



HOORAY FOR BUSINESS
Photos of the winners recognized at this year's annual awards dinner

14

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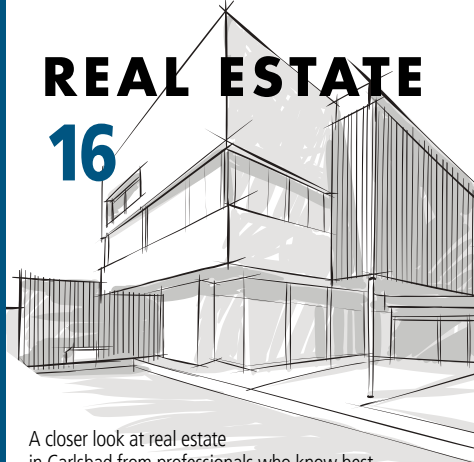
CARLSBAD



BUSINESS JOURNAL

REAL ESTATE

16



A closer look at real estate in Carlsbad from professionals who know best

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APRIL 2016

DAY IN THE LIFE

Crisis concierge at Scripps Health

BY KELLY GOOCH

Helen Neppes' job at San Diego-based Scripps Health is far from ordinary.

On a light note, she organizes family-oriented events for the health system's 14,000 employees, including movie nights, theater shows and sporting events. But it's the other aspect of her job — the crisis-oriented part — that makes her position strikingly unique.

As Scripps' director of work life services, Ms. Neppes works directly with employees or their families when they experience a health or financial crisis. Ms. Neppes says these crises typically involve death, serious or critical injury to an employee or member of the employee's family, or natural disaster or crime.



NEPPES

Other crises Ms. Neppes has overseen include coordinating financial assistance for an employee who was left homeless after a fire in her apartment, and keeping company to an 83-year-old employee without family who did not want to die alone in the hospital.

Ultimately, Ms. Neppes considers herself a "crisis concierge."

The daily challenge

Ms. Neppes begins her day by connecting through email, text or phone with people who have reached out since her last

SEE SCRIPPS, Page 26

Civic Duty

Carlsbad residents post above average voter turnout

BY LESLIE LUNA

Politics seem to be dominating headlines both at the national and local level. This is probably one of the most exciting times in American politics in recent years regardless of your party affiliation. Any U.S. election is complex and unpredictable to a certain degree, but experts agree the presidential race has provided us with an endless amount of surprises. Even though California's presidential primary is a couple of months away, things got heated in our neck of the woods in the wake of Measure A's defeat.

Carlsbad residents voted no to the proposed Agua Hedionda South Shore Specific Plan by a margin of 52 percent to 48 percent. The plan included an area of 203 acres east of I-5 and north of Cannon Road that aimed to build an upscale shopping mall on 27 acres while leaving the remaining 176 acres for public trails, agriculture, and habitat preservation. The developer, Caruso Affiliated, spent nearly \$11 million in television ads and other advertising materials in the months leading up to the Feb. 23 election.

Special elections typically have a low voter turnout. Experts list several reasons including voter fatigue, the type of election, or the topic isn't as

interesting as a gubernatorial election or a presidential race. If there's any level of apathy, that was certainly not the case in Carlsbad. Early predictions pointed to a victory for proponents of Measure A. However, that quickly changed once the ballot counting started. Measure A brought a whopping 62.38 percent voter turnout. According to the San Diego County Registrar of Voters, there is only one other special election that the organization has identified with a higher record of voter turnout. The 2003 statewide election to recall the then Governor Gray Davis generated a 67

SEE DUTY, Page 3

BUSINESS SPOTLIGHT

Space matters in the minds of Harcourt & Kaufman Architects

Consider the relationship between karate and architecture. When Kickstart Kids (a non-profit educational foundation started by actor and martial artist Chuck Norris) asked Harcourt & Kaufman Architects to design their new corporate office in Houston, they wanted a design to be based

upon Chun Kuk Do, a martial art form founded by Mr. Norris. They came to the right place. "The curved walls, varying heights and angled pathways are arranged to

evoke the movements and kinetic energy of Chun Kuk Do," said architect Rick Kaufman.

To Gary Harcourt and Rick Kaufman, principals of Harcourt & Kaufman Architects, the workplace should be an extension of an organization's unique culture. "It's not just brick and mortar that defines the workplace, but the way the space is being used," Kaufman said. "Just as each person has a unique personality, the marriage of

Harcourt & Kaufman Architects
7668 El Camino Real #104-345, Carlsbad, CA 92009
760.519.9974
www.hkarchs.com

corporate culture and space can create a harmony and a spirit that are wholly original."

Gary Harcourt and Rick Kaufman combine over 40 years' experience, joining forces to create a unique blend of traditional and contemporary architecture.

Projects range from custom homes to multi-family and senior

SEE SPOTLIGHT, Page 25

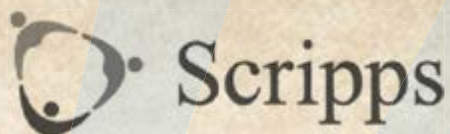
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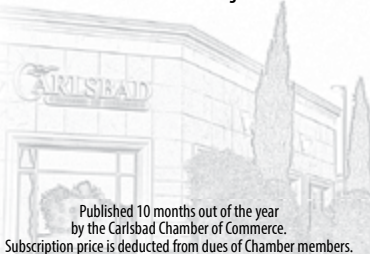
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MISSION STATEMENT

"The Carlsbad Chamber of Commerce promotes business through member services, educational programs, cooperative partnerships and legislative advocacy that balances economic prosperity with the quality of life."

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Ph. (760) 931-8400 • Fx. (760) 931-9153
carlsbadchamber@carlsbad.org
www.carlsbad.org



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The Carlsbad Chamber of Commerce Board of Directors for 2016 was sworn in during the annual Business Awards Dinner. Photo by Jeff Kassebaum Photography

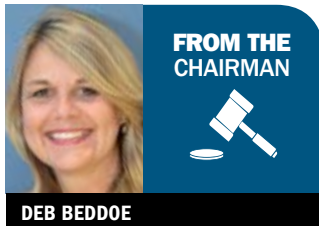
Business Awards Dinner fosters true entrepreneurial spirit

The 2016 Annual Meeting was once again a resounding success and as chairman of the board, I can't begin to thank Toni Padron enough for all of the hard work and dedication she and her staff put towards all of our events, but this one was extraordinary.

The theme "Hooray for Business" was great fun and allowed us to focus on the successes of some of our members. ViaSat, Park Hyatt Aviara Resort, Golf Club & Spa, AKT, LLP, Stellar Solar, Scripps Health, Solutions for Change, Richard Davis, Sue Loftin, and Ryan Ann Alexeev were the big winners. All the winners and nominees were very well deserved in each of their category accomplishments.

Whether or not your business was nominated, it's important to underscore that all of our collective business accomplishments, no matter how large or small, become the aggregate of what makes Carlsbad a great city to live, play, and work. It is also what makes the Carlsbad Chamber of Commerce the best Chamber in the county (probably even the state).

Carlsbad can brag that job growth is stronger in our city than what the county and



Chairman of the Board
CARLSBAD CHAMBER OF COMMERCE

state individually report. This is thanks to each and every one of our Chamber members who are contributing to that job growth through each position you are adding to your organization. Whether your company added one job or one hundred jobs last year, you deserve your own *hooray* for your business achievement, and for your contribution to the community.

In 2015, almost 900 patents were issued to inventors in the City of Carlsbad. This is a big *hooray* for the city because countywide, only the City of San Diego filed more than Carlsbad. Again, this is thanks to every one of our Chamber members who filed patents in 2015.

Hopefully you are starting to get the sense that the individual achievements of your own business should be celebrated as contributing to the overall success of the region.

Give yourself a big hooray if in the last year:

- You have hired one or more new employees.
- You have filed one or more new patents.
- You have added one or more new clients or projects.
- Your profit increased.
- You were able to improve your operational efficiencies.
- You improved a service level agreement with a vendor.
- You developed a relationship with a new referral partner.
- You got a building permit approved.
- You got a vote of satisfaction from an existing client.

In other words, find something in your business to celebrate, *everyday*, because your individual celebrations lead to an amazing community. And, as the very successful businesswoman, Oprah Winfrey, once said, "The more reasons you find to celebrate in life, the more life gives you reason to celebrate."

'Measure A' galvanized the community to vote

DUTY

Continued from Page 1

percent voter turnout.

Measure A reaffirmed the value of the democratic process. It was the people's right to vote and participation that ultimately determined the outcome.

"People in Carlsbad are engaged in their community. The topic of discussion galvanized the entire community to get out and vote. The gubernatorial general election in 2014 was at 45 percent voter turnout in the county. These numbers rival the gubernatorial general election," said Michael Vu from the San Diego County Registrar of Voters. "The topic at hand, the awareness of citizens to get out and vote were certainly there. All the ingredients to have a good turnout were there and happened in this special election."

One of the biggest lessons learned for other people is that they can now look at Carlsbad as an example of how to get people engaged.

"Let's keep the momentum going, not only in Carlsbad, but statewide to remind ourselves

we need to be informed on what's going on," said Ted Owen, president and CEO of the Carlsbad Chamber of Commerce. "It's a really good time to promote voter registration at your business, and to make sure your employees have time to get to their polling location on Election Day, tell your employees about local issues that affect your business – most likely it will affect them too! – and endorse candidates that support your company's values and promote small business enterprise."

A small part with big implications

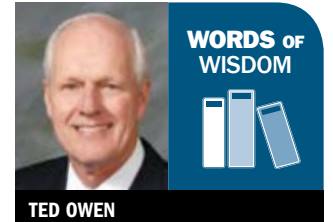
According to The Pew Research Center, the U.S. has the fourth-lowest voter turnout rate among democratic nations in the world. That's a pretty unfortunate statistic. We owe it to ourselves to change that. Voting is equally important to anyone who has a stake in policy decisions whether those decisions are made in Carlsbad, Sacramento or Washington.

"There's a mindset that I think many citizens have about voting, and they need to overcome it – the view that theirs is

only one vote, and that one vote won't change anything. And in one sense that is correct. No election is going to hinge on any one particular vote. However, elections do hinge on the accumulation of all those 'just one votes,'" said Stephen Nichols, associate professor and political science department chair at California State University San Marcos. "When I vote, I don't do so thinking that my vote is going to determine anything — I just want to do my very small part in what is a collective, big picture effort to shape public policy."

As we near the presidential primary in June and our municipal election on November 8, let's not lose sight of the healthy civic engagement happening in our community. Embrace your civic duty, volunteer and become a poll worker. The San Diego Registrar of Voters needs to recruit over 6,000 poll workers for the upcoming primary election.

"2016 has been a big year for us. We have shown greater civic engagement in terms of going to the polls than our sister counties to the east of us," said Vu. "I would hope that the June election is equal if not better in terms of turnout than what occurred in Carlsbad."



President & CEO
CARLSBAD CHAMBER OF COMMERCE

A credo for positive people

I have been motivated for years by authors like Norman Vincent Peale, the author of "The Power of Positive Thinking," an international best-seller book that continues to inspire new generations with its legacy of teachings on achieving success and happiness. Peale was also the host of a popular radio program called "The Art of Living" which aired for 54 years. Many years ago while I was making the rounds on the speaking circuit, I used Peale's principles of ethical decision-making which they call the "Five P's of Ethical Power." I find myself returning to these principles time and again when faced with challenging decisions. Therefore, I want to illustrate my own version of Peale's tools.

- 1. Purpose:** Something to strive for. There is no right way to do a wrong thing. There is no pillow as soft as a clear conscience.
- 2. Pride:** People with humility don't think less of themselves; they just think about themselves less.
- 3. Patience:** Nice guys may finish last, but usually they're running in a different race. The secret of patience is finding something else to do in the meantime.
- 4. Persistence:** Trying is just a noisy way of not doing something.
- 5. Perspective:** Let's not imitate others. Let's find ourselves and be ourselves. (*Thinking out of the box.*)

Hopefully, these principles can be as helpful to you as they have been for me.

Celebrate Carlsbad Day

Celebrate our wonderful city at **LEGOLAND® California Resort**. The annual Celebrate Carlsbad Day™ will take place Saturday, April 23 from 1 - 8 p.m. Carlsbad Unified School District students will perform on the Fun Town Amphitheater stage between 2 p.m. and 4 p.m. Specially-priced \$35 LEGOLAND and \$9 SEA LIFE Aquarium tickets are available for purchase online at www.CarlsbadEd.org or by calling (760) 929-1555. LEGOLAND will donate a portion of the proceeds to the Carlsbad Educational Foundation to support science. Tickets must be purchased in advance.

Innovate78 boosts regional collaboration

Two years ago, the five cities along the state Route 78 Corridor launched Innovate78, an economic initiative designed to boost prosperity through regional collaboration. Innovate78 is an agreement among Carlsbad, Escondido, Oceanside, San Marcos and Vista to collectively promote the cities along the 78 Corridor as a magnet for talent, companies and investment.

Innovate78 grew from the realization that the five cities along state Route 78 have much in common and can benefit by collaborating to promote our common interests, whereas competing against each other could drive businesses, jobs and investment dollars away.

North San Diego County is home to a wide array of businesses that specialize in high tech, life sciences and other core industries; it has grown into a vibrant economic engine as home to more than 600,000 residents and 20,000 innovative businesses.

