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December 2012

## PUBLIC REALM

THE IMPORTANCE OF PUBLIC SPACES IN OUR NEIGHBORHOODS

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Design for Horton Plaza Park Downtown



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# COVER STORY

### ON THE COVER:

In 'The Public Realm,' former San Diego city architect Michael Stepner asks whether San Diego has done enough to provide parks, plazas and open spaces to keep its citizens comfortable, happy and content. Horton Plaza Park, as shown in the rendering above, is a step in the right direction. Page 13.



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## A Changing City Chooses Filner

Bob Filner's election as mayor of San Diego brings to City Hall a politician who is feisty, unabashably liberal and pro-any-neighborhood-but Downtown. Quite a difference from his predecessors, who mostly have been calm, moderate and pro-Downtown. A report from Liam Dillon of Voice of San Diego.



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## Most Admired Companies 2012

We present the companies and organizations that have earned the trust and loyalty of their constituencies by adhering to high standards of professionalism, integrity and accountability.



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## Tales of the Maya Skies

The Reuben H. Fleet Science Center in Balboa Park features a digital show that will immerse visitors into the science, art and mythology of the ancient Maya civilization. It tells the story of how the ancient Maya interwove astronomy and culture to create a stable society that spanned 2,000 years.

### Chairman | CEO

Bob Page  
BobPage@sandiegometro.com

### Publisher

Rebeca Page  
RebecaPage@sandiegometro.com

### Managing Editor

Manny Cruz  
Many@sandiegometro.com

### Contributin Editor

Tom Shess

### Photography/Illustration

Brad Anderson  
Margo Schwab  
John Durant  
Kinsee Morlan  
Jason Luper  
Delle Willett

### Contributors

Cecilia Buckner  
Rob Davis  
Pat Launer  
Jason Luper  
Michelle Lyn  
David Marino  
Colette Mauzeralle  
David Monks  
Kate Montgomery  
Eric Peters  
David Rottenberg  
Marianne Regan  
Margo Schwab  
Delle Willett  
Manny Lopez

### Advertising

SALES & MARKETING DIRECTOR  
Rebeca Page

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

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# SAN DIEGO SCENE



## Council Approves Copley-Price YMCA Recreation Facility

The San Diego City Council has approved a permit for construction of the new Copley-Price YMCA recreation facility on property bounded by 43rd Street, El Cajon Boulevard, Meade Avenue and Fairmount Avenue. The Copley-Price YMCA building will feature 7,200 square feet of roof deck and balcony space, a 7,300 square foot enclosed pool, outdoor recreation space, and a 296-space parking structure. The first floor of the building will include a gymnasium, four classroom areas, a day care area, 17 office spaces, storage areas, locker rooms for men and women, a community room, two kitchen areas, a lunch room, and a teen center area with an open gathering space, a computer room, a tutoring room, and a homework room. The second floor will consist of a large fitness equipment area, four group exercise room, five bathrooms, an office space, and a roof deck. Outside will be a pool, a splash pad, a soccer arena, a synthetic turf warm up area, a play yard, and a picnic area. Construction is to begin in spring 2013. “This project will bring much-needed recreation options to the communities of Mid-City and return this prominent block to productive use,” said Councilmember Todd Gloria, who represents the area.

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### Schubach Aviation Adds Luxury Aircraft

The upgraded Citation II jet has been added to Schubach Aviation's fleet of private luxury aircraft. Company president Henry Schubach said the jet comes with a state-of-the-art avionics package, 110v power and video at each passenger seat, an enclosed lavatory and a refreshment center. The aircraft has a range of 1,200 nautical miles and has a cruising speed of 405 mph. "This Citation II nicely fills a need among our light-jet customers with larger groups who want to stay within a more economic price point for private jet charter," said Schubach. It's ideal for mid-range flights to places such as Cabo San Lucas, Denver and Portland." The Citation II joins Schubach Aviation's fleet of 11 private aircraft at its 45,000-square-foot hangar at Palomar Airport in Carlsbad.



### Higgs Fletcher & Mack Adds Office Space to Handle Growth in Attorneys

Higgs Fletcher & Mack, which has grown from 62 attorneys in 2011 to 69 today, has added 3,000 square feet to the 25th floor of the Columbia Center Downtown to accommodate the growth. The addition includes seven attorney offices, one conference room, three secretarial stations and a paralegal office. The additional space will allow the firm to continue adding attorneys with complimentary practices. "The firm is growing at a steady rate and for that reason we needed more space," said managing partner John Morrell.



John Morell, managing partner of Higgs Fletcher & Mack, center, with Pamela Townsend and Geoff Thorne, law clerks at the firm.

### Coronado First Bank to Merge With San Diego Private Bank

Coronado First Bank and La Jolla-based Private Bancorp of America and its wholly-owned subsidiary San Diego Private Bank are merging. Under the agreement, all of the outstanding shares in San Diego Private Bank will be exchanged for shares of Coronado First Bank at a ratio of 0.545 shares of Coronado First Bank for each share of San Diego Private Bank, for a value of \$15.5 million. In a joint statement, Maria Kunac, president and CEO of Coronado First Bank, and Selwyn Isakow, chairman, president and CEO of San Diego Private Bank, said the merger will create a larger and stronger organization focused on growth.

Coronado First Bank had \$166 million in assets and \$28.4 million in capital as of Sept. 30. The bank has branches in Coronado and Downtown San Diego. San Diego Private Bank had \$129 million in assets and \$13.1 million in capital as of Sept. 30. The new bank will adopt the name of San Diego Private Bank and will be headquartered in Coronado. Isakow will serve as chairman of the Board and Kunac will serve as president and CEO of the surviving bank.

## Prime Point Loma Bayfront Property Acquired For Residential and Commercial Development

Colrich, a San Diego-based home builder, has purchased a Point Loma bayfront property — one of the last bayfront sites in the area — with plans to build a complex of residential and commercial condominiums and live/work commercial spaces. The 1.65-acre site is located at 1271-1273 Scott St. and 2810 Carleton St. The project was approved in 2008 and has received a site development permit, tentative map, general plan amendment, coastal commission approval and coastal development permit. The original owner put the site up for sale because of the recession. The development will include 36 residential townhomes and condominiums, six street-level commercial condos, four live/work commercial spaces and one level of subterranean parking. The residential segments will be broken into seven two-bedroom and 29 three-bedroom units totaling 64,579 square feet. Fourteen residential units and the live/work spaces will front San Diego Bay. Commercial and live/work units will total about 18,303 square feet. Colliers International represented Colrich in the acquisition.



## City Council Supports Job Training Program

The San Diego City Council has approved spending \$200,000 to save a job-training program from going dormant. The funds will go to the San Diego Workforce Partnership's Hire-a-Youth program. Hire-a-Youth was federally funded from the late 1980s to 2000, when support ended, according to Margie de Ruyter of the program. Hire a Youth was revived in 2009 with \$10 million in federal stimulus funds. She said about 5,000 youths have gotten summer jobs, internships and training over the past three years. City leaders urged business owners to get involved in Hire-a-Youth. Half the \$200,000 comes from the city's Community Projects Fund and the other half from seven of the eight City Council Offices.



Paula Rosenstein

## San Diego Attorney Elevated to San Diego Superior Court Bench

Paula S. Rosenstein, an attorney and partner at Rosenstein Wilson and Dean since 1997, has been appointed to the San Diego Superior Court bench by Gov. Jerry Brown. Rosenstein fills the vacancy created by the retirement of Judge Linda B. Quinn. Rosenstein was a sole practitioner from 1991 to 1997, an associate attorney at Rosenstein Shpall and Associates from 1987 to 1991 and an associate attorney at Richard D. Prochazka APC in 1987. She earned a Juris Doctorate degree from the University of San Diego School of Law and a bachelor's degree from UC San Diego. She fills the vacancy created by the retirement of Judge Linda B. Quinn. Rosenstein is a Democrat. The annual compensation is \$178,789.



Richard K. Davis



Daniel M. Gallagher



Preet Bharara

### **Corporate Directors Forum Brings Industry Leaders Together**

Corporate Directors Forum will bring together business leaders from a variety of industries to discuss the most challenging issues directors and officers face at “Directors Forum 2013: Directors, Management & Shareholders in Dialogue” set for Jan. 27-29 at the University of San Diego. The forum is designed to encourage personal interaction between attendees and the nation’s leading corporate governance authorities. Keynote speakers will be: Preet Bharara, U.S. attorney, Southern District of New York; Richard K. Davis, president and CEO, U.S. Bancorp; Daniel M. Gallagher, commissioner, U.S. Securities and Exchange Commission; and Neel Kashkari, managing director and head of global equities for PIMCO. “Whether you’re a director, someone running a business, a shareholder or an academic, this conference will provide valuable insights to all who attend,” said Michael Berthelot, conference co-chair. “The event will provide a great opportunity to discuss the wide range of issues critical to today’s executives and will help to better inform decision-making in the post-election environment.”

Directors Forum 2013 is open to the public, and ticket prices are \$1,895 per person if postmarked before Jan. 4 and \$2,195 after that date. To RSVP, call (858) 455-7930.

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### **Christina Bobb Joins Higgs Fletcher & Mack**

Christina Bobb, fresh out of a four-year stint with the Marine Corps, has joined Higgs Fletcher & Mack as part of its business litigation practice group. Bobb served as a judge advocate in the Marine Corps from 2010-2012 and recently ended her year-long service as defense council in Quantico, Va. and Afghanistan. Before her military service, Bobb worked as a trial attorney for the city of San Diego in the Juvenile Dependency court dealing with child abuse, parental rights termination processes and other matters. She obtained her bachelor’s degree from Arizona State University, where she played NCAA Division 1 soccer, and earned a master’s degree from San Diego State and a law degree from California Western School of Law. .



