January 2013 for the morning show, and she opened the second studio, PushHouse, shortly after. Though she knew the drill this time, she said it was still a challenge because she had bought out her business partner, who was now married and starting a family and could no longer travel back and forth so frequently.

"It used to be two people running one studio, and now it's one person running two studios, so obviously my time at the studio has sort of quadrupled along with a full-time job, so there's a full-time challenge," she said.

Though opening the studios has had its challenges, Evans said San Diego has been a much more welcoming environment than Los Angeles.

"I found San Diego to be much easier than Los Angeles," she said. "I think it was because of the location I was in in L.A. — Westwood was difficult because it was working with big corporations versus mom and pop people, so that was a challenge. Also, parking restrictions in Westwood were ridiculous. There was a parking structure, but they would require you to have a certain amount of parking and they wanted to charge us \$125,000 per parking spot but required us to have one per 100 square feet — if we had 1,500 square feet, we needed 15 spots — it's not logical. It just was ridiculous. So in that sense, I found San Diego to be so much better."

Since she works at the TV station in the mornings now, getting in at 4 a.m. and staying until 10 or 11 a.m. most days, she is able to teach at PushHouse in addition to everything else on her plate. But she loves it, and said she's considering plans for a third studio, though it's too early to mention any specifics. For Evans, if there's an opportunity available that she's remotely interested in, there's no chance she'll pass it up.

"I don't like to live in the what ifs — that's my big thing," Evans said. "I never want to live in the what ifs. I don't want to look back and say, 'Oh what if I had done a business or what if I had opened it or what if I had tried to be a weather anchor?' Try it. If it doesn't work, go on to something else."

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Five CFO tips for successful small-business owners

The San Diego economy is now firing on all cylinders, according to the UCLA Anderson Forecast, with job growth picking up, home prices increasing and incomes rising. Growth is projected for a wide range of sectors, including technology, tourism, construction and real estate.

With the Great Recession at last fading in the rearview mirror, what are the most important things that you as a small-business owner must remember to stay on the road to success? You may be visionary or exceptional when it comes to dealing with people. Unfortunately, the traditional qualities of leadership are not always enough.

Because weak financial management can lead even great ideas to fail, the successful entrepreneur must find a way to be not only the chief executive officer, but also the chief financial officer. He or she must not only lead, but ensure that the financial discipline essential to business survival is maintained.

What are the CFO sensibilities a successful entrepreneur needs to cultivate? Here's our roadmap highlighting the five most critical areas:

- Be disciplined and meticulous

in **bookkeeping and financial reporting** and be aware of what key documents are telling you. Financial statements and key ratios are tools that can help you anticipate problems and adjust quickly. Use them or fly blind.

- Plan ahead and do it in writing.

A written business plan forces you to come to grips with your place in the market and the value you bring to your customers. It makes you thoughtful about both threats and opportunities. Finally, it facilitates realistic forecasting of cash, credit and profit.

- **Evaluate your credit needs** systematically and honestly. Make sure terms and repayment sources are aligned. And because credit decisions can make or break a business, take the time to research what's available from the SBA and from lenders. Help yourself by mastering the details.

- Adopt practices to **ensure that funds are managed with integrity**. Don't have the same person approving invoices and writing checks. Keep payroll and hiring separate to prevent "ghost employees." Require two signatures on checks and

make sure at least two people have to sign off on everything.

- **If you don't have a succession plan, the time to start one is now.** Far too many owners wait until their options have narrowed or it is simply too late. Think about family needs, wants and capabilities. Think ahead of time about such matters and taxes, along with the creation of a trust. Your heirs will thank you.

If this list seems daunting, remember that you don't have to manage these functions alone. You may already have more help than you realize. A CPA who does nothing but prepare tax returns is underutilized.

A banker who walks away after getting your signature is underserving you.

Recognize your resources and utilize them. Build a network of valued



Steve Cusato

advisers and consultants. Be sure to include **City National** in your brain trust, so that we can help you successfully navigate the economic recovery that is now gathering speed.

Submitted by Steve Cusato of City National Bank

Bees are swarming and looking for new homes

Honey bees are one of the most important super-organisms on Earth. They are the pollinators of our flowering plants and food crops. Bees produce honey and beeswax. They help feed us and provide us with useful products. Therefore we, as pest professionals, are careful to respect their natural behaviors and only view them as pests when they present a danger to humans and our pets.

Our year-round mild temperatures are perfect for bees and contribute to their growing populations in San Diego. With these increasing populations, Africanized honey bees are also growing in numbers, making the danger of a swarm attack extremely great.

"It only takes a hole the size of a pencil to allow thousands of bees access to the interior of your building," said Corky Mizer, owner/

CEO of **Corky's Pest Control**. "Waiting to remove them can be a costly mistake. Even when a beehive has been treated and the bees eliminated, it is essential that the hive be removed to prevent other bees from sensing the pheromones left in the hive and repopulating it in the future."

Be careful of swarming bees. Keep everyone, including pets, away from the swarm, Mizer said. If a swarm of bees is spotted in a bush, tree or on the side of a building and no hive is visible, keep the area clear and do not approach the swarm. The bees may be Africanized, responding aggressively to intrusion or loud noises. Chances are the swarm is just resting and will move on in a matter of hours.

"Aggressive bees can put employees and others at risk," Mizer said. "It's important to correctly identify

the bees since it is common to mistakenly call wasps, hornets and even yellow jackets bees. All of these flying insects can sting, causing nasty welts and swelling. Allergic reactions to their venom is very common and can be fatal."

