LETTER FROM THE PUBLISHER

Fastest-Growing Companies 2015

This year our proud tradition continues as we present the 12th annual ranking of the 100 Fastest-Growing Private Companies in San Diego County.

Our goal is to provide a barometer of the business environment as we work through the challenges of our local, national and global economy.

To be considered for this prestigious acknowledgement, a business must be based locally, privately held – and independent – and cannot be a division or subsidiary of another organization, public or private. Each company’s financial information is then extensively analyzed and verified over several months. This year more than 140 organizations were evaluated.

We congratulate all the companies that submitted information for consideration. The final 100 represent the efforts of companies from many industries and disciplines that have succeeded by innovation, sustaining their business model and inspiring their talented, dedicated staff to reach for aggressive goals.

The San Diego Business Journal would like to acknowledge our sponsors for this yearly report and awards event – title sponsors are Cox Business, McGladrey LLP and Robert Half; gold sponsors include Abacus Data Systems, Bank of America, ESET North America, and MRC; and in association with GreenRope.

Armon Mills, President & Publisher

OUR METHODOLOGY

To be considered for this listing, organizations were required to be in business the entire year of 2014 and have generated revenues in excess of $350,000, the starting point for our comparison. We reviewed the financial details of each organization’s business operations in 2012, 2013, and 2014. The information was extensively analyzed and verified by independent certification. Additionally, businesses were required to be San Diego-based, independent and privately held; but, not a division or subsidiary of another organization, public or private.

Communications, Clouds, Fuels and Finance

San Diego’s Contemporary Business Scene is Experiencing an Emergence of Innovation and a Rebirth of Traditional Industries Reinterpreted for the 21st Century

In 2014, San Diego’s expanding business landscape became an intoxicating environment, filled with new technologies, creative restructuring of old line industries, along with reinvented products and services that are supporting a return to solid growth and prosperity for the region.

This year the San Diego Business Journal’s annual Fastest-Growing Private Companies list highlights 100 organizations whose aspirations have taken them to a level of success that has put them in regional, national and global spotlights.

Each year a common thread emerges that gives us insight into the elements that helped form the success of these companies. This year the overriding commonality is the value that these organization’s founders, CEOs and presidents see in their staffs and the sharing of the challenges, wins and even losses that unite and energize these firms. The term “team” is heard repeatedly in every story.

San Diego itself is the catalyst for a number of these organizations. From a Wall Street refugee to homegrown locals, many of these companies were begun by individuals looking for a life more fulfilling, in an environment that was welcoming from a personal, as well as a business perspective. These C Level executives voiced the importance of the lure of San Diego and its quality of life as an overwhelming reason for establishing themselves and their businesses at this geographic spot. We have become a rich environment for luring highly trained individuals and the evolving ease of remote telecommuting has given rise to working relationships that do not involve daily face to face interaction, enabling companies to reach across the globe to incorporate the specific talents they need. Community, charity and family commitment also are fundamental elements of the success of these organizations.

High tech is reaching into more and more fields as application development has become the new sweet spot for San Diego’s innovators. Even old line companies have taken on new technologies with an overlay of improved efficiencies and professionalism based on web access and electronic systems that manage every aspect of day-to-day operations.

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Suppose you had a calamity out of town and arrived at an ER in a faraway city in an unconscious state. How would the trauma team know if you had chronic health issues, allergies to certain medications, or a personal or religious preference on how you wanted your care to proceed. As a Navy physician, Emory Fry gained firsthand experience in working through the complexities and limitations of medical paperwork, procedures and patient administration. He saw a critical need to enhance the medical information highway in a way that provides details of a patient’s history, including their own directives, and helps guide health care decision making with an in depth picture that is easily and quickly accessible —regardless of where you are.

Fry combined his clinical support research background and knack for design architecture with Cognitive Medical Systems, a software and engineering development firm with a mission to improve health care. “Every system wants to provide the best care at the best price and in the most efficient way,” states Fry. Alongside founder Mary Lacroix and company President Douglas Burke who brings extensive government experience, the organization has focused on the federal space, developing a deep understanding of the VA and Medicare. They work extensively with Department of Veterans Affairs and Department of Defense as well as other major health care providers. The company’s clinical decision support systems include proprietary systems that enable real-time data evaluation and reporting. Systems have been designed to maintain electronic health records and provide configurable access to both providers and patients in a user-friendly way.

As a completely self-funded startup it can be difficult to compete with the “big guys” and the company has to throw a broad net to recruit the very specialized engineering and programming talent they need. Almost 30 percent of the company works remotely in far flung locations from Oregon to Washington, D.C. to Munich, Germany. Two times a year they bring employees together at the San Diego headquarters. Fry believes the company’s biggest need is “finding people who can translate engineering experience into functional expression. Finding talent is very expensive.”

The number of companies using their systems is now growing due to several factors. The runaway cost of health care is forcing organizations to find the tools to control expenses. The impact of the recession, followed by the federal stimulus bill and its health IT provision, brought a lot of companies into the space. Additionally, the Affordable Care Act with its emphasis on quality and outcomes is changing the dynamics to “preventive as opposed to reactive care and has resulted in interest in workflow and decisions,” according to Fry. He also sees universal access to health care records rapidly expanding. “People are increasingly mobile, working different careers and living different places with distribution of families across states, and our data is being collected in multiple places.” Health care in general is moving toward integrating capabilities.

According to Fry, “the thing that is most exciting is the opportunity to solve problems that have been intractable.” And in summing up he states, “we are not a tech company, we are a health care company. Technology is a means to an end.”

“WE ARE NOT A TECH COMPANY, WE ARE A HEALTH CARE COMPANY. TECHNOLOGY IS A MEANS TO AN END,” — EMORY FRY
I
mproving efficiency is a key concern for executives, and a goal for many technology initiatives and implementations. The results of McGladrey’s recent Technology Bulletin survey emphasize the importance of these efforts, as more than 65 percent of respondents want to learn more about becoming more efficient. To that end, the following four case studies show how companies can utilize technology to discover efficiencies, increase revenue and create a competitive advantage.

Integrating Workflows and Reducing Manual Processes

A specialty medical rehabilitation hospital utilized manual, inefficient processes for critical communications, creating a siloed environment between departments. These applications did not provide consistent data validation or reporting tools for management, impacting efforts to introduce initiatives and slowing information to the referral network. The hospital required a system to:

• Connect group access across departments
• Improve productivity and plans for referral outreach communications to physicians, case managers, nurses and therapists
• Provide remote access and enhanced reporting tools for management

Increasing Efficiency by Connecting Business Groups and Systems

A large metropolitan municipality utilized a legacy paper-intensive and batch-oriented integrated financial system, and required a more modern solution. Change was necessary to effectively support the business and technology environment and comply with evolving regulations. The city sought a platform that accomplished five major objectives:

• Increase efficiency and effectiveness of business operations
• Provide easy access to real-time data
• Allow for more transparent business processes
• Improve internal and external customer service
• Migrate from a paper processing environment to an analytical environment

Streamlining Processes Help Make Better Decisions

A state housing finance company required more consistency in its decision-making process for more than $4.7 million in annual grants. The agency knew the criteria for distributing funds, but needed better tools to control the application and decision process and make clear final decisions. To be more upfront and confident with conclusions, the agency sought a process to:

