



The 2023 Business Women of the Year: (from left) Melinda Collins, Durana Elmi, Lifetime Achievement recipient DeLinda Forsythe, Steffi Hafen, Mayra Brito Haas, Kelly Hogan, Kat Zorko, Nadia Pupa, Blaine Tiongson and Alessandra Lezama. Photo by Bob Hoffman Video & Photography

Celebrating San Diego's Top Business Women

13 Leaders Recognized at SDBJ Event

By JEFF CLEMETSON

The San Diego business community showed up in force to the Hyatt Regency in La Jolla Nov. 30 for the **San Diego Business Journal's** annual Business Women of the Year Awards ceremony. The capacity crowd of more than 450 were there to honor 13 of the region's top women leaders from across a variety of industries and company sizes – and one special Lifetime Achievement recipient.

DeLinda's Lifetime Achievements

The event kicked off with the presentation of the 2023 Business Women of the Year Lifetime Achievement Award to **DeLinda Forsythe**, founder of **Innovative Commercial Environments (ICE)** and Co-Executive Director of **Cause San Diego**.

Forsythe was introduced by fellow Cause San Diego Executive Director **Staci Reidinger**.

"When I think about DeLinda, there are three words that come to mind – dedication, determination and dynamite," Reidinger

said, explaining that Forsythe is "all in" in her dedication to her business, social outreach into the community and her family.

Describing Forsythe's determination to overcome challenges, Reidinger – a former Marine – said, "I didn't think I'd find anybody as ruthless and hardcore in just going after it as those Marines I worked with, but DeLinda has that."

In an at times emotional speech, Forsythe shared highlights from her career, the people in her life who helped her and her own mentorship of others and how those relationships led to her success.

"I'm receiving this award today, but as we all know, nothing truly great or of lasting value is ever achieved alone," she said.

Forsythe founded office furniture supplier ICE in 2006 at the age of 49 after working in the industry since 1987. ICE became a model of success, making the Inc. 5000 list of fast-growing companies seven times.

Forsythe credited much of the ICE's success to a culture of intergenerational mentorship that "organically evolved" at the

➔ *Celebrating page 32*

THIS YEAR'S HONOREES:

- DeLinda Forsythe page 19
- Mayra Brito Haas page 22
- Melinda Collins page 22
- Stacey Hrountas page 24
- Susan Guinn page 24
- Catherine Mattice page 26
- Nadia Pupa page 27
- Blaine Tiongson page 28
- Durana Elmi page 28
- Alessandra Lezama page 29
- Steffi Hafen page 30
- Kat Zorko page 30
- Leigh Vosseller page 30
- Kelly Hogan page 30

New Airport Admin Building Opened

REAL ESTATE: Sundt Delivers \$103M Project

By RAY HUARD

Sundt Construction has completed a new administration building for the **San Diego International Airport** on time and likely under the \$103 million that was budgeted.

The new 135,000-square-foot administration building at 2417 McCain Road replaces a 128,000-square foot building on



Brad Kirsch
Project Director
Sundt

➔ *Airport page 32*

Zafrens Exits Stealth With \$23M

BIOTECH: Platform Increases Experiments' Scale, Resolution

By JEFF CLEMETSON

Experiments in biology that lead to drug discovery are about to increase in volume and high fidelity resolution thanks to a new technology platform developed by San Diego-based **Zafrens**.

The company came out of stealth last week with the close of \$23 million in financing led by **Prime Movers Lab** with participation from **BlueYard Capital**, **KOFA Healthcare**, **Global Brains**, **FoundersX Ventures**, **Alix Ventures**, **Possible**

➔ *Zafrens page 36*

P.6 DEVELOPMENT: Port of San Diego Envisions Entertainment District Anchored by Topgolf

P.8 REAL ESTATE: Dwindling Options for Medical Office Space in San Diego Markets

THE LISTS

DEFENSE CONTRACTORS
Pages 33

Rank	Company Name	2022 Revenue (\$M)	2022 Revenue Change (%)	2022 Revenue by Segment	2022 Revenue by Region
1	General Dynamics Mission Systems Inc.	12,514	14	100% Defense	100% North America
2	Booz Allen Hamilton Inc.	12,000	10	100% Defense	100% North America
3	Booz Allen Hamilton Inc.	11,500	10	100% Defense	100% North America
4	Booz Allen Hamilton Inc.	11,000	10	100% Defense	100% North America
5	Booz Allen Hamilton Inc.	10,500	10	100% Defense	100% North America
6	Booz Allen Hamilton Inc.	10,000	10	100% Defense	100% North America
7	Booz Allen Hamilton Inc.	9,500	10	100% Defense	100% North America
8	Booz Allen Hamilton Inc.	9,000	10	100% Defense	100% North America
9	Booz Allen Hamilton Inc.	8,500	10	100% Defense	100% North America
10	Booz Allen Hamilton Inc.	8,000	10	100% Defense	100% North America
11	Booz Allen Hamilton Inc.	7,500	10	100% Defense	100% North America
12	Booz Allen Hamilton Inc.	7,000	10	100% Defense	100% North America

NOMINATE NOW
at **SDBJ.COM**

SAN DIEGO BUSINESS JOURNAL
CFO OF THE YEAR AWARDS 2024

NOMINATION DEADLINE: JANUARY 18th
It's time to celebrate and honor influential chief financial officers by acknowledging their contributions and commitment.



SENIOR VICE PRESIDENT /
SENIOR RELATIONSHIP MANAGER,
CORPORATE BANKING

CONGRATULATIONS
KELLY HOGAN

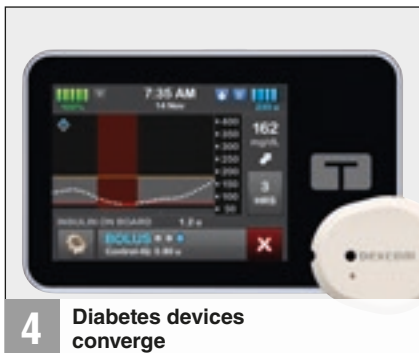
for being recognized among
SDBJ's 2023 Business Women
of the Year Winners!

SAN DIEGO BUSINESS JOURNAL



TABLE OF CONTENTS

December 18 – 24 | Vol. 44, No. 51



4 **Diabetes devices converge**



8 **Campus expansion**

DEVELOPMENT

6 **SPORTS/ENTERTAINMENT:** Port of San Diego officials are considering making a **Topgolf** entertainment center the anchor of a wider entertainment district on Harbor Island.

8 **LAB & OFFICE:** Ionis Pharmaceuticals is expanding its Carlsbad campus with the construction of a new 165,000-square-foot building to be owned by **Oxford Properties Group** who will lease it to Ionis.

EVENTS

1 **AWARDS:** A capacity crowd of 450 attended the **San Diego Business Journal's** annual Business Women of the Year Awards ceremony held on Nov. 30 at the **Hyatt Regency in La Jolla**. The event honored 13 of the region's top women leaders from across a variety of industries and company sizes – and one special Lifetime Achievement recipient, **DeLinda Forsythe**.

RETAIL

4 **CONSUMER PRODUCTS:** Rancho Santa Fe luxury home real estate agents **Laura Barry** and **Jim Graves** have started **The Scents That Sell**, a company that makes candles to use in homes that are up for sale.

SDBJ INSIDER

3 The **San Diego Workforce Partnership** landed a \$4.8 million award from the **California Workforce Development Board** to fund programs that help transition incarcerated individuals into employment.

LIFE SCIENCES

1 **BIOTECH:** **Zafrens** emerged from stealth with \$23 million to fund its innovative technology platform that increases the volume and resolution of biological and chemical experiments.

SPECIAL SECTIONS

10 **BUSINESS WOMEN OF THE YEAR:** Meet the 13 winners of this year's awards and learn why **DeLinda Forsythe** received the San Diego Business Journal's Lifetime Achievement Award.

3 **BIOPHARMA:** Animal health biotech **Gallant Therapeutics** launched a study to evaluate its novel stem cell therapy drug for FDA-conditional approval in treating a debilitating disease affecting cats.

34 MARKETPLACE

34 LEGAL NOTICES

4 **MEDICAL DEVICES:** **Dexcom** and **Tandem Diabetes** are expanding their partnership by connecting Dexcom's G7 Continuous Glucose Monitor with Tandem's t:slim X2 insulin pump.

TECHNOLOGY

3 **BLUE TECH:** La Jolla-based **Ocean Motion** is "powering a paradigm shift" to what founder and company CEO **Jack Pan** said is called "Big Blue Data" and the "Ocean of Things."

REAL ESTATE

1 **CONSTRUCTION:** **Sundt** has completed a new administration building for the **San Diego International Airport** on time and likely under the project's \$103 million budget.

THE LIST

8 **OFFICE:** Demand for medical office space in San Diego County ended 2023 in a real estate market with dwindling options for medical professionals who want to expand their practice or move to San Diego.

33 **DEFENSE CONTRACTORS:** **General Atomic Aeronautical Systems Inc.** takes the top spot as San Diego's largest defense contractor, ranked by value of contracts awarded in 2022.

THE INDEX

37 People, associations, companies and organizations

San Diego Business Journal (ISSN 8750-6890) is published weekly by San Diego Business Journal, 4909 Murphy Canyon Road, Suite 200, San Diego, CA 92123-5381. Subscription Price: 52 issues, \$129. Periodical postage paid at San Diego, California. The entire contents of this newspaper are copyrighted by San Diego Business Journal with all rights reserved. Reproduction for use, without permission, of editorial or graphic content in any manner is prohibited. For reprints, PDFs, plaques, or any other information call (858) 277-6359. For other information, call the paper at (858) 277-6359. POSTMASTER: Please send address changes to: San Diego Business Journal, P.O. Box 481, Lincolnshire, IL 60069-9946

TO SUBSCRIBE CALL (847) 504-8744 from 7:30 a.m. to 2:30 p.m., or call (858) 277-6359 from 2:30 to 5 p.m., or sdbj@omeda.com
TO ADVERTISE CALL (858) 277-6359 or sdbjcustomerservice@sdbj.com. Send press releases to businessnews@sdbj.com



SDBJ INSIDER

By JEFF CLEMETSON

From Incarcerated to Employed

An effort by the **San Diego Workforce Partnership** to improve employment prospects for incarcerated individuals reentering society was recently given a boost with a \$4.8 million award from the **California Workforce Development Board (CWDB)**.

Services provided by the Workforce Partnership's Reentry Works programs provide training and support services for people coming out of prison and yield an average of 80% job placement rate through its career centers within the **East Mesa Reentry Facility** and **Las Colinas Detention and Reentry Facility**.

The CWDB grant award will also be dispersed Workforce Partnership organizations such as Oceanside nonprofit **Lived Experiences** which provides laundry services and mentorship for formally incarcerated individuals, and nonprofit **Restoring Citizens** which helps formerly incarcerated men with transitional housing and mental health issues.

+++

The **Conrad Prebys Foundation** is exemplifying the spirit of giving this holiday season. Earlier this month, the Foundation announced it was awarding a total of \$30.6 million in grants to 147 organizations in five key areas.

The bulk of grant awards went to 67 visual and performing arts organizations that included performance theaters, arts education programs, museums, arts festivals, and music programs.

Among the 14 medical research organizations to receive funds are **University of San Diego**, **Salk Institute for Biological Studies**, **Regents of The University of California San Diego**, **The Scripps Research Institute**, **La Jolla Institute of Immunology** and **San Diego State University**.

In addition, 33 healthcare organizations and 33 youth support organizations will be receiving grants.

+++

ResMed is holiday cheering a decision by the **United States Patent Trial and Appeals Board (PTAB)** last week invalidating claims made by **New York University** that the San Diego-based medical device company had infringed on several NYU patents.

NYU filed a complaint in 2021 alleging that ResMed's AutoSet and AutoRamp features in its AirSense 10 AutoSet flow generators, infringing one or more claims of seven NYU patents. ResMed filed with the PTAB asserting those claims were invalid and the judges ultimately agreed in a series of rulings issued Dec. 4-7.

In a statement ResMed CEO **Mick Farrell** applauded the ruling, pointing out that the company's R&D over 30 years has produced more than 9,500 issued or pending patents and designs.

"[We] will defend our innovations, ensuring patients continue to receive our therapy solutions, empowering them to live healthier, higher-quality lives," he said.

+++

Google last week released in 2023 Year in Search report – a global list of most searched terms, broken down by region.

According to the report, San Diego was the only place in the U.S. to put "pickleball courts near me" as a top search, landing No. 1 on the region's list of "near me" searches. Rounding out San Diego's top "near me" searches are "optometrist near me," "pawshop near me," "pilates near me," and "barbershop near me." ■

JANPRO

CLEANING & DISINFECTING

Protect tomorrow with a professional clean today!

Safeguard Your Office Space with JAN-PRO

(858) 210-6413

Jan-Pro.com/SanDiego

Oh Buoy! Local Company Using Waves For Energy

BLUE TECH: Ocean Motion Shifting Maritime Paradigm

■ By KAREN PEARLMAN

Ocean Motion Technologies, Inc. is successfully riding the tide of the rising sphere of Blue Technology – the advanced technology sector of the maritime industry driving sustainable innovation across emerging markets of the Blue Economy and focused on promoting sustainable ocean activities.



Jack Pan
Founder and CEO
Ocean Motion
Technologies, Inc.

Ocean Motion is a La Jolla-based Blue Tech company in the early stages of "powering a paradigm shift" to what founder and company CEO **Jack Pan**, an oceanographer, data analyst and entrepreneur, said is called **Big Blue Data** and the **Ocean of Things (OoT)**, similar to the Internet of Things).

Things).

Founded in 2018, Ocean Motion Tech makes a patented, small-scale ocean wave energy device that can be installed on most commercially available oceanographic data buoys and moorings. The devices are adaptive, cost-effective and designed to last, so more geographic regions under a variety of sea states can use the technology.

Currently an NPP Postdoctoral Fellow at **National Aeronautics and Space**



Ocean Motion's field deployment with pilot customers in the Puget Sound, Washington, with Ocean Motion employee Nathaniel Bell in August 2023. Photo courtesy Ocean Motion Technologies, Inc.

Administration's Jet Propulsion Laboratory (JPL), Pan received his Ph.D. from **Scripps Institution of Oceanography**. He has worked as a consultant and team lead at JPL and led the development of satellite remote sensing projects on coastal ocean monitoring. Pan has also participated in several polar research expeditions to Antarctica.

Pan said the idea for Ocean Motion came during one of his research expeditions to Antarctica as a PhD student at Scripps, conducting maintenance on data buoys powered by solar panels and battery packs.

Since its beginning, the company has been focused on small-scale power needs at sea for

scientific/maritime buoys and moorings, off-shore aquaculture, and coastal security and defense.

Initially, Pan self-funded Ocean Motion, with additional early-stage investment from the **California Energy Commission's CalSEED**, the **Eastman Foundation**, **CleanTech Open**, **VentureWell**, **Blackstone LaunchPad/Techstars** and the **Scripps Institution of Oceanography/UCSD Basement**.

The company's primary seed funding came in 2020 when Ocean Motion received its first **United States Department of Energy (DOE)** Small Business Innovation Research (SBIR) funding. **➔ Ocean Motion page 36**

Gallant Advances Stem Cell Therapy for Cats

BIOTECH: Study will Evaluate Chronic Gum Disease Treatment

■ By JENNIFER KASTNER

Local animal health biotech company **Gallant Therapeutics** announced the launch of a pivotal study to evaluate its novel stem cell therapy drug for FDA-conditional approval in treating a debilitating disease affecting cats. The so-called **JEDI** study will examine the drug's safety and efficacy in targeting refractory feline chronic gingivostomatitis (FCGS).

FCGS causes painful lesions in cats' gums, often reducing the quality of life and sometimes resulting in death. An estimated 2 million cats are affected by the disease, with its cause remaining elusive. According to a 2020 study published in the **National Institutes of Health**, treatment options are mostly limited to medical management through immunosuppressant steroid treatments or surgical options, like invasive dental extractions.

Gallant plans to use allogeneic stem cells (obtained from another individual) to target the disease. Stem cells are naturally occurring cells that exist in adult tissues with properties that help tissues repair and heal. The company explains that the stem cells used in its drug come from a healthy donor cat's uterus, collected during a routine spay procedure. These cells can later be used to treat the disease through their ability to immunomodulate (regulation of the immune system to be adaptive) through cellular signaling.



Dr. Linda Black, DVM, PhD
CEO
Gallant Therapeutics

"The product's ready-to-use formulation is a critical factor in ensuring its success as a first-in-class treatment in veterinary medicine. "It's not just about creating a therapy that treats the root cause of FCGS and other immune-mediated or inflammatory conditions; it's about ensuring compliance and ease of use in a busy practice setting," said **Dr. Valentine Williams, DVM**, Senior Vice President of Clinical Development and Regulatory at Gallant Therapeutics.

More Interest in Animal Health

"While autologous stem cell therapy for pets has been around for about 18 years (where you use stem cells from the same animal and give them back to that animal), it's taken time, talent, capital, and successful navigation of the regulatory requirements to enable the first allogeneic, 'off-the-shelf', therapies to get this point of potential FDA approval. Gallant has been fortunate to have all of these key factors that have allowed us to move our pipeline of 'ready-to-use' stem cell therapies forward," said **Dr. Linda Black, DVM, PhD**, CEO of Gallant Therapeutics. "We're seeing more venture capital and private equity firms with interest in animal health now given the increased awareness and explosion in the pet industry, where we spend



Dr. Valentine Williams, DVM
Senior Vice
President of Clinical
Development and
Regulatory
Gallant Therapeutics

more than \$136 billion on our pets, and more than \$35 billion of that on veterinary care alone, and in which veterinary therapeutics markets are growing."

Gallant's novel stem cell is also attracting investment.

"We closed a \$10 million investment last December and are finalizing our Series A round now. Stay tuned for news on this in January. Our biggest investors are **BOLD Capital**, **Hill Creek Partners** and **Maveron**, along with **BLING**, **Alpha Edison**, and **Slow Ventures**."

In addition to its FCGS drug, the company has a robust pipeline of other therapeutics in various stages of development, including ones for feline and canine osteoarthritis, feline chronic kidney disease and canine atopic dermatitis.

Showcased on 'Shark Tank'

The Torrey Pines-based biotech company was launched in 2018 by its founder – **Aaron Hirschhorn** – a well-known tech scene investor who showcased the startup in 2019 on "Shark Tank." Hirschhorn passed away in 2021 during a boating accident in Miami.

"Aaron was a gifted entrepreneur who loved stem cell therapy because he cured his back injury after all other therapies failed. He also had a dog with osteoarthritis, and wondered why this therapy was not available for pets, and so we partnered then to make Gallant a reality," said **Dr. Black**. "If you talk to anyone who knew him, they will all tell you he had an **➔ Gallant page 32**

Dexcom Connects with Tandem t:slim X2

MEDICAL DEVICES: First Automated Insulin Delivery System for G7

■ By JENNIFER KASTNER

Two publicly traded local diabetes-focused medical device companies are continuing their partnership with the latest connection of their innovative technologies. The wildly popular G7 Continuous Glucose Monitor (CGM) wearable sensor from **Dexcom** (NASDAQ: DXCM) will connect with the t:slim X2 insulin pump from **Tandem Diabetes Care** (NASDAQ: TNDM).



John Sheridan
President & CEO
Tandem

“With this launch we are offering more than 300,000 current t:slim X2 users the ability to integrate with Dexcom’s most advanced CGM technology, demonstrating our commitment to continued leadership in advancing AID (Automated Insulin Delivery) systems,” Tandem President and CEO **John Sheridan** said.

“We are at an inflection point,” added a Dexcom spokesperson. “We believe that controlling glucose is integral to overall health and wellness, not just diabetes management. We envision a world where our sensing technology not only treats illness, but prevents it. Now more than ever, it is important for us to explore new products, software experiences and access



The Dexcom G7 Continuous Glucose Monitor (CGM) wearable sensor will connect with the t:slim X2 insulin pump from Tandem. Photo courtesy Dexcom

channels to help bring our industry-leading biosensing technology to as many people who can benefit from it as possible.”

‘Continued Momentum’

The Sorrento Valley-headquartered Dexcom has more than 9,200 employees globally, with nearly 2,700 based locally. After launching its IPO in 2005, the company reports that its stock has increased more than 2,600% while remaining the ninth top performing company in the S&P 500 since 2018.

As of Dec. 12, Dexcom’s current enterprise value sits at \$44.48 billion, according to **Yahoo Finance**. According to Q3 earnings, revenue grew 27% versus Q3 of 2022 to \$975 million on a reported basis and 26% on an organic basis. “Our teams executed incredibly well in the third quarter, delivering solid financial results while further advancing global access to Dexcom CGM,” wrote the spokesperson. “Our continued momentum left us in a great position to again raise our full-year revenue and margin guidance to finish strong in 2023.” Additionally, U.S. revenue grew

by 24% in Q3, while international revenue grew by 33% on a reported basis.

Among other milestones in Q3, Dexcom also secured reimbursement for its Dexcom ONE sensor in France for all people on intensive insulin therapy, solidifying the company’s footprint within the French market. It also received regulatory clearance for its G7 in Canada and initiated its launch into the Canadian market. Dexcom also announced a \$500M share repurchase program in conjunction with its Q3 results.

While the forecast looks bright, questions have been raised about the potential impact of injectable weight-loss medications (so-called GLP-1s like Ozempic) on the diabetes population and whether CGMs may lose their popularity. Dexcom isn’t concerned. “Dexcom is supportive of earlier stage intervention, and we believe the new class of GLP-1 agonists can play an important role in improving overall metabolic health. Alongside GLP-1s, CGM is a critical and complementary metabolic health management tool that empowers users with their glucose data in real-time, providing insights into diet, exercise, treatment and behavior decisions that are required for sustaining long-term health,” added the spokesperson.

Dexcom’s connectivity with Tandem’s t:slim X2 insulin marks the first AID system for Dexcom’s G7, allowing insulin-dependent diabetes patients more convenience and flexibility when it comes to how they deliver insulin.

➔ *Dexcom page 36*

Candles Give Ambience to Luxury Homes for Sale

CONSUMER PRODUCTS: Rancho Santa Fe Realtors Light Up New Business

■ By RAY HUARD

Laura Barry and **Jim Graves**, Rancho Santa Fe real estate agents who specialize in brokering the sale of luxury homes, have started **The Scents That Sell**, a company that makes candles to use in homes that are up for sale.

The candles are part of an overall presentation meant to put potential buyers in the mood to make an offer.

“I almost feel the smell is a form of decorating,” Barry said. “It creates an ambience.”

So far, Barry and Graves have created two scents, Scents that Sell and Rancho Santa Fe, with a third in the works.

“It’s one more piece of the puzzle in selling that luxury space,” Barry said. “It’s the little nuances that we implement in our selling that other agents don’t that really differentiates us.”

The candles help create an environment where people who are shopping for a pricey home feel comfortable.

“None of these buyers have to buy,” Graves said.

No one will buy a home just because it smells nice, but “they definitely won’t buy a house if it doesn’t smell nice,” Graves said.

Not Baking Cookies

The nine-ounce candles that Barry and Graves developed come in highball glasses, that can be used for beverages once the candles are used up, and sell for \$63 each through the website, www.thescents thatsell.com.

Barry and Graves developed the scents



Laura and Jim Graves have created candles to help market luxury homes. Photo courtesy of The Scents That Sell

with the help of a San Diego candlemaker, whom they declined to name.

No, the candles don’t smell like baking chocolate chip cookies, which Barry said is a trite stunt that perspective buyers immediately recognize as a gimmick.

“You’re like, ‘Aha, I know what you’re doing,’” Barry said. “It’s basically something that we thought, ‘Why not come up with our own scent.’”

Barry said that she routinely used scented candles in homes that she was selling, but she often found that the scents were cloying.

“Our candles aren’t meant to overpower

a space. They’re meant to be subtle,” Barry said.

Barry described the scent of the Rancho Santa Fe candles as “a wood blend with some notes of citrus and amber and a little bit of eucalyptus, because Rancho Santa Fe is known for its eucalyptus trees.”

The Scents that Sell candles are “a mix of spring blossom” mixed with other fragrances, Barry said.

“We took a lot of time coming up with this scent,” Barry said. “We did a lot of research to see what is thought of as luxurious.”

Graves was in charge of the research and turned to a book for much of his work, “The Scent of Desire,” by **Rachel Herz**.

Barry said the scent of the candles is similar in effect to scents that Dior uses in its stores.

Strong Market

She and Graves had more than \$409 million in home sales in 2022 and work in price ranges of \$2 million and above, according to their website.

While the overall resale home market has been in the doldrums because of a lack of inventory and high mortgage interest rates, Barry said that the luxury market is strong.

“I do think we’re going to have a big year,” Barry said. “There’s been a lot of sales that have taken place.”

Many are off market, meaning they don’t show up on listing services.

“Most of these deals are all cash,” Barry said, so they’re not as affected by the high interest rates.

“I do think 2024 is going to be big in the luxury market,” Barry said. ■

The Scents that Sell

FOUNDED: 2023
HEADQUARTERS: Rancho Santa Fe
FOUNDERS: Laura Barry and Jim Graves
BUSINESS: Candle Sales
NUMBER OF EMPLOYEES: \$4.0 billion (fiscal 2022)
WEBSITE: www.thescents thatsell.com
NOTABLE: Luxury Scents for Luxury Homes



CONNECT WITH US

Bambos Charalambous
 Managing Director, J.P. Morgan Private Bank
 bambos.i.charalambous@jpmorgan.com
 858.812.6131
www.jpmorgan.com/sandiego



J.P. Morgan's Market Movers

2023: What we got right and wrong

'Tis the season for Wall Street outlooks. Most that we have seen are lukewarm on global markets and the economy. To summarize them: Inflation is coming down and central banks should be able to start lowering interest rates, but growth won't be great. Stocks could have a decent year, while bonds seem like a reasonable place to be. Many risks, from regional bank balance sheets to elections, to geopolitics, will simmer. Ho-hum.