Christina Bobb





Barbara Metz

### Metz Public Relations Celebrates 25th Anniversary

Metz Public Relations is celebrating its 25th anniversary, a year topped off by the firm winning major awards for its work. Principal Barbara Metz was recently honored with the Andy Mace Award for Outstanding Contributions to Public Relations by the San Diego Press Club. Metz also was presented the Extraordinary Member Award from the San Diego Diplomacy Council for her citizen diplomacy efforts. . She and her partner Hector Torres have entertained and/or provided lodging for more than 100 foreign dignitaries who have visited San Diego as guests of the U.S. State Department. She also received a presidential citation from the San Diego chapter of the American Society of Interior Designers for Distinguished Service.

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### Nicole Hmielewski Takes Post at County Medical Society Foundation

Nicole Hmielewski has been named resource development director for the San Diego County Medical Society Foundation. She has 10 years of experience in nonprofit fundraising and development, specifically in corporate relations, grants and workplace giving. A resident of San Diego County since 2002, Hmielewski previously served as the director of development and corporate relations for EarthShare California, a fundraising umbrella for more than 80 environmental nonprofit groups. Before that, she was with the Surfrider Foundation working with membership and major donor events.



Nicole Hmielewski

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### Three Nonprofit Groups to Share \$40,000 From San Diego Social Venture Partners

Three San Diego nonprofit organizations have been chosen by San Diego Social Venture Partners to share \$40,000 in award funds to help them deliver services to the community. The three were chosen out of 85 nonprofit groups who competed for the awards. The first place prize of \$25,000 was awarded to Leap to Success ([www.leaptosuccess.org](http://www.leaptosuccess.org)), a nonprofit that empowers women who are victims of domestic violence to rebuild their lives. Second Chance ([www.secondchanceprogram.org](http://www.secondchanceprogram.org)), an organization that provides job readiness skills and life skills training, was awarded the second place prize of \$10,000. Accion ([www.accionsandiego.org](http://www.accionsandiego.org)), a local micro-lending organization that provides entrepreneurs with small business financing and resources received the \$5,000 third place award.

SDSVP partners will provide a minimum of \$10,000 worth of pro bono consulting, which will be allocated among the finalists. Pro bono services include business operations, fund development, information technology, marketing, and strategic outcome planning.

### **Knott's Soak City-San Diego Sold to Sea World Subsidiary**

Cedar Fair Entertainment Co. has sold Knott's Soak City – San Diego, to a subsidiary of SeaWorld Parks & Entertainment. Terms of the agreement were not disclosed. "For this particular property, a unique opportunity presented itself to team with SeaWorld to offer a premium product to its guests in the San Diego region," said Matt Ouimet, president and chief executive officer. "The net proceeds from this sale will be reinvested in our core assets including the multi-year refreshment of our hotel properties in Sandusky, Ohio." Cedar Fair is a publicly traded partnership headquartered in Sandusky and one of the largest regional amusement-resort operators in the world. The company owns and operates 11 amusement parks, five outdoor water parks, one indoor water park and five hotels.

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Nathan Fletcher

### **Nathan Fletcher Joining Qualcomm Inc.**

Failed mayoral candidate Nathan Fletcher is casting his vote for a new career—with tech giant Qualcomm, CarlsbadPatch reports. Fletcher announced that he will join Qualcomm as senior director of corporate development. "I believe in the power of innovation to improve people's lives," Fletcher said. "Qualcomm brings innovation to people across the globe. They are a great community partner and provide good paying jobs for San Diegans. I am proud to join their team and look forward to helping advance these endeavors." Fletcher lost the June primary for San Diego mayor, which ultimately went to Rep. Bob Filner (D-San Diego). He was third with 24 percent of the vote, trailing Councilman Carl DeMaio and Filner. Fletcher said he will help develop global strategies for advancing Qualcomm's mission in multiple areas, including wireless health initiatives, mobile education, and the protection of intellectual property.

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### **Hughes Marino VP Named to County Bar Post**

Ryan McCrary, general counsel and vice president of Hughes Marino, has been named chair of the San Diego County Bar's Real Property Law Section. McCrary is responsible for the legal affairs of Hughes Marino as well as tenant representation. He is a native San Diegan and has an extensive background in commercial leasing, construction and real estate transactions. McCrary is a member of the State Bar of California, the Association of Corporate Counsel, the San Diego County Bar Association and the Real Estate Law Section of the SDCBA. He holds a master's degree from the University of Miami, a bachelor's degree from California State Polytechnic University, Pomona and obtained his law degree from Thomas Jefferson School of Law.



Ryan McCrary



### \$36 Million Viejas Hotel Nears Completion

The Viejas Band of Kumeyaay Indians is nearing completion of its \$36 million Viejas Hotel adjacent to Viejas Casino in Alpine. When completed in the spring of 2013, the five-story hotel will feature 128 rooms (99 deluxe rooms and 29 suites), plus patio and cabanas, fitness facilities and a business center. The hotel was designed by JCJ, which specializes in entertainment venues. Cumming is the project manager and the general contractor is Swinerton. Viejas officials said the project provides 400 construction jobs and 60 ongoing local hotel jobs. The Viejas tribe also owns the Viejas Outlet Center and is a partner in the Residence Inn by Marriott in Sacramento.

NOMINATIONS NOW OPEN FOR

San Diego's 2013

# MOVERS & SHAKERS

"We're seeking nominees for our 6th annual Metro Movers awards. Please submit your nominations by December 20 to Rebeca Page at [rebecapage@sandiegometro.com](mailto:rebecapage@sandiegometro.com) or fax to her at (858) 759-5755 or mail to SD METRO at P.O. Box 3679, Rancho Santa Fe, CA 92067.



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## Hassle-Free Moviegoing

ArcLight La Jolla shuns long lines and commercials and lets patrons reserve their own seats

Most San Diego movie theater patrons seem to have reluctantly accepted the annoying irritants that often accompany a visit to the movies — the long lines, the absence of choice seats when a popular film is screened, and a seemingly endless stream of commercials and trailers that must be suffered through before the main event starts.

ArcLight Cinemas, a venue created by Pacific Theaters, appears to have solve all of those problems with the opening of ArcLight La Jolla in Westfield UTC. It's a 14-screen, 1,800-seat cinema featuring a number of amenities sure to please the movie-going public:

**All Reserved Seating:** ArcLight's reserved seating lets moviegoers pick where they want to sit before walking into the theater, eliminating lines and a mad rush to save seats. Guests can reserve seats online and print their tickets at home for free, or buy tickets through an iPhone app, or at the theater's wireless box office.

**Fewer Disruptions:** The theater places a heavy emphasis on common courtesy by banning late seating and cell phone use. ArcLight La Jolla says it is the only advertising-free theater in San Diego, with no commercials before movies and a limited number of previews of coming attractions. The movie begins shortly after the advertised show time.

**Membership Rewards:** ArcLight offers a free membership program where members get \$1 off each ticket purchased online and the ability to redeem points for purchases at the cafe, bar, gift shop, or for tickets.

**Café, Bar, Concessions and Exhibits:** Additional features are a sit-down café with fare from local vendors, a full concessions area and exhibits from movies that are currently being shown.

"We've spent 10 years perfecting the concept of a hassle-free moviegoing experience and are so proud to be opening our doors to a community of such avid movie lovers," says Gretchen McCourt, executive vice president of cinema programming.

**Ticketing:** All seats in ArcLight La Jolla's 14 auditoriums are reserved, with guests able to choose their seat at the time of ticket purchase. Tickets for all ArcLight La Jolla showings are available online at [www.arclightcinemas.com](http://www.arclightcinemas.com) without a service fee, the iPhone application or on-site at the wireless box office in ArcLight's lobby. Ticket prices Monday through Thursday and Friday and Saturday before 6 p.m. are \$11.75. Tickets for shows on Fridays and Saturdays after 6 p.m., all day Sunday and holidays are \$13.75. Children and senior discounts are available seven days a week.



# PUBLIC SPACES

## The Importance of Public Spaces in Our Neighborhoods

By Michael Stepner



The end of November marked the beginning of construction of a new public plaza in Downtown San Diego. On Nov. 29, demolition of the Robinsons-May department store began. The building, only 27 years old, is to be replaced by a 1.3-acre addition to our historic Horton Plaza.

This and other recent examples point to our recent re-understanding of parks, plazas and open spaces as critical components of our urban environment. The San Diego Union editorialized: “Park improvement is among the most important undertakings now before the city. It should have the cordial co-operation of all.” The quote is not from a recent U-T San Diego editorial, but one written in 1910 — a call to move forward with the implementation of the 1908 Plan for the region, “San Diego: A Comprehensive Plan for its Improvement,” prepared by landscape architect John Nolen. The plan laid out the first system of parks for our region. More recently, a column in the San Diego Union-Tribune asked, “What, then, is the measure of a great city or region? Its education systems? Its arts? Its business inventiveness? All of the above, but the most overlooked measure is a city’s dedication to public space.” This appeared in a Nov. 28, 2008, column by local author Richard Louv. The public realm is once again being understood as a critical element in making cities work for the health and well-being of their citizens. Public health professionals have joined with design professionals and others in recognizing that quality urban design and a well designed public realm are key ingredients for the health and wellness of the community. Richard Louv, in his book, “The Last

Child in the Woods,” has given the need for our connection to nature, and the lack of it, a name: “Nature Deficit Disorder.”

There is also a growing awareness that the quality of the public realm is a critical element in quality economic development. People want to be in places where they can feel comfortable and enjoy. These spaces can be parks, plazas, and our canyons and even pleasant sidewalks. And they want these things nearby to where they live and work.