"There is no visual way to tell Africanized honey bees apart from their more docile relative, the European honey bee," Mizer said. He provides the following clues to Africanized bee behaviors:

- More aggressive than other species.
- Guard a larger area around their hives.—Become upset more easily by humans and machinery.
- Respond faster and in larger swarms.
- Chase threatening humans and animals for up to a quarter-mile.

A swarm of bees may stop and rest during their flight to find a new

home. These resting periods are usually a matter of hours, then the bees continue on their way. When the bees persist and a hive becomes apparent, it is then necessary to have it killed and removed by a professional. Even after hive treatment and removal, bees that were not in the hive at the time of the service may still be in the area.

"Trained specialists can help building owners and managers remove a threat caused by bees," Mizer said. "They can eliminate beehives wherever they are and relocate hives that are more docile whenever possible. They can also, bee-proof areas where a hive has been removed to prevent them from re-entering and re-establishing a hive."

"The best advice pest-control professionals can offer is: Don't wait. Bees need immediate attention."

Submitted by Corky's Pest Control



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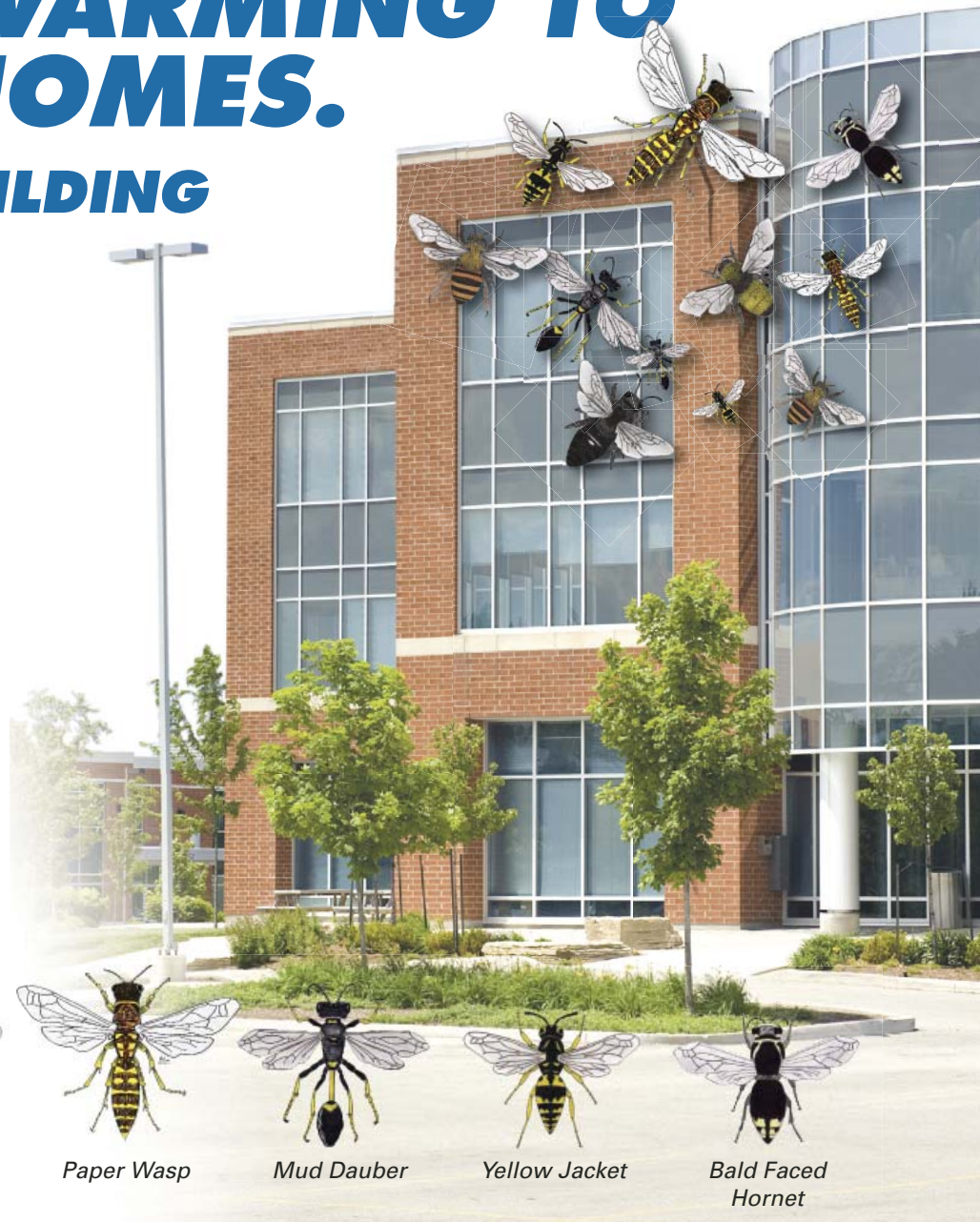
BEES ARE SWARMING TO FIND NEW HOMES.

DON'T LET YOUR BUILDING BE ONE OF THEM!

Our year-round mild temperatures are perfect for bees and contribute to their growing populations in San Diego. With the increasing populations of Africanized honey bees in this region, the danger of a swarm attack is very high.

It only takes a hole as thin as a pencil to allow thousands of bees access to the interior of your building.

Don't put your staff and others at risk. Let Corky's correctly identify bees since it's common to misidentify wasps, hornets and even yellow jackets as bees. All of these flying insects can sting and cause nasty welts and swelling. Allergic reactions to their venom are very common.



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