

Sustainability



Patricia Trauth of Rick Engineering Co. has seen the value of landscape architects increase with the rise of water-management regulations. **Page 11**

Construction



Linda Young of the NAWIC's San Diego Chapter has made it her mission to increase the number of women in her field. **Page 26**

The Lists

Assisted Living Facilities **Page 22**

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Jamie Scott Lytle

Osman Kibar says confidently that if his firm's strategy was to sell based on future value, no one could afford to buy it.

Out of the Shadows

BIOTECH: Co. Emerges With Anti-Aging Results; Some in Industry Are Skeptical

■ By BRITTANY MEILING

Osman Kibar is nonchalant, as billionaires go, but he's nothing if not confident. Dressed in a fading polo shirt and old jeans, he leans back in his chair, intertwines his fingers and fights a knowing smile. He knows why I'm here.

Kibar, 45, is founder and CEO of **Samumed LLC**, a stealthy biotechnology firm that until a few months ago had been flying under the radar in San Diego. Fol-

lowing eight years of research, the company recently decided to step into the limelight, disclosing its story exclusively to longtime biotech reporter **Matthew Herper** at **Forbes**.

The scoop?

Samumed intends to reverse the aging process, and its drug programs are already underway. The company has successfully grown hair on bald men, regenerated cartilage in arthritic joints, and the technology may one day erase wrinkles on aging skin. Recently valued at \$12 billion, the biggest valuation in history for a drugmaker with no approved drug on the market, Samumed might be onto something.

As Herper put it, the San Diego firm is

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How Startups Stand Out Despite Overcrowding

FINANCE: Competition On Funding Platforms Intensifies Challenges

■ By BRITTANY MEILING

San Diego startups are finding that crowdfunding websites such as **Kickstarter** and **Indiegogo** are getting rather, well, crowded. In a city of innovators often griping about

little access to venture capital, crowdfunding is a popular route for getting fast access to cash. The region so far has had great success stories with young startups far surpassing their humble fundraising goals.

San Diego's **OSSIC**, a tech company developing headphones with 3D audio technology, raised over \$2.6 million on Kickstarter with almost 10,000 backers supporting the firm. And San Diego's personal 3D printer company,

► *Kickstarter page 57*

Sempra Mexican Unit Meets With Resistance

ENERGY: Regulators Reject 3 Pipeline Proposals

■ By MICHAEL LIPKIN

Sempra Energy's Mexican arm has lost three bids in as many weeks to build and operate natural gas pipelines in Mexico, as the country's state-owned electricity utility said Sempra's proposals did not meet its standards.

The **Comisión Federal de Electricidad (CFE)** had approved all three bids' technical submissions but rejected their economic proposals. The utility said Sempra had suggested using equipment that could not handle enough capacity to make the pipelines economically feasible.

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Gulls' Return A Hit On Ice, at Box Office

SPORT: Teams Ranks 2nd In League Attendance

■ By MICHAEL LIPKIN

Even as **Chargers** fans gear up for an election battle to keep the football team in San Diego and the **Padres** struggle to come back from record-setting early-season futility, there is a bright spot in professional San Diego sports:

The **San Diego Gulls**, the minor league affiliate of the **Anaheim Ducks**, ended its inaugural regular season this month with some of the best revenue and attendance in its league.

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Qualcomm Shows It's Still in the Fight

TECH: Q2 Tops Forecast; Restructuring Is on Track

■ By BRAD GRAVES

One year ago, everyone was down on **Qualcomm Inc.**

A phenomenal period of growth was at an end — that was evident. Large investor **Jana Partners** had a long list of issues it wanted Qualcomm (Nasdaq: QCOM) to change, including board oversight and business structure. The company had just paid a \$975 million fine to Chinese regulators and many

► *Qualcomm page 17*



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EXECUTIVE Q&A

Linda Young

National Association of Women in Construction, San Diego Chapter

■ By KATIE CALLAHAN

Linda Young secretly wanted a career on the building side of construction, but there were few women working in the field and even fewer available to mentor aspiring young women.

So she was determined to make it possible for other young professionals to get the opportunities she did not.

"Because of my love of construction and because you don't get bored in it, I thought it was a good thing to start mentoring youth because if I had been mentored as a young person about the construction industry, I probably would have had a career totally in the construction industry," she said.