In a recent article in the U-T, Roger Showley reported on a city park survey by the Trust for Public Lands. The survey reported that San Diego ranked first in the percentage of land devoted to parks — 22.8 percent or 40,000 acres. But most of that acreage is open space and habitat preservation, a worthwhile and important achievement, But open space and habitat protection can meet only a small part of community needs.

As Showley wrote, San Diego lost points for not locating parks within walking distance of 75 percent of the population. Our average is 62 percent, We ranked 15th out of the 40 regions surveyed. San Diego offers only 1.75 playgrounds per 10,000 people. The 40 region average is 2.17. San Diego is ranked number 27. The study pointed out what has been pointed out since Nolen

presented his plan to the city in 1908. That while we have done many innovative projects related to the public realm, we have not kept up with the needs of our community.

This is not only about parks, but plazas, sidewalks, streets, school yards. Those places where the public can gather. Richard M. Daley, the former mayor of Chicago, put it this way: “Having a place to relax, play, take part in community events and participate in sports and recreational activities is truly key to an individuals well-being and the overall health of a community.”

I recently returned from an extended stay in Madrid, Spain. I don't know what the public space ratios are in that city, but no matter where I was in that city, I could see a park, a plaza, a playground, many times more than one —and they were always full of people.

This is not to say that our region is not addressing the needs and not doing innovative projects, but as indicated in the Trust for Public Lands survey, we may not be doing as much as we should to meet our needs.

The addition to Horton Plaza is an example of a very different approach — a park replacing a not-so-old department store in an active, vibrant shopping center. Another example is the recent action by the San Diego City Council to dedicate more than 6,000 acres of open space under the aus-

pices of Sen. Christine Kehoe’s Senate Bill 323, and the advocacy of the Canyonlands Organization. The goal of the Canyonlands group is to connect our canyons to our neighborhoods.

Preservation of our canyons and hillsides is a long-standing and continuing initiative of the region. Perhaps why we do it can best be summed up by the following from the 2006 report by the group San Diego Civic Solutions, “Canyonlands, The Creation of a San Diego Regional Canyonlands Park”: “Our canyons bring us nourishment, maintain our health and ventilate our lives. They are our lungs and bronchial tubes.” And the canyons define our neighborhoods and provide us with nearby nature.

The Trust for Public Lands study does show that we continue to fall short on meeting our needs at the same time we have built some innovative models that others are following and that we need to build on:

Ward Park in Normal Heights at Adams Avenue and I-15 The original plans for the freeway showed this area as a mix of freeway ramps, but instead was built out as a neighborhood park that connected with an adjacent school.

Teralta Park in City Heights

Also on I-15 is Teralta Park , a one-block deck that spans the freeway and has helped knit back together the neigh-



Rendering of Horton Plaza Park.

borhood bisected by the freeway. It is unfortunate that only one block of the three blocks committed to was built—but it is not too late. Similar decks are proposed over I-5 Downtown to reconnect Centre City with Golden Hill and Uptown.

In 1927, John Nolen, in the updated Comprehensive Plan for San Diego again noted the lack of parks and public space in San Diego. He proposed that all schools and other public buildings should also be the location of parks and playgrounds. And this model has been followed with the joint school park program in San Diego. After school is out the school grounds are opened to the community.

In 1930, the San Diego Union asked City Planning Engineer Glenn Rick what he thought San Diego would be like in 1950. Rick wondered, “Will the park system of the city be extended into densely populated areas?” He responded that “the park system of the city may be enlarged at least by the purchase of small areas in the more densely built-up districts and the landscaping of these areas into neighborhood parks.”

This is an on-going effort.

And we are also heeding both Nolen’s and Rick’s advice that the size of a park is not nearly as important as the quality of its design and its accessibility to the people in the community. The pocket parks in the community of Del Sur and the West Lewis street pocket park in Mission Hills are but two recent examples of this.

But we do have a way to go. There are many opportunities and many needs. This summer the San Diego Architectural Foundation sponsored an exhibit, “We Heart Parks, Making the case for Public Space.” The exhibit contrasted the major park and open space projects we are undertaking — the bayfront, Balboa Park, etc. — with similar projects in other cities and asked the public for their comments. Overwhelmingly, responders felt that while they felt good about our efforts we could and should go farther with what we are doing.

How can we follow the examples of other cities? Are we willing to give up two or three parking spaces in our commercial areas and create “parklets”? Can we install more roundabouts on major streets as was done on La Jolla Boulevard in Bird Rock — and in doing so calm traffic, improve the pedestrian experience and replace asphalt with landscaping?

We have a way to go and lots of opportunity on many scales. How do we insert small parks, playgrounds and plazas throughout the city? What are the right uses for our bayfront? Can we expand Balboa Park into Switzer and Maple Canyons? Can we create our homegrown version of the New York City Highline by turning Park Boulevard from The north end of Balboa Park to the bay into a real boulevard? And can we follow up on the San Diego City



Michael Stepner is a professor at NewSchool of Architecture and Design and the former city architect of San Diego.

Council action in 1937 to re-name Harbor Drive to the John Nolen Parkway and carry that name to Park Boulevard as well?

And how to we educate ourselves that the cost of building and maintaining the public realm is value added for the community and a miniscule investment with great return? To bring this all together, a quote from Enrique Penalosa, the former mayor of Bogota Columbia: “The importance of pedestrian public spaces cannot be measured. We cannot prove mathematically that wider sidewalks, pedestrian streets, more or better parks make people happier, much less measure how much happier. However, if we reflect, most things that are important in life cannot be measured either...Parks and other pedestrian places are essential to a city’s happiness.”

# A Changing City Chooses Filner



Where his predecessors have been calm, moderate and pro-Downtown, Filner is feisty, unabashedly liberal and pro-any-neighborhood-but-Downtown By Liam Dillon | Voice of San Diego

Thirteen years ago, Bob Filner openly pondered running for mayor of San Diego. In his view, San Diego had become dominated by Republican interests, and increasingly out of step with the city's growing Democratic population. But Filner passed — he didn't think he could win. Seventeen months ago, Filner announced a mayoral bid expressing certainty that now was his time. The city has only grown more ethnically diverse and Democratic in the years since he had floated a bid.

Filner was right.

He defeated Republican City Councilman Carl DeMaio 51.5 percent to 48.5 percent, according to unofficial returns from the county registrar. DeMaio conceded.

Filner's victory highlights the rise of the Democratic Party in San Diego city government, one of the last bastions of Republicanism in California's big cities. Before Filner, San Diego had not elected a Democratic mayor in two decades.

Filner, a 70-year-old congressman, rode a 13-point Democratic registration edge to victory. But Filner represents a break from past San Diego mayors that goes beyond party affiliation. Where his predecessors have been calm, moderate and pro-Downtown, Filner is feisty, unabashedly liberal and pro-any-neighborhood-but-Downtown.

DeMaio tried to paint Filner as too erratic to run the nation's eighth largest city. DeMaio, 38, threw his superior knowledge of city issues, campaign organization and finances at Filner. But Filner survived. The city was ready, he said, for a new direction.

"We are a city that is a majority of ethnic minorities," Filner said during a victory press conference at a park in University Heights. "We are a city where the energy of small businesses, especially in the different ethnic groups, has changed who we are. We have a population that thinks more about liveability and walkability and bikeability than we had before. I don't think the Downtown power structure, as I called them, was even aware of those changes."

## The Agenda

Throughout the campaign and in his victory speech, Filner repeated a quote popularized by Bobby Kennedy: "There are those that look at things the way they are, and ask why? I dream of things that never were, and ask why not?" Fittingly, Filner spoke often of the big changes he envisioned for the city.

He said San Diego should end homelessness, provide public schoolchildren with before- and after-school programs and free public transportation and develop a new rapid bus system that runs with the frequency of a subway.

Filner wants to create 6,000 new jobs by expanding commerce at the Unified Port of San Diego's cargo terminals and through growing related industries. He also wants to divert money from Downtown interests to build up neighborhoods.

Those ideas, however, often came with few specifics, a major contrast between Filner and his opponent.

DeMaio deemed his 300-page budget and economic development plan a "Roadmap" for all the changes he wanted to make. Filner's plan was more of an atlas — he offered broad ideas for voters to piece together themselves rather than telling them how he'd get there.

"He still has a ways to go to come forward with a real plan and a vision for how he sees the city going," said Bill Wachob, a longtime Filner consultant who ran a pro-Filner PAC during the general election.

Among the many challenges Filner will face, he'll have to mend fences with the business community.

Nearly every prominent business leader in the city eventually lined up behind DeMaio during the general election campaign. That includes Irwin Jacobs, the co-founder of Qualcomm, the city's most prominent philanthropist and a prolific donor to Democratic causes.

Filner turned off Jacobs in July with an over-the-top performance at a City Council meeting in which he opposed Jacobs' proposal to remake Balboa Park's Plaza de Panama. Filner later said he regretted his behavior and pledged to implement the plan if it receives court approval.

Vince Mudd, head of a business task force that recently examined city finances, said the business community will judge Filner by the people he hires for his cabinet.

"I don't think Bob Filner can mend those fences by himself," Mudd said.

Filner seemed to recognize that shortcoming at the beginning of the general election campaign. He offered a civic projects czar position to independent Assemblyman Nathan Fletcher, a darling of business leaders who finished third in the primary. (Fletcher never answered).

Filner also announced that Allen Jones, a vice president at developer H.G. Fenton Company, would lead his transition team. Jones previously served as Filner's chief of staff when Filner was a councilman in the late 1980s.

Filner has also promised to bring in environmental, neighborhood, open-government and clean-energy advocates who have traditionally been excluded from the city's power structure. Former Democratic City Councilwoman Donna Frye said she would accept a job offer Filner made during the campaign.

