

SDMETRO

your business your life

August 2013



TERMINAL TRANSFORMATION

LINDBERGH FIELD'S NEW JEWEL IS ON TIME AND UNDER BUDGET **SEE PG. 14**

LA JOLLA-UTC
GASLAMP
6TH & K
877-698-6666

America's Best
DONOVAN'S
STEAK & CHOP HOUSE

America's Best
DONOVAN'S
PRIME SEAFOOD

GASLAMP
333 5TH AVE.
877-698-6666



Rancho Santa Fe Insurance

License #OD21103

San Diego's Largest Personal Insurance Agency and
Rancho Santa Fe's Agency of Choice for the Past 25 Years.



Craig A. Edwards, President

- Homeowners
- Private Collections
- Automobile
- Personal Umbrella
- Aircraft
- Yacht

Proudly representing: Chubb Insurance, Chartis Private Client Group,
Fireman's Fund and ACE Private Risk Services

Our clients appreciate our exceptional service, and so will you.

"Rancho Santa Fe Insurance has been taking care of me and my family since 1998. They are always helpful, knowledgeable and quick to respond to our needs. Craig's All Star team is the best in the business and I sleep well at night knowing that they are taking care of us."

-Tony Gwynn, San Diego Padres Hall of Famer

"It was time to upgrade our existing personal insurance and Rancho Santa Fe Insurance was able to provide more comprehensive coverage than our Allstate policy provided. The pricing was surprisingly low and the personalized service that Craig's team provides is second to none."

-William Scripps

"Rancho Santa Fe Insurance has provided my family peace of mind knowing we are sufficiently covered. Craig and his team have been respectful and reliable in matters surrounding our needs. It's all about execution and they do just that!"

-Trevor Hoffman, San Diego Padres All-Time Save Leader

"I have been very pleased with the level of service and responsiveness of Rancho Santa Fe Insurance. Vanessa Snodgrass in particular has been a pleasure to work with. She is knowledgeable and prompt in providing alternate approaches to meet all our insurance needs."

-Andrew Viterbi, Qualcomm Co-Founder

"If you are looking for the Rolls Royce of insurance companies, then you have found it, period!"

-Craig "Craigar" Grosvenor

"Rancho Santa Fe Insurance has been a great firm to deal with over the many years. I have recommended this firm to many friends. Again, thank you for the great service!"

-Jack White, Chairman-Jack White Capital Investments

"I want someone with honor and integrity, someone I can trust and believe in to handle my insurance affairs. Craig Edwards provides that for me."

-John Moores, Owner-San Diego Padres

"I have been doing business with Rancho Santa Fe Insurance for 19 years and we have never experienced anything but professional service and advice. As our situation has changed over the years, Craig's team has identified and recommended changes needed to our policies. Our situation is additionally complicated by having homes in two other states. In each case, they have easily handled the insurance in each state. They are the best."

-Ronald Judy, Co-founder Nintendo of America and Founder NES International (Nintendo in Europe)

**Rancho Santa Fe
858.756.4444**

**La Jolla
858.454.4633**

**Newport Beach
949.759.1111**

**La Quinta Resort
760.341.4114**

**Fallbrook
760.731.1402**

All commercial real estate brokers are the same, right?

Not at **Hughes Marino**.

	Us	Them
Only represent tenants , never landlords	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Zero conflict of interest	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Specialists , not generalists	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Keep your information confidential	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Largest tenant representation firm in San Diego	<input checked="" type="checkbox"/>	<input type="checkbox"/>
100% Guarantee	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Based in San Diego	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Give back to local neighborhoods	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Local and national Free Space Surveys	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Free Sublease Listing Service	<input checked="" type="checkbox"/>	<input type="checkbox"/>
In-house Construction Management division	<input checked="" type="checkbox"/>	<input type="checkbox"/>
In-house Lease Audit Services	<input checked="" type="checkbox"/>	<input type="checkbox"/>
In-house Enterprise Zone Tax Credit experts	<input checked="" type="checkbox"/>	<input type="checkbox"/>



Voted **San Diego's Best Commercial Real Estate Company** two years in a row by U-T San Diego readers.



Hughes Marino
Because Where You Do Business Matters™

www.hughesmarino.com | (619) 238-2111

Our mission is to always provide quality journalism for our readers by being fair, accurate and ethical and a credible resource for our advertisers.



COVER STORY

ON THE COVER:

Terminal Transformation

The giant Green Build at San Diego International Airport, which was formally opened to the public earlier this month, came in on time and under budget. The spectacular changes at the airport's Terminal 2 ushered in a new era of commercial aviation in San Diego. Patricia Trauth, a landscape architect with URS Corp., was part of a team that designed the landscaping shown in the photo at left. Story on Page 14.



17

How to Fool Kids Into Eating Healthy

Allison Fowler and Charles Philip "hide" vegetables in a delicious chocolate milkshake that is great for providing kids and others with the nutrition they need to keep healthy. The entrepreneurs created Sneakz Organics, which debuted in January and by September will be in 700 stores.



26

New Car Review

The 2013 Infiniti JX35 is a vehicle that can go head-up against the very successful three-row Acura MDX and newcomers like the Buick Enclave. Eric Peters reviews the model. Infiniti-minded buyers interested in not-too-big, but not too small, will be pleased to discover there's now a model at Infiniti stores that meets their needs, says Peters.



29

New Approaches to Chinese Dining

Wang's, the new fusion restaurant on University Avenue, has taken over the JC Penney building and transformed the location into a striking and relaxing venue where both small and large parties can enjoy innovative cuisine. David Rottenberg offers up his review.

SD METRO

your business your life

Chairman | CEO

Robert Page
BobPage@sandiegometro.com

Publisher

Rebeca Page
RebecaPage@sandiegometro.com

Managing Editor

Manny Cruz
Manny@sandiegometro.com

Photography/Illustration

Bailey Hughes
Colette Mauzeralle
Delle Willett

Contributing Writers

Cecilia Buckner
Bailey Hughes
Lisa Halverstadt
Andrew Keatts
Colette Mauzeralle
Eric Peters
David Rottenberg
Margo Schwab
Dave Schwab
Delle Willett
Marianne Regan

Advertising

SALES & MARKETING DIRECTOR
Rebeca Page

Get in the loop with SD Metro's Daily Business Report. Sign up for daily emails on the latest business at sandiegometro.com

P.O. BOX 3679
RANCHO SANTA FE, CA 92067
858.461.4484 FAX: 858.759.5755

SD METRO magazine is published by REP Publishing, Inc. The entire contents of SD METRO is copyrighted, 2013, by REP Publishing, Inc. Reproduction in whole or in part is prohibited without prior written consent. All rights reserved. All editorial and advertising inquiries can be made by calling or writing to the above. Editorial and ad deadline is the 24th of the month preceding the month of publication. Mail subscriptions of SD METRO are available for \$50 a year for addresses within the United States. A PDF version of this issue is available at sandiegometro.com Additional information, including past articles, online-only content and the Daily Business Report can be found at sandiegometro.com. For reprints or plaques of articles published in SD METRO, please call Rebeca Page at 858-461-4484

All real estate advertising in this newspaper is subject to the Fair Housing Act which makes it illegal to advertise "any preference limitation or discrimination based on race, color, religion, sex, handicap, familial status, or national origin, or an intention, to make any preference, limitation or discrimination." Familial status includes children under the age of 18 living with parents or legal custodians; pregnant women and people securing custody of children under 18. This magazine will not knowingly accept any advertising for real estate which in violation of this law. Our readers are hereby informed that all dwellings advertised in this magazine are available on an equal opportunity basis. To complain of discrimination call HUD Toll-Free at 1-800-669-9777. Th Toll-free telephone number for the hearing impaired is 1-800-927-9275.

Read us online:
sandiegometro.com



From the Publisher

Duane Roth: A Man Who Lived a Purposeful Life

By Bob Page

It'll be some time before those of us who loved and admired Duane Roth will be able to get over his tragic death and that is the way it should be for someone who gave so much to all whom he met.

To know Duane was a gift. To have him as a friend was a blessing.

The catalyst for our friendship was the lowly cigar. Surely strange, I know, given Duane's rigorous workouts, his love of sports and his devotion to his bike.

That's how it began. Along with his brother, Ted, a group of us have met monthly in the courtyard at Mille Fleurs to drink wine, stuff ourselves and light up. A great boys' night out.

Duane's presence had a way of elevating the talk, getting endless guy chatter away from the usual innocuous drivel of sports and San Diego's juvenile political shenanigans.

Duane had something to say about stuff that mattered.

He was encyclopedic about Connect, which was the business love of his life. He gave tirelessly to Sanford-Bunham, Bicom, the UCSD Foundation, the Lincoln Club and the San Diego Economic Development Corp. He also was a great friend of the Downtown San Diego Partnership.

The accolades and eulogies are a tribute to a man who lived a purposeful life.

"Duane was a true champion of embracing San Diego's start-up and tech community. From the ground up, he built an entire ecosystem that supported and celebrated our region's most creative minds and entrepreneurs," said Kris Mitchell, president of the Downtown San Diego Partnership.

Mary Walshok, dean of extension at UCSD, told the U-T San Diego that, "Duane was able to link The Scripps Research Institute and Sanford-Burnham and all the major institutions, in terms of a shared research agenda." He was about to become chairman of Sanford-Burnham.



Duane Roth with his wife, Renee



Scott Lewis, CEO of Voice of San Diego, pinned down one of the elements of Duane's value when he said, "Over the years it became clear that, whenever I had a question about entrepreneurship or the tech industry in San Diego and I wondered who we should ask, I needed not to think too hard." The answers invariably were, "you should ask Duane Roth," or, "you know who would know what to do on this? Duane Roth."

It's difficult to get one's head around how Duane's bicycle accident could claim his life.

Duane was known as an aggressive rider on the uphill side of a ride but extremely caution going downhill.

That's where the irony sets in. He apparently lost control on a downhill curve near Lake Cuyamaca. He and his colleagues were cycling for the Challenged Athletics Foundation. His helmet split as he hit a patch of rocks, a fact in itself which seems incongruous.