• Refine the initial application and redefine staff roles and responsibilities
• Develop a scoring sheet and scoring model
• Update policies, forms and procedures
• Modify the audit process to review how grant monies are spent
• Identify key performance indicators

Process Improvements Turn Growth into Profit

An industrial products distributor with $30 million in sales was growing, but the bottom line was shrinking. Products were often stock where they would fit, complicating the picking process and leading to incorrect cycle counts and incorrect customer orders. The company’s processes needed improvement, but even existing guidelines were not documented or followed on a consistent basis. The company required several process improvements to:

• Reorganize warehouses for maximum accuracy and efficiency
• Install a bar-coding system to improve order accuracy
• Rationalize delivery routes by analyzing profitability of current routes and implementing best practices
• Instituting a quality control system based on ISO 9001 guidelines

Key Success Factors When Implementing an ERP Platform

A s business needs expand, organizations often come to the realization that their processes have outgrown their current enterprise resource planning (ERP) system. However, choosing a new ERP system is only the first step in the process. After selecting a platform, there are several implementation factors to consider to help ensure the new system aligns with your requirements and that you receive the most benefit from your investment.

Before beginning the implementation process, you must undergo a business process review and requirements analysis. Work with your implementation team to document key processes, identify how you want your ERP system to operate and what outputs are necessary to improve your business. Preparation for these sessions is critical — ask for key questions in advance, schedule internal meetings and review and detail your key work flows. Do not underestimate the importance of this phase, as implementation should not begin until design is complete. Be sure to identify critical success factors before the project begins. Look for measurable areas for potential improvement, instead of setting vague goals. Be creative but realistic, and take advantage of the functionality of the new ERP system. Don’t restrict yourself to existing processes “just because it’s always been that way.”

Chances are, you are working with a defined budget for your ERP implementation, and you must be careful to avoid cost overruns. Common areas of unforeseen costs typically involve:

• Lack of project management – This can be an issue internally and potentially with your vendor. Ensure that you have an effective leader to drive the initiative.
• Data conversion – This is often a difficult undertaking, and you must take ownership to ensure it is completed in an efficient and effective manner.
• Project delays – Any delay can be costly and affect your productivity, watch carefully for inefficient processes or missed deadlines.

In working with our clients, we have developed a list of several lessons learned for successful ERP implementation. These lessons include:

Have a well-defined implementation strategy with detailed critical success factors: Develop a comprehensive project design, including your unique demands from the ERP system and how it should integrate into your current processes.

Encourage involvement from all users. Establish small working groups of key users to define goals and track progress.

Communicate early and often: Organize routine communication sessions early in the implementation process and continue through completion.

Develop and conduct meaningful user training: Conduct refresher and follow-up training as needed, including process as well as systems training.

Encourage and communicate points of contact for users during and after implementation: Commit to one-on-one individual support as needed.

When integrating a new ERP platform, many organizations concentrate on selection, but do not dedicate enough energy to implementation. The processes and planning involved with integrating your new platform are just as important, determining your goals for the system and how it will align with your existing structure. Choosing the right implementation advisor can ease concerns by working with you to develop a comprehensive plan to help ensure that your ERP project is a success.
A lightbulb may have figuratively gone off in Brian Stone’s head when he developed the concept for Multifamily Utility Company. An SDSU grad, Stone managed apartment complexes his family had invested in and, while working as a program manager at SAIC, wrote the business plan for a more efficient way to manage utility consumption and billing in multiuse facilities using submeters. He started the business in 2007, working on the company as a sideline until the business had grown to allow him to commit to it full time. Business has doubled every year, landing the company on INC. 500’s No. 56 slot last year. Today the company has national coverage with satellite offices in Honolulu and Atlanta.

Water and utilities are one of the highest expenses for property owners. Submetering allows individual tracking of consumption in not only multifamily buildings, but condominium complexes, military housing, mobile homes and boat marinas. “With submetering you can use 15 to 50 percent less utilities whether it’s water, gas or electric,” according to Stone. “Submetering creates a significant amount of conservation — key right now with the drought.”

The company has a state-of-the-art, web-based billing system which provides residents 24/7 access to their accounts. Real-time online payment options via eCheck and credit card also are available to residents through their online account. It also allows property managers to view the utility consumption of each building or unit. Multifamily was the first in the industry to create apps for smart phone usage. “We are trying to be innovative in our space,” Stone states.

National figures are low for submetered properties with less than 10 percent using this individualized approach. San Diego on the other hand is a proactive city, creating laws mandating submetering in new construction. Stone says his biggest challenge is navigating all of the rules and regulations. “Every state, municipality and city utility has its own rules and you have to navigate through those.” In the State of California all meters are required to be tested every 10 years.

Despite these challenges, Stone expects his company’s growth to continue. To date he has not taken on any investors. The key for Stone is that it is “important to build our infrastructure before bringing on clients.” The organization’s reputation has grown on its employees and sales team and their exceptional customer and billing services. Stone is looking at expanding nationally, with future offices in Chicago and Texas — key growth areas.

Stone, a triathlete, carries his personal work/life philosophy into his business. Multifamily Utility Company was a recent finalist for the San Diego Business Journal’s Healthiest Companies 2015.

“WE ARE TRYING TO BE INNOVATIVE IN OUR SPACE,” — BRIAN STONE
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There are approximately one million flex fuel vehicles on the road in California that are capable of using blends of ethanol as high as 85 percent, but finding gas stations that carry this and other more environmentally friendly fuels is like looking for the proverbial needle in a haystack.

Enter Pearson Fuels. Begun as an innovative retro-style service station in 2002, it was the brainchild of three partners — Mike Lewis, John McCallan and Gary Hertica — who had worked together at San Diego’s iconic Pearson Ford. Located within the then new Regional Transportation Center on El Cajon Boulevard, the site was a forerunner in the alternative fuels arena. The station also made its mark by being the first major private investment adjacent to the new mid-city Boulevard Transit Plaza — a massive effort to redevelop that area of City Heights. The location featured an alternative car showroom, repair and conversion shop and a 1950s vibe that included throw back uniforms along with free gas pumping and window cleaning service. According to Mike Lewis, “that lasted about two months.” Eventually the recession imploded the other businesses there and all that was left was the fuel station.

Lewis remembers, “we didn’t know how difficult it was to run a gas station with $1 million in sales a year.” Competition was fierce and Lewis notes, “nothing sells more fuel than price that is a penny cheaper.” While the station, the only place in the U.S. with 10 different fuels from E85 ethanol to biodiesel, continued to pump slim profits, Lewis and his partners looked to other avenues for revenue streams.

“In 2005 people were calling from all over country, wanting to do this. At same time we were bleeding money,” said Lewis. Then the State of California began offering grants for development of alternative fuel locations and according to Lewis, “I had an epiphany, we’ll help other station owners.” In 2007 Lewis secured the first of several grants and built 11 E85 sites from Carlsbad and Oceanside locally reaching up the state to Sacramento and San Jose. “We went to people who were branded — Shell, Chevron, ’76. They put in one pump of E85. We didn’t make money on that, but sold them the gas.”