To help promote the 78 Corridor and attract businesses and talent, the five cities signed a five-year memorandum of understanding in June 2014 with the San Diego Economic Development Corp., which has taken on the mission of promoting the Corridor and telling about what it's like to live, work and operate a business here. Matthew Sanford, director of



CHRISTINA VINCENT
Economic Development Manager
CITY OF CARLSBAD

economic development at the San Diego Economic Development Corp., has been working hard to attract talent, businesses and investment to the 78 Corridor. Our website, www.Innovate78.com, contains a wealth of information on the region's industries, workforce and residents.

"Innovate78 represents the collective efforts of five cities along the 78 Corridor," said Sanford, who is managing the partnership. "Together, we support business expansion and talent acquisition unlike anywhere in San Diego — positioning North San Diego County as a dynamic place to live and work."

Innovate78 has supported more than 100 companies over the past two years, helping to preserve thousands of jobs. Sanford is in regular contact with firms based in the 78 Corridor that are seeking to expand, as well as with firms outside the region and state that are seeking to move to a talent-rich location.

Over the past year, Innovate78 has accomplished some major milestones, including:

- Hosting three industry roundtables, in diagnostics, manufacturing, and information and communications technology, to highlight the 78 Corridor's diverse economy, identify challenges and accelerate industry growth. The roundtables involved industry experts, academic institutions and city economic developers to educate participants on ways to capitalize on the region's strengths, which include quality of life, quality of talent, and proximity to San Diego, Orange County and Baja California.
- Launching a data dashboard that quantifies the economic health and demography of the five cities along the corridor. The dashboard uses 20 different metrics, such as educational attainment, cost of real estate, employment rates, and even the number of breweries in the five cities, to inform businesses and individuals about the opportunities available to those who live and work here.
- Promoting San Diego and regional businesses during a trip to Japan in early 2016. As San Diego County's largest trade

and investment market, Japan represents a key to the region's economic growth. Innovate78 leaders pitched the five cities' talent pool, collaborative business climate and thriving industry clusters to attract investment and attention.

- Collaborating to tackle important regional issues. The mayors of the five cities authored letters of support to ease state-mandated water regulations, stressing the region's investments in infrastructure, supply diversification and conservation that had reduced overall demand.

"Looking back over our first year, it's evident the collaborative culture created by Innovate78 has permeated throughout the region, encouraging businesses, academic institutions and diverse industries to work together to strengthen the economy," Sanford said.

Sanford and his team are doing their best to shepherd businesses to success by helping identify barriers to growth and overcome them.

By thinking regionally our businesses are establishing a regional identity that spreads beyond our borders to attract new talent and investment. Innovate78 is an important catalyst in making that happen.

Neil Gallucci named Carlsbad Police Chief

Neil Gallucci, a 28-year law enforcement veteran, will now lead the Carlsbad Police Department. Gallucci was appointed to the post after serving as interim chief the past seven months.

The announcement came after the retirement of former Police Chief Gary Morrison.

"As fire chief, I had an opportunity to see Neil develop as a leader over many years, giving me a unique perspective on his capabilities and his character," said Carlsbad City Manager Kevin Crawford. "His knowledge of the department will be invaluable as we continue to adapt to new technologies and innovative approaches to meeting our community's public safety needs."

As chief, Gallucci will be responsible for the department's 162 full-time employees, including 115 sworn officers and 47 civilian personnel. He will also oversee the department's \$33 million annual budget.

Gallucci began his career in law enforcement with the City of Long Beach in 1987. He joined the City of Carlsbad in 1990 as a police officer and worked his way through the ranks, serving as police captain for six years before being named interim police chief last August. He has hands on experience in patrol,



GALLUCCI

the canine unit and SWAT operations. Gallucci also has experience managing investigations, training, internal affairs and community relations for the department.

"It is an honor to represent the City of Carlsbad as its police chief and to lead this dedicated and hard-working group of men and women," said Gallucci. "A safe and secure Carlsbad takes teamwork, and I am proud of the strong relationships we have built in all areas of our community."

Gallucci holds a Bachelor of Arts degree in Criminal Justice Management. He is a graduate of the FBI National Academy, the Sherman Block Leadership Institute and the Law Enforcement Command College and holds a management certificate from the Commission on Police Officer Standards and Training.

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Fire Station 3 provides first responders with a modern building and expanded space to meet current and future public safety needs.

Carlsbad Fire Station moves into modern, bigger quarters

The City of Carlsbad's Fire Station 3 has officially moved from an old converted house off Chestnut Avenue to its new location just to the south, providing first responders with a modern building and expanded space to meet current and future public safety needs.

Carlsbad Fire Division Chief Mike Lopez said that the new Fire Station 3 will improve service to residents citywide.

"Our new Fire Station 3 is better positioned to get our firefighters out the door and to the scene of an emergency more efficiently, so they can start making a difference as quickly as possible," Lopez said. "The new fire station also accommodates today's modern fire apparatus, and gives us better access to the immediate neighborhood, to other neighborhoods in Carlsbad, and to emergencies on Interstate 5 and Highway 78."

The new Fire Station 3 is

located on the northwest corner of Cannon Road and Wind Trail Way, near El Camino Real. Located in Robertson Ranch, the new 10,400 square-foot building is also close to and established neighborhoods in northeastern Carlsbad, such as Calavera Hills and the Colony. The station's location will also enable firefighters immediate access to the open space around Calavera Hills, so they can respond quickly to brush fires.

The new fire station will house a fire engine, ambulance and other emergency vehicles in its three vehicle bays, each of which is long enough to accommodate two standard engines or the city's 63-foot ladder truck. Its garage, called an apparatus bay, has a 28-foot-high ceiling.

About half the building's space will be dedicated to office and administrative spaces, dormitories, separate shower and locker facilities for men and women, a kitchen, a dining

room, a shop and equipment storage. The building will also be secured with a fence and security gate, and be equipped with an emergency backup generator.

The new station includes several sustainable design features that reduce energy costs and greenhouse gas emissions, including LED exterior lighting, high efficiency air-conditioning units, and the use of concentrated sunlight to illuminate building interiors during daytime. The project is designed to meet LEED Silver certification standards.

The \$6.1 million construction project is included in the city's Capital Improvement Program and is being paid for through the Public Facilities Fund, which is made up of fees collected from developers to fund construction of public facilities related to the impacts from development.

No additional personnel will be required to staff the new fire station.

Safety Training Center embraces solar energy

Carlsbad has flipped the switch on a new solar system at its Safety Training Center, generating enough electricity to fill nearly all the energy needs of the center that serves as a training ground for police, fire and other first responders.

The 352 rooftop solar panels are capable of generating 195,000 kilowatts a year, saving taxpayers a projected \$1.2 million over their 30-year lifespan.

"We're hoping to offset all the Safety Training Center's energy usage," said Jason Kennedy, who manages the center on Orion Street. He said the city is installing other conservation measures, such as energy-saving LED fixtures and more efficient belts in the heating and ventilation units, to reduce the Safety Training Center's energy bill even more. "There's always room for energy conservation," Kennedy said.

The project is part of the city's multi-pronged energy conservation strategy that reduces consumption, develops renewable energy sources, cuts costs and lowers greenhouse gas emissions. The project is an example of the types of initiatives the city will continue to pursue under its recently adopted Climate Action Plan, which was developed to help



meet state goals for reducing greenhouse gases and promoting a sustainable environment.

"This solar project makes the city more energy self-reliant, which helps us meet a community goal of environmental sustainability," said City of Carlsbad Public Works Director Pat Thomas. The Safety Training Center project will cost \$327,000 after a \$98,000 State of California rebate, and is expected to pay

for itself after 10 years of operation. The solar panels have a 25-year warranty and an anticipated lifespan of 30 years.

The solar generating system adds to the city's growing portfolio of renewable energy projects. In February of 2015 the city installed 720 solar panels in the parking lot at Alga Norte Community Park, generating enough electricity to meet nearly all the park's energy needs.



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For more information, please visit marshall.usc.edu/emba.

USC Marshall
School of Business



Start your day off with a meal in the Village

From taco shops to fine dining, Carlsbad Village has your epicurean needs covered with dozens of restaurants from the ocean to City Hall. While every meal is well represented in the heart of our city, the Village does an exceptional job serving up the most important meal of the day – breakfast! Are you an early riser? Need to hold a meeting over breakfast? Ten Carlsbad Chamber member restaurants in the Village open early for the business crowd.

The Daily News Café (3001 Carlsbad Blvd.) opens at 6:30 a.m. Whether Belgian Waffles or a stack of buttermilk pancakes is your pleasure, or a healthy bowl of oatmeal, The Daily News Café has over 20 years of experience making diners happy. And if your meeting runs late, don't worry, because breakfast is served all day!

Señor Grubby's (377 Carlsbad Village Dr.) opens at 7 a.m. and will impress you with classics like Chicken Fried Steak or a Mexican favorite, Chilaquiles. Señor Grubby's was started in 2008 by a group of local guys looking to put a twist on the local Mexican fair, and now they are a Village staple. Their new, outdoor patio is ideal for a breakfast meeting.

Looking for something with a bit of history? **Lola's 7-Up Market & Deli** (3292 Roosevelt St.) opens at 7



Cinnamon Swirl French Vanilla Toast, a popular brunch option, is served on Saturday and Sunday at Mazen@106.

a.m. and has been serving up breakfast for the Village and Barrio residents and visitors since 1943. Whether you grab one of their famous breakfast burritos to go or sit and stay a while in this family-owned and operated eatery, you will not be disappointed.

Need something a little different to wake up your senses? With nearly four decades of experience, **Hennessey's Tavern** (2777 Roosevelt St.) won't disappoint. Open at 8 a.m., and with plenty of indoor and outdoor seating, Hennessey's will wow you with their Dublin Benedict, a twist on an old classic. Or, if you have the day off, why not start your morning with an authentic Buena Vista Irish Coffee and a plate of Cap'N Crunch French Toast.

Another neighborhood favorite, **Pollos Maria** (3055 Harding St.) was started 25 years ago by two women

with a passion for cooking. Today, you can still find Marie and Carmen working side-by-side at Carmen's house that was converted into their restaurant. Known for their Mexican broiled chicken, they also serve up a wicked plate of Machaca and Eggs. They open at 9 a.m.

Garcia's Mexican Restaurant (2968 State St.) has been tucked in alongside Garcia's Barber Shop for nearly five decades and has been supporting the community for years. Family-owned and operated, Garcia's is known for its spectacular Huevos Rancheros and Breakfast Enchiladas New Mexico. Garcia's is open at 11 a.m. during the week, but you can watch the Village come alive over breakfast on the weekends as early as 8 a.m.

Since 2004, **Las Olas** has been serving up breakfast to the beach locals without



CHRISTINE DAVIS
Program Manager
CARLSBAD VILLAGE ASSOCIATION

fail at their coastal location at 2939 Carlsbad Blvd. Specializing in great veggie options, they also know their way around a burrito. Open at 11 a.m. they will be waiting for you with their Dawn Patrol Burrito, a perfect "on-the-go" option.

Mazen@106, in the Village Faire Shops at 300 Carlsbad Village Dr. Ste. 106, is known for its Mediterranean Fusion style and delicious world cuisines. However, Mazen@106 will most certainly also impress you with their Bottomless Mazonmosas and Cinnamon Swirl French Vanilla Toast or their Prosperity Breakfast Bowl served during Saturday and Sunday Brunch starting at 9:30 a.m.

Looking for something unique? **O'Sullivan's Irish Pub & Restaurant** (640 Grand Avenue) opens at 11 a.m. for weekend brunch with authentic Irish fayre. Irish Rashers and Eggs with homemade Irish Brown Bread sounds like a great way to start a weekend off right. Or, let the professionals show you what real Corned Beef Hash should taste like.

Thinking of something really over-the-top? **The Compass** (300 Carlsbad Village Dr. Ste. 202 in the Village Faire Shops) will not disappoint with their Breakfast Mac & Cheese or their endless Biscuits N' Gravy. You might even consider a Gourmet Bloody Mary. They are open for Sunday brunch at 9 a.m.

When thinking of ways to start your day, consider supporting your fellow Carlsbad Chamber eateries by making a trip to the heart of the Village for the most important meal of the day.

APRIL EVENTS AND MEETINGS IN THE VILLAGE:

Friday Night Live – Busker style music, every Friday night from 6 p.m. to 8 p.m. on State Street.

April 20 – Village Voices Meeting at 2922 State Street from 8:30 a.m. to 9:30 a.m. City staff presentation on Village and Barrio Master Plan and Parking. Residents and merchants welcome.

April 28 – Art Walk in the Village at 18 participating locations from 5 p.m. to 8 p.m. Art Walk is a self-guided walking tour of the art galleries and merchant stores that offer art, along with the murals in the Village.

The Carlsbad Village Association is a non-profit organization whose core purpose is to lead the continual improvement of Carlsbad Village, making it the premier gathering place in North County San Diego. All meeting and event information can be found at www.carlsbad-village.com.



Consider bringing your child's favorite toys to your appointment to prevent the spreading of germs in the office.

Eight tips to prepare for a pediatric visit

Your child has an appointment with a pediatrician, and you want it to go as smoothly as possible. Whether your child has been to the doctor before or this is your first visit with a new physician, there are several steps you can take to help make the appointment pleasant and productive for everyone.

1 Schedule your visit at a time of day when your child is well-rested and least fussy. Try to avoid making an appointment when he or she would normally be napping or eating. Give your child time to get ready to go to the doctor's office without rushing or having to suddenly stop a favorite activity.

2 If you are concerned about exposing your child to infections and illnesses, try to schedule the first appointment of the day. This is when the office is likely to be the cleanest and least crowded with other kids and parents. Early appointments are an especially good idea if you have a newborn who has been in the neonatal intensive care unit (NICU) or a child who is fragile or tends to get sick easily.