What we do know, however, is that a bicycle accident claimed the life of this very accomplished man.

A university president, in his annual farewell to his graduates, left them with the following thought: "Go into the world and do well. But more importantly, go into the world and do good."

Duane did and a whole lot more.

In lieu of flowers, the Roth family suggests donations to the Otterson Fund at Connect, Challenged Athletic Foundation or Copley-Price Family YMCA.

SAN DIEGO SCENE



Tristan Prettyman

Tristan Prettyman to Perform at Benefit for Rachel's Women's Center

Singer, songwriter and former model Tristan Prettyman, a Del Mar native,

will perform at a Sept. 15 fundraiser brunch to benefit Rachel's Women's Center, a center opened by Catholic Charities in 1984 as a safe home for homeless and low-income women. The event will be held from 10 a.m. to 1 p.m. and will be hosted at the estate of Joan Waitt. All ticket sale proceeds will go directly to Rachel's Women's Center. The goal is to raise \$500,000. Individual tickets are \$425. The Estate of Joan Waitt is at 7243 Encella Drive in La Jolla. Semi-formal attire. Valet on site. For tickets, call Casey Blatt at (619) 704-1733 or visit www.ccdsd.org/rachels-brunch-2013.

Services provided by Rachel's Women's Center include a day center providing humanitarian services and counseling for homeless women, an emergency night shelter, longer-term housing and counseling, an independent living program and financial literacy training.

Prettyman was born and raised in Del Mar, attended Torrey Pines High School and began her career playing in local clubs and bars in San Diego County before being invited to join San Diegan Jason Mraz on his national tour. "Twentythree," her first album, was released in August 2005. A second, "Hello," was released in April 2008. Her third studio album, "Cedar + Gold," was released in October 2012. "Say Anything," a track from that album, will be featured in the upcoming 2013 adaptation and accompanying sound track of Nicholas Sparks' novel, "Safe Haven."



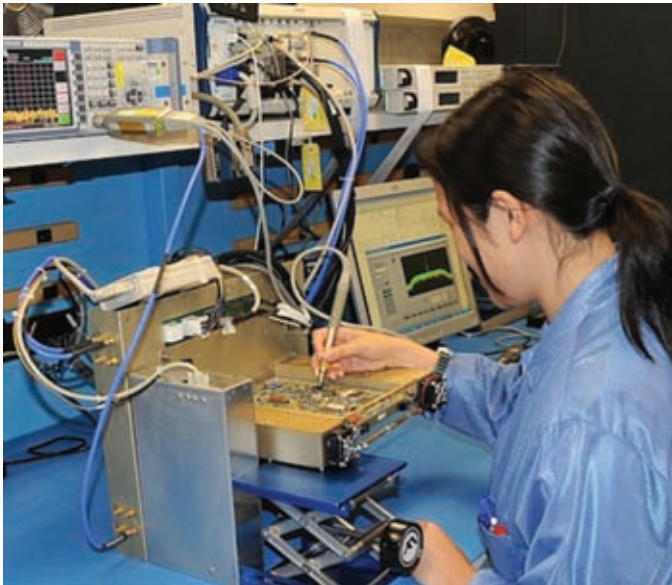
Rachel's Women's Center

General Dynamics Acquires Ship Repair Business

General Dynamics has entered an agreement to acquire the Ship Repair and Coatings Division of Earl Industries, an East Coast ship repair company that supports the U.S. Navy fleet in Norfolk, Va., and Mayport, Fla. The Ship Repair and Coatings Division will become part of the shipbuilding, maintenance and repair operations of San Diego-based General Dynamics NASSCO. Earl Industries is a privately held company. The Ship Repair and Coatings Division employs 575 workers in the Norfolk and Mayport areas.

Northrop Grumman Delivers Key System for F-35 Stealth Fighter

Northrop Grumman Corp. has delivered its 100th communications, navigation and identification system (CNI) to Lockheed Martin Corp. for integration into the F-35 Lightning II joint strike fighter aircraft. Lockheed Martin is developing the F-35 with partners Northrop Grumman and BAE Systems. Northrop Grumman's CNI system provides F-35 pilots with the capability of more than 27 avionics functions. "By using its software-defined radio technology, Northrop Grumman's design allows the simultaneous operation of multiple critical functions while greatly reducing size, weight and power demands on the advanced fighter," the company said in a release. Besides developing and producing the CNI system, Northrop Grumman produces the center fuselage; designed and produces the aircraft's radar and electro-optical subsystem; develops mission systems and mission planning software; leads the team's development of pilot and maintenance training system courseware; and manages the team's use, support and maintenance of low-observable technologies.



A Northrop Grumman test engineer conducts manufacturing testing on a transceiver module for the communications, navigation and identification system for the F-35 Lightning II joint strike fighter aircraft.

People who can in San Diego. Survivors. Researchers. You.

BREAST CAN'T. SAN DIEGO CAN.

Breast cancer can't be a community. Breast cancer can't do research. Breast cancer can't help us survive. You can.

We're all in this together. Join us at the Susan G. Komen Race for the Cure[®] on November 3rd because you can. And breast cancer can't.

With \$1.4 million at work in San Diego County, Komen San Diego continues to be the County's largest funder of free breast cancer treatments, services and support for uninsured women and their families. Internationally, Komen is the largest funder of breast cancer research in the world.

CANCER CAN'T. I CAN.  **FOR THE CURE. SAN DIEGO**
REGISTER AT www.KomenSanDiego.org

LOCAL PRESENTING SPONSORS

New Incubator Program is Launched By Procopio, Cory, Hargreaves & Savitch

Procopio, Cory, Hargreaves & Savitch has formed a new incubator program to assist entrepreneurs and start-ups in the growth of their companies. The incubator is housed in Procopio's new Del Mar Heights office and will provide a basic legal start-up package, collaborative workspace, specialized mentoring, counseling and contacts for entrepreneurs to grow their company and secure funding so they can take their business to the next level within six to 12 months. "We are pleased to be able to provide these highly motivated individuals not only free workspace, but also valuable internal and external resources that are crucial to promoting long-term sustainability, success and fundability of their burgeoning companies," said Tom Turner, Procopio's managing partner.

Two Scripps Research Institute Professors Named Investigators to Pursue Research on the Origins of Life

Professors Donna Blackmond and Gerald Joyce of Scripps Research Institute have been named Simons Investigators for the Collaboration on the Origins of Life, sponsored by the Simons Foundation, a New York-based nonprofit organization established in 1994 to advance the frontiers of research in mathematics and basic sciences.

The 15-member international Simons collaboration aims to support creative, innovative research in 10 topic areas concerning the processes that led to the emergence of life on the planet Earth, including the development of prebiotic chemistry and RNA replication. Blackmond and Joyce each will receive \$2 million of research funding from the Simons Foundation over the next five years.



Donna Blackmond and Gerald Joyce

Construction Begins on \$26.3 Million Heart And Vascular Center at Gross- mont Hospital

McCarthy Building Companies Inc. has begun construction of the new 74,000-square-foot Heart and Vascular Center at Grossmont Hospital in La Mesa. Designed by KMD Architects, the heart and vascular center will allow for expansion of the hospital's existing surgery department and provide new multipurpose procedural rooms with the flexibility to support a wide range of specialties including general surgery, minimally invasive surgery, image-guided surgery and endovascular interventional procedures. The building also will house a pharmacy, laboratory and connection to the existing Women's Center. Completion is scheduled for March 2015. McCarthy was retained by the Grossmont Healthcare District governing board.

Proposition G, a \$247 million bond measure approved by voters of the East County region in June 2006, is funding the project, budgeted at \$26,325,383 in construction costs.

McCarthy is also in the process of building the new \$46 million Central Energy Plant at Grossmont Hospital, construction costs for which are also being financed by Prop. G. The three-story, 18,400-square-foot energy plant is set for completion in March 2015.



Rendering of Grossmont Hospital Heart and Vascular Center



SAN DIEGO SYMPHONY



Summer Pops 2013



CIRQUE MUSICA

FRI & SAT, AUGUST 16 & 17, 7:30pm

Soaring aerialists—acrobats—jugglers and more!
It's a musical blend of artistry and athleticism.
Prepare to be amazed!



**DEBBIE GIBSON
and SAM HARRIS**
Music of the '80s
FRI & SAT, AUGUST 23 & 24,
7:30pm

Celebrate Good Times! Enjoy hits from Cyndi Lauper, Michael Jackson, Journey and more!

COSTUME CONTEST! Break out the parachute pants and favorite '80s glitter garb and enter to win special prizes.



OZOMATLI
Salsa – Samba –
Dancehall – Funk
THUR, AUGUST 22, 7:30pm

Latin band sensation Ozomatli will raise the roof with a Latin fusion of merengue, salsa, samba and funk.



1812 TCHAIKOVSKY SPECTACULAR
FRI, SAT & SUN, AUGUST 30 & 31, & SEPTEMBER 1, 7:30pm

Don't miss our spectacular, audience favorite finale featuring Tchaikovsky's thunderous *1812 Overture!*

SEASON FINALE!

Table seating • Fireworks conclude all nights with • Embarcadero Marina Park South, behind the Convention Center

TICKETS START AT \$20!

HAVE YOUR DONATION TO THE SAN DIEGO SYMPHONY DOUBLED! Call 619.615.3908 or VISIT sandiegosymphony.com/supportyoursymphony

A SPECIAL THANKS TO OUR SERIES SPONSORS:



Financial support is provided by the City of San Diego Commission for Arts and Culture.

ALL SINGLE TICKET FULL PRICES ARE SUBJECT TO CHANGE UP UNTIL SHOWTIME WITHOUT ANY GIVEN NOTICE. All artists, programs, dates and times subject to change. All sales final, no refunds.

