Building the Foundation for the Future

The Garibay Family
We’re pleased and proud to report that 2012 was a breakout year of development for Solutions for Change. In virtually every area, we experienced significant growth that will equip us to give our residents more, better, and faster access to the skills, knowledge, and resources they need to put a permanent end to their homelessness.

Continued development of our human and physical resources is essential. Faced with an imperative to permanently solve the challenge of family homelessness, we have dedicated ourselves to seeing that we can open the path to a solution for every homeless family who needs it. Family homelessness can and will be solved—one family, one community at a time.

Among the milestone events for 2012 were—

**The opening of Solutions Farms**—On July 25, the ribbon was cut on our most ambitious and innovative Solutions Enterprises program—Solutions Farms. This unique aquaponics (soilless) farm is raising herbs and produce that are being used commercially as well as providing food for our residents and for other nonprofit programs serving people throughout North County.

**An Evening to Remember—**An Evening to Remember… with Rudy Giuliani brought more than 700 people together in support of Solutions for Change, and raised more than $1.7 million to help solve family homelessness. Our guest of honor, the former mayor of New York City, spoke of his efforts that resulted in more than 640,000 people moving from the welfare rolls to the dignity of self-sufficiency—much the same task undertaken daily by Solutions.

**Servant Leadership culture**—Our biggest investment was in our own people. Solutions for Change is training staff and residents in servant leadership, an organizational, management, and life philosophy that emphasizes service to others as the primary objective, from which comes leadership. Servant leadership emphasizes a participative, collegial leadership environment, rather than an autocratic one. Servant leaders are listeners, empathizers, healers, and stewards.

**The opening of Primrose Park Apartments**—On August 29th, we swung open the doors on our Primrose Park Apartments in Vista. Today, 22 families have affordable housing thanks to a private/public partnership that included support from the County of San Diego.

**Solutions Education & Training Center**—The Solutions Education & Training Center opened, giving us a single-campus home for all of our case managers, classes, therapy and other counseling, and childcare as well as becoming the new center of Books for Real Change, one of the Solutions Enterprises efforts.

**Vista Terrace Apartments**—We acquired and are in the process of refurbishing this 47-unit complex. The result of a private/public partnership, Vista Terrace will provide affordable housing for our families starting in June of 2013.

**Main campus extension**—With a grant from Soroptimist International of Vista we acquired rights to additional property adjacent to our main campus in Vista. This will eventually be the location of a new Intake and Access Center.

**Staff expansion**—In response to the continuing need to serve families, we made several important additions to our staff, including Solutions coaches, property managers, and development professionals—among others.

**Trauma Incident Reduction (TIR) training**—In 2012 we introduced Trauma Incident Reduction training, a therapeutic approach that helps people effectively deal with traumatic memories.
Dear Friend of Solutions for Change,

In 2012, Solutions for Change had one of its most exciting years as we continued to build a foundation for the future. From the opening of Solutions Farms to the creation of affordable housing at Primrose Park Apartments and start of work on Vista Terrace, to the addition of employees with a wide range of expertise, we put in place a foundation on which we are prepared to build more, better, and faster access to the resources families need to permanently end their homelessness.

Most people look at major social problems, throw up their hands, and say, “There is no solution.” But once a glimmer of hope and belief enters, once you begin to think about it and feel in your heart and soul that a solution just might be possible—at that moment you become part of the imperative, part of the quest, and a very important part of the solution.

And then something special happens. You begin to think above and beyond. Because once you accept and understand that a solution is possible in North County, you begin to think, “What about San Diego? What about Southern California? What about all of California? What about the entire country?” What if all these places had access to the life-changing, transformative opportunities created by Solutions for Change? What if not hundreds but thousands or tens of thousands of children were having their lives transformed and their futures rewritten? What if communities across the country were saving millions of dollars annually as homeless families became productive, and reduced and then eliminated their reliance on public resources?