3 Bring your child's own comfort item or favorite toys to the office. It is impossible to completely disinfect the office between appointments, so keep little hands occupied with their own toys or books rather than touching things in the office. Avoid toys left for children to play with in the office. Shared toys can spread germs like wildfire.

4 Similarly, it is a great idea to bring your child's own blanket to the appointment. Not only is the child more comfortable being examined on his or her own blanket, this also reduces the chances of germs being transferred from previous patients. Dress your child simply so it is easy to remove clothing, and be prepared to help if necessary. Babies are usually more comfortable being examined while their parents are holding them.

5 Avoid feeding your child in the doctor's office. Breastfeeding or giving a bottle to a baby is usually not an issue, but you don't want toddlers



MICHELLE DERN M.D.
Pediatrician
SCRIPPS HEALTH

and older kids having their hands exposed to germs and then putting their hands near their mouths. Toddlers touch everything!

6 Whenever possible, bring only the child who has the appointment to the office. It can be very distracting to have siblings in the office with the patient, especially if they are young and energetic. Even having a conversation with the parent is a challenge when the other kids are vying for attention, and parents often find it hard to focus on what the doctor is saying. Of course, in an emergency you may not be able to find child care, but for a scheduled visit, try to leave siblings elsewhere.

7 If this is your child's first appointment, bring any medical records you may have, especially information about immunizations, medication and allergies.

8 Write down all of your questions and prioritize them before you get to the doctor's office. It's common for parents to walk in with 20 questions about feeding, sleep schedules, immunizations and more, but you may only have time to ask five or 10 of them. Ask the most important first. You can always call and ask about the others later, or schedule a follow-up appointment.

If you have questions about the visit after you leave the office, don't hesitate to call. Even if the pediatrician is not immediately available, a physician's assistant or nurse can often answer your questions, or the doctor can return your call later in the day.

Michelle Dern, M.D., is a pediatrician with Scripps Coastal Medical Center, Encinitas. "To Your Health" is brought to you by the physicians and staff at Scripps Health. For more information about Scripps, please visit www.scripps.org/CBJ or call (858) 348-4210.

Timing counts when it comes to your social security benefit

Social Security can be one of your most valuable retirement assets. The decision of when you start taking your benefit impacts how much you'll receive.

Call or visit today, and learn how your decision impacts your overall retirement income strategy.

Final decisions about Social Security filing strategies always rest with you and should always be based on your specific needs and health considerations. For more information, visit the Social Security Administration website at www.socialsecurity.gov.

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Certified drought-resilient

Designation for desalination plant loosens regional water restrictions

State regulators have certified the supply of potable water from the Claude "Bud" Lewis Carlsbad Desalination Plant as drought-resilient, reducing the regional impacts of emergency water-use mandates the state imposed in June 2015. Certification by the State Water Resources Control Board lowers the regional aggregate water conservation goal from 20 percent to about 13 percent, though water-use targets will continue to vary by local water agency.

On Feb. 2, the State Board extended mandatory conservation measures for water agencies statewide through October and said it would reconsider the regulations after assessing reservoir levels as well as snowpack and regional water supply conditions in April. The State Board also approved supply credits toward meeting conservation targets for agencies that have developed local, drought-resilient supplies since 2013.

The San Diego County Water Authority has worked closely with the state in recent months to ensure that local member agencies will benefit from investments in the nation's largest seawater desalination plant, which opened in December and produces about 50 million gallons per day of high-quality, drought-proof water that reduces the region's reliance on other water sources. The Water Authority and its member agencies will continue to work with the State Board to refine the draft conservation standards issued today.

"The state's approval of local supply credits means that our local communities' investments in drought-resilient water supplies will be rewarded during dry periods, and reinforces



The Claude "Bud" Lewis Carlsbad Desalination Plant turns sea water into 50 million gallons of drinking water each day.

our region's supply diversification strategy to improve water reliability," said Mark Weston, chair of the Water Authority's Board of Directors.

"This formal acknowledgment of our investments provides welcome relief from some of the unintended negative consequences of the state's emergency water-use mandates. It will allow more residents to replace their lawns with WaterSmart landscapes, and provides businesses room to expand while continuing to use water efficiently - but we must continue to embrace our duty to conserve water during these unprecedented drought conditions."

Water-use efficiency is still critical because the state is in its fifth year of drought, and no one knows how long hot and dry conditions will last. Record-breaking high temperatures in February, combined with very little rain, put significant upward pressure on water use, underscoring the value of the region's water supply diversification plan that includes drought-resilient supplies such as desalinated seawater.

Despite El Niño conditions, snowpack is below average in key parts of the state, including the northern Sierra Nevada. Since June 2015, Water



Desalination plant investment eases San Diego's water cuts.

Authority member agencies have been under state mandates to reduce water use by 12 to 36 percent compared to 2013 levels, with a regional aggregate target of 20 percent. From June 2015 through January, the San Diego region reduced potable water use by 23 percent compared to the same months in 2013. Conserved water has been stored in the recently expanded San Vicente Reservoir.

The State Board may make additional adjustments to its water-use mandate based on how El Niño conditions affect state and local water supplies over the next several months.

Summer jobs available at the 2016 San Diego County Fair

If you are looking for a summer job, the **San Diego County Fair** may be just the place for you! All applicants must be at least 18 years-old to apply and you must be available to work every day of the Fair. For more information, visit: www.delmarfairgrounds.com. The deadline to apply is May 31.

The description of jobs available are as follows:

Ambassador: Provides a variety of customer service functions during the San Diego County Fair. Positions include Crowd Control, Guest Relations, Tram Safety, Concert Usher and/or Beer Garden Monitor.

Facility Worker: Cleans & maintains restrooms including sweeping, mopping, emptying trash and restocking paper products. Removes trash/garbage/recyclables from Fairgrounds.

Parking Director: Directs vehicle and pedestrian traffic to the proper locations/entrances within the parking lots, expediting traffic flow.

Traffic Controller: Directs a heavy volume of traffic off surface streets into the Fairgrounds, parking facilities and off-site lots. Must pass a Traffic Controller Certification course, this training will be provided.

Shuttle Bus Driver: Transports Fairgrounds



patrons from off-site parking lots to main gate. Fuels and cleans equipment and reports maintenance issues. Must have Class B or higher driver's license with air brakes & passenger endorsements and current medical with clean DMV printout (H-6). Bus driving experience required.

EMT: Assists paramedics in providing emergency & non-emergency medical and health care. Prefer previous EMT experience. Must have current valid EMT Certificate issued by State of CA or EMT certifying agency. Valid CA Class C driver's certificate/CA Ambulance Driver's Cert, both with current medical examination card preferred.

Qantas taps ViaSat for in-flight internet access

ViaSat, Inc. has signed a memorandum of understanding with Qantas Airways, Australia's largest domestic airline, to bring in-flight internet connectivity to Qantas passengers on its domestic flights.

ViaSat said Qantas is the first airline in the Asia Pacific region to select its in-flight internet service. The new service expects to feature speeds that are up to 10 times faster than traditional ground-based services, allowing Qantas customers to stream movies, TV shows, news and live sports.

Qantas CEO Alan Joyce said, "Bringing high-speed Wi-Fi to Australia's domestic



aviation market has been an ambition of ours for a long time - and with ViaSat we now have the right partner to make it happen. Our goal is to give our customers a similar internet experience

on board to what they enjoy on the ground."

The technology company said in-flight internet trials are expected to begin in late 2016, and a full roll-out is set to start in 2017.

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Individual Player	\$250
Foursome	\$800
Dinner Ticket	\$60
Scramble Format Player fees include lunch & dinner	
11:00 am Registration	
12:45 pm Shotgun start	
6:00 pm Dinner	

Virtual enterprise: Pathway to business world

Where can students learn to write a business plan, create a product line, attend a trade show to market the product, and get feedback from business professionals about their work? At Carlsbad High School, in a program called Virtual Experience – of course. The program, led by teacher Carol King, gives students hands-on experience on how to run a business.

Carlsbags is one of CHS's virtual student-run companies. According to student Lucas Gladstein, CEO of Carlsbags, the concept arose from challenges presented by the ban on plastic bags in neighboring Encinitas and Solana Beach. "We designed three prototypes -- a shopping bag, a drawstring bag, and a backpack, all eco-friendly 100% organic cotton -- and the Design and Fashion class created them for us," shared Lucas. His team, including Samantha Gee, CFO; Morgan Lorenet, VP of Marketing and Sales; and Trent Williams, Director of Graphics and IT; also created a business plan, a trade floor booth, a sales and marketing plan, and an "elevator pitch" for Carlsbags.

Local business owners take a look at the students' companies and give them advice on their marketing plan, financials, etc. Lucas



Carlsbags, a virtual student-run company, presents Carlsbad High School students with the opportunity to learn how to write a business plan, create a product line, attend a trade show to market their product, and get feedback from business professionals.

was fortunate that his father, Marcus Gladstein of Foxtrot Software in Leucadia provided invaluable advice and support.

The team has competed in trade shows in Long Beach, Bakersfield, and San Francisco. During the business plan presentation -- the main event of the competition -- judges evaluate students on the viability of their financials as well as their presentation skills. Judges are especially interested in seeing how well students can speak extemporaneously and engage in question and answer sessions.



SUZETTE LOVELY, ED.D.
Superintendent
CARLSBAD UNIFIED SCHOOL DISTRICT

At the Bakersfield competition, Carlsbags took 9th place in the state for its business plan and 7th place for the professionalism of its sales booth.

Dr. Ed Weis, the dean of the School of Business at Mercy College in Westchester County, NY, served

"Virtual Enterprise has shown me that there are opportunities in the business world available to high school students to get real world experience."

Lucas Gladstein
Student

on the panel of judges at the Bakersfield VE conference. He was so impressed by Lucas Gladstein's performance that he invited Lucas and his father to an invitational recruitment weekend for the college's Business Honors Program. After the competition, Dr. Weiss wrote to Lucas, "I enjoyed meeting you at the VE competition. I am very impressed with your professionalism. You look, act, and speak like a leader. In fact, you were the single most impressive student, in my opinion, at the entire VE event."

Lucas and his dad were flown to New York to see the campus and meet several professors, all of whom had extensive experience as business leaders. At the end of the weekend Lucas was offered the college's highest scholarship. He will be attending Mercy College's Business School in the fall.

According to the VE website, "With an emphasis on college and career readiness, VE is an in-school, live, global business simulation that offers students a competitive edge through project-based, collaborative learning and the development of 21st-century skills in entrepreneurship, problem solving, communication, personal finance and technology."

Lucas has worked to spread the word around campus about the value of the VE program. He says, "Virtual Enterprise has shown me that there are opportunities in the business world available to high school students to get real world experience."



CSUSM President, Karen Haynes, recently addressed the community about the current state and future of the university.

CSUSM envisions a new American dream

For 25 years Cal State San Marcos has trailblazed a new pathway in uncharted territory for public higher education. Defined by its strategic priorities, the University has steered toward success to become a mature, first-choice university that is positively transforming its region.

"But if we are to succeed at impacting tomorrow together, we must also agree on a destination," President Haynes stated at her 12th Annual Report to the Community in February. "I believe that destination must be a revised American Dream."

In the traditional model of the American Dream, each new generation enjoys a better standard of living than their parents. College was once a primary part of that dream—but at the very time when global competitiveness depends on a well-educated citizenry, educational access is slipping.

"We must reset our compass toward this new reality—the new American Dream of a college education for all in our region who seek it—and we must do so by renewing our collective commitment to three critical goals: Increasing access to higher education...embracing innovation in all that we do...and building global awareness within our curriculum and among our students," said Haynes.

Speaking to the approximately 600 individuals in attendance from business, civic and service organizations, Haynes noted that for far too many youth in CSUSM's region, the American Dream of a college education remains out of reach. But, in the face of insufficient state support— Governor Brown proposed funding for only one percent growth for the coming 2016-2017 academic year—she said that CSUSM is committed to growing enrollment.

Haynes highlighted how new online programs are serving more students while providing additional convenience for working adults. In addition, CSUSM at Temecula continues to be Southwest Riverside County's only four-year public institution of higher learning.



DR. PATRICIA L. PRADO-OLMOS
Vice President of Community Engagement
CALIFORNIA STATE UNIVERSITY
SAN MARCOS

Furthermore, using innovative "high impact practices"—techniques and designs for teaching and learning that have been proven to be beneficial for student engagement and learning among students from diverse backgrounds—CSUSM is working to ensure more students graduate with the skills they need for success in tomorrow's workplaces.

"[Students] work alongside dedicated faculty and community partners to conduct research in the lab and in the field," Haynes shared. "They tackle real-world business challenges. They design and lead important social justice initiatives. They develop creative solutions to pressing regional, national and global issues."

Looking forward, Haynes said that Cal State San Marcos is committed to creating programs that graduate students who are academically prepared, socially responsible and career ready.

Recently CSUSM launched a Master's Degree in cybersecurity—the only one of its kind in California—and a hospitality and tourism management option for the Specialized MBA program. On the horizon, the University is in the early stages of developing an "Enginbeering" program that will focus on the business of craft beer as well as brewing science and brewery engineering. The campus will also soon launch a Master of Public Health and a Master of Science in Health Information Management.

"It's been said that 'great achievement has no road map' and that there can be no gain without some risk," said Haynes. "I stand ready, with you by our side, to go where no university has gone before...to impact tomorrow together."

Something for Everyone

Golfing, hiking, camping, swimming, surfing, meetings or a weekend getaway...