What we missed this year

We believed a U.S. recession was more likely than not. We were too pessimistic. On November 29th, the final release of the third-quarter GDP report showed the U.S. economy grew at a 5.2% annualized pace, the best mark since the fourth quarter of 2021. In nominal terms, the economy has grown by 25% since the pre-COVID peak. We were even more negative on Europe one year ago. The continent was heading into its first winter without access to Russian natural gas, and inflation was soaring. However, warm winter weather and a resilient services sector helped the European economy avoid the worst, and the euro is back to around \$1.10 per dollar after breaking below parity last fall.

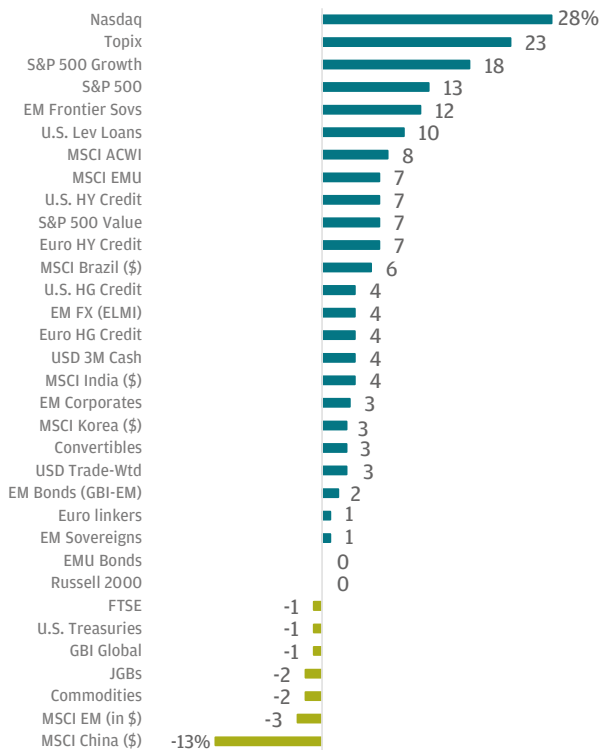
So where were we right?

We urged investors to see the potential for stronger markets in 2023, and that view has been validated.

The total return for the S&P 500 is nearly 20% year-to-date, and a global 60/40 portfolio has returned over 10%. For what it's worth, rolling Treasury bills have returned 4.6%. The simplest explanation for the strong performance from markets is that inflation came down (as we expected), but growth did not. One year ago, developed world inflation was between 7% and 7.5%. It has dropped to between 3% and 3.5% today (as of 12/1). Spot energy prices have dropped 30% from year-ago levels, and other problematic areas such as used cars are likewise seeing outright declines. The risk of a wage-price spiral (which we never thought was particularly high) has receded even further. Last year, we rightly argued that there was a substantial degree of risk already embedded in equity market valuations. Further, we thought several opportunities would present themselves that would best be expressed through private investments. While the full performance of these types of funds won't be known for several years, secondary private equity and stressed real estate have both had very promising starts.

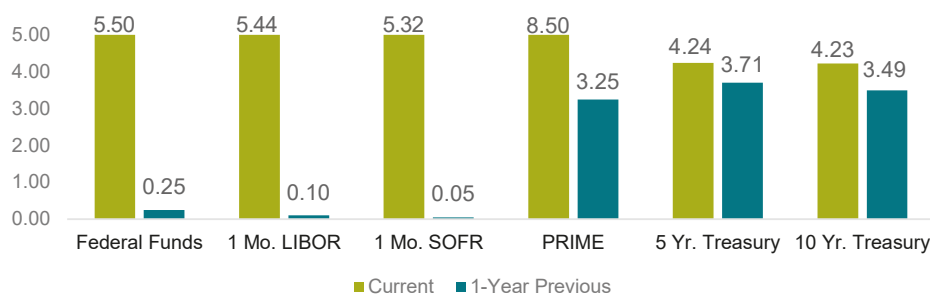
Source: J.P. Morgan Private Bank, December 1, 2023. "A 2023 lookback: What we got right—and wrong" By Jake Manoukian, U.S. Head of Investment Strategy, J.P. Morgan Private Bank

2023 Returns by Market and Factor



Source: The J.P. Morgan View as of 11/06/2023

J.P. Morgan's Interest Rate Watch



Data provided by FactSet Research Systems Inc., as of 12/11/2023.

J.P. Morgan's Big Board: Billion and Beyond

SAN DIEGO-BASED COMPANIES WITH \$1 BILLION OR HIGHER MARKET CAP

Company Name	Ticker	Close	52-Wk Range		1-Wk Chg	4-Wk Chg	YTD Chg	52-Wk Chg	Market Cap (MM)
			High	Low					
DexCom, Inc.	DXCM	\$116.97	\$139.55	\$74.75	(1.1%)	24.4%	4.1%	1.2%	\$45,194
Halozyne Therapeutics, Inc.	HALO	\$39.95	\$59.40	\$29.85	(0.4%)	7.2%	(28.8%)	(28.9%)	\$5,277
illumina, Inc.	ILMN	\$112.94	\$238.55	\$89.00	(1.2%)	14.8%	(41.8%)	(42.8%)	\$17,935
Ionis Pharmaceuticals, Inc.	IONS	\$48.69	\$51.89	\$32.69	(5.4%)	5.0%	30.2%	31.1%	\$6,986
Neurocrine Biosciences, Inc.	NBIX	\$117.28	\$125.02	\$89.04	0.6%	9.4%	(0.8%)	1.1%	\$11,523
Realty Income Corporation	O	\$53.86	\$68.85	\$45.04	(3.0%)	8.1%	(10.0%)	(11.1%)	\$38,991
QUALCOMM Incorporated	QCOM	\$132.97	\$139.94	\$101.47	2.3%	7.7%	27.1%	17.4%	\$147,996
ResMed Inc.	RMD	\$162.87	\$243.52	\$132.24	0.8%	13.4%	(20.6%)	(24.8%)	\$23,955
Sempra	SRE	\$72.38	\$84.13	\$63.75	0.2%	3.8%	(1.1%)	(4.4%)	\$45,551
WD-40 Company	WDFC	\$239.54	\$245.76	\$157.52	(0.5%)	9.7%	48.6%	42.7%	\$3,247

Data provided by FactSet Research Systems Inc., as of 12/11/2023.

J.P. Morgan's Long Board

SAN DIEGO-BASED COMPANIES WITH \$50 MILLION UP TO \$1 BILLION MARKET CAP

Company Name	Ticker	Close	52-Wk Range		1-Wk Chg	4-Wk Chg	YTD Chg	52-Wk Chg	Market Cap (MM)
			High	Low					
Ambix Biopharma, Inc.	AMAM	\$13.34	\$16.86	\$1.28	11.0%	48.4%	442.7%	171.4%	\$842
Arcturus Therapeutics Holdings, Inc.	ARCT	\$23.79	\$37.75	\$14.21	(0.8%)	24.2%	37.9%	38.2%	\$636
Arlo Technologies, Inc.	ARLO	\$9.39	\$11.54	\$3.07	(5.4%)	14.2%	163.2%	176.6%	\$889
Guild Holdings Co. Class A	GHLA	\$12.87	\$13.41	\$9.45	4.0%	5.8%	30.7%	14.0%	\$786
Kura Oncology, Inc.	KURA	\$10.81	\$15.06	\$7.41	5.9%	26.9%	(13.6%)	(29.1%)	\$803
Avidity Biosciences Inc	RNA	\$7.54	\$25.74	\$4.83	(6.1%)	37.6%	(67.9%)	(34.6%)	\$559
ARS Pharmaceuticals, Inc.	SPRY	\$5.32	\$9.65	\$2.55	2.1%	42.6%	(39.9%)	(28.8%)	\$511
Traverse Therapeutics, Inc.	TVTX	\$8.64	\$23.18	\$5.25	37.4%	54.8%	(58.8%)	(53.8%)	\$649
Tyra Bioscience, Inc	TYRA	\$13.95	\$19.74	\$6.25	10.1%	18.6%	73.7%	100.0%	\$601
Petco Health & Wellness Company, Inc. Class A	WOOF	\$3.33	\$12.58	\$2.63	(8.0%)	(5.4%)	(65.2%)	(68.6%)	\$894

Data provided by FactSet Research Systems Inc., as of 12/11/2023.

The views should not be relied upon for making investment decisions. Any views expressed are based on current market conditions and are subject to change without notice. This information may differ from those expressed by other areas of J.P. Morgan, views expressed for other purposes or in other contexts, and this material should not be regarded as a research report. The views contained herein are not to be taken as advice or a recommendation to buy or sell any investment. The views and strategies described in the material may not be appropriate for all investors. Outlooks and past performance are not a reliable indicator of future results. Investment involves market risk and may lose value, and there is no guarantee that investment objectives will be achieved. "J.P. Morgan Private Bank" is a brand name for private banking business conducted by JPMorgan Chase & Co. and its subsidiaries worldwide. Other investment products and services, such as brokerage and advisory accounts, are offered through J.P. Morgan Securities LLC ("JPMS"), a member of FINRA and SIPC.

INVESTMENT PRODUCTS ARE: • NOT FDIC INSURED • NO BANK GUARANTEE • MAY LOSE VALUE

Bayside Topgolf Concept Comes Into Focus

DEVELOPMENT: EIR in Process; Port District to Weigh Entertainment District

■ By BRAD GRAVES

Topgolf USA could begin building its first golf-themed entertainment center in San Diego by 2025 under a timeline announced early this month by the **Port of San Diego**. The port also disclosed rent for its prospective tenant and the possibility of putting other venues on surrounding land.

Port officials are considering making Topgolf the anchor of a wider entertainment district sandwiched into a narrow strip of land between **San Diego International Airport** and Harbor Drive to the north, and the Harbor Island boat basin to the south. The district, called the **East Harbor Island Redevelopment**, would include a swath of parkland between the new development and the waters of San Diego Bay. The land currently supports non-recreational uses such as rental car agencies.

Additional entertainment venues or a brewery might become part of the district.

The port entered exclusive negotiations with Topgolf in 2022 and has proposed a 20-year lease with options that could bring the deal to as many as 40 years.

The 2025 target includes time for **California Coastal Commission** review if necessary, according to a Port spokeswoman.

A Driving Range and More

Topgolf combines the features of a driving range with digital entertainment; it adds the food and drink options of a sports bar. Some in the hospitality space have coined a new word to describe recreation with good-quality food: “eatertainment.”

Topgolf charges by the hour for the use of its hitting bays. A Friday evening session at a Topgolf on Pacific Coast Highway in the Los Angeles metro area was advertised at \$75 per hour. Up to six players can share a hitting bay.

Rafael Castellanos, chairman of the **Board of Port Commissioners**, said his agency would like to consider features for other prospective visitors, including people looking to spend a moderate amount or nothing at all.

“This is an exciting redevelopment strategy to bring people to the bayfront to enjoy it and the beautiful views, which is a major part of what the port is charged to do,” Castellanos said in a prepared statement. “The overwhelmingly high public interest in and support of Topgolf has attracted interest from other ‘eatertainment’ concepts, so let’s see what’s out there and bring a variety of activities and recreational offerings, at a variety of price points – including low and no cost, that locals



The Port of San Diego is moving to redevelop several acres near Harbor Island into entertainment venues. Rendering courtesy of Port of San Diego

and visitors to San Diego Bay can enjoy.”

The Port is considering leisure activities such as pickleball, mini-golf, darts, ping-pong and shuffleboard in tech-infused settings similar to Topgolf. The district might include a brewery – a nod to a San Diego hospitality staple – or other retail operations that blend entertainment with quality food and drinks.

The port announced plans to issue a request for proposal – perhaps more than one – for one or more food, beverage and entertainment venues at the end of the first quarter of 2024. Responses from interested businesses would be due at the middle of the year and Port commissioners would consider staff recommendations for new venues no sooner than the third quarter.

Activating the Property

According to the Port district, one positive aspect of the proposal is that it would bring public access to a spot where there is none; that it would “enhance and activate” that portion of land along San Diego Bay.

Topgolf has proposed using 10 acres of the site. Its plans are to build a 70,700 square foot, three-story facility with 102 hitting bays, facing east toward the downtown San Diego skyline. The outfield would encompass 4.5 acres, surrounded by pole-mounted netting system ranging

from 90 feet to 170 feet in height. The outfield would include 10 underground targets for golfers.

Also proposed is a 293-space parking lot.

The East Harbor Island Redevelopment project takes up 43 acres and includes the Harbor Police headquarters.

The state Coastal Commission will consider a Port Master Plan Update that includes the Topgolf project. Port staff anticipates the state commission will certify the master plan update before construction begins, a spokeswoman said.

Financial Terms, Environmental Effects

The Board of Port Commissioners authorized port staff to sign a nonbinding term sheet with Topgolf. Following the completion of construction, minimum annual rent would be \$1.53 million. Based on a percentage of rental rate projections, Topgolf would pay approximately \$1.9 million in the first year of operations. The term sheet serves as a “negotiating framework” for any potential future real estate or lease agreement to be submitted for the consideration of Port commissioners.

The proposed lease would be for 20 years, with four five-year options for a maximum of 40 years.

The Port district announced plans to draw up an environmental impact report. A public scoping meeting in the EIR process was held Dec. 7. The Port will take comments in the initial part of the EIR

process until 5 p.m. Monday (Dec. 18).

Dallas-based Topgolf is part of Carlsbad-based **Topgolf Callaway Brands Corp.** (NYSE: MODG). Callaway previously owned a small portion of Topgolf and bought a majority stake for \$2 billion in 2020 in an all-stock purchase. The corporation then changed its name to incorporate Topgolf.

Callaway executives remarked at the time that Topgolf has the potential to bring new players to the game of golf.

The corporation said in November that it expects Topgolf to contribute approximately \$1.75 billion to the corporation’s overall 2023 revenue, which is expected to be the range of \$4.24 billion to \$4.26 billion.

Topgolf planned to open 11 new venues in the United States by the end of the year and was delivering strong venue-level margins, the corporation said in a release. ■



Rafael Castellanos
Chairman, Board of
Port Commissioners
Port of San Diego



Topgolf combines the features of a driving range, digital entertainment and a sports bar. Images courtesy of Port of San Diego

Topgolf Callaway Brands Corp.



FOUNDED: 1982
CEO: Chip Brewer
HEADQUARTERS: Carlsbad
BUSINESS: Golf equipment, apparel and entertainment
STOCK: MODG (NYSE)
REVENUE: \$4.0 billion (fiscal 2022)
WEBSITE: www.callawaygolf.com
CONTACT: 760-931-1771
NOTABLE: The business had net revenues of \$1.04 billion in the three months ended Sept. 30, up 5.3% from the same quarter of 2022

ARE YOU THINKING ABOUT RETIREMENT?

Prepare for more future success with your business.

The California Employee Ownership Act was signed into law on September 29, 2022.

Did you know that more than 75% of current business owners are likely to retire in the next 10 years? Only 15% will successfully transition their business to the next generation and only 20% will actually sell. This means that 360,000 of California businesses and approximately 3.9 million workers will be at risk.

Employee Stock Ownership Plans allow you to find willing buyers within your business. ESOPs provide a transition process from private ownership to employee ownership, based on the owner's terms and timeline. ESOP's also protect livelihoods, avert layoffs, and create community stability, all while helping California create a more inclusive, equitable, and stable economy.

Prepare for what is in store for you and your business.

Butterfield Schechter can help you understand how ESOPs can benefit your company.

For more information, contact:

Marc Schechter:

mschechter@bsllp.com (858) 444-2300

www.bsllp.com



Corey F. Schechter
PARTNER



Marc S. Schechter
FOUNDING PARTNER
mschechter@bsllp.com



Paul D. Woodard
PARTNER



BUTTERFIELD SCHECHTER LLP
ATTORNEYS & COUNSELORS

We Know ESOPs



REAL ESTATE

Ray Huard | rhuard@sdbj.com

High Demand for Med Office Space

REAL ESTATE: Options 'Extremely Limited' in Coastal Submarkets

■ By RAY HUARD

Demand for medical office space in San Diego County ended 2023 in a real estate market with dwindling options for medical professionals who want to expand their practice or move to San Diego.

That's particularly true in coastal and central San Diego, said **Kelly Moriarty**, first vice president of the Healthcare Practice Group of **JLL**.

"If it's a new practice looking to enter San Diego, I think they would quickly see that in a lot of the coastal submarkets in Central San Diego, the options are going to be extremely limited," Moriarty said. "Space is really tight, so they may have to look to other parts of the market that maybe they previously wouldn't have considered, just as a necessity, because that's the only place where there's available space of any size."



Kelly Moriarty
First Vice President,
Health Care Practice
Group
JLL

San Diego's vacancy rate has been stable for the past few years, at or near a 15-year low of 5.3% compared to the national average of 7.8%, according to JLL.

For the best offices, the vacancy rate in San Diego County dropped to 4% by the end of the third quarter, JLL reported.

Over the past 12 months, the San Diego market has absorbed 111,987-square-feet of new medical office space,

most of which has been in Central San Diego and in a new medical office building that **Palomar Health** opened in Escondido.

"We're just chugging along and seeing steady trends continue of quality space being taken up and rents continuing to climb," Moriarty said. "The biggest impactful trend is just the continued movement of services off the hospital campuses and into the suburban communities that's continued to fuel a lot of the continued demand that we see in the market."

Office Conversion

The steady demand for space has pushed monthly rents to \$4.92 per square foot for the best space, and JLL predicted that monthly rents will top \$5 per square foot sometime in 2024.

With limited available land for new construction, Moriarty said that most of the new medical office development will likely come from converting existing offices into medical offices.

The catch is that finding property that is zoned for medical offices is a challenge.

Beyond zoning issues, medical offices need more parking than typical offices because of the steady turnover of patients coming and going.

"The conditions have to work for a conversion to take place, because it's obviously a tough lending environment and converting office to medical space is very costly," Moriarty said. "We continue to monitor the office market to kind of look for those types of conversion opportunities that we can present to owners and investors who have the wherewithal, the capital and the execution plan to complete a conversion so that we can help our supply problem."

Despite the limited availability of space, Moriarty predicted that demand would remain strong, driven in part by an aging population. ■



Oxford Properties is building a 165,000-square-foot addition to the Carlsbad campus of Ionis. Rendering courtesy of Oxford Properties

Ionis Pharmaceuticals Expanding Carlsbad Campus

PHARMA: New Labs, Offices Add 'Clinical Development Capabilities'

■ By RAY HUARD

Ionis Pharmaceuticals is expanding its Carlsbad campus with the construction of a new 165,000-square-foot lab and office building.

"We're running out of space and especially lab space," said **Eric Swayze**, Ionis executive vice president of research. "We're getting pretty cramped. I mean, our current buildings are really full."

Oxford Properties Group, based in Toronto, broke ground earlier this month on the building at 2830 Whiptail Loop. Oxford Properties will own the building and lease it to Ionis.



Eric Swayze
Executive Vice
President of Research
Ionis Pharmaceuticals

"The reason for that is it allows us to use our existing capital, our existing dollars, to invest in what our ultimate products are. We're investing in our new technologies," Swayze said. "That's our expertise, as opposed to being real estate investors. Oxford then has the capital to deploy to real estate."

The cost of the building was not disclosed.

Slated for completion at the end of 2025, the project will bring Ionis' overall campus in Carlsbad to more than 400,000 square feet.

"We are planning to sell and market our own drugs with an Ionis logo on the packaging for the first time," Swayze said. "We have to add clinical development capabilities, because we're thinking about commercializing our own drugs and selling them ourselves. That means we have to invest in the late stage, phase three clinical trials and run the development programs ourselves, as opposed to partnering them with a Novartis or a Pfizer or someone else."

Founded in 1989, Ionis specializes in discovering and developing RNA-targeted therapeutics.

The company has four marketed medicines and what the company described as "a premier late-stage pipeline highlighted by industry-leading cardiovascular and neurological franchises."

Targeted Growth

To be constructed in two wings, the new building will have two stories above ground and a lower story building into a hillside, Swayze said, adding that it will be about half labs and about half office space.

Designed with the help of scientists and researchers who will use them, the labs will be used to develop molecules used in producing gene-editing drugs, among other things, Swayze said.

The office portion of the building will be a mix of cube-type spaces and walled offices, Swayze said.

"We generally found that to be more functional and

productive, and people like it better," Swayze said.

Ionis uses a hybrid work schedule, with some people working fully remotely and others working full-time on campus or working part of the time on campus and part of the time remotely.

"We have flex office space that people can reserve on a schedule, so when they want to come in, they can have a spot to interact with those of us that are here," Swayze said. "That's worked pretty well."

Founded in 1960, Oxford Properties entered the San Diego market in February 2022 with the \$464 million acquisition of 13 buildings in Sorrento Mesa and Sorrento Valley, totaling more than 650,000 square feet.

Tycho Sutter, vice president of investment for Oxford Properties, said that the firm's investment in San Diego County has grown to 900,000 square feet with plans to increase its San Diego life science holdings to 1.3 million square feet.

"We're a long-term investor," Sutter said. "There will be targeted growth going forward."

With a strong talent pool and concentration of life science firms, Sutter said that San Diego is "one of the most important (markets) in the world."

"It's a crucial market for us," Sutter said. ■



Tycho Sutter
Vice president of
Investment
Oxford Properties

Oxford Properties



FOUNDED: 1960
HEADQUARTERS: Toronto, Canada
EXECUTIVE CHAIRMAN: Daniel Fournier
BUSINESS: real estate investment and development
NUMBER OF EMPLOYEES: 1,800
WEBSITE: www.oxfordproperties.com
CONTACT: 1-416-865-8300
NOTABLE: Oxford is owned by OMERS, the Canadian defined benefit pension plan for Ontario's more than 560,000 municipal employees

Ionis Pharmaceuticals, Inc.



FOUNDED: 1989
CEO: Brett Monia
HEADQUARTERS: Carlsbad
EMPLOYEES: 930+
BUSINESS: biopharma
ENTERPRISE VALUE: \$5.61B
WEBSITE: ionispharma.com
CONTACT: info@ionisph.com
NOTABLE: Ionis entered an agreement with Roche in late-September for two programs for RNA-targeting investigational drugs to treat Alzheimer's disease and Huntington's disease.

Business Owners Ready to Sell May Find Increased Interest in 2024

Stabilizing Economic Conditions May Create Favorable Outcomes for Owners Looking to Exit

By MATT HANSEN, CFP®, CEPA®

Business owners who contemplated selling their company in 2023 may have had their exit plans derailed or delayed for a variety of valid reasons. There was unsettling volatility in financial markets, business valuations that may not have met expectations, and an unenthusiastic M&A market, especially in the early months of the year. However, the uncertain circumstances that clouded 2023 started to ease as the year ended and created some optimism for the possibility of a resilient rebound ahead. The changing climate may encourage owners to revisit the timeline for the sale of their business. It may reinforce the need for a solid exit planning strategy, as well as strategic guidance from a team to help execute it. After a tumultuous year, signs may be pointing to more favorable financial conditions for business owners looking to exit in the near future.

The early months of the 2023 economy were impacted by the Federal Reserve's sustained interest rate hikes, a banking crisis, and economic uncertainty which weighed heavily on the M&A market. Higher rates particularly affected private equity's interest in acquisitions, and both buyers and sellers adopted a more cautious position.

However, a midyear pause in interest rate hikes spurred M&A activity, which continued into the latter part of the year. There has been a resurgence in the number of newly launched M&A sale processes, and a belief the trend will continue as economic conditions improve. There are indications of a

strong bid in the market for high quality, resilient, cash flowing businesses. The gap between buyer and seller value expectations may be closing. Private equity firms are sitting on so called "dry powder" and continue to raise new funds.

As we enter the new year, inflation has eased and fears of entering a recession appear to be subsiding. If the Federal Reserve continues to hold or cut interest rates in the new year, it will create a more desirable climate for acquisitions. The equities markets have shown resilience as economic indicators have shown improvement. There is a possibility of a tech rally driven by companies developing artificial intelligence technologies and there is historical precedent for the possibility of a strong election year stock market.

So, what do signs of stability and optimistic projections mean to business owners who may have hesitated to sell their companies? Certainly, it suggests the need to be well prepared with an exit planning and wealth management strategy well in advance for the sale of a company, especially given the complexity that could be involved in the transaction. In a UBS Investor Watch survey released in July 2023, 34% of business owners acknowledged they had not identified the professionals they would need to finalize a sale, and 31% stated they had no plan for what to do with the proceeds from a sale. A large majority of those who sold businesses said they underestimated the time needed to prepare for the sale, with 73% indicating they spent two years or less preparing for a sale. (See the UBS Investor Watch Survey on this



page for more details.) Business owners now are starting pre-M&A planning well in advance of a sale. Many who missed the last M&A cycle understand the urgency of establishing business banking relationships as a critical part of the process.

The dawning of a new year represents a reset for many business owners – a time to review market conditions, renew strategies for the months and years ahead, and assemble a robust team to better prepare them to meet future objectives. If you own a business, hav-

ing your future funding plans assessed then managed by a qualified team of advisors may be beneficial in both your near term and long-term strategy.

Assembling a trusted team of tax and estate planning attorneys, wealth managers, CPAs, investment bankers, M&A attorneys and value accelerators early in the process can help maximize the value and attractiveness of a business before you go into your next round of funding, and ultimately as you look to exit the business, or if you're contemplating an IPO.

Hansen Wealth Management

Business building strategies for 2024, exit planning strategies for a successful future beyond the sale of your business



Matt Hansen, CFP®, CEPA®
Senior Vice President—Wealth Management
858-521-7029
matt.hansen@ubs.com

advisors.ubs.com/hansenwm

UBS Financial Services Inc.
17180 Rancho Bernardo Center
Suite 100
San Diego, CA 92128



CJ-UBS-254080340 Expiration: 12/31/2024 Review Code: IS307185

Matt Hansen joined UBS Financial Services, Inc. in 2015 as a Senior Vice President-Wealth Management. He holds certifications both as a Certified Financial Planner® and a Certified Exit Planning Advisor (CEPA®). Matt works with business owners to help them with retirement plans, accessing capital and guiding them through an eventual transition with succession planning. For a copy of the full M&A report, contact Matt at HansenWM@ubs.com.