CALL 619.235.0804 or VISIT sandiegosymphony.com

Sudberry Properties Breaks Ground On 612-Unit West Park Apartments

Sudberry Properties has broken ground on West Park, a 612-unit apartment project on 10 acres northeast of the intersection of Friars Road and Mission Center Road in Mission Valley. The first phase is scheduled to be completed and ready for move-ins summer of 2014. Recreational amenities will include three pool areas, rooftop lounges with TVs, barbecues and fireplaces; a half-mile jogging loop with exercise stations; a dog washing station; and bicycle repair facility. Other features include a 10,000-square-foot resident gym and recreation area, a media room, clubroom, game room and business center with conference room. Residents will have access to electric-vehicle charging stations and the community's fleet of Car2Go ride-sharing cars.

The development team includes architects Newman Garrison Partners, a joint venture between general contractors Coyle Residential and Reno Contracting, landscape architects Lifescapes International Inc., civil engineers Rick Engineering, and interior designers Style Interior Design, Inc.



West Park rendering

Gov. Brown Signs Legislation to Revamp State's Economic Development Program

Gov. Jerry Brown joined businesses and workers from throughout the state in San Diego last month to sign legislation that revamps the state's economic development program. "This legislation will help grow our economy and create good manufacturing jobs," said Brown. "Through our great university system and through the companies we have, California can build on the strength of intellectual capacity." The legislation was signed at San Diego-based Takeda California, a wholly owned subsidiary of Takeda Pharmaceutical Company Limited, Japan's largest pharmaceutical company and one of the top 15 pharmaceutical companies in the world. It establishes the Governor's Economic Development Initiative that features sales tax exemptions, hiring credits and California Competes Investment Incentives.

"By providing a hiring tax credit and a state sales tax exception on innovative tools, the new law will allow Takeda California to pursue staffing levels and collaborations with local universities that we would not have been able to afford otherwise," said Keith Wilson, Takeda California president and chief science officer.

The new Initiative will be funded by redirecting approximately \$750 million annually from the state's Enterprise Zone program.



Gov. Brown peers through a microscope at Takeda California in San Diego.

Cubist to Pay Up To \$1.6 Billion For two San Diego Antibiotics Makers

Cubist Pharmaceuticals Inc has agreed to pay up to \$1.6 billion for Trius Therapeutics Inc. and Optimer Pharmaceuticals Inc. — two biotech companies with San Diego operations. According to a Reuters report, the acquisitions will expand Cubist's heft in antibiotics at a time when the number of drug-resistant viruses are on the rise.

The widely praised deals will give Cubist, one of the few big players in U.S. antibiotics in the United States, an additional \$600 million to \$1 billion in revenue on an annual basis from the companies' lead drugs. Antibiotics has often been shunned by many big pharma firms as a field of research due to poor returns.

Cubist, known for its Cubicin antibiotic, will also gain Trius's ex-



Trius Therapeutics has developed an antibiotic to treat infections caused by the deadly superbug methicillin-resistant *Staphylococcus aureus*, photographed here growing on a culture plate held by Warren Rose, associate professor of pharmacy at the University of Wisconsin.

perimental drug, tedizolid phosphate, that showed promise in treating skin infections in two late-stage studies and which Cubist hopes to launch in late 2014.

"As a recognized leader in acute care, we believe Cubist is best-positioned to maximize tedizolid's potential to patients in the U.S. and other world regions," said Jeffrey Stein, president and CEO of Trius. "This transaction culminates years of intense work by the Trius team to achieve this outcome, and our shareholders are being rewarded for their involvement and support of the company."

Cubist will pay \$13.50 per share in cash for Trius and another \$2 per share if Trius meets certain sales targets. A \$15.50 per share offer would be about 32 percent more than Trius's closing share price on Tuesday. For Optimer, Cubist is paying \$10.75 per share in cash upfront to Optimer shareholders, and could pay an additional \$5 per share contingent on Optimer meeting certain sales milestones. A \$15.75 per share offer would represent a premium of about 19 percent to Optimer's Tuesday's closing price of \$13.29, but without the contingent payment, it represents a 19 percent discount.



Optimer Pharmaceuticals



San Diego's Brightest
Young Leaders

40 UNDER 40 AWARDS LUNCHEON

SEPTEMBER 26, 2013

SHERATON HOTEL AND MARINA,
1380 HARBOR DRIVE, SAN DIEGO 92101

Down with Lemonade Stands? Never!

By Michelle Orrock

There's this thing online called "trolling." It's when you post something really outrageous just to get a reaction out of people. That's what I think the online magazine Slate was doing recently when it posted an opinion piece critical of lemonade stands.

I'm not making this up. In a piece headlined, "Down with Lemonade Stands," a Michal Lemberger said the idea of a lemonade stand as a commercial enterprise was "nonsense."

"My kids had a lemonade stand, and it didn't look like any version of capitalism I've ever seen," Lemberger wrote. No one asked for change, and some customers gave the children a dollar and refused to take any lemonade.

"People think of lemonade stands as representative of pure enterprise, but in enthusiastically supporting them, they deny the true nature of our consumer culture, which rests on both the ideal and reality of competition and ruthlessness."

Lemberger thinks this is terrible. I disagree.

Saying that lemonade stands fail to teach children the harsh realities of capitalism is like saying training wheels fail to teach children the harsh realities of sidewalks. It misses the point. The training wheels help a child learn to ride a bike, and a lemonade stand can help a child learn what it takes to run a business.

Of course, kids won't learn anything if their parents do the work, but they might if their parents serve more as advisers and guide them through the process.

Running a business comes down to solving a series of problems, so parents should start at the beginning: How do you make lemonade? How much do the ingredients cost? The cups? The ice? Do you have the money in your piggy bank, or will you need a loan from the Bank of Mom and Dad? How many cups of lemonade are in a pitcher? How much will you need to charge per cup to cover your expenses, repay Mom and Dad and still make a profit?

Is this a sustainable business? Sadly, no. According to the U.S. Small Business Administration, about half of all small businesses fail within the first five years. The failure rate of lemonade stands is even higher, maybe an hour or two, but that's OK. Kids can learn a lot in a few hours, and lessons learned in childhood can last a lifetime.

That's what prompted the National Federation of Independent Business to create the Young Entrepreneur Foundation. Since 2003, the foundation has awarded over 2,300 college scholarships to graduating high school seniors who have started their own suc-



cessful small businesses. This year's California Young Entrepreneur of the Year winners ranged from clothing and accessory design to a business that sells energy-efficient products for everyday life. And in 2010, 2011 and 2012, California was home to the National YEF winner – and I bet most of those kids had a lemonade stand at one point or another.

The NFIB Young Entrepreneur Foundation works with schools throughout the year to help development the next generation of small-business owners and encourages parents to get involved, too, by helping their children open lemonade stands.

This summer, the NFIB Young Entrepreneur Foundation is asking everyone to sign a pledge to buy a glass of lemonade from budding entrepreneurs in their neighborhood. The form is online at www.NFIB.com/lemonade-day.

Who knows? You might help encourage a boy or girl to start a real business someday.



Michelle Orrock is communications director for the National Federation of Independent Business.

Google will only
look up to you
once you have
gained everyone's
respect

-Wendy Piersall

Contact San Diego's design firm that focuses on appeal that bring results for your free marketing and website consultation today!



T E R M I N A L TRANSFORMATION

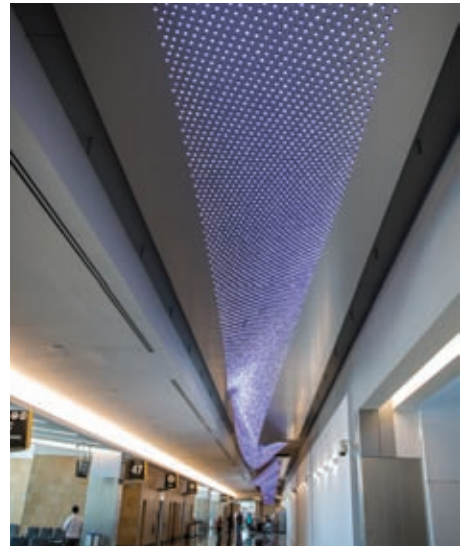
LINDBERGH FIELD'S COMPLETED GREEN BUILD PROJECT PLACES THE AIRPORT ON A HIGHER PLANE



'Taxonomy on a Cloud,' a sculpture suspended in Sunset Cover.



Fountain



Journey, by Jim Campbell, in the new gates.



Women's Bathroom.



Sunset Cove

ON TIME AND UNDER BUDGET

No sweeter words were ever heard by the folks responsible for the multimillion-dollar construction project that has catapulted San Diego International Airport — Lindbergh Field — into a new era of commercial aviation.

The Green Build, as it was called, the largest project in the history of the airport, was designed not only to extend the life of the 85-year-old airport but to speed up air travel for passengers and give them access to a bounty of new shops and restaurants surrounded by striking works of art.

The public got to see the finished product on Aug. 13, when it was officially opened.

All of the work was centered on Terminal 2 and was pegged to cost \$1 billion when ground was broken in 2009. Remarkably, the project was expected to finish \$45 million under budget at a total cost of \$907 million — \$820 million for the project and the remainder in financing costs.

Funding for the Green Build came from user fees, airport revenue bonds, airport cash and FAA grants. The San Diego County Regional Airport Authority, which runs the airport, said a portion of the money savings was the result of two successful bond sales. It said it was able to secure significantly low true interest cost of 3.92 percent (2013) and 4.38 percent (2010), saving millions over the life of the bonds.

It was called the Green Build for several of its sustainability qualities

GREEN BUILD RECAP:

- Ten new gates to reduce terminal congestion and provide expanded, more comfortable passenger waiting areas; highlights include new seating equipped with built-in cup holders, electric outlets and USB ports.
- Dual-level roadway to relieve curb-front traffic congestion by separating arriving and departing passengers
- Enhanced curbside check-in, allowing passengers to print boarding passes, check baggage and view gate information at one of 27 easy-to-use curbside kiosks or 32 airline/SkyCap counter check-in positions before entering the terminal.
- New security checkpoint with more security lanes to improve flow of passengers through the terminal, keeping lines and security wait times down; up to 12 lanes can be opened during peak travel periods, as needed, increased from six.
- New 25,000 square-foot ticket lobby, with 32 airline counter check-in positions and 10 self-service kiosks.
- Expanded, 9,200 square-foot concessions area called Sunset Cove, where passengers can relax before their flights and take in views of the airfield and Point Loma.
- More dining and shopping options, including Saffron, Bubbles Seafood & Wine Bar, Seaside Stack Shack, Qdoba, Red Mango and Tommy V's Pizzeria, located in Sunset Cove. Other shops and restaurants in the terminal expansion include Warwick's of La Jolla, Pan-nikin Coffee & Tea, Brooks Brothers, Swarovski, PGA Tour Shops,



A new, 25,000-square-foot ticket lobby is home to 32 airline counter check-in positions and 10 self-service kiosks.