What if the transformation were of not only individuals, but the system itself? Instead of partial, impermanent, costly, and ultimately ineffective responses, what if the standard of care became delivering a permanent solution to family homelessness, based on the model pioneered by Solutions for Change?

Is there something bigger, something better? Yes. Are you part of it? YES, you are, because you’ve already begun the quest. You already know that family homelessness can be solved. You are part of the imperative that is creating an unstoppable force for change. You want—we want—a big change and a permanent solution.

It’s time to make that big change happen.

Chris & Tammy

Chris and Tammy Megison

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**2012 HIGHLIGHTS**

- **January 17**: Solutions Education & Training Center opens, providing a skills and employment hub for Solutions’ residents
- **May 7**: Ground breaking at Solutions Farms! Renovation begins
- **June 15**: Chris Megison named Vista’s CEO of the Year for his vision and accomplishments
- **July 25**: Solutions Farms opens proving it’s possible to do well while doing good
- **August 29**: Primrose Park Apartments opens, providing 22 units of affordable graduate housing
- **September 5**: 1st harvest at Solutions Farms
- **September 22**: An Evening to Remember… with Rudy Giuliani
- **October 26**: Soroptimist legacy gift accelerates the expansion of Solutions University’s footprint
- **December 15**: Vista Terrace affordable housing rehab begins

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The Megisons cast a vision of solving family homelessness by launching Solutions for Change out of a small church.

First year-round family “shelter,” the Intake and Access Center opens.

New Solutions, an affordable housing initiative within Solutions, begins and acquires first 10 homes for graduate families to rent.

Solutions for Change restructuring all of its resources around a new model called Solutions University—1000 days to a permanent solution.

Our Community Leadership Team creates the multiyear Finding Our Way Home initiative whose goal is to solve homelessness for 200 families and 400 children.

New Solutions expands, purchasing 9 more homes.

Books for Real Change social enterprise started.

Secretary of State Condoleezza Rice (2005–2009) keynotes our inaugural An Evening to Remember…

New Solutions affordable housing evolves into a significant housing acquisition initiative with the purchase of 22-unit Primrose Park apartments.

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- **1999**: Jessica, a nine-year-old homeless girl, tugs on Chris’ sleeve and the first promise is made to solve homelessness for her. Solutions featured on worldwide CNN TV special.
- **2001**: Record seven local municipalities collaborate to fund and build a five-building 33-unit regional Solutions Family Center. Congressional recognition given.
- **2002**: First year-round family “shelter,” the Intake and Access Center opens.
- **2003**: Solutions for Change restructures all of its resources around a new model called Solutions University—1000 days to a permanent solution.
- **2004**: New Solutions, an affordable housing initiative within Solutions, begins and acquires first 10 homes for graduate families to rent.
- **2005**: First solutions for Change restructures all of its resources around a new model called Solutions University—1000 days to a permanent solution.
- **2006**: Congressional recognition given.
- **2007**: Our Community Leadership Team creates the multiyear Finding Our Way Home initiative whose goal is to solve homelessness for 200 families and 400 children.
- **2008**: New Solutions expands, purchasing 9 more homes.
- **2009**: Books for Real Change social enterprise started.
- **2010**: Secretary of State Condoleezza Rice (2005–2009) keynotes our inaugural An Evening to Remember…
- **2012**: New Solutions affordable housing evolves into a significant housing acquisition initiative with the purchase of 22-unit Primrose Park apartments.
Dave, Wendy and Liam

“**We could not have done this without Solutions**”

Wendy is very clear about the role Solutions for Change played in helping her and Dave get their lives on track. “We couldn’t have learned it all from family,” she says. “They couldn’t have done many of the things Solutions has done. We got a short course in life— a much needed short course.”

Wendy was a domestic violence victim whose bad choices compounded her problems and led her into a life of drug abuse, financial ruin, and eventually homelessness. She thought the answer was in meeting Dave, having a child Liam, and trying to put the pieces together. But Dave, although a kind and caring man, had his own problems with drugs.

