THIRD SECTOR REPORT

The Most Romantic Subject In The Nonprofit Sector

■ By **Jeffrey Wilcox EXCLUSIVE TO THE BUSINESS JOURNAL**

here is one subject that is guaranteed to capture the attention of any nonprofit leader. In fact, the mere mention of its potential causes hearts to flutter and imaginations to run wild with intoxicating possibilities about changing the world.

The seductive nature of endowments is nearly universal. Whether established to benefit the arts, education, social service, health care or the environment, the notion of creating a consistent source of ongoing revenue is undeniably inviting.

The concept of an endowment is simple: A sum of money, known as a corpus, is set apart from all other assets. It earns interest through wise investments so that the annual yield can be invested back into the work of an organization. The most common form of establishing or making contributions to endowments are bequeathed gifts; amounts that are written into the wills of people both rich and poor.

The unique appeal of an endowment is that it aligns a person with those things most important to him or her while alive, and ensures a continuing connection to the cause after his (Please Continue To Page 20)

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Focus On The City Of Carson

Real Estate Developments, **Business Growth** Brighten City's Future, **Despite Challenges**

■ By Samantha Mehlinger Senior Writer

ike many cities, the City of Carson is not without its challenges: the government is working to regain stability after years of management turnover, there is the matter of a \$4 million budget deficit, and, like other local cities, it's contending with increasing costs associated with infrastructure and public safety needs. On top of that, hopes of an NFL stadium within city limits were dashed when the project instead went to Inglewood.

But, in Mayor Albert Robles' view, there's much more to Carson's future than the fact that a football stadium isn't in the cards. Developments are planned and



Ken Farfsing has served as interim city manager for the City of Carson since last July. He's credited with bringing stability to a city once embroiled in controversy.

underway city wide that stand to update major corridors, attract new residents, increase pedestrian foot traffic and bring in significant revenue to the city. Plus, as he pointed out in a phone interview, the city's major industries – auto sales, retail, oil, and logistics and goods movement – are all doing

"I consider myself very lucky and honored to serve as mayor of Carson at this time, because this is a critical time in Carson's history and Carson's forward progress to what our founding fathers always dreamed and envisioned for the city," Robles said. "I think we're realizing the full potential of the great City of Carson in these coming times."

(Please Continue To Page 30)

New Hotel Approved For Prime Corner In Downtown Long Beach

By SEAN BELK Staff Writer

he Long Beach City Council has approved a proposal for Seattle-based developer American Life. Inc. to build a 25story hotel and business center at the southeast corner of Ocean Boulevard and Pine Avenue in Downtown Long Beach. The site has sat vacant for almost 30 years.

The city is selling the property, which ment Agency (RDA), provided by City of Long Beach) to the developer for \$7 million.

Tonight, May 24, the city council will consider three more development proposals slated for

was once owned by This rendering shows the initial design of a 25-story hotel the former Long and business center proposed by Seattle-based American Beach Redevelop- Life, Inc. at Ocean Boulevard and Pine Avenue (Rendering

> former RDA property. The proposals include: an apartment complex with flexible work/co-work space at Broadway and The Promenade; business incubator and coworking space to attract small, creative companies at 120 E. 3rd St.: and a live/work urban townhome project near the corner of Sunset Street and Long Beach Boulevard.

During the city council meeting earlier this month, city councilmembers applauded the proposal to build a new hotel and business center at 100 E. Ocean Blvd., which has remained empty and mostly underutilized since 1988, when the historic Jergins Trust Building was demolished.

"This particular site is ex-(Please Continue To Page 16)

SPECIAL REPORT: THE NONPROFIT SECTOR

Ensuring Your Legacy Through Planned Giving

■ By Samantha Mehlinger Senior Writer

t's often major donations those of perhaps \$1 million and up - that make a big splash in



The Business Journal caught up with Virginia "Ginny" Baxter, who is step ping down after 33 years with the Long Beach City College Foundation. Baxter is also a member of the college's board of trustees, to which she was elected in 2014.

See Story on Page 18

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the news, but you don't have to be wealthy to make a planned gift to aid in a local charitable cause and to enjoy the corresponding tax benefits. There are a wide range of options to leave a lasting legacy that benefits both a charity and yourself and your loved ones, which may be as simple as a lump sum donation or as complex as setting up a revenue-generating charitable fund.

Local estate and trust planning

professionals told the Business Journal that planned giving is trending at a stable level, and noted that some people may perhaps be unaware of their options and potential benefits to their estates both during and after life. "Planned giving is easy because

you don't have to be wealthy to do it," Marcelle Epley, president and CEO of the Long Beach Community Foundation (LBCF) told the

(Please Continue To Page 20)

#TBE

Throwback Elections . . . The 2nd Council District 1992

■ By George Economides Publisher

ore than two decades ago, a Cal State Long Beach professor, who doubled as one of the leaders of the grass roots organization Long Beach Area Citizens Involved (LBACI), began an unexpected journey that would take him from the council chambers at city hall to the floors of the assembly and senate in Sacramento and, finally, to the Halls of Congress.

This slight-of-build, gray-haired activist with a heavy New York accent, who often changed subjects mid-sentence, had, through LBACI, repeatedly been critical of city leaders over a variety of issues including crime, housing and how the city's poor were being treated. The Long Beach establishment, which included much of the business community and entrenched city councilmembers, who at that time leaned to the right on issues and never feared losing reelection since term limits were not yet in place, paid little attention to 53year-old liberal Alan Lowenthal.

Convinced new leadership was needed, Lowenthal decided to run

Don't Forget To Vote

Election Day Is June 7 And Includes Several Key Local Measures Plus The 2nd District City Council Runoff. Where The Business Journal Supports Eric Gray

against one of those lifelong councilmembers, the 2nd District's Wallace Edgerton, a stockbroker, friend of business and 16-year incumbent. The year was 1992. Reapportionment the year before had put the Port of Long Beach within the 2nd District. It was an important race. Lowenthal took on the establishment and, against all

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Follow the Money – Measure A is a clever disguise for millions of dollars in salary increases. Since 2010, City Hall has increased its spending on salaries and pensions by over \$127 million. Coincidentally, the Big Money special interest groups funding "Yes on Measure A" also want big raises for the next five years. Without Measure A there is no money for those raises.



No JUSTICE – Measure A unfairly hurts most Long Beach families that have seen their household incomes drop 3% over the recent 4 years. Fixed income seniors and the poor are hit even harder by this unjust 11% sales tax increase. The Mayor promises to spend Measure A dollars on protecting these residents but it's an empty promise because he won't legally guarantee it.



Common Sense – Our neighbors such as Signal Hill, Lakewood and Orange County will attract Long Beach local consumers away from our small business community. But for big ticket items like a car local residents cannot escape the tax. Plus, at 10%, Long Beach's sales tax would be even higher than cities like San Francisco and New York. Where's the common sense?











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After 40 Years In Business, Andazola's Gallery Is Closing

In 1975, Joe Andazola opened the first iteration of his framing and art business, Andazola's Gallery, with \$1,500 in the bank. Since then, the business has grown significantly, Andazola told the Business Journal. In 1980, he moved from the original Long Beach location to its current home at 1673 E. 28th St. in Signal Hill. Evolving from a picture-framing studio, the business is now known for art sales, consulting work for framing and art purchases, and art restoration in addition to framing. After 40 years in business, Andazola is finally closing up shop for retirement, although he said he might open a smaller, more specialized studio in the future. He's holding a business sale, selling paintings, graphics, posters, prints and even machinery at a discount. He hopes to sell everything within the next month before he closes. "I love what I've done. I have no regrets," he reflected. "It has totally been fun the whole time. It's still fun." For more information, call 562/427-3100. Hours: Mon-Fri, 9 a.m. to 5 p.m.; Sat, 9 a.m. to 2 p.m. (Photograph by the Business Journal's Larry Duncan)

People In The News

Kris Allen First Bank



Kris Allen has been named senior branch manager for the First Bank office at 4040 Atlantic Ave. in Bixby Knolls. He previously served as banking center manager for Comer-

ica Bank and has held other managerial positions with US Bank and Wells Fargo. Allen earned a bachelor's degree in engineering from Texas A&M University, where he was a five-time All-American in track and field. First Bank has 111 locations in California, Illinois and Missouri.

Guy Nicio Windes

Guy Nicio has been named a partner in the tax and accounting services practice with Windes, a Long Beach-based accounting and advisory firm he joined in 1998. His professional experience is in tax planning and consulting for mid-size and small businesses, as well as tax compliance for corporations, part-

nerships and individuals. Nicio is a certified public accountant who earned his bachelor's degree in accounting from the University of Phoenix and his master's degree in taxation from Golden Gate University.

Diane Brown Long Beach City College



Diane Brown has been appointed director of grants for Long Beach City College. She is a former director of public health emergency management with the City of Long

Beach and since 2000 has been an adjunct professor at the college. Brown is responsible for developing, administering and monitoring districtwide grants and grant development activity. She earned her bachelor's degree in sociology and a master's degree in public health from UCLA, as well as a master's in professional writing from USC.

Kathleen Chavira The California State University

Kathleen Chavira has been appointed assistant vice chancellor for advocacy and state relations for The California State





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University, effective August 1. Chavira currently serves as the staff director to the Senate Education Committee in Sacramento, and previously was the principal consultant to

the Senate Education Committee. She earned a bachelor's degree in human biology from Stanford University and a MBA from the UCLA.

Coleen Sterritt Long Beach City College



Coleen Sterritt, a professor and sculpture program coordinator at Long Beach City College, has been awarded the John Simon Guggenheim Memorial Fellowship for 2016.

She said in a statement that during her fellowship, which begins later this year, she plans to spend the year working on a sculpting process called "direct burnout casting," which she has not yet explored. Sterritt's sculptures and drawings have been shown in exhibits throughout the U.S. and Europe.

Robert Collacott ALTA Environmental

Robert Collacott has been named a sen-



ior project manager and principal investigator for the water resources team at the Long Beach office of ALTA Environmental. According to a company statement, Collacott brings more

than 36 years of experience in environmental programs related to permitting stormwater and wastewater discharges. His expertise includes stormwater discharge permitting, stormwater quality planning and monitoring, hydrologic monitoring, water resource management, regulatory compliance and expert witness support.

David Park ALTA Environmental

David Park has been named the director of air quality for the air quality division at Alta Environmental. According to a company statement, with more than 21 years of experience encompassing all aspects of State Implementation Plan (SIP) development for the control of U.S. EPA designated criteria pollutants, he provides and specializes in technical analysis to inform

corporate strategic policy decision regarding air pollution and the environment. Park earned a master's degree in environmental science from Harvard University's T.H. Chan School of Public Health and a bachelor's in environmental engineering from Rensselaer Polytechnic Institute.

Richard Conant Long Beach Police Department



Commander Richard Conant has been promoted to deputy chief for the Long Beach Police Department. Conant is a 25-year veteran of the department, beginning in 1991 as a police

officer. He has worked in patrol, gang enforcement, homicide, S.W.A.T., directed enforcement and internal affairs. He most recently served as chief of staff to Police Chief Robert Luna. Conant has completed the Sherman Block Supervisory Leadership Institute and the FBI Crisis Negotiation Leadership Training.

Steve Lauricella Long Beach Police Department



Lieutenant Steve Lauricella has been promoted to commander for the Long Beach Police Department. He began serving as a reserve police officer for Long Beach in 1988 and

was hired as a full-time police officer in 1990. Lauricella has worked in internal affairs, patrol, as a field training officer, the special victims section, domestic violence, gang detail, sex crimes investigations and other assignments within the department. He earned a bachelor's degree in law enforcement education from the University of Massachusetts, Amherst, and a master's in communication management from USC.

Douglas W. Otto Long Beach City College

Doug Otto, president of the Long Beach City College Board of Trustees, has been elected president of the California Community College Board of Trustees (CCTT) for 2016-17. A local attorney, Otto will lead a 21-member CCTT board of the Community College League of California that is elected by the 72 local governing boards that oversee California's 113 community colleges. Otto was first elected a trustee in 2004 and recently reelected to a fourth term.

In The News Continues To Page 11





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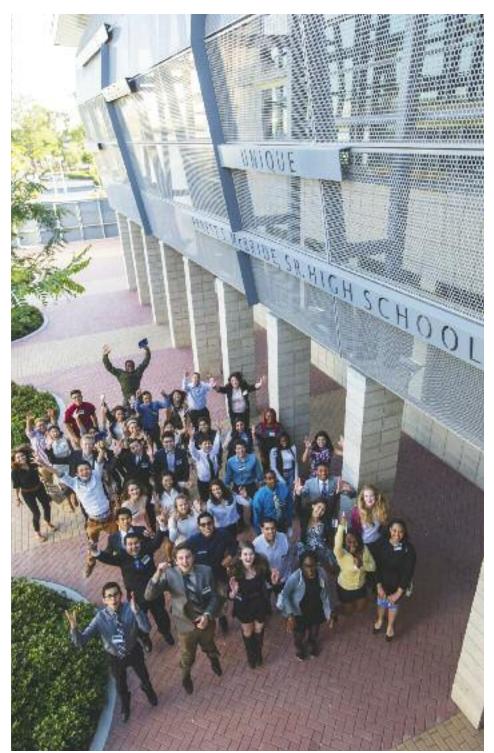
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Port Of Long Beach Announces New Trade And Logistics Program For Cabrillo High School

The Port of Long Beach (POLB) is teaming up with Cabrillo High School to launch The Port of Long Beach Academy of Global Logistics, a new four-year program centered on international trade and logistics. The port made the announcement at an annual event on May 12 where local students were awarded scholarships and internships. Created in partnership with the Long Beach Unified School District (LBUSD), the program is one of many new learning pathways at area high schools aimed at preparing students for careers in specific industry fields. At the May event, Mayor Robert Garcia congratulated POLB and LBUSD for creating the program. "The district is known for its small learning communities and this is a prime example of how industry and educators can partner to nurture and train the leaders of tomorrow," he stated. Lou Anne Bynum, vice president of the Long Beach Board of Harbor Commissioners, reflected, "As chair of the port's education subcommittee and an education professional, I know that we can change young people's lives by giving them real world experiences and preparing them for a career in global logistics." Also at the event, the port awarded \$59,000 in scholarships to 40 students attending local high schools, Long Beach City College and California State University, Long Beach. (Port of Long Beach photograph)

The Long Beach Unified School District is now hiring Substitute Teachers



The daily rate is \$152.21 for day-to-day substitute teachers and \$228.07 per day for long-term substitute teachers.

Please apply online at teachlongbeach.com.

The Long Beach Unified School District is an equal opportunity employer and, in compliance with federal and state laws, does not discriminate in any employment practice on the basis of age, ancestry, color, marital status, medical condition, national origin, political or union affiliation, physical or mental disability, race, religion, sexual orientation or sex.

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Port Of Long Beach Awards Another \$360,000 To Local Community Groups; Harbor Commissioners Focus On Arts, Education And Diversity

Earlier this month, the Long Beach Board of Harbor Commissioners awarded 83 sponsorships totaling nearly \$360,000 to local organizations and events. This brings the port's support of local community groups and causes to \$737,995 during the current fiscal year, that began October 1.

"The Port of Long Beach takes great pride in supporting local organizations that represent the diversity of our city and make it such a wonderful place to live," said Harbor Commission President Lori Ann Guzmán in a prepared statement.

Last August, the five-member commission "adopted new guidelines for the port's community sponsorship program with goals of increasing participation, setting clear, user-friendly guidelines and enhancing the port's focus on public service," according to the statement. "As the record number of applicants and recipients shows, the new sponsorship policy, coupled with an aggressive outreach campaign, is proving successful," Guzmán said.

Following is a list of organizations/events selected during this round of sponsorships and the amount each is receiving.

AIDS Food Store Long Beach A Tasteful Affair Fundraiser	\$ 5,000
Alamitos Beach Neighborhood Association Eat Clean Be Green Event	\$ 500
American Cancer Society Making Strides Against Breast Cancer walks	\$ 2,500
Aquatic Capital of America Annual Awards Banquet	\$ 2,500
Arts Council for Long Beach Annual State of the Arts	\$ 5,000
Assemblymember Patrick O'Donnell Summer Concert in the Park	\$ 4,500
Assistance League of Long Beach Island Fantasy Fundraiser	\$ 3,000
California State Lands Commission Biennial Conference	\$ 5,000
Cambodia Town Film Festival Cambodian Town Film Festival	\$ 1,000
Camp Fire Benefit Auction	\$ 1,500
Century Villages at Cabrillo Health Fair & Back to School event	\$ 5,000
Children Today Big Bang on the Bay	\$ 2,500
Christian Outreach in Action Fundraising event	\$ 1,000
College Square Neighbrhood Assn Neighborhood Back to School Fun Fest	\$ 1,000
CSULB Alumni Association Concerts at The Beach	\$ 500
Downtown Lions Club of Long Beach Sight First Health Fair	\$ 3,000
Downtown Long Beach Associates Summer and Music Concert Series	\$ 5,000

100 Days of Summer Kickoff Concert



Start the 100 Days Of Summer with Flashpants

Friday, May 27

at Marine Stadium, 5255 Paoli Way Kid Zone opens at 5 p.m., concert, 6-8 p.m.

The ultimate '80s cover band, Flashpants, will have you dancing and singing to nostalgic favorites all evening. Enjoy food trucks and a Kids Zone with bouncers, balloon art and face painting.





n Arts, Education And Diversity	•
Friends of Colorado Lagoon (FOCL) FOCL Environmental programs	\$ 1,500
FuturePorts Fall VIP Reception	
Habitat for Humanity of Greater Los Angeles Annual L.A. Builders Ball	
Harry Bridges Institute Cesar Chavez Labor Tribute & Working Class Women's Lunche Historical Society of Long Beach Annual Cemetary Tour	
International City Theatre Encore Annual Fundraiser	
International City Theatre Shipwrecked! Play	
International Seafarers Center Maritime Industry Salute	\$ 10,000
Khmer Parent Association Scholarship & Graduation Celebration	
Local Government Commission California Adaptation Forum	
Long Beach Area Chamber of Commerce 125th Inaugural Gala	
Long Beach Area Chamber of Commerce World Trade Week Luncheon	
Long Beach Area Council Boy Scouts Dist. Citizen Fundraising Gala	
Long Beach Bar Foundation Inc. Casino Night Fundraiser to benefit SHORTSTOP prog	gram\$ 2,500
Long Beach Basket Brigade Basket Event	
Long Beach Camerata Singers Opening Night Gala	
Long Beach Camerata Singers Season Sponsor	
Long Beach Cares Conference/ Public Health Week	
Long Beach CERT READY Long Beach	
Long Beach Council District 1 Dia de Los Muertos/Day of the Dead Celebration	
Long Beach Council District 1 Holiday Community Event	
Long Beach Council District 1 Youth Job Fair	
Long Beach Council District 4 Summer Celebration	\$ 4,000
Long Beach Council District 7 Hispanic Heritage Month Celebration	
Long Beach Council District 8 Art Center/ Senior Activities	
Long Beach Council District 8 Back to School Event	
Long Beach Council District 8 Celebrate the Eighth	
Long Beach Heritage-Bembridge House Annual Tours	
Long Beach Opera 38th Annual Gala	
Long Beach Public Library Foundation Grape Expectations Gala	\$ 10,000
Long Beach Qingdao (Sister City) Association Luncheon and Celebration	
Long Beach Symphony Association Concert Series and Port Pops!	
Long Beach Veterans Day Committee Veteran's Day Parade	
Los Angeles County Bicycle Coalition (LACBC) Los Angeles River Ride	
Los Cerritos Wetlands Land Trust Environmental Education & Clean up	
Memorial Medical Center Foundation 5K 10K Run	
Mental Health America of Los Angeles Fundraising Even	
Museum of Latin American Art Annual Gala	
Musica Angelica Fundraising Gala/ Season sponsor	
Musical Theatre West Season sponsor.	
Operation Jump Start College Access Mentoring Program & Aloha Luau Fundraiser	
Partners of Parks Summer Community Concerts	
Power 4 Youth Annual Recognition Dinner	
Rancho Los Alamitos Cottonwood Awards, Ranch Roundup, & Fall Harvest Festival	
Rancho Los Amigos Foundation Fundraising Tournament	
Rancho Los Cerritos Fundraising Gala	\$ 10,000
Regional Hispanic Chamber So Cal Business Development Conference	
Regional Hispanic Chamber of Commerce Mujeres del Ano Gala	
Revelation Films Ltd. Act out Theater Company production	
Speak Up Empowerment Foundation, Inc. Community Event	
St. Mary Medical Center Foundation Annual Gala	
The Children's Clinic, "Serving Children& Their Families" Annual Beach Walk	
The Folk Revival Festival Long Beach Folk Revival Festival	\$ 3,000
The Guidance Center Sunset Sip fundraiser	
Uptown Business and Community Association Veteran's Day Festival	
Veteran's Independence Day Celebration Community Event/Fourth of July celebration	
Willmore City Heritage Association Wilmore SLAM/ Arts & Music series	
Women Shelter of Long Beach Annual Fundraiser	
Wrigley Area Neighborhood Alliance, Inc.	υ,υυυ
Christmas Tree Lane Parade & Cultural Heritage Celebration	\$ 4,000

Beverly O'Neill Theater Becomes A Hub For Culture With Five Performing Arts Groups Announcing Regular Performances There

■ By **Samantha Mehlinger** Senior Writer

For the first time, five of Long Beach's most well-known performing arts groups will be performing in the same space – an initiative the groups hope will build upon their existing audiences.