Stone Brewing Co. and Phil's BBQ.

“Each airport is different and unique, but I would certainly rank San Diego International as being one of the most customer friendly airports in our system,” said Thella Bowen, president and CEO of the Airport Authority. “It’s among the very top airports in the country.”

She said she was particularly proud of the separate roadway systems for arriving and departing passengers, which were designed to relieve vehicle and passenger congestion, one of the headaches suffered by patrons for years.

But Bowen also reserved praise for certain new Terminal 2 facilities not often mentioned by the builders and contractors. “The restrooms are phenomenal!” she beamed. “We wanted them to be bright, airy and have places where people can store their briefcases and other items. They have windows in them that allows light to come in. We really tried to anticipate what kind of features that would make people feel comfortable in the facilities.”

According to the Airport Authority, the Green Build created jobs for 7,000 workers and gave contracts to local, small, disadvantaged and minority-owned businesses. More than 415 million in contracts were awarded to local businesses and \$118 million went to small businesses.

“We’re incredibly proud that The Green Build has funneled millions of dollars back into the San Diego economy,” said Robert Gleason, chairman of the Airport Authority. “We made a strong commitment to providing opportunities for small and local businesses to earn work on this project, and those efforts were a huge success.”

Two large building teams — the Kiewit/Sundt team and the Turner/PCL/Flatiron team — carried out the construction project.

Kiewit/Sundt, led by project director Mike Lowe of Poway, undertook the “land side” portion of the Green Build, including the dual-



Interior View

COVER STORY

level roadway, parking and roadway improvements, and the check-in curb in front of Terminal 2, allowing most passengers to get their boarding passes and check bags at automated kiosks prior to entering the terminal.

The Turner/PCL/Flatiron team was responsible for the Green Build's "air side," which included a three-story, 460,000-square-foot expansion of Terminal 2, including a marketplace-style concession area and larger, more comfortable passenger waiting areas; 10 new gates; and 1,500,000 square feet of new taxiway and jet parking. The team was led by project director

Dan McGuckin of Carlsbad. The team's lead designer was HNTB, an architecture, civil engineering consulting and construction management firm headquartered in Kansas City, Mo.

"We're especially excited about the traveler benefits of the new terminal

expansion," said McGuckin. "It will be a landmark building, and the new concessions area, with its high atrium ceiling, will be a real jewel. Travelers are going to love it."

Despite the massive building project, Lindbergh Field remains the nation's busiest single-runway airport. It is virtually landlocked, meaning no second runway is feasible. The Airport Authority said it is exploring other options and alternatives to meet the county's air transportation needs for the next 30 years. Some options include developing a plan for Terminal 1, redevelopment of the Teledyne-Ryan property and improving the airport's connections to the surrounding transportation network. "Beyond our borders, the Airport Authority is reaching out to neighboring counties and Mexico to explore more productive interaction between all airports in the Southern California region," the agency said.



Phil Lace, owner of Phil's BBQ

SHOPS & RESTAURANTS IN THE GREEN BUILD

FOOD

Artisan Market
 Beaudévin...All the Beauty of Wine
 Bubbles Seafood and Wine Bar
 Camden Food Co.
 Einstein Bros Bagels
 Pannikin Coffee & Tea
 Peet's Coffee & Tea
 Phil's BBQ
 Qdoba
 Red Mango
 Ryan Bros Coffee
 Saffron
 Seaside Stack Shack
 Starbucks
 Stone Brewing Co.
 Tommy V's Pizzeria
 Urban Crave

RETAIL

Apricot Lane Boutique
 Be Relax Spa
 Best Buy Express
 Brighton Collectibles
 Brooks Brothers
 Brookstone
 CNBC News San Diego
 Gaslamp Marketplace
 Gaslamp News
 Kids Love San Diego
 Lindbergh Field News
 PGA Tour Shops
 Sound Balance
 Sunglass Hut
 Stellar News
 Swarovski
 Warwick's of La Jolla



Sculptures outside Terminal 2.



Relief stop for the pet.



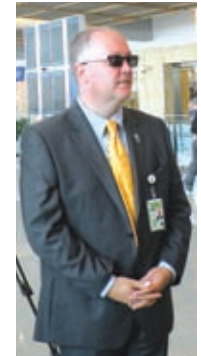
Camden Food Co.



Pouring a drink at the Bubbles bar.



A new cluster configuration for seating.



Chairman of the San Diego County Regional Airport Authority



The dual-level roadway.

How to Fool Kids Into Eating Healthy

San Diego entrepreneurs take vegetables from Yuck! to Yum!

By Delle Willett

Fruits and vegetables are half of what a child is supposed to eat daily. However, only 22 percent of children ages 2 to 5 meet government recommendations for vegetable consumption, according to a 2009 study by researchers at Ohio State University.

It only gets worse as they get older: Just 16 percent of children ages 6 to 11 meet the government's guidelines, and only 11 percent of those ages 12 to 18.

In the study of more than 6,000 kids and teens, about a third of vegetable consumption was fried potatoes (potato chips, French fries, etc.), and a little more than a third of the fruit consumption was juice — so if you don't include those, the percentages get even lower.

This lack of nutrition leads to consequences such as obesity, early-stage diabetes, ADHD and many other systemic issues that come from poor nutrition.

Various experts offer advice on how to get kids to eat vegetables. For example: Make up cute names. Make up a game so that eating vegetables is more fun. Bribe with dessert. And hide vegetables in foods your child likes.

Entrepreneurs Allison Fowler and Charles Philip went with “hide the vegetables,” creating “Sneakz Organics,” a line of chocolate milkshakes with sneaky vegetable nutrition.

“Our magical mix of organic milk, veggies and other ingredients disguises the veggie nutrition. The resulting flavor is creamy, yummy and chocolaty. And the consistency is similar to a milkshake — perfect for slurping down with a straw!” says Fowler.

Each 8 oz. pack contains simple, clean, organic ingredients with names everyone can pronounce and foods we all know. Milk is the predominant ingredient, followed by water, then dried sweet potato, carrot, and broccoli, evaporated cane juice, Dutch cocoa, vanilla extract, Carrageenan and natural flavors, all organic. All drinks are free from the bad stuff: no GMOs, no antibiotics and no synthetic



John Kaufman enjoying a Sneakz chocolate drink.

hormones.

Presented in shelf-stable Tetra-Paks, the drinks do not require refrigeration and can be enjoyed chilled or at room temperature — perfect for lunchboxes and on-the-go moms.

Fowler and Philip originally created the prototypes for Sneakz milkshakes in her Bird Rock kitchen; now all food development is done through Derek Spors of Spork & Ladle, in Denver, Colo., a well-regarded company in the natural-food industry.

Watching her father, Ron Fowler, run a beer distribution company, and graduating from the University of San Diego with a degree in economics (2002) and an advanced degree in communications from USC Annenberg School of Communications, Fowler found herself in the brand-management field.

And, rowing four years at USD and being enthusiastic about sports, she became committed to living an active lifestyle.

Both interests came together her first four years out of college when she worked in brand marketing and product development for the Miller Brewing Company in Milwaukee, Wisc. Her biggest project was developing a low-calorie, healthier light beer, originally called MGD 64, and now Miller 64, at that time the lowest calorie beer on the market.

Coming back to San Diego, she worked for four years with Kashi in the organic snacks division — crackers, cookies, granola bars — and on the Kashi brand ad campaign. Working on developing Kashi products that appealed to kids led to her interest in children's nutrition.

Fowler met Philip at Kashi where he worked in several management roles including sales, customer marketing and innovation.

Philip started his career in management consulting with Deloitte, before heading to Harvard Business School for his MBA. He took an entrepreneurial path out of school, joining the Bear Naked brand as vice president of business development, where he led the brand through an exponential growth period, ultimately preparing the company for acquisition to Kellogg's/Kashi.

As partners, Fowler and Philip, both 34, discovered complimen-



Entrepreneurs Allison Fowler and Charlie Philip.

NUTRITION

tary skill sets, bringing together her marketing innovation and communications and his sales and finance expertise.

They started brainstorming about something they could do on their own in the line of nutritious products for kids.

“We thought, if we take food forms and flavors that kids know and love, that they are comfortable with, put in the vegetable nutrition and mix it with chocolate milk — which every kid loves and moms put in their lunch boxes — then the vegetables’ bitter notes would be masked by the cocoa.”

And the big idea was born: taking vegetables from YUCK! to YUM!

“We knew, once kids taste and love the milkshake, they won’t be scared away by sweet potatoes and broccoli because that’s what’s in their favorite drink.”

But how do they get moms and kids to even try the drink? After all, good-for-you food is only good if it gets eaten.

They started by coming up with a fun name, a mascot that helps bring out the fun of nutrition, and colorful packaging. Word playing with the word “sneaky” with her creative mom, Alexis, the name “Sneakz” came up.

They chose “Bandit the Fox” for the mascot; he’s playful with endless energy, which he gets from nibbling on veggies. His favorite game is hide n’ sneak the veggies to help kids eat healthier.

The Sneakz brand is targeted at kids between 2 and 8 years old. But that’s not to say older kids don’t love the chocolate milkshake. It’s for anyone who wants to get more veggies in their diet.

