

**SpawGlass**  
 Leadership changes at company promote continuity and opportunity. **PAGE 4**

**Birds of a feather**  
 San Antonio Zoo working to protect rare birds by sharing feathers. **PAGE 10**

**Legislature**  
 Push underway in Austin to beef up property owner protections. **PAGE 18**

**More inside**

Real Estate Roundup	8	SportsView	17	The List	29
Marketing & Media	12	Small Business Weekly	19-23	Records & Leads	33-40
Around Town	13	People on the Move	25	Money Rates	42
Week at a Glance	15	Special Report	26-32	Opinion	50-51

**Special Report: Business Law**



Fulbright & Jaworski's Daryl Lansdale Jr. says having a good legal foundation is smart for any startup. **PAGE 26**

**Index**

This index lists businesses, organizations and people mentioned in news stories in the San Antonio Business Journal this week. It does not include People on the Move, Records & Leads, Week in Review, News Bytes or the Opinion pages.

**PEOPLE IN THE NEWS**

Anthony, Nick	26	Fitzgerald, Sean	3	Pagel, Laurie	10
Arispe, Rudy	12	Fontana, Joe	3	Perry, Mark	6
Atkins, Steve	1	Fraser, Shane	19	Raley, Fred	4
Bailes, Lea	3	Frost, Nora	12	Rizzi, Nick	3
Bray, John	26	Glennon, Rose	13	Robinson, Craig	6
Bull, David	12	Gonzalez, Ricky	19	Schultz, Steven	4
Chae, Michael	1	Gulker, Ryan	10	Speigel, Dennis	1
Chandler, Stephanie	26	Iger, Bob	1	Splitter, Tiago	12
Chiego, William J.	13	Jacob, Dan	12	Stone, Joel	4
Clamp, John	9	Jacob, Soonalyn	12	Stouffer, Gail	26
Cook, Steve	19	Jersin, Michael	1	Thompson, Jim	12
Cornell, Dan	6	Jones, Jerry	17	Tuggle, Benjamin	10
Daniels, Lauren	1	Kehoe, Katrina	12	Tyng, Thomas	1
Decker, Dan	1	Kossen, Jarid	3	Walker, Boots	1
deLeon, Lisa	1	Lange, Daryl	8	Watkins, Dixie	9
Dickson, John	12	Lansdale, Daryl	26	Wolff, Nelson	1
Dolich, Andy	17	Morris, Jim	6	Wolff, Tracy	1
Eyvazian, Atour	8	Moskowitz, Jeremy	6	Yadav, Anil	8

**COMPANIES IN THE NEWS**

Ambulatory Surgery Center Association	8	H.E. Butt Grocery Co.	1	Radio Advertising Bureau	1
American Marketing Association-SA	12	Harcourt Brace Jovanovich	1	Reata Real Estate Services	1
Anheuser-Busch InBev	1	HomeTeam Inspection Service	3	RSA Conference	6
Arispe PR	12	House Doctors	3	San Antonio Zoo	10
Automotive Technologies Inc.	3	International Theme Park Services Inc.	1	SeaWorld San Antonio	1
Busch Entertainment Corp.	1	Internet Retailer	8	Smart Tax	3
CBS	1	Jack In The Box	8	South Texas Chapter of Associated Builders and Contractors Inc.	4
Centro San Antonio Amigos	13	Jackson Walker LLP	26	SpawGlass	4
Centro San Antonio Management Corp.	13	Jamieson Fence	3	Subway	19
Comanche Nation	10	KENS-TV	1	Sun Harvest Farms	1
Cook Gola & Company	19	KLRN-TV	12	Tanger Factory Outlet Centers Inc.	8
CoreTrace Corp.	6	Mason PR	1	The Blackstone Group	1
CoxSmith	26	McNay Art Museum	13	The Nielsen Co.	1, 17
Dallas Cowboys	17	Medical Center Pharmacy	19	The Powell Cos.	8
Denim Group	6, 12	MH Real Estate Investments LLC	8	U.S. Fish and Wildlife Service	10
Dixie Watkins III & Associates	9	Moskowitz Inc.	6	United Mercantile Corp.	3
Dos Culturas PR	12	National Eagle Repository	10	University of Texas Health Science Center at San Antonio	13
Entrepreneur's Organization	26	National Franchise and Business Opportunities Show	3	WiredDesign	26
Fulbright & Jaworski	26	NFL	17	Walt Disney Co.	1
GlobalSCAPE Inc.	6	Nicktoons	17	Whole Foods Market	1
Green Fields Market	1	Northside Ford	12	Wireless Zone	3
Guier Fence	3	Papouli's	26	Witte Museum	10
		Protera Advertising	1		

