



*Mr. and Mrs.
McKenzie Cook,
January 21, 1961.*

Metro U.S. Construction Corporation

After a three-day drive, which Mary Lou and I called our extended honeymoon, we arrived in Detroit Lakes, Minnesota. I had agreed to spend three weeks there, looking in on the job I'd done the preceding summer. We left Detroit Lakes at the end of February and checked into a motel in the St. Louis Park area of Minneapolis, which wound up being our home for the next two months.

Metro U.S. Services was financed by Italy's state-owned oil and gas company, Eni. The Italians were hoping that Metro U.S. Services would give them a way into the lucrative oil and gas market, which at that time was dominated by the "Seven Sisters," a consortium of major oil companies. My boss, Antonio Sacconaghi, was charged with finding utility companies to purchase our services, and he tapped me to help him. As you will read later in this book, Tony Sacconaghi is a member of what I call my "Up-the-Ladder Team" because he had trust and confidence in me, and in my first real job, provided me with an opportunity that was better than most people see in a lifetime.

Tony and I met and agreed to take my car on a two-week trip, visiting utility companies across the Midwest to sell the services of our pipeline utility company. As we proceeded along our tour we were greeted like VIPs, and after two weeks we had secured three jobs. Metro was now a viable company on its way to success. The road trip had gone

very well, and I looked forward to getting back to Mary Lou to share my excitement.

But when I returned to Minneapolis, I discovered that Mary Lou, whom I had left alone in the motel room for two weeks without any transportation, was not a happy camper. Prior to our marriage, she had always been able to go where she wanted to go – either by airplane, airport limo, or her own car. Now she had been stuck in a motel room for two weeks with no family or friends to talk to and with very little money. Her days consisted of getting up to catch the hog reports on television, walking over to the Lincoln Delicatessen (where she purchased every one of her meals), and coming back to the motel to stare at the four walls. Before our marriage, any walking she did was through an airport or parking lot. But for the last two weeks, if she wanted to go anywhere, she had to brave Minnesota winter, where if the temperature reached above 10 degrees it was considered to be a fairly pleasant day.

My sincere apologies were accepted, and we agreed to look for an apartment as an initial step toward improving our situation. We had to wait for my first paycheck, but as soon as it arrived, we moved into a furnished apartment in an eight-story building overlooking Lake Hennepin. In general, things improved, but life was still far from ideal, with me traveling three to four days a



*Ken with Antonio Sacconaghi,
Detroit Lakes, Minnesota.*





*On the job for
Metro U.S.
Construction
Corporation in
Detroit Lakes,
Minnesota.*

week and Mary Lou left alone for days at a time without a car. It was around this time that we learned Mary Lou was pregnant and expecting our first child in early November of 1961.

To prepare for our new family member, we rented a furnished house in south Minneapolis, where Tony stored his Rolls Royce in our garage to use when he came to town. I reduced my traveling time and opened an office in downtown Minneapolis. We enjoyed that summer and made some new friends: Larry and Jo Rita Johnson, Mike and Barbara Sill, and Chuck and Nancy Dart.

Our beautiful baby girl, Amy Elizabeth, arrived on the sixth day of November, 1961, and immediately stole our hearts with her dark hair and angelic little face. Of course we thought she was the most beautiful baby we had ever seen. With the birth of our daughter came an increased sense of my responsibilities as a husband and father. My experience in business was limited, and I had to work seven days a week to establish myself in corporate America. As our baby girl grew and thrived, I worked very hard to make the business successful.

In early 1962, Mary Lou and I filed our first joint federal tax return, with a total income

for 1961 of \$5,906.10. A little later in the year, we were surprised to learn that Mary Lou was expecting our second child. We did the math and figured that Amy would be only 16 months old when the new baby was born.

As it turned out, the age difference was even less than that. Thomas McKenzie was born six weeks early on a cold, snowy day, the 21st of February, 1963. The morning of his birth I was driving to Iowa City, Iowa, to meet with the Iowa Southern Gas Company. Mary Lou



Amy Elizabeth Cook.