Sneakz debuted in January 2013, on Jimbo’s shelves, and by September they will be in 700 stores. Their clients, which are mostly in Southern California and Colorado, include: Jimbo’s, Sprout’s, Bristol Farms, Kiel’s, Whole Foods Colorado, King Soopers, and Vitamin Cottage. Other national accounts include Hy-Vee, Wegman’s, HEB, and soon, Babies ‘R Us. Their product is also at Rady’s Children’s Hospital in the cafeteria and the market at USD’s student center. Sneakz can also be purchased through Amazon.com.

To effectively build up their two launch markets, Philip lives and works in Denver, overseeing the day-to-day business operations and production of Sneakz, while Fowler works out of San Diego. They work with food brokers but stay involved themselves, talking to retailers and distributors and doing a lot of the hands-on work, including in-store demos, handing out samples at fun runs and neighborhood events, and working with mommy bloggers.

Their business plans call for continuing in the kids’ food category with the milkshakes and then developing a non-dairy berry flavor with no GMO issues like soy drinks have. By next year they will have a lineup of flavors and offerings and then they may go into other categories such as crackers, cookies or ice cream.

“Anything that may go into a kid’s lunch box or get eaten by a kid that we can put this yummy nutrition into is one small step forward in helping transform people’s diets,” said Fowler.

Their future is bright with a growing need for healthy drinks for kids and nothing on the market that competes with Sneakz; nothing else that has the veggies and the fiber.

“We have a great product and a great idea and the background to be able to execute and bring it to market effectively. The fact that the retailers are accepting us is a good sign for things to come,” said Fowler.



Allison Fowler



A veggie-loaded Sneakz chocolate milkshake.



Sneakz products line grocery shelves.

The Dream of Higher Education for Foster Children

Walden Family Services offers two groundbreaking programs

By Teresa Warren

For the majority of foster children, going to college or receiving any type of post-secondary education is a distant dream. More than 55 percent of those in foster care do not even graduate from high school. Without adequate financial and family support, those who do gain admittance to college often struggle to stay in school.

Once a foster child turns 18 (then called a foster youth) and leaves the system, there is a much higher likelihood that they will suffer from not only lower educational achievement but also homelessness. Those who spend their childhood and teenage years in foster care are also at risk for higher rates of

incarceration, poverty and mental illness.

San Diego-based Walden Family Services is working to reverse these trends by offering two groundbreaking programs specifically designed to meet the unique needs of foster children and youth.

In 2001, when Walden first established the Independent Futures Program (IFP), the challenges of foster children aging out of the system were rarely addressed. IFP brought individualized training and support to foster children preparing to emancipate from foster care at age 18 by focusing on their educational, employment and personal goals. On its tenth anniversary, IFP's outcomes were outstanding — 100 percent of participants received a high school diploma.

Rajah Gainey is an IFP success story. By the age of 12, Rajah had lived in 13 foster homes and three group home facilities. When he was emancipated from foster care, all support disappeared. Emancipated foster youth are expected to be fully self-sufficient, holding down jobs or going to school at an age when most young adults are still living at home or being supported by their parents. Rajah was one of the first participants in Walden's IFP, where he received support and guidance as he took community college classes while holding down a series of jobs. One of those jobs was as a teen services coordinator for IFP. He eventually went to school fulltime at Cal State San Marcos and graduated in 2010. Rajah has dedicated his life to helping others through both his career



Staff members and volunteers of Walden Family Services ran the San Diego Rock 'n' Roll Half-Marathon in June in support of the foster youth, adoptive youth and families they serve.

EDUCATION

and volunteer work. Rajah currently works at Just in Time for Foster Youth as a program coordinator and is a member of Walden's volunteer board of directors.

Walden Family Services just launched a second program aimed specifically at helping foster youth, ages 18-21, acquire skills that will help them advance in many aspects of their life, including education. Walden is one of the first foster care and adoption agencies in California to provide Transitional Housing Placement Plus Foster Care (THP+FC), established under AB 12, the California Fostering Connections to Success Act.

Each THP+FC participant is assigned a case manager who helps in developing skills and accessing services that touch upon every phase of the foster youth's life, including housing, school, employment, money management, health care and parenting skills.

"THP+FC is 'in-the-life' training that allows these young adults the opportunity to live life with support and feedback usually not available to foster youth," said Teresa Stivers, executive director of Walden Family Services. "Many of these youth only dream of going to college. Through THP+FC, we are helping to establish a foundation that will turn this dream into a reality."

Under the program, the youth receive help in locating housing, financed with funds provided by Walden's donors and the county of San Diego or from the county in California that oversees the foster youth's care. Participants also receive a monthly stipend, which they will learn to budget for utilities, transportation, food, clothing and all other necessities.

THP+FC also provides a spectrum of services that will support each youth, including educational counseling; transportation; 24/7 crisis intervention and support; job readiness training, including computer skills; mentoring; roommate mediation; and public benefits advocacy.

"Failure can be an all-consuming event for foster youth," said Stivers. "We are helping these young adults meet roadblocks head on and work through problems, leaving a clear path to college and other goals they may have."

Applicants to the THP+FC program are young adults who have elected to continue in foster care. Due to recent changes in the law, foster youth are now allowed to stay in foster care after the age of 18. Referrals are made to the program from the county of San Diego and other counties throughout the state and are screened by Walden prior to acceptance.

To stay in foster care after maturation, a young adult must meet one of the criterion: completed high school or an equivalent program; enrolled at least half-time in college, community college or a vocational education program; employed at least 80 hours a month; or participating in a program/activity designed to remove barriers to employment.

Both of Walden's programs result in young adults who are ready to pursue a higher education as well as better prepared to be employed, face adulthood and be contributing members of their community.

Walden Family Services was founded 38 years ago, making it one of the oldest and most established organizations of its kind. The agency fills special needs through its diverse services and is one of the few providers of services to foster children who are medically fragile, have severe behavioral needs and/or are developmentally disabled. Walden also provides adoption services, including the placement of special needs children, sibling groups and LGBTQ youth in loving, permanent homes.

In addition to its headquarters in the Mission Valley area, Walden has offices in the Los Angeles, Riverside and San Bernardino regions.

Teresa Warren is president of TW2 Marketing which provides support to Walden Family



Rajah Gainey, a former participant of Walden Family Services' Independent Futures Program, graduated from Cal State San Marcos in 2010 after completing the program.



Teresa Stivers, executive director of Walden Family Services, which is offering two groundbreaking programs specifically designed to meet the unique needs of foster children and youth.

San Diego Hospital Charges Vary Dramatically, Outpace National Averages

By Karina Ioffe | Voice of San Diego

When you shop for groceries or clothes, you can choose what you buy based on price.

But when it comes to health care — arguably one of the most important services that impact our quality of life — no such luxury exists. There are no clear prices and little choice, especially if you are restricted to a certain doctor or hospital by your insurance plan.

The federal government recently released a massive database of prices hospitals charge Medicare, aimed at increasing transparency and accountability in the powerful health care industry. The information, released for the first time ever, put a spotlight on the exorbitant price of health care, and the wide variation in what consumers can expect to pay when they get sick or injured, including in San Diego.

For example, a new pacemaker at San Diego's Scripps Mercy Hospital will cost you \$86,000, but it will set you back \$139,000 at Sharp Chula Vista. If you get pneumonia or pleurisy, a type of chest infection, you can expect to pay \$27,000 at Scripps Green Hospital in La Jolla, but \$41,623 at Scripps Memorial Hospital in La Jolla, even though they're part of the same nonprofit system. The price tag for a complex procedure like a drug-coated stent insertion, used to prevent clogged coronary arteries, varies at San Diego hospitals from \$50,000 at UC San Diego Medical Center to \$120,000 at Sharp Chula Vista

Why such disparity? No one seems to know. "It doesn't make sense," said Jonathan Blum, director of the government's Center for Medicare, when asked about the wild fluctuations in hospital prices.

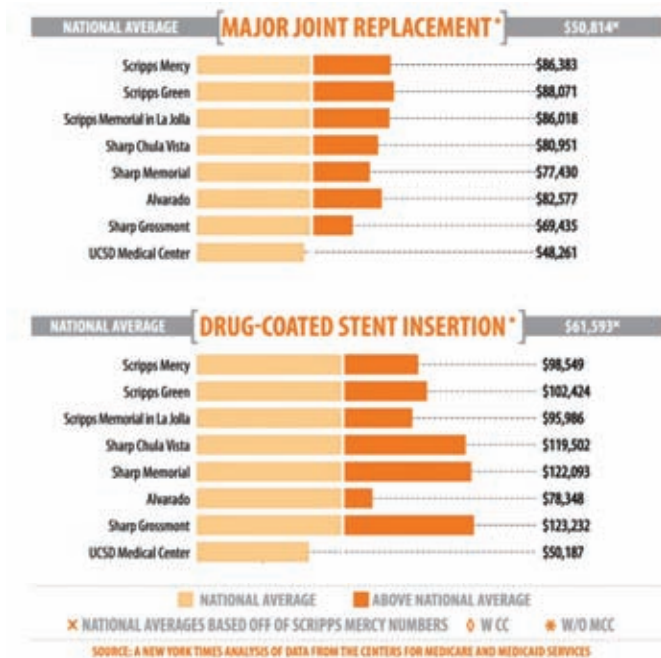
Unlike electricity, health care costs are not regulated, meaning that in our free market economy, hospitals can charge whatever price they want.

A New York Times analysis of the recently released data found that Sharp Chula Vista on average charged more than double the national average, while UC San Diego Medical Center charged some of the lowest prices in San Diego, despite being a teaching hospital and treating a high number of uninsured patients. Kaiser Foundation Hospital in San Diego was also found to have the lowest prices in the surrounding area, according to the analysis.

It's common for hospitals that treat a higher number of the uninsured to have higher prices, said Tom Gehring, executive director and CEO of the San Diego County Medical Society.

"If you're close to the border, you may see more patients without any insurance and if you're a hospital that's required to take the uninsured, your total costs may be higher," Gehring said. "So you may end up passing the costs onto the insured."