They were two lost souls stuck in the devastating world of drugs, desperately wanting and knowing that they needed to be there for Liam. They sought a way out.

“That’s when I dialed 211 and found out about Solutions,” recalls Wendy. “I knew things had to change, but I didn’t know how to do it.”

After five months at the Solutions Intake and Access Center, an apartment became available on the Solutions University campus. But Wendy had to make the move by herself. Dave was hospitalized with gallbladder surgery that resulted in serious post-surgical complications and at virtually the same time, their son Liam was diagnosed with autism.

Despite the adversity, Wendy says that moving to campus “Felt like we were home. That was our home.” She credits the support of the Solutions staff and her fellow residents for the fact that she was able to cope and to give Liam the intensive attention he needed.

“The Solutions classes were great,” recalls Wendy, who says she learned a lot about herself and how to get along in the world while attending the many Solutions classes that are part of the educational program. From finances to job search, Wendy took it all in.

It was in a Solutions co-dependency class that Wendy learned to let go of the anger she felt toward her father. “I grew up blaming my dad for everything,” she says. “In co-dependency class, I had an ah-ha moment. It’s not about my dad. It’s me that held me back. It was just easier to blame my dad.”

That was one of the important steps Wendy took toward being accountable. “I didn’t think I could do it,” she says. “I wasn’t accountable as an adult because when I was younger, nobody held me to anything. Now, the consequences weren’t little. I didn’t want to lose all that we’d worked for.”

Last December, after a year on campus, Wendy, Dave and Liam moved to the newly-opened Primrose Park apartments. Today, they both have jobs, cars, and a bright future ahead of them, and Liam is making remarkable progress thanks to the intensive therapy he has received.

“We were so blessed to have found Solutions,” says Wendy. “They invested so much time and effort in us.”

Asked what she would say to the community that has supported Solutions and her family, Wendy says, “Thank you. Thank you for the opportunity that allowed us to grow, so we can in turn give back to others and to the community.”
Solutions Farms

It was a bold idea. It was an innovative idea. It was a transformative idea. And on July 25, 2012, Solutions Farms went from idea to reality as community leaders gathered to help us cut the ribbon at the official opening for a farm that grows more than just food.

Solutions Farms is staffed by Solutions residents who are finding their own solutions while helping others do the same. Some of the food that’s being raised is being sold to restaurants and at local farmers markets, being consumed by our residents, and a portion goes to faith communities and other nonprofits to assist them in feeding those in need. It is a concept that is remarkable for its vision and scope. The previously homeless are feeding themselves and others in their community, restoring our residents to productivity and earning them the respect that is crucial to their long-term success.

Solutions Farms is part of the Solutions Enterprises portfolio. It is a unique example of social entrepreneurship. Social entrepreneurship is about dedicating a business and its profits to fostering and nurturing a desirable social goal that benefits the community as well as the individuals in the enterprise.

The farm is an aquaponics (soilless) ecosystem within a greenhouse, where fish create nutrient-rich water that sustains crops of produce and herbs, which in turn cleanse the water that is then returned to sustain the fish.

After acquiring a former two-acre nursery property, we undertook a major renovation that was facilitated by more than 3,000 hours of volunteer support and more than $100,000 of in-kind donations. Old structures were removed, plumbing, electrical, and other essential infrastructure was installed, and in 10 weeks of remarkably intensive effort we created the largest commercial aquaponics farm in southern California. What we didn’t know at the time was that this was the easy part!

There have been many challenges along the way. We faced the hottest fall and coldest winter in many years. We are still learning. Aquaponics is more demanding in many ways than conventional farming, yet it is clearly the farm of the future, owing to the many ecological advantages it provides.