*Thomas McKenzie
and Amy Elizabeth Cook.*

had just been to the doctor the day before and was told that the baby would probably be born right on schedule in March. When I arrived at my appointment, I had a message from my secretary, who was taking care of Amy: Mary Lou was in labor and on her way to the hospital.

I was quite worried, and felt I had to get back as soon as possible. Being six hours away from Minneapolis, I decided to drive to the nearby airport and charter a small plane. As we were making our final approach into the Twin Cities, the air-controller in the tower radioed the pilot to let me know that I was the father of a bouncing baby boy, and that

mother and son were doing fine. When I arrived at the hospital, I went first to Mary Lou and then on to the nursery to visit my new son.

Because he was six weeks early, baby Tommy had no eyelashes or fingernails. Even more surprisingly, he had red hair. I was frankly taken aback when I saw him, and jokingly asked Mary Lou if she was sure that he hadn't been switched with another baby born that morning. She said she was sure he was ours, but agreed he did not resemble his sister and could not explain the red hair! None of those early peculiarities lasted very long. Tom soon began to look like his sister, and over the years, because he was tall for his age, we were often asked if our children were twins.

In 1963, when I paid my federal taxes for 1962, I found that my income had risen to \$8,404.40. Never let it be said that I was born with a silver spoon in my mouth! I started at the bottom and worked hard all the way through my career, but never harder than those early years.

Soon after Tommy was born I found myself traveling throughout the Midwest again to visit job sites and bid on projects. There were also obligations to be met for my Air Force Reserve program, which took me away one weekend each month and for a two-week training camp every summer. Since we still had just the one car, we would load up on groceries before I left for a trip, hoping that we hadn't forgotten something and that the food supply would last until I returned.

When I arrived home from one of my trips, I had the distinct impression that all was not well in the household. After the children were in bed, Mary Lou asked me point-blank if I was happy. When I assured her that I was, I knew what was coming. “Well I’m not. You’re an absentee husband, you don’t know the children, and they barely recognize their father.” It was a long night, but when I awoke the next morning, I realized that she was right and things needed to change.

I told Mary Lou that I would formulate a plan that would take us back to Southern California. On the 19th of May, 1963, I ran an advertisement in the San Diego Union advertising my services under the “jobs wanted” section of the classifieds.

I received five responses. Two were from insurance companies, one was from a plastics company, one was from a construction company and one was from a small equipment-rental company. My only response was to the construction company, and I was hired over the phone by Edward Mendenhall, the

president of Arguello Construction in Del Mar, California.

In the summer of 1963, I gave my 30-day written notice to Metro U.S. Construction and began packing for the move back to California. We arrived in San Diego and rented a house at 815 Vanderbilt Place in the Mission Hills area. Then life took one of those abrupt turns. The night before I was to begin my job, Mr. Mendenhall called me to explain that he had been “intellectually dishonest” with me. To save himself from further embarrassment, he was now informing me that the job was no longer available because his company was in serious financial trouble.

When that horrifying bit of information began to sink in, I reached for my briefcase and pulled out the name and phone number of my second choice for employment, the small equipment-rental company. Out of sheer desperation, I immediately called the owner of that company, Rent-It Service, to ask for an appointment.



Ken’s classified ad in the San Diego Union paid off with five responses.

Rent-It Service

A few days later, at 6:30 in the morning, I found myself at the corner of 15th and G streets in downtown San Diego, ready for my 7:00 interview. I was dressed in my best young executive attire, which included a jacket, tie and recently shined dress shoes. At about 6:45, a green 1947 Packard rolled up behind my car, and I watched an elderly man dressed in dark-blue bib overalls emerge. I stepped out of my car and asked if he knew where I might find Gus Kuehler. "You're looking at him," he said, squinting at me. I introduced myself as the young man looking for an opportunity, and he took another moment to size me up. "I don't think you're what I'm looking for," he finally said. In my suit and tie, I must have seemed like an overdressed snob, the kind who wouldn't be willing to start at the bottom, get a little dirty, and put in a hard day's work. Desperate to change his mind, I started telling him my story: a wife and two kids, a job offer that fell through, a solid work ethic and a good, strong back.

