

Biographies
Survey of the Regional Economy
Sustaining a Competitive Region
October 16, 2008

San Diego's Economic Outlook in 2008 and Beyond

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Kelly Cunningham is a senior fellow and economist for the San Diego Institute for Policy Research. He is the former chief economist and research director for the San Diego Regional Chamber of Commerce, where he established a reputation for his understanding and expertise of San Diego's regional economy. He was also supervising economist at the City of San Diego and a senior market research analyst for a national apartment developer.

After graduating from Brigham Young University with a degree in business and economics, Mr. Cunningham worked in the marketing research department at the corporate offices of the Copley Press, Inc., owners and publishers of *The San Diego Union-Tribune* newspaper. He joined the San Diego Regional Chamber of Commerce in 1987 and became director of the Economic Research Bureau. Mr. Cunningham has closely monitored San Diego's economy for the past 23 years. His analysis and views on the San Diego economy are sought by local, state, national and international businesses and media.

San Diego's Population

Beth Jarosz

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Beth Jarosz is an analyst with the San Diego Association of Governments. Her previous research includes work with the Greater Phoenix Economic Council and the Rhode Island Economic Policy Council. Her areas of expertise include regional quality of life research, population modeling and regional forecasting.

Ms. Jarosz's recent publications include a chapter entitled "Creating an Index to Evaluate a Region's Competitiveness" in *Quality of Life Indicators: Best Practices*, as well as various *INFO* bulletins on San Diego region demographic and economic trends. Ms. Jarosz holds a Bachelor of Science degree in applied economics from the University of Rhode Island and just completed a master's degree in demographic and social analysis at the University of California, Irvine.

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Indicators of Sustainable Competitiveness: A Quality of Life Index for San Diego

Michael Schuerman

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Michael Schuerman has been director of research for the San Diego Regional Economic Development Corp. since late 2003. He has more than 21 years of experience in marketing research, mostly in the newspaper business, and is also a former newspaper reporter and editor.

He was the lead researcher and co-author in 2008 of *Housing San Diego – Toward a Plentiful and Attainable Workforce Housing Supply* examining trends in housing affordability and the job-housing balance between 1990 and 2030. He was also lead researcher and co-author (with SANDAG’s Marney Cox) of *Indicators of Sustainable Competitiveness 2005*, a joint EDC-SANDAG study comparing San Diego’s competitive position to 18 other U.S. regions.

Mr. Schuerman is currently working on research projects examining the economic potential of under-utilized lands around the county; an inventory of housing and employment lands (with SANDAG); and the establishment of a San Diego County-Imperial County mega-region.

Other initiatives Mr. Schuerman has participated on with EDC include the multi-agency effort to attract the California Institute for Regenerative Medicine to San Diego; business attraction and retention in downtown San Diego; and a salary and workforce assessment of local industry clusters.

Additionally, Mr. Schuerman was a reporter and business columnist with the *Times Advocate* (now *North County Times*) in Escondido, where he wrote frequently on retailing trends in San Diego County, including extensive reporting on the development of Horton Plaza in San Diego and North County Fair in Escondido. He was also editor in the 1980’s of the then-weekly *Californian* newspaper in Temecula.

Mr. Schuerman holds a bachelor's degree in English from Cal State Fullerton and a professional certificate in GIS mapping from the University of California, Riverside Extension.

The REAL Impact of Tourism in San Diego: San Diego’s Tourism Industry

Carl Winston

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Carl Winston has over 20 years of experience in a variety of senior executive level hospitality industry positions. Prior to joining San Diego State University, Mr. Winston was a chief operating officer for Trigild Corporation; executive vice president of operations for Jeepers!, a

Boston-based company which operates a chain of small amusement parks; and executive vice president of operations for Trusthouse Forte; and later Chartwell Leisure. Prior to these experiences, he started his own hotel management company, and was the senior operations executive responsible for a hotel company that grew from 17 to 125 locations in four years. In addition, he worked in public accounting as a consultant for four years. Mr. Winston is involved with a large number of local, regional and national industry associations and groups where he serves in leadership positions and on Boards of Directors. He earned his bachelor's in sociology at University of California, San Diego and his master's in hotel administration at Cornell University.

Navy Region Southwest Mission and Presence

Rear Admiral Leendert 'Len' R. Hering

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Rear Admiral Leendert "Len" Hering, Sr., was born in Portsmouth, Virginia and commissioned through the NROTC Scholarship Program from State University of New York Maritime College in 1977 with a Bachelor of Science degree in meteorology and oceanography. He has also earned a Master of Science degree in international relations and strategic studies from the Naval War College, and a Master of Science degree in business management from Salve Regina University in Newport, R.I.

Rear Admiral Hering's initial sea assignment was aboard USS SANTA BARBARA (AE 28), where he served as 1st and 2nd Division Officer and Assistant First Lieutenant. Upon completion of Department Head School in 1980, he was assigned to the commissioning crew of USS FAHRION (FFG 22) as Ship's Control Officer, and later as Combat Systems Officer. He had command of USS ARIES (PHM 5) from January 1989 to January 1991 and USS DOYLE (FFG39) from July 1995 to March 1997. USS DOYLE was a member of the Vinson Battle Group in Desert Strike; the ship earned the Battle "E," all possible departmental awards, the 1996 Chief of Naval Operations LAMPS Safety Award, and two TYCOM Safety Awards.

His assignments ashore include duty as operations and plans officer to Commander, Destroyer Squadron TWELVE; aide and administrative assistant to the Deputy Chief of Naval Operations for Naval Warfare; Action Officer, Pacific Command Branch J-33, Joint Operations Directorate, Joint Staff; 1st Battalion Officer and Ethics Instructor, U.S. Naval Academy, Annapolis, Maryland; Commanding Officer of Naval Base San Diego; Commander, Naval Surface Group Pacific Northwest; Commander, Navy Region Northwest, and presently Commander, Navy Region Southwest.