Located at the core of San Diego County, Gillespie Field is a combination airport and business park with excellent accessibility, globally via air, locally by rail and regionally via multiple freeway collections.

McClellan-Palomar Airport in Carlsbad is a gateway to San Diego's North County. The new passenger terminal at the airport includes a restaurant, Wi-Fi access and rental car desks.

County Airports

- * Agua Caliente * Borrego Valley * Gillespie Field
- * Fallbrook Airpark * Jacumba * McClellan-Palomar
- * Ocotillo * Ramona



For More Information, Please Visit Us Online: www.sdcountyairports.com

The County of San Diego - Department of Public Works - Airports

Invest for a long life

You've no doubt heard about the risks associated with investing. This investment carries this type of risk, while that investment carries another one. And it is certainly true that all investments do involve some form of risk. But what about not investing? Isn't there some risk associated with that, too? In fact, by staying on the investment sidelines, or at least by avoiding long-term, growth-oriented investments, you may incur several risks. Here are some to consider:

- **You might not keep up with inflation.** If you put all your money under the proverbial "mattress," or, more realistically, you keep it all in "cash" instruments and very short-term investments, you might think you are "playing it safe." After all, you might reason, your principal is protected, so even if you don't really make any money, you're not losing it, either. But that's not strictly true, because if your money is in investment vehicles that don't even keep up with inflation, you can lose ground. In fact, even at a relatively mild three percent annual inflation rate, your purchasing power will decline by about half in just 25 years.
- **You might outlive your money.** For a



65-year-old couple, there's a 50 percent chance that one spouse will live past age 90, according to the Society of Actuaries. This statistic suggests that you may need your investments to help provide enough income to sustain you for two, or even three, decades in retirement.

- **You might not be able to maintain your financial independence.** Even if you don't totally run out of money, you could end up scrimping by — or, even worse, you could become somewhat dependent on your grown children for financial assistance. For most people, this prospect is unacceptable. Consequently, you'll want to make appropriate financial decisions to help maintain your financial independence.
- **You might not be able to retire on your terms.** You would probably like to decide when you retire and how you'll

retire — that is, what sort of lifestyle you'll pursue during retirement. But both these choices may be taken out of your hands if you haven't invested enough to retire on your own terms.

- **You might not be able to leave the type of legacy you desire.** Like most people, you would probably like to be able to leave something behind to your family and to those charitable organizations you support. You can help create this type of legacy through the appropriate legal vehicles — i.e., a will, a living trust and so on — but you'll still need to fund these mechanisms somehow. And that means you'll need to draw on all your financial assets, including your investments.

Work with your financial advisor to determine the mixture of growth and income investments you need during your working years and as you move toward retirement to help you meet your retirement goals. However you do it, get into the habit of investing, and never lose it — because the risks of not investing are just too great.

Peek can be reached at Justin.PEEK@edwardjones.com.

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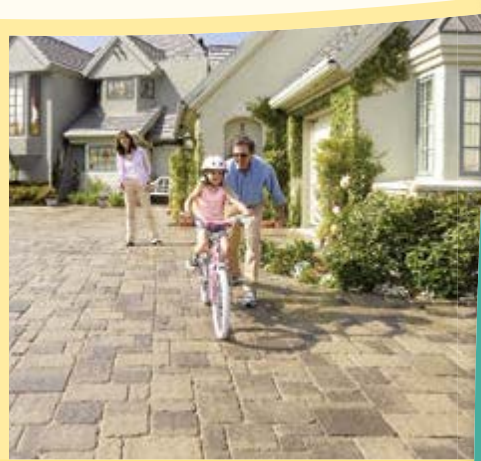
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Is Your OUTDOOR SPACE Stuck In The PAST?

When you look at your home's outdoor spaces, do you see something from decades long ago? When your home was built, it was likely designed around a certain style, popular at the time but now outdated. Don't let the look of your yard make your home look old. System Pavers can help evolve your home's exterior spaces into a beautiful and functional outdoor living space, bringing your home to 2016 and beyond!

All projects must be completed by **May 15**



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- > First Friday
- > Sundowner
- > New Members
- > Renewals
- > Save the Date

Through page 18

Become empowered with return of Glamour, Glitz, Hats & Heels

Mark your calendar! We're gearing up for our second annual Glamour, Glitz, Hats & Heels. If you missed last year's inaugural afternoon tea and business social, I'd like to invite you to take part in this signature event which is part of the Chamber's mission of bringing professional development to its members, specifically women-owned businesses and professionals.

Glamour, Glitz, Hats & Heels brings like-minded businesswomen together for an afternoon of relationship building while learning how to empower each other to live a healthy, balanced and purpose-driven life. This business social will be held from 2 to 5 p.m. on Friday, May 20 at the Sheraton Carlsbad Resort & Spa.

We are honored to have Scripps Health's Executive Director of External Affairs Susan Taylor share her expertise with Chamber members at this event. Taylor joined Scripps in 2011 after more than 15 years as an award-winning San Diego news anchor for NBC.

Taylor began her career in Boston and later worked at different television stations throughout the country. During her career, she covered the O.J.



BEV JORGENSEN
Vice President, Corporate and Member Relations
CARLSBAD CHAMBER OF COMMERCE

GLAMOUR, GLITZ, HATS & HEELS

MAY 20

Simpson trial, the Northridge earthquake, and the San Diego wildfires of 2003 and 2007. She also returned with troops from Iraq on the final voyage of the aircraft carrier USS Constellation before it was decommissioned. Susan has interviewed prime ministers and Nobel Peace Prize winners and has been repeatedly honored for her work, including receiving Emmys and other broadcasting accolades. She's also a recipient of the San Diego Women Who Mean Business Award.

Attendees will delight in

panoramic views of the coastline. The event will feature a fashion show curated by Lisa O'Hearn, independent stylist with cabi Clothing and makeup by Carol Fehr with Mary Kay cosmetics.

I would also like to thank the businesses that are sponsoring this event: The Loftin Firm, P.C., Savvy Women Wealth Management, and WWM Financial.

"Sponsoring Glamour, Glitz, Hats & Heels provides a forum to encourage women to celebrate being women in business. We feel privileged to be part of this forum," said Sue Loftin, Businessperson of the Year recipient and founding partner of The Loftin Firm, P.C. "For the younger women on our staff who attended the event last year, the event provided inspiration for their options in the future."

For this event, general admission is \$80. Admission for Chamber members is \$55. Moreover, a portion of the proceeds from the event will be donated to the Pregnancy Resource Center in Vista.

For more information, you can contact the Chamber at (760) 931-8400 or visit www.carlsbad.org to register.



Mix and mingle with other chamber members at our April Sundowner while taking in unforgettable views of the Pacific Ocean at The Crossings.

Tee up some new leads at the April Sundowner

The Crossings at Carlsbad is more than just a beautiful golf course. Join us at the April Sundowner and experience The Canyons, a full-service restaurant and bar located inside the beautiful clubhouse. Meet other like-minded professionals from 5-7 p.m. on Wednesday, April 20 at 5800 The Crossings Drive. The Crossings is conveniently accessible off of Interstate-5, it offers comfortable décor and state-of-the-art business amenities. The Crossings at Carlsbad offers several other spaces all with

breathtaking views including their newest space, The Players' Lounge Patio, which provides spectacular surrounding views unmatched in Northern San Diego.

Preregister online at www.carlsbad.org and pay \$10 (you save \$5). If you pay at the door on the day of the event, admission is \$15 cash.

If you are a prospective Chamber member, RSVP to (760) 931-8400.

For more information or to donate a raffle prize, contact Kathy Steffen at (760) 931-8400 or ksteffen@carlsbad.org.



CARLSBAD CHAMBER OF COMMERCE PRESENTS

SOCIAL MEDIA SERIES



With Alexandra Renee

CEO of All Maven Inc. and Knowligation.

She is a problem solver committed to helping businesses create a comprehensive online presence with digitally driven content and social media.

THURSDAY, APRIL 14 | 10 a.m.— Noon

How Social Fits Into Your Business

(even if you don't have sexy products or services)

Social Media is important for every business, whether you sell designer clothes or cable test equipment. It's a way to showcase your brand, connect with people and learn more about the competition. Find out why your business needs social media, implementing a strategy and how to actually manage all those social accounts with less than an hour a week.

THURSDAY, APRIL 28 | 10 a.m.— Noon

Getting Your Business Listed Right with Google Plus

What do people see when they Google your business? Your Google Plus Page is critical in getting key information out to your users, gaining reviews and SEO. Learn not just why your Google Plus Page is important, but how to get it setup properly step by step.

THURSDAY, MAY 12 | 10 a.m.— Noon

Twitter 101: It's Not What You Think

Think Twitter is just for celebs, youth with too much time on their hands, and fun retail brands? Guess again. Twitter is one of the most powerful and underestimated social networks by businesses. Find out how your business can leverage Twitter to build brand loyalty, answer those burning questions about tweeting, and how to manage those 140 character messages each week. A little birdie told me you won't want to miss this :)

All classes will be held at the Carlsbad Chamber of Commerce, 5934 Priestly Drive, Carlsbad CA 92008

Register online at carlsbad.org

TICKETS

General Admission \$70 per class

Chamber member \$35 per class

All three sessions \$90 (members only)

Sorry, no refunds for missed classes.



CARLSBAD CHAMBER OF COMMERCE
CULTURE OF EXCELLENCE
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How do you get your staff to have the same passion as the entrepreneur who created the business?

DR. DON ZILLIOUX

RENOWNED ORGANIZATIONAL SPEAKER AND AUTHOR OF **THE RESULTS FOCUSED ORGANIZATION**



HARRY PAUL

BEST SELLING CO-AUTHOR OF **FISH!** AND RECENT RELEASE **WHO KIDNAPPED EXCELLENCE?**



Friday, April 22 7:45 a.m. - 12 p.m.

Carlsbad Chamber of Commerce
 5934 Priestly Drive, Carlsbad, CA 92008

\$179 General Admission \$149 Chamber member
 \$99 per person with 2 or more attendees from the same company
 (Member pricing only)

Space is limited. RSVP with payment required by April 12

5934 Priestly Drive, Carlsbad, CA 92008 Tel 760.931.8400 Fax 760.931.9153
 carlsbad.org

Amplify your "talk" to boost sales

Are you ready to stop living in professional obscurity and become the authority that attracts clients on demand? If so, attend the Carlsbad Chamber of Commerce's First Friday Breakfast in May.

Best-selling author and sales expert, Dr. Andreas Boettcher will reveal how you can amplify your message, instantly increase visibility, establish credibility, and attract new clients in less than an hour with virtually no marketing costs.

In this informative presentation, you'll learn:

- How to structure a talk that serves and sells without being pushy.
- Simple secrets to boost your conversion rates and inspire action now!
- How to turn a room full of strangers into fans ready to work with you.

Boettcher is a successful entrepreneur with multiple million-plus dollar businesses to his name. He led all aspects of sales, building a new million-dollar sales team from scratch, and overseeing offers presented from the stage, including scripting as a former director of sales for Peak Potentials Training. Boettcher has personally delivered over 1,000 presentations and shared the stage with Tony Robbins, Dr. Deepak Chopra, and Brian Tracy. Boettcher offers workshops and trainings for professional sport teams in the NBA, NHL, NFL, and MLB, teaching relationship-based selling skills in order to customize the fan experience while building long-term relationships with their fans.

The First Friday Breakfast is the Chamber's premiere networking and business promotional event, and one of the most regularly attended monthly programs. The breakfast will be held Friday, May 6 from 7-9 a.m. at the Sheraton Carlsbad Resort & Spa, 5480 Grand Pacific Drive.

The cost is \$32 for Chamber members who register before April 29. Afterward, the cost is \$55 for preregistration and \$60 at the door. Prospective members must contact the Chamber at (760) 931-8400 to attend.

Tabletop exhibits or soapbox presentations are available to promote your business for \$75 each, which includes one breakfast and must be reserved in advance by calling Kathy Steffen at (760) 931-8400 or ksteffen@carlsbad.org.