**THIS WEEK'S NEWSMAKERS**



Raley, 4 Robinson, 6 Eyvazian, 8 Gulker, 10 Powell, 15 Liebmann, 27

**LOOKING AHEAD**

**Best Places to Work**



The San Antonio Business Journal is accepting nominations for its annual Best Places to Work Awards, which highlight some of the best workplaces in the San Antonio area. The selection process is two-fold and begins with nominations. Visit [www.sanantoniobusinessjournal.com](http://www.sanantoniobusinessjournal.com) and follow the link to instructions and a nomination form. Nomination deadline is Feb. 21. After that deadline, Quantum Workplace, our partner in this project, will send emails to nominated companies to complete a confidential online survey. For more info, e-mail [ssaporito@bizjournals.com](mailto:ssaporito@bizjournals.com).

The San Antonio Business Journal (ISSN 0895-1551) is published every Friday except semi-weekly the third week of December for \$97 a year, or \$191 for three years by the Business Journal Publications Inc. (dba San Antonio Business Journal Inc.). The San Antonio Business Journal is located at 8200 IH-10 W., Suite 820, San Antonio, Texas, 78230, (210) 341-3202, fax 342-4443. Periodicals postage paid at San Antonio, Texas.  
 ©2010 Business Journal Publications Inc. Postmaster: Please send address changes to: The San Antonio Business Journal, 8200 IH-10 W., Suite 820, San Antonio, Texas, 78230.

**Looking for a new home?**

Check out the "Executive Home Showcase" in the Classifieds.

**Fig Tree Restaurant**  
 Tuesday and Wednesday Dinner Specials

3-Course Prix Fixe Menu \$39  
 Paired with Wine \$49  
 Select Wines \$29/per bottle

Call 224-1976 for reservations.  
 Complimentary Valet Parking

Regular Menu Available

**FIRST AMERICAN**  
 COMMERCIAL PROPERTY GROUP

Some people see dirt. We see opportunity.

**SEALED BID SALE**

Hwy 281 at Celebration, 15.9 acres  
 Commercial site  
 \$25,000/ac min bid  
 High visibility & traffic

Tezel Rd at Old Tezel, .826 acre  
 \$25,000 minimum bid

Austin Hwy & Holbrook, 3.6 acres  
 Great visibility & frontage

For additional properties and more information, please visit our website.  
[www.DirtDealers.com](http://www.DirtDealers.com)

# Leadership changes at SpawGlass promote continuity, opportunity

BY TRICIA LYNN SILVA

SpawGlass is undergoing a changing of the guard designed to ensure that one of the city's largest commercial contractors remains a key player in the construction industry in the years ahead.

Fred Raley, who has served as CEO of SpawGlass since 2002, will step down at the end of this year. Taking his place will be Joel Stone, who currently serves as vice president of corporate business development.

Raley may be relinquishing his CEO title, but he has no intention of straying very far from the company. He will stay on as the chairman of the board of SpawGlass — a position he has held since 2009.

"I've enjoyed my career so much," says Raley. "I don't intend on leaving SpawGlass. I will be here in some role."

At least initially that role will include helping Stone transition into his role as CEO, says Raley. "I'm going to make sure that this guy is successful."

Adds Stone, "I have some pretty big shoes to fill."