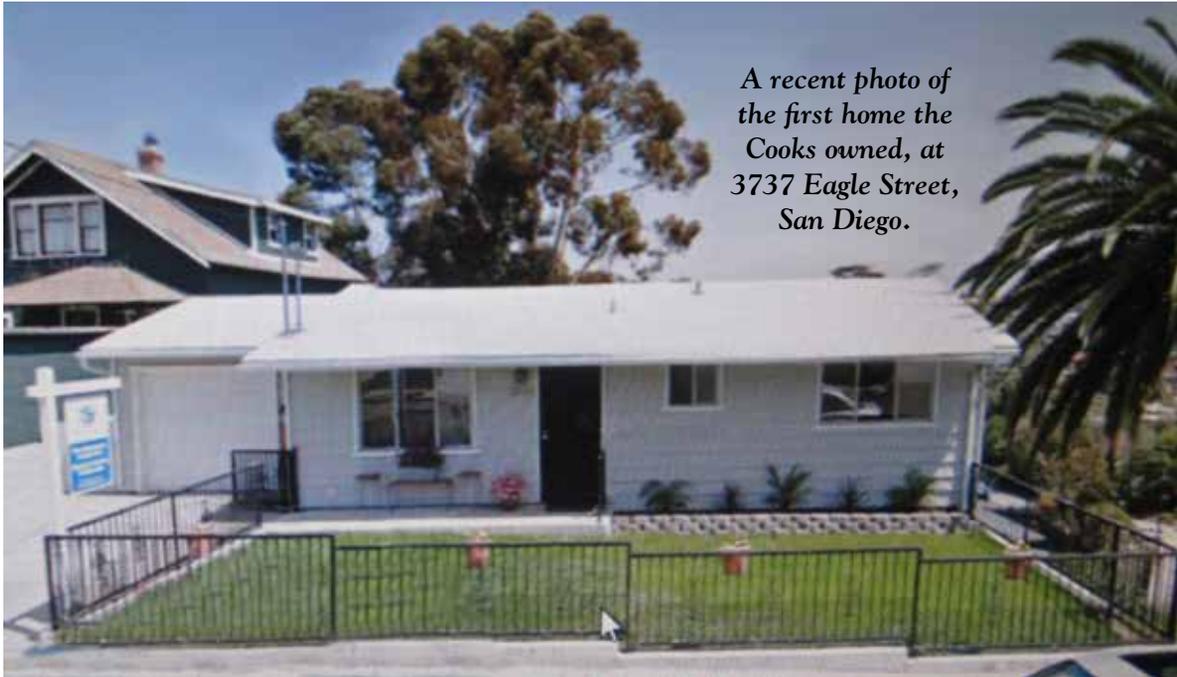
Taking pity on me, Mr. Kuehler invited me into the rental dispatch office. After about 30 minutes of my best persuasive skills, he agreed to hire me. Reaching into the closet, he pulled out a pair of overalls. "Go into the bathroom to put them on," he said, "and while you're in there, you can get started on your job by cleaning the toilet." I did exactly what he told me to do that morning as I began training as a yardman, making \$1.25

per hour. It was a far cry from my previous position with Metro U.S. Construction, where I was earning a salary of \$18,000 per year. But my family was counting on me, and this job was better than nothing.

I worked six days a week, 10 hours a day and learned the equipment-rental business from the ground up. Mr. Kuehler involved me in many of the company decisions, which allowed me a certain measure of pride as the company grew. We updated our rental fleet to include forklifts and backhoes in our large equipment inventory. We introduced the first rental-equipment insurance, which today is standard in the auto and equipment-rental industries. Over the

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A recent photo of the first home the Cooks owned, at 3737 Eagle Street, San Diego.



next few years, Rent-It Service became the third-largest rental company in the western United States.

In the spring of 1964, with a \$4,000 loan from my father, Mary Lou and I were able to purchase a small house at 3737 Eagle Street in the Mission Hills area of San Diego. We paid \$28,000 for that house; on a recent visit, we were amazed to learn that the house recently sold for \$478,000.

The success of the company allowed me to move up through the ranks, and in 1965, I became the vice-president and general manager, earning \$12,000 per year. Gus Kuehler came to me at that time and told me he wanted to retire. Would I would be interested in buying the company?