Earlier this month, Mayor Robert Garcia and former Mayor Beverly O'Neill joined the heads of Musical Theatre West, International City Theatre, Musica Angelica, Long Beach Opera and Long Beach Camerata Singers to announce the groups' new seasons and series within the recently renamed Beverly O'Neill Theater at the Long Beach Convention & Entertainment Center.

The groups' new programming will mark the first regular performances in the theater since it was renamed from The Center Theater. At the event, O'Neill cracked that she was sure that when the name change in her honor had been proposed that a councilmember would no doubt object because she isn't even dead yet, earning laughs from attendees.

A small crowd of boardmembers, local elected officials and community members enjoyed small bites and coffee while listening to remarks from the former and current mayors and enjoying performances by each of the arts groups.

International City Theatre has been performing at the location for more than two

decades, Artistic Director and Producer caryn desai told the Business Journal following the event. The group's 31st season, with plays chosen specifically to celebrate theatrical writers, began in February and continues through November. For tickets and more information, visit www.ictlongbeach.org.

Although having more groups perform at the theater means more demand on the space, desai indicated that having the groups perform in one location would be beneficial for all. "I think when a community has a central place to go for the arts, it does build more synergy and more of an awareness of what everyone else is doing," she said.

Martin Haselböck, music director of the baroque orchestra Musica Angelica, had similar sentiments. "I know from experience that these compacts enlarge the audience, because you bring one group audience to the other group," he said. "I think all this activity will help to enhance and enlarge and attract new audiences."

Musica Angelica's next season begins October 8 and runs through April 2017. For more information, visit www.musicangelica.org.

Being in close proximity is already generating collaborations between the groups. Musica Angelica and Long Beach Opera plan to partner in their upcoming seasons, Haselböck noted. The Long Beach Opera's next season begins with this collaboration

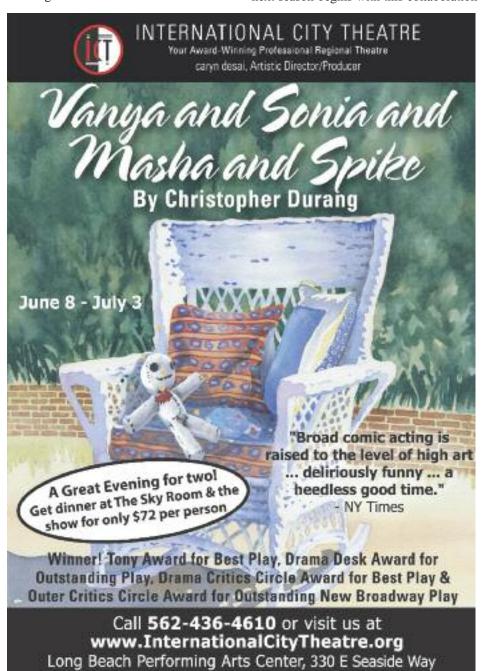
on January 22, 2017. For more information, visit www.longbeachopera.org.

Musical Theatre West (MTW) isn't moving its regular season to the space, but is instead moving its reading series – in which actors read from the page rather than staging a full-fledged production – to the theater, according to Executive Director and Producer Paul Garman. MTW is also debuting a new concert series in the space, which will feature recurring performers with the group, beginning with musical theater veteran Davis Gaines

on October 1. For more information, visit www.musical.org.

The day after Gaines performs, Long Beach Camerata Singers is kicking off its season at the Beverly O'Neill Theater with a performance inspired by the popular BBC series Downtown Abbey. As Jan Hower, president of the organization's board of directors, explained, the singers will perform songs that the characters in Downtown Abbey likely would have listened to. For more information, visit www.longbeach-cameratasingers.org.







UTI Partners With Infiniti To Train The Transportation Technicians Of Tomorrow

■ By **MICHAEL GOUGIS**Contributing Writer

The rocket scientist of the Apollo program would look at today's run-of-the-mill economy car with wonder, envy and perhaps even a bit of bewilderment. The sheer computing power of nearly every new vehicle on a dealer's lot dwarfs that of the spaceship of just a few years ago.

Universal Technical Institute's new Long Beach campus trains the people who keep those earthbound science fiction machines running. And the campus recently was chosen for another first – it is the nationwide school's only location to offer its new Infiniti Technical Training Academy.

The program, which focuses on the luxury vehicle arm of Nissan, is an extension of the school's long-standing partnership with Nissan. And it is a further development of the organization's Long Beach campus in Douglas Park, a key component in the 51-year-old school's educational system.

"We've had a partnership with Nissan for years now – it's our second-largest manufacturer-specific program," Larry Hohl, president of UTI's Long Beach campus, told the Business Journal. "We've trained students on Nissan and Infiniti vehicles. The new program will be Infiniti-specific. It's the first of its kind for Infiniti anywhere in the country, and the Long Beach campus will be the first



Larry Hohl is the president of the Universal Technical Institute's 143,000-square-foot Long Beach campus, which opened recently at Douglas Park. (Photograph by the Business Journal's Larry Duncan)

and the only campus that will have that program in the UTI system."

"As Infiniti continues to bring new innovations to the automotive industry, it's important to ensure that we have a vibrant pipeline of talent to provide our retailers with trained, certified technicians who are at the top tier in their field," says Nat Mason, director of aftersales for Infiniti Americas.

UTI's educational and training programs represent a nexus of independent training and manufacturer involvement. While the institute exists independently of

any automotive company, it works closely with manufacturers to ensure that its training programs accurately reflect the requirements needed to maintain and repair specific vehicles.

Currently, UTI has partnerships with more than 30 different automotive brands for manufacturer-specific training programs, Hohl says.

"From a prospective student's standpoint, it gives the student confidence [that] the manufacturer is willing to co-brand with us and train on their behalf," Hohl says.

"Secondly, the relationships with these manufacturers suggest that they invest significantly in not only their programs but our facilities. They ensure that we are remaining current with the technology changes in the industry."

Remaining current with modern technology is no small challenge. A modern car is a technological miracle, compared to what was available on a dealer's lot a couple of decades ago. Laden with computers, advanced materials and technologies, it sips fuel, warns its driver of road and traffic hazards, and is 'this close' to being able to drive itself better than any human can. (To illustrate: The Porsche 919 Hybrid that won the 24-hour race at Le Mans in 2015 averaged 139 miles an hour for a day and a night – and got nearly seven miles per gallon while blazing along at twice the speed limit of most of the U.S. interstate highways.)

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CITY OF LONG BEACH

TITLE	BID NUMBER	DUE DATE
First Aid Kits & Safety Items	ITB LB16-139	5/24/2016
Tactical Entry Vests for Long Beach Police	ITB PD16-118	5/24/2016
El Dorado Nature Center Improvements	R-7058	5/25/2016
Signs-Traffic, Custom, Poles & Related Supplies	ITB LB16-029	5/25/2016
Ergonomic Chairs and Products	ITB LB-055	5/26/2016
Graffiti Removal Services	RFP PW16-144	6/02/2016
City Storm Drain System - Maintenance & Repair	RFP PW16-131	6/02/2016
Purchase of One (1) Mercedes Benz Cargo Van	ITB F516-050	6/07/2016
Meridian's EDMS Tool License with Support	ITB TI16-137	6/07/2016
Washer and Dryer Service in Long Beach Marinas	RFP PR16-122	6/08/2016
Purchase and Development Opportunity at Pine	RFP EP16-129	6/17/2016
Purchase and Development Opportunity at LB Blvd	RFP EP16-130	6/17/2016
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Some of the listed projects have scheduled mandatory pre-bid meetings which may have already occurred due to publication lead times

Bidder Registration

To receive notifications of bid opportunities, register with the City of Long Beach at www.longbeach.gov/finance/business-Info/purchasing-division/purchasing-division/. Additional details on upcoming bids and how to register can be found on the website.

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The Long Beach campus of the Universal Technical Institute has been chosen as the site for the Infiniti Technical Training Academy. The campus currently has about 400 students being trained in a variety of programs, but can accommodate up to 850. (Photograph by the Business Journal's Larry Duncan)

signed to win at Le Mans or get you to the grocery store, bear little resemblance to the stereotypical "grease monkey" of yore.

"One of the things that illustrates the point: there are today more computers in the average car than there were on the spaceships that took people to the moon. Technicians and the technician jobs are very different than they were 15 years ago," Hohl says. "Our students spend at

least as much time in front of the computer screen running diagnostics as they do under the hood. They have to be as comfortable operating a computer as they are turning a wrench."

UTI started training those technicians of tomorrow at its Long Beach campus in August of 2015. The school now has 12 campuses in eight states, and offers training programs for cars, diesel engines, motorcy-

cle and marine equipment, as well as a specialized program focusing on training technicians to work on NASCAR stock car racing vehicles and teams.

The 143,000-square-foot Long Beach facility offers automobile, diesel and collision repair training programs. The current student population is approximately 400, with an ultimate capacity of 800 to 850 students, Hohl says.

Long Beach was chosen to meet the needs of both students and employers in the region, Hohl says. Almost all of the students enrolled at the Long Beach campus already live within 50 miles. This means that, once they graduate, they will be ready to meet the demand for trained automobile and diesel technicians in the region.

"Our research showed that there was a prospective student population and clearly an employment base that was underserved," Hohl says.

"We have a facility in Rancho Cucamonga, but the Inland Empire and the Los Angles/Orange County areas are two different worlds."

About Infiniti:

Infiniti Motor Company Ltd. is headquartered in Hong Kong with sales operations in over 50 countries. The Infiniti brand was launched in 1989. Its range of premium automobiles is currently built in manufacturing facilities in Japan, the United States, United Kingdom and China. Infiniti plans to also expand manufacturing into Mexico by 2017.

Infiniti design studios are located in Atsugi-Shi near Yokohama, London, San Diego and Beijing.

Infiniti is in the middle of a major product offensive. The brand has been widely acclaimed for its daring design and innovative driver-assistance technologies.

From the 2016 season, Infiniti is a technical partner of the Renault Sport Formula One team, contributing its expertise in hybrid performance.

Information provided by University Technical Institute

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Hotel Approved For Prime Downtown Spot

(Continued From Page 1)

tremely important to the City of Long Beach," said Vice Mayor Suja Lowenthal, who represents the 2nd District downtown and has been involved in efforts to develop the site for more than eight years. "This is a site that we have protected and guarded, and wanted to make sure that we waited for a development opportunity that allows it to be somewhat of a jewel in the crown."

The project, which is adjacent to the Long Beach Convention & Entertainment Center, calls for a 25-story building with possibly 427 hotel rooms, 19,000 square feet of pre-function space and meeting rooms, 8,000 square feet of restaurant space and 28,000 square feet of guest

amenities, including a pool and sun deck, according to city staff.

For the project to move forward, the city council approved entering into a transient occupancy tax (TOT) sharing agreement that would, once the project is built, allow the buyer/developer to keep 50 percent of TOT revenue, estimated to be a total of \$27 million over a 20-year term.

According to a city staff report, the TOT sharing agreement is "mutually beneficial and an essential requirement for development of the project." City staff states that tax-sharing agreement will help fill an "economic gap" of about \$47 million between the estimated cost of construction and the value of the future development.

Michael Conway, the city's director of economic and property development, said during the council meeting that moving for-

ward with the TOT-sharing agreement is a "fiscally prudent choice," noting that the vacant property currently brings in no revenue.

City staff states that the project is expected to generate 361 long-term jobs and 1,701 short-term jobs.

In addition, the developer/buyer has agreed to incorporate into the design a way to open up public access to the Jergins tunnel, considered a part of the city's history (see explanation in adjacent box). City staff said ways to activate the Jergins tunnel will be further discussed during the due diligence and entitlement phase of the project.

The project is also expected to incorporate the restoration and redevelopment of a portion of Victory Park, which fronts Ocean Boulevard.

Furthermore, the proposal requires that American Life propose a project labor

Jergins Tunnel

Built in 1927 and opened to the public in 1928, the Jergins Tunnel, aka Jergins Pedestrian Subway, named after pioneer oil baron Andrew T. Jergins, was built to create safe passage to the beach. It also led to The Pike, which until 1979, was a prominant amusement park. At the time there were no stop signs or traffic signals on the corner of Pine and Ocean . . . known then as "The Cross Roads of Long Beach." What a traffic mess as you can imagine, so folks in city hall got the idea to build what they termed, The Pedestrian Subway, AKA Jergins Tunnel. (source: wikimapia)

agreement for construction in addition to a "card-check" agreement that would give future hotel workers the option to join a union.

The purchase and sale agreement, meanwhile, includes a unilateral termination right at the end of the due diligence period that gives the city the right to terminate the agreement if the city is not satisfied with the hotel brand recommended by the buyer/developer with the exception of any 4-Star hotel brand.

Other Developments

During tonight's (May 24) meeting, the city council will consider three other development projects proposed on former RDA property.

The city council will vote on whether to move forward with a proposal by Laguna Beach-based Raintree-Evergreen LLC to build an apartment complex and work/cowork flexible space, electric vehicle charging stations and bicycle storage with workspace at the northwest corner of the intersection of Broadway and The Promenade North. The city is selling the former RDA property to the developer/buyer for \$8.2 million.

Another proposal involves plans by Long Beach-based William Morris Commercial, Inc. to build "an exciting mix of frontline business incubator and co-working space that aspires to attract emerging small and creative companies" at a former RDA site at 120 E. 3rd St., according to a city staff report. The city is selling the property for \$480,000.

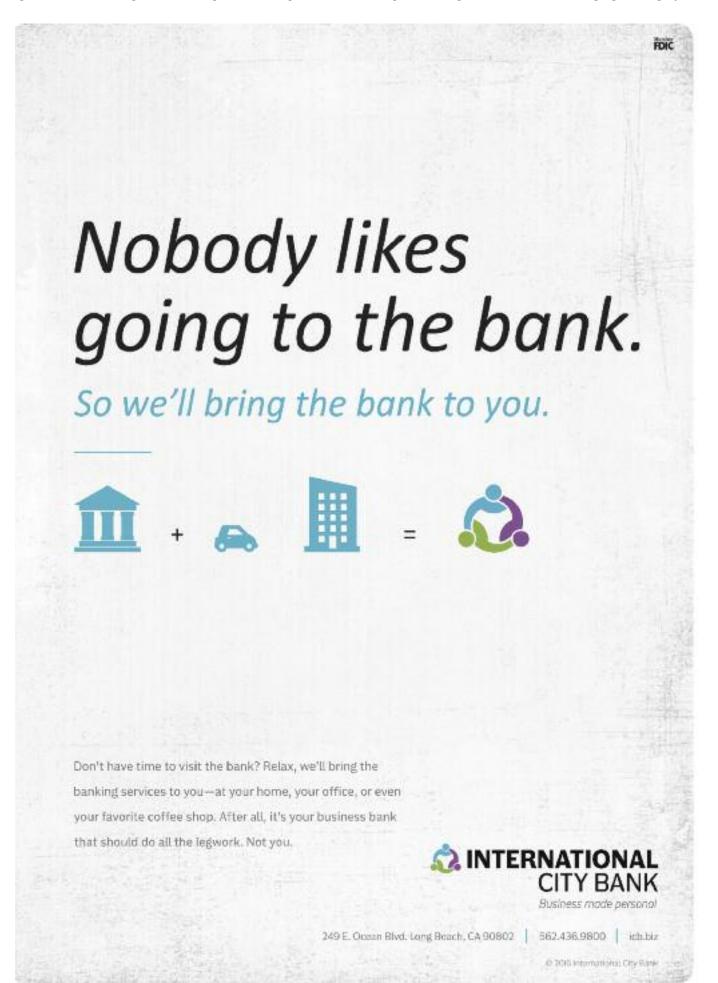
Lastly, Irvine-based City Ventures proposes to build a live/work urban townhome project on former RDA property near the corner of Sunset Street and Long Beach Boulevard in North Long Beach. According to a city staff report, the project will consist of 42 townhomes, each with a two-car garage, and an additional 35 guest parking spaces. The city is selling the property to the developer/buyer for \$2.5 million. ■

Long-awaited Ports O'Call Village Revamp Approved

■ By **Samantha Mehlinger** Senior Writer

The Los Angeles Board of Harbor Commissions recently approved a 50-year lease for a new complex called the San Pedro Public Market on the site of the existing Ports O'Call Village.

The leaseholder and developer for the site, San Pedro Public Market, LLC, has planned a \$150 million revitalization project featuring "restaurants, shopping, fresh food markets and creative office space, out-





door gathering areas, as well as a half a mile of waterfront promenade," according to a statement from the Port of Los Angeles.

The leaseholder company is a partnership between The Ratkovich Company of Los Angeles and Jerico Development of San Pedro. The developers announced the rebranding of the 30-acre site as a public market in March.

"We have dreamed for decades of an L.A. Waterfront that brings our entire City together – a place where families, friends, and neighbors can gather to eat, stroll, shop and enjoy the water," Mayor Eric Garcetti said in a May 19 port statement following approval of the lease.

Garcetti continued, "Today, I am proud

to say that we don't have to imagine it anymore. With the signing of this lease, we bring these long-awaited plans to life and commit ourselves to the vision of a world-class waterfront in Los Angeles."

Under the lease agreement, the Port of Los Angeles is undertaking infrastructure projects for the site, including improvements to the Sampson Way and 7th Street intersection, a public access dock project for recreational purposes, work on a town square and promenade, and other projects. Port administration expects to invest \$400 million toward these efforts over the course of the next decade.