Filner's ability to implement ideas likely became easier when Democratic City Councilwoman Sherri Lightner decisively won her re-election bid to continue representing La Jolla and other coastal areas.

Lightner's victory gave Democrats a 5-4 council majority, with Democratic City Councilman Todd Gloria replacing Tony Young as council president.

(Young resigned his council seat effective at the end of the year to become CEO of the American Red Cross San Diego and Imperial Counties chapter.)

The council majority will help Filner keep his pledge to select a more diverse group of people to serve on city boards and commissions. Supporters believe that will expand the city's often small group of decision-makers, derisively referred to as the San Diego 20.

"The San Diego 20 becomes the San Diego 200," said Lorena Gonzalez, a Filner backer who heads the region's largest labor group. "I think that's a good thing."



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**The City Filner Inherits**

In many ways, the era in which this election took place is an anomaly in San Diego politics.

The pension crisis hit almost a decade ago, buckling the city under the weight of numerous criminal and civil investigations, a mayoral resignation and a national reputation as “Enron-by-the-Sea.”

Filner missed most of that while he served in Washington, D.C. (though DeMaio often knocked him for drawing various pensions).

But the unrelenting focus on pensions and finances in city politics appears to be over.

Former Mayor Jerry Sanders leaves the city’s budget in much better shape than what he inherited, though another deficit seems probable next year. Proposition B, the June pension initiative, gave most new hires 401(k)s instead of pensions, likely putting the issue to rest for the time being. Though Filner opposed Prop. B, he’s pledged to implement it, including a pensionable pay freeze for city employees through mid-2018. “Pensions, I think, are settled policy,” said Erik Bruvold, who heads the National University System Institute for Policy Research, a local right-leaning think tank.

And most experts believe the economy will perform better over the next four years than it did in the last four. That could return the focus of San Diego politics to one of the city’s traditional divides: development.

Fights over growth have defined mayoral elections going back a hundred years. In 1917, a candidate who favored industrial development nicknamed “Smokestack” beat one who favored tourism and recreational development nicknamed “Geranium.”

Housing could be one potential battleground here. San Diego has high housing costs and pressure from a projected population boom. But San Diegans also fear increased traffic and strains on parks and open space.

That stress is already evident in proposals to build as many as 2,000 new housing units on a concrete plant in Mission Gorge and apartments, shops and a new main street in Carmel Valley.

The proper venue to work these issues out is through blueprints that guide neighborhood growth, called community plans. But many of the plans haven’t been updated in years. Without overhauls and updates to community plans, individual projects can become lengthy one-off battles that poison relationships between developers and residents.

Filner and DeMaio spent little time debating these kinds of issues in depth. Filner said he wants re-establish a standalone city planning department and fund updates to community plans. In one longstanding community plan dispute between environmental and neighborhood activists and industrial businesses in Barrio Logan, Filner sided with activists. Even if individual developments don’t rise to the forefront of city politics, big development ideas will.

A court is now deciding the legality of a hotel-room tax increase voted on by hoteliers to finance a \$520 million Convention Center expansion. The city attorney has said chances are no more than 50-50 that a judge will OK the plan. If it fails in court, Filner has pledged to take the tax hike to a public vote.

Similarly, a group led by the regional Chamber of Commerce is eyeing 2014, when it hopes to put a ballot measure before voters for a major loan to finance repairs to decaying neighborhood infrastructure and new parks and other amenities. (Gloria, meanwhile, has proposed a city tax increase to take care of millions of dollars in infrastructure projects.)

The more than 10-year debate over a new football stadium for the Chargers likely won’t be resolved without a ballot measure, either. And there’s the question of what to do with the struggling City Hall building. In the next two years, \$12 million in leased office space for city employees will expire.

Diane Takvorian, the longtime head of public health advocacy nonprofit Environmental Health Coalition, had never before set up a PAC to support a candidate. But she did for Filner, targeting 35,000 voters in less affluent communities south of Interstate 8. She believes Filner will side with neighborhood interests when it comes to development deals.

“I think a Filner administration is going to fight for those dollars in the communities that need it,” Takvorian said.

**How Filner Won**

Filner likes to tout that he’s won a lot of elections in San Diego, proving that his constituents appreciate his passion and aggressiveness.

His political inspiration was Martin Luther King Jr. — Filner’s father helped fundraise for him — and Filner helped desegregate the South as a Freedom Rider in 1961.

Filner, a professor at San Diego State University in the 1970s, entered politics through the school district because he was upset at how board members treated him as a parent. He went on to the City Council and was elected to Congress representing southern San Diego communities in 1992.

He specialized in veterans’ issues and constituent services and also made waves with his style. During his third congressional term, he was arrested protesting outside the White House on behalf of Filipino World War II veterans.

Filner at first relied on the fact that he was the only Democrat in a four-way mayor’s race. As the campaign tightened during the spring, Filner conceded that he had underestimated Fletcher and that raising money was harder than he thought.

DeMaio’s campaign, which knew it had a better chance against Filner than Fletcher, even released an ad during the primary’s final days to help out Filner. It tied the congressman to Democratic President Barack Obama, who is popular in the city.

But the Democratic registration advantage weighed on DeMaio in the general election. His supporters stopped using the “D” word to define Filner.



“I never used ‘Democrat’ ever,” said Jennifer Jacobs, the consultant who ran DeMaio’s PAC. “No way. I’m not going to do their jobs for them.” DeMaio scrambled furiously to the middle and sought to define Filner as an out-of-touch, entitled politician who lacked the temperament to run the city.

Filner briefly emphasized that he’d implement Prop. B, the Convention Center expansion and Jacobs’ Balboa Park plan, all of which he had initially opposed. But that message was lost during debates when Filner continued to bash all three.

Filner’s basic message never changed: He supports neighborhoods over Downtown and greater spending on public services.

“He unapologetically stuck to his guns,” said Michael Zucchet, a Filner supporter who heads the city’s white-collar labor union.

Filner’s frequent missteps — flubbing basic facts about port operations, falsely accusing DeMaio’s partner of involvement in criminal vandalism at Balboa Park and refusing to take the stage at a debate after a coin toss dispute — didn’t sink him.

In a concession speech, DeMaio said he was done in by the larger Democratic wave that swept Obama to re-election and other major Democratic victories across the country.

DeMaio said he wouldn’t have done anything differently during his campaign, and promised to stay involved in San Diego politics. Reporters asked what was next for him aside from that pledge.

“Sleep,” DeMaio said.

### How Will Filner Achieve His Promises?

Filner has made many promises to many different constituencies. Some of them appear ripe for conflict.

He supports smart growth policies, which favor high-density development. But he’s also said neighborhood groups, which are traditionally wary of dense developments, should guide decision-making.

He promotes increased public transit. But he promised no new bus yards in Little Italy.

He wants a massive expansion of San Diego’s port cargo terminal. But he also backs neighborhood and environmental organizations that are most active in communities surrounding the port.

Filner has traditionally sided with activists. He’s David to the government/developers/utility companies’ Goliath.

But as mayor he’ll have to embody a new role. Filner won’t be fighting the man; he’ll be the man.

Liam Dillon is a news reporter for Voice of San Diego. He covers San Diego City Hall, the 2012 mayor’s race and big building projects. Contact him at [liam.dillon@voiceofsandiego.org](mailto:liam.dillon@voiceofsandiego.org) or (619) 550-5663.

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# MOST ADMIRED COMPANIES, DECEMBER 2012

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## Hughes Marino:

When Jason Hughes and Dave Marino set out to form Hughes Marino, they aimed to create a different kind of commercial real estate company. Both Jason and Dave have been long term tenant-only advocates – committed to providing conflict-free real estate services. But Hughes Marino has taken this model a step further. Hughes Marino is more than a tenant representation firm. It is a professional services company which supports its clients in all aspects of their real estate, from finding the best real estate at the best economics, to managing the construction process, to helping clients take advantage of the California Enterprise Zone, to reviewing their operating expenses to ensure that they are being properly billed. Hughes Marino is committed to excellence and is passionate about giving back to the community by supporting over 70 local nonprofits. Hughes Marino has some of the most highly educated professionals in its history. Its ranks include MBAs, J.D.'s, Masters of Engineering, Real Estate and Law, LEED Accredited Professionals and a general contractor. Jason Hughes is president; Shay Hughes is chief operating officer; Dave Marino is executive vice president; Star Hughes is director of marketing and Janene Alford is director of finance.



## redIT

In less than a year, redIT has transformed the San Diego service landscape by offering its custom virtual private cloud computing services to regional as well as national corporations. It did this by developing a robust and scalable services platform that utilizes best-of-breed technology instead of simply contracting out their services with other providers. Within 12 months, redIT went from a cold start to becoming San Diego's most trusted cloud services provider that is managing more than 100 terabytes of data. redIT also launched the first metro-fiber network integrating Tijuana and San Diego. The network links the company's data centers in San Diego with its metro fiber network covering the mega-region, and responds to exploding cross-border connectivity needs of companies. redIT offers a private, secure data transport from Baja California and major metro areas of Mexico to the United States.



UNISOURCE SOLUTIONS

## Unisource Solutions:

Unisource is a leader in the commercial furniture industry in San Diego after capturing a large market share in both San Francisco and Los Angeles. The company opened in San Diego in 2009 at the height of the recession. It has a reputation for being great to work with due to the company's emphasis on product and industry knowledge, value, honesty and integrity. For its new \$1 billion facility in Escondido, Palomar Medical Center turned to Unisource for all of the facility's furniture for patients' rooms, work stations, lounges, reception areas, the cafeteria, medical and administrative offices. CONVIS had Unisource as a member of the team that designed the organization's Downtown suite and SONY used it when furnishing its San Diego electronics headquarters. When building its own local offices, Ann Bengel, the company president, chose a space design that emphasizes collaboration. With an open floor plan and a kitchen/lounge area in the center of the offices, Unisource has created a warm, inviting work space.