MAY 6



5480 Grand Pacific Drive.



ALL EVENTS HELD AT THE CHAMBER OFFICES
 (Unless specified otherwise)

4/8 FRIDAY
 COFFEE CONNECTION

4/14 THURSDAY
 SOCIAL MEDIA SERIES WORKSHOP 1

4/20 WEDNESDAY
 SUNDOWNER
 (The Crossings Carlsbad)

4/28 THURSDAY
 SOCIAL MEDIA SERIES WORKSHOP 2

5/1 SUNDAY
 CARLSBAD VILLAGE STREET FAIRE
 (Carlsbad Village)

5/6 FRIDAY
 MAY FIRST FRIDAY BREAKFAST
 (Sheraton Carlsbad Resort & Spa)

OUTSTANDING EDUCATIONAL PROGRAM
 (Omni La Costa)

5/12 THURSDAY
 SOCIAL MEDIA SERIES WORKSHOP 3

5/13 FRIDAY
 COFFEE CONNECTION

5/20 FRIDAY
 GLITZ, GLAMOUR, HATS & HEELS
 (Sheraton Carlsbad Resort & Spa)

MEMBER RENEWALS

- AlphaGraphics
- Automobile Club of Southern California - Oceanside
- BKK Thai Kitchen
- Believe in Signs
- Blue Illusion Beauty
- CMG Creative
- California Veterinary Specialists
- Carlsbad Self Storage
- Carlsbad Strawberry Company, Inc.
- Chamberlain Property Management, Inc.
- Chiropractic & Therapy Center of Carlsbad
- Classic Thai Bar B Q Concession
- Comstock & Associates
- Consolidated Construction Services, Inc.
- DJ Extreme
- Days Inn Carlsbad
- Edward Jones
- The Elizabeth Hospice
- Enact Partners, LLC
- Encinitas Union School District
- The Forum Carlsbad
- Fresco Trattoria & Bar
- Greenfield Compounding Pharmacy
- Hampton Inn Carlsbad/North San Diego County
- Heim Law Firm, The
- Higher Power SEO
- Hilton Garden Inn Carlsbad Beach
- Holiday Inn Express & Suites Carlsbad Beach
- Holiday Inn, Carlsbad
- Howes, Weiler and Associates
- Hyatt Place Vista
- In Motion, Inc. (Carlsbad Marathon)
- It Works! Global (Julianna Latin)
- Karl Strauss Brewing Company
- Kids For Peace
- LEGOLAND California Resort
- La Costa Limousine
- Labrum Wealth Management
- Lakeshore Gardens Mobile Home Park
- Las Flores Church of the Nazarene
- McBride Financial & Philanthropy Concepts
- The Meridian at Lake San Marcos
- Merrill Lynch-Carlsbad
- Miniature Engineering Craftsmanship Museum
- Montecatini
- Motel 6 Carlsbad
- Ocean Sky Beads Carlsbad
- Palomar Forum Business Park/GreyHawk Business Center
- Palomar Reprographics, Inc.
- Pillsbury Winthrop Shaw Pittman LLP
- Pollos Maria
- Pregnancy Resource Center
- Pro Kids | The First Tee of San Diego
- SLR Research
- San Diego County Regional Airport Authority
- San Diego Tourism Authority
- Sperry Van Ness Asset Advisory Group
- Staybridge Suites, Carlsbad
- Stratus Restaurant & Bar
- TipTop Meats/European Deli
- TownePlace Suites by Marriott
- Visit Carlsbad
- Wells Fargo Home Mortgage
- Window Pros

CARLSBAD CHAMBER OF COMMERCE PRESENTS
LUNCH BYTES
 MICROSOFT EXCEL WORKSHOPS

IN PARTNERSHIP WITH **FUSIONFactor**

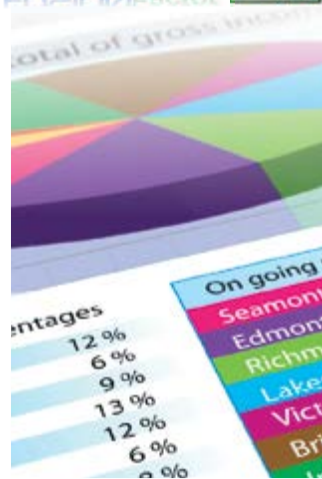
BEGINNER/INTERMEDIATE



APRIL 29
 11:30 a.m. - 1:30 p.m.

- Spreadsheet Basics
- Creating, modifying and formatting Workbooks
- Sorting, Filtering and Subtotaling
- Use Basic Formulas and Functions (Add, minus, multiply & division)
- Create, Modify and Format Tables

INTERMEDIATE/ADVANCED



MAY 13
 11:30 a.m. - 1:30 p.m.

- Move a Worksheet to a Workbook
- Use Fill Functions in Advanced Manner
- Create and Modify PivotTables
- Create and Modify PivotCharts
- Sparklines
- Utilize Hyperlinks between Sheets

\$50 General Admission | **\$25** Chamber member
 (price per person, per class)

LUNCH INCLUDED | WALK-INS ADDITIONAL \$10

RSVP: Register online at www.carlsbad.org or call (760) 931-8400



The Optimist Club of Carlsbad "The Achievers" recently donated \$500 to Kelly Elementary School.

Donation helps students excel in school

The Optimist Club of Carlsbad is a proud supporter of Kelly Elementary School's achievements and has recently donated \$500 towards the school's youth enrichment programs. The club was founded in 1956 and it's celebrating its 60th year as a non-profit organization helping to bring out the best in the youth in our communities. It provides support to kids with cancer, the Boy Scouts and Girl Scouts, Special Olympics, homeless kids, military families, and our future achievers. The club meets at the El Camino Country Club in Oceanside on Saturday mornings from 9 - 10 a.m. For more information visit the website: www.optimistclubofcarlsbad.org.



You can "bank" on a good time at May Sundowner

Torrey Pines Bank will be the site of May's Sundowner, the chamber's monthly afterwork social and networking event. Join us for a fun and relaxing evening on Wednesday, May 18 from 5-7 p.m. The mixer will take place at the Carlsbad branch at 2760 Gateway Road. Torrey Pines Bank knows what it takes to start, grow and maintain a thriving business in the Golden State. Torrey Pines Bank is a community business



2760 Gateway Road
Carlsbad, CA 92009

bank division where you'll enjoy close relationships with banking professionals who offer market-specific expertise and tailored solutions to achieve your financial goals. Preregister online at www.carlsbad.org and pay \$10 (you save \$5). If you pay at the door on the day of the event, admission is \$15 cash.

If you are a prospective Chamber member, RSVP to (760) 931-8400.

NEW MEMBERS

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Aura Home Systems is a manufacturer of ductless air conditioners. Fantastic prices, proven reliability and superior customer service are the hallmarks of this exceptional company.

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www.pompeic3.com
Pompei C3 is a globally recognized design firm that specializes in the creation of Retail, Restaurants, Hotels, Shopping Centers, Office Spaces, Airport Interiors, and Events.

Attorneys

Castañeda Trial Attorneys

Juan Castañeda
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www.castanedalawyers.com
A boutique business litigation firm specializing in representing clients in business litigation, internal investigations and white-collar criminal defense.

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The Cravory Cookies

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(858)444-5059
www.thecravory.com
Gourmet Cookie company specializing in creative flavors. In addition to store fronts, we offer great corporate gifting and wholesale options.

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Hair by Megan
Megan King
(858)382-7010

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www.marketinggonemobile.com
Create more clients and retain and receive referrals from your existing and past clients through custom relationship marketing and high-tech campaigns with a high-tech mobile system.

Computer Software & Hardware Development

Source Intelligence
Lina Ramos

(877)916-6337

www.sourceintelligence.com
Source Intelligence is a global network of businesses linked together to expedite the exchange and validation of compliance information.

Electronics & Retail

Dragon Media, Inc.

Paul Christoforo
(305)303-5584
www.thedragonbox.com
We are a streaming media box company similar to Apple TV or Roku with no monthly fees. Cable Bill Killer.

Home Care Services

Homewatch CareGivers of North Coastal San Diego

Tanya Finnerty
(760)260-8700
www.homewatchcaregivers.com/carlsbad
Licensed, bonded & insured 35-year old Home Care company providing quality, compassionate care for people of all ages & conditions throughout San Diego county.

IT Consulting

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Fedcom Technology is a managed service provider. Providing Technology services and solutions to our clients. We specialize in Cyber Security Services for small to medium businesses and IT support services.

Funeral Planning

Preneed Cemetery & Funeral Services - Dignity Memorial

Jade Craigwell
(844)523-5233

Graphic Design

Kinsey Aesthetics + Communications

Jose Kinsey Jr.
(661)733-7398
www.kinseyac.com
Kinsey Aesthetics + Communications is a boutique creative agency. We design thoughtful and emotional branding and advertising for brands, both big and small.

Insurance

McIntyre Insurance Services

Chad Vargo
(619)346-9553
www.mcintyreinsurance.com
McIntyre Insurance is a full service

risk management insurance agency that provides task driven, goal-oriented risk management solutions to drive down insurance costs and increase your bottom line.

Reinhardt Insurance Service

John Reinhardt
(760)634-0801
www.reinhardt-insurance.com
Since 1922, California's Reinhardt Insurance Services, located in Carlsbad, has been helping to meet the insurance needs of businesses & families with prompt, professional, and friendly service.

Marketing & Consulting

Movetic

Josh Roush
(760)845-5113
www.themovetic.com
Movetic is a full-service creative, digital and marketing agency that elevates brands to the forefront of their industry through branding, design, and strategic experiences.

Manufacturer's Representative

The Silchem Group

Suzanne M. Scull
(760)798-4390
www.silchem.com
Provide technical marketing, sales and development for products and services utilized by the power industry worldwide representing a conglomerate of manufacturers.

Medical Clinics & Groups

Bruce J. Sachs, M.D.

Bruce Sachs
(760)944-6520
www.mdvip.com/brucesachsm
Dr. Sachs is an internal medicine physician with MDVIP. The MDVIP personalized health and wellness program emphasizes prevention and highly individualized treatment from a select group of 750 primary care physicians around the county.

Urgent Care 3D

Diane Levin
(760)544-8233
www.urgentcare3d.com

Nail Care

Jamberry

Julie Sano
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Non-Profit Organizations

The Jacobs & Cushman San Diego Food Bank

James Floros
(858)527-1419
www.sandiegofoodbank.org
The North County Food Bank chapter of the Jacobs & Cushman San Diego Food Bank provides emergency food to feed insecure families, children, seniors and military.

Real Estate - Commercial

Voit Real Estate Services - North County Team

Eric Northbrook
(858)453-0505
www.voitco.com
Voit Real Estate Services is a privately held, broker-owned Southern California commercial real estate firm that has been providing strategic real estate solutions for our clients since 1971.

Real Estate

Your Virtual TC - Real Estate Transaction Coordinating

Jennifer Ash
(760)224-4784
www.YourVirtualTC.com
Professional, insured & licensed Real Estate Transaction Coordinating servicing all of San Diego County. Processing real estate files from Listing to Close since 1997.

Restaurants

Pure Burger

Ron Weinberg
(760)683-5101
www.pure-burger.com
PureBurger serves 100% Grass Fed Beef, Bison and all Natural Jidori Chicken, locally sourced, free range, never frozen and ground fresh daily.

Solar Energy

Carlsbad Solar Corporation

Justin Fox
(858)349-2369
www.carlsbadsolar.com

Travel Agencies Services & Tours

Infinitee Travel Network

Leticia Kelsey
(760)652-5588
www.infiniteetravelnetwork.com
Infinitee travel is a wholesale travel club where our members can get access to rental cars, theme park tickets, cruises, resorts and condos all at guaranteed lowest price in our inventory.

MEMBERS ON THE MOVE

Tri-City Healthcare appoints new CEO

The Tri-City Healthcare District Board of Directors appointed Steve Dietlin, the hospital's chief financial officer, as the permanent CEO in March.

"Mr. Dietlin was responsible for our 2014 financial turnaround as well as several other strategic accomplishments in all areas at the medical center," said Board Chair Jim Dagostino. "The board believes that Mr. Dietlin has proven to be an effective leader who possesses the necessary skills, fiscal discipline and operational mind set to accomplish our five priority goals."



DIETLIN

providing all acute and post-acute healthcare services except pediatric ICU and psychiatric services, Braun was Vice President of Human Resources and oversaw the hospital's HR, education, volunteer and gift shop departments.

Rajgopal elected as American Cancer Society chairman CA

Ujwala Rajgopal, M.D., a member of the medical staff at Scripps Memorial Hospital Encinitas, has been elected as 2016 chairman of the California Division of the American Cancer Society.

In her one-year term as chairman of the Society's California Division, Dr. Rajgopal will be responsible for coordinating the continued expansion of the Society's mission on behalf of 204,000 volunteers and staff in California.

Since 2006, Dr. Rajgopal has volunteered as one of three California state chairmen for the American College of Surgeons Commission on Cancer and as such is one of the state's key champions for the partnership between the Society and the CoC.

Dr. Rajgopal earned her medical degree from the University of Bombay in India and completed her internship and residency at Kern Medical Center in Bakersfield.

Norma Braun joins Tri-City Medical Center

Norma Braun is the new senior vice president and chief human resources officer at Tri-City Medical Center. Braun joins the medical center after nine years with Hollywood Presbyterian Medical Center in Los Angeles and a full 30 years of experience in healthcare human resources.

While at Presbyterian, a 434-bed acute care hospital



BRAUN



RAJGOPAL



Alps Group of Hotels team from left to right: Chris Drazba, Joel Eisemann, Saahil Khandwala, Sharad Khandwala, Rich Carlson, and Kevin Schramm.

IHG Developer of the Year Award presented to Alps Group of Hotels

Alps Group of Hotels was recently awarded IHG (InterContinental Hotels Group) Developer of the Year Award. The hospitality development and management company received the top honor for having the best dual branded property in the Americas. A dual brand is when there are two hotels of the same family within the same area. Alps Group

of Hotels revolutionized the concept of the dual brand by formulating it around a shared courtyard. It shares amenities and increases the value proposition for their guests. Alps Group of Hotels currently has five hotels in the San Diego area, four of which are in Carlsbad. In addition, they are under construction of two more hotels in the Bay Area.



Ramona Finnila presented the Technology & Innovation Award to Chris Megison from Solutions for Change. The company pioneered the largest commercial aquaponics farming operation in Southern California. The farm uses 95 percent less water than traditional farming, it's pesticide and chemical free. The farm is expected to produce 130,000 pounds of certified organic food when completed.



AKT, LLP won the Community Impact Award for its commitment to wellness, nutrition, and community involvement in our community. Ron Mitchell is shown accepting the award on behalf of the company.



Sue Loftin from The Loftin Firm, P.C. is the co-recipient of the Businessperson of the Year Award.



Pictured is CBS8 anchor Dan Cohen, the event's emcee.



Chris Draper presents the Brand Builder of the Year Award to Ulrich Samietz and Tory Wood on behalf of the Park Hyatt Aviara Resort, Golf Club & Spa. The resort has done an excellent job at creating a unique awareness of Carlsbad at a national level, as a niche market in the professional women's sports arena, with the KIA and Carlsbad Classic.