From there Pearson rapidly expanded into the distribution end, buying railroad cars of ethanol and selling to major oil companies and jobbers. Today, they are shipping what equals 90 rail cars a month of ethanol from the Midwest to California and are in the midst of building 19 new sites, with five openings in the last three months and two more delivered this month.

According to Lewis though, it’s a bit of a David and Goliath saga. Pearson Fuels has helped start the flex fuel industry in California, but it’s up against the oil companies that have extraordinary advantages. However, he sees “the California Energy Commission has a goal of 1,000 retail flex fuel stations. Now they have only 60 to 70. There is a huge growth potential.”

Though the original station is now a separate company, Lewis was thrilled when it posted a record in June — pumping 2,200 gallons of E85 out of two pumps, blowing away the eight regular gas pumps in volume.

“WE DIDN’T KNOW HOW DIFFICULT IT WAS TO RUN A GAS STATION WITH $1 MILLION IN SALES A YEAR,” — MIKE LEWIS
Congratulations to the winners.

Abacus is Proud to be a Finalist in this year’s 100 Fastest Growing Private Companies
Chris Orlando and Mark Ortenzi met while competing for the same job. Both were hired, and that started a 15 year partnership that culminated with the two joining forces to create ScaleMatrix in 2011. With Ortenzi as the engineering brains and Orlando helming marketing and sales, the data storage company they founded has flourished as a unique hybrid service facility that offers co location, cloud and managed services under one umbrella.

"ScaleMatrix was born in the cloud era without any legacy baggage. It gave us a unique perspective," states Orlando.

ScaleMatrix developed their Green Giant Data Center, the first facility designed and equipped with Dynamic Density Control. Their system controls the amount of power and cooling resources deployed to unique cabinets within the data center, based specifically on the demands of the client. Cooling not the entire space, but each cabinet individually, makes it one of the most efficient platforms available. Cabling and wires are secured within the contained space affording more security.

Adoption was slow at first according to Orlando. The company was the only one operating on this type of platform. "Luckily we have deep roots in San Diego and we got some companies early on including Unified Schools and Bumble Bee." Then a pivotal event changed everything. In 2013, the company was chosen by Dell to manage their cloud business in North America and the technology flood gates opened wide. After that collaboration the company began to experience staggering growth. According to Orlando, "Dell could have chosen anyone but chose us. We were an existing customer with security compliance that matched their standards and had the scale capacity."

A second center was opened outside Houston a year and a half ago, strategically located in the region’s gas and oil corridor. Two more centers are being planned in 2016 in the north and east so the company is within easy reach of customers throughout the country. With disaster recovery a very important criteria for many companies, mirrored data storage insures no information will be lost in case of a catastrophic event in one location. The company is rolling out sales of the cabinet technology for on premise usage. This will officially launch on July 21.

Orlando speculates, “with the Internet of Things, everything is getting smarter. Cloud computing is still in its infancy, but the new measurement is going to be performance.”

“CLOUD COMPUTING IS STILL IN ITS INFANCY, BUT THE NEW MEASUREMENT IS GOING TO BE PERFORMANCE,” — CHRIS ORLANDO
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Under One Roof
By Patti Anderson

Lee Adams is a jack of all trades. Originally schooled in law, Adams turned his back on a legal degree and committed himself to more hands-on work. After learning the ropes in the construction business he has bootstrapped his fledgling company, Consolidated Construction Services, into a multifaceted organization that offers a myriad of services from renovations and retrofits to facilities maintenance and operations.

While building maintenance was the first segment of the company and remains its core, in 2010 Adams acquired an air conditioning company that added heating and air service installation. Steady growth has followed. According to Adams, “all the growth in the last three years has been organic, through word of mouth. No money has been put into marketing at all.”

Success has been strategic and Adams constantly watches the horizon, looking for opportunities. With last January’s Title 24 energy requirements mandated by the state, Adams’ experience as an electrician gave him the know-how to add another division that retrofits fluorescents to LED lighting. It is now the fastest growing segment of the business, expanding into Nevada and Arizona.

With operations throughout Los Angeles, Orange and San Diego counties along the Greater Inland Empire, Consolidated is a one stop shop with property managers being Adams’ predominant customer base. Consolidated’s clients include homeowners associations, property management companies, builders and developers, hotels and restaurants, retail clients, banks, and car dealerships. Notable clients include BMW of Vista and prestigious hotel properties including Sofitel and the Four Seasons in Los Angeles.

“In the service industry it’s important who you hire,” states Adams. He has a 90 percent retention rate after three years. With headquarters in Carlsbad, Adam sees north county as a good area for recruiting staff, particularly with Camp Pendleton and the surrounding area. Adams also hires local talent close to his other locations to insure there is rapid response to any property issues that arise.

Adams is seeing more businesses looking for his services after the recession. “I’m seeing people are spending now. Property owners sat on funds for the last eight years.” But, not any longer.

Always looking ahead, Adams is planning on adding a plumbing component in the next eight months. This summer he will launch a new janitorial division and he will be specifically looking at hiring vets who statistically have the highest unemployment rates. As Adams sees it he is, “doing well by doing good.”
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Real Estate Firm Seeks a Higher Ground

By Patti Anderson

A successful organization must build its foundation on principles and then stay true to the course. According to CEO’s Nicole Mazzola and Gary Giffin, AARE has prospered based on core values, beliefs and relationships. After weathering the recession the company has grown rapidly in San Diego’s reborn real estate market; however, buying and selling property is but one aspect of this organization’s true mission. Andrew Arroyo set the standards when he founded and incorporated the company in 2003, establishing a culture that was based on moral, ethical and biblical tenants. With the growth and success of the real estate venture, Arroyo has moved up to spearhead an associated nonprofit Eye of the Needle; while Mazzola and Giffin share the reins running the for profit side. A financial investment component rounds out the trilogy of organizations. According to Mazzola, “honesty and trust are so important, especially in attracting top agents.” She has been with the company for 10 years, with Giffin on staff for three. Together they oversee not only a growing collective of agents, but work as partners on real estate deals which work to their client’s advantage.

San Diego’s market has rapidly reset itself back on track, which has bolstered the company’s growth. According to Giffin, “we are seeing a shift with people who invested in Las Vegas and Phoenix coming back to San Diego again.” One of Giffin’s current clients, a doctor, is buying two properties in just 7 1/2 months for an investment.

They are seeing a much savvier group of home buyers today. “A lot more safe guards and protections are in place and customers are very educated online, making many decisions before choosing an agent,” said Mazzola.

They both agree that giving back to the community is the organization’s prime directive. Revenues from the company support the good works of the charitable arm Eye of the Needle, with 14 percent going to the nonprofit and a goal of 20 percent by 2020. Arroyo is actively involved in guiding the charitable organization to not only fund other worthwhile efforts, but shepherd smaller organizations through structuring and obtaining a 501(c)3 nonprofit status. Eye of the Needle’s support reaches a broad range of philanthropic efforts from Adopt a Block – San Diego Dream Center to Bridge of Hope and other organizations helping the homeless, families at risk and the elderly.