## Pacific Building Group:

Periodically during the year the staff of Pacific Building Group gathers together for a "state of the company report." Its leaders realize the importance of everyone understanding how the company is doing, how it is aligning with its goals and what projects are on the horizon. The company's 150 employees approach their jobs like owners, embracing the spirit of participation. The emphasis on team spirit and its potential synergies has led to regular social gatherings as well, where team members can relax, socialize and maybe even hatch great ideas to apply to their PBG projects. PBG has grown from a one-man operation founded by CEO and San Diego native Greg Rogers out of the back of a pick-up truck to a full service general contracting firm with projected revenues of \$80 million for 2012. Today, the company has five divisions that focus on a broad range of services to allow clients to complete projects from beginning to end with one service provider:



RED DOOR  
Interactive

## Red Door Interactive

Red Door has been named to iMedia's Hottest Digital Marketers and is a five-time award winner of Inc. Magazine's 5,000 best companies in America. Its clients include Quiksilver, Sutter Home Winery, Cricket Communications, Petco, Charlotte Russe, Rubio's, Eagle Creek and many others with their online and offline needs. The Society of Human Resource Management has honored the company on multiple occasions for its workplace excellence. Red Door is also known for its "100 percent jerk-free" policy and community involvement. Red Door is currently involved in a multi-year pro bono commitment to New Leaders for New Schools, a nationwide organization that recruits and trains aspiring urban public school principals. Reed Carr, is president, is an active member of a number of nonprofit and charitable boards in San Diego



## Gemological Institute of America:

The Gemological Institute of America, the world's most respected gemological laboratory, is one of San Diego's hidden gems. Headquartered in Carlsbad, GIA is best known as the world's foremost authority on gems and jewelry. As creator of the 4 C's of diamond quality, and the world's leader in gemological research, GIA strives to be an indispensable resource of gem knowledge, whose unbiased position creates, promotes and ensures trust. The 18-acre campus in Carlsbad also serves the community with stunning museum public exhibits as well as the Richard T. Liddecoat Library and Information Center, the world's largest repository of information on gems and jewelry. The Carlsbad campus also hosts free Junior Gemological programs where school students can experience a dazzling introduction to the world of gemology. GIA has partnered with Boy Scouts of America and Girl Scouts of America to create a specialized Junior Gemologist program where scouts can earn geology and jewelry merit badges, belt loops and pins. Personal and corporate integrity are the foundation of GIA's mission and are essential to the performance of each employee and the institute. By rigorously maintaining integrity, GIA fosters trust with the public, students, the gem and jewelry industry, and within the organization.



**Schubach Aviation:**

Having celebrated its 20th anniversary this past year, Schubach Aviation is known for aviation prowess, first-rate customer service and long-time philanthropic support of myriad San Diego community causes. Its local roots and passion for everything it does has earned the company notoriety as San Diego's first choice for private air charter. Since 1992, Schubach Aviation has been leading the private aviation industry in San Diego with its knowledge, technology, aircraft and service. It operates San Diego's largest fleet of corporate jets, which are meticulously maintained by their own employees at Palomar Airport and Lindberg Field. Schubach makes it simple for customers to fly with them anytime, anywhere in the world. Customers aren't burdened with overly complicated contracts; rather, they are given straightforward, personalized service. Henry Schubach, the owner and founder, often flies customers personally. His love of aviation is matched only by his love of dogs. Bob, his handsome Golden Retriever, and Brailey, a black lab mix, greet customers each day at the office. He and his employees are avid supporters of Helen Woodward Animal Center, the Escondido Humane Society, Guide Dogs for the Blind and other animal welfare organizations. The company's community outreach extends to many other local charities, including Rady Children's Hospital, Jammer Family Foundation and the Navy Seals Foundation. As it enters its third decade, Schubach Aviation continues its legacy for employing people with a passion for aviation, customer service and the San Diego community.



**Cavignac & Associates:**

A 32-year veteran of the risk management and insurance brokerage industry, Jeffrey W. Cavignac founded Cavignac & Associates in 1992. Driven by his motto, "in pursuit of excellence," he embodies the spirit, courage and tenacity of the American entrepreneur. In October, Cavignac & Associates was named winner of the National Underwriter/American Agent & Broker (NU/AA&B) Commercial Agency Awards in the category of "Excellence in Recruitment, Training & Perpetuation." Cavignac & Associates is a generous corporate citizen, and supports numerous San Diego charities and nonprofit organizations. Each year the company donates approximately 5 percent of its profits to charities. In 2011, Cavignac donated \$55,040 to such organizations as the YMCA, Boys & Girls Club, San Diego Humane Society, Voices for Children, San Diego Rotary, MADCAPS, Children's School, the Alpha Project, and HomeAid San Diego.



**TAG**

Founded in 1996, TAG is an employee-owned company that provides an array of customized, effective and trusted accounting services and software to help companies and high-net worth individuals with complex needs achieve their business and financial goals. TAG supports traditional accounting departments, and growing organizations that need added expertise but are not quite ready for a full-time controller or CFO, and organizations requiring outside accounting expertise when complex needs arise. TAG supports the San Diego community through volunteer efforts and giving back. TAG encourages all employees to get involved in both professional and charitable organizations. Employees at TAG are actively involved in local Rotary, Promises2 Kids, Just-in-time for Youth and Liam Foundation.



**Second Chance**

Established in 1993, Second Chance is a San Diego-based nonprofit dedicated to empowering people to change their lives and strengthen communities. Through its workforce readiness training and job placement programs and services, Second Chance gives individuals a second chance at becoming contributing members of society, improving public health, safety and financial stability. Second Chance serves at-risk youths (ages 16-21), adults, veterans, former substance abusers and formerly incarcerated persons. It is the only nonprofit dedicated to getting people off the streets and into employment. Since its inception, Second Chance has graduated more than 5,000 individuals who are now working and paying taxes. Second Chance changes lives..



**Sentek Global**

Sentek Global's mission is to be the firm of choice for supporting and delivering government and commercial information technology solutions, including security, program management, strategic consulting, engineering, software development and acquisition support. Its services range from IT security assessments, design and implementation to military command and control system engineering. The biggest differentiator for the 100-plus company is its unique mix of IT security and program managers working alongside retired senior military, government and business managers.



**Fish & Richardson:**

Fish & Richardson has secured its spot as a top global intellectual property law and business litigation law firm by adhering to the highest ethical standards and business practices. Continually, the firm's attorneys are included on various peer rankings of attorneys for their outstanding legal, ethical and technical skills. Fish attorneys give generously of their time by providing pro bono legal services to San Diegans who would otherwise go without the vital assistance of an attorney. The firm's generous policy allows attorneys' pro bono time to count toward their billing goal, thus encouraging volunteerism. Many of Fish's local lawyers volunteer through the San Diego Volunteer Lawyer Program. Fish also supports with pro bono services the Western Center on Law & Poverty, Workshops for Warriors, Cardiovascular Disease Foundation, Kids vs. Global Warming and the Dreyfuss Initiative.



**Vibra Bank**

Vibra Bank opened in Chula Vista in 2008. The bank's vision was formed when 200 local investors came together to start a bicultural bank focused on cross-border business. Vibra Bank is a Preferred SBA lender and its efforts in this area have resulted in Vibra Bank being one of San Diego's leading SBA lenders. What makes Vibra Bank one of San Diego's most admirable companies is its ability to understand and work with businesses on both sides of the U.S./Mexico border and support of the local Hispanic market. This is evident by its ability to use foreign tax returns and entity documents in order to support clients' credit facilities in the United States. The bank is strong and continually growing. With over \$100 million in assets, Vibra Bank's dedication to the market it serves has brought great success.



**Simon Wong Engineering**

Since 1986, Simon Wong Engineering has grown to become one of California's leading engineering firms by building its reputation understanding and meeting the challenges and demands of the industry. Grown to 119 employees, the SWE team is able to serve its employees, clients and surrounding community by first fostering a collaborative environment that consistently seeks to educate and support growth. In turn, their passion for engineering shows in their dedication to complete citywide projects in places such as San Diego, Orange County, Riverside, San Francisco and El Centro.

## MOST ADMIRED COMPANIES



### San Diego County Credit Union:

With several first-to-market products launches built around the lifestyle of their customers, to enhanced customer communications and the implementation of an internal Standard of Excellence plan, SDCCU became the 10th largest credit union in the United States in 2012. SDCCU is San Diego's largest locally-owned financial institution. It was founded in 1938 and is a secure, full-service, nonprofit credit union. It provides breakthrough banking products that meet the demands of today's lifestyle and delivers banking services that saves customers money. It has assets of \$5.8 billion, more than 240,000 customers, 29 convenient branch locations and 30,000 surcharge-free ATMs. Its breakthrough banking products include free checking with e-statements, SDCCU Mobile Deposit, home and auto loans, VISA credit cards, money market accounts and business banking services, including commercial estate loans. It has also added to its admiration by recently adding live mobile chat services for its customers using iPhones and Android smartphones. SDCCU customers who carry the iPhone or Android smartphones can now connect in real-time through seamless integration with a live SDCCU customer service representative for an enhanced customer experience. SDSSU recently opened its 29th branch in Del Mar Highlands. Teresa Halleck is president and chief executive officer; Nathan Schmid is executive vice president for marketing and business development; Heather Moshier is executive vice president for information technology and Michelle Pagni is executive vice president for human resources.