Matt Hansen is a Financial Advisor with UBS Financial Services Inc., 17180 Bernardo Center Drive, Suite 100, San Diego, CA 92128. Any information presented is general in nature and not intended to provide individually tailored investment advice. Investing involves risks and there is always the potential of losing money when you invest. The views expressed herein are those of the author and may not necessarily reflect the views of UBS Financial Services Inc. Neither UBS Financial Services Inc. nor any of its employees provide tax or legal advice. You should consult with your personal tax or legal advisor regarding your personal circumstances.

As a firm providing wealth management services to clients, UBS Financial Services Inc. offers investment advisory services in its capacity as an SEC-registered investment adviser and brokerage services in its capacity as an SEC-registered broker-dealer. Investment advisory services and brokerage services are separate and distinct, differ in material ways and are governed by different laws and separate arrangements. It is important that clients understand the ways in which we conduct business, that they carefully read the agreements and disclosures that we provide to them about the products or services we offer. For more information, please review the PDF document at ubs.com/relationshipssummary, or ask your UBS Financial Advisor for a copy. Certified Financial Planner Board of Standards, Inc. owns the certification marks CFP® and CERTIFIED FINANCIAL PLANNERTM in the US. © UBS 2023. All rights reserved. UBS Financial Services Inc. is a subsidiary of UBS Group AG. Member FINRA/SIPC

Expiration: 12/31/2024 Review Code: IS2307254



PNC BANK

**PNC BANK WOULD LIKE
TO CONGRATULATE ALL
FINALISTS AND WINNERS
OF THE 2023
BUSINESS WOMEN OF
THE YEAR AWARDS!!**

SAN DIEGO BUSINESS JOURNAL

BUSINESS

WOMEN

of the year awards **2023**

SAN DIEGO BUSINESS JOURNAL BUSINESS WOMEN of the year awards 2023 **WINNERS**



DELINDA FORSYTHE

Co-Executive Director
CAUSE SAN DIEGO
Founder
INNOVATIVE COMMERCIAL ENVIRONMENTS (ICE)



MAYRA BRITO HAAS

Co-Founder & Co-CEO
POWERFUL DAMAS



MELINDA COLLINS

Chief Philanthropy Officer
RONALD MCDONALD HOUSE CHARITIES OF SAN DIEGO



STACEY HROUNTAS

Chief Executive Officer,
Senior Vice President
SHARP REES-STEALY MEDICAL CENTERS



SUSAN GUINN

President & CEO
SAN DIEGO REGIONAL POLICY & INNOVATION CENTER



CATHERINE MATTICE

Founder & CEO
CIVILITY PARTNERS



NADIA PUPA

Co-Founder & CEO
PIQUE PUBLISHING



BLAINE TIONGSON

Founder & CEO
MOMMA POTS



DURANA ELMI

Founder & COO
CYMBIOTIKA



ALESSANDRA LEZAMA

CEO
TOOTRIS



KAT ZORKO

Chief Operating Officer
SAYVA SOLUTIONS



STEFFI HAFEN

San Diego Office Managing Partner
SNELL & WILMER



LEIGH VOSSELLER

CFO & Executive Vice President
TANDEM DIABETES CARE



KELLY HOGAN

SVP / Senior Relationship Manager,
Corporate Banking
PNC BANK

PRESENTING SPONSOR



PLATINUM SPONSORS



BUSINESS WOMEN

of the year awards 2023

THANK YOU TO OUR "STAND UP & SPEAK OUT" PANEL and JUDGES!



VALERIE ATTISHA
*Vice President,
Client & Community Relations*
PNC BANK

PANELISTS



JULIE LOWEN
Founder & CEO
**CHILDREN'S PARADISE
PRESCHOOL & INFANT CENTERS**



MODERATOR

KELLY HOGAN
*SVP / Senior Relationship Manager
Corporate & Institutional Banking*
PNC BANK



JANE FINLEY
*Senior Vice President &
Area Manager*
KAISER PERMANENTE



SHEILA BROWN
Executives, Strategic Priorities
PALOMAR HEALTH

JUDGES



VALERIE ATTISHA
*Vice President,
Client & Community Relations*
PNC BANK



JENI BURGESS
*Senior Vice President,
Manager of Business Banking*
FIRST CITIZENS BANK



DONNA DEBERRY
President & CEO
**COUNTY OF SAN DIEGO BLACK
CHAMBER OF COMMERCE**



LISA EASTERLY
President & CEO
**CYBER CENTER
OF EXCELLENCE**



JOSIE FLORES-CLARK
President
**SAN DIEGO COUNTY HISPANIC
CHAMBER OF COMMERCE**



LIDIA S. MARTINEZ
Partner
**¡ADELANTE
STRATEGIES!**



JULI MORAN
Managing Director
DELOITTE



DR. NANCY ROHLAND-HEINRICH
*Executive VP of Communication
& Community Outreach*
NATIONAL UNIVERSITY

CONGRATULATIONS!



Children's Paradise
preschool and infant centers



JOIN
OUR
TEAM!

We're
Enrolling
Now

JULIE LOWEN

FOUNDER & CHIEF EXECUTIVE OFFICER

Every child deserves
to begin life with
big dreams



800-650-CARE www.childrensparadise.com



SDBJ's 2023 Business Women of the Year Winners.



DeLinda Forsythe speaks about conscious capitalism



Kelly Hogan (PNC Bank).



(left to right) Valerie Attisha (PNC Bank), Julie Lowen (Children's Paradise Preschool & Infant Centers), Jane Finley (Kaiser Permanente San Diego) and Sheila Brown (Palomar Health) engage in a panel discussion themed "Stand Up & Speak Out".



Bill Ponder & Kelly Mayberry (Turnkey Strategic Relations).



(left to right) AnnMarie Gabaldon (SDBJ), Jenna-Rose Hannah (Home of Guiding Hands) and April Gingras (Tri Pointe Homes).



Rodger Dougherty (Kaiser Permanente San Diego).



Dr. Nancy Rohland-Heinrich (National University) and Chris Reid (SDBJ).



Kristen Corral (Tacotarian).



(left to right) Grace Parra, Jeanette Street, Nadia Pupa, Rachel Geagea, Najebe Geagea, George Geagea & Marla Marshall (Pique Publishing).



Lyndsey Brumbach & Natalie Dukette (Sequoia Consulting Group).



Guests celebrate DeLinda Forsythe (center) on her Lifetime Achievement Award.



Choose a health care partner that's better for your business today, and tomorrow.

Remote, hybrid, in-person. Today's workforce needs care that meets them where they are. More than ever, workforce health is a business strategy. Choose a leader who can help you navigate challenges and capitalize on emerging opportunities. Learn more at kp.org/choosebetter

For all that is San Diego. For all that is you.



Mayra Brito Haas (Powerfuel Damas LLC).



Melinda Collins (Ronald McDonald House Charities of San Diego).



Susan Guinn (San Diego Regional Policy & Innovation Center).



Vera Johnson accepting on behalf of Stacey Hrountas (Sharp Rees-Stealy Medical Centers).



Catherine Mattice (Civility Partners).



Nadia Pupa (Pique Publishing).



Blaine Tionson (Momma Pots).



Durana Elmi (Cymbiotika LLC).



Alessandra Lezama (TOOTRiS).



Kat Zorko (Sayva Solutions).



Steffi Hafen (Snell & Wilmer).



Kelly Hogan (PNC Bank).

A Bright Future Is In Your Hands

That's Why We Take Care
Of You Like Family

At Palomar Health, we treat every patient like family because nothing feels safer than family. Trust in our award-winning team to welcome your bundle of joy into the world. From your initial consultation to family planning, delivery and beyond, our compassionate team is here to guide you and your family every step of the way.

PalomarHealth.org/Maternity



PALOMAR HEALTH®

Reimagining Maternity Care



Scan the QR code
for more information



SAN DIEGO BUSINESS JOURNAL'S TRUSTED PHOTOGRAPHY & VIDEO PARTNER

Bob Hoffman

VIDEO & PHOTOGRAPHY

SERVICES

- Photography & Video For The Web
- Training, Branding & Marketing Videos
- Studio & Field Productions
- Editing & Post Production
- Tribute Videos
- Product Marketing Photography
- Kickstarter Videos
- Corporate Events & Galas
- Seminars & Conferences
- Aerial Photography & Videography
- Fundraising & Non Profit Events
- Step & Repeat Photography
- Trade Shows & Trade Show Videos
- Onsite Photo Printing



HOFFMANPHOTOVIDEO.COM • 858.576.0046 • INFO@HOFFMANPHOTOVIDEO.COM

DeLinda Forsythe Receives SDBJ Lifetime Achievement Award

NONPROFITS: Business Founder, Author, Cause San Diego Leader Honored

■ By KAREN PEARLMAN

“Doing well and doing good need not and should not be mutually exclusive.”

More than just the opening statement in the Introduction to the 2022 book “Inspiring Generational Leadership: Your Guide to Design a Conscious Culture,” a No. 1 best seller with Amazon, it’s at the core of what the book’s author – retired business owner, conscious capitalist and inspirational leader **DeLinda Forsythe** – eats, breathes and prays.

Forsythe has forged her path to success in the business sector and volunteer world with a purpose-driven life in which she serves family, friends and colleagues; champions women at every opportunity; and is a shepherd in generationally focused mentoring.

Her guiding principles of faith and leadership by words and deeds paved the path for Forsythe to receive the **San Diego Business Journal’s** 2023 “Business Women of the Year Lifetime Achievement Award.”

“I never expected to receive a Lifetime Achievement award,” said Forsythe, 66, founder of **Innovative Commercial Environments**, a contract furniture industry company she sold in 2022. “This is the greatest career honor I’ll ever receive, and coming at the end of my career is poetic!”

Former San Diego Business Journal Publisher **Barb Chodos** said that Forsythe will tell you there is nothing special or unique about her; that anyone can accomplish what’s she’s accomplished.

“In many ways she is correct – she is an everyday woman accomplishing common things but in a very uncommon and generous manner,” Chodos said. “And that is what is so charming about her life; it’s attainable to anyone who wants to make a difference in their community and company. What is exceptional about her is how deeply she cares about others, especially women.”

Born DeLinda Ottomeyer, Forsythe trained in ballet as a youth and was a touring dance artist early in her life. But after a few years, life on the road no longer moved her in the ways she wanted.

Forsythe left the arts and moved to a completely different line of work – selling office furniture. She began that part of her career in 1987 and spent nearly two decades in office/workplace interior sales before founding **Innovative Commercial Environments (ICE)** in 2006.

She laughed as she called herself “The Accidental Entrepreneur.”



Early Days as a Single Mother

ICE was built when she was a single mom – to guarantee that her son, **Alexander Orona**, would be able to reach his educational goals. Orona graduated from **Georgetown University**, earned a **Fulbright Scholarship**, attended the **University of Cambridge** for his PhD and earned a master’s degree at **University of California San Diego**.

“I knew it was going to be a long road ahead and he was not going to be able to reach any of his educational dreams unless I took a chance and became an entrepreneur,” Forsythe said.

She also wanted to create an emotionally safe workplace – one she’d always imagined, but never experienced.

She said she had been dating **Tom Forsythe** – her husband since 2009 – for about a year when she started her business.

“I was 49 when I started ICE and with his promise to cover my \$1,400 a month mortgage if I couldn’t, I found the courage to start ICE,” Forsythe said. “The

first month I made the same amount of money I had in the previous year and I never had to take him up on that offer, but it made me realize the importance of advocacy for others.”

ICE was on the **Inc. 5000** Fastest Growing Companies seven times, in part because of Forsythe’s decision to partner with millennial co-workers. No other furniture dealership has accomplished this and only 1.5% of all U.S. companies have been on this prestigious list seven times.

In addition to this measurable success as a small business entrepreneur, DeLinda has a long legacy of mentorship supporting female business colleagues. She also has found success in philanthropy.

In retirement she serves as the Co-Executive Director for the **Cause Conference**, a visionary effort to share the stories of San Diego and global leaders that lead purpose-driven, heart-centered, financially successful companies to inspire and educate local business leaders.

Forsythe said that at this year’s sold-out conference, more than 60 local and national social entrepreneurs shared stories of how they

Voices for DeLinda



Alysse Cooper, President of ICE: “She introduced me to the right people, shared with me the value of networking and relationships and what it actually takes to build them, and always stressed the importance of giving back. Giving back can mean so many things, but for her it was the donation of time and money not just to charities but to anyone who was in need. She has always been extremely generous with her time meeting with anyone who asked to help and mentor them as well. I try to model my efforts after hers.”



Sandra Pelletier, CEO of Evofem: “As two female CEOs in San Diego, what strikes me in a profound way about DeLinda Forsythe is her unwavering and exuberant support of other female leaders at every level. Her approach in supporting other women is all encompassing whether it is mentoring, being a sounding board, providing emotional support or opening her contact list. It is important that I share she is also a strong advocate for professional equity and her support transfers to male colleagues as well. DeLinda is unafraid to cross boundaries and ask intimate questions beyond superficial nicety. As a peer, she is a leader that can be counted on to be brutally honest, consciously caring and will have your back.”



Staci Reidinger, Founder Reidinger PR and Co-Executive Director Cause Conference: “No matter the challenges or hardships set before DeLinda, she’s steadfast in her Christian faith and devotion to following God’s path. She’s one of the bravest, hard core women I’ve ever worked with and that’s saying a lot considering I’m a 24-year U.S. Marine Corps veteran. I’d have DeLinda join me in my fox-hole anytime because when she sets her mind to something, she puts all her energy into making it a success.”



Laura Hall, Conscious Capitalism: “DeLinda was one of the first San Diego business women who welcomed me with open arms when I moved permanently to San Diego during the pandemic after spending most of my time in New York City, with holidays and summers in San Diego due to my career in the fashion industry. We had connected previously through the Conscious Capitalism movement and it was wonderful to have someone in San Diego who felt the same way I did about business. I was honored to be included in her book in a small way... and DeLinda is credited in my mind with a fabulous quote: ‘One woman can do anything. But women together can do everything.’”



Barb Chodos, former SDBJ President & Publisher: “What is exceptional about DeLinda is how deeply she cares about others, especially women. One of the biggest challenges for both of us is that women continue to compete and marginalize each other in ways that hold our gender back. Women will not make significant strides in the workforce and in the world until women stop seeing each other as competition and start realizing we are allies! DeLinda goes through life with no catcher’s mitt at all, keeping both hands open to give unconditionally, even to competitors. That is no doubt her superpower: Sharing love and her Rolodex unconditionally! She is a role model for us all.”

SAN DIEGO BUSINESS JOURNAL
BUSINESS WOMEN
of the year awards 2023
WINNERS

use their businesses as a force for good, “resulting in extraordinary societal and financial results.”

“In 2020, 29 million ‘Boomers’ retired and by 2030, 75 million more will have retired, so it’s not only important to understand what motivates a younger workforce, it has also become a business imperative,” she said.

Forsythe said her dream is for San Diego to earn the designation and brand of having the most conscious business enterprises in America, and attracting the best companies and talent to our region.

Inspirational Leadership with a Cause

Staci Reidinger, founder of **Reidinger PR** and Co-Executive Director of the Cause Conference, said Forsythe has been an inspiration to co-lead with.

“Her passion for helping to improve the lives of people in our San Diego region shines through the volunteer leadership position she held this year at our 25th Annual San Diego Cause Conference,” Reidinger said. “Her book focused on presenting the business reasons for creating an inclusive company culture and for the importance of mentoring our future leaders.”

Forsythe has a lifetime of caring deeply for others and practicing simple common kindness and generosity in an uncommon way, but says, “It’s something anyone can do but few make that effort,” she said.

She said that she loves what author and inspirational business leadership speaker **Simon Sinek** says: that leaders need to further develop young people, “that our responsibility as leaders is to take these young people and shape them. And not just to view them from a self-serving lens of ‘What can you produce and do for me?’ but ‘What can I -- as your leader -- do for you?’”

Some of Forsythe’s support and heart for others is rooted in a family history that includes her mother being a World War II survivor of Nazi enslavement.

“As a Christian, yes, she was a slave, and she had to work in a factory,” Forsythe said. “She was only seven when the Nazis took her.”

Her mother, **Annette Munska**, was born in Poland and taken by the Nazi regime to work in a munitions factory. Unable to locate her family in the war’s aftermath, Annette immigrated to America in search of a new life.

Forsythe said her mother encouraged her to “be brave, take chances and live life boldly.”

In 2021, before her book launched, Forsythe said she reached out to Chodos at the SDBJ, to introduce herself and her book.

Chodos, now director of operations for the **Greater Coachella Valley Chamber of Commerce**, said she recalled the connection.

“Coming out of Covid, the SDBJ wanted to highlight entrepreneurial stories that inspired hope and optimism, and her book detailing the Conscious Capitalism

movement fit the profile,” Chodos said. “In her fearless style, she ‘cold-called’ me one late Friday afternoon to personally drop off a copy of *Inspiring Generational Leadership*. I saw her through my office window and knew instantly that I wanted to connect with her. I had been reading her posts on LinkedIn and I was eager to learn more about how ICE inspired younger generations.”

Forsythe said Chodos’s encouragement absolutely helped her find her voice.

Faith Leads and Moves Her

At the heart and soul of what Forsythe has achieved and what she still aims to share with the world is her faith.

“Everything I’ve accomplished, everything I am, is because of my faith,” Forsythe said. “And that faith is really important to me. It has directed me and is the reason I am the leader I am. I see people as somebody’s precious child, not somebody I have power over, but somebody I share power with.”

Reidinger said she has seen that no matter the challenges or hardships set before Forsythe, “she’s steadfast in her Christian faith and devotion to following God’s path.”

Reidinger, a 24-year **U.S. Marine Corps** veteran, said “I’d have DeLinda join me in my foxhole anytime because when she sets her mind to something, she puts all her energy into making it a success.”

In 2022, Forsythe sold ICE to one of her longest-tenured employees, **Alysse Cooper**. Cooper, now president of ICE, has been an employee since 2008 when she was 21 and a full-time college student.

“DeLinda took a huge chance on me not having any experience in the commercial furniture industry, and quickly began mentoring me, although I couldn’t have realized it at the time,” Cooper said. “As the years went on, she spent more and more time with me until our relationship bloomed into an obvious mentor/mentee relationship. Fast forward 15 years and I have since purchased ICE from her which could never have been done without her belief in my potential, her continuous support and coaching and the trust we have in one another.”

“DeLinda is someone that shaped who I am today and I would never be in the position I am in had she not believed in me, mentored me and given me an opportunity.”

Cooper continues to model many of her leadership skills after Forsythe. ICE has nearly wrapped up its first year with Cooper as owner “and our team has not skipped a beat,” seamlessly achieving its company goals, Cooper said.

The team is stronger than ever due in a big way to the foundation Forsythe helped to build and the values she instilled through the years, Cooper said.

She said Forsythe has always been “extremely generous with her time,” meeting with anyone who asked for help and mentoring them as well.



Forsythe multitasking at work, with son, Alex, circa 1986 in Phoenix. Photos courtesy DeLinda Forsythe

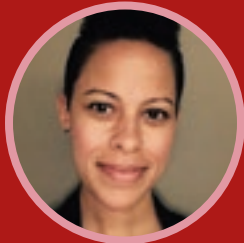


Forsythe, Alysse Cooper and Tom Forsythe at Cooper’s wedding in 2008



Nathan Havey, director of the documentary “Beyond Zero,” Forsythe and Carlos de la Mora, the CEO of the World Design Capital at the 2023 Cause San Diego Conference

Voices for DeLinda



Sharriea Williams, Senior Project Coordinator, ICE:

“DeLinda has created a safe working space where it’s OK to voice your opinion without concern about being judged and without worry about your job being jeopardized just for speaking up about what you believe in. ICE has also given me confidence in myself to be able to do so. I never felt like I had a voice or the immense support of my coworkers at a place of employment before working at ICE.”



Cheryl Kilmer, CEO and Founder TERI, Inc.:

“DeLinda is an example of servant leadership in every area of her life; giving with joy. In her book she shared a wonderful story of ICE’s seven to eight years of volunteer work with our organization, TERI. The ICE team partnered with her church during their annual Community Serve Day, providing maintenance on one of our private TERI homes. They volunteered countless hours as well as funds. It was great to learn more about their TERI journey in her book “*Inspiring Generational Leadership*.” DeLinda is currently providing pro-bono design experience and ideation work for the new TERI Campus of Life. She brought in an A++ team and it’s been a total joy to have her as part of my consulting team.”



Kim Folsom, Founder, Chair & CEO, Founders First Capital Partners:

“DeLinda is such a great role model of courageous leadership! She is always willing to contribute her time, talent and treasure to advance impact. I started Founders First Capital Partners in 2015, to be the first mission driven, revenue-based investor focused on serving under-funded – but growth minded – diverse led small businesses in the San Diego region and beyond... (At) our San Diego Bootcamp Pitch events... she has provided sage advice, inspiration and recognition to hundreds of these small business owners. They are awed by her openness to share her business expertise and entrepreneurial journey, as they share their stories of hope and dreams to expand their businesses. This event is so important to the growth of our entrepreneurs and we appreciate DeLinda’s commitment to provide her anecdotal expertise as a successful entrepreneur. DeLinda clearly has a heart for helping motivate others!”



Alexander J. Orona, Director of Data Science, Ocean Motion Technologies:

“It was an inspiration seeing my mother build her company from a spare bedroom into a leading business in San Diego. She did it without any capital or external investment, a testament to the power of vision, hard work and the entrepreneurial spirit. She has always been someone who pays it forward. After selling the company, she passed on her insights in “*Inspiring Generational Leadership*.” Over the years, she has overcome many challenges as an entrepreneur and business woman, which she has borne with dignity and integrity. She is someone of immense character. Our family has long been proud of her for who she is and what she has achieved, as have many in the community who know the challenges that she has had to overcome. The Lifetime Achievement Award recognizes a career of resilience, empathy, vision and sacrifice. She is an example to me and to many others of how to build a life worth living. You’re an inspiration, mom. Thank you and congratulations!”



ICE team 2022 holiday party at Forsythe residence in Fallbrook. Photos courtesy DeLinda Forsythe



Forsythe (far right) at a staff celebration at ICE's office honoring the company as one of Inc.'s Best Places to Work in 2021

Mentorship at Every Turn

"Mentorship is not easy both from the mentor and the mentee side," Cooper said. "I think it's a trendy term today that many are seeking; however, few receive a true mentorship opportunity as I had with DeLinda. She was always available to me at all times of the day, I have fond memories of us driving home separately after networking events and she would stay on the phone with me until I got to my driveway recapping the nights events, explaining to me who certain people were and encouraging me to network with those I had met that evening."

Cooper said Forsythe observed her and provided feedback – whether she wanted it or not.

"That is actually critical in mentorship," Cooper said. "You cannot just tell someone what they want to hear or what they did well – that does not foster growth. True mentorship takes difficult conversations, consistent course corrections and DeLinda always provided that for me with a nice balance of compliments and building up my confidence. She introduced me to the right people, shared with me the value of building genuine relationships and what it actually takes to build them, and always stressed the importance of giving back."

Forsythe always has looked toward future generations, thinking about what good leadership looks like and taking the time to bring the younger set up and give them opportunities to grow and succeed, Cooper said.

Forsythe captured her journey of generational advocacy and mentorship and the stories of other like-valued San Diego business leaders in "Inspiring Generational Leadership." The book details the measurable financial and societal success of designing a purpose-driven corporate culture that allows employees to thrive and reach their potential at work, as individuals and as parents.

The book is one that can be opened to any page or chapter and it will add value without needing to read the entire 280 pages, or in any specific order, says **Saundra Pelletier**, CEO of **Evoform Biosciences, Inc.**, one of nine business associates interviewed in the book by Forsythe.

Not only does the book build a runway for the next generation of leaders, Pelletier says, it also "challenges seasoned leaders to think about their legacies differently and ignites us to unselfishly share real tips and techniques so others can avoid making the same mistakes."

In addition to advocating for the younger generation, Forsythe is also a fierce champion of women.

"It bothers me terribly that women compete with women, that women are envious of women, stunting the advancement of each other and our entire gender!" Forsythe said. "How do we stop this? Because we have sisters, daughters, nieces, neighbors. It's time for women to encourage women to move into more positions of influence; let us have a go at significant leadership. Maybe there would be less violence."

Unwavering Support of Women, and Men

Pelletier said that what strikes her in a profound way about Forsythe is her unwavering and exuberant support of other female leaders at every level – and that Forsythe also champions men with similar enthusiasm.

"Her approach in supporting other women is all encompassing whether it is mentoring, being a sounding board, providing emotional support or opening her contact list," Pelletier said. "She is also a strong advocate for professional equity and her support transfers to male colleagues as well. DeLinda is unafraid

to cross boundaries and ask intimate questions beyond superficial nicety. As a peer, she is a leader that can be counted on to be brutally honest, consciously caring and will have your back."

On a more personal level, Pelletier said she deeply valued Forsythe's genuine empathy during her cancer treatment.

"She would stop and drop off a nurturing and nourishing homemade meal which brought her far out of her geographical way simply to let me know that I mattered," Pelletier said.

Forsythe is also a founding member of the Conscious Capitalism Inc. Senior Leader Network and is a Conscious Capitalism San Diego advisor. CCI is a nonprofit organization that is building a movement of business leaders seeking to build the practice and perception of capitalism to elevate humanity so people can flourish with lives of passion, purpose, love and creativity.

Pelletier said it would be a "gross understatement" to view Forsythe as simply a conscious capitalist and that "she is in fact a conscious game changer in every aspect of life."