If also approved by the Los Angeles City Council, the project is expected to be complete in 2020. ■



F&M Completes Rolling Hills Estates Branch Renovation

Farmers & Merchants Bank recently reopened its branch on Indian Peak Road in Rolling Hills Estates following a transformative renovation project. The facility's redesign features an open layout, a new entrance, a redesigned teller line and an updated, contemporary façade. According to a statement from F&M, technology on site was also improved, allowing clients access to upgrades to mobile applications for remote bill paying and internal transfers. "This branch transformation project has enhanced the appearance of the facility and increased the information available to all staff members, empowering them as a workforce to benefit clients," Roy Almeida, vice president and branch manager, said in a statement. "Customer experience is of the utmost importance at Farmers & Merchants Bank and our new open environment allows employees to be more conducive to responding to our clients' needs." The branch is hosting a grand re-opening open house on June 8 for clients, featuring tours and a complimentary breakfast. The Long Beach-based bank is planning to build a new Redondo Beach office later this year. For more information, visit www.fmb.com/locations. (Photograph provided by F&M Bank)







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Long Beach City College Foundation Executive Director Ginny Baxter Reflects On A Legacy Of Relationship Building

■ By **Samantha Mehlinger** Senior Writer

From day one, Virginia "Ginny" Baxter's career as head of the Long Beach City College (LBCC) Foundation has been all about relationships. In her 33 years with the foundation, she's helped increase its assets from \$500,000 to \$17 million. Cultivating significant community investment in a city college begins, as she said many times in an interview at the Business Journal's office, simply with "being nice to people."

When Baxter was hired at Long Beach City College in 1970, she was 23 years old. She started as a U.S. history teacher and in 1975 became LBCC's assistant dean of student affairs. In 1983, she joined the LBCC Foundation as Beverly O'Neill's assistant. At the time, O'Neill – who later became mayor of Long Beach – was the head of the foundation. When O'Neill became president of LBCC in 1987, she handed the reins of the foundation to Baxter.

Baxter, who also serves as Area 5 trustee on the LBCC Board of Trustees after her election in 2014, is retiring from her position with the foundation in about 45 days. She's staying on while the new executive director, third-generation Long Beach resident Elizabeth McCann, learns the ropes. "It's a very complex office. You've got to know the people. . . . So I'm just there to help her kind of digest," Baxter said.



Virginia "Ginny" Baxter has served as executive director of the Long Beach City College Foundation for nearly 30 years. In that time, she has helped increase the foundation's assets from \$500,000 to about \$17 million. At the end of June she is retiring from the position, but is continuing her elected role on the college's board of trustees. (Photograph by the Business Journal's Larry Duncan)

When Baxter came on to the foundation in '83, it was raising about \$50,000 a year. "We had really good people who were out there doing really good things, but no one was out there asking for money," she said.

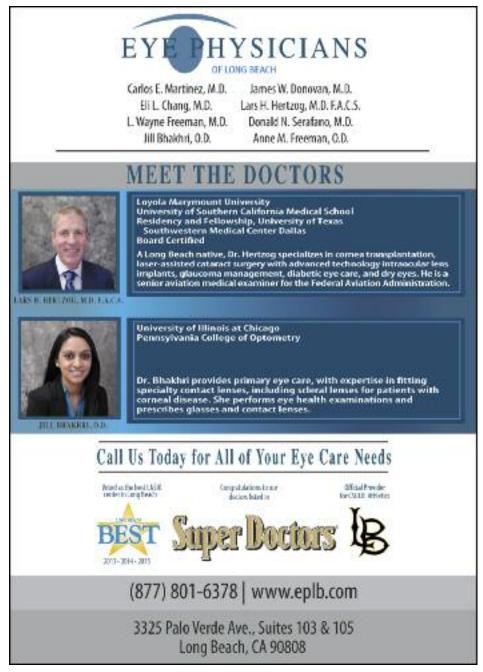
She recalled one instance early on in the job when a local man donated \$50,000 to the foundation, but "no one paid attention to the guy." So Baxter did. "I went down to meet him at his apartment on Ocean Boulevard and told him, 'thank you so much," she said. "Anyway, that was the biggest thing I felt I should do, was to build relationships with people."

It's this approach – taking care to say 'thank you' to donors and to make sure they feel involved – that Baxter emphasized as the key to fundraising success. The foundation now raises millions each year, with about \$5.1 million raised last year alone. According to Baxter's board of trustees biography, she has helped the foundation raise more than \$35 million.

The first person Baxter ever asked for a donation was Martha Knoebel, a Long Beach local and philanthropist for whom the dance theater at California State University, Long Beach is named. In this case, Baxter said, "being nice" made all the difference.

"She was in the retired teachers' group and she was giving scholarships. I found out she'd never had a birthday party. She was an only child – German parents, very strict," Baxter said of Knoebel. "So I gave





her an 80th birthday party. What I did is I had it on campus and I invited all the deans. . . . She had this whole room full of people singing happy birthday to her."

It was a gesture Knoebel didn't forget. Soon after, she offered to pay for a brick walkway with a gift of \$100,000. "Then it just kept blossoming. And she felt good," Baxter said. "Here's a lady with no heirs, no relatives and a ton of money. And she's doing good things. We still have her money today because it's in an endowment." The endowment is \$1.7 million.

Fundraising, Baxter said, is all about relationships. "And not only that, being good to people after they give. Stewardship is very important," she said.

While throwing someone a birthday party might not be an everyday gesture, Baxter often does little things to let people know they're remembered. For example, she often sends postcards to donors and prospective donors. "I send them postcards when I go on a trip. 'I'm in Italy having a great time, thinking of you," she said. It's this sort of relationship building that Baxter hopes to impart to her successor, she said.

In addition to keeping a list of prospects, she also is working increasingly with the school's alumni association to cultivate new relationships. In particular, she noted that the association's Hall of Fame holds great potential for identifying future donor relationships.

Another way Baxter has cultivated relationships with potential donors is through annual travel trips held by the foundation. She's been running these trips for 30 years. "The light bulb went on. Who goes on trips?



Virginia "Ginny" Baxter has served as executive director of the Long Beach City College Foundation for nearly 30 years. In that time, she has helped increase the foundation's assets from \$500,000 to about \$17 million. Ninety percent of the funds raised by the foundation go toward student scholarships. At the end of June she is retiring from the position, but is continuing her elected role to the college's board of trustees. (Photograph by the Business Journal's Larry Duncan)

People with money," she said of the idea, with a laugh. The purpose of the trips wasn't to fund-raise, but for Baxter to get to know potential donors. "We generate some money, but the big thing is [later] generating the money through bequests and gifts."

Baxter plans to continue co-hosting the trips after she retires. "I'm taking 17 people to Washington, D.C., in June. [Congressman] Alan Lowenthal is getting us into the White House," she said. Other previous trips were to Cuba, Antarctica and the Galapagos Islands – the LBCC Foundation has taken people to every continent, Baxter

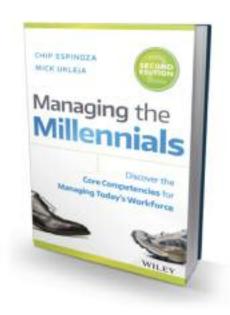
noted, adding that she pays her own way.

Ninety percent of funds raised by the LBCC Foundation go toward student scholarships. Many of these are a part of the Long Beach College Promise, through which the foundation grants Long Beach Unified School District students who meet certain academic requirements a full year of paid tuition. In the current fiscal year, that amounted to \$375,000 in scholarships given out through the foundation.

On top of that, the foundation gave out an additional \$1.5 million in scholarships to LBCC students.

Baxter partially attributes her fundraising success to her focus on pushing for endowments - in which an asset is placed in a fund that earns interest and has an annual payout for the beneficiary - over lump sum gifts. "When I talk to people, I say to them, 'I want you to think about an endowment because, first of all, it's perpetual, and over time it will pay more," she said.

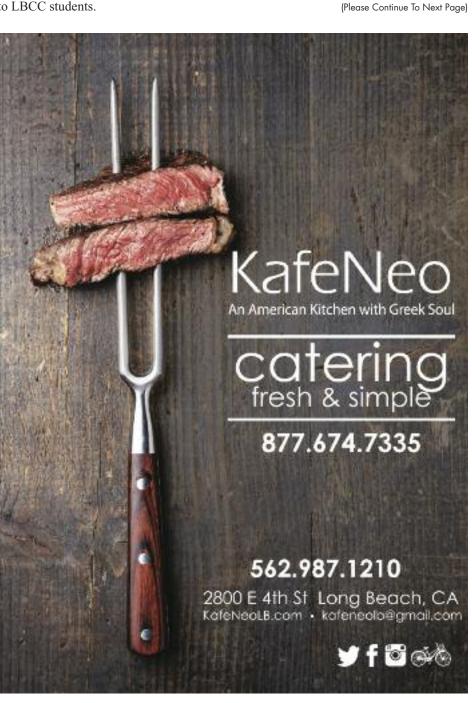
Endowments also allow the foundation to maintain strong assets and save up for a rainy day. "Let's say we earned 8 percent [on an endowment]. We don't spend that.



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College Foundation's Ginny Baxter Retiring

(Continued From Page 19)

We only spend 75 percent [of the 8 percent], so that when the rainy day comes – and it's come three times since I've been in this job – we've got money to give out," she explained.

Board Of Trustees

Baxter said she has a unique perspective on the board of trustees, especially with her background as an educator and as someone who understands the importance of cultivating relationships through her foundation work. This perspective came into play during recent contract negotiations with faculty members.

"The teachers were sending me things, and I always say, 'Thank you very much for sharing your opinion with me," Baxter said. "I don't say you're right, I don't say you're wrong. But there are people [trustees] who don't even respond. And I think that's rude. If somebody sends you something the least thing you can do is acknowledge it," she said.

"Being in office, and I tell this to people all the time – this is even true of the President of the United States – you think you can do more than you can," she reflected. "And when you get in there, it's hard because our board is a policy board. And I do interfere, because I can. But you can't really change that much. You can kind of nudge and kind of push."

Two priorities Baxter is pushing for are free textbooks and free bus passes for students. "It's not the tuition. It's the textbooks that are the killer," she said. She and Sunny Zia, trustee for Area 3, recently came together to start a fund benefiting homeless students. When purchasing textbooks for these students, Baxter saw firsthand how

THIRD SECTOR REPORT

The Most Romantic Subject In The Nonprofit Sector

(Continued From Page 1)



By Jeffrey Wilcox

or her passing. It's the basis of what is meant by "legacy."

The idea of endowments is ancient. The process originated in the Roman Empire as endowments supported philosophers and academics with

perpetual contributions to their work to advance society, while also funding tuition scholarships for their students. Thousands of years later, though, we still have people like Prince and other people passing away without a will. For those left behind, it makes a tough situation more difficult. And, for the nonprofit sector, the lack of estate planning leaves a whole bunch of money on the table that could have been used to help others in memory of a human being.

According to USA Today, 71 percent of people under the age of 34 don't have a will; and, 41 percent of the Baby Boomers still haven't bothered with it yet.

Elizabeth McCann Named As The New Executive Director Of The Long Beach City College Foundation

The Long Beach City College (LBCC) Foundation has named Elizabeth McCann as its new executive director. Current Executive Director Virginia "Ginny" Baxter, who has been with the organization since 1983, is staying on the job with McCann until June 30 to assist with the transition. McCann has had years of experience in fundraising positions, most recently as the vice president



of development at Girls Incorporated of Orange County. Prior to that, she served in multiple roles at the University of Southern California (USC), including as the assistant dean for development in student affairs, and as director of development for principal gifts in university advancement, among other roles. She is also the former director of development for major gifts for California State University, Long Beach. McCann, a third-generation Long Beach native, said in a statement that she is looking forward to building on Baxter's work and taking the foundation and LBCC to new heights. She holds a bachelor of arts degree in English and American studies, and a masters degree in public administration, both from USC. "Elizabeth has demonstrated an impressive track record of developing and implementing successful, innovative campaigns," LBCC Superintendent-President Eloy Ortiz Oakley said in a statement. "Her experience and skills will be tremendously valuable to the Foundation's mission of supporting our students."

expensive they are. "I mean, just a stupid little book is like \$50. Ridiculous," she said.

"The other thing I'm involved with is this group called Move LA," Baxter said, referring to a nonprofit that advocates for clean, financially responsible and comprehensive public transportation in L.A. County. "There is evidently money in Sacramento that could give free bus passes to students," she said. "Do you know how expensive a bus pass is? . . . If you're a student, you have to wait six weeks for them to process [your application] to get you a cheaper bus pass."

Moving forward, Baxter said she hopes to establish a permanent food pantry for homeless and underprivileged students. Trustee Zia is also on board with the effort, she noted. "We wanted a food pantry at each campus where kids could come and eat, be-

Nonprofit organizations have an important role in changing these trends while pursuing a golden opportunity for building their own nest eggs. Living "hand to mouth" does not have to be a life's sentence for organizations that plan to be around for a while to serve the community. The only thing it takes is for a nonprofit's leaders to continually heed their parents' advice to build a savings account in tandem with their spending account in order to demonstrate basic financial responsibility.

Whenever the topics of supporting or creating an endowment comes up, there are five elements that need to spring up somewhere in the conversation: The first is being able to make an unbreakable promise that bequeathed or endowed funds will be used for the stated purpose. The second is putting safeguards in place that if an organization goes under the endowment doesn't go with it. The third is having a long-term view of how the funds will make a difference over time. The fourth is showing how ongoing oversight of the funds will be guaranteed; and the fifth is how people will be recognized for their commitment while they are still alive as an example for others to follow.

It is for all of these fundraising reasons as well as encouraging estate planning conversations and putting safeguards in place for beneficiary nonprofits that a group of citizens with responsible foresight created cause nobody should be starving in this city," she said. College administration had indicated they would build one, but still haven't acted, she explained. "Do you know where the pantry is? My office. On June 30 I'm leaving. I can't expect my successor to be in the food pantry business." Regardless of the pantry's current location, she said people have been very generous in donating to it.

In the future, Baxter would said she would love to extend the College Promise to more students attending Long Beach City College, noting that while the campus has 27,000 students, fewer than 5,000 are enrolled under the College Promise.

"I think our greatest success is taking people who really have not been successful their whole lives and changing their lives for the better," Baxter said of the college. "We have the chance to change lives."

The Long Beach Community Foundation. The Foundation helps people to consider their legacy options, creates pathways to local financial planning professionals, and bridges the resulting generosity with our local nonprofits.

The value of the foundation, its work and its leadership has been proven to me. I just left a percentage of my own estate to the Long Beach Community Foundation earmarked for supporting an endowment to support the foundation's administrative infrastructure. The goal is to assure our foundation is able to grow in tandem with our community and fulfill its own philanthropic aspirations while keeping administrative costs reasonable.

The relief of finalizing a will and discovering the deeply-satisfying legacy opportunities that are available is, indeed, a romantic journey for everyone involved. I invite you to join me in recognizing that substantial giving for the future of Long Beach and its nonprofits isn't just for the wealthy. It is for the wise.

(Jeffrey R. Wilcox, CFRE, is president and CEO of The Third Sector Company, Inc. Join in on the conversation about this article at the Long Beach Business Journal website www.lbbusinessjournal.com)

(Jeffrey R. Wilcox, CFRE, is president and chief executive officer of The Third Sector Company, Inc. Join in on the conversation about this article at the Long Beach Business Journal website lbbizjournal.com)

Ensuring Your Legacy Through Planned Giving

(Continued From Page 1)

Business Journal. The LBCF is a nonprofit organization that oversees a group of funds established by individuals, organizations and businesses in the form of an endowed pool of assets. Its goal is to help donors achieve their financial and charitable goals.

"You might have often heard that you can give away more after you're gone than you can while you're living. That's just what planned giving is," Epley said. "Whether it's naming your favorite charity in your will or your trust for a modest amount, or the gift of real estate, there is always an easy option for everybody," she continued. "It can involve assets you might never have thought of. Most of us have insurance policies . . . real estate or stocks. Some people have business holdings, a checking or sales account. These are all assets that can be leveraged in planned gifts."

A common option for someone with charitable intent but who perhaps is unable to make a major donation is a donor advised fund, according to Donita Joseph, who heads up accounting firm Windes' estate trust and nonprofit tax group and also serves on LBCF's board.

"What I recommend to people that either have a smaller amount [to donate] . . . or they just don't want the hassle of all the administrative burden, is to set up a donor advised fund," Joseph said. Often, donor advised funds are managed by community foundations, including LBCF, she noted. "You put a lot of your assets in there, you get a charitable deduction, [and] you get to decide who you want to receive the distributions from the fund, much like with a private foundation," she explained.

"You can get your family involved in a donor advised fund as well, and there's no administrative burden because the community foundation takes care of that. And there's no tax return to be filed," Joseph said. "And you also don't have to distribute out, under the current law, 5 percent a year like you do with a private foundation. I think it's a good route to go."

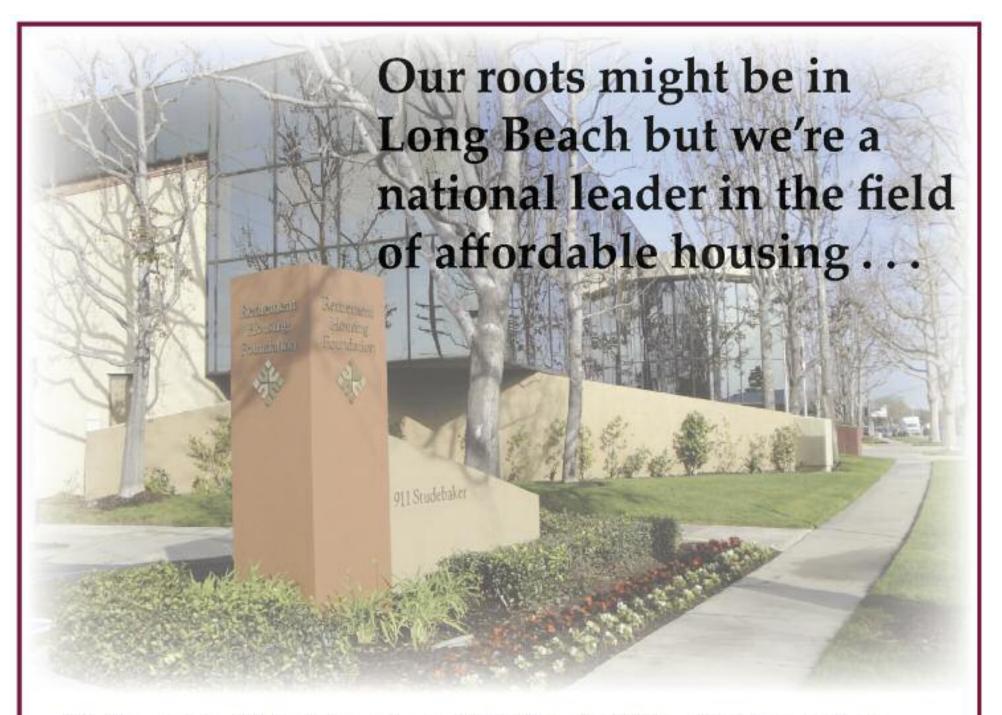
Annette Kashiwabara, executive director of the Assistance League of Long Beach, has a long history working with nonprofits in the local community and has learned firsthand how planned giving can benefit those organizations. When her uncle, former Harbor Commissioner Dr. John Kashiwabara, was planning his estate, she suggested creating an endowment with the LBCF.

"When my uncle was putting together his trust, he wanted a number of nonprofits in the community to receive gifts so that his gifts would last into perpetuity," Kashiwabara explained. "So since there were so many of them, I recommended that he consider the Long Beach Community Foundation." Although she is now on the foundation's board, she was not at the time, she added.