“CUSTOMERS ARE VERY EDUCATED ONLINE, MAKING MANY DECISIONS BEFORE CHOOSING AN AGENT,” — NICOLE MAZZOLA
How Business Leaders Can Actively Shape Innovation to Achieve Results

Innovation must be strategically crafted inside a company, where employees understand the how and why of developing new ideas that benefit customers. “The first thing business leaders need to understand is that innovation is, in fact, a process, a discipline and a set of skills that can be mastered and managed,” says Scott D. Anthony, managing partner of Innosight, a management consulting company. “A lot of people think that innovation is random, it’s unpredictable, it just magically occurs. But once you understand that there’s a discipline behind it, you can begin to actively shape it.”

The question, then, is how to encourage innovation. According to the research firm Gartner, all innovative organizations have one thing in common: They expect innovation.

Making Innovation Happen

Employees won’t embrace innovation unless they see that the company is invested in the journey. Whether it’s a specified budget or a dedicated team, innovation requires resources, and the more specific your goals, the more concentrated your resources should be to achieve them. If you envision a company-wide culture of continuous improvement, encourage everyone to streamline everyday processes. But if you’re seeking a revolutionary idea to develop new business, streamline your innovation efforts through a small, dedicated group of people.

Innovation doesn’t guarantee success, and some ideas will fail. If employees understand the ups and downs from the start, they’ll be more motivated throughout the journey.

Expected Innovation

Just telling employees to “go innovate” could result in chaos — or no results at all — because random ideas can be challenging to manage, let alone execute. Up front, be clear about whether you’re seeking process improvements, product ideas or something else. The more tightly you define your expectations, the more likely your team will hit the mark.

“The first thing you should do is step back and say, ‘why are we innovating in the first place?’” Anthony says. “Innovation can be very exciting and empowering, but it’s best done to solve a specific problem.”

The difficulty is that most companies concentrate on idea generation, then evaluate what can be executed to best serve customers. By taking the opposite approach — starting with a market segment’s unmet needs rather than spending resources to examine which random ideas happen to address needs — Tony Ulwick developed a strategic process called Outcome-Driven Innovation (ODI).

To get that insight of an unmet need, leave the office, spend time with customers, and pair up with coworkers with a different skill set than your own. New stimuli can help you reach a breakthrough idea.

New stimuli can help you reach a breakthrough idea.

“Innovation is not about ideas; innovation is about defining problems,” Ulwick says. “Companies tend to overemphasize the need for creativity, but people are creative by nature. They don’t need tools to come up with solutions. What they need is a great definition of the problem so the solution becomes evident.”

Whether it’s a specified budget or a dedicated team, innovation requires resources, and the more specific your goals, the more concentrated your resources should be to achieve them.

Whether ideas win or flop, the key to sustaining momentum is addressing innovation. Incentives, awards and recognition can highlight innovation, demonstrating the value of innovative activity.

Whether ideas win or flop, the key to sustaining momentum is addressing innovation.

“When there’s no time or budget to take an idea forward, it can suck the innovation life out of an organization,” Anthony says. “Not surprisingly, in environments like this, when managers say, ‘Bring me ideas,’ no one ever does because they know nothing will ever happen. Make sure that innovation isn’t something you talk about but something you actively do.”

Submitted by California Bank & Trust
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Small Business Finds a Financial Champion

By Patti Anderson

For small to medium size business owners seeking financial stability, keeping their doors open and product lines moving is a challenge that becomes a constant way of life. And one of the biggest hurdles for those reaching for that American dream is accessing the funding needed for expansion or just staying afloat in times of cash ebbs and flows. With banks and many traditional lenders only approving 18 percent of loan applicants, business owners are often hard pressed to qualify.

Adam Stettner saw a void in the legacy financial institutions that were underserving these entrepreneurs. In 2004 he launched Reliant Funding and since then has changed the game to help more and more individuals and companies on the road to long term success.

Funding between $10,000 to $500,000 in loans, Reliant has grown from a boutique lending institution to a major player in alternative financing. According to Stettner, “We are funding America’s small business; we are not a niche anymore.”

In the last two years Reliant has continued its steady growth in key geographic areas — California, Texas, New York and Florida — the top states in commerce and size. The company recently opened an office in New York City with 10 sales people and 15 staff and a new expanded San Diego headquarters is set to open here in September that will accommodate 100 — growing from its present size of 52 (at press time).

The key to Reliant’s stellar growth and their position for the third year in the top 100 Fastest Growing Companies is an individual approach to financing. “We listen well. What we hear makes us adapt. We look more globally,” Stettner said. “We are always trying to get better at explaining what we do...at making sure our prospective clients understand.”

Businesses, realizing they are not “bankable,” are now more willing to look at alternative financing. Crowdfunding and other lending avenues are more accessible and making this environment more competitive. But, according the Stettner it’s, “...more the way you go about doing it. We continue to grow because of our approach. We adapt to a need as opposed to forcing it.”

Technology is rapidly evolving the processes. “A couple of years ago it took three to four days to fund. Now you can do in one day,” said Stettner. And looking to the future, Stettner sees that soon you will be able to fund while on the phone with a client.

However, the single most significant reason for Reliant’s staying power according to Stettner is the “amazing people that work for us. I am very proud of the team we built.”