She said she's drawn to the diverse jobs in the industry – whether it be as a contractor, subcontractor or supplier – and finds the work fascinating.

Young, 68, has been involved on the financial side of the construction industry since 1983, the same year she moved to San Diego.

Now, after receiving her 30-year pin from the **National Association of Women in Construction (NAWIC)** and serving three times as the local chapter's president, she's working to encourage young people to enter the field through education.

She joined NAWIC after taking a construction class held by the San Diego chapter; she's their longest-standing member. Because education drew her to NAWIC, she has always thought education was important and wanted to be a part of that outreach. During her time as the association's national president



Jamie Scott Lytle

Linda Young, who has spent 30-plus years on the financial side of the construction industry, wants to broaden opportunities for future generations of women.

(2002-2003), Young formed a partnership with **Women in Construction** in the United Kingdom, which she considers her greatest accomplishment.

After working in a variety of positions as a certified public accountant for construction clients, Young co-founded a construction consulting company in East County in 2008 with her husband Frank, **C-SOS Consulting**. She continues to consult with the construction industry and members of NAWIC. She has two kids: one is an electrician and the other

is in finance.

Before starting her own company, she worked for a former local residential development firm, **San-T Development Corp.**, as chief financial officer and then moved into subcontracting with **Dynalectric**, a design build and electrical construction company, as its accounting manager.

Young keeps busy as the chairwoman of the **NewSchool of Architecture & Design's** Construction Management Advisory Board; secretary of the **Kearny High School Stanley E. Foster School**

of **Engineering, Innovation and Design** Advisory Committee; trustee of the **NAWIC Education Foundation**; co-chair of the **San Diego Chapter Camp NAWIC** Committee; and president of the **NAWIC SD Future Construction Leaders Foundation**.

The **San Diego Business Journal** sat down with Young to talk about the state of the construction industry.

What is the construction industry like for women?

I do think that women have to work a little bit harder to prove their value but I also think that employers' eyes are opening and they're focusing on looking for the talents of women, whereas before, I don't think they believed the talents were there, so they obviously didn't look for them.

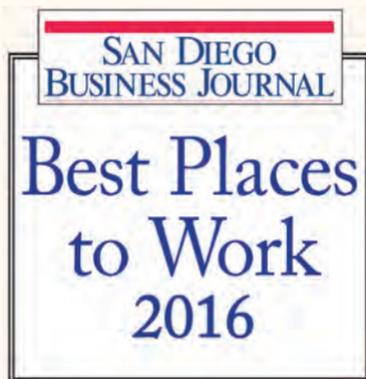
Tell me more about Camp NAWIC, the high school construction week-long camp for girls you started.

The trades in construction offer phenomenal salaries and benefits for people and it's a good opportunity for young women if they like using their hands to get involved in that type of a career.

So with Camp NAWIC, we give them five days and a taste of five different trades so that they can get the feel for what it might be like working in the construction industry, out in the field, doing those kinds of crafts.

What would you say are one or two common misconceptions about women in the industry?

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COMMENTARY

Editorials, letters, columns and other opinions

What We Can Learn From Balboa Park's LEED



COMMENTARY

Jessica Travis



COMMENTARY

Paulina Lis

The City of San Diego has positioned itself as a national leader by becoming the largest city in the U.S. to commit to 100 percent clean energy on the heels of the landmark agreement in Paris in 2015. With state goals set in Assembly Bill 32 and a local Climate Action Plan calling for over 10,428,926 MT/CO₂ (metric tons of carbon dioxide) reductions by 2035, California cities are in a time crunch to

achieve these challenging targets.

Outside-the-box solutions that address carbon reduction goals while supporting innovation, education, stakeholder collaboration and workforce development will be necessary to set our city on the path to success.

San Diego's cultural institutions are community-gathering places and therefore are well-positioned to help demonstrate the benefits of sustainable development. Last year, during its centennial celebration of the Panama-California Exposition, Balboa Park acquired six LEED certifications. Leadership in Energy and Environmental Design — LEED — is the pre-eminent program for the design, construction, maintenance and operations of high-performing buildings.

Certification is awarded based on the total number of points earned within six categories: sustainable sites, water efficiency, energy and atmosphere, materials and resources, indoor environmental quality and innovation in design.