Stone's appointment is representative of a philosophy that has been a cornerstone of SpawGlass for almost two decades: Creating new opportunities for employees.

"Without opportunities, people will move," says Raley, who points out that there will be a "domino effect" once Stone takes the helm — including finding someone to take on Stone's current role as head of business development. "There are going to be new opportunities created," Raley adds.

The tenure of the management team of

## SpawGlass

- **Founded:** In 1953 by Louis Spaw and Frank Glass
- **Offices:** Houston, Austin, Harlingen, as well as San Antonio

- **Signature projects include:** Corporate headquarters for NuStar; Union Pacific Railroad San Antonio Intermodal Facility; the Betty Slick and Lewis J. Moorman Jr. laboratory complex at the Southwest Foundation for Biomedical Research

SpawGlass speaks to the company's focus on creating opportunities. The newest employee of the team joined SpawGlass eight years ago. Then there are those like Raley and Stone, who have spent more than a quarter of a century with the firm.

And that institutional knowledge helps to support and service a strong base of business — which includes public-sector clients such as the U.S. Army Corps of Engineers and the University of Texas System as well as large private-sector customers like Valero Energy Corp. and the Methodist Healthcare System.

In 2010, SpawGlass earned the No. 9 spot on the Business Journal's list of Largest Commercial Building Contractors, with \$76.4 million in commercial billings for 2009. Total revenues for the firm last year came in at \$432 million, says Raley, who expects that 2011 performance to be in line with last year's numbers.

## Where the clients are

The institutional knowledge and experience of the company's management has been key to keeping SpawGlass profitable even during the harsh economic climate,



CATHERINE DOMINGUEZ / SAN ANTONIO BUSINESS JOURNAL  
(L to R) SpawGlass' Fred Raley and Joel Stone are building for the future.

company officials contend.

Indeed, the harsh economic climate of late is somewhat familiar territory to SpawGlass employees like Raley, who was with the company during the financial and real estate crunch that plagued Texas in the 1980s.

The private-sector work dried up, Raley recalls. SpawGlass did, however, find a steady flow of business within the public sector.

Since then, work with government and educational clients has been a part of SpawGlass' long-term strategy, says Raley. "Although we may have to look for work in (other markets). We go where the clients are working," he adds.

## The other side

This recent economic downturn, howev-

er, has come with some unique challenges — including a growing pool of out-of-town firms flocking to San Antonio seeking to tap into on the local construction market.

And as the competition heats up, contractors are faced with having to do the same amount of work at much lower fees.

"It's a very challenging time, no doubt about it," observes Steven Schultz, president of the South Texas Chapter of Associated Builders and Contractors Inc.

Some companies will succumb to the challenges, says Schultz. "That's an unfortunate fact about business," he adds. "There will be some (contractors) that don't survive."

Others, like SpawGlass, are poised to come out on the other side of the tunnel in a position to grow, Schultz says.

"SpawGlass is very well regarded in the industry, says Schultz. "They will survive."

# Move

toward a  
smarter future

- Ethical leadership
- Global experience
- Experiential learning
- Real value-real values

## TAKE THE CHALLENGE!

We offer a 30-hour part-time MBA program for working professionals.

Applications are being accepted for Fall 2011

ST. MARY'S UNIVERSITY

BILL GREEHEY  
SCHOOL OF BUSINESS

Accredited by AACSB-International

- ✓ The Princeton Review ranks our MBA first in Texas and the Southwest and sixth in the U.S. among MBA programs with the Greatest Opportunity for Women.
- ✓ U.S. News & World Report ranks St. Mary's 15th for academic reputation and fourth in the West region of the country for best value and quality.

For additional information, contact:

Richard Menger, Ph.D. - MBA Director  
(210) 431-2027 / [rmenger@stmarytx.edu](mailto:rmenger@stmarytx.edu)

Oralia Gomez - Administrative Assistant  
(210) 436-3708 / [ogomez@stmarytx.edu](mailto:ogomez@stmarytx.edu)

[www.stmarytx.edu/mba](http://www.stmarytx.edu/mba)