Cindy Davis accepted the Businessperson of the Year Award on behalf of Richard Davis from Arbor Scientia.





2016 ANNUAL AWARDS DINNER

March 18, 2016

photos by Jeff Kassebaum

PARK HYATT AVIARA®

RESORT, GOLF CLUB & SPA
NORTH SAN DIEGO



Frank Idris presented Ryan Alexeev with the Young Entrepreneur Award for building a thriving business, being an inspiration to other young professionals, and forging a path to turn her dream of owning a business into reality.



Brian Lee presented the Growing Business of The Year Award to Kent Harle, president of Stellar Solar. The company had the most dramatic growth in 2015, growing from \$12 million in 2014 to \$25 million in 2015. This growth also included nearly doubling the amount of employees as well with their current head count at 105.



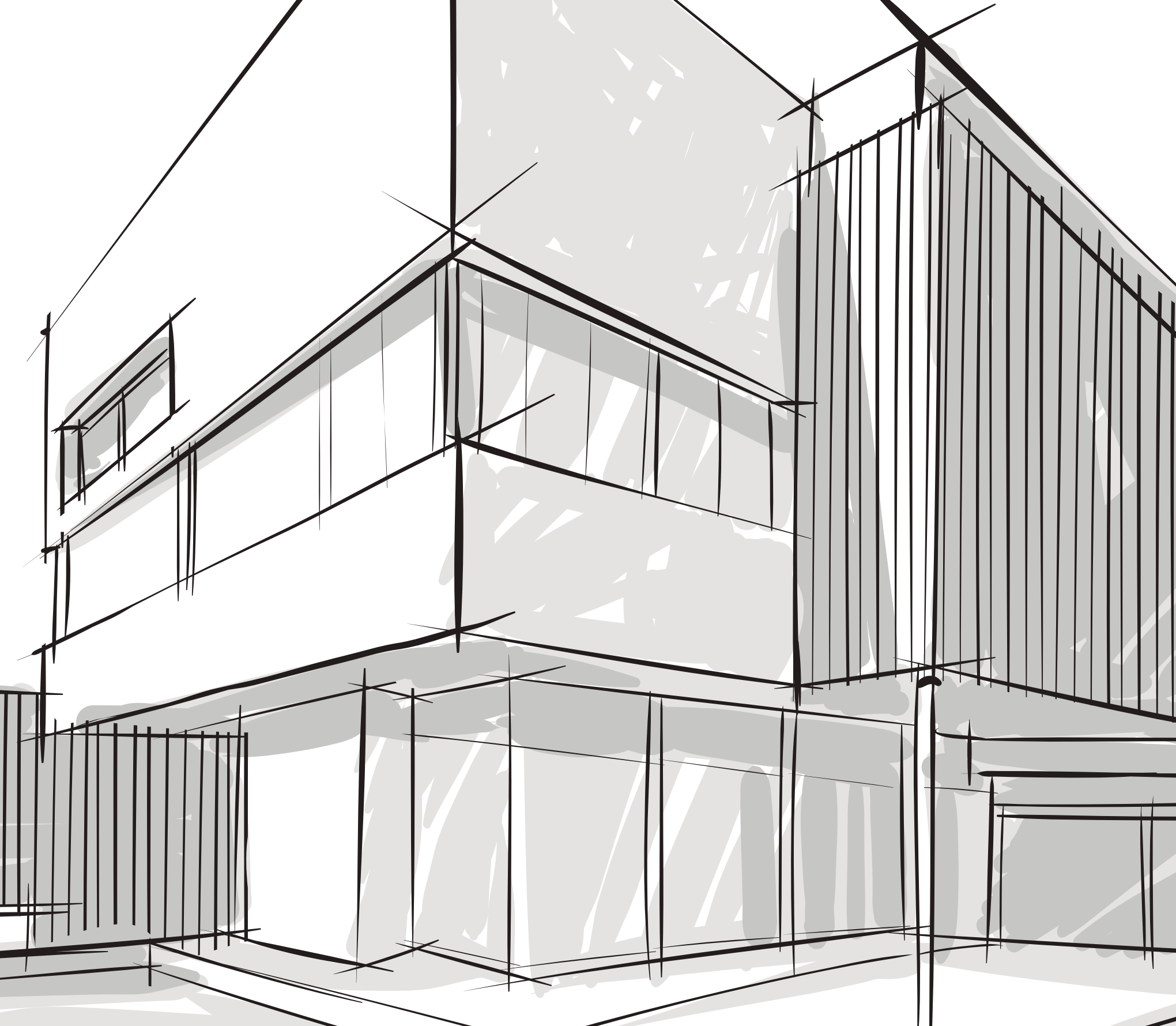
Scripps Health won the Health and Wellness Award. The Wellness Program is designed to create and maintain a healthy, engaged workforce. Carl Etter is shown accepting the award on behalf of the company.



ViaSat, Inc. won the Made in Carlsbad Award for its commitment to doing business the right way. ViaSat's success story starts 30 years ago when the company began in the Carlsbad home of co-founder Mark Dankberg, along with Steve Hart and Mark Miller. Melissa Del Toro is shown accepting the award on behalf of the company.



REAL ESTATE



Real estate has become even more dynamic as it adapts to globalization, technology, urbanization, and demography. This special issue of the **Carlsbad Business Journal** features major trends, industry indicators and forecasts through the viewpoint of property managers, developers, architects, and mortgage lenders.

CARLSBAD RENTAL MARKET OVERVIEW

Rapidly rising rents have been a regular news topic of late, fueling affordability fears for renters in all major California markets. Indeed, San Diego County Apartment Association's twice-annual Vacancy and Rental Rate Survey bears out this trend by revealing falling vacancy rates into the low 2% range as demand for rentals outstrip supply. Other forces exerting pressure on rents include an improving economy, population growth, recently employed millennials moving into their own rentals, tenants staying in place longer and expensive regulations holding back new housing development.

But exactly how prevalent are these trends and are all investors benefiting from it equally in Carlsbad? The short answer is that it's a mixed bag. According to data compiled from San Diego County's Regional Multiple Listing Service, the number of closed rental transactions did in fact drop 4% in 2015, confirming a tightening of inventory. This in turn helped Carlsbad rents round off the year with a 2.6% average increase for all residential rental properties combined, excluding vacation rentals. Breaking this down by category,



detached homes gained only 1.3% while attached condominiums increased 7.3% on average.

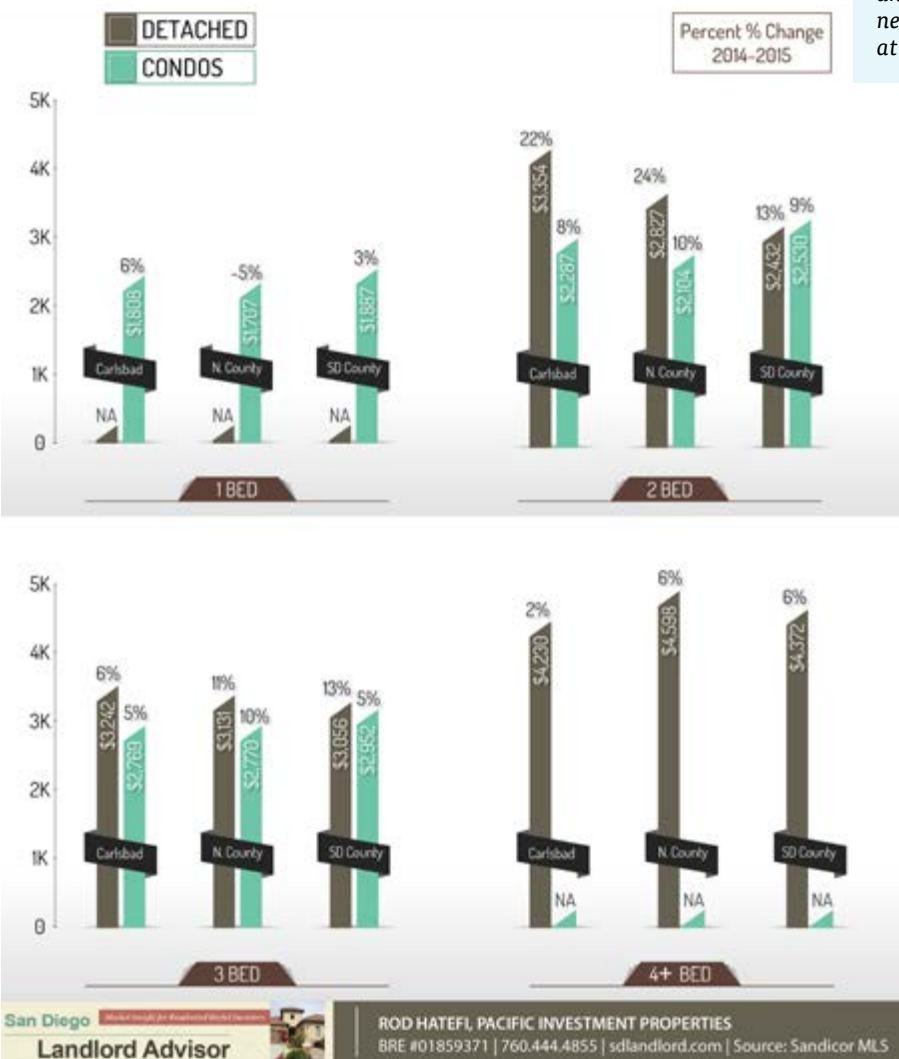
Coastal Condos Outperform

Across all San Diego submarkets from South Bay up to Downtown and all the way north to Oceanside, rents for properties in the coastal zones have gained the most, especially condominiums that accounted for 46% of all transactions. Carlsbad's Village area (92008) was no exception where condo rents gained 11% last year, followed by West Carlsbad's coastal zone (92011) at 9%, Calavera Hills (92010) at 8% and South Carlsbad coming in at 8%.

Medium is Best

Dissecting rental transactions by the number of bedrooms reveals yet another interesting trend: One-bedroom condos and studio rents have actually slowed across the region. One size up, two-bedroom units gained the most, both for detached homes and condominiums, pointing to an upsizing preference by

AVERAGE RENT COSTS 2015



For the full report and further analysis tailored to your specific needs, please contact Rod F. Hatefi at rfhatefi@sdlandlord.com

will likely continue to do so.

What's Ahead

Given even a 1% modest population growth forecast for San Diego County, the fact remains that as long as tenants can't find homes or qualify to purchase them, rents are bound to continue to increase at or near recent rates. Eventually, there is hope that enough multi-family housing will be added to the market to release some of this pent-up demand. Until then, landlords would be well advised to add value to their properties by making wise home improvements that make for better housing enjoyment by their tenants. Such a win-win approach is sustainable and smart. It will help keep vacancies low, increase property values, and insure properties are competitively positioned for when the market slows down.

DISCLAIMER: Neither Rod F. Hatefi nor his real estate broker, Pacific Investment Properties, render tax, legal, accounting, and/or investment advice. If tax, legal, accounting, investment, or other non-real estate expert assistance is required, the services of a competent professional should be sought.

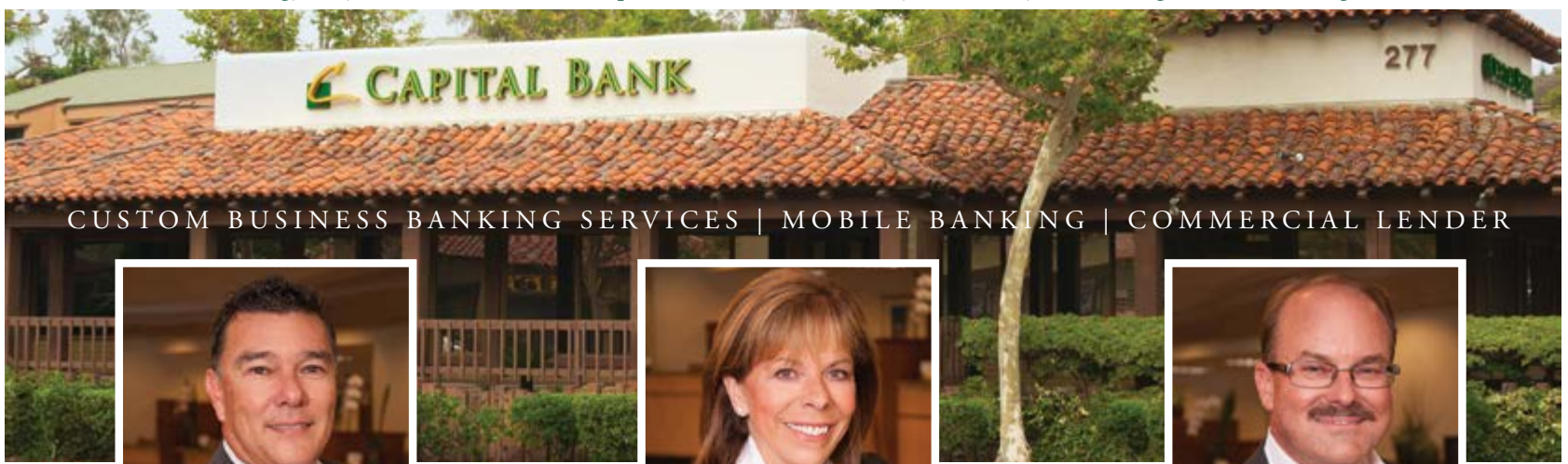
newly married couples and downsizing baby boomers. For larger 4+ bedroom single-family homes, rents have plateaued to a

modest 2% gain. The reality is that at around \$5,000 per month to rent one of these coastal mini-mansions, the cost/benefit analysis

of renting vs. buying tilts to ownership. And those renters with \$150,000+ household income who can qualify to buy a home

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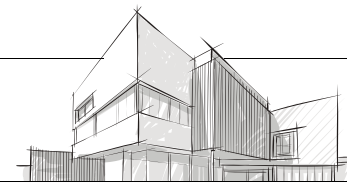
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HOW MUCH OF A MORTGAGE CAN I QUALIFY FOR?