Success requires a truly multi-sector approach. Balboa Park's LEED certifica-

tions would be a far greater undertaking for individual nonprofit tenants without the educational support from San Diego Green Building Council, financial support from corporate partners such as San Diego Gas & Electric Co., operational support from the City of San Diego, and community leadership from the Balboa Park Cultural Partnership.

Many Impacts

The partnership is fulfilling for all players involved:

- The volunteers and emerging professionals had the unique opportunity to learn-by-doing about LEED and sustainability.

- Corporate sponsors were able to multiply the impact of their contributions with ongoing benefits.

- The city reduced the environmental footprint of six buildings with tenants (a particularly difficult market).

- The cultural institutions reduced operating expenses (which frees up funding for core programs).

- The community now enjoys arts and culture programming (youth ballet, iMax films, Picasso sketches) in healthier buildings.

In addition, many of the program participants reported career advancement and growth opportunities thanks to newly gained skills.

More than 50 volunteers who participated in the Green Assistance Program (GAP) have accomplished three of the six LEED certifications. In addition to learning about green building practices and preparing for their professional accreditation exams, they also benefited from the opportunity to network with all project stakeholders and gain soft skills necessary for a successful career in the sustainability field: critical thinking, leadership, problem solving, and more. Knowledge of green practices is often value added to other career paths.

But inviting multiple stakeholders

to the table isn't the end of the story. When approaching community scale sustainability projects, teams should identify opportunities that advance impact in the framework of a triple bottom line — environment, economy, and society. Education plays a huge role in this process and is necessary to achieve transformative goals.

Power of Collaboration

Receiving third-party benchmarks such as LEED certification are important and can serve as significant milestones. LEED has been around for nearly 20 years, and we've learned it's not just about engineering a sustainable building. It should also be used as an education tool that underscores success in managing high-performing buildings, and in Balboa Park's case, that then supports our community through arts and culture programming and education open to the public.

Collaborative groups educate staff and internal stakeholders on sustainable business practices, operations, and energy efficiency, as well as use their individual and collective profiles to share the process so that others (the public and industry colleagues) may learn from it.

Educating the public is mission-specific for many Balboa Park institutions. It's for that reason that Balboa Park's certifications are so meaningful. These green buildings support the Climate Action Plan's goals and objectives, while supporting our community's advancement.

After all this, our advice? Collaborate, share and talk about failures, successes and everything in-between with anyone who will listen. Solutions come from all industries.

Jessica Travis is the Director, Sustainability and Community Relations at the Balboa Park Cultural Partnership; Paulina Lis is the Executive Director of the San Diego Green Building Council.

Young:

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At one point in time, there wasn't room for women on the construction site. That's changed. It's becoming much better. They're finding that women work well in a team on a construction site. There's still a long way to go but the bigger general contractors, I think, are making that become a reality by hiring women into key positions in their companies.

When NAWIC started 50-60 years ago, it was a clerical organization. We had receptionists, bookkeepers, secretaries, that kind of thing. Now the majority of our new members that we have coming in come in with degrees. So the association has had to grow and change its outreach and I think the same thing has happened within the industry. Those kids that are coming out with degrees today go out and after a few years of internal climbing ladders, they're running millions of dollars of work.

What would you say are strengths and weaknesses in the industry for women?

I think weaknesses are lack of courage and lack of confidence. They're not the same as I see it. They may have

the talents, but they don't feel like they have the talents and they need encouragement, they need mentorship. I think the strength of the industry is there is mentorship available and that's not just male and male or female and female, it's male-female.

What are some strengths and weaknesses of the industry in general?

Our weakness is that we're (the industry) looked upon as dirty (work), you know, 'Why would you want to be in construction? It's just all dirt,' and I think there's a lot more integrity in the industry than we're given credit for. The construction industry is not one of the first industries a parent will encourage their child to get involved in. And we're trying to change that as an industry. I know NCCER (the National Center for Construction Education and Research) right now is doing a study to see what encourages a parent to try to sway their child to a certain industry. So there is work being done within the industry to clean up our image.

I think the strength of the industry is, from my perspective, partnership. Partnership is business to business, person to person. It takes a team. The construction industry is a very team-oriented industry.

Where is the industry going? What is the outlook for 2016?