“WE ARE FUNDING AMERICA’S SMALL BUSINESS; WE ARE NOT A NICHE ANYMORE,” — ADAM STETTNER
FASTEST-GROWING PRIVATE COMPANIES

Ranked by percent of verified revenue growth from 2012 to 2014

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<th>Percent Growth from 2012-2014</th>
<th>Revenue: (millions)</th>
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<td>Douglas Burke</td>
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<td>4011 E. Capo Blvd., Suite 201, San Diego 92105</td>
<td>619-396-8503</td>
<td>5.68</td>
<td>27</td>
<td>Alternative fuels infrastructure and distribution</td>
<td>Mike Lewis</td>
<td>Mike Lewis</td>
<td>2006</td>
</tr>
<tr>
<td>4</td>
<td>Scalermatics</td>
<td>27170 Kearny Villa Rd., Suite 201, San Diego 92123</td>
<td>619-633-4300</td>
<td>5.74</td>
<td>69</td>
<td>Data center and cloud service provider</td>
<td>Chris Orlando</td>
<td>Mark Orlando</td>
<td>2011</td>
</tr>
<tr>
<td>5</td>
<td>Consolidated Construction Services Inc.</td>
<td>2166 Paradise, Suite 8, Carlsbad 92018</td>
<td>760-340-6400</td>
<td>6.07</td>
<td>23</td>
<td>Residential real estate sales</td>
<td>Gary Coifff</td>
<td>Nicole Magno</td>
<td>Andrew Arroyo</td>
</tr>
<tr>
<td>6</td>
<td>Bristol Funding</td>
<td>200 South Park Plaza, Suite 250, La Jolla 92037</td>
<td>619-796-1692</td>
<td>6.11</td>
<td>46</td>
<td>Small business funding and financial services</td>
<td>Adam Stratton</td>
<td>Adam Stratton</td>
<td>2006</td>
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<tr>
<td>8</td>
<td>Cyber Analytics</td>
<td>24650 Alicia Dr., Suite 130, San Diego 92156</td>
<td>619-694-7578</td>
<td>6.39</td>
<td>23</td>
<td>Cyber security</td>
<td>Mikhail Tarasov</td>
<td>Mikhail Tarasov</td>
<td>2003</td>
</tr>
<tr>
<td>10</td>
<td>Shlake Smart Inc.</td>
<td>4420 Casa Pl., San Diego 92169</td>
<td>619-390-9377</td>
<td>7.66</td>
<td>46</td>
<td>Health food restaurant</td>
<td>Kevin Gaffney</td>
<td>Kevin Gaffney</td>
<td>2011</td>
</tr>
<tr>
<td>12</td>
<td>Voel Inc.</td>
<td>3960 Garnet Ave., Suite 110, San Diego 92109</td>
<td>858-273-3465</td>
<td>8.11</td>
<td>13</td>
<td>Social sports and events</td>
<td>Steven Stuhler</td>
<td>Muscle Latine</td>
<td>2002</td>
</tr>
<tr>
<td>13</td>
<td>Custom Buildings</td>
<td>8370 Nanny Ridge Road, Suite 104, San Diego 92121</td>
<td>858-958-5660</td>
<td>8.11</td>
<td>18</td>
<td>Medical device manufacturing</td>
<td>Zeynep Ilgaz</td>
<td>Hafedh Elgazz</td>
<td>2006</td>
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<tr>
<td>14</td>
<td>Tower Paddles Boards</td>
<td>845 Garnet Ave., San Diego 92109</td>
<td>619-662-4477</td>
<td>8.17</td>
<td>20</td>
<td>E-commerce and manufacturing: action sports</td>
<td>Andrew Stavros</td>
<td>Andrew Stavros</td>
<td>2010</td>
</tr>
<tr>
<td>15</td>
<td>Noonan Social Change Group</td>
<td>5415 Ray St., San Diego 92107</td>
<td>619-231-7555</td>
<td>8.19</td>
<td>30</td>
<td>Behavior change marketing services</td>
<td>Kristin Caroll</td>
<td>Steve Akiynis</td>
<td>2005</td>
</tr>
<tr>
<td>16</td>
<td>SoleFit Surf &amp; Sip</td>
<td>204 6th St., Suite 102, National City 91950</td>
<td>888-569-5273</td>
<td>8.20</td>
<td>12</td>
<td>Action sports manufacturer and a commerce</td>
<td>Doug Polke</td>
<td>Mike Wilher</td>
<td>2004</td>
</tr>
<tr>
<td>17</td>
<td>HNM Systems Inc.</td>
<td>21611 Eding Ave., Suite 2, San Diego 92109</td>
<td>760-593-1442</td>
<td>8.21</td>
<td>44</td>
<td>Wireless engineering services, staffing, consulting</td>
<td>Mary Majernik</td>
<td>Mary Majernik</td>
<td>2011</td>
</tr>
<tr>
<td>18</td>
<td>Zeeto</td>
<td>125 1st St., 5th Floor, San Diego 92101</td>
<td>619-977-9446</td>
<td>8.27</td>
<td>12</td>
<td>Wireless technology</td>
<td>Stephen Goss</td>
<td>Stephen Goss</td>
<td>2010</td>
</tr>
<tr>
<td>20</td>
<td>Abacus Data Systems Inc.</td>
<td>9191 Towness Circle Drive, Suite 100, San Diego 92122</td>
<td>858-726-3339</td>
<td>8.27</td>
<td>78</td>
<td>Virtual office technology</td>
<td>Alessandra Lesiona</td>
<td>Jeremy Fodor</td>
<td>Lisa Robison</td>
</tr>
<tr>
<td>21</td>
<td>Real Estate online broker</td>
<td>301 Mission Ave., Suite 211, Oceanside 92054</td>
<td>619-994-0440</td>
<td>8.44</td>
<td>44</td>
<td>Real estate brokerage</td>
<td>Gina Hura</td>
<td>Gina Hura</td>
<td>2005</td>
</tr>
<tr>
<td>22</td>
<td>Wholesale Warranties</td>
<td>4665 Roosevelt Court, Suite 101, San Diego 92111</td>
<td>619-343-0330</td>
<td>8.52</td>
<td>12</td>
<td>Financial services</td>
<td>Jeff Sharel Shefton</td>
<td>Chris Dirnas</td>
<td>2008</td>
</tr>
<tr>
<td>24</td>
<td>Wright Brothers Inc.</td>
<td>104-6th St., Suite 200, San Diego 92101</td>
<td>619-482-6515</td>
<td>8.59</td>
<td>9</td>
<td>Web development</td>
<td>Casey Wright</td>
<td>Casey Wright</td>
<td>2005</td>
</tr>
</tbody>
</table>

To the best of our knowledge this information is accurate as of press time. While every effort is made to maintain the accuracy and thoroughness of the list, omission and typographical errors sometimes occur. Please call or write for additions or updates to the Research Department at the San Diego Business Journal: 619-277-6159. This list is not to be reprinted in whole or part without permission from the editor. Some companies have declined participation or did not return a survey by press time. It is not the intent of the list to endorse the participants nor is it simply a company size or numerical rank indicates its quality. (Formerly M1 Consulting Inc.)
“Where you live is an emotional buy,” according to Brian Arrington, Founding Partner and CEO of Pacific Sotheby’s International Realty.

With the San Diego real estate market charging back to life, Arrington and his partners Nyda Jones-Church and Steve Games have carved a niche in the recovering industry decimated by the debt crisis and the recession.

“We are still seeing a lot of cash buyers — 30 percent — which is not the norm,” stated Arrington. “And, we are seeing more and more buyers coming from outside – Mexico, Canada and Asia, in particular China.”

Real estate is wooing a new generation of buyers. More mobile. More digital. But less interactive with an agent until the end. Arrington feels it’s imperative to figure out the digital arena and how to attract people.

“It’s a business that requires a lot of work,” Arrington said. “In the real estate business you interact with people buying their dream or their first home. There are good feelings about a home. It is the largest single possession people have.”

Arrington’s pedigree is from the home-buying industry — his mother owns a mortgage business in San Diego. He entered the real estate market after graduating from college in the 1990s.

Pacific Sotheby’s International Realty serves the full spectrum of single-family homes but excels at high-end properties. They have represented some of biggest estates in San Diego, and it’s not unusual for a high-end property to be on the market for an extended period of time.

“Nothing is easy to market or sell in that price point,” Arrington said. “At $10 to $15 million it’s tough. The buying pool is limited.”

Arrington said many high-end buyers from outside San Diego are aware of La Jolla as a place with valuable properties, but the Pacific Sotheby’s International Realty team educates people about other areas as well.