### Renovation Realty

Cannon Christian, a San Diego native and 27-year-old entrepreneur, is the brains behind Renovation Realty, a one-stop shop approach to real estate and renovation that adds value to clients' homes with zero out-of-pocket costs to the homeowners. Cannon found many homeowners who could have increased their property values prior to selling had they renovated. He thought, if only there was some way to partner with these homeowners to increase the value of their homes prior to sale, with his company providing the capital, handling the renovation and serving as the listing brokerage. This way Renovation ensures that the homeowner will sell his home for its maximum value. As the contractor and real estate broker, Renovation Realty is reimbursed for its services when it is paid after the sale of the property through escrow.



### (W)right on Communications Inc.

(W)right On participates in major revisionary projects to sustain and improve North County and Greater San Diego for future generations. This includes (W)right On's work with Our Greater San Diego Vision, an unprecedented civic engagement process to create a shared vision of the future based on the input of tens of thousands of residents. (W)right On also handles in-kind communications for the San Diego North Economic Development Council coalition of the private and public sectors working together to sustain and carefully grow the economic base of North San Diego County. (W)right On was named Best Agency Finalist at the 2010 InfluenceSD Awards, which celebrated success in social media and the people behind the campaigns and content.



### The Gomez Law Firm

A reputation for excellence in the services it provides, a company where growth is rapidly occurring, a dynamic atmosphere for emerging talent, stellar financial performance, its outstanding commitment to social responsibility in San Diego and the long-term partnership it has forged with the community, staff and clients all contribute to The Gomez Law Firm's standing as one of the most admired companies in San Diego. As one of the top trial firms exclusively for plaintiffs in San Diego, the Gomez firm's philosophy of knowing and loving clients completely has resulted in their success in the pursuit of justice, bringing it over \$250 million in verdicts and settlements, with over 50 awards of more than \$1 million each since its founding in 2005. The firm's lawyers, headed by its founder and lead trial attorney, John H. Gomez, have been recognized by their legal peers, including recognition from Lawyers USA, naming Gomez the 2010 Lawyer of the Year. The Consumer Attorneys of San Diego has awarded him an unprecedented nine separate Outstanding Trial Awards. Not only does The Gomez firm do well by its clients, it does well by its community, contributing to "Walk like MADD," run the Susan B. Komen Breast Cancer race, dance quick steps to raise funds for children, perform standup comedy in the San Diego Volunteer Lawyers LAF-off, and doing voiceovers for PSAs to reduce drunk driving or texting and driving.



### Gov.X:

Gov.X.com, owned and operated by Gov.X Inc., is the first, only and now largest online shopping site dedicated to providing military and related government personnel and their families with the opportunity to purchase hand-picked premium lifestyle products as well as on-duty tactical gear, directly from manufacturers at prices well below retail. The products offered on Gov.X.com are not closeouts or discontinued items, but current premium items for the home, outdoors and to outfit the entire family. Registration is completely free for military and government personnel and their spouses. Since the Gov.X.com site was launched in August, 2011, the Gov.X team's tireless efforts have brought the company from working with eight brands and no customers to today working with more than 100-top tier manufacturer partner and 4,000 products. Gov.X.com is accessible only to qualified members, including active, reserve, former and retired military personnel and those in police, fire, FBE, CIA, DEA, Border Patrol and related government agencies.



### LightBridge Hospice & Palliative Care

LightBridge has the unique ability to weave genuine compassion, kindness and integrity into its array of individualized, quality-focused programs that provide comfort, care and support to San Diegans requiring end-of-life care. Its success is largely dependent on how its founder, Jill Mendien, functions as CEO. Mendien pays an incredible amount of attention to making sure the systems, processes and procedures at LightBridge Hospice are the absolute best and voluntarily enrolls the organization in a very rigorous auditing process to ensure it's held to the highest standards. Lightbridge is the only hospice in Southern California (and one of only two in California) to attain Level Four in the "We Honor Veterans" program by the national Hospice and Palliative Care organization and the Department of Veterans Affairs to address the unique end-of-life needs of veterans.

# Biotech Real Estate Explained

By David Marino and Scot Ginsburg

The biotech and biofuels industry are critical employers in San Diego and contribute to high-paying jobs in the region. The industry goes back decades to the nonprofit Torrey Pines research institutes such as The Scripps Research Institute, The Salk Institute, Sanford Burnham and UC San Diego. These research organizations are responsible for spinning out many companies, and are the heartbeat of new start-ups in San Diego. Today, these companies are spread over Torrey Pines, UTC and Sorrento Mesa, and some have migrated to Del Mar Heights and Carlsbad.

Biotech companies have a very different use for their facilities than that of an office tenant. The nature of how the buildings are built and organized is completely different than office buildings, including the kinds of water systems, heating ventilation and air conditioning, electrical systems, fire control and interior structural clear heights. Biotech companies have fume hoods, cold rooms, clean rooms, tissue culture rooms and other unique infrastructure. This infrastructure is expensive to install and the typical tenant improvement investment in these facilities ranges from two to four times the cost to build out traditional office space. For example, office space costs \$40 to \$60 per square foot to improve, whereas costs for biotech companies range from \$100 to \$175 per square foot to improve.

Biotech companies also have unique risks when it comes to their facilities that must be considered when leasing space. These risks include the complexity of planning horizons, capital expenditures required (improving the space) and the lack of flexibility found in a biotech real estate lease.

## Planning:

One challenge with biotech companies relates to the long lead times in bringing a new drug or product to market combined with matching a space planning process. Companies often build out an entire facility, hoping for FDA approval with millions of dollars at risk. What's the best way to target the initial space, given that the science is uncertain? How do you ramp up space when milestones are met, or ramp down when milestones are not met...or eliminate the facility entirely if it is no longer needed? This can be accomplished by negotiating expansion or contraction rights into the lease, anticipating which departments may be moved offsite should expansion or contraction be required.

## Capital:

When leasing space, biotech companies must ensure that their tenant improvements are kept to a minimum. Higher improvement allowances translate into higher rents, and often companies sign longer-term leases as a result. One way to minimize costs is locating a facility with infrastructure that can be re-utilized, thus eliminating the need to start from scratch. A facility requiring fewer improvements will also reduce the security deposit required by the

landlord. Since most biotech companies are pre-revenue, it's common for a landlord to require above a one-month security deposit, and deposits in excess of one year's rent are not uncommon in many cases. A lower capital investment a landlord needs to infuse into the space to accommodate the tenant's needs, the less deposit, and the less rental rate and a shorter lease term required.

## Flexibility:

A biotech company's dream is to lease space when needed, on a year-to-year basis, while the landlord holds the balance of the building off the market for future expansion. That dream is not a viable reality. Given the large amount of capital that building owners have to invest for a biotech company, common lease terms range from seven to 10 years ... longer than any other industry. So how can a company structure a favorable lease, but limit the risks at the same time? There are several ways to balance this time, cost and risk. First, locate into building that is owned by a landlord who also owns several other properties in the area, making it easier to relocate into another building in the landlord's portfolio. Second, acquire space in a business park where there are multiple tenants who have leases expiring over time. This increases the odds that growth space will be available nearby when required. Third, obtain a termination right in your lease should the landlord not be able to accommodate expansion needs. Last, select a shorter term lease of three to five years, whereby the business reuses existing tenant improvements built by a prior company. While the space plan won't be perfect, compromising over the ideal layout of the space may be the best way to mitigate the risk of having to sign a long-term lease.

Biotech companies are in the business of saving lives, but also in the business of making money. Real estate for biotech companies can be one of the most expensive and inflexible ventures for these companies, and if not done right, can place the entire company at risk. While it's impossible to forecast the future, taking the precautionary measures outlined above will enable a biotech company a greater chance of survival by properly planning the space, minimizing capital expenditures and obtaining flexibility that is required.

David Marino is executive vice president and Scot Ginsburg is senior vice president of Hughes Marino, a San Diego commercial real estate company specializing in San Diego tenant representation and building purchases.

Contact them at (619) 238-2111 or david@hughesmarino.com and scot.ginsburg@hughesmarino.com



# 2013 Insurance Forecast

## The economics of the insurance industry and what it means for you

By Jeffrey Cavignac and Sandee Rugg

Like most industries, the insurance business is cyclical. It is affected by the general business climate but ebbs and flows subject to unique factors. Probably the single most important factor is Policyholder Surplus. This is the money that insurance companies have in the bank to basically pay future claims. The more surplus an insurance company has, the more premiums it can write. When the industry is flush with surplus, the insurance marketplace becomes competitive, resulting in lower premiums, relaxed underwriting and expanded coverage. This is referred to as a soft market.

Historically the industry can only endure a soft market for so long. Ultimately the lower prices adversely affect underwriting profits. The industry's Return on Average Net Worth begins to deteriorate and the industry cannot attract capital. Surplus suffers and prices start to go up, underwriting tightens and coverage is restricted. This is known as a hard market.

So where in the cycle are we now? What we know is that after seven years of rate reductions, prices have stopped declining and on average have started increasing. We also know that the industry's Return on Average Net Worth is sub-par.

### So what can you expect in 2013?

**General Liability/Excess Liability:** For preferred accounts, rates for General Liability are anticipated to be flat to +5 percent. For accounts with recent claims history or what are considered hazardous exposures, however, rates will likely increase 5-15 percent. Underwriting also continues to evolve, with underwriters seeking more information about an applicant's financials, business operations and loss ratios. Additional exclusions are not uncommon, as underwriters seek to narrow coverage. Excess prices will track primary pricing; however, we are seeing some excess carriers insist on higher limits for underlying programs.