This is a question that we are often asked. We can inform our clients of what they can afford based on a numerical analysis of their ability to repay their mortgage loan. This is only part of the story and it not a one size fits all formula. We compare the client's income to their housing expense as well as to their overall debts as reflected on their credit report. Bear in mind that this does not include expenses such as cell phone bills, auto insurance, 401K or retirement contributions and child care costs which do not appear on a credit report.

At Caliber Home Loans, we take a holistic approach to mortgage lending. We like to meet with our clients to get a sense of their overall financial picture. Here are a few things we like for our client's to consider when determining their ideal mortgage payment.

- Are you buying a newer or recently remodeled home that will be less likely to need costly repairs or renovating after closing? This may allow more residual funds available which can be slated toward your mortgage payment.
- Will your home have a pool and/or a large yard which will require higher maintenance costs? How about utility costs? These factors should be considered when determining your optimal mortgage payment.



- What is your life style? Do you like to travel and wish to continue to budget for vacations each year? Do you like to eat out? What do you like to spend each month on entertainment?
- Are you saving for college or do you need to accelerate your savings for retirement.
- Does the property that you are considering have HOA dues and/or mello-roos (an additional tax collected in some newer developed areas) this will impact your overall housing expense and should be considered when determining an optimal mortgage payment.
- Based on your down payment will you have mortgage insurance to consider in your monthly payment (often required when down payment is less than 20%).

Our suggestion to our clients before qualifying for a mortgage and shopping for a new home is to prepare a very honest budget. Take a look at where your money is going and determine if there is anything that you are willing to forgo in order to purchase a home. We don't suggest stretching your housing budget to the point that you don't have money available at the end of the month to do the things that are important to you. Balance in finances as in all things in life is the key to successful and happy homeownership. It would be our pleasure to help you or your clients to complete an overall financial analysis before finding a new home.

Cathy Brentlinger | Branch Manager
Caliber Home Loans
 5740 Fleet Street #200
 Carlsbad CA 92009
 760-473-0109



**FRIENDLY, EXPERT SERVICE FROM YOUR
 LOCAL HOME LOAN PROFESSIONALS**

The professionals at Caliber Home Loans, Inc. are committed to helping homeowners and homebuyers find loan options that fit their needs. Whether you're purchasing a new home or refinancing, we can help you find a solution that is right for you.

Caliber Home Loans
 NMLS ID 1347302
 5740 Fleet St.
 Suite 200
 Carlsbad, CA 92008
 Direct 760-473-0109
 cathyb@caliberhomeloans.com
 www.caliberhomeloans.com/cbrentlinger

**For more information on how we can assist you,
 contact a member of our team today!**



REAL ESTATE

BOOST YOUR CURB APPEAL

First impressions are important, which is one reason you should maintain the outside of your home. The curb appeal of your house becomes even more important if you're trying to sell. Homes that look attractive on the outside generally sell faster than homes with cracked driveways and dirty siding.

A 2014 survey by the Ontario Real Estate Association reported that two out of five home buyers take curb appeal into consideration when looking at a house. If you're thinking about selling your house, or you're just looking to improve your curb appeal, here are a few features you should consider updating:

Tackle these outdoor features one at a time until they are all complete. When you're done, your house will look like new, and guests will be impressed with the curb appeal.

System Pavers
(844) 728-3887
www.systempavers.com

DRIVEWAY PAVERS

Winter can wreak havoc on your nicely paved driveway and sidewalks, so inspect these features. Do you see any cracks or trouble spots? If so, it might be time to upgrade your paths. Paver stones are one option that look classy and are durable. Interlocking pavers are designed to withstand heavy wear and tear of cars as well as considerable temperature changes, so the stones will last a lifetime.

The best part about this driveway material is that you can also create beautiful designs across your entrance and other paths. The charming aesthetic this brings to your home will immediately increase your curb appeal and have potential home buyers stopping in their tracks.

SIDING

The outside of your home is naturally going to collect dust and become splattered with mud at various times throughout the year. Don't let the siding on your house stay dirty. Instead, use a pressure washer to rid your home's exterior of unsightly streaks of dirt. You'll be amazed how vivid the colors of your house stand out after this extensive cleaning.

LANDSCAPES

Having a beautiful driveway and walkways won't matter if they're overshadowed by dead grass and straggly bushes. Revitalize the look and feel of your yard by replacing the turf with artificial grass. The vibrant green hues of the synthetic strands will create an inviting first impression of your home for any who stop by to visit. It's also a good idea to trim bushes you have growing around your property. Neat, uniform hedges look much better than unruly ones.



SHOPOFF

REALTY
INVESTMENTS

Transforming Opportunity into Value

Shopoff Realty Investments' strategy is to create and increase wealth, and realize untapped value, through the transformation of underutilized, under-valued or mismanaged real estate into more attractive and valuable assets.

Shopoff Realty Investments

Shopoff Realty Investments was founded in 1992 by Bill Shopoff. Since inception, Shopoff Realty Investments has entitled over 10,000 residential lots, over 50,000 multifamily units, and 5 million square feet of commercial property with an aggregate value of \$4 billion.

Shopoff Realty Investments is seeking commercial and residential land development opportunities throughout Southern California and the southwest US. Whether you are a land owner interested in selling a property or a builder looking for entitled properties, we are seeking opportunities where we can transform opportunity into value.

SHOPOFF REALTY INVESTMENTS

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EXPANDING IN

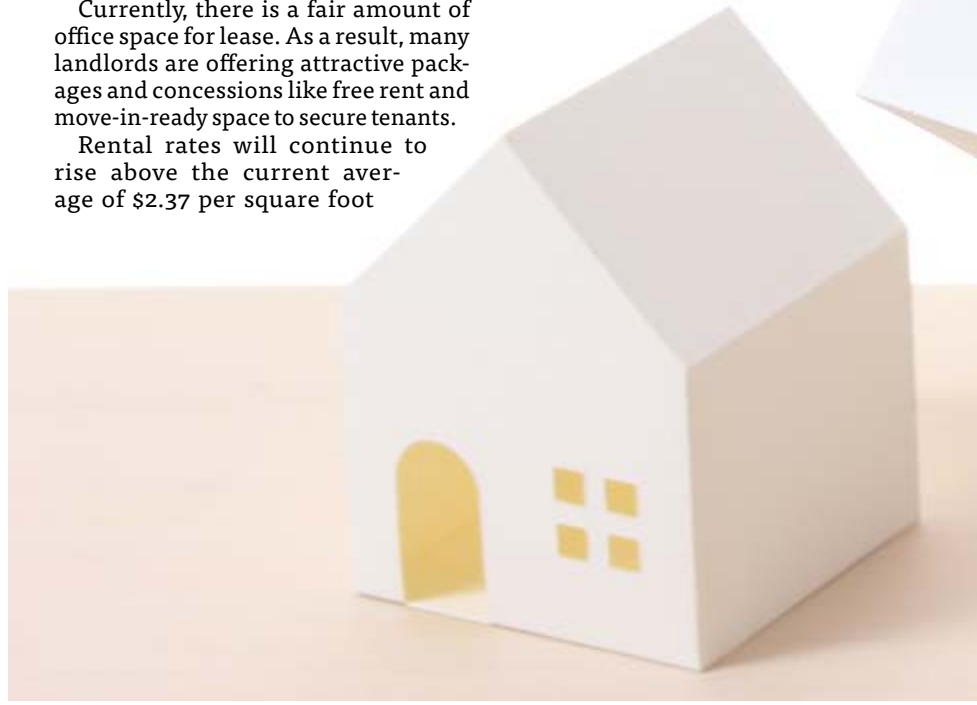
BY MARC POSTHUMUS & AMY MCNAMARA
Colliers International's Private-Client Investment Team

Positive signs in the economy over the last year are encouraging many local businesses, large and small, to facilitate growth through leads and property expansion. Demand for office space will continue to increase and inventory is low, yet there are still opportunities for businesses looking to lease or purchase space and building owners interested in selling.

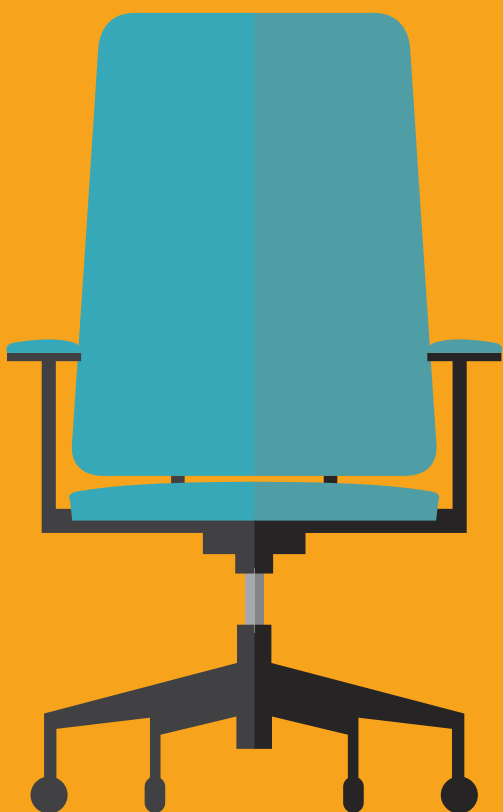
Currently, there is a fair amount of office space for lease. As a result, many landlords are offering attractive packages and concessions like free rent and move-in-ready space to secure tenants.

Rental rates will continue to rise above the current average of \$2.37 per square foot

in Carlsbad. With this in mind, some businesses can achieve a better return-on-investment through property ownership. Buying office space is even more enticing for growing businesses, as they can better control occupancy costs, take advantage of historically low interest rates, and use highly attractive and readily available Small Business Administration (SBA) loans.



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REAL ESTATE

A LOW-INVENTORY MARKET

Revenue Opportunities



In the past few months, Colliers International's Private Client Investment Team has sold a number of office buildings where the new owners plan to occupy a portion of the space and lease out the remainder to create an additional revenue stream. At the end of 2015, Carlsbad-based Blue Hat, LLC purchased Atrium Corporate Center I on Loker Avenue for approximately \$3.85 million. The new owner plans to occupy one floor of the approximately 28,585-square-foot building and lease out the remaining two floors to maximize its investment. Carlsbad office buildings are

quickly achieving peak 2007 pricing, which is at pace with other North County Coastal markets. This is good news for building owners who purchased properties at the height of the market in 2007 and have held ownership through today. Even though prices are reaching pre-recession highs, there are many eager buyers willing to pay premium prices for well-located, high-quality and newer construction buildings. Many businesses look to the Bressi Ranch developments for these properties, yet few are listed for sale.

Recently, Colliers International's Private Client Investment Team assisted Carlsbad-based Sethi Management in the purchase an office space for its growing hotel, retail and restaurant management company. Sethi Management purchased a nearly 4,000-square-foot space in the Towers at Bressi Ranch on Innovation Way for approximately \$1.3 million. This allowed the company to fix its long-term occupancy costs and capitalize on the

future appreciation of the value of the building. Buyers are drawn to the Bressi Ranch area because of its proximity to McClellan-Palomar Airport and other residential, retail, and transportation amenities.

Remodel

Adding to the pipeline of new space in Carlsbad, some building owners are converting older office and industrial spaces into boutique or creative office space. Some exciting projects in Carlsbad include Regent Properties' Atlas in the former Upper Deck building and Cruzan's MAKE in the former San Diego International Floral Trade Center.

Also coming in the next two-three years, Kilroy Realty plans to add up to 250,000 square feet of new office and industrial space at Carlsbad Oaks North. These new developments will be offered as for sale, build-to-suit or build-to-sale opportunities.

Contact Information:

Marc Posthumus

Vice President

Marc.Posthumus@colliers.com

(760) 930-7950

Amy McNamara

Vice President

Amy.McNamara@Colliers.com

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3 REASONS NOT TO SELL YOUR REAL ESTATE INVESTMENT

BY TYSON LUND
The Lund Team, Inc.

Investment property owners are right to consider selling their investment in 2016. Home prices are up over 5% from 2015 and inching ever closer to market highs of 2005. Uncertainty of long-term economic stability, political challenges during an election year, or any number of other specters can create a fear-based response that would encourage an investor to sell and wait for better times. But fear not. Here are three reasons why you should not sell your investment property in 2016.

1 High paying renters - Lot's of them

Stricter mortgage guidelines, lessening affordability and changing attitudes on home ownership have helped swell the ranks of available renters in North County. Property managers will attest to getting multiple rental contracts within the first few days of a home being listed for rent. This is encouraging owners to raise their rents, while improving the bottom line for their real estate investment. In the absence of large scale apartment or new home



construction, housing supply in North County looks to remain tight in the near term. This should bode well for a continued trend of low vacancy and high rents.