Most people are still looking for new homes and good schools, but the firm also tracks interest in revitalized and redeveloped neighborhoods as well — in East Village with many second home buyers and urban aficionados, evolving but still affordable South Park and Point Loma with its stately historic homes and sweeping views. Arrington also cited City Heights as “one of the most vibrant” up and coming areas.
FASTEST-GROWING PRIVATE COMPANIES  
Ranked by percent of verified revenue growth from 2012 to 2014

Company | Address | Telephone | Percent Growth from 2012-2014 | Revenue: (millions) 2012 | Local full-time employees as of March 1, 2015 | Business description | +CEO Established Locally |
---|---|---|---|---|---|---|---|
26. | Leucadia Coors | 3817 Ocean Ranch Blvd., Suite 114, Oceanside 92056 | 147.11 | $27.35 | 120 | Manufacturing | Matthew Power 2003 |
28. | Reno Contracting Inc. | 7584 Metropolitan Drive, Suite 100, San Diego 92108 | 144.76 | $36.3 | 72 | General contractor | Matthew Reno 1993 |
29. | Townsend Properties Inc. | 444 Archer St., San Diego 92109 | 143.90 | $10.32 | 20 | Home builder | Ben Ryan 2011 |
31. | KPI Logistics Inc. | 1316 H St. Drive, Suite 130, San Diego 92130 | 137.4 | $9.31 | 9 | Transportation and logistics | Marc Meier 2010 |
32. | Cold Breeze LLC | 6817 Mesa Ridge Road, Suite 100, San Diego 92121 | 134.43 | $34.13 | 57 | Manufacturer of eco-friendly building products | Jeff Goldstein 2004 |
33. | New Venture Ener | 3131 Carbone Del Rio South, Suite 410, San Diego 92106 | 134.06 | $2.49 | 22 | Real estate | Casey Ludlum 2011 |
34. | Total Relocation Expert | 8990 Rko San Diego Drive, Suite 202, San Diego 92108 | 133.66 | $1.23 | 15 | Software | Sheryl Rawling 2008 |
36. | CPC Strategy | 5202 Carone Del Rio S., San Diego 92108 | 132.47 | $3.08 | 18 | Advertising agency, retail search marketing | Rick Backus 2007 |
38. | Underground Elephant | 600 9th St., Suite 1300, San Diego 92101 | 127.67 | $55.37 | 84 | Digital marketing and online technology services | Jason Kubo 2008 |
39. | 3 Blind Mice Window Coverings Inc. | 6150 La Jolla Blvd., Suite B103, San Diego 92121 | 123.70 | $3.8 | 16 | Home improvement contracting | Scott Diets 2008 |
40. | Sonic Box Wellness | 5963 La Place Court, Suite 100, Carlsbad 92008 | 122.87 | $4.9 | 34 | Corporate wellness | Diana Kern 2007 |
41. | Environmental Lights | 11235 W. Bernardo Court, Suite 102, San Diego 92127 | 121.87 | $9.83 | 24 | LED lighting supplier | Gregory Thompson 2006 |
42. | The Cydog Group Inc. | 2813 Carone de la Nina, Suite 1150, San Diego 92108 | 121.24 | $6.1 | 16 | IT staffing | Carl Starling 2001 |
43. | Efficient Market Advisors LLC | 12155 High Stail Drive, Suite 300, San Diego 92130 | 118.27 | $3.7 | 10 | Investment management | Herb W Morgan 2004 |
44. | National Funding Inc. | 9820 Towne Centre Drive, Suite 300, San Diego 92121 | 117.78 | $50.56 | 166 | Financial services | David Gillbert 1999 |
45. | InVentiv | 2344 Gateway Rd, Carlsbad 92009 | 117.30 | $5.71 | 27 | IT management and consulting | Dylan Nattler 2002 |
46. | SolidProfessor | 1409 Pacific Highway, Suite 300, San Diego 92101 | 113.25 | $3.02 | 19 | eLearning | Tony Glackin 2002 |
47. | Internet Marketing | 10620 Tresca St., Suite 250, San Diego 92131 | 112.37 | $27.72 | 87 | Digital marketing agency | Brandon Friedman 2007 |
48. | Ellophone.com | 2544 Gateway Rd, Carlsbad 92009 | 110.75 | $0.94 | 14 | Digital marketing | Danny DinhDinh 2011 |
49. | Simply Batch | 10464 Rugby Bernardo Road, Suite 100, San Diego 92127 | 108.72 | $4.84 | 90 | Temporary placement and recruiting | Travis Modly 2008 |

To the best of our knowledge this information is accurate as of press time. While every effort is made to maintain the accuracy and thoroughness of the list, inaccuracies and typos sometimes occur. Please use at your own discretion or additions to the Research Department at the San Diego Business Journal. 619-777-5858. This list may not be reprinted in whole or in part without written permission from the editor. Some companies have declined to participate or declined to survey by press time. It is not the intent of this list to endorse the participants nor to imply a company's size or numerical rank indicates its quality. 

Website: sdbj.com
Becoming part of the world of top secret technology is no easy task. And working with one of the military’s most critical communications and command centers puts you at the highest echelon of trust and confidentiality. Major installations such as SPAWAR, the Navy’s massive Space and Naval Warfare Systems Center Pacific head up Cypher Analytics’ extensive federal government and Department of Defense client list. The company provides a wide range of management consulting in financial, engineering and project management and analysis from concept to delivery; working hand in hand with the government to help generate budgets, as well as solicit and evaluate proposals.

Ryan Marovish and Patrick Morgan teamed up after working together at KPMG and founded M2 Consulting, Inc. in 2004; then rebranded the company as Cypher Analytics in 2014. With the company’s rapid growth, senior managing partner and CEO Nelson Tum was brought in to round out the C Suite leadership team. Cypher Analytics has made a name for itself as an organization that delivers the highest quality service, on time and on budget. Marovish, president of Cypher, states the company’s success is due to “our strong reputation in the industry and also the fact that we now have our SBA 8(a) status, making it much easier for the government to contract with us directly and enabling them to get the right team for the mission at a competitive price.” The status designation, a congressional mandate to use federal dollars to support small, minority and women-owned businesses, has been a catalyst for increasing business over the last five years.

The company currently holds a SeaPort-e prime contract — the Navy’s electronic platform for procuring over a half billion dollars of professional support services each year. Though sequestration has hit a number of industries that support defense department activities, Cypher has not experienced any significant impact or loss of business. Maintaining a staff with just the right technical expertise and also high level security clearances makes San Diego a perfect place for the organization to be headquartered. And Marovish credits Cypher’s employees as the key to its staying power. There are very few places outside of the Washington D.C. area to recruit the type of talent needed, often former military or government and defense workers and contractors. According to Marovish, “we have been blessed to have such an incredible team of professionals who go above and beyond for the customers they support. I can say that this is the main driver of our growth which we have been able to foster and therefore develop lasting relationships with our customers.” Additionally, the fact that SPAWAR, their largest customer, is located here is a great advantage.

Cypher’s future plans call for opening an east coast office in 2016. The company’s biggest challenge today is finding the right resources to help grow opportunities — a smart growth approach. Marovish stresses he wants to “make sure we don’t bite off more than we can chew.”