It was a tough decision, one that would require a sizeable financial risk. My father's

advice was, "Don't do it. Save your money." However, I have always believed that when you move in the direction of your dreams, your dreams will become a reality. My dream was to have ownership . . . so I stepped up and made it happen.

In the summer of 1965, I was able to put together a syndication to purchase Rent-It Service for \$450,000. The group was made up of four associates from the company: Don Glasrud, Monte Frodsham, Cecil Frodsham, and me. I was to become the president of the new company, which would be called Metro U.S. Services, DBA Rent-It Service. The investor group put in \$100,000 and we borrowed \$350,000 from Bill Stephens with San Diego Trust and Savings Bank. The former owners, Gus Kuehler and Ernie Dubois, gifted me the equity money I used to purchase their company.

The success of Rent-It Service was due to a few brave souls I want to acknowledge and salute. Jan Bruner was the most competent personal administrator and secretary that I have ever met. Benny Blair was my mentor in the early days, teaching me the contract and dispatch side of the business. “Shorty” Massell, Marv Palmer, Ray Silvers, Bill Temple, Paul Flanagan, Bill Adams, and Larry Woodson were the backbone and the mainstays of Rent-It Service. These were the dedicated men and women who were my associates when I joined the organization. I feel very appreciative to have worked with them to build a great company.

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Gus Kuehler provided me with an opportunity to move up in life and experience ownership appreciation. He is a valued member of the McKenzie Cook Up-the-Ladder Team.

Soon after I took over, a good friend and teammate from the University of San Diego, Tom Kelly, phoned me to say he was being transferred to Atlanta – against his wishes. Tom had been a district sales manager for Kraft Foods. With his business skills, warm personality and winning smile, I knew he

would be a perfect fit for our company. He became our sales manager and a respected member of our management team. Tom stayed with the company until it was sold, after which he and wife, Pam, purchased a business in Sun Valley, Idaho. We remained good friends and later worked together in another business endeavor.

On the 28th of October, 1965, our family was blessed with our second daughter and third child, Allison Margaret. She was a beautiful baby with big blue eyes, dimpled cheeks, and a very happy disposition. By the time she was four months old, she was absolutely content to sit and watch Amy and Tom at play, and they loved to do silly things to make her laugh.

Not long after the purchase of Rent-It Service was complete, the board of directors approved a plan to expand our company to include rental locations throughout San Diego County, Los Angeles, and Phoenix. The plan was accomplished through acquisitions and start-ups. Between 1965 and 1968, Metro U.S. Services, DBA Rent-It Service became the largest equipment and sales rental company in the United States.

A faint, stylized green tree graphic with a dense canopy of branches, positioned on the left side of the text box.

A Wish, a Prayer, a Dream, and a Decision

A wish will change nothing.

A prayer will give you hope.

A dream will move you in the right direction.

A decision will change everything.



*Allison Margaret Cook joins the family.
L to R: Tommy, Amy, Mary Lou holding Allison.*



SOMETHING NEW HAS BEEN ADDED TO—

239-2278

RENT-IT SERVICE

CASE 530 CONSTRUCTION KING LOADER-BACKHOE

EXPERIENCED OPERATORS AVAILABLE



From L to R: Ken Cook, Cecil Frodsham, Marv Palmer, John McCann and Dave Glasud. By frequently updating the rental fleet to include the equipment contractors needed most, Rent-It Service developed a large and loyal clientele.

The growth required additional equity, manufacturing and financing, and increased lines of credit. Because of my experience in Minneapolis, where I had a trial-by-fire experience in running a multi-million dollar construction company, I knew a great deal about corporate structure, financing, and how deals are made. So although I was a neophyte when I came into the equipment rental business, I had a solid background in how to work within corporate America.

In the summer of 1967, we built a new home at 1659 Torrance Street overlooking San Diego Bay and the San Diego airport. The total cost of the house was \$50,600, and it most recently sold for \$1.25 million. Location, location, location: that 3,000 square-foot house with five bedrooms and three-and-a-half baths was five minutes from downtown San Diego.