Kashiwabara and her family established an endowment with the community foundation after selling off her uncle's assets following his passing. The endowment has benefited local institutions such as Long Beach City College, California State University, Long Beach, Long Beach Memorial Medical Center and others.

"An endowment is money that is managed and invested, earns interest, and the interest

(Please Continue To Page 22)



Fifty-five years ago, RHF's mission was to provide dignified, affordable housing and services for the elderly. Today, RHF is one of the nation's largest non-profit sponsors and managers of housing and services for older adults, persons with disabilities, and low-income families.

RHF means home to more than 20,500 people in 185 housing communities in 29 states, the District of Columbia, Puerto Rico and the U.S. Virgin Islands. While these communities are comprised of mostly apartments, RHF also provides housing with assisted living units and skilled nursing beds.

- We employ 2,900 people throughout our 185 communities, with more than 300 of those jobs (our national headquarters, St. Mary Tower and Bixby Knolls Towers and Healthcare Center) in Long Beach.
- We sponsor and manage 67 communities in California.
- Our communities range in size from a 6-unit community for the developmentally disabled to a 1,093-unit community for low-income older adults in downtown Los Angeles, the largest community of its kind in the nation.

The need for what we do continues to grow. We work with civic groups, churches and other non-profit organizations to bring needed affordable housing to their communities - how can we work with you?

The Mission of RHF (Retirement Housing Foundation), a national non-profit organization, is to provide various housing options and services for older adults,

low-income families, and persons with disabilities, in an environment which enhances their quality of life physically, mentally, and spiritually.

RHF is committed to serving its residents and their local communities.

www.rhf.org e-mail: info@rhf.org

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Ensuring Your Legacy Through Planned Giving

(Continued From Page 20)

generated from that investment funds non-profits," Epley explained. One of LBCF's founding boardmembers, local Frances "Frankie" Grover, left an endowment with the foundation after she died, and directed that funds be distributed to her favorite local theater groups. "Those Long Beach organizations will have a steady endowment income stream forever," Epley noted.

According to Epley, some of the local groups which have benefited from planned gifts made through the LBCF include: Long Beach YMCA, Musical Theatre West, Long Beach Day Nursery, Long Beach Boys & Girls Club, California Conference For Equality And Justice, Long Beach Century Club, Long Beach Boy Scouts, Long Beach Opera, International City Theatre, Long Beach Public Library Foundation, Long Beach Symphony Association and the Long Beach Playhouse.

One of the personal benefits of planned giving is that it enables donors to create a revenue stream for themselves or their families, according to Epley. "There are certain types of planned gifts that, in return for a donation of real estate, stocks or other assets, donors can receive a series of regular payments," she explained.

According to Joseph, one method to accomplish this is through a charitable remainder trust. "In a charitable remainder trust, you put the asset in [the trust], and then over a period of years, or a [set] term,

Kevin Tiber, senior vice president and chief operating officer of Farmers & Merchants (F&M) Trust Company, said it's important to consider whether your top priority in planned giving is charitable intent or tax behefits before you plan your estate. This helps determine which type of gift, for example a bequest or a charitable remaind r fund, to set up. Tiber is pictured at F&M Bank's historic Downtown Long Beach location at 302 Pine Ave., where F&M Trust Company is also based. (Photograph by the Business Journal's Larry Duncan)

you're getting distributions out of there, and then the remainder goes to charity," she said. The individual's income stream is a percentage of the entire asset, she noted.

Charitable remainder trusts are a good option to pursue following the sale of an asset with significant capital gain, such as a business, Joseph said. "What you do is you donate that asset to the charitable remainder trust before the sale. Then when the sale takes place, the capital gain is within the charitable trust, so there is no

immediate tax to be paid on it because the charitable trust is exempt from tax," she explained. "They pay the capital gains tax as they [receive] distributions out of the trust, so it's deferred over many years."

A charitable lead trust essentially accomplishes the opposite. "With a charitable lead trust, you put the asset in the charitable lead trust, and the charity gets distributions for a term of years. And then at the end, the assets go back to your family," Joseph explained. "A lot of really high net worth individuals will set these up because it's a good way to basically zero out your estate tax."

If someone wants to ensure that both their family and their charity of choice are taken care of after they die, another option is a charitable gift annuity, according to Kevin Tiber, senior vice president and chief operating officer for Farmers & Merchants Trust Company, an affiliate of Farmers & Merchants Bank. Via this planned giving vehicle, a donor makes a gift to a charity, which pays out an annual income to a designated beneficiary from that asset. After the donor or beneficiary dies, the charity keeps the remainder of the gift.

"You may have a child and you don't want them to have an outright gift for various reasons. You can set up a charitable annuity for life," Tiber said. "They never get control of the money but they will always receive a payment for life that will give them security but not to the extent that it's going to be transformational on the child."

One of the better-known types of planned gifts is a bequest, in which a donation is left for an organization after the donor passes. Some times, nonprofit organizations have worked with the donor in life, and expect the gifts. In rarer cases, bequests come as a surprise.

One of the most memorable bequests Tiber ever encountered was by Helen Banas, a frugal Depression-era woman who lived in a small condo in South Orange County at the time of her death. "We were her trustee in the later part of her life. She had a charitable intent," Tiber recalled. "Her mother had Alzheimer's, and she and her mother were able to get some services from the Alzheimer's Association of Orange County. They ended up being the sole beneficiary of her estate."

Banas's estate happened to be \$27 million.

"That was a great day," Tiber recalled. "We hand delivered that letter to the executive director of Alzheimer's Orange County and he nearly passed out."

Donna Reckseen, who served as president and CEO of the Memorial Medical Center Foundation for 25 years, said that trusts and bequests are very important to nonprofit organizations. "The reason Long Beach Memorial Medical Center was so successful was because in 1960, when they formed the foundation, they formed it on a charitable planned giving program," she said. "Almost every major gift we got was a planned gift."

Reckseen said "there is always a story behind a major gift," and that they often come about because of the relationship cultivated between a donor and an organization. "People give to people. That's the bottom line for philanthropy," she said.

Reckseen, too, has a memory of a surprise bequest. "Surprise gifts are fairly rare. I opened one envelope and we got \$1 million from this man who used to sell clothes on Pine Avenue and took the bus everywhere," she recalled. "Nobody knew he had any money at all."

There are two main reasons for planned giving, according to Tiber: charitable intent and tax benefits. Planned gifts should be structured according to whichever of these is a higher priority, he explained.

"If it's from the heart – if it's a charitable intent – you want to start those discussions with the charity to figure out how you can best help and how it fits into your planned giving, and you find a middle ground there that's going to have the most tax savings while providing the biggest benefit [to the charity]," Tiber explained.

If your main intent is financial, "you're going to want to look at the [best] way to maximize your tax savings, and that's typically driven by the estate planning counsel," Tiber said.

"There are a variety of income levels that can benefit, and they should really consult with their financial or estate planner for specifics," Epley said of planned giving.

"Everybody has something they can leave behind to the next generation, something they can leave behind to charity," Epley said. "It can be big or small, but it all counts." ■



way that would be meaningful.

The Long Beach Community Foundation helped us
establish a charitable giving fund in her honor to
help keep her memory with us."

- Ken Buck, Owner of Joe Jost's



www.longbeachcf.org

Careers In Nonprofits: Are They Worth The Money?

In A Jobseekers' Market, Nonprofits Contend With Shifting Times And Attitudes

■ By Samantha Mehlinger Senior Writer

Recent research has shown that the nonprofit sector, also known as the "third sector," is in hiring mode. The 2016 Nonprofit Employment Practices Survey revealed that 57 percent of nonprofits expect to create new positions this year, an increase of 7 percent from 2015.

The report by Nonprofit HR – a human resources firm working with nonprofits in talent acquisition and training, as well as research – in partnership with GuideStar and The Improve Group took into account responses from 443 U.S. nonprofits.

However, the report indicated that for

the past two years, one of the biggest challenges for nonprofits has been finding qualified staff as the sector has experienced a shift from an employers' market to a jobseekers' market.

The survey also found that 60 percent of nonprofits don't have a formal recruitment strategy, and 77 percent do not have a formal recruitment budget. "Small organizations - those with an annual operating budget under \$5 million - are especially lacking in this area: as many as 73 percent of small organizations do not have a formal recruitment strategy and 91 percent do not have a formal recruitment budget," the report stated.

Anecdotally, Becki Sander, director of field education for the California State University, Long Beach School of Social Work, has observed that graduates of the program appear to be finding nonprofit work steadily. "The good news, from my perspective or the students', is we don't have students coming back to us and saying they can't find employment," she told the Business Journal. Due to the nature of social work, graduates of the program often work in the nonprofit field, or in the public sector for governmental agencies or schools, she noted.

Although competition in the field of social work is increasing - Sander pointed out that CSULB's program is one of 10 in the region – she has observed a recent shift in which it seems students may have more employment options than in recent years.

"All the schools of social work come together to have a job fair every April for

"Where I think the nonprofit sector has a difficult time is people want careers that are based on a cause. They don't want a career based on an organization."

> Jeffrey Wilcox, President & CEO **The Third Sector Company**

the graduates of both the undergraduate and graduate programs," she said. "This year, the thing that jumped off the page is over 70 agencies [participated] - they have to pay to participate." She added that last year slightly more than 50 agencies participated.

"The big news was two fold," she continued. "One that was surprising, people anecdotally said they hadn't seen that many agencies involved in awhile." Good news. The other news, as reported to her by staff that attended the event, was that there appeared to be fewer graduates in attendance. "Some of the thoughts were and again, we don't know - but some of the thoughts were [students] had already reached out and had plans and leads," she said.

Sander has also noticed that her department is increasingly receiving notices that field instructors, former students she works with at local nonprofits, have moved on to other positions, "meaning the job market has now picked up with

services and so some of the people now have job mobility," she explained.

Direct services positions, jobs that perform the functions of a nonprofit, are the hardest to fill, following by fundraising and development, according to the Nonprofit Employment Practices Survey.

"It's not difficult to find a career in the not-for-profit sector. What is difficult is retaining people to want to stay in the nonprofit sector," Jeffrey Wilcox, president and CEO of the Third Sector Company, said in an interview at the Business Journal's offices. Wilcox's company specializes in finding interim executives for the nonprofit sector.

Wilcox, who for years has been writing the Third Sector Report column for the Business Journal, noted that the difficulty nonprofits face in retaining employees is partially due to the increasing number of B Corporations (B Corps), which are essentially for-profit businesses operating for a cause.

The 2016 survey by Nonprofit HR made the same observation.

"With the emergence of social enterprises and growth of B Corps, an increasing number of revenue-generating entities are blending purpose and profit, which translates into jobseekers having even more opportunities to engage in missiondriven work than ever before," the report stated. "Four years ago, there were only 100 certified B Corps. Today, that number has grown to more than 1,600 B Corps worldwide, covering 42 countries and 120 industries."

(Please Continue To Page 24)

Bar Foundation



*Board Chairs Academy has had a huge impact on how the Downtown Long Beach Associates views its mission, relationships and governance. Three generations of DLBA board leaders have completed the program which has not only helped our organization but the entire community as many of our board members serve on the boards of other local nonprofit organizations. This is one of the best investments we've made in evolving our governance structure and processes to best serve the downtown community. KRAIG KOJIAN, President and CEO. Downtown Long Beach Associates

THE BOARD CHAIRS ACADEMY

Since 2006, over 240 Nonprofit Organizations in the United States and Canada have participated in the Six-Part Cohort Learning Program for Nonprofit Boards of Directors

> The Art of Nonprofit Leadership - September 30, 2016 The Science of Board Development - October 28, 2016 The Effective Fundraising Board - December 2, 2016 CEO Performance Planning & Review - January 13, 2017 The Strategic Nonprofit & Its Board - March 10, 2017

All Sessions Are Held At The Petroleum Club 3636 Linden Avenue - Long Beach, California 8:30AM to 12:00PM

Register to attend at www.thirdsectorcompany.com or by calling Third Sector Company at (562) 484-6261 Space is limited to the first 15 organizations. Participants may register for a single seminar or the entire sense.

Board Chairs Academy will be taught by Jeffrey Wilcox, nonprofit columnist for the
Long Beach Business Journal and CEO of Third Sector Comepny.







James Schrage, MSW (left) is the executive director of the local nonprofit Families Uniting Families, which partners with California State University, Long Beach to hire interns and identify prospective employees. Schrage is pictured prior to the school's graduation ceremony with Dr. Nancy-Meyers Adams, MSW, director of the school of social work (center), and Becki Sander, director of field education for the school. (Photograph by the Business Journal's Larry Duncan)



California State University, Long Beach graduates from the school of social work, Gladys Cervantes (left) and Courtani Asher, visit with James Schrage, MSW, executive director of the local nonprofit Families Uniting Families. Schrage, who works with the school to find qualified social workers to assist his organization, attended the school's pre-graduation reception last week. (Photograph by the Business Journal's Larry Duncan)

Careers In Nonprofits

(Continued From Page 23)

Staying competitive with the private sector is another hurdle nonprofits are facing, according to the Nonprofit HR survey. "Maintaining salary budgets against market pressures" was identified as the No. 3 concern by nonprofit agencies surveyed.

"There will always be the hesitation about the income potential the sector has to offer career people," Wilcox said, referring to the ability of nonprofits to attract executives. "There is a perception that professionals are undercompensated and it is not creating a full pipeline of candidates for career positions. And we've got to change that," he said. "If we want to raise the level for arts and the environment and community, it takes paid professionals in order to do that. So we're kind of at a crossroads."

Jay Berger, partner with Morris & Berger, an L.A.-based executive search firm for the nonprofit sector, noted that it's not uncommon that smaller nonprofits are unable to pay the salaries that executive applicants are requesting based on current or past pay. "Some times, it's a smaller nonprofit and they can't pay as much as someone's already making, and the candidate's not willing to take a salary cut, and it may not work," he said.

But due to the cause-driven nature of the nonprofit sector, there are some who are willing to make sacrifices in salary, Berger pointed out. "In other cases, they are willing to take a salary cut. We just placed somebody in a position like that and she ended up taking about a \$27,000 a year salary cut because she was really excited about this opportunity," he recalled.

Wilcox said nonprofits need to reexamine how they define compensation, particularly when salary funding is an issue.

"Nonprofits today are having to be more creative in how they define compensation. In the old days, we only defined it as money," he said. "I think you're seeing a lot of not-for-profits that are saying, 'Can we offer you a four-day work week instead of five? Can we offer you a virtual opportunity as opposed to always being in the office?" In other words, nonprofits might be able to appeal to prospective executives and employees through what they can offer in the way of a work-life balance, he explained.

Another challenge to recruitment and retention is a degree of skepticism about the nonprofit sector's ability to deliver on its promises. "We do have a generation of people who don't feel that the nonprofit sector has delivered on some social promises — on such things as poverty and hunger and issues that are important to those of us who have chosen this as our career," Wilcox said.

The position of development director, responsible for fundraising, is the most difficult to fill, Wilcox and Berger agreed. "We have a lot of burned out fundraisers who are facing the burden of raising charitable dollars all on their own while the rest of the organization stands back and tells them how they're doing, or gives them suggestions on how they could do it better," Wilcox said. It's the position with

"The good news, from my perspective or the students', is we don't have students coming back to us and saying they can't find employment."

Jane Sander
Director Of Field Education
School Of Social Work
California State University, Long Beach

all the pressure, he pointed out. "The difficulty with that one is I think we have turned fundraising into a sales transaction, when all along, fundraising was [meant to be] a community building and advocacy process. It never was a sales transaction."

Berger pointed out that development directors are increasingly moving between jobs every couple of years, either because they didn't meet fundraising expectations and were fired or because they're unhappy.

Turnover at a nonprofit makes it more difficult to attract staff, Berger said. "If they've had a lot of turnover in that role, everybody's going to question what's the problem, why does this turnover exist?" he explained.

"The amount of time right now that not-for-profits are having to spend to find a good person is sending some organizations into tail spins because they're just so vital for the organization to fulfill its mission," Wilcox reflected.

But a difficulty with employee retention isn't an issue exclusive to the non-profit sector. "I think there is a societal tide going on about people not staying in jobs as long as they used to. So I don't believe that's just endemic to the nonprofit sector," Wilcox said.

Wilcox said that most people in the nonprofit sector are not committed to the sector itself, but rather to the organization's cause. "It is a commitment to a particular desire to change the world," Wilcox said. "Where I think the nonprofit sector has a difficult time is people want careers that are based on a cause. They don't want a career based on an organization."

In addition to reexamining what compensation means and perhaps pursuing interim management to ease the transition period when there is an executive vacancy, appealing to the younger generations' desire to enact societal change is something nonprofits should strive for, according to Wilcox.

"If you work for a nonprofit where the human resource equation is a balance between paid and unpaid people working together to do something fantastic, you're probably going to see a much more energetic employee pool, because they're working with people in the community to do something for the community," Wilcox said. "That whole human resource equation is a big deal, because the not-forprofit sector is the only sector that can leverage that."



ChildNet Youth and Family Services

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Throwback Elections

(Continued From Page 1) odds, won, and won easily. He showed that with very little money, but shoe leather to burn, an underdog could succeed. His upset win was, many local political observers believe, the beginning of a shift on the city council that would soon reflect the rapid changes in the community's demographics.

In November 1992, the term limit issue, Proposition G, made it to the ballot as one of four hotly contested measures. The others were: approving a card (gambling) club, a tax to hire more police and expanding the powers of the mayor. Only Prop G won. And it wasn't even close. With term limits going into effect, councilmembers could no longer look at the local seat as a career. Enter the California Legislature and Lowenthal's political future.

Following is one of the first candidate interviews of the professor of community psychology - Alan Lowenthal - presented in the April 7, 1992, edition of the Long Beach Business Journal. The parallels to today's issues may surprise you.

LBBJ: Why are you running for city council?

Lowenthal: I am running for several reasons. First, I feel there is a basic lack of leadership in the 2nd District. A voice for neighborhoods really needs to be provided. Second, I think I can provide the leadership on public safety issues. And finally, I am concerned about the density in the district and I feel I can protect our neighborhoods.

LBBJ: What do you feel is the most im-





Alan Lowenthal Official photographs - 1992 and today

Congressman

United States House of Representatives, 2012-present

State Senator

California State Senate 2005-2012

Assemblymember

California State Assembly 1998-2004

Councilmember

Long Beach City Council 1992-1998

portant issue facing the 2nd District? How do you plan to address this issue if elected?

Lowenthal: Without a doubt, I think crime is the most important issue. People are locked in their homes. I've walked this district for the past seven months and I am overwhelmed by the fear that people have. They are frightened of coming out of their homes. They've seen a rapid deterioration of their community. I'm convinced that after working on the Police Complaint Commission that the solution is to move us

at a policy level rapidly towards community based policing with substations where police will be visible and accountable. Then we can begin to engage in prevention and we can make those streets safe. I don't believe the downtown will be economically successful unless the neighborhoods immediately adjacent to it are safe.

LBBJ: What can or should be done to stimulate business in the 2nd District?

Lowenthal: Again, I think the first thing we have to do is make the area safe. That would be a tremendous incentive to bringing business to this community. We must also have good schools. Businesses do not want to come to Long Beach because they don't want to put their kids in our schools. We have to confront this issue. We cannot attract business without having adequate urban schools. I think Long Beach is 10 to 20 years ahead of the wave. We have had tremendous demographic changes in this city, which will be occurring throughout the rest of the country in a very short time. If we can begin to demonstrate how we can solve some of these problems – by having an adequate school system that prepares students to go on, by having a system that has incentives for students to stay in school and learn the necessary skills to enter our work force we will be a model for other cities. And I think we can do it.