2 You own a newer home

If you happen to own a newer rental that requires minimal repair, you should consider holding on to your rental property in 2016. Today's higher rents and large pool of renters should allow you to have a positive investment experience. The goal is 5% or better on equity. But if you are the proud owner of the 'old dog' home, you might consider selling to an owner-occupant willing and able to do the work. A new \$15,000 roof or \$8,000 plumbing reroute will erase all of your hard earned returns. And in today's market with fewer available housing options, homebuyers are pursuing fixer-upper property more aggressively

than in years past. This may be a great time to pass the project onto someone that will find greater value in the needed work.

3 You are a patient investor who likes people

Never underestimate the inconvenience of a rental property. Late rental checks, mitigating neighbor complaints, handyman fix-ups, or even the last minute, night before your two-week trip to the east coast email, from your long-term renter outlining his intention to stop paying rent, all will happen to you as a property owner. Real estate investors should love people and working out solutions with them. And since the easy-money home appreciation of the previous years has come to an end, today's real estate investors should leverage the investment with today's ultra low rates and prepare to wait for many years while the home pays itself down. Patience will be rewarded.

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REAL ESTATE

CONFLICTS OF INTEREST IN COMMERCIAL REAL ESTATE: ARE THEY REAL?

BY TOMMY FRIEDRICH
Advisor | Cresa

There is a dichotomy in the world of commercial real estate, with landlords on one side and tenants on the other. The relationship between these two sides is inherently adversarial. Landlords want the highest rents possible in order to increase their income, push market-wide rent levels and appreciate the value of their properties. Tenants want the opposite – lower rents, increased flexibility and favorable lease terms. If these two groups have such unaligned interests, then why do the same companies represent them? And who really suffers from the

status quo of commercial real estate representation?

“Full-service” firms, in commercial real estate, represent landlords and tenants. Several recent mergers and acquisitions have created a handful of large “full-service” firms with vast global market shares. These firms represent billions of square feet of office, industrial, and retail space in nearly every major market around the world. Roughly three-quarters of their income comes from representing the landlord side while roughly one-quarter comes from representing the tenant side. The imbalance of income between the landlord side

and the tenant side lays the foundation for conflicts of interest in commercial real estate. Firms who receive their primary source of income from representing landlords have a vested interest in preserving the strength of those relationships, even if it comes to the detriment of tenants in the market place. This allegiance towards landlords is quite problematic because the adversarial relationship between landlords and tenants requires both parties to have representation that is willing to fight for their interests.

Tenants have the right to know that their interests will always be put first when negotiating their real estate transactions. When choosing a real estate provider, ask for full disclosure and demand unbiased and objective client representation. One fundamental way for tenants to avoid conflicts of interest is to work with a firm that exclusively represents tenants (also known as a tenant rep firm). Since these firms do not represent any landlords they are able to provide unbiased client representation. A true tenant-only focus supported by a suite of fully integrated service

lines is a very effective way for tenants to balance the playing field in a landlord-centric market.

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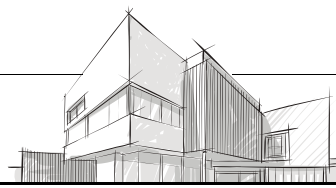
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The Tenant's Advantage





5 TRAITS TO CONSIDER IN A MANAGEMENT COMPANY

All community management companies are not created equal. There are several factors that can separate high quality management services from the rest.

1 Accreditation

Accreditation is an easy way to spot a management company that will bring more to the table. Leading industry organizations only recognize select management companies with their accreditations that are awarded based on strict guidelines. By earning these designations, a management company has proven that they uphold industry best practices and meet a set of respected standards.

2 Structured Financial Planning

A primary concern for many CIDs is financial stability. A good management company can offer accurate fiscal management that will ensure your association



is operating within its means. Accurate fiscal management entails annual budgets, reserve planning, and continuous evaluation of spending. A steady financial picture is a fundamental aspect of a healthy HOA and a quality community management company will ensure that that is the case.

3 Experience

While time is not always an indicator of quality, experienced community management companies have generally had more learning opportunities that allow them to develop proven methods. The advantage of having extensive experience is that since no

association is the same, managers can learn how to deal with a wide variety of situations and apply that knowledge in the future.

4 Proactive Maintenance

A good management company will implement a proactive maintenance program that will sustain the

necessary upkeep of the community. An organized maintenance program can provide many benefits to an association. While one of the more obvious benefits is the upkeep of curb appeal, a respectable management company will have partnerships with vendors that can save an association money and improve

the quality of overall maintenance.

5 Reliable Customer Service

Reliable customer support is an invaluable benefit of working with a superior management company. A good management company will devote the resources to provide around-the-clock support staff that will be knowledgeable and responsive. This open line of communication will improve the operation of the association as well as the quality of life for those who reside there.

In order to ensure that you choose a company that will act in the best interest of your association, consider these 5 qualities when selecting a quality management company. If you're looking for management for your Carlsbad HOA call Walters Management today at (760) 431-2522.

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Harcourt & Kaufman Architects took into account balance, function, and form when rendering a design for this custom residence on Shore Drive in Carlsbad.

SPOTLIGHT

Continued from Page 1

communities, churches, theaters, tenant improvements, industrial and corporate office complexes. Their relationship began when they were five years old, where both grew up in the suburbs of San Jose, CA. When Harcourt and Kaufman were playing in a garage "rock n roll" band in high school, little did they know that together one day they would provide cutting edge designs that make a difference in the lives of many.

Harcourt left San Jose and moved to Southern California, later studying Architecture at Cal Poly San Luis Obispo. He established his own firm in 1983. Harcourt draws from two seemingly contradictory influences in design; tradition

and innovation yet is able to balance the two. The results are "playful" yet "sophisticated & elegant" spaces; always working in concert with the site, needs, time, and costs that result in a truly artistic adventure we call "Architecture."

Kaufman's design sense is rooted in California, visiting Sunset Magazine (where his grandmother worked) and helping his mother research her newspaper column about historic architecture. But it was a visit to the newly completed St. Mary's Cathedral that impacted him the most. "The first time I saw the curvilinear forms and soaring space, it was all over for me," he laughed. Kaufman studied architecture at Arizona State University, learning to integrate nature with the interior and exterior spaces of a building. "The site will

tell you how the building should be oriented based upon views, topography and sun angles. Light then sets the spirit of a space," he added. Kaufman designed commercial and institutional projects with William Pereira and others before opening his own firm in 1993.

What's next for Harcourt & Kaufman Architects? Harcourt and Kaufman have projects underway in California, Texas and Idaho where they are currently designing a large corporate campus. They dream in color and challenge the assumption of conventional space, which means they look beyond the obvious for unique and tailored solutions. Their stated mission is to create aesthetic and productive spaces for individuals, companies, and communities. In other words, space matters.

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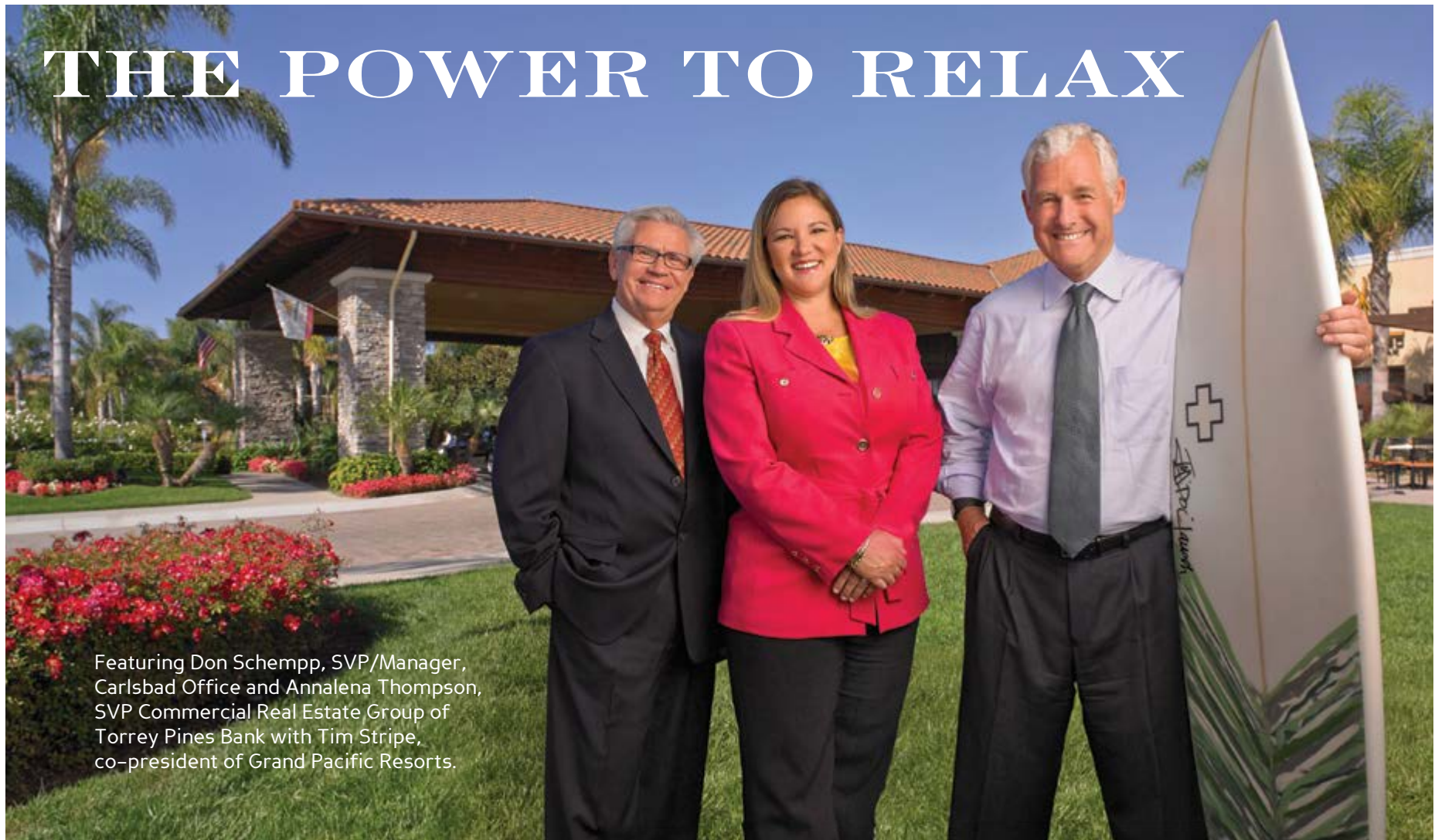
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Featuring Don Schempp, SVP/Manager, Carlsbad Office and Annalena Thompson, SVP Commercial Real Estate Group of Torrey Pines Bank with Tim Stripe, co-president of Grand Pacific Resorts.

Running a successful resort-hotel and timeshare company in a place like Carlsbad, you'd think owner Tim Stripe knew how to relax. But with more than \$800 million in real estate transactions under his belt, it wasn't always that easy... until he met his dedicated team at Torrey Pines Bank that is. Among other things, they have helped Tim fund the construction of Phase II at the MarBrisa Resort in Carlsbad, allowing him to *kick back and catch some waves*.

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TORREY PINES BANK

SCRIPPS

Continued from Page 1

opportunity to check in the night before. Although notification of crisis often comes in the morning, she never knows when someone will reach out. Each day brings something new.

Ms. Neppes typically visits up to 10 facilities each week and interacts with several employees along the way. Some days, the engagement is casual and includes deliveries of event tickets and checks for the Helping Our Peers in Emergency (HOPE) Fund, a systemwide program completely supported by Scripps employees to aid colleagues facing

personal hardship. Other times there are meetings scheduled with employees or family members who have asked for assistance.

Her work continues back at her office in the system's human resources department. By the end of the day, Ms. Neppes is usually gathering more information for employees and receiving HOPE Fund applications.

She stays at work late most days, because she says it's a good time to reach people, ask questions and assess their needs.

The good and the bad

Ms. Neppes finds the job rewarding because she hears from employees how

important her help is to them.

She shared the story of an employee whose son went missing. The employee was eight months pregnant at time and couldn't be with the rescue and search team. Ms. Neppes provided moral support, and even offered to buy groceries and watch the woman's other children.

"Because she had somebody she could call, it meant a lot to her," Ms. Neppes says.

While the job is rewarding, it is not without challenges.

Ms. Neppes says it is difficult when a lot of employee crises happen at once. She remembers one week when three significant

crises stemmed from one facility. One employee suffered a serious injury and needed help with paperwork. The other employee needed help making travel arrangements to visit her family after her sister was murdered. The other case involved a suicide.

"To this day, the challenge for me is maintaining my composure and making sure I'm not becoming the problem, that I'm actually there helping employees in crisis. The other part is being able to flip it around the next day and say 'Let's have fun at movie night,'" Ms. Neppes says. "You've got to have a very strong composition day-to-day when these things are happening."

But she says she's been

able to overcome these challenges because of her training and experience, and the fact that there is a crisis protocol. Ms. Neppes previously served as human resources director at Scripps Health, and earned a master's degree in labor and employee relations from the University of Cincinnati.

"I am not alone throughout this process. I have team members who believe like I do that helping our employees during times of crisis is just simply the right thing to do," she says.

Breaking new ground

Ms. Neppes is the first person in her position, which Mr. Van Gorder created in

2010 to further coordinate crisis care for employees.

Mr. Van Gorder said having that central resource is a great relief to managers who know a troubled team member is receiving help.

"Employees are also happy knowing that their colleagues are in good hands," Mr. Van Gorder said in his book.

Ms. Neppes says having direct support from the organization's top leader has been invaluable.

"Caring for employees beyond the workplace is ingrained in the culture at Scripps, and having our CEO's commitment to assisting our employees in times of need sets the tone for the entire organization," Ms. Neppes says.

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