Patients often wonder how the prices are determined. But it turns out



there is almost no correlation between what a hospital charges and what something actually costs, said Dr. David Chang, director of outcomes research at the Department of Surgery at the UC San Diego School of Medicine.

"One of the reasons hospitals have these unrealistic prices is they know people aren't going to pay. They're trying to catch the few that can, but they also end up catching the poor," he said.

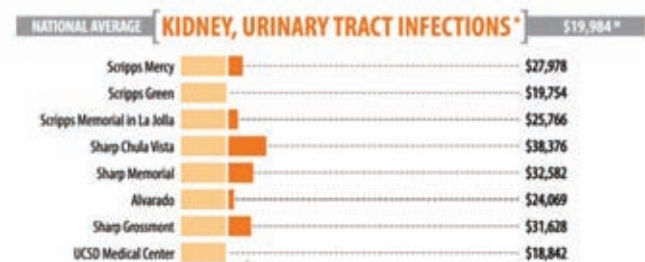
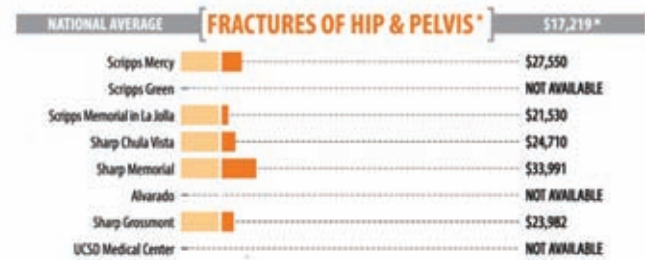
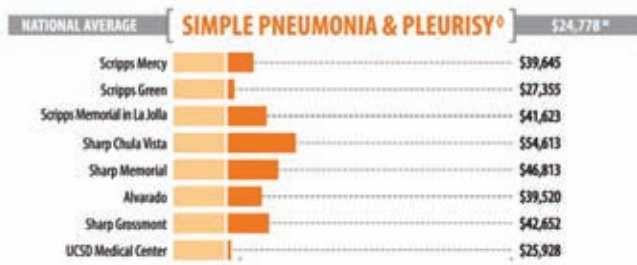
Chang is referring to the "working poor," those who make too much to qualify for Medi-Cal, a state program that provides health insurance for low-income residents, are not old enough to get Medicare (which offers coverage for those 65 and older) and don't have health coverage through work. They're typically the ones who get stuck with the largest bills.

An estimated 500,000 San Diego County residents lack insurance, according to a 2011 analysis of U.S. Census data by the left-leaning Center on Policy Initiatives. Others have PPO plans that require the patient to pay a percentage of the total bill.

Even those with employer-provided health plans who think they are completely covered are often shocked to find out they have a cap on how much their insurance pays when they land in the hospital or are transported by ambulance.

Medical expenses are the leading cause of bankruptcy in the United States, making up more than 60 percent of cases, according to a 2009

HEALTH CARE



■ NATIONAL AVERAGE ■ ABOVE NATIONAL AVERAGE
 × NATIONAL AVERAGES BASED OFF OF SCRIPPS MERCY NUMBERS ◊ W CC ● W/O MCC

SOURCE: A NEW YORK TIMES ANALYSIS OF DATA FROM THE CENTERS FOR MEDICARE AND MEDICAID SERVICES

■ NATIONAL AVERAGE ■ ABOVE NATIONAL AVERAGE
 × NATIONAL AVERAGES BASED OFF OF SCRIPPS MERCY NUMBERS ◊ W CC ● W/O MCC

SOURCE: A NEW YORK TIMES ANALYSIS OF DATA FROM THE CENTERS FOR MEDICARE AND MEDICAID SERVICES

study by the American Journal of Medicine. When they don't go bankrupt, American families are watching their life savings disappear following an accident, a stay at the hospital or a life-threatening illness.

That's what happened to former San Diego resident Kristen Burris, who was forced to use most of her savings following two cesarean sections, one emergency and one scheduled, at Scripps Memorial Hospital in La Jolla.

Burris and her husband have their own acupuncture practice and were spending \$1,100 a month on insurance for the family. But because the plan had a \$7,500 yearly limit, the Burrises quickly maxed out the plan and racked up \$30,000 in bills.

"The bills were astronomical and they came at different times," said Burris. "I would painstakingly call the insurance company and get a different answer every time. But mostly, they would simply say that was not part of my deductible. It was ridiculous."

Burris also found charges for services she says were not performed, including resuscitation and the use of compression boots, often used to help blood circulate. She was

eventually able to get the hospital to lower the bill by \$8,000, but the experience left the family financially and emotionally drained, so much so that they decided to relocate to Idaho, where health care costs are significantly lower, according to data.

Today, Burris said her family pays around \$480 a month for medical coverage for their family of four.

Scripps did not respond to a query about Burris' claim that she was charged for services not performed, but spokesman Keith Darce said each patient's bill is driven by the unique care they receive.

"No two cases are exactly the same in terms of medications, complications, amount and level of care required and countless other variables," Darce said in an email.

He said the hospital works with uninsured patients to help determine whether they qualify for Medi-Cal, Medicare or other government assistance and offers financial aid and discounts of at least 20 percent to all uninsured patients.

"Many of them receive discounts far beyond 20 percent, and some end up paying nothing," he said. Scripps spent about \$41 mil-

lion in 2012 on what it calls "charity care," according to its community benefit report.

Scripps Health pulled in \$278 million in profit in 2010, according to the most recent publicly available tax returns. Scripps President and CEO Christopher Van Gorder received close to \$1.5 million in salary and benefits; Vice President Richard Rothberger took home about \$1 million that year.

The hospital also spent about \$500,000 on lobbying efforts, according to those tax returns.

That's similar to many other San Diego hospitals, including Sharp HealthCare, which paid President and CEO Michael Murphy about \$1.3 million in 2010. (It also paid a senior vice president about \$626,000 that year.)

Could this be one reason health care is so expensive?

Perhaps. According to a special report in Time magazine in March, hospitals routinely mark up both medicine and procedures and perform more services than needed.

That's because under the current system, hospitals and doctors don't have an incentive to save patients money by providing them the most efficient care at the lowest possible price, said Clay Johnston, a doctor who directs the University of California, San Francisco's Center for Healthcare Value, which studies how to reduce the price of health care in the U.S.

"We know there is waste in the way care is delivered, the extra lab that's drawn, the extra X-ray, so we're trying to come up with ways to reduce the costs," Johnston said.

Some hospitals have implemented Accountable Care Organizations, essentially groups of doctors, hospitals and other providers who come together voluntarily to give coordinated high-quality care to patients, according to the Centers for Medicare and Medicaid Services. The idea is to treat patients before their conditions escalate and avoid redundant services.

"We as physicians need to explain to patients what the options are and care about the cost, and that hasn't happened so far," Johnston said. "Part of that is supported by a system in which patients have traditionally not paid, so physicians don't feel like their decisions ought to be at all contingent on costs. But the reality is entirely different."

But Dan Gross, executive vice president of Sharp HealthCare, attributed the prices to a service that he said is world-class.

"Health care in this country is extraordinary," Gross said. "When you take a look at our ability to deal with very complex, high-acuity patients, utilizing some of the brightest medical professionals and the advanced technology utilized in our industry ... all of that indeed costs money."

Unlike restaurants or other service-oriented businesses, Gross said, hospitals treat everyone, even those who can't afford to pay.

"Hospitals have a federal mandate to care for and treat for anyone regardless of their ability to pay," Gross said. Sharp has a charity care program that offers substantial discounts to patients and last year provided \$305.3 million in unreimbursed community benefits programs and services, he said. "So no matter who presents to a hospital, we are caring for and treating them."

The Affordable Care Act, which will be implemented starting next year, will help increase access and eliminate caps on coverage. But it does nothing to address the cost of health care and will actually increase how much we pay because of the influx of new patients, said San Diego County Medical Society's Gehrung.

"The Affordable (Care) Act may make a significant dent in the number of people who go bankrupt due to health care costs, because they will no longer be forced to choose between food and medicine," he said. "But it won't drive the overall cost down and is not the final answer to our nation's health care financing problems."

An the end of the day, disparity in hospital prices may matter much less than how people can afford the care they get in the first place, say health care reform advocates. In 2008, Americans spent \$8,000 a year

on health care compared with \$3,000 to \$4,000 a year in many Western European countries, according to data from the Organization for Economic Cooperation and Development.

Change of UCSD emphasized one silver lining to high hospital bills: They're not set in stone.

"Until we do fix the price side of things, patients at least need to know that hospitals are always willing to negotiate. The prices they set are just a starting point."



Family owned since 1979. Owner Tony D'Amato and chef Domenico Alioto.

Great Italian cuisine, osso buco, swordfish oreganato and much more.
Now serving lunch, 11 a.m. to 2 p.m

1955 West Morena Boulevard,
San Diego 92110

(619) 275-2094

SAN DIEGO'S WOMEN IN LANDSCAPE ARCHITECTURE

Making the world a better place, naturally



By Delle Willett

When I was growing up in the '60s it seemed like my choice of professions was limited to being a teacher, a secretary or a nurse. Being under 5-foot-2, flight attendant was not an option.

I don't know why I never heard about the profession of landscape architecture. After all, the term "landscape architect" became common after 1863 when Frederick Law Olmsted and Calvert Vaux designed New York's Central Park. Yet, even today, the profession continues to be elusive to much of the general public.

According to Thaisa Way, author of "Unbounded Practice: Women and Landscape Architecture in the Early Twentieth Century," women have practiced as landscape architects for over a century, since the founding of the profession in the U.S. in the 1890s. They practiced as gardeners, garden designers, horticulturalists and fine artists.

These women, then and now, will tell you they are some of the luckiest professionals in the world because they get to work with nature every day, making the world even

more beautiful.

An elevator speech for landscape architects might be: Architects design buildings; landscape architects design the environment for the buildings, from airports to zoos.



Patricia Trauth

Patricia Trauth had never met a landscape architect when she decided to attend graduate school to further her education in environmental design.