Forsythe and granddaughter, Aubrey Cray with Forsythe's book "Inspiring Generational Leadership"

An 'Awe-Inspiring' Mission to Spread Joy

Laura Hall, co-chair of Conscious Capitalism San Diego and a partner at **WHYZ Partners**, has worked together with Forsythe to advance CCSD and Conscious Capitalism, Inc.

Hall provided a recommendation for Forsythe's book that included a call to "join us in this awe-inspiring and achievable mission to be beacons of light, change and joy!"

Hall said Forsythe was one of the first San Diego businesswomen who welcomed her with open arms when she moved permanently to San Diego during the pandemic. Hall had been spending most of her time in New York, with holidays and summers in San Diego, because of her career in the fashion industry.

"We had connected previously through the Conscious Capitalism movement and it was wonderful to have someone in San Diego who felt the same way I did about business," said Hall, author of the children's book "The ABCs of Conscious Capitalism for KIDS," which teaches the fundamentals of conscious capitalism.

"DeLinda is credited in my mind with a fabulous quote," Hall said. "One woman can change anything, but many women together can change everything." DeLinda has been and continues to be a strong positive force for good in San Diego. Her

receipt of the SDBJ Lifetime Achievement Award could not be more deserved and should be celebrated."

Forsythe also has a heart for nonprofit organizations and other groups seeking to work collaboratively for the betterment of the region, the nation and the world.

For 25 years, Forsythe served on nonprofit boards and committees, raising funds for organizations including the **National Association for Industrial and Office Parks; Urban Land Institute; International Interior Design Association; the Training, Education and Resource Institute; Plant with Purpose; Athena; TranscendANCE Youth Arts; and as San Diego Economic Development Corporation Foundation Chair.**

In her book, Forsythe included comments from **Sharrieca Williams**, a senior project coordinator at ICE. Williams called her inclusion in Forsythe's book "terrifying."

"I was also extremely honored," Williams said. "And I say 'terrifying' only because I am not the type of person that likes to be in the spotlight. I'm very reserved. Never in a million years did I think anything I had to say would be so impactful that it would be published in a book. And that leads into how DeLinda has been a mentor to me.

"She has created a safe working space where it's OK to voice your opinion without concern about being judged and without worry about your job being jeopardized just for speaking up about what you believe in."

Williams said working for Forsythe and now Cooper at ICE has also given her a boost of confidence.

"I never felt like I had a voice or the immense support of my coworkers at a place of employment before working at ICE," Williams said.

Teknion Gets on Board

One of Forsythe's proudest moments with ICE was in 2018 when the company became **Teknion's** exclusive regional partner. Teknion is a leading international designer, manufacturer and marketer of mid- to high-end office systems and movable walls and DeLinda considers them the finest supplier of office furniture.

Forsythe said for most of her years with the company, ICE was not aligned with a major brand. And to show off Teknion's high-design furniture, ICE opened up a showroom in the company's **Alexandria Tech Center** on Scranton Road.

"I interviewed four times over nine years, but I never gave up hope -- that's just not my nature!" Forsythe recalled. "Teknion had for over 20 years struggled in this market. ICE became a Platinum Dealer in half the time of other dealerships and in the last two years has frequently been the top performing Teknion dealer in California despite our smaller market."

Now in retirement mode, Forsythe said she has learned much from watching how others contribute to the community, especially from real estate developer and philanthropist, **Malin Burnham**.

"He noted that you can accomplish more in retirement because you have more time," Forsythe said. "I agree! I believe I'm receiving this Lifetime Achievement award because of my commitment to leaving a better workplace for the next generation.

"Effective leadership is never determined while someone is leading; it's only when they leave and the next generation of leaders takes the reins to determine if that leader was successful. I dearly love San Diego and the next generation we have the privilege of developing. Simon Sinek is right, that is our responsibility as business leaders!" ■



Brito Haas Rises to PowerFuel

MARKETING: Rising Star Finds Success in Helping Brands Promote Values

■ By COREY LEVITAN

Mayra Brito Haas is the trailblazing Latina social entrepreneur who co-founded PowerFuel Damas Social Enterprise. Serving as both a global marketing agency and a community initiative focused on empowering women, PowerFuel Damas specializes in developing highly targeted marketing campaigns for B2B and B2C customers.

Brito Haas has won the **San Diego Business Journal's** 2023 San Diego Business Women of the Year Award in the Rising Star category.

"Receiving this award is an extraordinary honor," she said. "It's a recognition of a journey that has been about much more than personal success. It's about the collective empowerment of women and the celebration of my Brazilian heritage. This award is a testament to resilience, faith and the art of co-creation."

Brito Haas relocated to the U.S. seven years ago. Since then, she earned an MBA two years ago and launched **PowerFuel Damas Social Enterprise** four years ago. Her business helps brands tell their history, promote their values, and build strong, life-long relationships with their customers.

Under Brito Haas' leadership, the enterprise now spans three countries – the U.S., Brazil, and Costa Rica – managing a team of 16 independent contractors and offering content in English, Portuguese, and Spanish.

This year, Brito Haas led the launch of PowerFuel Damas' online empowerment platform for women leaders and entrepreneurs, which utilizes a one-for-one business model to support the United Nations' gender equality goals – specifically its Sustainable Development Goal #5, advocating for gender equality



**MAYRA
BRITO HAAS**

Co-Founder & Co-CEO



'A Platform for Social Change'

"My career is a testament to turning a life-threatening adversity into a force for empowerment and social change," Brito Haas said, explaining that her path was irrevocably changed by a terrifying experience with domestic violence.

"In a moment where I was being suffocated, the sound of my abuser's laughter as I struggled for air made me realize that I was not the problem – I was the solution," she said. "This realization spurred me to reclaim my power and dedicate myself to empowering other women."

"PowerFuel Damas emerged from this commitment, not just as a business but as a platform for social change, emphasizing women's strengths and potential for abundance in all areas of life."

PowerFuel Damas has been endorsed by the United Nations Entity for Gender Equality and the Empowerment of Women, as well as by the UN Global Compact – a non-binding pact to get businesses and firms worldwide to adopt sustainable and socially responsible policies.

In the San Diego community, Brito Haas has organized 17 international events in the region, raising funds for local charities including **Las Valientes**, **G.R.A.C.E**, **Sunlight**, **BTSADV**, and more.

"In my role as a business executive, gender has played a larger role than it should have," Brito Haas said. "Being a woman and an immigrant, I've often felt the need to prove myself more than my male counterparts. But I've turned these challenges into opportunities, using them to inspire and drive change."

"I view my identity as a strength, motivating other women to realize their power and potential."

Collins Leads Philanthropy, Passion at Ronald McDonald House

NONPROFITS: Surpassing Fundraising Goal, Team Benefits Highlight 2023

■ By COREY LEVITAN

As Chief Philanthropy Officer for San Diego's **Ronald McDonald House**, **Mindy Collins** oversees the global nonprofit's philanthropy revenue generation, marketing and communications, prospect research, gift processing and social media in the region.

She has won the 2023 **San Diego Business Journal Business Women of the Year Award** in the Nonprofit category.

"It is such an honor to be recognized with this award," Collins said. "My hope is that it will help to inspire every girl, young female professional and working and stay-at-home moms to have the confidence as a woman to reach for the galaxy and beyond, to dream big, to never limit themselves, to keep expanding their potential and never let anyone say that it's not possible because the possibilities are infinite."

There are over 380 Ronald McDonald Houses in 64 countries. All offer free lodging, meals, emotional support and other services to families with hospitalized children who are being treated at nearby hospitals and medical facilities. Ronald McDonald House San Diego serves more than 18,000 San Diego families annually, allowing them to support their children through medical crises without adding financial strain.

Collins trains, mentors and manages the teams that coordinate transformational giving, individual and annual giving, planned giving, grants, and corporate and community support. She also manages the board of trustees' philanthropy committee. Collins continuously develops new relationships and fundraising programs that help grow funding sources that allow the charity to serve a growing number of families that rely on the House's services.



**MELINDA
COLLINS**

Chief Philanthropy Officer



Empowering Culture

"During the past two years, I have had the privilege of leading the most amazing, hardworking, strong and confident group of women," Collins said. "We have a culture to empower and support one another, but to ensure we always have balance and time for our families. I encourage and mentor that a support system at work and at home are critical to have a successful working career as a mother."

Last year, Collins raised \$6.68 million, surpassing Ronald McDonald House's philanthropy fundraising goal by over \$2 million. She also developed strategies to build a future donor pipeline and secured six- and seven-figure transformational gifts to allow the organization to build future capacity.

As if that weren't enough, Collins collaborated with Ronald McDonald House's C-Suite and Board of Trustees to establish annual benefits for team members, a retirement program, employee engagement strategies and a human resources department. She also increased and promoted professional development opportunities for team members to encourage empowerment and career growth opportunities and increase employee morale and internal communication practices.

With a personal passion for breaking down barriers for women in business, Collins works to encourage and mentor women within and outside her organization. She also encourages a healthy work and family balance to ensure that mothers within the organization feel empowered to be present and reach their maximum potential both at home and in the workplace.

"I was raised to be strong, independent and that I was just as capable to do any job a male could do," Collins said. "I have always been respectful, but outspoken to ensure that the playing field is always even and when it's not, I speak up. I have spoken up for younger female employees who do not yet feel they can speak up, as well as have been blessed to always have strong female and caring male mentors."

SAN DIEGO BUSINESS JOURNAL



CYMBIOTIKA



Congratulations **DURANA ELMI**

on being awarded as a **Business Woman of the Year for 2023** by the San Diego Business Journal. Your Cymbiotika family is incredibly proud of you and cannot wait to see what else the future holds!

Hrountas Improves Efficiency, Increases Patient Satisfaction

HEALTHCARE: Sharp Reese-Stealy CEO Advocates Affordable, Quality Care

■ By COREY LEVITAN

As the CEO and Senior Vice President of **Sharp Rees-Stealy (SRS) Medical Centers**, **Stacey Hrountas** has helped transform health care for thousands of San Diegans.

Hrountas has won the **San Diego Business Journal's** 2023 San Diego Business Women of the Year Award in the Nonprofit category.

"I am deeply honored and humbled to be one of the recipients for the 'Business Women of the Year' award," Hrountas said. "The significance of this award goes beyond personal achievement. It underscores the importance of promoting inclusivity and harnessing the power of diverse voices and experiences to make informed decisions that benefit the entire organization."

Founded in 1923, SRS has more than 580 physicians, 100 advanced practice providers, and 2,800 staff members, representing virtually every field of medicine, at its 19 locations in San Diego County.

Hrountas – recognized as one of the San Diego Business Journal's "Women of Influence 50 Over 50" in 2022 – led a major transformation this year across all SRS's primary care sites to improve efficiency and patient satisfaction. Under her leadership, SRS reduced expenses despite increasing costs, without sacrificing quality.

This year, the medical centers celebrated 15 consecutive years achieving Elite status from **America Physicians Group**, performing in the 90th percentile in patient satisfaction metrics.

"Stacey is a highly respected leader who connects and engages with team members at all levels across the organization," said **Kathy Hutchens**, VP of Business Development and Patient Engagement for SRS



STACEY HROUNTAS

Chief Executive Officer,
Senior Vice President



Medical Centers. "Her remarkable leadership has helped transform health care for thousands of San Diegans. Her commitment to quality care, as well as physician, employee and patient satisfaction is the foundation for Sharp Rees-Stealy's continued growth and success since she stepped into the CEO role."

History of Leadership

Hrountas began her career in the medical insurance industry, where she took on various leadership roles in contracting, provider relations and operations. She came to Sharp 29 years ago, serving in her current role since 2012.

"I was inspired to move into the healthcare integrated delivery system at Sharp HealthCare, as it is closer to the delivery of care and to help people access quality and affordable care by building solid relationships with payors and insurers and through direct employer agreements," Hrountas said.

Already active in the **California Hospital Association** and the **Integrated HealthCare Association**, Hrountas was also recently named to California's Health Care Affordability Advisory Committee.

"Stacey's leadership skills are characterized by her hands-on approach and strong commitment to communication and appreciation," Hutchens said, noting that she personally pens monthly notes of appreciation to staff, doctors and leaders; regularly visits clinics; and makes herself directly available to all for questions and concerns.

"Stacey is a tireless advocate for affordable, quality and coordinated health care," Hutchens said. "With the right mix of positivity, the ability to tap into others' strengths and thinking outside the box, Stacey has introduced and sustained widely successful programs, services and processes."

Guinn Committed to Solving Regional Problems

NONPROFITS: PIC CEO a Leader in Equity-Centered Research, Policy Analysis

■ By COREY LEVITAN

Over her career, **Susan Guinn** has journeyed from registered nurse to principal of her own law firm and is now president and CEO of the **San Diego Regional Policy & Innovation Center (PIC)**.

She has won the **San Diego Business Journal's** 2023 Business Women of the Year Award in the Nonprofit category.

"This was a wonderful surprise and a recognition that extends beyond myself to the collective efforts of our dedicated team," Guinn said. "This award is a testament to our shared love for San Diego and our work to build collaborations to impact policy and attract capital for the region. I am lucky to have a world-class board and amazing colleagues, and partners and to celebrate this award with so many fearless, cool women."

Finding Solutions to Challenges

The PIC is a nonprofit partnership between **The San Diego Foundation**, the **County of San Diego**, and one of the world's leading think tanks – **The Brookings Institution** – to conduct research and policy analysis and help solve the region's biggest problems.

Among Guinn's significant accomplishments has been establishing PIC's Government & Agency Council, which is comprised of the County of San Diego, 18 municipalities around the region, and other core agencies such as **SANDAG**, **MTS** and the **San Diego Port Authority**.

This council represents an unprecedented willingness by local government and agency leaders to work



SUSAN GUINN

President & CEO



collaboratively on major issues. Guinn played a pivotal role in visualizing and establishing this council, which has been instrumental in addressing some of the region's most pressing challenges.

"Susan Guinn is a visionary leader," said **Ben Haddad**, PIC Board Chair. "She has built a nonprofit organization that is dedicated to solving challenges such as climate change, lack of affordable housing, community wealth inequities, and aging/inefficient infrastructure."

"Guinn has established the leading economic and workforce research team in Southern California," he added. "Under her guidance, PIC has become a leader in conducting equity-centered research and policy analysis, building strong working relationships among San Diego's regional leaders and community stakeholders and piloting programs that improve the lives of all San Diegans."

This past year, Guinn helped build a coalition of over 100 stakeholders to secure a \$5 million planning grant through California's Community Economic Resilience Fund to prepare an economic plan and framework for both San Diego and Imperial counties.

She also led federal and state funding applications to pursue more than \$173 million in resources for the region to support jobs, healthcare, green infrastructure, critical infrastructure, equity and more.

"Susan's leadership has been critical in the success of PIC, which has become a pillar of hope for the future of our region," Haddad said. "Her tireless efforts and unwavering commitment to improving the lives of others made her deserving of this award."



Making an Impact!

Alessandra Lezama
TOOTRiS CEO



"This recognition is a testament to all the hard working women in our industry and in business. It has been said 'if you love what you do, then you'll never work a day in your life'. And so many of us are impassioned; but make no mistake, we are giving everything we have to turn our dreams into reality.

"My team at TOOTRiS and I do it because we know our work can make an enormous impact and better the lives of working parents and Child Care providers."

- Alessandra Lezama, CEO of TOOTRiS

When Child Care is Easy to Access, Everyone Wins!

Thanks to Alessandra's extraordinary vision, TOOTRiS is revolutionizing Child Care as the FIRST and ONLY company that provides real-time access to over 200,000 Child Care options on one unifying platform, making care more accessible and affordable in San Diego, and across the country.

Discover how TOOTRiS is enabling parents, providers, and organizations to thrive throughout our community with turn-key Child Care Benefits.



TOOTRiS
Powering Absolute Potential
TOOTRiS.com/SDBJ



Mattice Brings Civility to Toxic Workplaces

HUMAN RESOURCES: Consulting Firm Founder a Leader in Anti-Bullying

■ By COREY LEVITAN

Catherine Mattice is the founder and CEO of **Civility Partners**, a consulting firm dedicated to helping organizations across the globe build respectful workplace cultures and end bullying and toxic work environments.

Mattice has won **San Diego Business Journal's** 2023 Business Women of the Year Award in the Small Company category.

"What an honor," Mattice said. "It's really rewarding to be acknowledged for all of the hard work to cultivate a team that can reach our vision – a world where every employee in every organization across the world is treated with respect and dignity."

Over the last five years, Mattice has grown her company's revenue 557%, and grown her team from just herself to a company of seven women. In recognition of her accomplishments, she has received Best CEO awards from **Global 100**, **Corporate America Today** and **Legal 100**.

"From solopreneur to thought leader to a CEO leading a team of amazing individuals, it has been quite a journey," Mattice said. "We may be small but we sure are mighty, as we've served clients ranging from multinational Fortune 500's, to nonprofits whose work straddles the globe, to local San Diego businesses, and everything in between."

A Model of Civility

A model of everything she advocates, Mattice began her career as the director of HR for an organization where she herself experienced the physical and psychological effects of a toxic work environment. As both the target of the behavior and the HR



CATHERINE MATTICE

Founder & CEO



representative, she saw firsthand how costly it can be to individuals and their organizations.

Just out of graduate school and laid off from a tech firm in the 2009 recession, Mattice was inspired to start her own consulting business.

"Many people discouraged me from focusing on the niche topic of workplace bullying," she said. "I asked HR professional associations if I could speak at their meetings and conferences, and they all told me no."

Yet Mattice kept forging forward, around every roadblock.

"I persisted," she said. "I knew toxic behavior was an issue at work and I knew I could solve it."

Mattice pushes her own team to pursue what they want from their jobs and careers, rather than waiting for it to come to them. She approaches work with faith in all her resources and abilities, and the abilities of her team. She sets an example for others by being open, supportive and collaborative.

Her commitment to her team has long-term consequences. It boosts employee retention, strengthens teamwork and fosters the next generation of female role models.

In addition to founding her company out of her apartment in Ocean Beach, Mattice is one of four founders of the **National Workplace Bullying Coalition**. This nonprofit, focused on education and legislation about workplace bullying, has proposed a bill, the Dignity at Work Act, that passed the House in Rhode Island.

Civility Partners is also active in the **International Association on Workplace Bullying and Harassment**, where academics from around the world share their research and knowledge on correcting and preventing these issues.



Congratulations to

Adriana Brunner

for making the SDBJ's Business Woman of the Year 2023 list of finalists

Thanks to Adriana and her team, MyPoint has been helping Hispanic small business owners do more with their businesses and the community for over a decade.

mypointcu.com/business

75
YEARS
1948-2023

MyPoint
Credit Union

Nadia Pupa Leaves Positive Editorial Marks

MEDIA: Pique Publishing CEO an Advocate for Industry Professionals

■ By COREY LEVITAN

Nadia Pupa has won the San Diego Business Journal’s 2023 “San Diego Business Women of the Year Awards” in the Small Company category.

As co-founder and CEO of editorial and graphic design consultancy **Pique Publishing**, Pupa leads a diverse team of editors, writers, and designers who provide end-to-end services to authors and corporate clients.

Pupa, the immediate past president of the **San Diego Professional Editor’s Network**, launched several initiatives in service of the editorial industry in 2023. In January, she launched her podcast, “The Editor’s Half Hour,” a resource for editorial professionals seeking guidance, validation, and information.

In November, Pupa – a finalist in this year’s SDBJ 40 Next Top Business Leaders Under 40 awards – launched an “affirmation cards” initiative specifically made for editors who often work in isolation. The cards are meant to provide comfort and encouragement for editorial freelancers who often suffer from depression, loneliness, and impostor syndrome.

Pupa is also a current member of the **Rancho Santa Fe Business Professional Women and Women in Business**. She joined the board for Women of the Club as part of the **University Club Atop Symphony Towers’** mission to give back to the San Diego community.

Early Foray into Journalism

Pupa got her foot in the publishing industry’s door while attending **University of Illinois Urbana-Champaign**, when she mustered the courage to apply for the editor-in-chief position for the newspaper.



**NADIA
 PUPA**

Co-Founder & CEO



“I didn’t think I’d get it, but when I did, it gave me the first taste of what it takes to be a good leader, decisionmaker, and delegator. It forced me to think about the bigger picture and how each writer contributes to the newspaper’s success. I was functioning like a mini-CEO in the making and didn’t even know it,” she said.

The experience also made her realize she didn’t want to become a journalist.

“I changed my major to English,” she said. “My dad went into panic mode and said, “What are you going to do with an English degree? You already know how to speak English!””

“He pushed me to want to prove him wrong,” Pupa continued. “I saw a flyer on the college campus for an editorial internship, so I applied right away, bought my first real business suit, and nervously showed up for the interview. I landed my first job as an editorial intern and writer. This was a major milestone in my life because it jump-started everything I know in the publishing world.”

As the editorial world continues to suffer under lack of regulation, and the increasing threat of generative AI, Pupa is making a stand for editors to push through this noise and remain steadfast in their skills and knowledge.

“Winning this award is such an important moment in my career,” she said. “It’s the first time I’ve felt seen for what I’m doing and for the efforts I’m putting back into my industry. It marked a huge milestone for me. There’s so much to be said about what editors and graphic designers do, but if there’s one thing to share, it’s that we constantly strive for perfection and put immense pressure on ourselves.”

Congratulations

APRIL GINGRAS!

Vice President of Community Experience



Tri Pointe Homes recognizes our very own April Gingras for being selected as a finalist for the 2023 Business Women of the Year Award.



tri pointe
 HOMES



Blaine Tiongson: 'It's Good to be a Pot Dealer!'

HOUSEHOLD GOODS: Passion Project Takes in Ceramics and Greenery

■ By COREY LEVITAN

Blaine Tiongson is the founder and CEO of **Momma Pots**, a ceramics business rooted in her love of houseplants.

Tiongson has won the San Diego Business Journal's 2023 San Diego Business Women of the Year Award in the Small Company category.

"It's good to be a pot dealer!" she joked. "All of my hard work and dedication led to this moment, and the weight of the honor is both humbling and exhilarating."

Career Changes Pace

Tiongson began her career in the restaurant industry, where she worked her way up for 15 whirlwind years from server to management and then served as a consultant. She opened up restaurants all along the East and West coasts.

Then a car accident – caused by a driver who sped through a red light – led to a domino effect of positive life changes.

"It forced her to slow down," explained **Audrey Doherty**, CEO of **Chemistry PR**. "She married the love of her life and gave birth to their daughter."

Looking for reconnection after so much change, Tiongson returned to her childhood love of nature. The San Diego native grew up on three acres of land, zigzagged with creeks and teeming with plants.

After her accident, Tiongson cultivated a magnificent garden at their San Diego home, complete with vegetable beds, succulent zones, and citrus trees. She hadn't intended for the garden to inspire her new career direction – until all the plants prompted her daughter's first words: "Momma, pots. Momma, pots."



BLAINE TIONGSON

Founder & CEO



A Growing Business

That cinched it. Tiongson decided that her next career would be making beautiful vessels that would inspire others to connect with nature, too. She started Momma Pots in her garage in 2017.

Within three years, Momma Pots enjoyed a substantial surge, with sales increasing by an impressive 550%. This year marked the one millionth Momma Pots item sold in more than 700 retail locations worldwide.

Tiongson has grown her business into a 14,000-square-foot warehouse and is currently preparing to open the first Momma Pots brick and mortar retail store, which will be located in East County.

"This San Diego Business Journal award serves as a profound validation for the countless hours poured into Momma Pots," Tiongson said. "Winning brings a sense of pride and accomplishment, making me reflect on the journey that led me here. I am feeling genuinely thankful for the path that brought me to this significant achievement."

According to Doherty, Tiongson has dedicated her new career to "planting kindness" as well.

"Blaine's desire to support the local community and inspire women led her to create a business structure with like-minded individuals to empower girls and women of all ages," Doherty said. "She shares her story to motivate aspiring entrepreneurs, especially women, in building meaningful businesses."

Tiongson also donates her time to help create communal gardens, raise awareness about the plight of our pollinators and teach kids how to plant trees -- in addition to donating to organizations including **Girls Inc.** and the **Trevor Project**.

Cymbiotika COO Oversees Skyrocketing Growth

HEALTH PRODUCTS: Elmi Pursues Passions, Helps Fellow Afghans

■ By COREY LEVITAN

Durana Elmi is the founder and COO of **Cymbiotika**, a San Diego-based health and wellness company that formulates science-backed supplements and products to help address specific nutritional deficiencies.

Elmi has won the **San Diego Business Journal's** 2023 San Diego Business Women of the Year Award in the Medium-size Company category.

"I am deeply honored," Elmi said. "This achievement is not just a personal milestone but a celebration of the incredible women who inspire and drive positive change worldwide. I dedicate this win to the women all over the world who strive for excellence, overcome challenges, and lead with resilience."

This is only the latest accolade amassed for the company under Elmi's leadership. Cymbiotika, founded in 2018, also ranked No. 92 on Fortune's 2023 national list of Best Small & Medium Companies and No. 187 on Inc.'s list of 5000 Fastest-Growing Private Companies in America for 2023.

Elmi was also named Female Executive of the Year at the 2023 TITAN Awards.

Success Story

If not quite a story of rags to riches, the story of Elmi's rise to success certainly comes close. Born in Afghanistan, Elmi witnessed poverty, injustice, and oppression everywhere she turned, especially toward women who sought freedom and equality.

Wanting more for herself and her future family, Elmi immigrated to the United States to pursue her creative passions. Elmi quickly climbed the corporate ladder as director of marketing at AT&T. With her invaluable experience and business and relationship management skills, Elmi decided to change course and pursue her passion for health and wellness.

Under Elmi's leadership, Cymbiotika's growth skyrocketed. In just the last four years, the company has doubled its customer subscriptions to a total of over 150,000 subscribers



DURANA ELMI

Founder & COO



CYMBIOTIKA®

and increased annual revenue from \$1 million to over \$100 million.

