

## FDA Approval Puts Illumina in Clinic

**MEDTECH:** Diagnostic OK Called 'Watershed Moment'

■ BY BRITTANY MEILING

**Illumina Inc.**, the quiet giant making instruments for the world's scientists, just got the OK from federal regulators to bring its technology out of the laboratory and into the clinic.

It's the first time in the medical device company's 19-year history that its products will be used by doctors instead of researchers, meaning the San Diego firm is entering a new (and potentially huge) market.

Although the company announced its plans to move into the clinical market several years back, this approval by the **U.S. Food and Drug Administration** is big for Illumina. One employee described the news of the approval as a "watershed moment for us."

➔ *Illumina page 36*



Francis deSouza

## Scripps, Qualcomm Prepare ACO Offering

**HEALTH:** Provider Invests in System; Partnership Is First for S.D.

■ BY JOHN COX

**Scripps Health's** recent agreement with **Qualcomm Inc.** to build and manage a customized medical network represents San Diego's boldest step yet toward a Medicare-born model that holds health care providers financially accountable for lowering costs and improving care.

Starting Jan. 1, Scripps will coordinate medical care for probably thousands of the telecom giant's employees and their dependents.

The deal is the first instance of a San Diego employer contracting a health system to provide medical care to its workers and their dependents under a so-called accountable care organization. San Diego has Medicare ACOs, and one other locally

➔ *Scripps page 38*



Barbara Price



Jamie Scott Lytle

Kimbra Brookstein, left, and Aliza Carpio are leading initiatives at software giant Intuit to diversify the staff.

# Coding Boot Camps Tapped for Talent

**TECH:** Big Cos. Offering Programs to Diversify Staff

■ BY BRITTANY MEILING

Corporate giants in San Diego are starting to hire software engineers without computer science degrees, testing out talent from the newly popular coding

schools and boot camps in California.

Both **Qualcomm Inc.** and software titan **Intuit Inc.** have launched internship or apprenticeship programs that specifically look to these alternative schools for new hires. Both organizations say the goal is to leverage diverse talent to be more competitive in the market.

Coding boot camps are still a relative-

ly new concept. They are typically three-month programs that teach students tailored curriculum for software engineers.

High demand for computer programmers led to an explosion of coding boot camps over the past few years, with graduates increasing from 6,740 in 2014 to about 18,000 by last year, according

➔ *Coding page 36*



## Special Report: Cool Offices

We look at some of the region's most modern work spaces, including Ligand Pharmaceuticals and Noonan Lance Boyer & Banach LLP.

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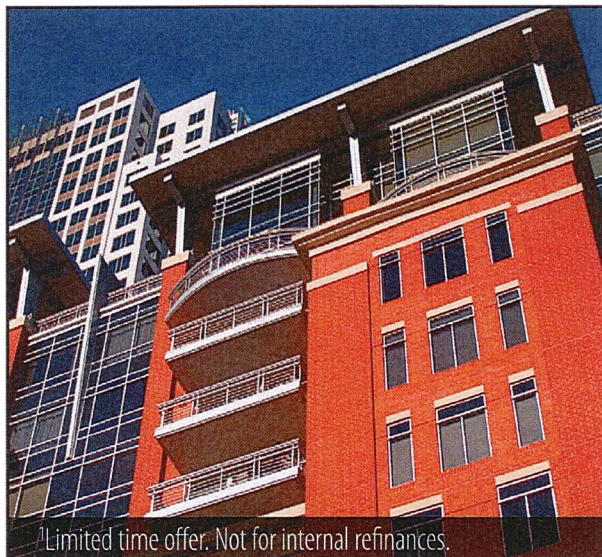


**4 Crash Course:** The 'father of the internet' visits S.D. and likes what he sees

**6 Experienced Hands:** Key officer of proposed new bank has depth of knowledge



**8 Spousal Support:** Husband engineers way to tame wife's errant hair ties



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We asked for photos of your cool office and work space, and more than 30 companies responded. The five shown here are among the coolest spaces in the county. For additional photos, see [www.sdbj.com/cool-offices](http://www.sdbj.com/cool-offices). For more of the best of what you sent us:

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Ware Malcomb provided interior architecture and design services for the 5,000-square-foot space, which occupies the top floor in a historic building in the East Village. NoonanLance's new office combines the core needs of a law firm with more progressive creative uses of open and collaborative spaces and unobstructed sight lines



SPECIAL REPORT:

# COOL OFFICES

Employee-Focused Work Space Now a Table Stake, Not a Differentiator

BY JESSICA KING

Game rooms, funky art installations and even micro-brewery bars are popping up faster than ever in offices around San Diego County.