"After graduating from Bowling Green

State University with a BFA in design and a BS in art education, I knew that I wanted to be involved in site-planning and urban design," she said. Searching through catalogues she kept reading about programs in "landscape architecture" and thought, "Hmmm, maybe this is what I want to do," she said.

Graduating from the University of Arizona with a master's in landscape architecture 26 years ago, Trauth is now a principal landscape architect for URS Corporation, providing landscape architectural services for the Southern California region. She

joined URS in December 2008, as its first practicing landscape architect in the region.

"I feel very fortunate to have found my niche in life. This profession has been rewarding and I've earned a pretty good living doing it. Along the way many people have helped me professionally and I think this is a good time to start giving back."

As incoming president of the San Diego chapter of the American Society of Landscape Architects, Trauth says this is where she can have the most impact on the profession. She intends to make the profession of landscape architecture more visible, engage in thought-provoking events, and mentor young professionals.

Trauth's projects of note:

The San Diego International Airport Expansion: Over the last four years, working with a team consisting of professionals from the Airport Authority, and Kiewit & Sundt (contractors), Trauth has developed sustainable solutions during the design and construction of the airport improvements.

Bird Rock Coastal Traffic Flow Improvements: This award-winning project turned La Jolla's Bird Rock into a thriving community. Improvements include roundabouts to encourage safety and pedestrian activity in the Bird Rock neighborhood.

Coronado Bayfront Civic Center: This 16-acre site has become the social, cultural and recreational hub of the city and includes City Hall, the Community Center, an Olympic pool, a passive park and the bay-front promenade.

Trauth, 57, lives with her husband Greg Rollinson, a general contractor, and their two teenage children in Cardiff-by-the-Sea.



Coronado Bayfront Civic Center — Patricia Trauth.



Marian Marum

As the daughter of a civil engineer, Marian Marum grew up with a keen understanding of the land, spending a great deal of time in the field with her father. She was motivated by her three brothers to "keep up with the boys" and entered the University of Arizona in the architecture program. She soon learned about the landscape architecture program and switched majors.

Landscape architecture seemed like the

perfect fit, with her sense of the land from her father, and encouragement from her mother that she could do anything her brothers could do.

Graduating with honors and a bachelor's degree in landscape architecture, Marum moved to San Diego in 1979. Powered by the message that she could do anything that the boys could do, she started her own firm in 1984 during a tough recession and grew it into a thriving business with a reputation for exceptional client service, creative problem solving, commitment to stewardship and effective communication skills. With her background in engineering, architecture and landscape architecture, Marum sees herself as a "connector" with a holistic point of view that helps integrate diverse concepts into effective design solutions.

Marum's commitment to the environment led her to join the U.S. Green Building Council in 2007 and earn her LEED credential shortly thereafter. Numerous projects in the Marum Partnership portfolio incorporate sustainable-site design strategies that focus on water conservation, heat mitigation, as well as enhancement of soil, water quality and habitat resources.

Higher-education projects for the San Diego and Palomar Community College Districts have achieved LEED Gold status, focused on conserving water as prices rise higher each year.

LEED Gold was achieved at MCAS Miramar Golf Course Clubhouse, with other projects at Naval Station North Island, 32nd Street and San Clemente Island. Her rehabilitation courtyard at Balboa Naval Hospital's Comprehensive Combat & Complex Casualty Care Facility serves as an empowering outdoor environment for soldiers working on their physical skill and mental confidence.

Marian was appointed by Governor Wilson to the State Board of Landscape Archi-



Entrance to Caltrans District 11 headquarters — Laura Burnett.

ects, has served as Chapter President of ASLA SD, President of Partners for Livable Places, and on the County Water Authority's Conservation Action Committee. She was the founding chair of the ASLA SD Stewardship Committee, the first such committee in the country.

Marum, 56, was born and raised in Tucson, Ariz., and lives in Scripps Ranch with her husband and teenage son.



Laura Burnett

Denver born and raised, while in high school, Laura Burnett learned about landscape architecture when her father brought a book home on careers. "I liked what I saw and have

never looked back," she said with a satisfied smile.

Landscape architect and urban designer Burnett is known for her skill at integrating sophisticated designs with the functional requirements of her projects.

Her work in the planning and design of urban communities, parks, campuses, transit-oriented facilities, and regional open-space networks results in rich and exciting environments where infrastructure, buildings, and landscape work as a coordinated whole.

Her portfolio extends far beyond San Diego: to San Francisco; Los Alamos, New Mexico; New Orleans; Fairbanks, Alaska; to Santiago, Chile.

Active in the community, Burnett has served on numerous boards. A gifted designer and skilled project manager, Burnett brings to her work a strong commitment to the principles of sustainability and the cultural, functional, and aesthetic interface of human activity and natural systems. As such Burnett has won numerous awards from ASLA as well as from the American Planning Association, and the California Preservation Foundation.

Burnett opened her own firm, Burnett Land & Water, in 2011, built on her 25-year professional career that includes working for Spurlock Poirier Landscape Architects from 1988 to 1991, and as principal with WRT from 1991 to 2011.

These are a few of her projects:

Caltrans District 11 Headquarters: Burnett designed the 11-acre campus landscape to compliment and interpret the site's significant cultural context. Located between the San Diego River and Old Town—a district listed on the National Register of Historic Places—the design includes pedestrian plazas, children's play areas and parking lots.

Torrey Pines City Park, General Development Plan: Dedicated in 1889, the 44-acre Torrey Pines City Park was established for public use and enjoyment. But over the years with multiple uses, the park has experienced little protection of the native vegetation and bluffs.

Burnett, 52, works and lives in Little Italy with husband, landscape architect Martin Poirier.



Aviation Building, Miramar College — Marian Marum.

NEW CAR REVIEW: The 2013 Infiniti JX35 By Eric Peters

No car salesman ever wants to find himself admitting to a customer that he just hasn't got what they're looking for... but the guy down the street does.

Before the introduction of the JX35, that was exactly the situation Infiniti salesmen — and dealers — were in. There was the Q56 — for people who wanted a full-size SUV with three rows of seats. But what if you wanted the three rows, but not the full-size SUV? No dice.

The next-down model in the Infiniti lineup was the much smaller (and five passenger-only) FX. Nothing in-between.

Well, not anymore.

The JX gives Infiniti a vehicle that can go heads-up against the very successful three-row Acura MDX and also newcomers like the Buick Enclave — and which straddles the gap between the too-big-for-some Q56 — and the too-small-for-others FX.

What It Is

The JX35 is a full-size/three-row luxury crossover, available in both FWD and AWD versions. It's based on the Nissan Murano — but much larger and fitted out with every tech-lux gadget Infiniti's got in the bin. Prices start at \$41,250 — about \$2k more than an Acura MDX and about \$3k less than a Buick Enclave. Other possible cross-shops include the new Lincoln MKT wagon (\$45,285) and the Audi Q7 (\$46,800).

What's New

The JX is a new model, just added to Infiniti's lineup.

What's Good

More room inside for people than the QX — but not as large on the outside as the QX. Plush ride. A pretty decent deal relative to most of the others in this segment.

What's Not So Good

Some controls are poorly located/hard to operate. Complex and expensive "bundling" of options. Out-the-door price can rise real quick. Lower tow rating (3,500 lbs.) than rivals like Q7 (8,500 lbs.), MDX (5,000 lbs.) and Enclave (4,500 lbs.)

Under The Hood

For now, the JX comes only with a 3.5 liter, 265 hp V-6 paired up with a continuously variable (CVT) automatic and either FWD or a full-time AWD system. Some have criticized both the power and the performance of the JX's drivetrain, but both are par for the segment. Better than par, actually.

The JX takes about 8.2 seconds to reach 60 with FWD; AWD models are slightly behind that at 8.3-8.4 seconds. That's quicker than the stronger-on-paper Buick Enclave (3.6 liters, 288 hp and 0-60 in about 8.6 sec-

onds) and Lincoln MKT with its standard 3.7 liter, 300 hp engine (0-60 in about 8.6 seconds).

The Acura MDX (3.7 liters, 300 hp and 7.2 seconds to 60) and Lincoln MKT with its optional twin-turbo EcoBoost 3.5 V-6 (zero to 60 in 6.3 seconds) are both quicker — but both cost more. In the case of the EcoBoosted MKT, a lot more. The base price for this model is \$48,175 — \$7,000 more than the JX's base price. Mileage-wise, the JX comes in at 18 city/24 highway for the FWD version and 18/23 for the AWD-equipped version.

On The Road

Some reviewers have criticized the J for not-so-hot acceleration. I've already pointed out that, in fact, it's at least as quick as most of its price-equivalent competition — and quicker than some of them. But perhaps the most standout characteristic is not so much the engine, but the CVT automatic transmission it works through. It is turbine-smooth, yet also capable of mimicking a conventional "stepped" automatic, as when it seems to shift gears during full-throttle acceleration. Most CVTs will let the engine rush right up to red-line, or very close to red-line, and just hold the engine there, for as long as you hold your foot



down. It's not just that it's noisy — it sounds like something's broken — or may be about to break. The J's CVT doesn't sound like that because it doesn't operate like that. It lets the engine rev, then does a perfect imitation of a conventional automatic upshift to the next "gear" — which in fact is just a different CVT pulley ratio.

One interesting thing about the J that I have not encountered in any other vehicle — crossover, SUV, luxury car, sedan or any other kind of car — is its "in the background" traction/stability control. When it comes on, you may feel it — brakes being applied, throttle being dialed back — but you will not see it. The "trac" light does not flash furiously when engaged as it does in every other traction/stability-controlled vehicle I have ever driven.

At The Curb

Though large, the J is not humungous — on the outside. In fact, it is almost a foot shorter, bumper to bumper, than the Q56 (196.4 inches vs. 208.3 for the Q). It's also 8 inches less tall (67.8 inches vs. 75.8). This makes it look and feel less imposing. Yet, it's actually got more room inside for the driver and passengers than the Q: 42.3 inches of front seat legroom and 41.7 inches of second row legroom in the J — vs. 39.6 inches of front seat legroom and 41 inches in the Q. But, how does the J compare with other large crossovers? It beats the MDX, second row-wise (38.7 inches) by a significant margin and edges it out by about half an inch up front (41.2 inches). And it really beats the Enclave,

which has just 36.8 inches of second row legroom (and 40.4 inches up front). The Audi Q comes in just under par, with 39.6 inches up front and 41 inches in the second row.