LBBJ: What you are talking about will likely come with a heavy price tag attached, but the city is already facing a budget shortfall. What approach would you take to solving the city's budget deficit?

things. One, I think we have a city council that tends to practice crisis management. We have to begin to not only deal with this initial crisis, but we have to begin to think about how we're going to put ourselves on a sound financial basis again. How are we going to increase our retail sales tax base? How are we going to make the city more user-friendly to businesses? How are we going to have an equitable assessment of business licenses? Long Beach's culture has been one that has not been inviting for business. I think we need to change that. The first thing I would do is establish a training program for all city employees who engage in contact with businesses. In part, the people who provide things like business licenses or planning from a regulatory perspective. They are constantly getting hung up on standards and policies. I'm not saying that we don't need regulations to protect the public, but we also need people who are trained in problem solving and who can work to attract business. The second part of this is that we need to recruit business that will not only attract retail sales, but those that generate business-tobusiness sales as well. We should be trying to attract clean manufacturing to this city that has sales attached to it.

Lowenthal: When talking about the

budget, I think we need to look at two

LBBJ: What about the immediate budget problem? How would you address that?

Lowenthal: I think it's important to look at where we can trim the existing fat. I don't favor privatization and I don't favor contracting out for services. We need to look at management salaries and at council and staff perks. We should work with the city employees association in terms of establishing an equitable way of cutting if it comes down to cutting salaries or personnel.

LBBJ: What is your position regarding Long Beach Police Department vs. L.A. Sheriff Department citywide patrols in Long Beach?

Lowenthal: I'm very opposed to contracting out for police services. I fought against this because I think it violates the City Charter. A city of this size needs to maintain quality and control over this service. By going to more community based policing, we can save just as much money as if we contracted with the sheriffs. Ultimately, prevention will save us a great deal of money.

LBBJ: Do you feel that the city council has demonstrated good leadership over the past four years?

Lowenthal: No. There's no consensus on the council. We have a council of bickering. We have a council that cannot forge any identity, one that cannot develop goals. It does not create a positive climate. Leadership is based upon the people believing that their representatives actually can find solutions to some of these problems. Right now we do not have a council that people believe in.

LBBJ: Is there anything you would like

Lowenthal: I think that people need to regain their trust in government. This election is about integrity. It's about an incumbent who has been in office 16 years and is only now discovering that there are things that need to be done. This election is about finding solutions and engaging in action. ■

Overview Of June 7 State Ballot Measure – Proposition 50

Following is a brief summary by the California Chamber of Commerce of Proposition 50 that will appear on the June ballot. The California Chamber has no position on this proposal.

For more information, visit the website of the secretary of state at sos.ca.gov.

Suspension of Legislators Constitutional Amendment.

Amends Section 5 of Article IV of the California Constitution to require that to suspend a member of either house of the Legislature, a motion or resolution to that effect shall be adopted by a vote of two-thirds of the membership of the house, as specified. This measure would prohibit a suspended member from exercising any of the rights, privileges, duties, or powers of his or her office, or from utilizing any resources of the Legislature, while the suspension is in effect. Salary and benefits of the member would be forfeited for all or part of the period of the suspension by express provision of the motion or resolution.

Placed on Ballot by: Legislature.

Ballot Arguments For

Proposition 50 would amend the state Constitution to give the California Legislature clear authority to suspend members of the Senate or the Assembly without pay. The measure is a simple and straightforward way for lawmakers to hold their own colleagues accountable for breaching the public's trust.

More Information: yesprop50.com

Ballot Arguments Against

Proposition 50 gives legislative leaders the option NOT TO EXPEL fellow Assembly members and Senators who have been indicted or convicted of felony charges. The California Constitution already allows Assembly members and Senators who have

been indicted or convicted of felony charges to be removed from office by expulsion. Proposition 50 allows lawmakers who have been indicted or convicted to be suspended WITH or without pay and it robs constituents of representation since a suspended legislator would still "occupy" his or her office and no election can take place to replace that bad actor.

More Information: stopprop50.com

About The Long Beach Sales Tax Measure On The June 7 Ballot

The tax measure has two components. First, it raises the city's sales tax from its current level of 9% to 10% for the first six years, effective January 1, 2017. During each of the subsequent four years the rate drops from 10% to 9.5%. This is known as Measure A, which ends after 10 years.

The second component, Measure B, requests that 1% of the additional sales tax money raised is set aside as a "rainy day

Measure A is expected to generate about \$48 million a year during the first six years and \$24 million the following four years. That equals about \$384 million. (Figuring in the increasing cost of taxable purchases due to inflation, the total revenue should exceed \$400 million.)

Measure A also includes – as first suggested by the Business Journal – a citizens oversight committee to monitor how the money is spent. We had suggested an 11-member committee; the city council approved a five-member advisory group. Annual audits of expenditures are also to be conducted.

Online Ballot Arguments

For more information or to read the ballot arguments, please visit: www.longbeach.gov/cityclerk/elections/ballot-measureinformation/

Pro/Con Websites

Yes on A/B: www.abetterlongbeach.com/ No on A/B: www.longbeachrebellion.com/

Inside City Hall

How To Finance Infrastructure By Assessing Only The Area To Be Benefitted



t's really hard to support the mayor and city council and assorted employee unions' push for the passage of an increase in Long Beach's sales taxes to 10 percent

By **G**ERRIE under the promise that the millions of dollars generated "could" be used to fix infrastructure.

Because they placed Measure A and B on the ballot as a general sales tax increase, it only requires a "simple majority" of voters to approve and does not legally bind the city council to spend the money specifically on infrastructure. The council will tell you they passed a resolution stating the money will go to infrastructure and public safety, but resolutions are not legally binding. The council uses resolutions all the time to recognize things such as "Meatless Mondays."

Transparency has not been the hallmark of Long Beach City Hall. Nowhere will you find (as is found in other cities) data on the city website about the real condition of all streets, sidewalks, curbs, gutters and other infrastructure. Where are the condition maps, lists/maps of planned maintenance, performance measures and other relevant information? Where has the Long Beach Department of Public Works posted how it formally documented its procedures and methodology for calculating funding needs and the future condition of the city infrastructure? Where is the public discussion of how millions in oil revenues and other sources of funding were spent for infrastructure? Where are the documents indicating if the city efficiently repaired infrastructure in the past? Nowhere.

Without a documented infrastructure plan (and not one just concocted to convince voters to raise sales taxes),

monies taken in by the city have not been spent in an organized, consistent and equal manner cross all council districts. (After all, how many times can we fix Pine Avenue?) We cannot afford a scattergun approach to fixing our infrastructure needs any longer. We need to put tax dollars back into the specific neighborhoods from where they were

That is why I continue to support a method that establishes a specific "infrastructure financing district" that uses tax increment to issue bonds to raise money to fund infrastructure projects in specific areas.

When redevelopment was dissolved by the state in 2011, legislators recognance projects. So a new law was this numerous times! passed that allows cities to use tax infinancing captures those property tax ator-less elevators. increment revenues. As the website (http://www.eifdistricts.com/) of into the city's General Fund."

ment of water for urban uses.

Long Beach need to be specific, demap of static objects. tailed, accountable and not done on the taxpayer.

records are missing.

side. blogspot.com.)

Technology And Innovation

The Age Of **Unmanned Machines**



GOI SHANI

Would you travel in an airplane that does not have a pilot onboard? Would you be a passenger in a car that is driven by a computer? The answer may be simpler than you think. I suggest that it will not take

long for the apprehension nized cities needed a new way to fi- and mistrust to disappear. History has shown

Though a trivial matter now, only a few crement generated from the growth in decades ago, elevators required operators. property taxes collected within a spec- Back then, ordinary folks would not ride the ified area by establishing enhanced in- elevator if the attendant was not present. frastructure financing districts (EIFD). Now, we do not think twice about this ubiq-EIFDs recognize that expanded public uitous technology. Will unmanned vehicles structures can boost the value of find their way into our hearts in a similar nearby property. Higher property val- way? I predict such factors as cost, comfort ues produce higher property tax rev- and necessity will make this technology beenues. Property tax increment come universally acceptable faster than oper-

Unmanned vehicles have proven their for worth and importance in every possible EIFDs explains: this means the city mode of operation - on land, in the sea and "can invest selected new property tax most certainly in the air. One of the most fadollars into the neighborhood instead mous land vehicles that has pushed the frontiers of aerospace and our understanding of EIFDs cannot be used to fund re- a neighboring planet is the Mars Rover. Propair and maintenance but they can grammed to operate intelligently, not only free up general funds that are spent on has it outlasted its expected lifetime by a the big ticket infrastructure items huge margin, it continues to explore the sursuch as: water transportation infra- face of Mars, gather valuable data, take picstructure; sewer infrastructure; civic tures and collect samples. There are major centers/public facilities such as li-differences, however, between this free-range braries; parks; water reclamation unmanned vehicle and autonomous passenplants and interceptor pipes; and fa- ger cars. After all, operating in streets and cilities for the collection and treat-negotiating rush-hour traffic poses very different problems than what Mars Rover does Efforts to fund infrastructure in to maneuver its way on a seemingly endless

The currently proposed autonomous vehibacks of the already over-burdened cles are designed with the capability of sensing the environment, finding an optimized Next Column: For the record - the path and navigating the selected route without human input. They use a combination of (Gerrie Schipske was elected to technologies, such as radar, lidar (a laserboth the Long Beach Community Col- based surveying technology that measures lege Board of Trustees and the Long distance), Ground Positioning Systems Beach City Council. She is the author (GPS) for precise location coordinates, of several books on Long Beach his- odometry (using motion sensors to detertory. Her blog is www.longbeachin- mine the changes in position over time) and computer vision, in order to detect the surrounding environment and further optimize the route.

Just as railroads provided a fixed route for ordinary cars, the Hyperloop concept proposes a high-speed solution for transferring a vehicle from one point to another through a tunnel. It is a novel transportation system that uses a reduced-pressure tube in which pressurized capsules travel at high speed. Similar to magnetic levitation systems, the vehicle is driven by linear induction motors and travels on an air cushion. The combination of high energy efficiency and electric propulsion make this concept one of the fastest and cleanest modes of transportation. The capsules, also called pods, are designed to carry cargo or passengers, and the expected level of performance is that they can take off with a high frequency - as frequently as one every 10 seconds.

It is fair to say that we have had more successful applications of unmanned machines in the air. An unmanned aerial vehicle (UAV) is an aircraft with no human pilot aboard. Although drones have been in the news more for the frequent near collision with passenger airliners, their vast number of new, and previously impossible, applications have created much excitement and interest. Drones have been used successfully in military, civic and commercial applications, and continue to be a big draw for aerospace hobbyists. Although most UAVs are small, size really does not matter. Large aircrafts, even a massive Being 747, have successfully taken off and landed without a pilot onboard. On the military side, successes are more common, specifically with the deployment of an automated piloting software that can fly F-16 fighter jets better than any human pilot. One of the top examples is an incident in the Middle East conflict two years ago, when the Auto Collision Ground Avoidance System of the jet saved the plane and the pilot.

Perhaps none of the above will help you be more comfortable with the idea of traveling in an autonomous land vehicle or a drone. My guess for the short term, as a halfway compromise, is single-pilot airliners that are remotely controlled from the ground. Not a bad idea, only if we can determine balance of power between man and machine - the decision on what situations the human pilot outperforms the machine and when the intelligent autopilot system should dismiss the pilot and take charge. Here is a simple question for you. Which one do you trust in a dire situation?

(Forouzan Golshani is the dean of the College of Engineering at California State University, Long Beach.)

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 National Men's Health Week: Early Detection And Prevention Recognizing Mental Health Problems In Children

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HealthWise

The Role Of Interventional **Neuroradiology In The Treatment Of Stroke**



stroke occurs when a vessel in the brain is blocked by a clot (ischemic stroke) or ruptures (hemorrhagic stroke). During a stroke, blood flow is cut off and brain tissue is starved for oxygen. causing the brain's cells to die. The more time that passes between when a stroke starts and when a person receives treatment increases the chance for brain function to be permanently lost. When a stroke strikes, it's critical that the person experiencing symptoms receives medical attention and an accurate diagnosis as soon as possible.

DUCKWILER, MD Typically when someone is evaluated and diagnosed with an isthrough an IV called tissue plasminogen activator (tPA). When tPA is appropriate, they will receive it immediately.

However, some patients require more complex interventions to stop bleeding in the including interventional neuroradiology.

The practice of interventional neuroradiology extends to a wide range of vascular care, including acute stroke, aneurysms, vascular malformations and tumors of the brain, spine, head and neck.

ment by using image-guided procedures and an endovascular approach to treat a stroke.

The endovascular approach is a minimally invasive method in which treatment for stroke is delivered. The procedure is performed inside your blood vessel using a thin, long tube called a catheter. Through small incisions in the groin, the catheter is guided under video x-ray to the site of the clot or problem in the blood vessel.

Much like a plumber uses a snake – a slender, flexible drain auger – to dislodge clogs in a pipe, an interventional neuroradiologist uses a catheter to treat a clot in a blood vessel.

Two common types of strokes interventional neuroradiology is used for are:

- Ischemic stroke caused by a blockage or clot in the blood vessel supplying blood to the brain. These type of strokes account for 87 percent of all stroke cases.
- cause of hemorrhagic stroke is high blood pressure, also known as uncontrolled hy-

to diagnose and treat patients, ultimately making recovery faster for patients. This level of care helps to ensure that patients receive the most innovative treatments to quickly regain their health and continue on with their lifestyles.

(Gary R. Duckwiler, M.D., is a professor and director of Interventional Neuroradiology at Long Beach Memorial)

Effective Leadership

Why Bridging The Generation Gap Starts On Your Side



UKLEJA

ids these days!"
It's too easy to look at the next generation and boldly declare, "I was never like that at that age!"

The tension is not new. But the reasons for the tension are not the same.

Simply look at the parenting, pop culture, politics and technology that impacted this generation. That creates a world view that might differ slightly from yours. So the choices are to become frustrated or become part of the solution.

Are things getting lost in translation with your team? Is the generation gap getting bigger instead of smaller? Here are three actions that will make you a more effective bridge.

1. The most mature must take the first step. Don't wait for Millennials to approach you. Approach them with the goal of helping them be successful. A barrier to this is the perception of a lack of respect.

For older generations, respect was shown by deferring authority and decision-making to elders. For Millennials, the approach is more casual. Respect is exchanged in conversations with one another. It's more about the relationship than the position. A Millennial sees value, not just with the organization itself, but with the relationships embedded within the organization.

A key barrier to building a healthy relationship is our perception. Our perceptions are based on our assumptions. Assumptions form our biases. They affect our ability to interact with others. Everyone has a tendency to expect others to think the way they do. If we are not aware of this, we can find ourselves becoming inflexible - even antisocial. This can lead to unnecessary conflict.

This generation is more relaxed and enjoys relating to one another – laterally, not

Small Business Dollars & Sense

Time To Start Investing?



any Small Business Owners in Long Beach received a nice tax refund this year and many of you are deciding what to do with it. Will you reinvest it back into your business? Take a fun vacation? Pay bills? If you find yourself with extra cash on hand, now may be the time to begin thinking about investing. Here are a few tips if you're just getting started:

Set your goals

AI VARADO

Why are you investing? Do you want to earn more current income? Save for a home or long-term bucket-list item? College education and retirement are other popular reasons. Each objective may require different investment strategies and different types of investments. For example, if you want more current income,

you might do better with a fixed-income investment, such as a bond, rather than a growthchemic stroke, treatment involves the administration of a clot-busting medication company stock that offers long-term potential but may fluctuate more than a bond. Once vou've set vour goals, stay focused on them.

Look at your current financial picture

Take stock of your net worth by adding up all of your assets (including the value of your brain. These patients may be candidates for non-invasive stroke treatment techniques, home, personal property, investments, bank accounts and pension or profit-sharing plans) and then subtracting your liabilities (money you owe for such things as mortgages, car loans, credit-card debt and other bills). Now is the time, also, to calculate an annual household budget by adding up all of your income for the year (salary, interest and dividends on investments, distributions from pension or profit-sharing plans, alimony) and then sub-Interventional neuroradiology complements traditional surgical methods of treatand clothing). The balance is the amount you have to spend on personal uses, such as vacations and gifts, or to invest.

Consider your risk tolerance

Most investments have some measure of inherent risk, and in today's volatile market environment, first-time investors will need to understand their tolerances for fluctuation. Volatility is how much the price of an investment or an entire index, such as the S&P 500, moves up or Interventional neuroradiologists can be thought of as the plumbers of the brain. down over a period of time. Remember to think about the investment over the long term and ask yourself whether you're willing to accept greater risk in exchange for a potentially larger gain. If you cannot afford to risk your investment principal, you might consider lower-risk investments - which, while relatively safe, usually do not earn high returns.

Know your investment

Before you take the plunge, understand how the investment works. If, for example, you are thinking about buying the common stock of a company, take the time to learn about • Hemorrhagic stroke – caused when a weak blood vessel bursts or ruptures. Two the company by reading its annual report or analysts' research reports. A mutual fund may types of weakened blood vessels that are typically responsible for this type of stroke seem to be a simple investment because your money will be managed by professionals. are arteriovenous malformations (AVMs) and aneurysms. However, the most common Consider the fund's short- and long-term performance compared with that of other funds. The fund's investment objective and strategy (what the fund invests in – stocks, government bonds, municipal bonds, etc.), and the fund's charges, expenses and risks. These, Interventional neuroradiology uses the most minimally invasive techniques available and other questions on the investment company, are answered in the fund's prospectus. Read and understand before investing.

And if you don't have one, go and meet a local banker or financial representative for

(Ben Alvarado, a 25-year veteran of Wells Fargo, is the president of the bank's So. Calif. Region, which stretches from Long Beach to Orange, Imperial and San Diego counties.)

hierarchically. They crave flat leadership structures, not stacked ones.

Rather than wait for this generation to relate to you on your terms, make the move to discover a connection.

2. Find opportunities to learn about them and their lives . . . not just their career aspirations. "What do you want to do after you graduate?" This is one of the most daunting questions a college or high school senior is asked. By the time a Millennial graduates, they will be asked what their plans are for their lives countless times. The message is clear: their career matters. And it does.

However, this generation does not want to be defined by their job. Millennials relate to one another through stories. They are the generation of Facebook and Instagram. These are high-tech storyboards. They want to learn about the lives of those they live and work with.

Focus on areas of their lives that are not expressed in the office. Then watch how Millennials will begin to open up to you.

3. Recognize they want different things at work than you. Millennials don't care about everything you care about. And that's okay. They tend to support causes more than institutions. They value the intrinsic benefits of volunteering.

The top motivator for this generation is mission and impact. A recent "Millennial Impact Report" found that 73% of Millennials had volunteered for a nonprofit organization. When asked about their motivations, 79% said they were passionate about the cause or issue. 67% felt they could make a difference. And 56% wanted to connect with like-minded people.

Make the effort to lean into them. Take the time to ask them what their internal motivators are. Are they most alive when traveling, spending time with friends, working on a fulfilling project, or trying something new?

Questions open up the pathway for a better connection. They help bridge the gap. And that is indispensable to leadership.

(Mick Ukleja is an author, speaker and generational strategist. He keynotes across the country on leadership, generational diversity and personal productivity. He is co-author of the best seller, "Managing The Millennials, 2nd Edition." Check his weekly blog at www.LeadershipTraQ.com.)

Realty Views

Land Contracts Under Fire



ver since the real estate bubble of the last decade changed the landscape of lending as we know it for most forms of real property purchases, the way in which buyers approach an acquisition has dramatically been altered.