The reason?

Companies need so-called “cool” spaces if they are to recruit and retain quality talent, specifically workers who belong to the millennial generation, according to local design experts.

“It’s an expectation now, not a trend,” said **DeLinda Forsythe**, founder and CEO of **Innovative Commercial Environments** in Carmel Valley.

The company, which has 16 employees and annual revenues of around \$12 million, has been providing creative office furnishings since 2006.

“Twenty years ago, there was almost no demand for cool space,” said **Amy Morway**, principal at **ID Studios**. “It’s really been in the last 10 to 15 years that we’ve seen companies like **Google**, **Facebook** and **Apple** start

to drive this trend.”

Morway estimates that more than 80 percent of her Solana Beach-based interior design company’s clients are asking for some degree of “cool.”

One such company that has gone “cool” is San Diego-based **Illumina**. The biotech company, with annual revenue of \$2.4 billion, employs 6,000 people, about half of whom are local.

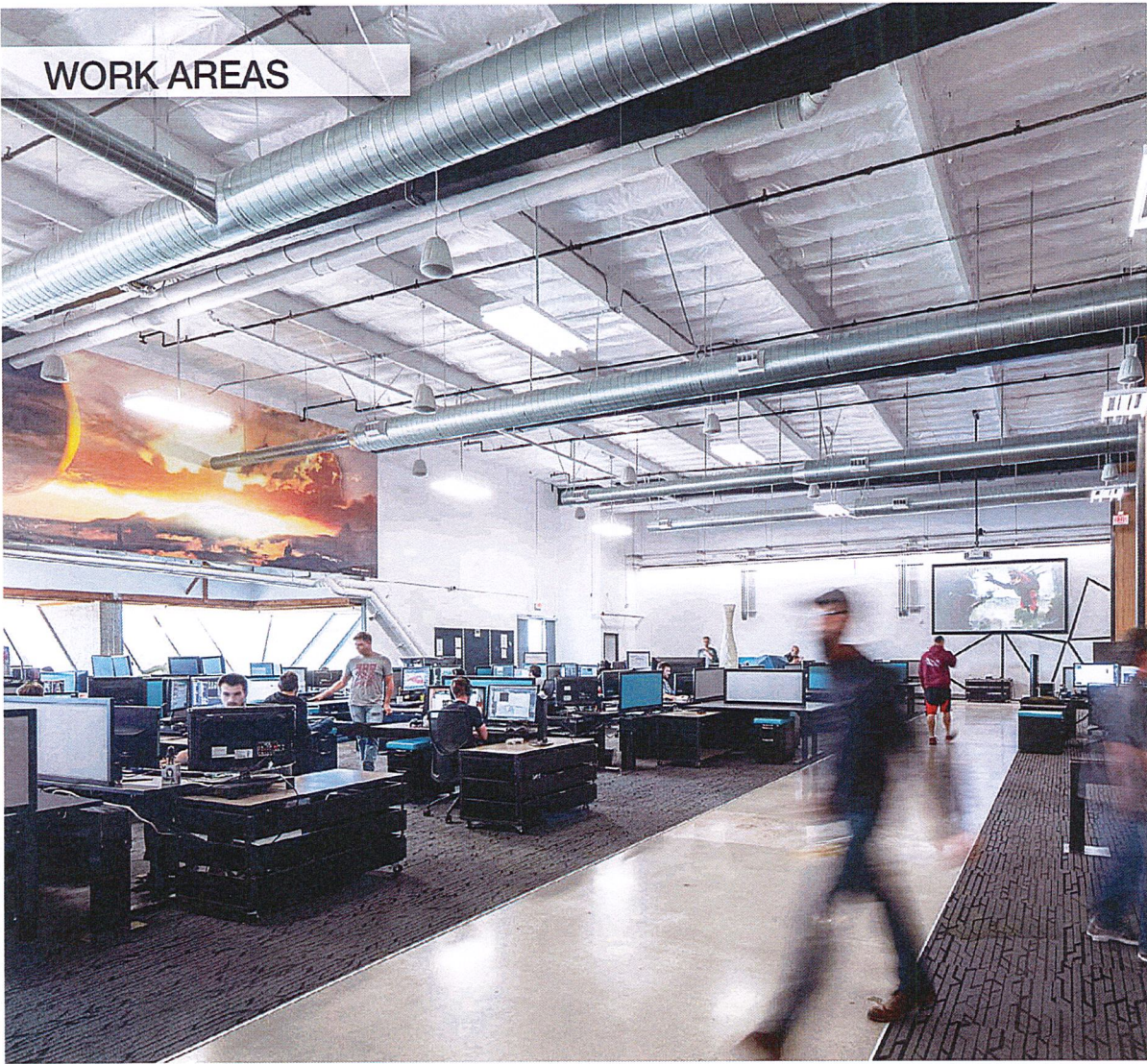
“Illumina is highly collaborative and innovative — these are integral values for us and embedded in our culture. We want our office spaces to emphasize this,” said **Jenny L. Durbin**, the company’s manager of facilities planning and innovative workplace.