Only Lincoln's MKT wagon edges out the J when it comes to second row spreadin' out space and only by a hair, literally: 41.8 inches. And the MKT's down about half an inch up front, vs. the J.

But, no free lunches in crossover land. The J's edge in passenger roominess comes at the price of reduced cargo capacity — 15.8 cubes behind the third row, which is considerably less than several of its rivals, most notably the Buick Enclave (23.3 cubes) and also the MKT (17.9 cubes). However, the J still has a slightly bigger cargo area than the Acura MDX — which has 15 cubic feet of capacity available behind its third row.

The Rest

Technological highlights include Nissan/Infiniti's unique "around view" monitor that gives you a panoramic, 360-degree view of the vehicle from the perspective of someone looking down from above. It is much more helpful than the limited view of your surroundings you get with the typical rearview-only back-up camera. The twin LCD flatscreens built into the seatbacks — included with the Theater Package — can be tilted up or down to adjust for sun glare. There is an available semi-automatic blind spot braking feature, too. The system will apply the brakes if it senses you inadvertently turning into the path of another vehicle that's in the J's blind spot. However,

many of these options are bundled together in packages, some of which are very expensive, even for a luxury vehicle. The Premium Package — which includes hard drive-based GPS, a 13-speaker Bose stereo, the Around-View monitor, Blind Spot Warning and several other items — stickers for \$4,950. The Deluxe Touring Package — which adds 20-inch wheels, an even higher-end Bose system, heated second row seats, rain-sensing wipers and maple wood interior accents — goes for \$2,550. To get certain features, you not only have to buy the package, you sometimes have to buy several packages. There are two reasons for this confusing (and costly) mish-mash: One, it's easier for Infiniti to produce cars this way, as opposed to allowing buyers to order options on a more a la carte basis. Two, there's more potential profit per car. As an example, my J test car — which remember, has a starting MSRP just over \$41k — stickered out over \$55k, once the additional cost of all the options (Technology Package, Theater Package, Deluxe Touring and Premium Package) was folded in.

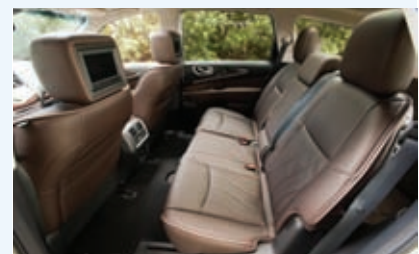
The Bottom Line

Infiniti-minded buyers interested in not-too-big, but not too small, will be pleased to discover there's now a model at Infiniti stores that meets their needs.

Eric Peters is the author of "Automotive Atrocities" and "Road Hogs" and a former editorial writer/columnist for The Washington Times, a contributor to Cars.Com, The Car-Connection. com and SD METRO.

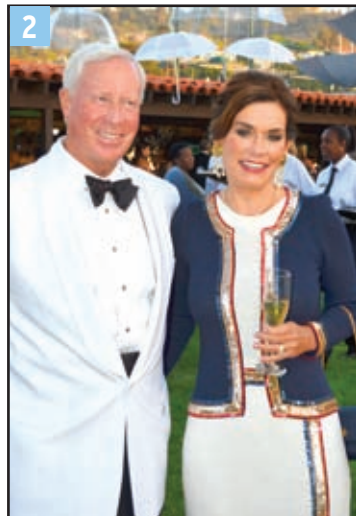
2013 Infiniti JX35 Specifications:

- Base price:** \$41,250 (FWD); as tested \$56,345 (AWD w/DeluxeTouring Package,Technology Package and Premium Package)
- Engine:** 3.5 liter V-6, 265 hp
- Transmission:** Continuously Variable (CVT) automatic
- Length:** 196.4 inches
- Width:** 77.2 inches
- Wheelbase:** 114.2 inches
- Curb weight:** 4,280 lbs.
- Luggage capacity:** 15.8 cubic feet (behind third row)
- EPA fuel economy:** 18city/24 highway (FWD)
- Where assembled:** Smyrna, Tenn. (U.S.)



Jewel Ball Spins a Lucky 13 Multiple beneficiaries benefit

Photos & column by Margo Schwab of San Diego Social Diary



The 67th annual Jewel Ball took place at the La Jolla Beach & Tennis Club with a theme of Lucky 13, and a feel of Palm Springs '60s chic décor.

Notables in the crowd included Elizabeth Dewberry and Denny Sanford, Debbie Turner and Conrad Prebys, and Nico Nierenberg in one wild jacket, with his wife Caroline. Among the chosen beneficiaries this year: Lions, Tigers and Bears, PAWS of San Diego, San Diego Police Officers Association, SWAT, ARTS aka A Reason To Survive, and San Diego Humane Society.



For more photos of these and other events, visit sandiegosocialdiary.com.

To contact Margo Schwab, email her at socialdiarymagazine@gmail.com.

1. Nancy and Fred Borrelli
2. John and Sarah Hawkins of Cloud 9 Shuttle
3. Robert Laidlaw and Elisabeth Bergan with 'Mr. La Jolla' Peter Caruso.
4. Catherine and Andrew Clark of Ashford University.
5. Margo Schwab and Scott Johnston in Roberto Cavalli
6. Jewel Ball Chair Erin Wyer
7. Kent Piemons and Tiffany Kellogg with Tricia and Bill Kellogg, of the Kellogg family that hosts the Jewel Ball.



'Chairman Meow' and other wall illustrations.

RESTAURANT REVIEW



CHINESE FUSION

WANG'S IN NORTH PARK

By David Rottenberg

In Chinese history, there were many military leaders named “General Wang.” But there is only one in San Diego, General Wang’s in North Park. This new “fusion” restaurant has taken over the JC Penny building on University Avenue near 30th Street and has transformed the location into a striking and relaxing venue where both small and large parties can enjoy innovative cuisine.

The exterior looks like a retail storefront. It is even easy to walk by and not notice the location’s transformation. But, the interior’s high ceilings and open volume are impressive immediately.

A far wall on the left as one enters has Chinese posters, including one of “Chairman Meow.” Comfortable booths ring the back walls, facing a sea of tables. The upstairs area works well for large groups of private parties. The noise level can be high, when the restaurant is crowded. Come prepared to speak loudly.

On the right, a large bar area becomes the focal point for groups of “happy hour” devotees. A specialty drink menu lists creative ways to achieve a buzz. There is also a good selection of sake and beer, including five Asian beers.

Tom Eads and his partner are creating new, tasty approaches to Chinese dining. Incidentally, Chinese cuisine is one of the most popular in the United States, not far behind hamburgers. Eads learned the business side of the industry in his years working the “front of the room” for PF Chang. But an extraordinary chef, Richard Torres, was found who creates special unique recipes for Wang’s. His approach combines fresh ingredients, tangy sauces and spicy heat.

In traditional fashion, the menu is quite large, divided into categories to make choosing easier. Start with Appetizers like Jalapena

RESTAURANT REVIEW

Calamari, an old favorite to which spicy garlic bring new taste sensations. Shrimp Spring Rolls are light and very fresh tasting.

There are traditional Noodle & Rice dishes such as Garlic Noodle and Spicy Thai Basil Noodle, both with spicy flavors. For real heat, look under the “Fire” category for Kung Pao, which can come with chicken, tofu or seafood. General Wang’s Chicken adds sweetness to the spice with candied walnuts.

Less spicy offerings (“Sweet”) substitute sweetness for the heat and include Walnut Shrimp, with a honey mustard aioli and a delightful Lemon Chicken, which is sweet and tart at the same time, teasing the palate.

Dishes like Mongolian Beef and Velvet Shrimp & Chicken are great selections for non-spicy eaters. The full natural flavors of the fresh ingredients are brought out by the creative sauces that come with the ingredients.

Emperor’s Chocolate Delight is one of the listed dessert options. More are available but not listed such as Andrea’s Truffles — truffles, dark chocolate infused with mandarin orange juice, topped with mandarin pecans. Be sure to ask for what else is offered.

A “special menu” is available in addition to the regular menu. Be sure to ask for it as well.

Wang’s is located at 3829 University Ave. Call (619) 291-7500 for reservations or information. Prices are moderate to high. Parking on University can be difficult but there are parking lots around the corner. Parking is free, with a voucher available at the restaurant. It may pay to stop in front for a moment, pick up a voucher and then park, to avoid a lot of back-and-forth walking.



A whimsical painting draws attention to Wang's.



The bar becomes a focal point for groups of Happy Hour devotees.



Happy Hour at Wang's.

Cool as Ever

DEL MAR

THERE'S ONLY ONE PLACE ON
EARTH WHERE THE SUN
SHINES, THE PEOPLE SIZZLE AND
EVEN THE JOCKEYS ARE HOT.



CHANTAL SUTHERLAND
Professional Jockey



JULY 17 - SEPT. 4

DELMARSCENE.COM

Presort Standard
U.S. POSTAGE
PAID
PERMIT NO. 751
SAN DIEGO, CA



OPEN AT 4:00PM,
DINNER AT 5:00PM
RESERVATIONS RECOMMENDED
VALET PARKING AVAILABLE

America's Best
DONOVAN'S
STEAK & CHOP HOUSE

100% Prime

877-698-6666

SAN DIEGO - GASLAMP
LA JOLLA • PHOENIX

Locally Owned & Operated

DONOVANSSTEAKHOUSE.COM



Mon.-Thurs. 5pm-10pm
Fri. & Sat. 5pm-11pm
Closed Sunday
valet parking available

Locally Owned & Operated

America's Best
DONOVAN'S
PRIME SEAFOOD

*Serving the Finest
Sustainable Seafood*

877-698-6666

**333 5th Ave.
San Diego - Gaslamp**

DonovansPrimeSeafood.com