Rear Admiral Hering's personal awards include (2) Legion of Merit, Defense Meritorious Service Medal, (4) Meritorious Service Medals, and various other personal achievement, service awards and ribbons.

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Importance of Tijuana to the Economy of San Diego

James C. Clark

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James Clark is the director general of the Mexico Business Center. The Mexico Business Center is the foremost organization bringing the San Diego/Baja California Region together for economic development. Mr. Clark is a native of Illinois, and a graduate of the University of Illinois at Urbana with a bachelor of science in marketing. After military service in Würzburg, Germany, he began his professional career in San Diego as an advertising account executive. Among his clients were the San Diego Padres, Caliente Racecourse and various real estate developments.

With a partner, Mr. Clark moved north to found a Los Angeles-based magazine company to publish airline in-flight magazines. When he left East/West Network ten years later, more than 60 percent of all flights in the United States carried the company's magazines, including Continental, Delta, Eastern, Pan Am, PSA, US Air, and United. Additional publishing ventures included *San Francisco Magazine*, the city magazine for the Bay Area, and *The Executive*, a business magazine that profiled Los Angeles and Orange County companies through the eyes of those companies' chief executive officers. Mr. Clark was also director of magazine development at Freedom Communications in Irvine, and interim publisher of both *World Trade* and *Latin Trade* magazines.

Prior to heading the Mexico Business Center, Mr. Clark was the executive director for the Californias of the United States-Mexico Chamber of Commerce, based in Los Angeles.

Mr. Clark serves as an International Friendship Commissioner for the City of Chula Vista, and is on the advisory boards of Citizen's Diplomacy Council of San Diego, LEAD San Diego and XLNC1 Classical Music Radio for San Diego and northern Baja California.

Flavio Olivieri

Vice-President
Crossborder Group, Inc.

Flavio Olivieri has more than 18 years of US-Mexico border relations and project management experience. He is Vice President for Mexico of Crossborder Group Inc., a San Diego based boutique consulting firm specializing in US-Mexico project development, research and analysis. He is also CEO of Serena Senior Care, an In-Home Assisted Living and Property Care service provider located in Rosarito, Baja California. Previously he was U.S.-Mexico project manager of SAIC's Infrastructure and Environmental Sciences Group. Prior to joining SAIC, he worked as the Mexico public relations manager for Sempra Energy, supporting the development of energy infrastructure projects worth over \$1 billion. In his 16 years of border related projects, Mr. Olivieri has promoted and facilitated cross-border initiatives and private ventures in industrial development, energy, environment and safety information technology, health and education.

Mr. Olivieri is a member of the SEMARNAT National Sustainable Development Advisory Council. He is an active board member of several business and economic development organizations in San Diego and

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Tijuana, including the Tijuana Economic Development Council (CDT). Currently, he coordinates the development of the Tijuana Health Tourism Cluster. Mr.

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Olivieri has a master of science in electronic commerce and master's in business administration from National University and an industrial and systems engineering degree from Tech of Monterrey (ITESM).

Jesus Manuel Sandez-Contreras

Secretary of Economic Development
City of Tijuana

Jesus Manuel Sandez-Contreras has headed the Economic Development Secretariat of the City Government of Tijuana, since 1997. His work emphasizes the retention of industrial and commercial investment projects, as well as the improvement of the regional relations between Mexico and the U.S. in employment, urban infrastructure projects, legal framework and economic promotion incentives. Mr. Sandez-Contreras has experience in quality control management, production control, economic impact studies and industrial management leadership.

As a businessman, Mr. Sandez-Contreras has participated as founder and co-founder of many projects related to industrial metal recycling in the Tijuana-San Diego Region. His business profile has allowed him to participate in non-profit organizations as well as community leadership boards throughout Baja California, including Toastmasters International, American Foundrymen Society, Tijuana EDC, UABC Foundation, Tijuana Economic Development Council and Tijuana Businessmen Council. Mr. Sandez-Contreras holds a bachelor's in metallurgical and has completed postgraduate courses in related fields.

Hèctor Torres-Lòpez

National Partner
Baker & McKenzie

Hèctor Torres-Lòpez is a national partner in corporate practice with Baker & McKenzie, in Tijuana, Baja California. He has been a member of the firm since 2002. His areas of expertise include advice to foreign investors for business planning development in Mexico, particularly in respect to regulations applicable to manufacturing activities and infrastructure projects. Mr. Torres-Lòpez has worked on projects for maquiladoras and the gas, hotel and real estate development industries. He also provides advice to companies regarding legal aspects of mergers, spin-offs and asset acquisition.

Mr. Torres-Lòpez is an active member of the Mexican National Association of Corporate Counsel (ANADE), and the Inter-Pacific Bar Association (IPBA). Currently, he is the secretary for the Tijuana Economic Development Corporation (DEITAC), and a member of the Mexico Business Center/San Diego Regional Chamber of Commerce.

Mr. Torres-Lòpez is co-author of the article "Foreign Investment in Mexico's Real Estate: An introduction to the Legal Aspects of Real Estate Transactions" published by *San Diego Law Review* in 1998, and co-author of the article "Regulatory Framework for LNG Terminals in Mexico," published by the *Latin American Oil and Gas Journal*. He has been a frequent guest speaker for a number of seminars on foreign investment and real estate organized by various organizations and universities. Torres-Lòpez obtained his law degree from Universidad Autonoma de Baja California, Tijuana. He obtained his Master's degree in comparative law from the School of Law School at University of San Diego in 1997.