At Illumina, “cool” includes indoor and outdoor spaces to work, as well as private and group rooms, an extensive Wi-Fi network throughout it all, and a restaurant, an espresso bar and a staffed fitness center.

► *Cool Offices* page 20







## WORK AREAS

Photo courtesy of LPA/CoStea Photography Inc.  
High Moon Studios in Carlsbad was designed specifically for video game developers with its abundance of visual stimulation, large monitors and communal areas.



Photo courtesy of Swinerton Builders  
The new SOLV Operations and Control Center in Rancho Bernardo is where Swinerton Renewable Energy monitors its large-scale solar operations throughout the Southwest.



Photo courtesy of Gensler  
The booking.com office in 1 Columbia Place downtown is comfortable, functional and contemporary.



Photo courtesy of Scott Bennion  
The San Diego Regional EDC office downtown has a memorable conference room table.



Photo courtesy of Red Door Interactive  
The Red Door Interactive office in the East Village was among the first in the area to put its conference room on the upper level of high-ceilinged space.



## MEETING ROOMS

Photo courtesy of studio MAHA  
One of the conference rooms at the Noonan Lance Boyer & Banach LLP office in the East Village.





## PRIVATE AREAS

The Downtown Works coworking space on Ash Street includes numerous private areas.

Photo courtesy of Scott Bennion



Photo courtesy of RMA Photography  
Reflexion Health's new office downtown features a wide variety of work space.

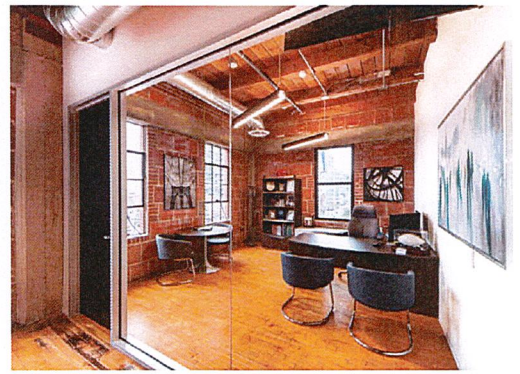


Photo courtesy of studio MAHA  
Noonan Lance Boyer & Banach LLP have stylish offices befitting a law firm but a contemporary feel that reflects its East Village location.



Photo by Jasper Sanidad, courtesy of BNIM  
Rivo Holdings office downtown has multiple options for employees to work or relax.

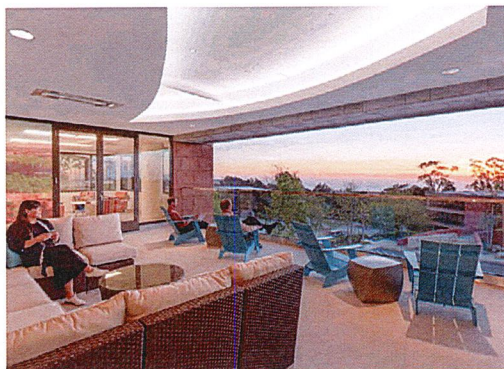


Photo courtesy of Jasper Sanidad  
The Center for Creative Leadership office in Torrey Pines has a stunning view of sunsets from its indoor-outdoor common area.



## COMMON AREAS

Photo courtesy of Helix Electric  
Helix Electric's headquarters in Sorrento Valley are "net zero" and include work and relaxation spaces inside and out.