Cymbiotika also added over 40 SKUs to the company's product offering in the last three years. Always looking for ways to improve, Elmi transformed Cymbiotika's call center from an offshore facility to entirely in-house and moved its headquarters to a state-of-the-art facility in San Diego.

Inclusive Workplace

Growing her company is just one of the goals Elmi has attained through her tireless efforts. She's also cultivated a vibrant and inclusive workplace, resulting in an increase of women at all levels. They currently represent 71% of Cymbiotika's directors and 64% of its employees.

"She is truly a champion for women's rights and an unwavering advocate for positive change," said **Tate Keeney**, Cymbiotika's marketing coordinator. "As an entrepreneur, business owner, philanthropist, and leader, Durana's commitment to championing women's rights and promoting equality isn't just inspiring, it's demonstrated through her actions."

"Durana's dedication to women's empowerment and her continuous initiatives have transformed the workplace into a space where women thrive and lead confidently," Keeney said.

Elmi also founded and chairs a nonprofit organization, **Helping Hands for Afghans**, which supports Afghan refugees as they resettle into their new lives. She has also devoted her time to volunteering with organizations including **Susan G. Komen San Diego**, **Ronald McDonald Charities - San Diego**, **Boy Scouts of America**, **Warrick Dunn Charities**, and **Toys for Tots**. She also financially supports education programs for young girls through the **Friends of the American University of Afghanistan**, and provides clothing, personal care, and supplies to children at U.S. military bases for Afghan refugees.



Lezama Leads Efforts to Support Working Families

CHILDCARE: TOOTRiS CEO Innovates Industry with Key Partnerships

By COREY LEVITAN

Alessandra Lezama is the founder and CEO of **TOOTRiS**, an award-winning, on-demand childcare platform dedicated to reinventing how parents access affordable, high-quality childcare.

Lezama has won the **San Diego Business Journal's** 2023 San Diego Business Women of the Year Award in the Medium-size Company category.

"This recognition is a testament to all the hard-working women in our industry and in business," Lezama said. "It has been said that if you love what you do, then you'll never work a day in your life. And so many of us are impassioned but make no mistake, we are giving everything we have to turn our dreams into reality."

"My team at TOOTRiS and I do it because we know our work can make an enormous impact and better the lives of working parents and providers."

A Nationwide Example

In just the last year, Lezama has helped San Diego quickly become a nationwide example of incorporating childcare benefits to support working parents and providers in the community, by enabling leaders to take action.

The partnerships she's created include the **City of San Diego**, for whom TOOTRiS assists 12,000 employees with childcare. A partnership with the **San Diego County Sheriff's Department** has made it one of the first law enforcement agencies in the country to provide childcare benefits. And **Mira Costa College's** partnership with TOOTRiS makes it the first college in the country to provide childcare benefits to student parents.

This year, Lezama also launched Tootris' Childcare Micro-Enterprise Empowerment Program, which provides a technology platform to help new childcare businesses get started. The company now heads an initiative to recruit minority-led childcare micro-businesses to grow capacity



ALESSANDRA LEZAMA

CEO

TOOTRiS

within childcare deserts – an effort that is expected to cost less than \$20,000 per program and create 1,000 new childcare slots in under 24 months.

"Alessandra embodies the essence of empowerment

and community transformation," said **Kevin Ehlinger**, TOOTRiS' vice president of product marketing. "Her unwavering commitment to removing childcare as a barrier not only elevates the lives of countless families but also paves the way for a stronger, more inclusive society."

Technology Background

A veteran technology executive who has enjoyed a more than 20-year career taking underperforming companies and turning them into scalable, high-performance powerhouses, Lezama's hands-on leadership across industries has earned her a reputation as a rainmaker.

She was recognized as one of the **San Diego Business Journal's** Women Who Mean Business in 2016, and its CEO of the Year in 2018 and 2020. She has a **Moving San Diego Forward Award** from the **San Diego Regional Chamber of Commerce**, and a **Minority Owned Business of the Year Award** from the **U.S. Chamber of Commerce**. In 2023, Lezama was named to the 2023 Top Innovative Female Founders list by **Inc.** and to **Fast Company's** 2023 Top 10 Most Innovative Businesses.

In a previous role, as CEO of **AbacusNext**, she stepped into a niche software company with less than 29 employees and, in less than four years, transformed it into a disruptive technology organization creating thousands of jobs in San Diego and expanded its services globally.

Prior to joining Abacus, Lezama held a number of CEO and COO roles for other technology companies including the largest data center operator in Southern California.

Lezama lives in Scripps Ranch, where she is active in the business community. A passionate advocate for women in the workforce and early childhood education and care, she serves on the **San Diego County Child Care LPC**, chairing the Public-Private Resource Committee. She also sits on the boards of the **San Diego Regional Chamber of Commerce**, the **San Diego Foundation** and the California Preschool Advisory Council.



Congratulations!

Nadia Geagea Pupa

for distinguishing herself in the publishing industry!

Through her unwavering support, she continually provides resources and information for the editorial community through mentoring, company-funded podcast, Affirmation Cards for Editors, and volunteering her time for presentations and industry meetings.

Scan the QR code to learn more about the editorial world.





Pique Publishing, Inc.




CONGRATULATIONS SUSAN GUINN!

2023 BUSINESS WOMEN OF THE YEAR | NONPROFIT CATEGORY AWARD WINNER

Through forging strong alliances that will stand the test of time, applying equity-focused research to the region's most pressing challenges, and using research and resources to develop creative, effective, and equitable solutions, the San Diego Policy & Innovation Center **finds federal funding and brings it home to San Diego.**

The organization – led by Susan and her dedicated team –brings people and resources together to address key issues to improve the lives of all San Diegans.



SDRPIC.ORG

The San Diego Regional Policy & Innovation Center's mission is to unlock the region's full potential by cultivating and building partnerships with a niche for addressing complex issues that can only be solved with cross-sector, multijurisdictional collaborations. We work to forge strong alliances that bring about a thriving and equitable region.



Zorko's 'Selfless Service' is a Life Sayva

WORKFORCE SOLUTIONS: COO Considered 'Backbone' of Company

■ By COREY LEVITAN

Kat Zorko has won the San Diego Business Journal's 2023 Business Women of the Year Award in the Medium-Size Company category.

Zorko is a co-founder and the COO of Sayva Solutions, the region's fastest-growing companies and best places to work – recognized as such by the San Diego Business Journal, where it ranks in the Top 10 every year since 2017.

Founded in 2014, this San Diego-based finance, accounting, tech, and HR consulting and workforce solutions provider takes its name from the Sanskrit word for "selfless service." And Zorko embodies the principle by supporting the people around her in accomplishing their career goals. She creates an environment of unity by celebrating successes and actively seeking input from others on how the company can improve.

"Kat is the backbone of our Sayva family," said Hailey Eklund, Sayva Solutions' director of recruiting. "She has helped build and maintain a culture of inclusivity, supportiveness, belonging, and family throughout the time she's been a leader at Sayva. Many companies struggle to maintain such a culture with growth, but we are confident that with Kat as a leader at Sayva, our amazing culture will only continue to strengthen."

Other recent accomplishments include leading Sayva's successful implementation, optimization, and complete overhaul of its recruiting, operations, and human resources processes and systems. She also led the launch of a revamped Sayva Referral Program, resulting in referrals becoming a Top 3 source for Candidate and Placement effectiveness.



**KAT
ZORKO**

Chief Operating Officer



In addition to her duties as COO, Kat also took on leading Sayva's IT department and continues to provide companywide tech support.

Inspiring Story

"Kat's story is inspiring because she has bet on herself and taken full ownership of her own success throughout her career," said Eklund, who has worked at Sayva for eight years. "Kat knew she wanted to work in a field that created career fulfillment and success for others."

Fifteen years ago, Zorko took a leap of faith, leaving the stable career path of an accountant, to join a boutique accounting and finance recruiting firm. Through her diligence, grit and sheer belief in herself, she became a top-performing recruiter at her prior firm where, unbeknownst to her at the time, she was working amongst her future fellow Sayva co-founders.

According to Eklund, they saw her as an "honest, hardworking, trusted, and credible potential business partner."

"Kat has been extremely influential in creating and breathing life into the company's values, which she carries forth by setting a strong example for everyone," Eklund said. "She lives her life with integrity. She looks at every task or challenge as an opportunity to do things the right way, not the easy way, and she inspires others to do their work wholly and completely, at the highest ethical standards."

Zorko also helped implement the Sayva Mentorship program at Sayva Solutions and serves as a mentor herself. And she volunteers her time through the company's Sayva Cares program at **Junior Achievement of San Diego County, Computers2Kids, Together We Rise Foster Kids, Ronald McDonald House and Clean the World.**

"She seeks to do right by all people in any given situation, even if it does not benefit herself," Eklund said.

Hafen Grows Snell & Wilmer San Diego Office

ATTORNEYS: Managing Partner Makes Impact for Community, Clients

■ By COREY LEVITAN

Steffi Hafen is the managing partner of the San Diego law office of **Snell & Wilmer (S&W)**. Founded in 1938, S&W is a business law firm with more than 500 attorneys practicing in 16 locations in the U.S. and Mexico. A certified specialist in estate planning, trust and probate Law, Hafen co-leads the firm's Private Client Services practice group and is a partner in the General Federal Tax practice group.

Hafen has won the San Diego Business Journal's 2023 San Diego Business Women of the Year Award in the Large Company category.

"I would like to thank the San Diego Business Journal and the judges for this remarkable recognition as one of the 'Business Women of the Year,'" Hafen said. "I am extremely honored to receive this award, especially amongst such outstanding women leaders throughout our community."

Supporting Diverse Women in Law

Among the first generation in her family born in the U.S. – her father emigrated from Cuba when he was a boy – Hafen navigated the complexities of law school, law firms, and her legal career, all with an eye towards reaching a position where she could eventually make a difference for other women and the diverse communities around her.

"I am deeply encouraged by the vibrant business community in San Diego, and how the women in it are making such important impacts across the board," Hafen said.

Hafen made S&W partner in her first year of eligibility in 2019. The following year, she relocated from the firm's Orange County office to help open the



**STEFFI
HAFEN**

San Diego Office Managing Partner



San Diego office in 2020, where she helped to grow the office from just two attorneys to 13, with one patent agent, two paralegals, one paralegal assistant and six staff members.

"We did not see the pandemic coming, obviously," Hafen said, "but with the support of this wonderful community, we have been able to grow our office, provide wonderful service to our clients, and thrive."

Award Winner

This is Hafen's second Business Women of the Year Award, following her first in 2021. She was also named an SDBJ Leader in Law winner in 2021 and landed in the SDBJ list of 40 Next Top Business Leaders Under 40 in 2020. She was selected by the **American Bar Association** as an On the Rise – Top 40 Young Lawyers honoree in 2019, and has been named a Top Latino Lawyer by **Latino Leaders Magazine** since 2018.

"When my father and grandparents emigrated here from Cuba, seeking greater opportunities for their families, I wonder if this is what they had in mind," she said. "I am eternally grateful for the sacrifices of my family, and my community that has helped me along the way."

Hafen has also led numerous committees within local organizations, including her local **Hispanic Bar Association**, with a focus on running the association's mentorship programs for the Hispanic legal community. For her dedication to mentoring young law professionals within her firm, Hafen snagged a Snell & Wilmer Coach Award earlier this year.

"I cannot stress enough how much this community means to me and how grateful I am to have been welcomed with open arms, and for this wonderful recognition," Hafen said. "San Diego's business community is truly special, and I look forward to continuing to watch all of the wonderfully talented women continue to make waves."

Vosseller Keeps Diabetes Tech Company Healthy

BIOTECH: Tandem CFO 'Instrumental' in Company's Fiscal Growth

■ By COREY LEVITAN

Leigh Vosseller is Executive Vice President and CFO of **Tandem Diabetes Care**, a global insulin delivery and diabetes technology company based in San Diego. She oversees the traditional finance and accounting functions for the company, and recently took on increased responsibility for its market access function.

Vosseller has won the **San Diego Business Journal's** 2023 San Diego Business Women of the Year Award in the Large Company category.

"I feel very honored to have been selected as a winner," Vosseller said, "especially with the strong caliber of other nominees included in this category. There are many other women that are just as, or even more qualified, but are not in a position that would allow them to receive this type of recognition."

Since she was named Tandem's CFO in 2018, Vosseller has increased annual sales at a cumulative average growth rate of approximately 50%. She also grew Tandem's compound annual growth rate by nearly 30%.

Vosseller led the execution of three public financings, one of which was critical to the company's ability to continue operations after a severe disruption in the market by a competitor jeopardized Tandem's business. She also managed Tandem's spending through a tough competitive and economic environment and closed two acquisitions.

"Leigh has been instrumental in ensuring the company's fiscal growth, while helping to advance the company's goals in meeting the needs of patients," said **Tele Soga**, a senior associate at **M Booth Health**. "Leigh is leading Tandem through a pivotal time as the company reinforces its



**LEIGH
VOSELLER**

CFO & Executive Vice President



commitment to staying at the forefront of diabetes care. Her leadership is not only playing a crucial role in shaping these changes, but it's also ensuring that the millions of people living with diabetes have access to life-changing solutions."

Career Highlights, Community Involvement

After beginning her career in public accounting at **Deloitte & Touche**, Vosseller served as a controller for **Waab Transportation**, a state public auditor for **Yap State Government**, and a senior accountant for **Applied Micro Circuits Corporation**. She then served as director of accounting for **Biosite Inc.**, where she played a key role in developing the company's financial and administrative infrastructure. She also served as vice president and chief financial officer at **Genoptix Medical Laboratory** before joining Tandem Diabetes Care in 2013.

In the community, Vosseller has served as a board member and chair of the finance committee for **Girls Inc. of San Diego**, a non-profit organization that provides STEM-focused, research-based programming to underserved girls. And she routinely devotes volunteer time and financial support to the **Juvenile Research Diabetes Foundation** and the **Challenged Athletes Foundation**.

"I owe a great deal of gratitude to the many people over the course of my life that have contributed to my success, from both a business and personal perspective," Vosseller said. "I am also very fortunate to be a part of the team at Tandem Diabetes Care, where half of our executive leaders are women. Thank you, San Diego Business Journal, for creating this type of opportunity to recognize women who excel in the business community."

Hogan Expands PNC Portfolio Coast-to-Coast

FINANCE: SVP Advocates for Women in Banking, Gives Back to Community

■ By COREY LEVITAN

Kelly Hogan is the Senior Vice President of Corporate and Institutional Banking for **PNC Bank**, a subsidiary of the **PNC Financial Services Group** bank holding company and financial services corporation. She also serves as the company's Senior Relationship Manager for Corporate Banking.

Hogan has won the **San Diego Business Journal's** 2023 San Diego Business Women of the Year Award in the Large Company category.

"I am truly humbled to receive this recognition from the San Diego Business Journal and admire all of the finalists and winners," Hogan said. "It is inspiring to be among such a talented group of San Diego women business leaders who make a meaningful impact in this community where we live and work."

PNC Bank – which operates in 27 states with 2,629 branches – is among the largest U.S. banks. And, since joining the institution as one of his first California team members in 2021, Hogan has made it even larger.

Hogan contributed to the firmwide strategic growth effort to expand PNC's presence coast-to-coast. And she helped establish the bank's visibility among top companies and talent in the market by acquiring new relationships and growing a portfolio of clients for the bank including investment grade, corporate finance, middle market and non-profit organizations.

Hogan provides strategic insights and financial solutions to these clients, working alongside specialists in capital markets, mergers and acquisitions, and treasury management to deliver customized solutions to companies across the U.S.



**KELLY
HOGAN**

**SVP / Senior Relationship
Manager, Corporate Banking**



An Advocate for Women, Community

As a PNC-Certified Women's Business Advocate, Hogan actively supports the bank's Project 257 initiative in San Diego, which seeks to close the economic gender gap and accelerate financial equality.

"Project 257 provides me the opportunity, as an employee, to stand up and speak out for the next generation of women leaders," Hogan said. "With women comprising 57% of the nation's workforce, it is imperative that we support and stand up for one another and I look forward to continue working toward this effort, in partnership with other women business leaders in the San Diego community."

Hogan is also a dedicated community leader committed to advancing youth and other communities across San Diego County. She supports **Big Brothers, Big Sisters** through volunteerism and mentorship of young, and is a board member of **Junior Achievement**, where she supports programs that impact young people through financial literacy, entrepreneurship and career readiness.

Hogan also supports several other organizations throughout the community such as **Food Bank of San Diego, Make a Wish Foundation, Center for Community Solutions, Girl Scouts of San Diego** and **Girls Inc.** And she is a dedicated mentor to newly hired and junior team members at PNC, both locally and throughout its expansion markets.

"Since I began my banking career, I have had the privilege of being mentored by male and female leaders who have always provided support, advice and encouragement," she said.

Hogan started her professional journey as a credit analyst with **JPMorgan Chase** in her hometown of Buffalo, where she served in both credit and sales roles before relocating to Chicago and then, 12 years ago, to San Diego.

Airport

➔ from page 1

North Harbor Drive dating back to 1968 that was once used as a commuter airline terminal.

"It was an old building that had many things done to it," said **Brad Kirsch**, project director for Sundt. "It worked for them (the airport), but this is a space that was specially designed for who they are."

The old building is being razed as part of the nearly \$2.7 billion construction of a new Terminal 1. New aircraft gates are planned for the site of the old building.

The new four-story building includes the airport's operations center and an emergency center in addition to office space.

"The building itself is absolutely beautiful" Kirsch said.

The project was budgeted at \$103 million, but "the costs to date are tracking at about \$2 million under budget," according to **Nicole Hall** of the **San Diego County Regional Airport Authority**.

Designed by **HOK** architects, the new building is "light and bright," Hall said, allowing natural light to enter through a mostly glass façade.

The first floor includes a large glassed-in lobby with terrazzo-tiled floors, a glass-walled meeting room, and an innovation space where vendors can present their products and



Sundt construction has finished a new administration building at San Diego International Airport. Photo courtesy of San Diego International Airport



Nicole Hall
Senior
Communications
Specialist
San Diego County
Regional Airport
Authority

technology to airport officials, Kirsch said.

One of the main features of the building is a skylight atop a lobby stairway with abstract art directly behind the staircase, said Kirsch.

"It's an abstract art wall with metal and wood finishes," Kirsch said. "It almost looks like a climbing wall, but it's not."

Flexible Design

The interior layout is a mix of enclosed offices with walls and doors for departments such as Human Resources, with open floor

plans for other departments.

Most of the airport staff have workstations that have a flexible design that can be reconfigured if need be in the future, Hall said.

"The technology in the new building far surpasses what was in the old building, especially in the new Airport Coordination Center," Hall said.

The building was designed to achieve LEED gold certification.

"The new building is significantly more energy efficient and even though the building was designed before COVID, it was done in a very thoughtful way that is very flexible and supports in-office and remote workers," Hall said.

Reflective roofing reduces heat gain in

the building, which is expected to use 35% less water with high-efficiency plumbing and drought-tolerant landscaping, Hall said. There also are 30 electric vehicle charging stations.

The building has views of the end of the runway near the International Arrivals portion of the terminal.

About 380 airport workers have moved into the new building.

They include the airport Development Division, the Finance Division, the Revenue Division, the Operations Division, the General Counsel and Human Resources.

Finishing the building on time and under budget "during a very tough time in the economy" was especially challenging, with delays in getting critical equipment, such as electrical switching gear, generators, and mechanical equipment, Kirsch said.

"The lead times for those materials have gone up significantly, and even when you get a commitment from a manufacturer about the delivery date, the commitment often is not met," Kirsch said. ■

Sundt



FOUNDED: 1890
HEADQUARTERS: Tempe, AZ
PRESIDENT AND CEO: Mike Hoover
BUSINESS: construction
EMPLOYEES: 2,000 +
WEBSITE: www.sundt.com
CONTACT: 619-321-4800
NOTABLE: Sundt was founded in 1890 in New Mexico by Mauritz Martensen Sundt, a Norwegian carpenter who immigrated to the U.S. to build a better life for himself and his family.

Celebrating

➔ from page 1

company which employed mostly younger millennials, including current ICE President **Alysse Cooper** who began working there as a student at **Cal State San Marcos**. She bought the company when Forsythe retired in 2022.

Forsythe's experiences mentoring younger workers and adapting to their values was the subject of her book "Inspiring Generational Leadership" and led to her involvement in the Conscious Capitalism movement. She described the values of Millennials and Gen Z as rooted in "social entrepreneurship" and pointed out the importance of the business community understanding these values as the Baby Boomer generation retires and has less control over the economy.

Forsythe said her interest in understanding the values of social entrepreneurship led to her involvement in **Cause San Diego**, an organization that helps businesses develop and implement social impact strategies. In her career as a business leader, Forsythe said she always implemented a strategy of having "shared power with, not power over" her employees.

"Doing the right thing is its own reward. I never expected a reward to do the right thing," she said. "I believe this Lifetime Achievement Award is a testament to these strategies."

Stand Up & Speak Out Panel

In addition to the awards presentations, attendees of the event were treated to an all-star panel of women business leaders who shared insights on the importance of standing up and speaking out for yourself and others in a business environment.

The panel was moderated by **PNC Bank** Senior Vice President and Senior Relationship Manager of Corporate & Institutional Banking **Kelly Hogan**.

Hogan cited PNC's efforts to expand coast to coast its women financial professionals and the bank's Project 257 – named for a citation in a **World Economic Forum** 2020 report that said at the current rate of progress, it will take 257 years to close the gender pay gap. In 2023, the WEF reported the gap had closed to 169 years. "In our opinion, that is just too long to wait," Hogan said, adding that at a time when women comprise 57% of the workforce, "it is imperative women support and stand up for one another and speak out for the next generation of women leaders."

Panelist **Vallerie Attisha**, Vice President of Client and Community Relations at PNC, shared a time someone spoke out for her, because she felt she was not in a position to speak up for herself. Attisha landed a multi-million-dollar gift for a nonprofit she worked at. When the gift

was announced, someone else took credit for it.

"Not wanting to ruffle any feathers or rock the boat, I let it go," Attisha said, adding that her mentor did not let it go and let her boss know Attisha's leadership in landing the gift.

"That was the first step in me being able to be more confident and much more secure in being able to speak up, not just for myself but ultimately being able to speak up for other women and other colleagues throughout the years," she said.

Children's Paradise Preschool and Infant Centers Founder and CEO **Julie Lowen** shared a different kind of experience. "I kind of don't have a problem standing up and speaking out, I actually have a problem sitting down and shutting up," she said. Industry 94% are women, began speaking out advocating for press to show the professional side of childcare workers "We do amazing work, we have degrees."

Lowen recounted how she testified at the state capital after preschools were being cited for issues stemming from a state mandate to integrate special needs students. Her efforts resulted in funding that allowed better care.

"Today we support the needs of families exponentially better because I was willing to just cause trouble," Lowen said.

Jane Finley, Senior Vice President and

Area Manager for **Kaiser Permanente** Health Plan and Hospitals in San Diego, shared how she stood up for a colleague without losing her cool. In a contentious meeting, her boss at the time stopped listening to her colleague and instead "and started demeaning her," Finley said, describing the situation as a "stop, challenge and choose moment" where she knew she needed to take action.

Finley took 15 minutes to devise how she would approach her boss, deciding to act as "a reporter" and explain what she saw during the meeting, show the impact his behavior had on her colleague, and suggested the two reengage in another meeting with more data. The boss agreed.

"I didn't just rush in and stoke the fire," Finley said. "I had a plan that I implemented."

Sheila Brown, a healthcare executive who advises **Palomar Health**, shared a time she spoke up for a newly hired physician who was being ignored by her colleagues during meetings. Brown went to a respected leader at the hospital and told him she needed support and encouraged him to mentor her.

"She became a very successful medical director over one of our programs and has been promoted to a health plan and is now the Chief Medical Officer of one of those programs," Brown said. ■

Gallant

➔ from page 3

infectious energy that we all loved. Gallant's mission of bringing stem cell therapies to all pets is his legacy and we are all excited about the progress in fulfilling this mission."

If all goes well with its FCGS study, Gallant is on track for conditional FDA approval in 2025. "Our pilot studies

demonstrate that more than 73% of cats with refractory FCGS respond to Gallant's cell therapy and that the product is well tolerated. We expect similar results in our JEDI pivotal study," Dr. Black explained. Once the company obtains conditional approval, it plans to commercialize the product shortly thereafter but simultaneously work toward full approval, about 18 months later.

"In five years, we see Gallant's

pipeline of FDA-approved products in the market and being used by veterinarians to target diseases such as chronic kidney disease, osteoarthritis and atopic dermatitis. Just like monoclonal antibodies were once a key innovative therapy that paved a new path in the market, in just a short time, we can expect stem cell therapies will be the next ground-breaking class of therapeutics offering disease-modifying potential," she added. ■

Gallant Therapeutics



FOUNDED: 2018
FOUNDER & CEO: Dr. Linda Black, DVM, PhD
HEADQUARTERS: Torrey Pines
EMPLOYEES: 18
BUSINESS: biotech
FUNDING: \$20 million (seed rounds)
WEBSITE: gallanttherapeutics.com
CONTACT: gallanttherapeutics.com/contact
NOTABLE: The Gallant team and executive leadership is 82% female.