**Property/Inland Marine:** The year 2011 was one of the worst years ever for insured property disasters. The earthquake in New Zealand, the tsunami in Japan and the U.S. tornados contributed to the industry's worst combined ratio since 2001. Despite the lousy results in 2011, the standard property market (non-catastrophe) is only seeing rate increases of 5-10 percent. Catastrophe exposed accounts, however, are seeing increases of 10-25 percent or more.

**Automobile:** Like the balance of the market, auto is seeing modest increases in general, although smaller fleets (less than 10 autos) are seeing larger increases than larger fleets.

**Professional Liability:** Professional Liability remains competitive. The market for the most part is oversaturated and the "long-tail" claims that drive results in this sector have yet to fully materialize. Regardless, the prolonged decreased pricing is starting to take a toll

and it is anticipated that many of the inexperienced insurance companies who have driven down the prices in this sector will soon exit the market.

**Executive Risks:** Executive Risks include Directors and Officers Liability, Employment Practices Liability and Fiduciary coverage. Both public and private D&O are seeing rate increases; however, nonprofit D&O is fairly stable. Financially troubled companies and those in the financial services or real estate sectors continue to find coverage available on restricted terms and at higher rates. Employment Practices Liability is going up, and in some cases significantly. You can expect 10-25 percent increases for this coverage. Fiduciary Liability coverage remains fairly stable.

**Workers Compensation:** The Workers Compensation market is a mess. Nationally, the combined ratio in both 2010 and 2011 was 115 percent. California is far worse. This has created a renewed emphasis on both underwriting requirements and pricing. On average you can expect about 5-20 percent base rate increases in 2013.

**Surety:** For the past several years, surety underwriters have been waiting for results to deteriorate and that is now starting to happen, especially in Southern California. Public works projects, in particular, have been challenging due to the large number of bidders, non-existent margins, and delayed, scaled-down or canceled projects. In addition, several cities in California have filed for bankruptcy, creating concerns for contractors about getting paid on current projects. Despite this glum outlook, 2012 should still be slightly profitable for the surety industry.

**Health Insurance:** Medical insurance costs in 2012 trended between 7-10 percent, and most companies received a high single digit increase on their health insurance plans. The Patient Protection and Affordable Care Act, also known as "Healthcare Reform" or "Obamacare," is ending its third year as law. The presidential election was a major determining factor in the future of PPACA and will have an impact on medical insurance rates. Insurance carriers are frantically preparing for 2014.

Jeff Cavignac is president and principal of Cavignac & Associates. Cavignac & Associates is a commercial insurance brokerage firm in Downtown San Diego ([www.cavignac.com](http://www.cavignac.com)).





# NEW CAR REVIEW: 2013 Fiat 500 Abarth

By Eric Peters



The Fiat 500 is a nifty little thing — but how about if you want one that’s also zippy? Enter the Abarth — the hot-shoe (and high-pressure turbocharged) version of the Italian micro-car.

Though not quite as all-out quick as the Mini Cooper S (its closest in-kind competition), the Abarth has its own charms — including the most politically incorrect exhaust belch this side of a straight-piped Harley, tire-skittering extremes of boost (18-plus psi, stone stock) and a price tag that’s \$1,300 lower than the Mini’s.

The gnarly little Fiat also has the virtue of being as everyday drivable in a world of \$4 gas as numerous not-fun econo-cars, since its gas mileage (28 city, 34 highway) is within spitting range of the best of them. It’s economical to operate as well as economical to buy. Few performance cars can claim to be either — but this one is both. All three, in fact.

### What It Is

The 500 Abarth is the high-performance version of the two-door, four-seat Fiat 500 micro-car. Abarth — which is to Fiat what AMG is to Mercedes — takes the standard-issue 500 and adds a much-massaged version of the standard car’s 1.4 liter engine fitted with a turbocharger and a pair of intercoolers. This gooses the tiny engine’s output by almost 40 percent to 160 from the standard 500’s 101 — which in turn drops three full seconds off the tiny car’s 0-60 time. The Abarth 500 also gets complementary suspension, brake and rolling stock

upgrades as well as interior trim and exterior bodywork unique to this variant.

For the moment, the 500 Abarth is sold only as a hardtop coupe, unlike the standard-issue 500, which is also available as a convertible. Also unlike the standard-issue 500, the Abarth is sold only with a manual transmission. If you need an automatic, you need a different car. MSRP is \$22,000 vs. \$23,300 for the Mini Cooper S.

### What’s New

The Abarth package is all-new (to the U.S. market).

### What’s Good

500s are still new enough to be novel (unlike Minis, which are as everywhere today as IROC-Z Camaros were circa 1987). Abarths are really new. Be first in your area to possess one. Fits in even tighter spots than the Mini. A bit more legroom for back seat passengers than in the Mini. Hooligan exhaust note. Accessible MSRP. Everyday driver MPGs.

### What’s Not So Good

Might be a bit too small to swim with Tahoes. A bit less leg room up front than in the Mini. Harley straight pipe-esque exhaust braaaaaappppp gets annoying after awhile. Abarth-tuned ride is really firm. Be sure you can live with it before you buy it.

### Under The Hood

Though the Abarth 500’s engine displaces the same 1.4 liters as the standard-issue 500’s engine, it produces much more horsepower: 160 vs. 101. Torque, too: 170 lbs.-ft. vs. the base car’s 98. The nearly 40 percent uptick (wow!) is achieved by bolting on a turbo capable of 18 psi of boost, fed by a pair of intercoolers to drop the temperature (and so, increase the density) of the incoming air charge. The intercoolers are mounted low, just ahead of each front wheel — where you’ll see a grille/air opening not to be seen on the standard-issue 500. Heavy boost requires heavy-duty internals to assure long life, and limit warranty claims. So the Abarth version of the 1.4 liter engine is blessed with a special forged steel crankshaft and hard-anodized case aluminum alloy pistons with oil cooling jets, among other improvements.

There is also a high-flow airbox and a low-restriction exhaust with sewer pipe-sized tips reminiscent of my high school buddy Stu Monster’s 1971 Plymouth GTX 440. Turn the key and everyone in the neighborhood will turn their heads. You’d swear, by the sound of it, that the Abarth is free of catalytic converters. Don’t worry, they’re there — the Abarth 500 is fully emissions legal and you won’t get in trouble with the smog police. (The noise police are another matter.)

Everything is controlled by a performance-calibrated PCM, while you control the engine’s power delivery via the standard five-speed manual transmission. You cannot buy an automatic Abarth. It helps keep the

poseurs away. You wanted zippy? How about 0 to 60 in about seven seconds flat vs. 10.5 for the non-Abarth 500 with manual transmission. Best part? The thing is still about as cheap to operate as most current econo-compacts. The Abarth clocks in at 28 city, 34 highway (vs. 30 city and 38 highway for the non-Abarth 500.)

**On The Road**

Though the Mini S is a tick or two quicker, the Abarth feels more feral. For two reasons. First, there's that exhaust. It bellows, it roars, it snaps, crackles and pops. The only thing this small that makes this much noise is my two-stroke triple motorcycle. This is wonderful — and awful — all at the same time. The sound is part of the experience. A car that sounds fast always feels fast. Well, faster. It's also an obvious way to let the world know you're packing. But, like carrying a full-frame 1911 on your hip in plain view, this has its upside and its downside. Cops who might otherwise not notice you will be looking for you even before they see you. It's that loud. Drive the Abarth down a fairly traffic-free street late at night and you will feel all eyes upon you.

Because you've already alerted their ears. It's arguably a bit overmuch for an everyday driver. My old Kawasaki two-stroke is lots of fun to occasionally take out and let 'er rip —

and annoy the neighbors. But I would not want to ride that animal everyday (something I'm sure pleases my neighbors).

**At The Curb**

Fiat — well, Abarth — had its work cut out, transforming a disarmingly cute bon-bon of a car into a car that radiates don't mess with me. Those gaping slats for the intercoolers and gattling gun exhaust tips certainly project menace. The car is also lowered about two inches and looks like it's even further in the weeds than that courtesy of the body kit that wraps around its skirts. Wagon-spoked, color-anodized 16x6.5-inch wheels (big for this car) are fitted with low aspect-ratio 45-series tires — another can't-miss-it cue as to this car's intended purpose. Prominently visible inside the spokes are the red powder-coated high-performance brake calipers. And remember: Even the blind will hear this thing coming. The fatty steering wheel, shifter and seats are done up in soft leather and velour, with contrast inserts and stitching — with some body-colored trim plates for additional accenting.

**The Rest**

Sales of the 500 are reportedly up by four figures, which bodes well for Fiat's future in North America if it can be sustained. This is

good news for people who like the 500 — and perhaps lust after an Abarth 500 — but who may have held back up to now because of not-unreasonable concern that maybe Fiat wouldn't stick it out - and leave them holding the keys to an "orphaned" car for which parts and service might be hard to come by or expensive to come by. The 500 (and Abarth) are ideally suited to the rapidly changing North American car market — which is on its way to becoming very much like Fiat's home market back in Europe.

Small, fuel-efficient cars are The Future. Bigger cars with bigger engines will still exist — but as exotics, the toys of the affluent. That certainly sucks for most of us because most of us are not affluent. But if we're still permitted (and can afford) cars like the Abarth 500 — well, it's not all bad.

**The Bottom Line**

The new and milder RDX may be something of a disappointment to the road-racy set, but Acura knows the middle-of-the-road is the sweet spot when it comes to selling metal. And ultimately, that's the only bottom line that matters.

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 CarConnection.com and SD METRO.