# Cool Offices:

➔from page 12

## Millennials Matter

Three generations currently make up the U.S. workforce: baby boomers born from mid-1940s to mid-1960s; Generation X born from late 1960s to 1980; and millennials born from early 1980s to late 1990s.

In early 2015, millennials surpassed Generation Xers to become the largest share of the American workforce at 53.5 million, according to the **Pew Research Center**.

The center, using U.S. Census Data, reported that because the Gen X population is already well into the workforce and the younger millennials are still just getting started; the gap between those numbers will keep moving in the millennials' favor.

Couple that with the fact that baby boomers are increasingly hitting retirement age, and all signs point toward millennials making up nearly half of the U.S. workforce by 2020.

## Defining "Cool"

"The coolest offices are those designed specifically for the occupant reflecting the organization's culture and brand," said **Viveca Bissonnette**, vice president and design principal for San Diego-based **Hollander Design Group**, which has eight employees.

"Cool" offices also break away from any "corporate" feeling, giving employees a sense of empowerment, according to Morway, who is one of 18 employees at

*"In the past, real estate was focused primarily on financial objectives. Now, the occupants have taken the top spot on the priority list."*

--Tiffany English, principal at the San Diego office of Ware Malcomb

## ID Studios, formally known as ID Studios Interior Design and Strategic Planning Inc.

"It inspires people to come to the office and to want to work there," Morway said of the ideal "cool" space.

"A successful 'cool' office environment also makes you feel like you are part of the greater good of the company, that the work that you do actually matters," she added.

The use of surveys, observation and focus groups with employees helped decide what "cool" attributes Illumina would have, according to Durbin.

"Quantifying or establishing an ROI on employee productivity related to workplace satisfaction is a very hard metric to capture," Durbin said. "However, employee engagement and utilization of the space are key indicators of the success of an office program such as this."

## Broad Appeal

Though often associated with website and software companies, "cool" offices are increasingly being found in other industries.

"It's not just tech firms; it's CPAs, it's law firms ... it's everybody that wants to attract young talent," Forsythe said, adding it is also about retention.

"You want people to be there maybe 10 hours a day and if it's not welcoming, if it's not comfortable, it's not going to work,"

Forsythe said. "People are going to want to go home."

Sorrento Valley-based **Burger Construction**, which has annual revenues of \$60 million, is among those companies offering a "cool" environment to its 46 employees.

Company President **Jack Burger** said its headquarters went from being a "nondescript industrial warehouse" to a family-oriented environment that includes a gourmet kitchen, game area, conference room and offices.

"We operate as a hardworking, family-oriented tenant improvement construction business," Burger said. "Our people enjoy each other's company so having a residential feel to our office was encouraged."

## Too Cool

What is "cool" for one company might not be for another.

"Don't try to be something you are not," said **Christopher Veum**, president of **AVRP Skypoint Studios**. "In the dot-com era, we were putting hot tubs, foosball tables and zip lines in offices and they became more of a distraction than benefit."

According to Veum, whose company has 50 employees, openness and lounge spaces are among the most popular elements found in a "cool" office these days.

"Natural light, bringing the outdoors in, especially in Southern California, are a

huge productivity benefit and companies do realize this and ask for 'lots of natural light and air,'" Veum said.

Along those lines, there's an added notion of "back to basics" being incorporated into "cool" office designs, according to **Elif Tinney**, an associate principal and director of design for interiors at **BNIM San Diego**.

"We are essentially creating quiet places to focus: kitchens with healthy snacks; courtyards with fruit orchards; biophilic spaces which remind us of our connection to nature; and living rooms where we connect to each other face-to-face," Tinney said. "These are things we use now as designers and architects, but for some reason we stopped using for a while along the way."

BNIM, founded in Kansas City in 1970, has offices in San Diego and Des Moines, Iowa, and employs 128 people, including 12 locally. Its annual revenues stand at around \$25 million.

## What's Next

Trends truly are cyclical, according to **Tiffany English**, principal at **Ware Malcomb**. The international design firm has 22 offices, including one in San Diego.

"Open office environments and smaller footprints were important in the past, for different reasons," English said. "The evolution of business has created a need for this same approach today, but for very distinct human factors."

"In the past, real estate was focused primarily on financial objectives," she said. "Now, the occupants have taken the top spot on the priority list."