For both home buyers and investment property purchasers, creative ways to finance properties has

By Terry Ross never been more important. Not since the Great

Depression of the 1930s has lending been in such a crises mode. This was brought on largely by the need for government bailouts of major banks beginning almost a decade ago, and the ensuing fallout from the media, the public and eventually all levels of government as everyone pointed fingers during the banking crises when property values declined and lenders lost billions on loans that went bad.

The end result of this is fewer banks and lenders – and for those still standing, much harsher criteria for loan approvals. The bottom line is fewer transactions will be consummated and for those that do close, the hoops that need to be jumped through are magnified many times over.

One form of financing that had not had much popularity in decades – the land contract – has made a return as one of the work-arounds to the mortgage crises, which now is more about trying to get a loan done than dealing with defaulting borrowers or foreclosures.

The land contract or contract for deed has made a comeback in today's home-buying business – and to a lesser extent in some commercial and investment sales. Essentially, this kind of financing tool is much like an auto loan where the finance company holds the pink slip (deed) to the car and then transfers it over to the buyer/borrower when the car is paid off in full.

In a real estate land contract, the buyer will typically make a down payment and the seller will offer financing on a contract of sale at an agreed upon interest rate and payment until the contract has been paid off. Title to the property is still held by the seller – so the buyer has no equitable title – until the contract is paid off in a set number of years as an installment sale. At that time, title is transferred. This is different than a seller-carry back. In a typical seller-carry, title is transferred at the time of closing and the buyer actually is the owner of the property – with a note from the seller. If the buyer fails to make payments on the financing, the note

holder would have to file a default and foreclosure to regain the property. In a land contract, no foreclosure is necessary.

What happened in the housing industry after 2008 is that investors began to purchase homes in bulk – especially lower-priced homes in moderate markets – and then resell to borrowers who had a tough time qualifying for traditional bank mortgages via land contracts.

In addition to seller carry-backs, land contracts have become more popular as traditional lenders like banks continue to make obtaining a mortgage very hard for a large segment of borrowers – an entirely different situation than existed in the 20 or so years prior to 2008.

Recently, however, the New York Times and others have reported that the Consumer Financial Protection Bureau has assigned two enforcement lawyers to investigate land contract sales to see if the terms of some of these transactions violate truth in lending laws. The impetus for this inquiry was a Times story on potential abuses in the marketplace and high interest rates being charged to low-income families.

There appear to be two prominent schools of thought on this. On the government side, the academics and regulators point out that many times these contract for sale homes have many code violations, are run down and are mostly sold to low-income, minority buyers who have no other option and may not be sophisticated enough to understand the terms of the financing and what the legalities are – like selling a bad used car for 12 percent interest rate. On the other side, you have one longtime buyer and seller of foreclosed homes who is quoted as saying, "Our government thinks all poor people are stupid."

While it certainly is not right to take advantage of any borrower, lending of any kind is a risk-based business and the higher the risk – i.e. a borrower who can't get traditional financing – is going to drive a higher interest rate. Lenders want to get a higher return for a riskier borrower to compensate for that risk – basic business.

What has happened to mortgage lending is that with federal guidelines overreaching in the zeal to weed out unworthy borrowers, many qualified borrowers are also denied the option for low-cost, traditional financing. These borrowers in many instances are being driven to high-interest land contracts because of regulator's actions — and now the sometimes higher-cost option of land contracts is under attack.

If the Feds are going to take away land contracts because of over regulation, then they need to find a way to get more borrowers into traditional bank financing and inject more common sense lending. Right now we have a lot of regulation – with the promise of more to come in this case – and yet no solutions to the real problem.

(Terry Ross, the broker-owner of TR Properties, will answer any questions about today's real estate market. E-mail questions to Realty Views at terryross1@cs.com or call 949/457-4922.)

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Trade And Transportation The Unsung Hero Of Intermodal Transport



By Tom
O'Brien

never imagined spending a good portion of my professional life talking and writing about chassis. But I do. As both an educator in the classroom and as a researcher of the supply chain, it's impossible to avoid the topic, and with good reason. The intermodal chassis helps make the global supply chain possible. It allows for the easy transfer of the ship-

O'BRIEN allows for the easy transfer of the shipping container between port, rail yard, distribution center and store. Anything that limits the availability of this equipment also limits the efficiency of the supply chain.

And in this country, the industry has been experiencing the growing pains associated with a shift in the way in which chassis are owned and maintained. In a relatively short amount of time, we've seen ocean carriers, which have traditionally owned the chassis, get out of the business in favor of third-party providers. What may seem like a simple transfer of ownership in equipment has been anything but.

Carrier-owned chassis are a legacy of containerization. By controlling the chassis, ocean carriers had access to other portions of the U.S. domestic market. For truckers however, the old business model created certain ineffi-

ciencies. Because chassis belonged to the carrier and were stored at the marine terminal, truckers had to reposition the equipment back to the port after dropping off a container. This resulted in many non-revenue generating trips for truckers and limited the number of turns a driver could make in any given day. One solution: a chassis pool which, simply put, was a group of chassis that two or more ocean carriers made available to truckers for the movement of cargo.

In the wake of the economic downturn in the mid to late 2000s, ocean carriers had an increased incentive to eliminate the costs associated with maintaining a now underutilized chassis fleet not to mention the costs tied to the terminal real estate on which the fleets were stored. This meant not simply reducing the number of chassis on terminal by expanding the use of pools but by divesting themselves of the equipment altogether.

In 2009, Maersk, then the world's largest shipping line, announced a program called ChassisLink, which charged the trucker a daily fee to rent a chassis. In return, the trucker was allowed to use a Maersk chassis for as many trips necessary until it was returned to the terminal. The program was an important first step in demonstrating the supply chain benefits of eliminating inefficient truck trips and in freeing up valuable staging space on the docks. In early 2012, Maersk sold its ChassisLink subsidiary altogether. In the wake of the Maersk decision, other ocean carriers followed suit, implementing changes to their equipment management procedures that involved chassis pools in the short term and then ultimately chassis divestiture.

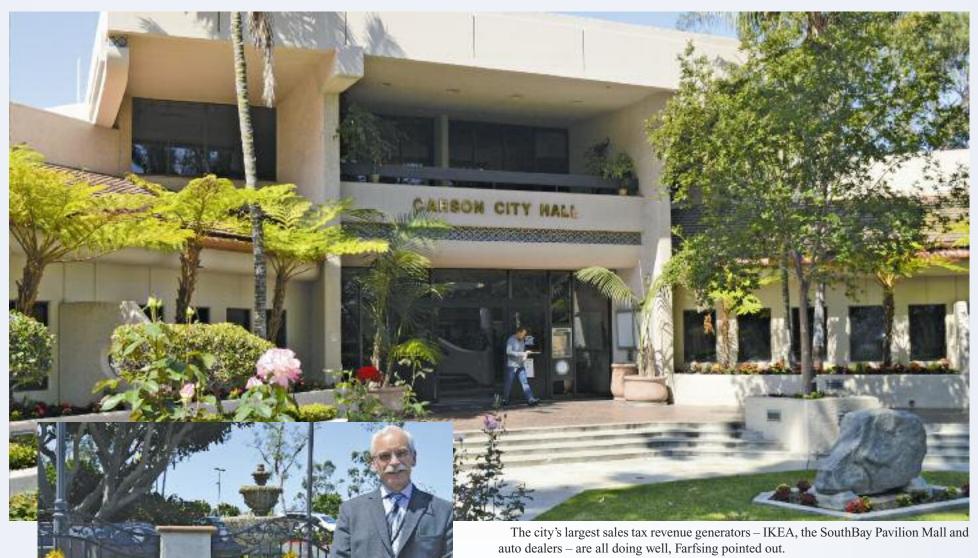
As ocean carriers were divesting themselves of chassis, they were also investing in larger, more efficient megaships as a cost savings measure. This has created peak period demands for landside infrastructure and equipment, including chassis, at ports where the larger vessels are able to call. These include the Ports of Los Angeles and Long Beach. As a result, the ports established a Chassis Operations Group to consider the impact of changing industry practices on terminal operations as well as the broader supply chain

One response has been for third party chassis providers to develop an asset-sharing system for their equipment, a "pool of pools" designed to eliminate unnecessary equipment interchanges and make the supply chain more efficient. Pool chassis can be used at any marine terminal and truckers are billed by the day. The equipment is inspected for "roadability" and verified before being turned over to the trucker for use at the ports.

Launched in the first quarter of 2015, the pool of pools is still a work in progress. Chassis repositioning has not been eliminated altogether, particularly during peak periods, and many truckers have expressed an interest in a long-term lease option that would give them even more control of the chassis, assuming they have a place to store them. But it's important as an example of a broader industry-wide effort in supply chain optimization needed to accommodate an increase in freight movements through our region.

So the next time you're behind that truck on the freeway, instead of honking, show a little appreciation for the heavy lifting being done by the chassis. It's literally carrying the weight of global trade on its back.

(Dr. Thomas O'Brien is the executive director of the Center for International Trade and Transportation at CSULB and an associate director for the METRANS Transportation Center, a partnership of USC and CSULB)



Ken Farfsing, interim city manager for the City of Carson, said the city has much to be proud of, including new businesses moving in and several real estate developments underway and in the works. (Photographs by the Business Journal's Larry Duncan)

(Continued From Page 1)

Robles pointed to real estate developments in the pipeline as the city's greatest opportunities for growth. "We have got a couple of major projects that are underway, and, when they are completed, they're going to move Carson forward significantly," he said. "It's going to attract more and more economic development, and that's what makes it exciting being mayor."

The parcel of land that Robles and city management believe has the greatest potential is the 157-acre site adjacent to the 405 Freeway where the NFL nearly built a stadium for the Chargers and Raiders. Robles recalled that he was caught off guard when the league chose Inglewood instead. "I was surprised. . . . But you know, the NFL owners in their infinite wisdom thought that the Inglewood site was better. So now we have to move on," he said.

The former owner of the site, Starwood Capital Group, transferred ownership of the property to the Carson Reclamation Authority after the NFL deal fell through, which, after 15 years of dead-end development proposals, finally gives the city leverage and control in the site's future, according to Robles.

"Now when we pick the developer, it's going to be our land, on our terms," Robles said. "We're only going to enter into an agreement with a developer who can fulfill their promise to us."

The site represents about 2,200 linear feet adjacent to the 405 Freeway – vacant real estate that Carson Community Development Director John Raymond told the Business Journal "doesn't exist anywhere else on the 405." Raymond said the city is fairly certain an outlet mall is going to be built directly next to the freeway.

The city has been in talks with several developers, and Robles expects the city will be ready to announce its plans for the site in about two months.

Robles expects other ongoing developments, such as the Porsche Experience Center and multiple mixed-use residential projects – including a 357-unit apartment building under construction across the street for city hall – to have a significant positive impact on the city.

Meanwhile, the city's business climate is "excellent," according to Robles, who pointed out that the city's auto dealers and oil refineries are doing well. "Small businesses, too, are relocating [to Carson]," he said. "We just had our first micro brewery open last year and it's thriving," he noted, referring to Phantom Carriage Brewery on Main Street. "One year into their business, and they're [already] looking to expand."

In an interview at Carson City Hall, Ken Farfsing, interim city manager, noted that the city's logistics and goods movement sector, driven by nearby port operations, is thriving. "That's driving a lot of land values and land use decisions," he said. "But it's having unintended consequences. Maria [Williams-Slaughter, director of public works] has to deal with a lot of issues related to road repair and traffic congestion."

Farfsing was hired by the city last July to help stabilize the government following years of city management turnover. He originally expected to come on for about six months, but has remained longer at the request of the Carson City Council as the city works on developing the former proposed NFL stadium site, balancing its budget and transitioning to a new management team. "We've had so much turmoil politically here that it's just very difficult to recruit city managers," Farfsing said. "So the council asked me to stay to try to stabilize staff."

"The city has had an exodus of managers, I guess you would say," Farfsing reflected. "A lot of managers were fired, so the institutional knowledge is not great. They've had a lot of acting directors running departments for a number of years."

Since Farfsing was hired, key management staff, including a new director of finance, have been hired. There is also a new human resources director and a new assistant city manager. A new city clerk, who hails from the Long Beach city clerk's office, is also in place following a recall election of City Clerk Jim Dear. Dear, who had previously been mayor, had displayed erratic behavior after he ran for and was elected to the position of city clerk, according to accounts from city staff.

Robles called the current city management team "the best the city has had in a long time." The city government is running better now, although some things still need work, Farfsing said. "You know, excuse our dust – we're under construction," he said.

Although Carson's fiscal year begins in July, when Farfsing came on in July 2015 there was no adopted budget. "The first thing I asked for when I came in was a copy of the budget, and staff did not have a budget," he recalled. "Frankly, I didn't know where we were. So we brought in a forensic auditor to really get to the bottom and dig down." A budget was eventually adopted in November. The city had an \$800,000 deficit, and dug into some of its \$22 million in reserves, according to Farfsing.

Carson is facing a \$4 million deficit for the upcoming fiscal year. There are numerous reasons for the deficit, a major one being that the city's contract with the Los Angeles County Sheriff's Department increased by \$1.3 million, according to Farfsing.

"What's happening in L.A. County is there are a lot of jurors giving really large awards for these police incidents," Farfsing said of the increase. "The other part of it is that the [L.A. County] Board of Supervisors held off during the recession giving pay increases to the deputies. . . . All police departments and sheriff's departments are having problems recruiting, so they have to continue to raise their salaries to make sure they can replenish," he explained.

The city could be facing another financial hurdle if voters don't pass the renewal of its utility users tax on June 7. The 2 percent tax on natural gas and electricity makes up 12 percent of the city's General Fund, generating about \$8 million per year for public safety and infrastructure needs.

Katie Pandolfo, general manager of StubHub! Center, is part of a group advocating for the tax's renewal. Although an effort to renew the tax failed with voters last year, she is confident the tax will pass now because more effort has been made to educate voters about its importance to the city. She noted that residents 62 years and older, as well as certain low-income families and individuals, are exempt from the tax.

Robles said he would like the city to be in a stronger financial position, but added that the city is in a good place in comparison to many other cities. "As we move forward with the development of the [outlet] project on the 157 acres, I think greater and better things are coming, and that's going to help our financial position," he said. ■





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Despite NFL Stadium Loss, Carson Sees New Commercial And Residential Developments

■ By **SEAN BELK**Staff Writer

city of Carson, the city is now counting on a new luxury-car-themed attraction, opening later this year, and possibly a regional retail center to help drive new commercial and residential development throughout the city, according to city officials.

After the St. Louis Rams decided in January to relocate to a new stadium to be built in Inglewood instead of Carson, Carson is now reviving plans for commercial development on a vacant 157-acre site once pitched as a site for the stadium.

Carson city officials said they are negotiating with several big-name developers interested in a regional retail center and other commercial development at the site, which is located near the 405 and 110 freeways that has remained vacant since its last use as a landfill in the 1960s.

John Raymond, the city's director of community and economic development, told the Business Journal that the city plans to release a schedule and scope of work this summer for all or part of the development project.

"We always had a Plan B," he said. "We've been meeting with everybody that's inquired, and we're at the point now where we're actually really trying to negotiate agreements. . . . We've whittled it down to five or six pretty credible developers."

Later this year, the city hopes to finalize a "vision plan" for more than 600 acres of property surrounding the vacant site. The city council last year approved putting a moratorium on all new development surrounding the site through December 15 or until the visioning process is completed.

According to Raymond, Starwood Capital Group transferred ownership and control of the vacant site to the city after the NFL stadium fell through, absolving itself of any liability associated with environmental remediation of the property. Starwood Capital had acquired the land in 2012 when it bought LNR Property LLC, along with its holdings.

Back in 2005, LNR Property and Hopkins Real Estate Group, operating as Carson Marketplace LLC, had planned to build Boulevards at South Bay, a regional outlet mall that would have included multi-family residential housing, a movie theater, a 200-room hotel and a convention center.

While it's unclear whether the project will move forward as previously planned, Starwood has expressed interest in at least a portion of the site, he said. Raymond said finding the right developer that is "well capitalized" and willing to invest in commercial development over contaminated land has taken "a tremendous amount of work."

In the meantime, environmental remediation of the former landfill, a process conducted by Long Beach-based Tetra Tech, Inc., managed by the city and overseen by the California Department of Toxic Substance Control, will continue, Raymond said.

Systems to capture methane gas and prevent toxic substances from leaking into the groundwater and affecting nearby residences have been installed and are fully operational, he said, adding that the rest of the environmental remediation process will depend on the proposed development.

Several commercial and residential development projects in other areas of Carson, meanwhile, are planned or already under construction.

Porsche Experience Center

ne project close to being completed is the Porsche Experience Center Los Angeles, a 53-acre facility that will include a luxury-vehicle exhibition area, driving tracks, a restaurant, a conference center, meeting rooms and state-of-the-art driving simulators.

Built on the former Dominguez Hills Golf Course adjacent to the 405 Freeway, the new luxury sports car-themed attraction is expected to enhance the city's destination appeal, according to property owners and city officials.

Porsche's website states that guests will be able to navigate through an "electrifying cir-

cuit, off-road courses, 'Ice-Hill' and other performance facilities," all of which are completely dedicated to Porsche's philosophy of "intelligent performance." A 50,000-square-foot building will be shared with Porsche Motorsport North America, where guests will be able to get an inside look at Porsche's "factory race team and winning race cars," according to a company press release titled, "We thought the 405 could use some Autobahn." Porsche Motorsport North America will be relocating its headquarters from Santa Ana to Carson.

Bruce Choate, president of Watson Land Company, which owns the property, said construction of the Porsche Experience Center is to be completed in July or August. He said the project is part of the comprehensive vision plan for property owners to enhance the area as a premier "gateway" to the city.

"We're viewing it really as a gateway to Carson so, when people come to Carson, they have a good experience," Choate said. "There's just great potential there to create an attractive gateway to the city. . . . We're excited about the opportunity to work with the city to make that happen."

City officials anticipate that the new Porsche facility and the potential regional retail center will present a "unique development and redevelopment opportunity," as the foundation for the city's vision plan, which considers several planning areas.

"If planned accordingly, the entire area could be envisioned and transformed into vibrant districts designed to maximize the compatibility of the new facilities with new commercial businesses and nearby residences," city staff said in a description of the vision plan. "This planning effort would assure that all new development can be accommodated by proper zoning, appropriate remediation measures and proper infrastructure and public services."

The city has so far held two workshops with landowners regarding the vision plan and hopes to develop an "infrastructure financing plan" to identify financing options for needed infrastructure and public services.

Other Commercial Development

Part the campus of California State University, Dominguez Hills (CSUDH), meanwhile, local developers are planning to build a neighborhood retail center called "University Village" at the northwest corner of East University Drive and Central Avenue.

The project, proposed by The Carson Companies and Cliffhaven Companies, Inc., which are both based in Newport Beach, involves the development of a 48,000-square-foot neighborhood retail center anchored by a large grocery store and restaurants, according to representatives of the project.

Jim Flynn, president of The Carson Companies, told the Business Journal that construction isn't expected to start until potential tenants commit to at least 50 percent of the retail space.

"There seems to be a critical shortage of retail space in north Carson, so we're trying to alleviate some of that and provide necessary retail for businesses and neighbors in the area," he said, noting that the Carson Planning Commission has approved the project.

Ralph Deppisch, president of Cliffhaven Companies, Inc., said that the developers plan to secure quality regional and national retail tenants before construction moves forward.