The industry's got to grow. Construction's never going to be something that isn't needed. It's not going to phase itself out. I think with the easier acceptance of women in construction, it's definitely going to be a win-win situation because we're going to have the best talent for the job.

Do you think if these positions continue to be filled by qualified workers, the gap can shrink?

I think that's a long time coming. There's too many that are needed...I don't think I go to a meeting where they don't say, 'We've got to get some people into this industry.' So I'm sure if it's like that out there (on the national scale), it's like that in San Diego, also. You look at programs, your degreed programs, your apprenticeship programs, they're all four-to-six-year programs. So it's not like we can just pluck somebody off the street and make them what we want them to be.

The baby boomers are retiring. We are the bulk of the industry right now, and I think there's going to be twice as many of us going out as we have coming in and that's a sad thing...I don't know how we're going to win that fight, but we have to for the good of the future of the kids.

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4909 Murphy Canyon Road, Suite 200
San Diego, CA 92123
858-277-6359 • Fax 858-277-6398
Email: sdbj@sdbj.com • Website: www.sdbj.com

PRESIDENT & PUBLISHER

Armon Mills amills@sdbj.com • 858-277-6795

VICE PRESIDENT & ASSOCIATE PUBLISHER

Amy Wimer awimer@sdbj.com • 858-277-0722

EDITORIAL

EDITOR-IN-CHIEF

Nels Jensen njensen@sdbj.com • 858-277-6897

EXECUTIVE EDITOR

Reo Carr rcarr@sdbj.com • 858-277-1740

Managing Editor

Tarcy Connors tconnors@sdbj.com • 858-634-4623

Copy Editor

Steve J. Adamek sadamek@sdbj.com • 858-277-6591

Reporters

Katie Callahan kcallahan@sdbj.com • 858-634-4636

Brad Graves bradg@sdbj.com • 858-277-6586

Lou Hirsh lhirsch@sdbj.com • 858-277-8904

Michael Lipkin mlipkin@sdbj.com • 858-277-6971

Brittany Meiling bmeiling@sdbj.com • 858-634-4625

Contributing Writers

Stephanie R. Glidden sglidden@sdbj.com

Tom York tyork@sdbj.com

Photographers

Melissa Jacobs • mj@sandiegophoto.com

Stephen Whalen • peak15@roadrunner.com

RESEARCH

Researcher

Courtney Shamrell cshamrell@sdbj.com • 858-634-4635

ADVERTISING

Sales Manager

Dale Ganzow dganow@sdbj.com • 858-277-4832

Account Executives

Rick Bushree rbushree@sdbj.com • 858-277-6692

Korey Castillo koreyc@sdbj.com • 858-277-6397

Kirsten Stahl Clark ksclark@sdbj.com • 858-277-6499

Jeremy K. Guthrie jguthrie@sdbj.com • 858-277-6595

Kendahl Stein kstein@sdbj.com • 858-277-1516

National Sales Executive

Amy Wimer awimer@sdbj.com • 858-277-0722

Sales Administrator

Shelley Barry sbarry@sdbj.com • 858-277-6359

Supplements Editor

Patti Anderson panderson@sdbj.com • 858-634-4634

ART & PRODUCTION

Director

Sandra Powers spowers@sdbj.com • 858-634-4628

Production Artists

Angela Castillo acastillo@sdbj.com • 858-277-6359 x 3117

Suzan Peterson suzanp@sdbj.com • 858-277-6359 x 3116

CIRCULATION & EVENTS

Circulation Coordinator

Shelley Barry sbarry@sdbj.com • 858-277-6391

Circulation New Business Development

Russ Havens rhavens@sdbj.com • 858-634-4234

Events & Marketing Coordinator

Audrey Marlow amarlow@sdbj.com • 858-277-6359 x 3145

Events Specialist

Lucinda Lauridsen llauridsen@sdbj.com • 858-277-6359

ADMINISTRATION

Controller

Mark J. Misiano mmisiano@sdbj.com • 858-277-6778

Executive Assistant to the Publisher

Shelley Barry sbarry@sdbj.com • 858-277-6391

Accounting Assistant

Sandra Muraoka smuraoka@sdbj.com • 858-277-6359

Receptionist

Vanessa Quartuccio vquartuccio@sdbj.com • 858-277-6359