DEFENSE CONTRACTORS

Ranked by value of 2022 contracts awarded

Rank	Company Address Website Phone	Total amount (in millions)	Number of contracts	Product(s) or service(s) rendered	Top local executive Year est. locally
1	General Atomic Aeronautical Systems Inc. 16761 Via Del Campo Court, San Diego 92127 www.ga-asi.com 858-312-2810	\$2,856	96	Engineering services	Neal Blue 1993
2	Quidel Corp. 9975 Summers Ridge Road, San Diego 92121 www.quidel.com 858-552-1100	\$605	1,236	Diagnostic testing	Douglas Bryant 1979
3	Viasat Inc. 6155 El Camino Real, Carlsbad 92009 www.viasat.com 760-476-2200	\$421	131	Real-time secure communications w/cloud empowerment	Mark Dankberg 1986
4	BAE Systems 2205 E. Belt, Foot of Sampson St., San Diego 92113 www.baesystems.com 619-238-1000	\$412	20	Ship repair, software platforms, applications, system integrations & engineering	Eric Icke 1999
5	RQ Construction LLC 3194 Lionshead Ave., Carlsbad 92010 www.rqconstruction.com 760-631-7707	\$309	19	Design-build, architectural and virtual design, construction, general contracting, LEED design and construction management	George Rogers 1996
6	RQ-Magann JV 1620 Faraday Ave., Carlsbad 92008-7313 NA 442-325-6086	\$309	1	Heavy and civil engineering construction	NA
7	Valiant Global Defense Services Inc. 3940 Ruffin Road, Suite C, San Diego 92123 www.onevaliant.com 757-350-6138	\$276	18	Training systems support	Dan Corbett 2001
8	Aevex Aerospace LLC 440 Stevens Ave., Suite 150, Solana Beach 92075 aevex.com 858-704-4125	\$143	8	Airborne intelligence solutions	Brian Raduenz 2017
9	Heffler Contracting Group 535 Broadway, Suite 100, El Cajon 92021 www.hefcongrp.com 619-749-5740	\$106	43	Design-Build Construction services	Patrick Heffler 1956
10	General Dynamics NASSCO 2798 E. Harbor Drive, San Diego 92113 www.nassco.com 619-544-3400	\$98	5	Ship design, construction and repair	Dave Carver 1944
11	Northrop Grumman Corp. 9326 Spectrum Center Blvd., San Diego 92123 www.northropgrumman.com 703-280-2900	\$96	33	Cyber, logistics, autonomous systems, C4ISR	Bret Batchelder 1939
12	Epsilon Systems Solutions Inc. 1565 Hotel Circle S., Suite 200, San Diego 92108 www.epsilonystems.com 619-702-1700	\$92	78	Information technology and communications, nuclear operations and environmental management, customized electronics	Bryan Min 1998
13	PKL Services Inc. 14265 Danielson St., Poway 92064 www.pklservices.com 858-679-1755	\$79	11	Aircraft maintenance, training, logistics, and support services	Michael Naylor 2003
14	Cubic Corp. 9333 Balboa Ave., San Diego 92123 www.cubic.com 858-505-2593	\$76	87	Technology provider of solutions for defense, C4ISR and transportation	Bradley Feldmann 1951
15	Predicate Logic Inc. 9619 Chesapeake Drive, Suite 200, San Diego 92123 www.predicate.com 858-715-0100	\$71	2	Engineering services	Mary Jo Lawler 1992
16	Blue Tech Inc. 4025 Hancock St., San Diego 92110-5167 bluetech.com 619-497-6060	\$69	351	Computer related services	Susan Stone 1984
17	Herman Construction Group Inc. 2060 Wineridge Place, Suite A, Escondido 92029 www.hermancg.com 858-277-7100	\$60	9	Commercial and institutional building construction	Lars Herman 2009
18	Harper Construction Co. Inc. 2241 Kettner Blvd., Suite 300, San Diego 92101 www.harperconstruction.com 619-233-7900	\$44	1	Design build GC specializing in educational, commercial, military, industrial &	Jeff Harper 1974
19	R3 Strategic Support Group Inc. 1050 B Ave., Suite A, Coronado 92118 www.r3ssg.com 800-418-2040	\$43	8	Federal / Dept of Defense training, logistics, maintenance, technical, and professional services for expeditionary forces and special operations	Mark Sanders 2010
20	Space Micro Inc. 15378 Avenue of Science, San Diego 92128 www.spacemicro.com 858-332-0700	\$34	65	Designs, manufactures, tests, markets space & missile electronic subsystems	Arsen Melconian 2002

NA Not Applicable
 Source: The contractors and U.S. government.
 Business Journal at sdbjlists@sdbj.com. This list may not be reprinted in whole or in part without prior written permission from the editor. Some companies have declined to participate or did not return a survey by press time. It is not the intent of this list to endorse the participants or to imply a company's size or numerical rank indicates its quality.
 To the best of our knowledge, this information is accurate as of press time. While every effort is made to ensure the accuracy and thoroughness of the list, omissions and typographical errors sometimes occur. Please send corrections or additions to the Research Department at the San Diego



TORREY PINES BANK

POWERED BY WESTERN ALLIANCE BANK

Local Decision-Makers + Resources of a National Bank

Trusted banking right where you are, powered by the strength of Western Alliance Bank.

Connect with us at torreypinesbank.com/plus



Torrey Pines Bank, a division of Western Alliance Bank. Member FDIC.

marketplace

To Advertise Contact: sdbjlegals@sdbj.com (858) 277-6359 Matthew Becker

TAX LAW

RJS LAW TAX PROBLEMS WILLS & TRUSTS PROBATE • BANKRUPTCY INTERNATIONAL TAX 619-777-7700 SAN DIEGO | IRVINE | EL CAJON RJS Law Firm.com



LEGAL NOTICES

FICTITIOUS BUSINESS NAME STATEMENT FBN #2023-9023360 This statement was filed with Jordan Z. Marks, Recorder/County Clerk of San Diego County On: Nov 17, 2023. FICTITIOUS BUSINESS NAME(S): a. PARK PLACE LIQUOR & DELI. LOCATED AT: 1000 PARK PLACE, Coronado, CA 92118, San Diego. Mailing Address: 1000 Park Place, Coronado, CA. 92118 REG-ISTRANT INFORMATION: a. CORONADO PARK PLACE INC. 1000 Park Place, Coronado, CA. 92118, California. THIS BUSINESS IS CONDUCTED BY: F. Corporation. Registrant first began to transact business under the name(s) above as of 08/01/2006. Pub Dates: 11/27, 12/04, 12/11, 12/18/2023

FICTITIOUS BUSINESS NAME STATEMENT FBN #2023-9023070 This statement was filed with Jordan Z. Marks, Recorder/County Clerk of San Diego County On: Nov 14, 2023. FICTITIOUS BUSINESS NAME(S): a. M'S QUALITY PAINTING INC. LOCATED AT: 2870 Whiptail Loop E 220, Carlsbad, Ca. 92010, San Diego. Mailing Address: 2870 Whiptail Loop E 220, Carlsbad, Ca. 92010. REGISTRATION INFORMATION: a. M'S QUALITY PAINTING, INC. 2870 Whiptail Loop E 220, Carlsbad, Ca. 92010, California. THIS BUSINESS IS CONDUCTED BY: F. Corporation. Registrant first began to transact business under the name(s) above as of 10/18/18. Pub Dates: 11/27, 12/04, 12/11, 12/18/2023

FICTITIOUS BUSINESS NAME STATEMENT FBN #2023-9023532 This statement was filed with Jordan Z. Marks, Recorder/County Clerk of San Diego County On: Nov 21, 2023. FICTITIOUS BUSINESS NAME(S): a. DDC CABINET TECHNOLOGY b. DYNAMIC DENSITY CONTROL c. DDC LOCATED AT: 5785 Kearny Villa Road, San Diego, Ca. 92123, San Diego. Mailing Address: 5785 Kearny Villa Road, San Diego, Ca. 92123. REGISTRATION INFORMATION: a. ScaleMatrix Holdings, Inc. 5785 Kearny Villa Road, San Diego, Ca. 92123, California. THIS BUSINESS IS CONDUCTED BY: F. Corporation. Registrant first began to transact business under the name(s) above as of 09/28/2011. Pub Dates: 11/27, 12/04, 12/11, 12/18/2023

FICTITIOUS BUSINESS NAME STATEMENT FBN #2023-9020451 This statement was filed with Jordan Z. Marks, Recorder/County Clerk of San Diego County On: Oct 04, 2023. FICTITIOUS BUSINESS NAME(S): a. BLUXI LASH BAR b. BLUXI BEAUTY ACADEMY LOCATED AT: 329 E Street, Chula Vista, Ca. 91910, San Diego. Mailing Address: 471 E Naples St., Chula Vista, Ca. 91911. REGISTRATION INFORMATION: a. BLUXI LASH BAR. 329 E. Street, Chula Vista, Ca. 91910, California. THIS BUSINESS IS CONDUCTED BY: F. Corporation. Registrant first began to transact business under the name(s) above as of 10/04/2023. Pub Dates: 11/13, 11/20, 11/27, 12/04/2023

FICTITIOUS BUSINESS NAME STATEMENT FBN #2023-9022688 This statement was filed with Jordan Z. Marks, Recorder/County Clerk of San Diego County On: Nov 07, 2023. FICTITIOUS BUSINESS NAME(S): a. BIO ONE ALHAMBRA LOCATED AT: 1245 Morning View Dr. Apt 163, Escondido, Ca. 92026, San Diego. Mailing Address: 1245 Morning View Dr., Apt 163, Escondido, Ca. 92026. REGISTRATION INFORMATION: a. GRACE COALITION LLC. 1245 Morning View Dr. Apt. 163, Escondido, Ca. 92026, California. THIS BUSINESS IS CONDUCTED BY: I. Limited Liability Company. Registrant has not yet begun to transact business under the name(s) above. Pub Dates: 11/27, 12/04, 12/11, 12/18/2023

FICTITIOUS BUSINESS NAME STATEMENT FBN #2023-9022463 This statement was filed with Jordan Z. Marks, Recorder/County Clerk of San Diego County On: Nov 02, 2023. FICTITIOUS BUSINESS NAME(S): a. DISCOVERY ENGINEERING. LOCATED AT: 7321 Marguer Ave., San Diego, Ca. 92120, San Diego. Mailing Address: PO BOX 601082, San Diego, Ca. 92160. REGISTRATION INFORMATION: a. ERIKO KOBAYASHI BARTSCH 7321 Marguer Ave, San Diego, Ca. 92120. THIS BUSINESS IS CONDUCTED BY: A. Individual. Registrant first began to transact business under the name(s) above as of 06/01/2012. Pub Dates: 11/27, 12/04, 12/11, 12/18/2023

FICTITIOUS BUSINESS NAME STATEMENT FBN #2023-9022418 This statement was filed with Jordan Z. Marks, Recorder/County Clerk of San Diego County On: Nov 02, 2023. FICTITIOUS BUSINESS NAME(S): a. HOUSE OF KE-BAB LOCATED AT: 4770 OceanSide Blvd, Oceanside, CA. 92056, San Diego. Mailing Address: 4770 OceanSide Blvd., Oceanside, CA. 92056. REGISTRATION INFORMATION: a. SAM SOMO 2210 Tina St, El Cajon, CA. 92019. THIS BUSINESS IS CONDUCTED BY: A. INDIVIDUAL. Registrant first began to transact business under the name(s) above as of 11/2/2023. Pub Dates: 11/27, 12/04, 12/11, 12/18/2023

FICTITIOUS BUSINESS NAME STATEMENT FBN #2023-9023211 This statement was filed with Jordan Z. Marks, Recorder/County Clerk of San Diego County On: Nov 16, 2023. FICTITIOUS BUSINESS NAME(S): a. SAN DIEGO SNACKS. LOCATED AT: 1775 E. Mission Bay Dr., San Diego, CA. 92109, San Diego. Mailing Address: 1775 E. Mission Bay Dr., San Diego, CA. 92109 REGISTRATION INFORMATION: a. CONOR MICHAEL CAVANAUGH. 10707 E. Simone Ave., Mesa, AZ. 85212. THIS BUSINESS IS CONDUCTED BY: A. Individual. Registrant first began to transact business under the name(s) above as of 11/16/2023. Pub Dates: 11/27, 12/04, 12/11, 12/18/2023

FICTITIOUS BUSINESS NAME STATEMENT FBN #2023-9023156 This statement was filed with Jordan Z. Marks, Recorder/County Clerk of San Diego County On: Nov 15, 2023. FICTITIOUS BUSINESS NAME(S): a. GLOBAL STRATEGY FORCE b. GSF LOCATED AT: 10025 Siemore Vlna Rd., Ste B., San Diego, Ca. 92154, San Diego. Mailing Address: 2475 Paseo De Las Americas 1077, San Diego, Ca. 92154. REGISTRATION INFORMATION: a. GLOBAL STRATEGY FORCE 2475 Paseo De Las Americas 1077, San Diego, Ca. 92154, California. THIS BUSINESS IS CONDUCTED BY: F. Corporation. Registrant first began to transact business under the name(s) above as of 08/18/2012. Pub Dates: 11/27, 12/04, 12/11, 12/18/2023

FICTITIOUS BUSINESS NAME STATEMENT FBN #2023-9022661 This statement was filed with Jordan Z. Marks, Recorder/County Clerk of San Diego County On: Nov 07, 2023. FICTITIOUS BUSINESS NAME(S): a. FANTASY SKIN BY ALYSSA LOCATED AT: 8160 Mira Mesa Blvd, Suite 122, San Diego, Ca. 92126, San Diego. Mailing Address: 8160 Mira Mesa Blvd., Suite 122, San Diego, Ca. 92126. REGISTRATION INFORMATION: a. ALYSSA NICOLE KECK. 9820 Mira Lee Way Apt 18107, San Diego, Ca. 92160, California. THIS BUSINESS IS CONDUCTED BY: A. Individual. Registrant first began to transact business under the name(s) above as of 04/01/2021. Pub Dates: 11/27, 12/04, 12/11, 12/18/2023

FICTITIOUS BUSINESS NAME STATEMENT FBN #2023-9023257 This statement was filed with Jordan Z. Marks, Recorder/County Clerk of San Diego County On: Nov 16, 2023. FICTITIOUS BUSINESS NAME(S): a. BETTINA PUGA GENERAL SERVICES. LOCATED AT: 4540 60th Street, Unit 202, San Diego, Ca. 92115, San Diego. Mailing Address: 4540 60th Street, Unit 202, San Diego, Ca. 92115. THIS BUSINESS IS CONDUCTED BY: A. Individual. Registrant first began to transact business under the name(s) above as of 11/16/2023. Pub Dates: 11/27, 12/04, 12/11, 12/18/2023

FICTITIOUS BUSINESS NAME STATEMENT FBN #2023-9022621 This statement was filed with Jordan Z. Marks, Recorder/County Clerk of San Diego County On: Nov 06, 2023. FICTITIOUS BUSINESS NAME(S): a. PRIDESTAFF #350 LOCATED AT: 1660 Hotel Circo N, San Diego, Ca. 92108, San Diego. Mailing Address: 1660 Hotel Circo N, Suite 320, San Diego, Ca. 92108. REGISTRATION INFORMATION: a. REY COASTAL HOLDING LLC. 11726 Corte Templanza, Rancho Bernardo, CA. 92128, California. THIS BUSINESS IS CONDUCTED BY: I. Limited Liability Company. Registrant has not yet begun to transact business under the name(s) above. Pub Dates: 12/04, 12/11, 12/18, 12/25/2023

FICTITIOUS BUSINESS NAME STATEMENT FBN #2023-9023449 This statement was filed with Jordan Z. Marks, Recorder/County Clerk of San Diego County On: Nov 20, 2023. FICTITIOUS BUSINESS NAME(S): a. NEWCO GENERAL CONTRACTORS LOCATED AT: 2753 Flower Fields Way, Carlsbad, Ca. 92010, San Diego. Mailing Address: 3460 Marron Rd. Ste 103220, Oceanside, Ca. 92056. REGISTRATION INFORMATION: a. WILLY MANAGEMENT LLC 2753 Flower Fields Way, Carlsbad, Ca. 92010, California. THIS BUSINESS IS CONDUCTED BY: I. Limited Liability Company. Registrant first began to transact business under the name(s) above as of 11/01/2023. Pub Dates: 12/04, 12/11, 12/18, 12/25/2023

FICTITIOUS BUSINESS NAME STATEMENT FBN #2023-9022338 This statement was filed with Jordan Z. Marks, Recorder/County Clerk of San Diego County On: Nov 01, 2023. FICTITIOUS BUSINESS NAME(S): a. CEMENTIOUS SOLUTIONS LOCATED AT: 12224 Lakeside Ave, Lakeside, CA. 92040, San Diego. Mailing Address: 12224 Lakeside Ave, Lakeside, CA. 92040 REGISTRATION INFORMATION: a. LIRAS INC : 12224 Lakeside Ave, Lakeside, CA. 92040, California. THIS BUSINESS IS CONDUCTED BY: F. Corporation. Registrant has not yet begun to transact business under the name(s) above. Pub Dates: 12/04, 12/11, 12/18, 12/25/2023

FICTITIOUS BUSINESS NAME STATEMENT FBN #2023-9023447 This statement was filed with Jordan Z. Marks, Recorder/County Clerk of San Diego County On: Nov 20, 2023. FICTITIOUS BUSINESS NAME(S): a. ROSIES THREADING SALON. LOCATED AT: 342 W. El Norte Pkwy, Escondido, Ca. 92025, San Diego. Mailing Address: 342 W. El Norte Pkwy, Escondido, Ca. 92025 REGISTRATION INFORMATION: a. ELHAM ASGHARNIA 17512 Ashburton Rd, San Diego, Ca. 92128. THIS BUSINESS IS CONDUCTED BY: A. Individual. Registrant has not yet begun to transact business under the name(s) above. Pub Dates: 12/04, 12/11, 12/18, 12/25/2023

FICTITIOUS BUSINESS NAME STATEMENT FBN #2023-9022174 This statement was filed with Jordan Z. Marks, Recorder/County Clerk of San Diego County On: Oct 30, 2023. FICTITIOUS BUSINESS NAME(S): a. FIRST BRIDGE LENDING LOCATED AT: 322 8th St., Del Mar, Ca. 92014, San Diego. Mailing Address: 5341 Old Redwood Hwy., Suite 200, Petaluma, Ca. 94954 REGISTRATION INFORMATION: a. FJM CAPITAL INC 5341 Old Redwood Hwy, Suite 200, Petaluma, Ca. 94954, California. THIS BUSINESS IS CONDUCTED BY: F. Corporation. Registrant first began to transact business under the name(s) above as of 10/16/2023. Pub Dates: 12/04, 12/11, 12/18, 12/25/2023

FICTITIOUS BUSINESS NAME STATEMENT FBN #2023-9023689 This statement was filed with Jordan Z. Marks, Recorder/County Clerk of San Diego County On: Nov 27, 2023. FICTITIOUS BUSINESS NAME(S): a. YUMMY THAI LOCATED AT: 3277 Berger Ave Apt 55, San Diego, Ca. 92123, San Diego. Mailing Address: 3277 Berger Ave, Apt 55, San Diego, Ca. 92123 REGISTRATION INFORMATION: a. ASW THAI LLC. 3277 Berger Ave Apt 55, San Diego, Ca. 92123, California. THIS BUSINESS IS CONDUCTED BY: I. Limited Liability Company. Registrant first began to transact business under the name(s) above as of 11/22/2023. Pub Dates: 12/04, 12/11, 12/18, 12/25/2023

FICTITIOUS BUSINESS NAME STATEMENT FBN #2023-9022146 This statement was filed with Jordan Z. Marks, Recorder/County Clerk of San Diego County On: Oct 30, 2023. FICTITIOUS BUSINESS NAME(S): a. FIRST BRIDGE LENDING LOCATED AT: 322 8th St., Del Mar, Ca. 92014, San Diego. Mailing Address: 5341 Old Redwood Hwy., Suite 200, Petaluma, Ca. 94954, California. THIS BUSINESS IS CONDUCTED BY: F. Corporation. Registrant first began to transact business under the name(s) above as of 10/16/2023. Pub Dates: 12/04, 12/11, 12/18, 12/25/2023

FICTITIOUS BUSINESS NAME STATEMENT FBN #2023-9022160 This statement was filed with Jordan Z. Marks, Recorder/County Clerk of San Diego County On: Oct 30, 2023. FICTITIOUS BUSINESS NAME(S): a. ACADEMIA DE FUTBOL TIGRES b. A.D.S.T LOCATED AT: 1975 Hazelwood Pl, San Diego, Ca. 92105, San Diego. REGISTRATION INFORMATION: a. ASHLEY DANEGRA SHIRLEY TROJANO 1975 Hazelwood Pl, San Diego, Ca. 92105. THIS BUSINESS IS CONDUCTED BY: A. Individual. Registrant first began to transact business under the name(s) above as of 02/01/2020. Pub Dates: 12/04, 12/11, 12/18, 12/25/2023

FICTITIOUS BUSINESS NAME STATEMENT FBN #2023-9023626 This statement was filed with Jordan Z. Marks, Recorder/County Clerk of San Diego County On: Nov. 22, 2023. FICTITIOUS BUSINESS NAME(S): a. @NEW MEDIAAGENT b. NEW MEDIA ENTERTAINMENT LOCATED AT: 7575 Linda Vista Rd. Apt 4, San Diego, Ca. 92111, San Diego. Mailing Address: 7575 Linda Vista Rd. Apt 4, San Diego, Ca. 92111. REGISTRATION INFORMATION: a. NEW MEDIA ENTERTAINMENT LLC 2108 N St SUITE N, San Diego, Ca. 92111, California. THIS BUSINESS IS CONDUCTED BY: I. Limited Liability Company. Registrant first began to transact business under the name(s) above as of 7/7/2022. Pub Dates: 12/11, 12/18, 12/25, 01/01/24.

FICTITIOUS BUSINESS NAME STATEMENT FBN #2023-9023337 This statement was filed with Jordan Z. Marks, Recorder/County Clerk of San Diego County On: Nov. 16, 2023. FICTITIOUS BUSINESS NAME(S): a. AEV CAPITAL, LLC b. AEV INVESTMENT TRUST LOCATED AT: 2877 Historic Decatur Rd #100, San Diego, Ca. 92106, San Diego. REGISTRATION INFORMATION: a. BOWDLER HOLDINGS, LLC 2877 Historic Decatur Rd. #100, San Diego, Ca. 92106, Delaware. THIS BUSINESS IS CONDUCTED BY: I. Limited Liability Company. Registrant first began to transact business under the name(s) above as of 07/20/2022. Pub Dates: 12/11, 12/18, 12/25, 01/01/24.

COFFEE SERVICES

We've got exciting news for espresso drinkers in San Diego offices!

NespressoPro™ machines and 13 expertly-curated coffee roasts are now available.



Start your free trial today! 858.453.8584 or visit coffeemb.com/nespresso

FICTITIOUS BUSINESS NAME STATEMENT FBN #2023-9023446 This statement was filed with Jordan Z. Marks, Recorder/County Clerk of San Diego County On: Nov 20, 2023. FICTITIOUS BUSINESS NAME(S): a. DYNASTY MANAGEMENT GROUP LOCATED AT: 8911 Troy St., Spring Valley, Ca. 91977, San Diego. Mailing Address: 8911 Troy St., Spring Valley, Ca. 91977. REGISTRATION INFORMATION: a. ARTHUR ENRIQUEZ 1180 N. Town Center Drive, Suite 100, Las Vegas, Nevada, 89144. THIS BUSINESS IS CONDUCTED BY: A. Individual. Registrant first began to transact business under the name(s) above as of 11/20/2023. Pub Dates: 12/11, 12/18, 12/25, 01/01/24.

FICTITIOUS BUSINESS NAME STATEMENT FBN #2023-9023764 This statement was filed with Jordan Z. Marks, Recorder/County Clerk of San Diego County On: Nov 27, 2023. FICTITIOUS BUSINESS NAME(S): a. R BROWZ b. DR BROWZ LOCATED AT: 2525 Camino Del Rio South #155, San Diego, Ca. 92108, San Diego. Mailing Address: 2525 Camino Del Rio South, #H, San Diego, CA 92108. REGISTRATION INFORMATION: a. ROYA DABIRI 11921 Carmel Creek Rd #210, San Diego, Ca. 92130. THIS BUSINESS IS CONDUCTED BY: A. Individual. Registrant first began to transact business under the name(s) above as of 11/27/2023. Pub Dates: 12/11, 12/18, 12/25, 01/01/24.

FICTITIOUS BUSINESS NAME STATEMENT FBN #2023-9023108 This statement was filed with Jordan Z. Marks, Recorder/County Clerk of San Diego County On: Nov. 15, 2023. FICTITIOUS BUSINESS NAME(S): a. SAN DIEGO ASPHALT LOCATED AT: 14977 Oak Creek Rd., El Cajon, Ca. 92021, San Diego. Mailing Address: 14977 Oak Creek Rd, El Cajon, Ca. 92021. REGISTRATION INFORMATION: a. MIKE JERNIGAN 14977 Oak Creek Rd., El Cajon, Ca. 92021. THIS BUSINESS IS CONDUCTED BY: A. Individual. Registrant first began to transact business under the name(s) above as of 11/1/2024. Pub Dates: 12/11, 12/18, 12/25, 01/01/24.

FICTITIOUS BUSINESS NAME STATEMENT FBN #2023-9023698 This statement was filed with Jordan Z. Marks, Recorder/County Clerk of San Diego County On: Nov. 27, 2023. FICTITIOUS BUSINESS NAME(S): a. OHANA NURSERY LOCATED AT: 14977 Oak Creek Rd., El Cajon, Ca. 92021, San Diego. Mailing Address: 14977 Oak Creek Rd, El Cajon, Ca. 92021. REGISTRATION INFORMATION: a. DILLON JERNIGAN 14977 Oak Creek Rd., El Cajon, Ca. 92021. THIS BUSINESS IS CONDUCTED BY: A. Individual. Registrant has not yet begun to transact business under the name(s) above. Pub Dates: 12/11, 12/18, 12/25, 01/01/24.