In the summer of 1968, Metro U.S. Services was approached by Hertz Equipment Rental

UP THE LADDER TO SUCCESS

FINANCIAL NEWS

Sunday, July 20, 1969

THE SAN DIEGO UNION B-17



Ken Cook, Metro U.S. Services, Inc., president, is shown at the equipment rental firm's headquarters under construction at Aero Drive and Ruffin Road. Over last four years,

Metro's volume growth has averaged 75 per cent yearly, of which 25-35 per cent was internally generated, the remainder from acquisitions. Firm ranks No. 2 in its industry.

—Staff Photo by Don Tichenor

GROWTH FIRM: METRO U.S. SERVICES

Heavy Equipment Rentals Booming Throughout Area

By CARL PLAIN
The San Diego Union
Assistant Financial Editor
One of the nation's burgeoning business fields and a pace-setting company within it are still relatively unknown nationally.

Yet heavy equipment rental and Metro U.S. Services, Inc., have compiled outstanding performance records. Moreover, they promise sparkling results in years to come.

75 PER CENT RISE

During its last four fiscal years, Metro has achieved sales growth averaging in excess of 75 per cent a year compounded. It now claims No. 2 ranking (next to Hertz Equipment & Rental Corp.) in an industry expected to top \$1 billion in revenues for the first time in 1969. Industry volume is increasing more than 25 per cent yearly, and experts figure only one-fourth present potential is being realized.

Metro's president is McKenzie D. (Ken) Cook, 32, who has made a notably successful transition from defensive football player to aggressive businessman. He starred for Escondido High School

and the University of San Diego, and also played a season at Oregon State University and one preseason for the San Francisco 49ers.

WANTED TO COACH

Had he not been injured as an OSU freshman, Cook might still be playing football as a pro linebacker, preparing for the coaching career he dreamed of.

Instead, he now is coaching some 200 employees in the strategies and tactics of business. As in football, he is part of a team.

Cook joined Metro at the bottom of the ladder in June 1963 to start a climb that led quickly to the presidency, and to a spectacular company progress.

For fiscal years ended April 30, sales advanced from about \$400,000 for 1965 to some \$900,000 for 1968, \$1.2 million for 1967 and \$1.6 million for 1968. Volume for 11-month fiscal 1969 fell just under \$2 million. That fiscal year was shortened to coincide with the March 31 year-end of parent Intermark Investing, Inc., which, as Southwestern Capital Corp., initially invested

\$225,000, good for 30 per cent of Metro's equity. In 1968, and increased the holding to 100 per cent earlier this year.

Metro is a star performer for Intermark, a La Jolla conglomerate which makes straight stock-for-stock acquisitions, but offers top managers of subsidiaries incentives in the form of stock "earnout" formulas.

Intermark, Cook says, gives Metro multiple assists, including (1) a vehicle for making acquisitions and (2) enhanced financial capability.

"Ours is a complex industry to finance," he explains, "because it averages about 33 of debt to \$1 of equity. We (Metro) have been holding around \$5-to-\$1 for the last four years."

LARGE IN FIELD

California gave birth to heavy equipment rental in 1942 when brothers Bill and Bob Grasse of Glendale founded Acme Rentals, now a four-operation company. Then came Rent-It-Service, now a Metro division, started here in 1943 with \$500 of capital

(Continued on B-19, Col. 1)

Equipment Rentals Are Booming

(Continued from B-17)
apiece by August C. Kuebler and Ernie DaBois.

Today Metro is among the largest of 9,500-plus companies in the heavy equipment rental industry. Metro forecasts sales of \$9.44 million for fiscal 1970, and Cook is aiming at \$38 million in fiscal 1973.

"Don't bet he won't make it," advises an Intermark official.

In the last three years, Metro has acquired eight rental and sales companies. It now has 15 locations in Southern California, Arizona and Mexico. Cook expects Metro to have 70 rental yards and 10 equipment sales locations in fiscal 1973. He plans to open regional offices in Dallas next year and in Atlanta in 1971.

Extremely rapid growth of his company and industry seems only logical to Cook.