“WE HAVE BEEN BLESSED TO HAVE SUCH AN INCREDIBLE TEAM OF PROFESSIONALS WHO GO ABOVE AND BEYOND FOR THE CUSTOMERS THEY SUPPORT,” — RYAN MAROVISH
FASTEST-GROWING PRIVATE COMPANIES

Ranked by percent of verified revenue growth from 2012 to 2014

<table>
<thead>
<tr>
<th>Rank</th>
<th>Company Name</th>
<th>Address</th>
<th>Telephone Fax</th>
<th>Percent Growth in revenue from 2012-2014</th>
<th>Revenue: (millions) 2012</th>
<th>Local full-time employees as of March 1, 2015</th>
<th>Business description</th>
<th>CEO</th>
<th>Year established locally</th>
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<tbody>
<tr>
<td>52</td>
<td>En Vision Materials Corp.</td>
<td>21717 Community Road, Poway 92064</td>
<td>858-469-8946</td>
<td>89.63</td>
<td>$48.11</td>
<td>28</td>
<td>Ceramic heater manufacturer</td>
<td>Frank J. Polesio, Ranil J. Dissanayake</td>
<td>2011</td>
</tr>
<tr>
<td>53</td>
<td>SKT Marketing</td>
<td>501 W. Broadway, Suite 770, San Diego 92101</td>
<td>619-501-1189</td>
<td>89.07</td>
<td>$12.17</td>
<td>5</td>
<td>Internet marketing and media</td>
<td>Braden Adkins</td>
<td>2010</td>
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<tr>
<td>55</td>
<td>Airship Tools Inc.</td>
<td>1480 Trade St., San Diego 92121</td>
<td><a href="http://www.airshiptools.com">www.airshiptools.com</a></td>
<td>858-906-3053</td>
<td>$5.96</td>
<td>19</td>
<td>Industrial distribution</td>
<td>Sam Hatchens, Sam Hatchens</td>
<td>2003</td>
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<tr>
<td>58</td>
<td>TargetCM</td>
<td>48744 Chaparral Drive, San Diego 92133</td>
<td><a href="http://www.targetcm.com">www.targetcm.com</a></td>
<td>858-810-3291</td>
<td>$118.71</td>
<td>80</td>
<td>Staffing</td>
<td>Ramon Wear, Ryan Aiming</td>
<td>2010</td>
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<td>62</td>
<td>Xilinx Inc.</td>
<td>15285 Corporate Mountain Road, San Diego 92121</td>
<td><a href="http://www.xilinx.com">www.xilinx.com</a></td>
<td>858-793-5700</td>
<td>$32.26</td>
<td>243</td>
<td>Software and services for healthcare technology</td>
<td>Lila White, James Maloney</td>
<td>1997</td>
</tr>
<tr>
<td>63</td>
<td>Momentum Billing</td>
<td>1365 Sabra Springs Parkway, Suite 150, San Diego 92120</td>
<td><a href="http://www.momentumbilling.com">www.momentumbilling.com</a></td>
<td>888-675-6337</td>
<td>$1.57</td>
<td>12</td>
<td>Health care services and software</td>
<td>Monte Miller, Monte Miller</td>
<td>2008</td>
</tr>
<tr>
<td>66</td>
<td>SynteractHCR Inc.</td>
<td>7579 Fleet St., Suite 100, Carlsbad 92008</td>
<td><a href="http://www.synteracthcr.com">www.synteracthcr.com</a></td>
<td>760-269-8300</td>
<td>$55.00</td>
<td>256</td>
<td>Contract research organization</td>
<td>Wendell Bar, Keith Kolb</td>
<td>1995</td>
</tr>
<tr>
<td>70</td>
<td>Coastal Payroll Services Inc.</td>
<td>4809 Murphy Canyon Road, Suite 110, San Diego 92123</td>
<td><a href="http://www.coastalpayroll.com">www.coastalpayroll.com</a></td>
<td>858-566-2123</td>
<td>$2.74</td>
<td>17</td>
<td>Financial services</td>
<td>Jonathan Gallagher, Craig Coleman</td>
<td>2007</td>
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<tr>
<td>71</td>
<td>DynaCard Inc.</td>
<td>111 S. Jasper St., Suite 100, Escondido 92025</td>
<td><a href="http://www.dynacard.com">www.dynacard.com</a></td>
<td>858-803-7970</td>
<td>$6.92</td>
<td>17</td>
<td>Direct mail marketing, tracking and analytics software</td>
<td>Ivan Farber, Valerie Farber</td>
<td>2008</td>
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<tr>
<td>75</td>
<td>Blynd Group</td>
<td>4440 56th St., Suite 200, San Diego 92116</td>
<td><a href="http://www.blynd.com">www.blynd.com</a></td>
<td>619-255-9300</td>
<td>$0.60</td>
<td>6</td>
<td>Advertising specialty promotional products</td>
<td>Brayden Tolll, Brayden Tolll</td>
<td>2009</td>
</tr>
</tbody>
</table>

Notes: The business journal’s criteria for inclusion in the list included companies that were headquartered in San Diego County and were privately held. Inclusion was based on verified revenue growth from 2012 to 2014. The business journal has chosen to show rankings from last year’s list for companies that are no longer growing. The purpose of this list is to highlight those companies that have grown consistently year after year, and while it’s unlikely that a company will rank each year, the list does not mean that its products and services will not continue to grow. A number of companies completed surveys but did not rank in the top 100 for the list.


*Continued from page 35*
In 1938 America was enjoying a robust economy coming out of the Great Depression. Gas cost 10 cents, a loaf of bread nine cents and a pound of hamburger 13 cents. Consumers were seeing products with new materials such as Teflon, nylon and instant coffee. News of Howard Hughes’ around the world flight, the rise of tyrannical dictators in Europe, and Orson Wells’ “War of the Worlds” had listeners glued to their radios. In that year, LeRoy Neville Baker acquired Dietech Electric for $4,800 and launched a company in Escondido, that would become a trademark name throughout the region. But, doubtful even the intrepid Baker could have predicted that his electrical business would, in the fourth generation of family ownership, expand by harnessing the power of the sun.

Ted Baker, Leroy’s great grandson saw the opportunity to develop this alternate energy source for residential and commercial consumers and began incorporating solar installation with the company’s other electrical contracting services. In 2006 and 2007, NB Baker was seeing significant growth, installing solar in 400 homes in Madera Ranch for nine different builders. In January 2014, with the business recovering from the recession, Baker needed someone to run that segment separately from the core operation and recruited Mike Teresso to take the lead.

Baker Solar’s success can be tracked to several key strengths. The Baker name is a long time trusted brand. People gravitate toward working with a local company and one that has a history. Additionally, consumers trust the company will be around for 20 years. A fundamental question according to Teresso, “is your installer going to outlast your system. Of any company in San Diego, no one can speak to longevity like Baker.” A majority of their business — two thirds — comes from referrals. The company also approaches each installation with an individualized system for capacity and available sunlight along with customized service; unlike some startups in the industry that use a lot of negative marketing and acquisition practices. Baker exclusively hires highly skilled staff through the local union, which gives them the flexibility to scale up quickly. To date with 147 (at press time) employees the company has installed panels in more than 2,700 homes and more than 60,000 panels have been contracted commercially.

In 2012, leases for solar became available and that, according to Teresso, set the industry on fire. “The advent of leases together with the investment tax credit and state rebate really started the growth.” Challenging the growth trajectory is the expiration of net energy metering and the loss of the federal investment tax credit in 2016. “Over the next 18 months everyone will chase that credit — we are gearing up for that rush,” states Teresso.