In a letter to the city last year, he stated that the development team has made various changes to the project to improve the site and increase the ability to attract strong retail tenants. Deppisch added that the development would become "the premier neighborhood commercial center in all of Carson and surrounding communities."

On the far northeast side of the city, meanwhile, another large site in need of environmental remediation has been considered for mixed-use development.

Formerly home to Shell Oil's Carson oil refinery, which was decommissioned and dismantled in the 1990s, the more-than-400-acre site on Wilmington Avenue is the subject of a specific plan, which, if approved, would free up nearly 100 acres for development. Nearly two years ago, Shell had proposed retail, light industrial and possibly other uses for the property. However, an environmental impact report on the project has yet to be finalized.



New Residential Communities

ew residential projects are also moving forward in Carson. In fact, several hundred new affordable and market-rate housing units have already been constructed over the past few years, transforming the city's downtown area near city hall.

That transformation began when Carson's first new luxury apartment complex called The Renaissance at City Center opened about two years ago, with 150 residential units, a courtyard, swimming pool and an IHOP restaurant at 21800 Avalon Blvd.

Last year, the city celebrated the completion and grand opening of the second and last phase of the VIA 401 affordable housing development on Carson Street. The project, developed by Related California, includes 40 units of affordable housing at 401 E. Carson St. that joins an affordable housing complex at 425 E. Carson St. and a 3,000-square-foot community center. The two-acre site offers a total of 105 affordable housing units.

Please Continue To Page 34)

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Rendering by Los Angeles-based Hongjoo Kim Landscape Architects, Inc. show the latest designs of a mixed-use development to be called "The Avalon" in Carson. The project proposes 357 market-rate apartment units, 32,000 approval, the project has spurred interest from other developers looking to desquare feet of ground floor restaurant and retail space along with a public plaza at the corner of Avalon Boulevard velop small-scale apartment complexes along Carson Street. and Carson Street. (Rendering provided by Hongjoo Kim Landscape Architects, Inc.)

(Continued From Page 32)

For more information please contact: 8chard Pajas, ALP, Senior Plannar, City of Carson 310-952-1700x 1365 or regiss@carson.ca.us

Nearby, at 616 E. Carson St., construction is already underway on a 152-unit residential community to be called VEO, which is being jointly developed by Santa Monicabased Community Dynamics and Los Angeles-based CityView.

The project, being constructed on a 10-acre site, calls for 48 condominiums (23 of which will be sold as affordable housing to moderate-income households), 89 townhomes, 15 detached single-family homes and 14,000 square feet of ground floor retail.

Steve Roberts, vice president of Community Dynamics, said the first phase of the project, including a new four-story condominium complex and ground floor retail space, has already been completed. New restaurants Crawfish Corner and Hiccups have opened, while a new UPS store and other tenants plan to open later this year, he said.

At 401 Sepulveda Blvd., San Diego-based Affirmed Housing is expected to begin construction early next year on a four-story apartment complex to be called "Bella Vita," with 65 affordable housing units and ground floor retail, according to Katelyn Silverwood, director of marketing for Affirmed Housing.

The project, which will include an outdoor patio area and a public plaza at Sepulveda Boulevard and Panama Street, is to be completed in May 2018, she

Another major project moving forward in the downtown area is a mixed-used development called "The Avalon," expected to transform a strip mall at the corner of Avalon Boulevard and Carson Street.

Last year, the Carson City Council approved a specific plan for the project, which calls for 357 market-rate apartment units and 32,000 square feet of ground floor restaurant and retail space along with a public plaza, taking over several lots on Avalon Boulevard.

Los Angeles-based Faring Capital is partnering with Arizona-based real estate equity firm The Wolff Company on the project, which ultimately requires the demolition of a gas station and an existing strip mall to make way for two

Richard Rojas, associate planner for the City of Carson, said work to demolish the existing commercial structures at the site has already begun and many of the small businesses have been relocated to nearby spaces.

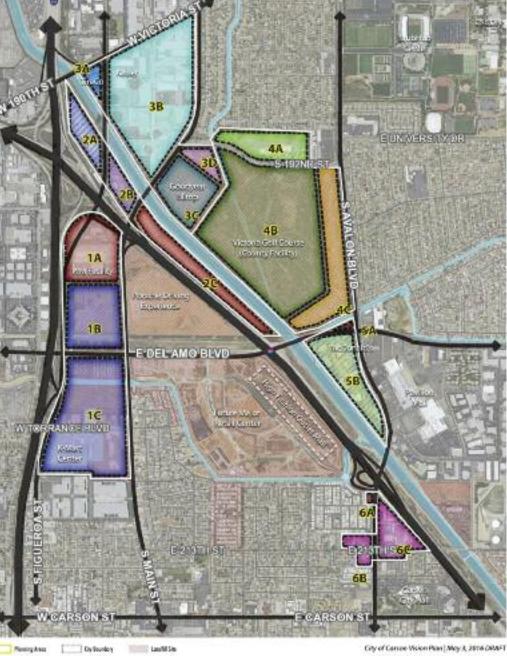
The project, expected to take one to two years to complete, is considered a "catalyst" for additional development in the area, he said, adding that, since its

Infrastructure Upgrades

o go along with the various residential and mixed-use development projects underway, the city continues to move forward with infrastructure upgrades to the Carson Street Corridor, a 1.75-mile stretch of roadway between the 405 and 110 freeways.

The city's ongoing infrastructure project, called the Carson Street Master Plan, includes installing: a recycled-water mainline; drought-tolerant landscaping in parkways and medians; new street furniture, such as benches, bike racks and pedestrian lights; and public art and monuments at entrances to the city along the corridor, according to an update on the status of the project released in April. The report indicates that the nearly \$20 million project is to be completed in late October.

Other infrastructure improvements include traffic signal modifications, the reconfiguration of turn lanes and the replacement of median streetlights with energy-saving LED lights. The entrance to city hall at Carson Street and Avalon Boulevard is also being refurbished, with an (Americans with Disabilities Act) ADA-compliant ramp and landscape improvements. ■



CARSON VISION PLAN "BIG IDEAS" Regional Commercial (25 ac) Light Industrial (9 ac) Explains on withing from 1465 and 1-1 to provide desired regional commercial uses, including hospitality, the support Europh major destinations. No incommercial commercials Allow for a range of light industrial uses. Allow acid and truck related businesses sovereight-eight limited due to prominity 3D to Goodyear Birsp State environmentally committeed Logistics Hub (35 ac) Neighborhood Park (25 ac) Locate logistic businesses adjacent to major freeway access points. Sta is environmentally constrained, logistics acce are appropriate. Allow also and truck related businesses. Logistics Hub (80 ac) Regional Park (135 ac) Locato logistic bushnesses adjacent to major fremese access points Opportunity to reposition property as an amenity for the South Bay Community Site is emitronmentally comminined County of Los Angeles facility, any modifications require agency month Site is begally environmentally constrained, logistics uses are appropriate. Allow sets and truck related businesses. Light Industrial/Office (15 ac) Residential (43 ac) Long term opportunity for residential uses across from existing SFD neighborhood County of Los Angelis property, and development requires agency coordination Stalls environmentally constrained Support continued operation of "good neighbor" light industrial uses. Allow to transition to office development Access and visibility is immed. 2A No known environmental constraints Light Industrial (10 ac) General Commercial (1 ac) Maintain area for the City's light industrial uses that are good neighbon, including manufacturing and distribution Access and violality is limbed. Site is environmentally constrained. Well-positioned on Del Almo Blad for convenience commercial tuses. Service convenience reads of office even findeconed to be low interesting. No known siminomental constraints. 2**B** Regional Commercial (29 ac) Office/Residential (27 ac) Well-positioned to support indoor and outdoor commercial entertainment uses Offices uses can continue business as usual Besidential allowed with pertain conditions High visibility from 1-403 Access is limited and lot is narrow Site is environmentally conditained Lot consolidation dissired No known environmental constraints Professional Office (7 ac) General Commercial (0.5 ac) Continue to encourage high rise tourist, professional offices used and consider of apportunity to create partnerships with medical office used across Figuresia SI. No known environmental constraints. 3A Mixed-Use Avalon (6 ac) Flex Industrial (89 ac) Support organing medical office uses and their expansion throughout the suburso Allow for industrial uses to continue Allow for subdestial distributionals, especial as a transition to SFD along Wain Stewer. Wik of his dential and commercial uses an desired levertical or hardsontal livering vision? Provides transition to seld-ontal lines Man activity contins and Carson Street No known environmental constraints. **6B** Special Use Facility (30 ac) Mixed-Use Avalon (16 ac) Wix of residential and commercial uses an decised (vertical or horizontal integration) Goodyear Skinp and its support facilities Consider the facility in relation to adjacent uses and future development Provides transition to residential uses Near activity centers and Camon Sover Site is environmentally constrained

The City of Carson is currently in the process of finalizing a "vision plan" for more than 600 acres of property surrounding a vacant lot once proposed for a National League Football stadium and that is now slated for a regional retail center. The plan proposes six planning areas or districts with industrial, commercial and residential uses.





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With Steady Sales, New Development, Carson Businesses Cautiously Optimistic

■ By **SEAN BELK**Staff Writer

hile overall sales remain steady and real estate development is on the rise due to an influx of private and public investment, businesses in the City of Carson are optimistic about the future but remain cautious, as the direction of the economy is still uncertain.

During the fourth quarter last year, which includes the holiday shopping season, overall sales tax revenue in Carson jumped 21.8 percent over the same time period the year prior, with the



son jumped 21.8 percent over the same time period over the same time period (Photograph by the Business Journal's Larry Duncan)

highest performing businesses being auto dealerships, construction supply companies and specialty stores, according to a report on the city's latest sales tax revenue figures released this month.

The report notes, however, that gains were offset by the impact of declining fuel prices and the loss of a major sales tax revenue generator that city staff confirmed refers to British Petroleum (BP) West Coast Products, which sells food and other products at ARCO and AM/PM gas stations, relocating its point of sales from Carson to La Palma

According to business representatives interviewed by the Business Journal, the industrial real estate market continues to remain tight with historically low vacancy and strong demand. At the same time, unemployment in Carson and across the region has declined

New mixed-use developments, auto dealership expansions and a Porsche Experience Center, which is under construction and expected to open later this year, also bode well for the local economy, said Bruce Choate, CEO of Watson Land Company, a major industrial and commercial real estate developer and landowner in Carson.

"The business environment in Carson is very positive and upbeat," he said. "We're excited about all the good things going on here right now."

Carson residents will vote on a ballot measure during the June 7 election to renew the city's Utility Users Tax (UUT) for electric and gas use by residents and businesses after a similar measure failed to pass last year. The UUT generates approximately \$8.8 million annually to fund city services, comprising 12 percent of the city's general fund budget, according to city officials.

While 80 percent of the UUT is paid for by businesses, some business representatives stated that, if the measure isn't passed, the city may face budget shortfalls in the coming years and the 2 percent UUT rate for Carson is still relatively low compared to other cities in Los Angeles and Orange counties. Long Beach, for example, charges a 5 percent UUT.

Retail And Restaurants

The SouthBay Pavilion, meanwhile, has seen new retail stores and restaurants that continue to experience year-over-year increases in sales activity.

Overall sales at the shopping mall, which is home to more than 90 stores, including Sears, JCPenney, Target and IKEA, increased 8 percent last year and so far are trending to be up an additional 9 percent this year, said Julie Cruz, the Pavilion's general manager.

After a new 13-screen Cinemark Theatres opened last year, new additions include Sephora, which sells beauty products inside JCPenney, Brow and Lash Studio and a 20,000-square-foot F-21 Red, an affiliate of Forever 21 expected to open in the first quarter of 2017, she said.

Additionally, four existing retailers are moving to larger, newer prototype stores, including a new 6,072-square-foot Payless Superstore, scheduled to open later this month, Cruz said, adding that Wetzel's Pretzels and two other retailers are being fully remodeled as well.

Carson has also seen an influx of new small businesses owned by African Americans, including retail shops and restaurants, in other areas of the city. In fact, nearly a dozen new black-owned small businesses have opened up at a strip mall at the corner of East University Drive and Avalon Boulevard, according to Sadie Judge-Kimbrew, CEO, president and founder of the Carson Black Chamber of Commerce, which was formed 11 years ago to provide black-owned businesses in the city with access to resources and information.

The black-owned small businesses, including My Father's Barbecue, PJ's Grill and House of Elegance & Beauty, have filled up once-vacant storefronts, improving the quality of the area, she said.

"That is a location that was very blighted for years and now it's almost filled to capacity," Judge-Kimbrew said. "When the economy went down, a lot of businesses had to fold. . . . It was so empty, and now you can't find a place to park."

She said the Carson Black Chamber of Commerce works closely with the Carson Chamber of Commerce and hopes to roll out new programs, such as the Shop Small Business promotion that was recently launched to encourage residents to spend money at local businesses every first Saturday of the month.

(Please Continue To Page 38)



Brandon Reed is a barber at Brown's Barber & Sports Shop, located at 645 E. University Dr.



Chief Bookkeeping & Income Tax Services is located at 667 E. University Dr. Pictured: Front Desk Clerk Claribel Carbajal, Owner Tunde E. Shodiya.



PJ's Grill serves home-style burgers and hotdogs at 675 E. University Dr. Pictured is Nicole Williams, a relative of owners Phil and Jessika Johnson.



Ardis Jackson is owner of Postal Annex, which offers UPS, FedEx and U.S. Postal Service mail and shipping services at 603 E. University Dr.



Chinyene Ifpacho is owner of Trinity African General Store, located at 663 E. University Dr.



Nearly a dozen new black-owned small businesses, including My Father's Barbecue, PJ's Grill and House of Elegance & Beauty, have recently opened up at a strip mall at the corner of East University Drive and Avalon Boulevard. (Photograph by the Business Journal's Larry Duncan)



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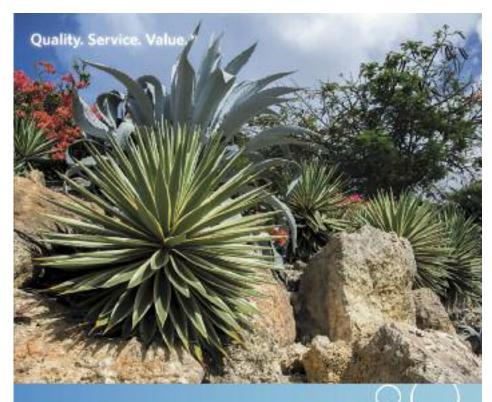








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(Continued From Page 36)

Hospitality/Tourism

he DoubleTree by Hilton, Carson's only full-service hotel at 2 Civic Plaza Dr. near city hall, meanwhile, is expected to see a nearly 10 percent increase in revenue this year, mainly as a result of higher room rates, said Greg Guthrie, the hotel's general manager.

While occupancy is down slightly from last year, demand is still strong enough in an improving economy for the hotel to be able to increase room rates and boost revenue, he said, adding that other hotels in the South Bay, including in Torrance and Long Beach, have also increased rates.

While revenue at the Carson hotel is expected to increase slightly more than most to-month business as last year, Guthrie said.

"This year, we've had to work a little harder, which isn't a bad thing," he said.

Guthrie said that he expects sales to slow down in the second half of the year, particularly since it's an election year. As for the future, business opportunities in Carson are expected to remain strong, Guthrie said, adding that the new Porsche Experience Center will likely create an economic stimulus effect.

"There's a lot of excitement about the Porsche Experience," he said. "I think everyone thinks it's going to bring a good-quality type of individual to the area. There might be needs for hotel rooms, food or business that's associated with it."

Auto Dealerships

uto dealerships are also major sales tax revenue generators for the city and last year saw double-digit increases in auto sales and leases. According to the city's recent sales tax revenue report, auto leases motor vehicles increased 11.5 percent.

The increase in business has enabled many auto dealerships to boost hiring and move forward with expansions. WIN Chevrolet/WIN Hyundai and Car Pros Kia of Carson, for instance, both expanded and made renovations to their facilities.

Vince Nguyen, business development manager for WIN Chevrolet/WIN Hyundai, said the auto dealership last year completed the development of a new \$7 million facility for its Hyundai operation and hired a wide range of new employees.

He said the auto dealership plans to expand further and gain more market share, which will ultimately increase employment opportunities and sales tax revenue, he said, adding that both auto brands have come out with new redesigns and models.

While industry analysts predicted this year to be another growth year for automotive sales, business has begun to taper off more quickly than expected in the first quarter, Nguyen said, adding that the slowdown can be attributed to the uncertainty about who will become the next U.S. president.



other nearby hotels, the DoubleTree by Hilton, Greg Guthrie is general manager of the DoubleTree by Hilton Carson, located at 2 Civic Plaza Dr. and adjacent to the 405 freeway. The hotel's 225 gue which mainly serves as a corporate hotel for strooms feature MP3 docking stations and flat-screen televisions. The facility also provides a 24-hour business center, conference facilities, a fitness center business clients, hasn't seen as much month- and much more. For more information, call 310/830-9200. (Photograph by the Business Journal's Larry Duncan)



skyrocketed 40.3 percent in the fourth quarter last year WIN Chevrolet/WIN Hyundai, one of the main auto dealerships in Carson, last year completed the development of a new \$7 million facility for the over the same time the year prior, while sales of new auto dealer's Hyundai sales operation. (Photograph by the Business Journal's Larry Duncan)

"We're starting to level off sooner than we anticipated," he said. "I think a lot of it has to do with the state of the election. We're still unsure where the economy is at and where growth is going."

Car Pros Kia of Carson, meanwhile, celebrated the grand opening of its new location at 22020 Recreation Rd. earlier this month. The Car Pros Kia Group is ranked #1 in the state for sales volume, according to the auto dealer's website.

Oil Industry

s in many cities across the United States, oil production in Carson has slowed significantly due to the continued low price of oil. At the same time, oil refineries are experiencing tight margins and are cautiously moving forward with expansion projects to increase capacity while remaining profitable.

Early last year, major oil producer California Resources Corp. (CRC), a spinoff of

Occidental Petroleum (Oxy), canceled plans to increase oil drilling in Carson mainly due to the low price of oil. The proposal had once called for drilling more than 200 oil wells in the Dominguez Oil Field using directional drilling techniques.

William Blair, director of security and external relations for CRC, stated in an e-mail that the company currently has no plans to pursue the project as the industry has seen a dramatic reduction in drilling activity in California and throughout the U.S. due to the low commodity price environment.

CRC continues to produce fewer than 100 barrels of oil per day in Carson from a small facility with two wells, and doesn't expect any change in production or investment.

Tesoro Corporation, on the other hand, is moving forward with a \$460 million project to physically connect, integrate and upgrade its Carson oil refinery, formerly owned by BP, and its Wilmington oil refinery to create a single, more efficient facility.

The public comment period for a draft environ-



Tesoro Corporation operates a 380,000-barrels-per-day oil refinery, formerly owned by British Petroleum, in the City of Carson. Tesoro is moving forward with plans to join the oil refinery with a Wilmington oil refinery to create a single, more efficient facility. (Photograph by the Business Journal's Larry Duncan)



drogen plant in Carson supplies high-purity hydrogen for converting heavy crude oils into cleaner burning gasoline low-sulfur and diesel. The plant is also connected to Air Products' Los Angeles Basin pipeline network to supply product to local oil refineries. (Photograph provided Products)

mental impact report (EIR) being conducted by the South Coast Air Quality Management District (SCAQMD) on the Tesoro Los Angeles Refinery Integration and Compliance Project has been extended through June 10.

Kenneth Dami, spokesperson for Tesoro, stated in an e-mail that the project will enable the refinery to reduce local emissions, comply with federal Tier 3 gasoline standards and respond to changes in the market's transportation fuel needs more quickly.