"People are beginning to look into the economics of equipment overship vs. rental," he says. "The key is utilization."

MUCH IDLE TIME

Studies by the Associated General Contractors, he says, indicate that its members use equipment less than 60 per cent of the time. Cook maintains that 68 per cent utilization is the breakeven point. In its own case, he adds, Metro is achieving 78 per cent utilization, and has boosted profits for each of the last four fiscal years.

Rental's advantages to the user, he says, include (1) reducing labor—a major cost—by means of efficient machinery, (2) eliminating the usual capital drain of ownership, (3) obtaining up-to-date equipment engineered for specific needs, (4) avoiding expense of maintenance and repair, both provided by the rental firm, (5) getting free equipment delivery and pick-up service, (6) saving storage space, (7) receiving monthly billings and (8) being able, in the case of contractors, to pinpoint equipment costs. This makes a contingency allowance—sometimes the difference between winning and losing bids—unnecessary.

NOTES CAPITALIZATION

"Owners also have to capitalize equipment," points out Cook. "That has a deficit effect on the balance sheet, reducing borrowing capacity and, hence, bonding capacity."

Further, rental firms provide equipment insurance against fire, theft and damage.

Metro normally turns over its construction and industrial equipment rental fleet in about 30 months, sending some of the withdrawn units to its profitable rental subsidiary in Tijuana. Usually rental fleet equipment is written off over four to six years, and many owners think it starts making them money after that, but "that's when maintenance and repair becomes a big factor," Cook says.

LEASING DIFFERS

Leasing—a big business nationally but a small part of Metro's operation—is a contractual obligation, usually for a year or more. Rental involves no contractual obligation, and often a period of a month or less.

Not everyone is rushing into the rental business because, Cook says, it takes at least a \$1 million inventory to get started, business is tied to highly cyclical and seasonal construction, adequate financing is not readily available because many institutions do not understand the reverse debt-to-equity ratios, and the organizational structure is complex.

Metro develops personnel in three-month training programs and gives special classes for people from other companies. It charges non-Metro men \$395 for a three-day seminar, limits classes to 25 persons, and presents experts lecturing on systems and procedures, financing, mergers and acquisitions, and personnel-company effectiveness.

MUST SELL CONCEPT

"Our industry is very unsophisticated," says Cook. He reasons that Metro will benefit when the rental concept is developed and sold more effectively across the nation. To that end, he gives numerous talks and time to trade groups.

With Cook as leader, Metro moves as a team. Chairman of the board that sets policy is J. Monte Frosdham, one of the men who bought Metro earlier in the 1950s. Top executives include Al V. Perena, 33, treasurer; Tom V. Kelly, 33, vice president-marketing; Ed C. Strongren, 43, v.p.-operations, and Ray L. Miller, 35, controller.

Next month Metro will expand from 18th-G Streets downtown to a new 7.3 acre, \$750,000 headquarters facility in Daley Industrial Park, Aero Drive and Ruffin Road.

Leased from Daley Corp. for 20 years, the plant includes 25,000 square feet of under-roof space and is regarded by Metro as the industry's most advanced and efficient rental-service-sales center.





A recent picture of the home at 1659 Torrance Street, with a view of San Diego Bay.

Company and a La Jolla-based conglomerate called Intermark. Intermark, which was being managed by Nicholas Wallner and Charles “Red” Scott, wanted to acquire Metro U.S. Services. We elected to be acquired on a stock transaction for \$8 million, where each of the owners would receive \$2 million in stock. Our company became a wholly owned subsidiary of Intermark.

One year later, the American economy and construction industry began a steep decline. In an attempt to save itself, Intermark elected to do a 4-1 reverse stock split that would leave fewer shares outstanding. But because the economy was so bad, the stock price continued to drop, and within one year, my shares of the Intermark stock were

worth less than \$250,000 – a loss of several million dollars.

Intermark continued to grow our business on debt rather than equity, which in a weak market was not a fundamentally sound business practice. I learned very quickly that to be in debt is to be in danger.