FICTITIOUS BUSINESS NAME STATEMENT FBN #2023-9024417 This statement was filed with Jordan Z. Marks, Recorder/County Clerk of San Diego County On: Dec 05, 2023. FICTITIOUS BUSINESS NAME(S): a. HAIR BY DESSENCE LOCATED AT: 3435 Camino Del Rio South, Suite 311, San Diego, Ca. 92108, San Diego. MAILING

ADDRESS: 1405 Santa Victoria Rd #3, Chula Vista, CA. 91913. REGISTRATION INFORMATION: a. HAIR BY DESSENCE LLC 1405 Santa Victoria Rd. #3, Chula Vista, Ca. 91913, California. THIS BUSINESS IS CONDUCTED BY: I. Limited Liability Company. Registrant first began to transact business under the name(s) above as of 12/05/2023. Pub Dates: 12/11, 12/18, 12/25, 01/01/24.

FICTITIOUS BUSINESS NAME STATEMENT FBN #2023-9024254 This statement was filed with Jordan Z. Marks, Recorder/County Clerk of San Diego County On: Dec 04, 2023. FICTITIOUS BUSINESS NAME(S): a. COOKIN' AROUND THE WORLD LOCATED AT: 3024 Taussig St., San Diego, Ca. 92124, San Diego. REGISTRATION INFORMATION: a. STEFEN THOMPSON 3024 Taussig St., San Diego, Ca. 92124. THIS BUSINESS IS CONDUCTED BY: A. Individual. Registrant has not yet begun to transact business under the name(s) above. Pub Dates: 12/11, 12/18, 12/25, 01/01/24.

FICTITIOUS BUSINESS NAME STATEMENT FBN #2023-9022274 This statement was filed with Jordan Z. Marks, Recorder/County Clerk of San Diego County On: Oct. 31, 2023. FICTITIOUS BUSINESS NAME(S): a. B2B CPR LOCATED AT: 3553 Castro Valley Blvd., Ste K, Castro Valley, Ca. 94546, Alameda. MAILING ADDRESS: 15934 Hesperia Blvd. #155, San Lorenzo, Ca. 94580. REGISTRATION INFORMATION: a. VOLZ COMMUNITY TRAINING SERVICES LLC 3553 Castro Valley Blvd., Ste K, Castro Valley, Ca. 94546, California. THIS BUSINESS IS CONDUCTED BY: I. Limited Liability Company. Registrant has not yet begun to transact business under the name(s) above. Pub Dates: 12/11, 12/18, 12/25, 01/01/24.

FICTITIOUS BUSINESS NAME STATEMENT FBN #2023-9022480 This statement was filed with Jordan Z. Marks, Recorder/County Clerk of San Diego County On: Dec. 06, 2023. FICTITIOUS BUSINESS NAME(S): a. BONITA VISTA GAS & AUTO LOCATED AT: 903 Otay Lakes Rd., Chula Vista, Ca. 91913, San Diego. REGISTRATION INFORMATION: a. L.J. HAGEMAN INC. 903 Otay Lakes Rd., Chula Vista, Ca. 91913, California. THIS BUSINESS IS CONDUCTED BY: F. Corporation. Registrant first began to transact business under the name(s) above as of 01/31/2003. Pub Dates: 12/11, 12/18, 12/25, 01/01/24.

FICTITIOUS BUSINESS NAME STATEMENT FBN #2023-9022182 This statement was filed with Jordan Z. Marks, Recorder/County Clerk of San Diego County On: Oct. 30, 2023. FICTITIOUS BUSINESS NAME(S): a. BRIDGECYBER ACADEMY b. SYLENTINVESTORS c. ADINKRA UNIVERSITY d. CYBER BRIDGE FOUNDATION e. ADINKRA CYBER CENTER LOCATED AT: 346 Falconridge Way, San Diego, Ca. 92114, San Diego. MAILING ADDRESS: 5505 Stevens Way #741107, San Diego, Ca. 92174. REGISTRATION INFORMATION: a. YADEY GROUP LLC 346 Falconridge Way, San Diego, Ca. 92114, California. THIS BUSINESS IS CONDUCTED BY: I. Limited Liability Company. Registrant first began to transact business under the name(s) above as of 12/19/2019. Pub Dates: 12/11, 12/18,

12/25, 01/01/24. FICTITIOUS BUSINESS NAME STATEMENT FBN #2023-9024292 This statement was filed with Jordan Z. Marks, Recorder/County Clerk of San Diego County On: Dec 04, 2023. FICTITIOUS BUSINESS NAME(S): a. HAPA YOGA b. HAPA YOGA & FITNESS LOCATED AT: 4242 Camino Del Rio N., Ste 10, San Diego, Ca. 92108, San Diego. MAILING ADDRESS: 4242 Camino Del Rio N., Ste 10, San Diego, 92108. REGISTRATION INFORMATION: a. HAPA YOGA LLC 4242 Camino Del Rio North, Suite 10, San Diego, Ca. 92108, California. THIS BUSINESS IS CONDUCTED BY: I. Limited Liability Company. Registrant first began to transact business under the name(s) above as of 09/1/2012. Pub Dates: 12/11, 12/18, 12/25, 01/01/24.

FICTITIOUS BUSINESS NAME STATEMENT FBN #2023-9022910 This statement was filed with Jordan Z. Marks, Recorder/County Clerk of San Diego County On: Nov 09, 2023. FICTITIOUS BUSINESS NAME(S): a. NEXTGEN TECHNOLOGY LOCATED AT: 646 Summer Way, Unit 2, Oceanside, Ca. 92058, San Diego. MAILING ADDRESS: 646 Summer Way, Unit 2, Oceanside, Ca. 92058. REGISTRATION INFORMATION: a. DAVID ANGEL ORTEGA 646 Summer Way, Unit 2, Oceanside, Ca. 92058. THIS BUSINESS IS CONDUCTED BY: A. Individual. Registrant has not yet begun to transact business under the name(s) above. Pub Dates: 12/11, 12/18, 12/25, 01/01/24.

FICTITIOUS BUSINESS NAME STATEMENT FBN #2023-9025021 This statement was filed with Jordan Z. Marks, Recorder/County Clerk of San Diego County On: Dec. 14, 2023. FICTITIOUS BUSINESS NAME(S): a. AQUA FRIA LANDSCAPES. LOCATED AT: 4616 Mardi Gras St., Oceanside, Ca. 92057, San Diego. Mailing Address: 4616 Mardi Gras St., Oceanside, Ca. 92057. REGISTRATION INFORMATION: a. JOSE BENJAMIN GONZALEZ, 4616 Mardi Gras St., Oceanside, Ca. 92057. THIS BUSINESS IS CONDUCTED BY: A. Individual. Registrant first began to transact business under the name(s) above as of 12/1/2023. Pub Dates: 12/18/23, 12/25/23, 01/01/24, 01/08/2024

FICTITIOUS BUSINESS NAME STATEMENT FBN #2023-9022747 This statement was filed with Jordan Z. Marks, Recorder/County Clerk of San Diego County On: Nov 08, 2023. FICTITIOUS BUSINESS NAME(S): a. UNIO SPECIALTY CARE. LOCATED AT: 11770 Bernardo Plaza Court, Suite 270, Rancho Bernardo, Ca. 92128, San Diego. Mailing Address: 11770 Bernardo Plaza Ct., Suite 270, San Diego, Ca. 92128. REGISTRATION INFORMATION: a. GENESIS HEALTHCARE PARTNERS PC, 3444 Kearny Villa Rd., Suite 300, San Diego, Ca. 92123, California. THIS BUSINESS IS CONDUCTED BY: F. Corporation. Registrant has not yet begun to transact business under the name(s) above. Pub Dates: 12/18/23, 12/25/23, 01/01/24, 01/08/2024

marketplace

To Advertise Contact:
sdbjlegals@sdbj.com
(858) 277-6359
Matthew Becker



SAN DIEGO BIZ LAW APC

"If We Can't Win Your Case, It Probably Can't Be Won"®

STRATEGIC BUSINESS LITIGATION

Lawyers who don't only litigate business, but actually know business ✓

Business litigation anywhere in California ✓

Free case status calls ✓

Rapid, responsive service ✓

High-level negotiations for complex matters ✓

SanDiegoBizLaw.com

NewClient@SanDiegoBizLaw.com

619-793-4827

**FICTITIOUS BUSINESS NAME STATEMENT
FBN #2023-9022758**

This statement was filed with Jordan Z. Marks., Recorder/County Clerk of San Diego County On: Nov 08, 2023. FICTITIOUS BUSINESS NAME(S): a. **UNIO SPECIALTY CARE**. LOCATED AT: 781 Garden View Court, Suite 100, Encinitas, CA. 92024, San Diego, CA. 92024. REGISTRANT INFORMATION: a. **GENESIS HEALTHCARE PARTNERS PC**, 3444 Kearny Villa Rd., Suite 300, San Diego, CA. 92123, California. THIS BUSINESS IS CONDUCTED BY: F. Corporation. Registrant has not yet begun to transact business under the name(s) above. **Pub Dates:** 12/18/23, 12/25/23, 01/01/24, 01/08/2024

**FICTITIOUS BUSINESS NAME STATEMENT
FBN #2023-9022832**

This statement was filed with Jordan Z. Marks., Recorder/County Clerk of San Diego County On: Nov 08, 2023. FICTITIOUS BUSINESS NAME(S): a. **UNIO SPECIALTY CARE**. LOCATED AT: 8851 Center Dr. Ste 501, La Mesa, Ca. 91942, San Diego, Ca. 91942. REGISTRANT INFORMATION: a. **GENESIS HEALTHCARE PARTNERS PC**, 3444 Kearny Villa Rd., Suite 300, San Diego, CA. 92123, California. THIS BUSINESS IS CONDUCTED BY: F. Corporation. Registrant has not yet begun to transact business under the name(s) above. **Pub Dates:** 12/18/23, 12/25/23, 01/01/24, 01/08/2024

**FICTITIOUS BUSINESS NAME STATEMENT
FBN #2023-9022838**

This statement was filed with Jordan Z. Marks., Recorder/County Clerk of San Diego County On: Nov 08, 2023. FICTITIOUS BUSINESS NAME(S): a. **UNIO SPECIALTY CARE**. LOCATED AT: 701 E Grand Ave., Suite 200, Escondido, CA. 92025, San Diego, Ca. 92025. REGISTRANT INFORMATION: a. **GENESIS HEALTHCARE PARTNERS PC**, 3444 Kearny Villa Rd., Suite 300, San Diego, CA. 92123, California. THIS BUSINESS IS CONDUCTED BY: F. Corporation. Registrant has not yet begun to transact business under the name(s) above. **Pub Dates:** 12/18/23, 12/25/23, 01/01/24, 01/08/2024

**FICTITIOUS BUSINESS NAME STATEMENT
FBN #2023-9022841**

This statement was filed with Jordan Z. Marks., Recorder/County Clerk of San Diego County On: Nov 08, 2023. FICTITIOUS BUSINESS NAME(S): a. **UNIO SPECIALTY CARE**. LOCATED AT: 3366 Fifth Ave, San Diego, Ca. 92103. REGISTRANT INFORMATION: a. **GENESIS HEALTHCARE PARTNERS PC**, 3444 Kearny Villa Rd., Suite 300, San Diego, CA. 92123, California. THIS BUSINESS IS CONDUCTED BY: F. Corporation. Registrant has not yet begun to transact business under the name(s) above. **Pub Dates:** 12/18/23, 12/25/23, 01/01/24, 01/08/2024

**FICTITIOUS BUSINESS NAME STATEMENT
FBN #2023-9022825**

This statement was filed with Jordan Z. Marks., Recorder/County Clerk of San Diego County On: Nov 08, 2023. FICTITIOUS BUSINESS NAME(S): a. **UNIO SPECIALTY CARE**. LOCATED AT: 3444 Kearny Villa Rd, Suite 201, San Diego, Ca. 92123, San Diego, Ca. 92123. REGISTRANT INFORMATION: a. **GENESIS HEALTHCARE PARTNERS PC**, 3444 Kearny Villa Rd., Suite 300, San Diego, CA. 92123, California. THIS BUSINESS IS CONDUCTED BY: F. Corporation. Registrant has not yet begun to transact business under the name(s) above. **Pub Dates:** 12/18/23, 12/25/23, 01/01/24, 01/08/2024

**FICTITIOUS BUSINESS NAME STATEMENT
FBN #2023-9022771**

This statement was filed with Jordan Z. Marks., Recorder/County Clerk of San Diego County On: Nov 08, 2023. FICTITIOUS BUSINESS NAME(S): a. **UNIO SPECIALTY CARE**. LOCATED AT: 3444 Kearny Villa Rd, Suite 202, San Diego, Ca. 92123, San Diego, Ca. 92123. REGISTRANT INFORMATION: a. **GENESIS HEALTHCARE PARTNERS PC**, 3444 Kearny Villa Rd., Suite 300, San Diego, CA. 92123, California. THIS BUSINESS IS CONDUCTED BY: F. Corporation. Registrant has not yet begun to transact business under the name(s) above. **Pub Dates:** 12/18/23, 12/25/23, 01/01/24, 01/08/2024

**FICTITIOUS BUSINESS NAME STATEMENT
FBN #2023-9022732**

This statement was filed with Jordan Z. Marks., Recorder/County Clerk of San Diego County On: Nov 08, 2023. FICTITIOUS BUSINESS NAME(S): a. **UNIO SPECIALTY CARE**. LOCATED AT: 16835 W. Bernardo Dr. Ste 212, San Diego, Ca. 92127, San Diego, Ca. 92127. REGISTRANT INFORMATION: a. **GENESIS HEALTHCARE PARTNERS PC**, 3444 Kearny Villa Rd., Suite 300, San Diego, CA. 92123, California. THIS BUSINESS IS CONDUCTED BY: F. Corporation. Registrant has not yet begun to transact business under the name(s) above. **Pub Dates:** 12/18/23, 12/25/23, 01/01/24, 01/08/2024

**FICTITIOUS BUSINESS NAME STATEMENT
FBN #2023-9024588**

This statement was filed with Jordan Z. Marks., Recorder/County Clerk of San Diego County On: Dec 07, 2023. FICTITIOUS BUSINESS NAME(S): a. **BANNING INC. b. BANNING INCORPORATED** LOCATED AT: 6190 Fairmount Ave #C, San Diego, CA. 92120, San Diego. MAILING ADDRESS: 6190 Fairmount Ave #C, San Diego, CA. 92120 REGISTRANT INFORMATION: a. **BANNING AND SON INC**, 6190 Fairmount Ave #C, San Diego, CA. 92120, California. THIS BUSINESS IS CONDUCTED BY: F. Corporation. Registrant has not yet begun to transact business under the name(s) above. **Pub Dates:** 12/18/23, 12/25/23 01/01/2024, 01/08/2024.

**FICTITIOUS BUSINESS NAME STATEMENT
FBN #2023-9023163**

This statement was filed with Jordan Z. Marks., Recorder/County Clerk of San Diego County On: Nov 15, 2023. FICTITIOUS BUSINESS NAME(S): a. **LOMAS SANTA FE EXECUTIVE GOLF COURSE** LOCATED AT: 1580 Sun Valley Rd., Solana Beach, CA. 92075, San Diego. MAILING ADDRESS: 428 Old Newport Blvd., Newport Beach, CA. 92663. REGISTRANT INFORMATION: a. **LIBERTY GROUP INVESTMENTS LLC** 428 Old Newport Blvd, Newport Beach, Ca., California. THIS BUSINESS IS CONDUCTED BY: I. Limited Liability Company. Registrant first began to transact business under the name(s) above as of 11/01/2023. **Pub Dates:** 12/18/23, 12/25/23 01/01/2024, 01/08/2024.

**FICTITIOUS BUSINESS NAME STATEMENT
FBN #2023-9023928**

This statement was filed with Jordan Z. Marks., Recorder/County Clerk of San Diego County On: Nov 20, 2023. FICTITIOUS BUSINESS NAME(S): a. **SUNFLOWER & SAGE**. LOCATED AT: 13523 Benbow Court, San Diego, Ca. 92129, San Diego. REGISTRANT INFORMATION: a. **LINDSAY MARIE KLEMASKE**. 13523 Benbow Court, San Diego, Ca. 92129. THIS BUSINESS IS CONDUCTED BY: A. Individual. Registrant first began to transact business under the name(s) above as of 11/3/2023. **Pub Dates:** 12/18/23, 12/25/23 01/01/2024, 01/08/2024.

**FICTITIOUS BUSINESS NAME STATEMENT
FBN #2023-9022772**

This statement was filed with Jordan Z. Marks., Recorder/County Clerk of San Diego County On: Nov 08, 2023. FICTITIOUS BUSINESS NAME(S): a. **UNIO SPECIALTY CARE**. LOCATED AT: 4060 4th Ave, Suite 310, San Diego, Ca. 92103, San Diego. Mailing Address: 4060 4th Ave., Suite 310, San Diego, CA 92103. REGISTRANT INFORMATION: a. **GENESIS HEALTHCARE PARTNERS PC**, 3444 Kearny Villa Rd., Suite 300, San Diego, CA. 92123, California. THIS BUSINESS IS CONDUCTED BY: F. Corporation. Registrant has not yet begun to transact business under the name(s) above. **Pub Dates:** 12/18/23, 12/25/23, 01/01/24, 01/08/2024

**FICTITIOUS BUSINESS NAME STATEMENT
FBN #2023-9022821**

This statement was filed with Jordan Z. Marks., Recorder/County Clerk of San Diego County On: Nov 08, 2023. FICTITIOUS BUSINESS NAME(S): a. **UNIO SPECIALTY CARE**. LOCATED AT: 5395 Ruffin Rd., Ste 103, San Diego, Ca. 92123, San Diego. Mailing Address: 5395 Ruffin Rd., Ste 103, San Diego, Ca. 92123. REGISTRANT INFORMATION: a. **GENESIS HEALTHCARE PARTNERS PC**, 3444 Kearny Villa Rd., Suite 300, San Diego, CA. 92123, California. THIS BUSINESS IS CONDUCTED BY: F. Corporation. Registrant has not yet begun to transact business under the name(s) above. **Pub Dates:** 12/18/23, 12/25/23, 01/01/24, 01/08/2024

**FICTITIOUS BUSINESS NAME STATEMENT
FBN #2023-9022721**

This statement was filed with Jordan Z. Marks., Recorder/County Clerk of San Diego County On: Nov 08, 2023. FICTITIOUS BUSINESS NAME(S): a. **UNIO SPECIALTY CARE**. LOCATED AT: 3444 Kearny Villa Rd, Suite 202, San Diego, Ca. 92123, San Diego, Ca. 92123. REGISTRANT INFORMATION: a. **GENESIS HEALTHCARE PARTNERS PC**, 3444 Kearny Villa Rd., Suite 300, San Diego, CA. 92123, California. THIS BUSINESS IS CONDUCTED BY: F. Corporation. Registrant has not yet begun to transact business under the name(s) above. **Pub Dates:** 12/18/23, 12/25/23, 01/01/24, 01/08/2024

**FICTITIOUS BUSINESS NAME STATEMENT
FBN #2023-9022732**

This statement was filed with Jordan Z. Marks., Recorder/County Clerk of San Diego County On: Nov 08, 2023. FICTITIOUS BUSINESS NAME(S): a. **UNIO SPECIALTY CARE**. LOCATED AT: 16835 W. Bernardo Dr. Ste 212, San Diego, Ca. 92127, San Diego, Ca. 92127. REGISTRANT INFORMATION: a. **GENESIS HEALTHCARE PARTNERS PC**, 3444 Kearny Villa Rd., Suite 300, San Diego, CA. 92123, California. THIS BUSINESS IS CONDUCTED BY: F. Corporation. Registrant has not yet begun to transact business under the name(s) above. **Pub Dates:** 12/18/23, 12/25/23, 01/01/24, 01/08/2024

Grangeville, ID 83530, (208) 983-2776, and served a copy of your response on the Petitioner's attorney at Blewett Mushlitz Hally, LLP, P.O. Box 1990, Lewiston, ID 83501, (208) 413-6678. A copy of the Summons and Petition can be obtained by contacting either the Clerk of the Court or the attorney for Petitioner. If you wish legal assistance, you should immediately retain an attorney to advise you in this matter. DATED 11/14/2023 CLERK OF THE DISTRICT COURT B y _____ S h e r i Deputy Publishing Dates: 11/27, 12/04, 12/11, 12/18/2023

**NOTICE OF PETITION TO ADMINISTER ESTATE
JENNIFER LYNN CRUSE**

CASE NO. 37-2023-00051235-PR-LA-CTL
To all heirs, beneficiaries, creditors, contingent creditors, and persons who may otherwise be interested in the will or estate or both, of: **JENNIFER LYNN CRUSE**
A PETITION FOR PROBATE has been filed by **STEPHEN RAY CRUSE** in the Superior Court of California, County of San Diego. The petition for probate requests that **STEPHEN RAY CRUSE** be appointed as personal representative to administer the estate of the decedent. 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 to the petition and shows good cause why the court should not grant the authority. Decedent died on 10/06/2023, at Oceanside, Ca. A resident of the county named above, San Diego. **A HEARING on the petition will be held on 04/30/2024 at 10:30 a.m. in Dept. 504** at the Superior Court of California, County of San Diego, 1100 Union Street, 5th Floor, San Diego, CA 92101, Central Courthouse. **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. **IF YOU ARE A CREDITOR or a contingent creditor of the decedent**, you must file your claim with the court and mail a copy to the personal representative appointed by the court within the later of either (1) **four months** from the date of first issuance of letters to a general personal representative, as defined in section 58 (b) of the California Probate Code, or (2) **60 days from the date of mailing or personal delivery to you of a notice under section 9052 of the California Probate Code.** Other California statutes and legal authority may affect your rights as a creditor. You may want to consult with an attorney knowledgeable in California law. 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. Filed Electronically on 11/22/2023 with the Clerk of the Superior Court by Bianca Leon Alvarez, Deputy Clerk Attorney: Mindy A. Galindo, SBN 3255507 Family Roots Law, APC 380 S Melrose Drive, Suite 321 Vista, CA. 92081 760.688.4255 Pub Dates: 12/04, 12/11, 12/18/2023

CASE NO. 37-2023-00048577-PR-LA-CTL
To all heirs, beneficiaries, creditors, contingent creditors, and persons who may otherwise be interested in the will or estate or both, of: **AUGUST R. COLACHIS**
A PETITION FOR PROBATE has been filed by **AUGUST EDWIN COLACHIS, CHRISTOPHER CHARLES COLACHIS** in the Superior Court of California, County of San Diego. The petition for probate requests that **TERRI COLACHIS** be appointed as personal representative to administer the estate of the decedent. 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. 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 to the petition and shows good cause why the court should not grant the authority. Decedent died on 12/12/2022, at Del Mar, California. A resident of the county named above, San Diego. **A HEARING on the petition will be held on 03/14/2024 at 1:30 pm . in Dept. 503, Judge Olga Alavarez** at the Superior Court of California, County of San Diego, 1100 Union Street, 5th Floor, San Diego, CA 92101, Central Courthouse. ROA #1 - Petition for Probate of Will and Letters Testamentary with Authorization to

NOTICE OF PETITION TO ADMINISTER ESTATE - AUGUST R. COLACHIS

CASE NO. 37-2023-00051653-PR-PW-CTL
To all heirs, beneficiaries, creditors, contingent creditors, and persons who may otherwise be interested in the will or estate or both, of: **AUGUST R. COLACHIS**
A PETITION FOR PROBATE has been filed by **AUGUST EDWIN COLACHIS, CHRISTOPHER CHARLES COLACHIS** in the Superior Court of California, County of San Diego. The petition for probate requests that **TERRI COLACHIS** be appointed as personal representative to administer the estate of the decedent. 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. 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 to the petition and shows good cause why the court should not grant the authority. Decedent died on 09/12/2023, at Escondido, California. A resident of the county named above, San Diego. **A HEARING on the petition will be held on 04/09/2024 at 10:30 AM in Dept. 504** at the Superior Court of California, County of San Diego, 1100 Union Street, San Diego, CA 92101, Central Courthouse. **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. **IF YOU ARE A CREDITOR or a contingent creditor of the decedent**, you must file your claim with the court and mail a copy to the personal representative appointed by the court within the later of either (1) **four months** from the date of first issuance of letters to a general personal representative, as defined in section 58 (b) of the California Probate Code, or (2) **60 days from the date of mailing or personal delivery to you of a notice under section 9052 of the California Probate Code.** Other California statutes and legal authority may affect your rights as a creditor. You may want to consult with an attorney knowledgeable in California law. 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. Filed Electronically on 11/28/2023 with the Clerk of the Superior Court by Angel Ferrer, Deputy Clerk Attorney for petitioner: Scott J. Ingold, Esq. SBN: 254126 Higgs Fletcher & Mack LLP 401 West "A" Street, Suite 2600 San Diego, Ca. 92101 619.236.1551 Pub Dates: 12/11, 12/18, 12/25/2023

NOTICE OF PETITION TO ADMINISTER ESTATE ALICE LEIALOHA PORLAS

CASE NO. 37-2023-00048577-PR-LA-CTL
To all heirs, beneficiaries, creditors, contingent creditors, and persons who may otherwise be interested in the will or estate or both, of: **ALICE LEIALOHA PORLAS**
A PETITION FOR PROBATE has been filed by **THADDEUS PORLAS** in the Superior Court of California, County of San Diego. The petition for probate requests that **THADDEUS PORLAS** be appointed as personal representative to administer the estate of the decedent. 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 to the petition and shows good cause why the court should not grant the authority. Decedent died on 09/24/2023, at San Diego County, CA. A resident of the county named above, San Diego. **A HEARING on the petition will be held on 01/31/2024 at 1:30 p.m. in Dept. 502** at the Superior Court of California, County of San Diego, 1100 Union Street, 5th Floor, San Diego, CA 92101, Central Courthouse. **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. **IF YOU ARE A CREDITOR or a contingent creditor of the decedent**, you must file your claim with the court and mail a copy to the personal representative appointed by the court within the later of either (1) **four months** from the date of first issuance of letters to a general personal representative, as defined in section 58 (b) of the California Probate Code, or (2) **60 days from the date of mailing or personal delivery to you of a notice under section 9052 of the California Probate Code.** Other California statutes and legal authority may affect your rights as a creditor. You may want to consult with an attorney knowledgeable in California law. 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. Filed Electronically on 11/07/2023 with the Clerk of the Superior Court by Angelina Pena, Deputy Clerk Attorney: Russell E. Griffith, ESQ. SBN 120564 RUSSELL E. GRIFFITH, APC 1991 Village Park Way, Suite 105 Encinitas, CA. 92024 760.944.9901 Pub Dates: 12/11, 12/18, 12/25/2023