**2013 Fiat 500 Abarth specifications:**

- Base price:** \$22,00; as tested \$23,750 (w/Nav)
- Engine:** 1.4 liter turbocharged four; 160 hp
- Transmission:** six-speed manual
- Length:** 144.4 inches
- Width:** 64.1 inches
- Wheelbase:** 90.6 inches
- Curb weight:** 2,553 lbs
- Luggage capacity:** 30.2 cubic feet
- EPA fuel economy:** (28 city/34 highway)
- Where assembled:** Toluca, Mexico





# TALES OF THE MAYA SKIES

*Fleet Science Center digital show immerses visitors into the science, art and mythology of the ancient Mayan civilization*



“Tales of the Maya Skies,” a digital show now being offered at the Reuben H. Fleet Science Center, tells the story of how the ancient Maya interwove astronomy and culture to create a stable society that spanned 2,000 years, from 500 BCE to 1500 CE. Maya culture, life, architecture and legends were intertwined with the ancient Maya’s scientific observation and recording of planetary movements.

The ancient Maya achieved an unparalleled understanding of astronomy. They developed an advanced system of mathematics that allowed

them to create a set of calendars unrivaled in the ancient world. Their logo-syllabic (symbols representing either a syllable or a word) writing system has fascinated linguists for centuries and has only recently been decoded.

The show is set primarily at Chichén Itzá, one of the last great city states of the Maya classic/post classic period. This site is renowned for the alignment of its temples to the Sun and Venus and for the glyphs representing deities associated with the Sun and Venus.

Grammy Award winner and Oscar nomi-

nee Lila Downs narrates the show,

which brings viewers back to the ancient jungles of Mexico, where the Maya built cities and temples aligned to movements of the Sun, Moon and planets. Over many years they observed and documented astronomical events with great accuracy.

Funding for the production of “Tales of the Maya Skies” was provided by the National Science Foundation and the Instituto Politécnico Nacional. It is the first full-dome digital show highlighting a Latin American culture.



Ancient Maya writing used hieroglyphs, pictorial representations that were carved in stone or other materials, painted on pottery and murals or written in books.



The ancient Maya had the most advanced system of mathematics of any ancient civilization in the Americas, and quite possibly in Europe and Asia. The Maya were one of the first ancient cultures to use the concept of zero, which allowed them to write large sums.



Number glyphs were widely used in the inscriptions on Maya stone carvings and in their books. Many Maya gods and rulers have numbers as part of their names. Maya number glyphs were also used to write dates that would appear on calendars.

## BALBOA PARK

### Without The Grinch, Would There be Christmas?

It wouldn't be Christmas in San Diego without the Grinch. The Green Meanie, that beloved anti-Christmas curmudgeon from the Dr. Seuss book (Theodor Geisel was a long-time La Jolla resident), will sled down his mountain to the Old Globe for the 15th year. Children of all ages adore this swift-moving, irresistible musical (book and lyrics by Timothy Mason, music by Mel Marvin), that brings the cherished classic delightfully to life – in all its black, white, pink and red splendor. Even the tiniest tots are wide-eyed with wonder when they see the snow fall in the theater.

This year, The Globe is offering something new: an autism-friendly performance (Saturday, Dec. 15, 10:30 a.m.). In consultation with autism authorities, special features, including a pre-show visit and a friendly, supportive environment, will be provided. "Dr. Seuss' How the Grinch Stole Christmas!" runs through Dec. 29 at the Old Globe Theatre. Tickets are at (619) 234-5623 or [theoldglobe.org](http://theoldglobe.org).

### Museum of Man Opens 'From the Vault'

San Diego Museum of Man has selected 20 "extraordinary" items from its vast collection of more than 450,000 artifacts to display in an exhibit now featured through Oct. 27, 2013. Each featured piece in "From the Vault: Rare Artifacts with Fascinating Stories" reflects a tale as unique as the artifact itself, the museum says. From the Vault highlights the many ways in which an artifact can be a treasure, emphasizing the artist's attempt to make the object functional, beautiful, spiritual, or a combination of these attributes. Visitors will see pieces from numerous countries and several centuries displayed side by side. From an eighteen-foot sealskin kayak, to a trephined skull, to a set of samurai armor, the innovative presentation bridges the boundaries of space and time, incorporating vibrant pieces from diverse cultures. Visitors will discover the stories behind each object and see how these treasures are linked both by history and the ways in which they were originally used.

### History Center Digitizes Edward H. Davis Collection: Indian photographs and drawings made available to public

San Diego History Center has completed work on an 18-month, grant-funded project enhancing access to the Edward H. Davis Collection of Indian Photographs and Drawings with the addition of nearly 5,700 online images and records. The newly digitized collection is now viewable to the public through San Diego History Center's web site: [www.sandiegohistory.org/davis/collection](http://www.sandiegohistory.org/davis/collection).

Edward Davis, a long-time resident of Mesa Grande, documented the life of the Indians of San Diego County, the Southwest, and parts of Mexico, from the early 1900s-1940s. Through photography, drawing, writing, and the collection of objects such as baskets, mortars, metates, bows, arrows, stone implements, and more, Davis compiled a unique record of that time period in the West. Davis' efforts also gained notice on the East Coast and in 1917 he was hired as a field collector by the Museum of the American Indian (now part of the

Smithsonian).

"This is a particularly significant project both because of its breadth and also its depth," said history center grant project manager Therese Chung. "Davis documented the same groups for decades, in a variety of mediums, recording not just the day-to-day, but also the many changes that occurred in their way of life. An entire range of experiences, from the everyday to the ceremonial, are preserved in his work."

A primary goal of the project was to work with the San Diego Indian community to gather information and to gain a clearer understanding of the content and significance of each image. Tribal members attended community meetings which were held in Barona, Santa Ysabel, Viejas, Ewiiapaayp, Pala, and Rincon. Images were presented to attendees who could then share information or memories about the locations, people, and items pictured. As a way to continue collecting information, there is a comments section at the bottom of each online record which allows viewers to post additional information if desired.

The Edward H. Davis cataloging project was largely funded by a Museums for America grant awarded by the Institute of Museums and Library Services. Additional funding was provided by the Wells Fargo Foundation. Project partner Balboa Park Online Collaborative created the online database and supplied technical support over the course of the project.

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# DESERT PARADISE

## MIRAMONTE RESORT & SPA DEFINES LUXURY

*By Bob Page*

Next time you to decide to run out to the desert, you know the real one which runs from Palm Springs to La Quinta, book yourself into the Miramonte Resort & Spa in Indian Wells.

If you close your eyes and let your imagination roam, you could just as easily believe that you've tucked yourself into some romantic hideaway in faraway Italy.

The Miramonte defines luxury, whether you're just there to camp out in one of its beautifully appointed rooms or to spoil yourself in The Well spa whose readers to Conde Nast Traveler have voted it the No. 1 spa in North America.

It gets our votes as well. How can you miss this.

Activities are endless, starting with golf at its two 18-hole championship courses, located adjacent to the resort grounds at the Indian Wells Golf Resort, home to the LG Skins game.

You'll be swept away by romantic architecture, Italian fountains, fine crafted stonework, tranquil piazzas and impeccable service.

There are 215 rooms, suites and villas woven into 11 expansive acres of olive trees, fragrant citrus groves, roses and flower gardens.

There are two pools, one that has been created for adult guests only.

The spa is designed as a Tuscan Villa, with 13 treatment rooms, an impressive co-ed courtyard, four outdoor cabanas complete with open air showers, a Watsu pool and its signature river bench pool.

Unique services at the spa include Aqua Well, bagno vino (wine baths) and Vichy showers provided on tables built from 100-year-old Acacia cedar. M Distinctive river benches in the saltwater pool allows you to relax in a shallow stream of water while lounging on a chaise sculpted from stone.

The spa features Comfort Zone products from a leading Italian-based skin company. Featured as well is Skinceuticals, an extensive line of pharmaceutical grade skin care products. The luxury brand MoroccanOil hair products are utilized. MoroccanOil takes care of unmanageable hair and restores shine and softness to dull lifeless hair.

There is no need to venture beyond the resort's signature restaurant, the Grove Artisan Kitchen for fine dining. It is known for its

The pool and surrounding suites and villas give the impression of a romantic hideaway in faraway Italy.



## TRAVEL

“farm to table” fresh, seasonal California cuisine . The menu features organic produce, fresh herbs, local ranch raised meats and poultry, fresh Pacific seafood, house-made pastas and innovative vegetarian dishes. For more informal and lighter fare, the resort offers the Vineyard lounge featuring an impressive wine selection and an innovative cocktail and martini list.

The hotel’s concierges are extremely attentive, armed with incredible skills and ideas for fun and stuff outside of the resort for those interested in venturing out.

There is hot air ballooning, desert Jeep tours and the very classy and sophisticated El Paseo street shopping district in nearby Palm Desert.

If you’re venturing out to eat, dine where the locals go at The Nest, which is a hop skip and a jump away, or Castelli’s in Palm Desert. The Nest has improved its attractiveness with a recent major renovation, but the lively bar scene remains unchanged.



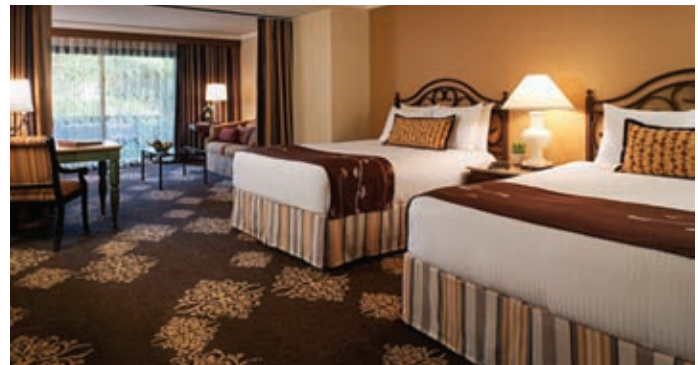
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