Around that time, I had a near-miss that made me grateful once again for God’s protection. My friends know I’m always running late, but I never stand someone up or miss a flight – except for this one time. That day in 1969, I was scheduled to catch a commuter plane to El Centro, California, to visit our rental yard and meet with the store manager. I was behind schedule and to make matters worse, I got caught in bad

Right: Photo from an article in The General Contractor titled, "What's Cooking?"

Below: The Rent-It Service team, breaking ground in 1969. Tom Kelly standing far left, Ken Cook third from right.





Close friends from the Rent-It/Intermark years, enjoying a J.L. Case-sponsored trip to Jamaica. Clockwise from top: Al and Joyce Kish, Don and Harriet Glasrud, Ken and Mary Lou Cook, Dave and Maggie Cox.

traffic on my way to the airport. When my flight took off at 11:20 a.m., I was stuck in my car on the highway. I learned about the accident some hours later. According to the reports, the plane had just barely gotten off the ground when the baggage compartment door opened inadvertently. The pilot tried to correct the problem, but he lost control of the plane and it crashed onto the runway, killing 11 people. I count this as my third escape from death.

On the 26th day of February, 1970, we welcomed our third daughter and fourth child, Caroline Anne, an adorable baby and the first of our children to be born with blonde hair. Baby Caroline came home from the hospital to be greeted by a brother and two sisters who were all suffering from the symptoms of chicken pox! Somehow we managed to keep our sweet little baby away from the other children, who were most eager to see what she looked like. Although she escaped

that epidemic, she suffered a severe case of chicken pox later, when she was in eighth grade.

In 1972, Red Scott asked me to become the President of Nurseryland Garden Centers, one of the Intermark family of

companies. Some years before, I had hired my good friend Dave Cox to serve as vice president of sales for Metro U.S. Services. Under this new plan, Dave would assume my role as president, using his great skills at motivation and moving people toward the



*Caroline Anne Cook,
born February 26, 1970.*



Left: Dave Cox as president of Rent-It Service; Above: with his wife, Maggie, at the last Cook-Cox family reunion before his death in 2010.

accomplishment of a common goal. He was coming into a very difficult situation due to the economy and the debt structure of the company.

Dave did a remarkable job as president, but because of a bad economy and heavy debt, the company was sold in 1977 to Hawthorne Machinery. In that sale we lost daily contact with some of the most wonderful, committed people anyone could be associated with, including Jan Bruner, Jim French, Larry Honick, Carl Kennedy, Al Kish, Don Madison, John McGann, Steve Quinn, Paul Ekberg, Tom Kelly, Bill Richards, Ben Blair, Pete Clark, Don Glasrud, and Dave Cox. They embodied our management framework: dignity and respect for our associates coupled with strong directional strategy, accountability and reinforcement of the positive.

Dave Cox left San Diego for his new home in Sacramento, where he started a highly successful insurance business in 1988. There he developed an interest in politics. His first elected position was to the Sacramento Municipal Utility District Board, and from there his political career quickly snowballed. He was elected to the County Board of Supervisors in 1992, and went on in 1998 to become a two-term state representative and in 2006, a two-term California state senator.

Dave was an effective, respected and successful statewide Republican legislator. He and his wife, Maggie, have three daughters, Cathleen, Margo, and Sarah. When I said goodbye to Dave for the last time just before he passed away on August 20, 2010, I told him that he was going to be fast-tracked into heaven, and asked him to save a place for me. Our University of San Diego “Big Blue Leader” was my college roommate, best man, business partner, and very best friend. He was and will always be a legend. The Cox family and the Cook family have promised to stay close and continue to share our lives just as we have through the last 50 years. We recently held a Cook-Cox family reunion in Welches, Oregon.

Maggie Cox recently joined Mary Lou and me on a cruise of the Italian Riviera, along with Tom Kelly and his wife, Pam. Together, we have come up with a fitting memorial: the Dave Cox Section, directly behind home plate in the University of San Diego’s new baseball stadium, to be dedicated in the spring of 2013. Maggie, Tom Kelly, Jan Chapman, Tim Wilbur and I have committed to raising \$100,000 toward the project, in order for the section to be named in Dave’s honor. It will be a tribute to all that Dave loved: his family, his friends, his country, baseball, and the University of San Diego.