NOTICE OF PETITION TO ADMINISTER ESTATE JOHN WOLSEY AKA JOHN ROYSTON WOLSEY CASE NO. 37-2023-00047740 -PR-PL-CTL
To all heirs, beneficiaries, creditors, contingent creditors, and persons who may otherwise be interested in the will or estate or both, of: **JOHN WOLSEY aka JOHN ROYSTON WOLSEY**
A Petition for Probate has been filed by: **ALISON WOLSEY** in the Superior Court of California, County of San Diego. The petition for probate requests that **ALISON WOLSEY** be appointed as personal representative to administer the estate of the decedent. 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. 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 to the petition and shows good cause why the court should not grant the authority. Decedent died on 09/12/2023, at Escondido, California. A resident of the county named above, San Diego. **A HEARING on the petition will be held on 04/09/2024 at 10:30 AM in Dept. 504** at the Superior Court of California, County of San Diego, 1100 Union Street, San Diego, CA 92101, Central Courthouse. **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. **IF YOU ARE A CREDITOR or a contingent creditor of the decedent**, you must file your claim with the court and mail a copy to the personal representative appointed by the court within the later of either (1) **four months** from the date of first issuance of letters to a general personal representative, as defined in section 58 (b) of the California Probate Code, or (2) **60 days from the date of mailing or personal delivery to you of a notice under section 9052 of the California Probate Code.** Other California statutes and legal authority may affect your rights as a creditor. You may want to consult with an attorney knowledgeable in California law. 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. Filed Electronically on 11/03/2023 with the Clerk of the Superior Court by E-filing, Deputy Clerk Attorney for petitioner: John G. Yphantides. SBN: 198632 John G. Yphantides, APLC 539 West Grand Avenue Escondido, CA 92025 760.738.1328 Pub Dates 12/11, 12/18, 12/25/2023

NOTICE OF PETITION TO ADMINISTER ESTATE ALICE LEIALOHA PORLAS

CASE NO. 37-2023-00048577-PR-LA-CTL
To all heirs, beneficiaries, creditors, contingent creditors, and persons who may otherwise be interested in the will or estate or both, of: **ALICE LEIALOHA PORLAS**
A PETITION FOR PROBATE has been filed by **THADDEUS PORLAS** in the Superior Court of California, County of San Diego. The petition for probate requests that **THADDEUS PORLAS** be appointed as personal representative to administer the estate of the decedent. The petition requests authority to administer

NOTICE OF PETITION TO ADMINISTER ESTATE AUGUST R. COLACHIS

CASE NO. 37-2023-00051653-PR-PW-CTL
To all heirs, beneficiaries, creditors, contingent creditors, and persons who may otherwise be interested in the will or estate or both, of: **AUGUST R. COLACHIS**
A PETITION FOR PROBATE has been filed by **AUGUST EDWIN COLACHIS, CHRISTOPHER CHARLES COLACHIS** in the Superior Court of California, County of San Diego. The petition for probate requests that **TERRI COLACHIS** be appointed as personal representative to administer the estate of the decedent. 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. 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 to the petition and shows good cause why the court should not grant the authority. Decedent died on 09/12/2023, at Escondido, California. A resident of the county named above, San Diego. **A HEARING on the petition will be held on 04/09/2024 at 10:30 AM in Dept. 504** at the Superior Court of California, County of San Diego, 1100 Union Street, San Diego, CA 92101, Central Courthouse. **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. **IF YOU ARE A CREDITOR or a contingent creditor of the decedent**, you must file your claim with the court and mail a copy to the personal representative appointed by the court within the later of either (1) **four months** from the date of first issuance of letters to a general personal representative, as defined in section 58 (b) of the California Probate Code, or (2) **60 days from the date of mailing or personal delivery to you of a notice under section 9052 of the California Probate Code.** Other California statutes and legal authority may affect your rights as a creditor. You may want to consult with an attorney knowledgeable in California law. 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. Filed Electronically on 11/03/2023 with the Clerk of the Superior Court by E-filing, Deputy Clerk Attorney for petitioner: John G. Yphantides. SBN: 198632 John G. Yphantides, APLC 539 West Grand Avenue Escondido, CA 92025 760.738.1328 Pub Dates 12/11, 12/18, 12/25/2023

NOTICE OF PETITION TO ADMINISTER ESTATE ALICE LEIALOHA PORLAS

CASE NO. 37-2023-00048577-PR-LA-CTL
To all heirs, beneficiaries, creditors, contingent creditors, and persons who may otherwise be interested in the will or estate or both, of: **ALICE LEIALOHA PORLAS**
A PETITION FOR PROBATE has been filed by **THADDEUS PORLAS** in the Superior Court of California, County of San Diego. The petition for probate requests that **THADDEUS PORLAS** be appointed as personal representative to administer the estate of the decedent. The petition requests authority to administer

Administer Under the Independent Administration of Estates Act Filed By: August Edwin Colachis, James W.L. Colachis, and Christopher Charles Colachis on 11/28/2023. **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. **IF YOU ARE A CREDITOR or a contingent creditor of the decedent**, you must file your claim with the court and mail a copy to the personal representative appointed by the court within the later of either (1) **four months** from the date of first issuance of letters to a general personal representative, as defined in section 58 (b) of the California Probate Code, or (2) **60 days from the date of mailing or personal delivery to you of a notice under section 9052 of the California Probate Code.** Other California statutes and legal authority may affect your rights as a creditor. You may want to consult with an attorney knowledgeable in California law. 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. Filed Electronically on 11/28/2023 with the Clerk of the Superior Court by Angel Ferrer, Deputy Clerk Attorney for petitioner: Scott J. Ingold, Esq. SBN: 254126 Higgs Fletcher & Mack LLP 401 West "A" Street, Suite 2600 San Diego, Ca. 92101 619.236.1551 Pub Dates: 12/11, 12/18, 12/25/2023

NOTICE OF PETITION TO ADMINISTER ESTATE JOHN WOLSEY AKA JOHN ROYSTON WOLSEY CASE NO. 37-2023-00047740 -PR-PL-CTL

To all heirs, beneficiaries, creditors, contingent creditors, and persons who may otherwise be interested in the will or estate or both, of: **JOHN WOLSEY aka JOHN ROYSTON WOLSEY**
A Petition for Probate has been filed by: **ALISON WOLSEY** in the Superior Court of California, County of San Diego. The petition for probate requests that **ALISON WOLSEY** be appointed as personal representative to administer the estate of the decedent. 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. 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 to the petition and shows good cause why the court should not grant the authority. Decedent died on 09/12/2023, at Escondido, California. A resident of the county named above, San Diego. **A HEARING on the petition will be held on 04/09/2024 at 10:30 AM in Dept. 504** at the Superior Court of California, County of San Diego, 1100 Union Street, San Diego, CA 92101, Central Courthouse. **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. **IF YOU ARE A CREDITOR or a contingent creditor of the decedent**, you must file your claim with the court and mail a copy to the personal representative appointed by the court within the later of either (1) **four months** from the date of first issuance of letters to a general personal representative, as defined in section 58 (b) of the California Probate Code, or (2) **60 days from the date of mailing or personal delivery to you of a notice under section 9052 of the California Probate Code.** Other California statutes and legal authority may affect your rights as a creditor. You may want to consult with an attorney knowledgeable in California law. 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. Filed Electronically on

Ocean Motion

➔ from page 3

Award. Later, Ocean Motion received another SBIR Award from the **National Science Foundation**.

Pan's company focuses on meeting power demands for big data at sea in ocean observation for tracking climate change, offshore aquaculture monitoring and surveillance for coastal security applications through marine hydrokinetic energy.

Designed to Survive at Sea

"It's designed to survive rough weather conditions and supply additional power for big data collection at sea," Pan said. "The device has an AI dynamic control system, utilizing smart sensors coupled with proprietary deep-learning models to help the device adapt to ambient wave fields and produce optimal power in low and high wave environments."

The company is working closely with pilot customers to target beachhead markets that

focus on off-grid applications in the blue economy that shares similar power requirements and instrument/sensor form factors, "namely, power needs for ocean observation, maritime monitoring, offshore aquaculture monitoring, surveillance and reconnaissance activities at sea for coastal security and defense applications," Pan said.

Earlier this fall, Ocean Motion was one of six small business-led marine energy projects receiving a collective nearly \$6.8 million from the DOE, in a second phase of its SBIR funding and its Small Business Technology Transfer program.

Selected by the DOE's Water Power Technologies Office (WPTO), Ocean Motion is considered one of the top projects in the country that can drive innovation in marine energy and help achieve the U.S.'s clean energy goals.

"The WPTO has been tremendous for supporting the blue economy," Pan said. "They have created innovative support networks and funding mechanisms to enable our community to continue advancing the state of art in ocean energy. The (DOE)

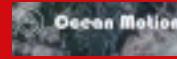
support has been instrumental to our overall R&D and commercialization efforts. It has allowed our team to rapidly develop our products and implement them in the field with our pilot customers."

Pan is focused on staying at the forefront of climate change and sustainable energy. He has pioneered new ways to track glacial meltwater in the polar regions using satellite imagery and advanced machine learning -- techniques that help decision-makers and stakeholders to better understand, predict and respond to a changing climate.

Pan says that incumbent power supplies for small-scale applications at sea perform at less than optimal levels and their routine maintenance cost is far larger than the initial unit costs. Those challenges severely limit advances in ocean sciences, defense and security monitoring, and offshore aquaculture. Ocean wave energy is a natural choice for these use cases, but most wave energy devices are not designed for small-scale applications, and they can only function within a narrow range of sea states, Pan said.

Lowering maintenance costs and supplying additional power at sea could lead to a boom in ocean data gathering and analytics. The era of Big Blue data is expected to be driven by an OoT comprised of data buoys, cheaper and more reliable sensors, underwater vehicles and aerial drones, he said. ■

Ocean Motion Technologies, Inc.



FOUNDED: 2018

FOUNDER AND CEO: Jack Pan

HEADQUARTERS: San Diego

BUSINESS: Blue Tech

EMPLOYEES: 6

WEBSITE: oceanmotion.tech

CONTACT: oceanmotion.tech/contact.html

SOCIAL IMPACT: Ocean Motion's innovation will enable governmental agencies, scientific organizations and community project partners to do more with their funding, including gathering more accurate data to improve environmental models used to make critical decisions.

NOTABLE: Founder and CEO Jack Pan is an avid world traveler and photographer.

Zafrens

➔ from page 1

Ventures, IASO Ventures, and Hawktaill Ventures.

Zafrens CEO **Swamy Vijayan** said the funds will go toward optimizing the company's Z-Screen platform – an ultra-high throughput and ultra high-resolution device that increases the number of wells that hold the biological material being analyzed by scientists. Current standard plates used in experiments have 96 wells per plate. The Z-Screen platform offers a magnitude increase of 500x to 2,000x in the number of experiments a scientist can run at a single timepoint on a proprietary plastic chip the company developed that is roughly the size of a credit card.

Zafrens' engineering innovation "miniaturized the size of the wells," Vijayan said. "And because we can make these wells really small, you can start doing things that scientists currently cannot do, which is get down to conducting co-culture assays at the single cell level."

Two Types of Experiments

Looking at single cells allows scientists to run two types of experiments – functional assays to see what cells are doing, and sequencing to examine their molecular state. For example, if a cell kills a tumor, one can see what is different about

it compared to cells that are defeated by a tumor.

"For every cell that you look at, you can sequence every one of them and find out their molecular properties," Vijayan said. "You can observe few cells attach to the tumor but do not kill and others attach and kill, now you can map the molecular state that drives the function."



Swamy Vijayan
CEO
Zafrens

By looking at the differences in individual cells, researchers can start to map out the differences and diversity of the cells, which is a game changer in drug discovery.

"So if you extract 200,000 immune cells from the body, you can ask the question, 'Which of these immune cells recognize a COVID-19 virus?' for example. Then you take the B-cell, make more copies of it, put it back in the body like a cell therapy," Vijayan said.

The Z-Screen platform can be run on the benchtop, and without the need for expensive robotics, utilizing Zafrens' chip and the company's large chemical and cellular libraries.

In addition to developing the Z-Screen platform, Zafrens has also used it to develop its own pipeline of drug candidates, which the company will further develop with the announced capital funding.

"The molecular and functional nature of our experiments illuminate interactions



Justin Briggs
Partner
Prime Movers Lab

inside the cell and receptor-antigen interactions on the cell surface," Vijayan said. "We are pursuing these insights through an exciting internal pipeline of RNA-modulatory small-molecules and HLA-agnostic TCR libraries to common cancer mutations."

Transformative Technology

Justin Briggs, biologist and partner at Prime Movers Lab, and a member of the Zafrens Board of Directors, described the Z-Screen platform as "a completely transformative way to advance drug discovery."

"The cohesive merging of engineering, chemistry, and biology breakthroughs at Zafrens democratizes therapeutics discovery by driving down costs of experimentation, massively parallelizes single cell analysis and reveals dense molecular insights to inform drug design, patient selection and clinical hypotheses," he said.

BlueYard Capital Managing Partner **Jason Whitmire** pointed out that applying AI technologies to biological and chemical research has, historically, only had "very sparse datasets" to work with.

"The volume and resolution of data Zafrens generates is revolutionary in the machine learning possibilities it enables," he said. "By measuring whole-cell



Jason Whitmire
Managing Partner
BlueYard Capital

transcriptomic, proteomic and imaging responses when exposed to massive libraries of perturbations and external interactions, Zafrens creates datasets that are orders of magnitude more complex than single-protein binding measurements, revealing causal underpinnings of subtle cell behavior."

Vijayan, an **illumina** alumnus who went on to found sequencing company **Omniome** and biotech **Plexium** before founding Zafrens, said his career has always been about "democratizing access to technology."

Zafrens is a part of that mission, he said, because "today, we are able to make a million compounds for about \$30,000" compared to just over a decade ago when companies "made a million compounds, took 10 years and cost \$80 million."

"The Z-Screen approach is a fundamental change in how experiments are done," he said. ■

Zafrens



FOUNDED: 2022

CEO: Swamy Vijayan

HEADQUARTERS: Mira Mesa

BUSINESS: Biotechnology

FUNDING: \$23 million

EMPLOYEES: 30

WEBSITE: www.zafrens.com

NOTABLE: The Zafrens Z-Screen platform increases the number of experiments per plate from 96 wells to between 50,000 and 200,000 microwells.

Dexcom

➔ from page 4

Steady Growth

As of Dec. 12, Carmel Valley-based Tandem's current enterprise value sits at \$1.47 billion, according to Yahoo Finance. Its Q3 financial report revealed that its worldwide installed base increased by 11% to approximately 444,000 in-warranty customers compared to Q3 of 2022. Among other highlights, the company also published prospective study data demonstrating the immediate and sustained benefit of t:slim X2 with its Control-IQ technology delivery platform for one year across

roughly 3,000 Type 1 diabetes patients. After a downward stock trajectory since April, Tandem shares have been on a steady rise again since mid-November.

This December, the company announced the launch of Tandem Source, a diabetes management platform for insulin pump users and healthcare providers. Features include a web-based pump uploader that offers faster data transfers to the cloud with no computer software to install or update and automatic data transfers from users' pumps using the company's mobile app.

"The launch of Tandem Source offers new, easy-to-use reports and the consolidation of several platforms and features into a single, convenient location for all our customers' needs," said Sheridan.

"Feedback from early adopters of Tandem Source in the United States has been overwhelmingly positive, and we look forward to expanding access to other countries in the coming year." ■

Tandem Diabetes Care, Inc.



FOUNDED: 2007

CEO: John Sheridan

HEADQUARTERS: San Diego, Sorrento Valley

BUSINESS: Insulin delivery devices and technologies

STOCK: TNDM (NASDAQ)

REVENUE: \$801.2 million (FY2022)

EMPLOYEES: 2,600

WEBSITE: tandemdiabetes.com

NOTABLE: Tandem's mobile app is the first approved by FDA for Apple and Android mobile devices.

Dexcom

DEXCOM

FOUNDED: 1999

CHAIRMAN, PRESIDENT & CEO: Kevin Sayer

HEADQUARTERS: Sorrento Valley

EMPLOYEES: Global: 9,235, San Diego: 2,685+

BUSINESS: Medical devices for managing diabetes

ENTERPRISE VALUE: \$44.48B

WEBSITE: Dexcom.com

CONTACT: dexcommediarelations@

allisonworldwide.com

NOTABLE: In 2023, Dexcom was named one of Fast Company's Brands That Matter, an honor recognizing companies that "build a connection with their audiences by being culturally relevant, making an impact and communicating their mission and values clearly."

INDEX

These indexes list the people, businesses, associations, organizations, etc., that are named in this week's issue. The numbers refer to the page on which the name is found.

PEOPLE

Vallerie Attisha 32	Hailey Eklund 30	Kelly Hogan 31, 32	Staci Reidinger 20
Laura Barry 4	Durana Elmi 28	Stacey Hrountas 24	John Sheridan 4
Dr. Linda Black 3	Mick Farrell 3	Kathy Hutchens 24	Simon Sinek 20
Justin Briggs 36	Jane Finley 32	Tate Keeney 28	Tele Soga 31
Mayra Brito Haas 22	DeLinda Forsythe 1, 19	Brad Kirsch 32	Tycho Sutter 8
Sheila Brown 32	Tom Forsythe 19	Alessandra Lezama 29	Eric Swayze 8
Malin Burnham 21	Jim Graves 4	Julie Lowen 32	Blaine Tiongson 28
Rafael Castellanos 6	Susan Guinn 24	Gatherine Mattice 26	Swamy Vijayan 36
Barb Chodos 19	Ben Haddad 24	Kelly Moriarty 8	Leigh Vosseller 31
Mindy Collins 22	Steffi Hafen 30	Annette Munskas 20	Jason Whitmire 36
Alyse Cooper 20, 32	Laura Hall 21	Alexander Orona 19	Dr. Valentine Williams 3
Audrey Doherty 28	Nicole Hall 32	Sandra Pelletier 21	Sharriea Williams 21
Kevin Ehlinger 29	Rachel Herz 4	Jack Pen 3	Kat Zorko 30
	Aaron Hirschhorn 3	Nadia Pupa 27	

ASSOCIATIONS, COMPANIES & ORGANIZATIONS

AbacusNext 29	Evofem Biosciences 21	Momma Pots 28	San Diego Regional Policy & Innovation Center 24
Alexander Orona 19	Fast Company 29	MTS 24	San Diego State University 3
Alexandria Tech Center 21	Food Bank of San Diego 31	NASA 3	San Diego Workforce Partnership 3
Alix Ventures 1	FoundersX Ventures 1	National Association for Industrial and Office Parks 21	SANDAG 24
Alpha Edison 3	Friends of the American University of Afghanistan 28	National Science Foundation 36	Sayva Solutions 30
America Physicians Group 24	G.R.A.C.E. 22	National Workplace Bullying Coalition 26	Scripps Institution of Oceanography 3
American Bar Association 30	Gallant Therapeutics 3	NIH 3	Scripps Research Institute 3
Applied Micro Circuits Corporation 31	Genoptix Medical Laboratory 31	NYU 3	Sharp Reese-Stealy Medical Centers 24
AT&T 28	Girl Scouts of San Diego 31	Ocean Motion Technologies 3	Slow Ventures 3
Athena 21	Girls Inc. of San Diego 31	Omnio 36	Snell & Wilmer 30
Barb Chodos 19	Global 100 26	Oxford Properties Group 8	Staci Reidinger 1
Big Brothers, Big Sisters 31	Global Brains 1	Palomar Health 8, 32	Sundt Construction 1
Biosite Inc. 31	Google 3	Pique Publishing 27	Sunlight 22
Blackstone Launchpad/Techstars 3	Greater Coachella Valley Chamber of Commerce 20	Plant with Purpose 21	Susan G. Komen San Diego 28
BLING 3	Hawktail Ventures 36	Plexium 36	Tandem Diabetes Care 4, 31
BlueYard Capital 1	Helping Hands for Afghans 28	PNC Bank 31, 32	Teknion 21
Board of Port Commissioners 6	Hill Creek Partners 3	PNC Financial Group 31	The Scents That Sell 4
BOLD Capital 3	Hispanic Bar Association 30	Port Authority 24	Together We Rise Foster Kids 30
Boy Scouts of America 28	HOK 32	Port of San Diego 6	Tom Forsythe 19
Brookings Institution 24	IASO Ventures 36	Possible Ventures 1	TOOTRIS 29
BTSADV 22	Illumina 36	PowerFuel Damas Social Enterprise 22	Topgolf Callaway Brands Corp. 6
Cal State San Marcos 32	Innovation Commercial Environments 1	Prime Movers Lab 1	Topgolf USA 6
California Coastal Commission 6	Integrated HealthCare Association 24	Rancho Santa Fe Business Professional and Women in Business 27	Toys for Tots 28
California Energy Commission 3	International Association on Workplace Bullying and Harassment 26	Reagents of the University of California San Diego 3	Training Education and Resource Institute 21
California Hospital Association 24	International Interior Design Association 21	Reidinger PR 20	TranscendANCE Youth Arts 21
California Workforce Development Board 3	Ionis Pharmaceuticals 8	ResMed 3	U.S. Chamber of Commerce Inc. 29
Cause San Diego 1, 32	JLL 8	Restoring Citizens 3	U.S. DOE 3
Center for Community Solutions 31	JPMorgan Chase 31	Ronald McDonald House Charities 22, 28, 30	U.S. Marine Corps 20
Challenged Athletes Foundation 31	Junior Achievement of San Diego County 30, 31	Salk Institute 3	U.S. Patent Trial and Appeals Board 3
Chemistry PR 28	Juvenile Research Diabetes Foundation 31	San Diego Business Journal 1, 22, 24, 26, 27, 28, 29, 30, 31	University Club Atop Symphony Towers 27
Children's Paradise Preschool and Infant Centers 32	Kaiser Permanente 32	San Diego County Child Care LPC 29	University of Illinois Urbana-Champaign 27
City of San Diego 29	KOFA Healthcare 1	San Diego County Regional Airport Authority 32	University of San Diego 3
Civility Partners 26	La Jolla Institute of Immunology 3	San Diego County Sheriff's Department 29	Urban Land Institute 21
Clean the World 30	Las Colinas Detention and Reentry Facility 3	San Diego Economic Development Corporation Foundation 21	VentureWell 3
CleanTech Open 3	Las Valientas 22	San Diego Foundation 24, 29	Warrick Dunn Charities 28
Computers2Kids 30	Latino Leaders Magazine 30	San Diego International Airport 6	WHYZ Partners 21
Conrad Prebys Foundation 3	Legal 100 26	San Diego Professional Editor's Network 27	World Economic Forum 32
Corporate America Today 26	Lived Experiences 3	San Diego Regional Chamber of Commerce 29	Yahoo Finance 4
Cymbiotika 28	M Booth Health 31		Yap State Government 31
Dedxcom 4	Make a Wish Foundation 31		Zafrens 1
DeLinda Forsythe 19	Maveron 3		
Deloitte & Touche 31	Mira Costa College 29		

SAN DIEGO BUSINESS JOURNAL

4909 Murphy Canyon Road, Suite 200, San Diego, CA 92123
Phone: 858-277-6359 | Fax: 858-277-6398 | www.sdbj.com

INTERIM PUBLISHER

KEVIN LEAP | kleap@sdbj.com | 619-459-8582, ext. 3103

PUBLISHER EMERITUS

ARMON MILLS | armon.mills@gmail.com | 858-220-5443

EDITOR-IN-CHIEF

JEFF CLEMETSON | jclemetson@sdbj.com | 925-984-1414

CONTROLLER

COLLEEN JANATELLO | janatello@sdbj.com | 913-451-9000

MANAGING EDITOR

BRAD GRAVES | bradg@sdbj.com | 619-366-6627

REPORTERS

BRAD GRAVES | bradg@sdbj.com | 619-366-6627

RAY HUARD | rhuard@sdbj.com | 858-361-8082

JENNIFER KASTNER | jkastner@sdbj.com | (619) 962-6608

KAREN PEARLMAN | kpearlman@sdbj.com | 619-772-5168

CONTRIBUTING REPORTER

COREY LEVITAN

DIRECTOR OF OPERATIONS

DONALD BLOODWORTH | dbloodworth@sdbj.com | 619-861-0504

SALES & CUSTOMER SERVICE SPECIALIST

ANNE PEKKALA | apekkala@sdbj.com | 858-361-9607

DIRECTOR OF EVENT SALES & PHILANTHROPY

ANNMARIE GABALDON | amgabaldon@sdbj.com | 760-271-1660

ACCOUNT EXECUTIVES

CHELSEA AGUAYO | caguayo@sdbj.com | 619-274-0101

DEVIN DIGERNESS | ddigerNESS@sdbj.com | 760-317-8309

ANNMARIE GABALDON | amgabaldon@sdbj.com | 760-271-1660

ERIC JOHNSON | ejohnson@sdbj.com | 781-315-1456

BAILEY LEVINE | blevine@sdbj.com | 760-989-6694

BRIAN MUSICK | bmusick@sdbj.com | (858) 922-0492

CHRIS REID | creid@sdbj.com | 858-282-1317

CLASSIFIED / LEGAL ADVERTISING

ANNA PEKKALA

APEKKALA@SDBJ.COM



Light **THE WAY**



for KIDS IN THE HOSPITAL THIS SEASON

DONATE
NOW