Looking ahead, 2017 industry expansion will be flat at best. But, Teresso is optimistic for Baker Solar. “San Diego is probably the best solar market in the country. We have a lot of sunshine and high utility rates.”

“SAN DIEGO IS PROBABLY THE BEST SOLAR MARKET IN THE COUNTRY. WE HAVE A LOT OF SUNSHINE AND HIGH UTILITY RATES,” — MIKE TERESSO
FASTEST-GROWING PRIVATE COMPANIES

Ranked by percent of verified revenue growth from 2012 to 2014

| Rank | Company Name | Address | Telephone | Fax | Percent Revenue Growth from 2012-2014 | Revenue (millions) 2013 | Revenue (millions) 2014 | Local full-time employees as of March 1, 2015 | Business Description | Executive | CFO | Year established | Notes |
|------|--------------|---------|-----------|-----|-------------------------------------|--------------------------|--------------------------|---------------------------------------------|---------------------|----------|----------------|-------|
| 76   | Valcor LLC   | 1555 6th Ave., San Diego 92101 | 760-346-0315 | 60.4 | $1.95 | $5.53 | 6 | 6 | Digital communications and marketing | Jay Baggs | Jay Baggs | 2011 |  |
| 78   | II Solutions Systems Inc. | 4240 Pacific Highlands, Suite 110, San Diego 92110 | 619-222-9020 | 57.69 | $5.97 | $9.3 | 101 | Defense contractor | Georgia Griffiths | Bill Long | 1989 |  |
| 81   | Erickson-Hall Construction | 5050 Corporate Dr., Escondido 92029 | 760-786-7700 | 54.26 | $16.75 | $27.3 | 64 | Construction management and general contracting | Michael Conney | Michael Hall | 1998 |  |
| 82   | Thompson Search | 3407 Monarchia, Suite 340, San Diego 92121 | 868-402-1200 | 52.33 | $8.6 | $13.6 | 48 | Executive search and staffing in accounting/finance | Judy Thompson | Judy Thompson | 1981 |  |
| 83   | Web Hospitality Group Inc. | 300 Rancho Bernardo Dr., Suite 450, San Marcos 92069 | 760-749-3000 | 52 | $10.0 | $16.0 | 1,600 | Vacation ownership (timeshare industry) | Jonathan F. Fredericks | Carla Azzi | 1984 |  |
| 84   | Payment Logistics | 2870 Greenwood Drive, Suite 110, San Diego 92122 | 868-624-3687 | 49.99 | $25.42 | $34.2 | 29 | Payment processing technology and services | Dustin Ngilji | Bruce Nitch | 2003 |  |
| 85   | Torrey Pine Transportation | 10807 Nocatee Dr., Suite B, San Diego 92121 | 858-587-1184 | 47.38 | $2.50 | $3.7 | 40 | Chauffeured transportation | Anna Daniels | Brian Daniels | 1988 |  |
| 86   | Greenhouse | 349 S. Highway 101, Solana Beach 92075 | 310-968-3561 | 45.81 | $2.55 | $3.7 | 11 | Software, digital marketing, business software, small business, CRM, marketing automation | Lars Helgesen | Keith Richmond | 2008 |  |
| 87   | Dole & Associates Inc. | 2030 Grand Ave., Suite 200, San Diego 92109 | 619-299-0490 | 45.6 | $16.65 | $23.1 | 9 | Wholesale distributor | Glen Dole | Penny Yarballe | 2010 |  |
| 88   | Integrated Associates Inc. | 4855 Casa Dr., Suite 202, San Diego 92109 | 858-412-6189 | 44.56 | $5.15 | $7.1 | 19 | Technical recruiting and consulting | Ethan Globis | Anthony Moser | 2010 |  |
| 89   | Connering | 1515 Avenue of Sciences, Suite 160, San Diego 92108 | 868-217-3586 | 44.51 | $7.36 | $10.1 | 37 | Project, cost and construction management | Felipe Connering | Brian Randolph | 1996 |  |
| 90   | La Vita Compounding Pharmacy | 3975 Sorrento Valley Blvd., Suite 300, San Diego 92121 | 858-403-2500 | 43.96 | $2.20 | $3.2 | 9 | Prescription drug sales | Debra Hubbs | Christine Graft | Andrew Ruff | 2007 |  |
| 91   | Seagen | 918 Fourth Ave., Suite 200, San Diego 92101 | 619-819-7416 | 43.2 | $3.75 | $5.0 | 30 | Custom software design and development | Mark Alliger | Mark Alliger | 2008 |  |
| 92   | Outsource Technical SD LLC | 151 Centennial East, Suite 829, San Diego 92106 | 619-734-1450 | 42.6 | $4.05 | $5.2 | 7 | Information technology staffing | Natabia Veli | Greg Llanes | 2011 |  |
| 93   | Andersen Plumbing Heating and Air | 151 W. Marine Ave., Suite 2020, San Diego 92101 | 619-449-7846 | 41.21 | $17.92 | $26.7 | 152 | Plumbing service | Mary Jane Anderson | Debbie Williams | 1979 |  |
| 94   | Four Seasons Tree Care Inc. | 770 Tycanele Ave., Suite 122, Vista 92083 | 858-991-7774 | 40.62 | $4.97 | $6.5 | 54 | Urban forest management | Bryan Moeller | Chris D Miller | Adam Heard | Nick Strocknick | 2008 |  |
| 95   | DIG Engineering | 15880 Barnett Center Drive, San Diego 92127 | 858-376-2500 | 37.34 | $8.43 | $12.9 | 236 | Contract engineering and manufacturing | Scott Dennis | Judy Zverevberg | 1999 |  |
| 96   | Niosphere | 2280 Gary Hawk Court, Suite 100, Carlsbad 92009 | 888-859-6682 | 36.78 | $7.81 | $10.6 | 13 | Medical device education | Tim Goward | Tim Goward | 2013 |  |
| 97   | eHealthMama | 4420 Colina Way, San Diego 92121 | 858-200-0516 | 36.42 | $4.07 | $5.1 | 126 | Online auto parts | Dana Groening | Chris Dunnup | 1989 |  |
| 99   | Cash Practice Inc. | 2870 Cypress Dr., Suite 102, San Mateo 94403 | 657-343-8950 | 33.99 | $2.65 | $3.7 | 8 | E-health software solutions | Miles Ivan Bodzin | Steven Peterman | 2003 |  |
| 100  | New Horizons Computer Learning Centers | 4650 Miramar Road, Suite 202, San Diego 92126 | 858-880-2000 | 32.76 | $16.69 | $23.1 | 116 | IT training and vocational school | Kevin Landry | Anna Hrudsky | 1982 |  |

Sources: The companies, CPA attestation letters and San Diego Business Journal files for tax. 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 businesses, organizational and typographical errors sometimes occur. Please send corrections or additions to the Research Department at the San Diego Business Journal, 1901-77-001. This list may be reproduced in whole or in part without permission from the editor. Some companies have declined to participate or did not return survey by press time. It is not the choice of this list to eliminate the participants nor to imply a company’s size or numerical rank indicates its quality.
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