The project allows the company to retire a piece of old equipment at the Wilmington site that generates significant emissions without changing overall transportation fuels production capability, he said.

Integrating both oil refineries will reduce local greenhouse gas emissions by more than 70,000 metric tons annually, the equivalent of removing approximately 13,500 vehicles from local roads each year, Dami said. In addition, the project will also reduce local emissions of nitrogen oxides (NOx), sulfur oxides (SOx), particulate matter (PM) and carbon monoxide (CO). Volatile organic compound (VOC) emissions are expected to increase but the increase will be largely offset, he said.

According to a study by the Los Angeles County Economic Development Corporation (LAEDC), the project is expected to create more than 4,000 direct, indirect and induced jobs, while generating more than \$86 million dollars in local, state and federal tax revenue. The LAEDC also estimates that the project will generate more than \$702 million in local business revenue and \$264 million in local labor income in Southern California.

Another business related to the oil industry is Air Products, which operates a hydrogen plant in Carson to provide hydrogen to all six oil refineries in the South Bay area for the production of cleaner-burning transportation fuels.

The company's Carson facility, which has been in operation since 1999, is connected via pipeline to another facility in Wilmington to ensure greater reliability to area oil refiners, according to Chris McWilliams, Air Products' Carson plant manager. He stated that the outlook for business in Carson continues to remain strong primarily due to the city's prime location to oil refineries.

"We are very happy doing business in Carson and it is a very good location for us from which to serve our refinery customers for what is now closing in on two decades," McWilliams said. "Hydrogen is required by refineries to make cleaner-burning transportation fuel specifications, so it is a necessary product for our customers to do business."

Air Products, which employs a total of 18 people in Carson and 20,000 people worldwide, made \$9.9 billion in sales in fiscal year 2015 and was ranked number 284 on the Fortune 500 annual list of public companies, according to the company's website.

Manufacturing

arson is also home to various manufacturers, including General Mills, which is celebrating its 150th anniversary this year and has operated a plant at 1055 E. Sandhill Ave. since 1979 to produce Yoplait yogurt products.

The Carson facility employs 240 people and its location allows the company to efficiently serve West Coast consumers and source an abundant supply of milk, according to the plant's manager, Jon Woodworth.

"General Mills remains committed to Carson as a great place to do business," he said. "We have a good relationship with the city and our local community partners, and we look forward to continuing this relationship as a strong business partner over the coming years."

Woodworth added that company has donated more than \$430,000 to the local community through United Way, employee giving and the General Mills Foundation.

"We're proud to be a part of a company with a rich history and that values the communities [in which our employees] work and live," he said. "We look forward to what the next 150 years brings."

Industrial Real Estate

Industrial real estate, which takes up half of the land in Carson, meanwhile, is nearly completely occupied, with the South Bay vacancy rate hovering near 1 percent, according to real estate data.

According to Watson's Choate, the industrial real estate market continues to be strong with low inventory and high demand. Watson Land the Business Journal's Larry Duncan)



Power Wholesale Electric, a family-owned business located across from the SouthBay Pavilion, provides electrical equipment, components, tools, hydraulics, pneumatics, and many additional industrial materials for the electrical maintenance, repair and remodeling needs of business. Pictured is employee Alex Manon at the firm's 8,000-square-foot warehouse. (Photograph by the Business Journal's Larry Duncan)

Company owns several million square feet of industrial real estate space in Carson, mostly occupied by companies that distribute retail products that come through the local ports.

"It's hard to recall market conditions being much better," Choate said. "Right now, we literally do not have any square feet available. Certainly on the demand side, things are very strong. Of course there's not a whole lot of land in this area, so the supply has remained fixed while demand has grown."

Still, Choate said demand hasn't grown as much as in the past, noting that the United States gross domestic product (GDP) is growing slower than in previous economic recoveries while consumer spending has also been weaker than in past years.

He added, however, that retailers are starting to increase inventory to accommodate consumers for the upcoming holiday shopping season this year. In addition, Choate said a factor that has impacted the industrial real estate market is the rise of e-commerce related businesses.

He said rental rates for industrial space are expected to continue rising for at least the next one to two years as rates have not yet reached pre-recession levels.

Though the opening of the newly expanded Panama Canal might take away some demand from the ports of Long Beach and Los Angeles, the ability of the local ports to handle large, 18,000 twenty-foot equivalent container unit (TEU) vessels will replace any lost business, he said.

The San Pedro Bay ports benefit from their relative location to Asia Pacific markets; however, they continue to see rising competition from East Coast ports that are making major capital investments, such as deepening harbors to increase capacity and to be able to handle larger cargo vessels as well, Choate said.

"We still have a competitive advantage, but the East Coast, such as the New York and New Jersey ports, are all investing billions of dollars," he said. "They are and will compete with us."

Jim Flynn, president of The Carson Companies, which has a portfolio of 3.5 million square feet of industrial real estate in Carson, including buildings in the Dominguez Technology Center, said the landowner is currently fully occupied after signing a new lease for a 183,000-square-foot vacancy left by Epson, which recently expanded into a nearly 330,000-square-foot building, which is also in Carson, for its printer and robotics division.

"The market is extremely strong," he said. "There's very little available. We are 100 percent leased in our portfolio in Carson."

Flynn also stated that the rise of e-commerce businesses, such as Amazon, has also increased demand for industrial space, as such businesses are taking up distribution centers for products bought online to be stored and shipped to local residences and businesses.



Bruce Choate, left, is chief executive officer of Watson Land Company and Jeff Jennison is president. Watson Land Company owns and manages more than 18 million square feet of industrial real estate and masterplanned centers. (Photograph by the Business Journal's Larry Duncan)

California State University, Dominguez Hills: A Growing Community Resource

■ By Samantha Mehlinger

Senior Writer

ne of the core components of California State University, Dominguez Hills' (CSUDH) mission is to serve the local community, not just as a resource for higher education but also as a driver of economic growth and community well-being.

With 1,500 employees – many of whom live and spend money in the surrounding area – a large base of graduates contributing to the community, and national recognition for its student and staff volunteerism, the university's president, Willie Hagan, is confident that the university is meeting that mission.

"In terms of buying and living in the community, 65 percent of graduates live within 25 miles of the campus," Hagan told the Business Journal. "So these folks get their degrees and work in the community, and help benefit the community in that way."

CSUDH partners with community groups and local schools on a variety of efforts. Recently, college officials met with the Watts Labor Community Action Committee to discuss partnering on a program called A Better Watts Initiative. "We're looking to partner on some studies that are going to look at if there are various health issues in the community that might be environmentally derived, and if there is an impact from that," Hagan said. The concept was sparked by the recent water crisis in Flint, Michigan, he noted.

"We do a tremendous amount of work in the K-12 school districts, working not only with students but also working with teachers and administrators on training programs," Hagan pointed out. With a large education program, the university graduates many teachers who end up employed in local school districts, particularly the Los Angeles Unified School District, he added.

Last year, CSUDH was recognized by the White House for its efforts in the local community, winning President Obama's Community Engagement Award. "That award is given to four colleges nationally," Hagan noted. "The award is given for campuses that make engaging in the community a significant part of their curriculum as part of their educational goals," he explained.

The university is also proactive in supporting and partnering with entrepreneurs and local businesses. CSUDH is home to the Entrepreneurial Institute, a business incubator providing free resources to small businesses and start-ups.

"We feel pretty proud of the fact that we continue that mission of engaging the community, to transform the community," Hagan reflected. "That also in turn helps transform our students, because you have these learning experiences that are out in the community."

There are currently about 14,600 students enrolled at CSUDH. With applications continuing to increase – the university now receives about 30,000 a year – Hagan wants to accept more students to meet growing demand. "There is tremendous demand, and we can't meet that demand," he said. The university can only accommodate as many students as it receives funding for, he noted, explaining that the entire CSU system is experiencing the same issue due to budget constraints.

While the current six-year graduate rate at CSUDH is 41 percent, Hagan pointed out that this metric accounts only for students who entered the school as freshmen and attended full time. About 30 percent of CSUDH's students attend part time and are transfers from community college or universities, so this figure isn't reflective of the entire student body's graduation rate, he explained.

The university is taking part in a study by Stanford University to identify a better graduate rate metric that is more reflective of the student body, Hagan said. Early findings show CSUDH's overall graduation rate may be twice what has been reported previously.

A high percentage of students at CSUDH are the first in their family to attend school, and many purposefully attend part time and expect to graduate in six to eight years so they can work while they earn their degrees. "What we're really proud of is that our students do succeed and get the degree. They don't get them on the traditional time frames," Hagan said.

The most popular programs at CSUDH are business administration, psychology, criminal justice administration, sociology, health science and biology, according to a university



Willie Hagan, president of California State University, Dominguez Hills, said the university is looking into ways to build housing for students and faculty while at the same time generating income for campus improvements and academic programs. One possibility is partnering with a real estate developer, which would lease land from the university, build the facilities and collect rent. In this model, both the developer and the school could generate revenue, Hagan explained. About 14,000 students attend the university. (Photographs by the Business Journal's Larry Duncan)



spokesperson. Hagan said the school is considering adding more programs to accommodate student interest.

"There have been discussions about a new bachelors degree in media studies. We're looking at a masters degree in cybersecurity. We have had discussions in the chancellor's office about establishing a masters degree in systems engineering," he said. "I'm sure there are other ones being considered by the colleges and departments that I'm not even aware of at this point in time."

In order to meet demand and grow the university, as well as to meet existing facility needs, Hagan is looking into ways to generate additional revenue by leveraging CSUDH's land. "We need dormitories for our students. We need some new academic buildings. . . . We still need additional classroom buildings so we can get rid of some of the older temporary buildings," Hagan said. Some buildings on campus also need to be renovated.

Hagan is hoping to partner with a real estate developer to meet some of these needs. The university would lease some of its undeveloped land to a developer who would build

facilities the school needs – most likely student and faculty housing – and collect rent to get a return on investment.

The university would make money from leasing the land, and would also be able to meet its needs, Hagan explained. "It's that revenue that comes back to the university that we would use to strengthen our academic programs or to pay to have another building built, or buildings renovated," he said.

In order to generate more revenue as state funding wanes, the university is also strengthening its grant writing program and its fundraising efforts, Hagan noted.

According to Hagan, the current state of the university is "good." He added, "I won't say 'excellent' because I want more money before I say things are excellent."

Overall, he sees the future for the campus as bright. "When you have the kind of demand on behalf of the students and community to attend the university, that always bodes well for the future."



The Carson City Council consists of a citywide-elected mayor and four councilmembers elected at large. The mayor votes on all items be-



Albert Robles
Mayor
Elected to the city
council in 2013,
and elected
mayor in 2014

fore the council. The group meets every other Tuesday evening at Carson City Hall, 701 E. Carson St. The city also has an elected city clerk and an elected city treasurer. All of Carson's elected positions are for four-year terms. There are no term lim-



Lula Davis-Holmes Mayor Pro-Tempore Elected to the city council in 2007, and reelected in

2011 and 2015



Elito M. Santarina Councilmember Elected to the city council in 2003, and reelected in 2007, 2011 and 2015

its in Carson. The city manager is appointed by the city council.

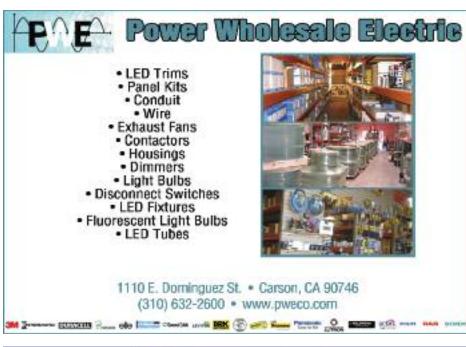
The 20-square-mile city of nearly 100,000 people is celebrating its 50th anniversary in 2018. Last year, it was one of 10 U.S. cities receiving the "All-America"



Jawane Hilton Councilmember Elected to the city council in June 2015

Cedric L. Hicks, Sr.
Councilmember
Appointed by the
city council in
April 2016 to fill

City Award" from the National Civic League. The award recognizes cities "that have successfully engaged their residents to tackle critical challenges within their respective community. For more information, visit: www.carson.ca.us.





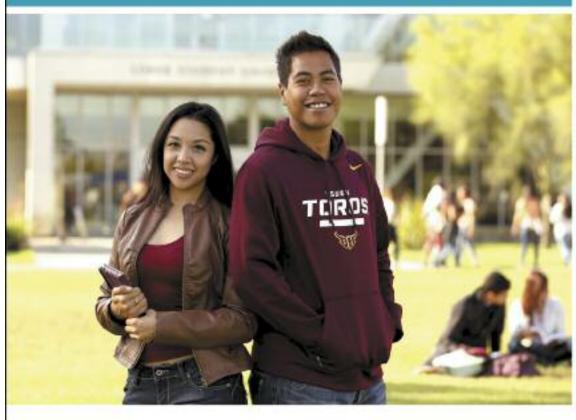


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- · A vibrant campus life and community
- Knowledge and experiences employers value



Arts And Entertainment Remain Vibrant In Carson, And With A Bright Future

■ By **SEAN BELK**Staff Writer

ith a diverse mix of arts and entertainment venues featuring local symphony performances, theater productions, sporting events and pop music concerts, the cultural arts scene in Carson continues to grow while maintaining strong ties to the community, according to local arts leaders and promoters.

"Carson to me is a town that really understands the importance of the arts," said Bill DeLuca, theatre program coordinator for California State University, Dominguez Hills (CSUDH), which has served as a local cultural arts hub for decades.

Several theater productions take place every year at the university's campus, most notably at the 485-seat University Theatre, which also hosts lectures and cultural performances. CSUDH is also home to The Edison Studio Theatre for smaller, more experimental productions.

DeLuca, who has been involved in the arts community for nearly 25 years, founded the Teatro Dominguez theater troupe, which travels to area schools to perform educational productions based on local history. Over the years, the university, which also administers the Black Theatre Program, has provided a "bridge" between the arts and the community through plays that highlight local past and current events, he said.

Last year, for instance, the theater troupe performed "Watershed," a production based on the California drought, and this year the group is performing a play about the local ranchos, DeLuca said.

"We provide an educational theater lesson that backs up what the students are learning in their class," he said. "We have had a lot of interaction with the City of Carson. It's a pretty vibrant, healthy collaboration."

In recent years, the university has combined its theater arts and dance programs while focusing on producing more musicals to increase attendance and boost recruitment of theater majors, DeLuca said.

In November, the university theatre arts program is performing its version of the musical "Hairspray," he said. The high school-themed play highlights the civil rights movement of the 1950s and '60s, providing a social message that is still relevant today, DeLuca said.

Funding for the production, he said, is partly dependent on whether Carson voters approve extending the city's utility users tax, which, if passed, will provide ongoing arts grants through the cultural arts commission.

The university is also home to an art gallery, located at the University Library Cultural Art Center, that hosts various exhibits each semester and collaborates with local nonprofits and nearby schools.

Earlier this year, the art gallery displayed a student art exhibit highlighting the Watts riots that took place 50 years ago. The exhibition called "Watts Now: A Student Exhibit" ended on May 12 and featured 130 works of art, poems, photography and graphic designs. The exhibit will be transferred to the Watts Labor Community Action Committee to be displayed later this year at the Watts Cultural Center, according to Kathy Zimmerer, director of CSUDH's art gallery.



Carson Community Center Event Supervisor Victor Fernandez and Acting Community Center Manager Regina Ramirez are pictured at the center's lobby, which was recently refurbished. (Photograph by the Business Journal's Larry Duncan)



Meanwhile, the city-owned Carson Center has recently seen an increase in bookings for events, such as weddings, seminars, conferences and cultural activities, since undergoing renovations, the center's acting manager, Regina Ramirez, said.

The community center, dedicated in 1983 to former Congresswoman Juanita Millender-McDonald, provides 40,000 square feet of meeting space and a 12,000-square-foot ballroom, which was remodeled with new carpeting, acoustic walls, paint and upgraded audiovisual equipment, Ramirez said, adding that the lobby and restrooms were also renovated.

Throughout the year, the center hosts a variety of performances by community-based arts groups, including the Carson Symphony, Sophisticated Dance and the Mariachi Academy of Carson, while offering a low-cost venue for community events, Ramirez said.

"Our main goal at the community center is to offset the cost of operating the facility," she said. "We are looking to increase revenue so that the arts can enjoy use of the facility."

The center is located at 801 E. Carson St. in the Carson Civic Plaza, adjacent to the 405 freeway. For more information, call 310/835-0212 or visit: www.carsoncenter.com.

The StubHub! Center, located on the CSUDH campus at 18400 Avalon Blvd., meanwhile, is host to major sporting events, music concerts and youth programming.

Home to the LA Galaxy, a five-time major league soccer (MLS) champion, the venue includes an Olympic training facility, a 2,500-seat indoor velodrome, an 8,000-seat tennis stadium and a 27,000-seat soccer stadium.

Katie Pandolfo, the center's general manager, said the venue recently completed a \$15 million upgrade, including a new video board that debuted last year and renovations to the soccer stadium's premium seating area, which can be used as a restaurant and for hospitality purposes on non-event days. Renovations also included upgrades to LA Galaxy's locker rooms and hallways, she said.

"We just continue to upgrade our facilities to make them the best experience for all of our guests who come in," Pandolfo said, adding that the center is in an "excellent position" to continue attracting some of the best name events in the region.

In July, the Reebok CrossFit Games, a weeklong fitness and sporting event, is expected to draw 20,000 people, mostly from out of state, she said. The center will also serve as the West Coast training headquarters for the U.S. soccer team and other athletes competing in the Rio 2016 Summer Olympics in Brazil.

"We've brought an unbelievable amount of content and people to this region and to the City of Carson," Pandolfo said. "We've had an overwhelming economic impact on the area, between all the restaurants, the hotels and all the different small businesses. . . . I just see that continuing to grow as events continue to come into Los Angeles."

For more information on StubHub!, visit www.stubhubcenter.com.

Another attraction in Carson is the Dominguez Rancho Adobe Museum, a registered California state landmark that includes a historical home first built in 1826. The museum features various lectures, tours and panel discussions throughout the year.

This year, the museum is featuring an exhibit on the Anza Spanish expedition into California through July 17, and also hosts garden tours and bird walks. Located at 18127 S. Alameda St., the museum conducts guided tours on Wednesdays, Saturdays and Sundays at 1, 2 and 3 p.m., and the same hours during the first Thursday and Friday of each month. For more information, call 310/603-0088. ■

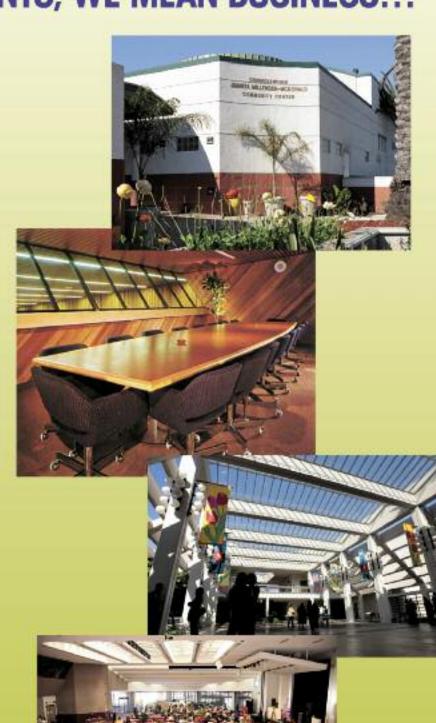
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