- **Aquaponics is far more productive per square foot than traditional, soil-based agriculture**
- **Aquaponics is the most efficient food production system known in terms of water usage; it uses about one-tenth the water per head of lettuce than conventional farming**

In 2012 we not only put the farm into production, we also began the steps toward organic certification, instituted an integrated pest management program, revised mechanical systems for even greater efficiency and automation, and began sharing the bounty through sales at farmer’s markets, and to retail food outlets. We also donated produce to other nonprofit organizations.

Solutions Farms is looking forward to a year of expansion as we move ahead and develop more greenhouse space to grow more food and become a major source of healthful, nutritious, locally-grown produce.
A Year of Solutions... By the Numbers

**Homelessness**

<table>
<thead>
<tr>
<th>Statistic</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Homeless in San Diego County*</td>
<td>10,310</td>
</tr>
<tr>
<td>Homeless Parents and Their Children</td>
<td>3,936</td>
</tr>
<tr>
<td>60% are children</td>
<td></td>
</tr>
</tbody>
</table>

Families in crisis knock on Solutions’ door and receive information, help, and/or housing

- 1,990

153 families lifted out of homelessness and in Solutions University

464 families applied to Solutions University

**Solutions University**

- 1,000 Days = length of the Solutions University program

- 76% of the families that entered Solutions University moved into permanent housing

- 23,987 Hours of Education, Health, and Job Training Classes

- 1,717 Volunteers contributed 11,313 hours

- 1,990 Total People Enrolled and Living in Solutions University

- 183 Parents & 309 Children

- 153 parents in the program acquired employment

- 73%

*Source: The 2012 San Diego Regional Annual Homeless Assessment Report*
Solutions owned 28 at the start of 2012
Solutions owned 46 at the end of 2012
41 more housing units on the horizon for 2013

Total Square Feet of Solutions Property

- 103,567 square feet at start of 2012
- 162,917 square feet at end of 2012
- 53,376 more square feet on horizon for 2013

Books for Real Change
- Books donated: 20,000+
- Books sold: 4,012
- Revenue: $32,005

INTAKE AND ACCESS CENTER
- Serving 12 Families

NEW SOLUTIONS HOMES
- Located Throughout North County

28 On-Campus Homes at SOLUTIONS UNIVERSITY

39,363 Total greens harvested at Solutions Farms

OVER 70 VARIETIES OF PLANTS GROWN
- 32 varieties of Lettuce
- 17 varieties of Basil
- 3 varieties of Bok Choy
- 5 varieties of Kale
- 4 varieties of Arugula
- A variety of other herbs including: Parsley, Rosemary, Cilantro, Lemon Balm

86 TOTAL SOLUTIONS FOR CHANGE HOMES

TILAPIA FERTILIZE
THE NUTRIENT-RICH WATER

- Saved 604,970 gallons over traditional farming
- Projected 1,451,929 gallons saved over traditional farming in 2013

604,970 GALLONS
The Solutions for Change Model

The Pillars of the Solutions for Change model are Solutions University, Solutions Enterprises, and Solutions in the Community.

These pillars are linked and locked, one to another, each providing input to and receiving output from the other pillars, in a process of constant building and strengthening.

Solutions University transforms the lives of homeless families through personal development that occurs when we provide access to essential skills, knowledge and resources. Solutions University is a partnership between Solutions for Change and each resident. A Solutions coach and other staff work with each adult to craft a program that addresses the root causes of a person’s homelessness so that they emerge ready to be independent and self-sufficient—permanently.

The Solutions University program is a 1000-day commitment to permanent change. The path for every family begins at our Intake and Access Center, where a thorough, in-depth assessment is made of a family’s needs, capabilities, and commitment.

Depending on our assessment of a family’s needs, they may move into the first part of the Solutions University program. Here, from a base where they are securely sheltered in their own apartment, each family learns or re-learns the skills and strategies they need to succeed. Each adult follows a highly individualized program crafted to address his or her specific issues and needs. We offer in-house classes on a wide variety of job and life skills, from job interview techniques to self-esteem building. The emphasis is on directed, actionable efforts to restore and sustain mental, physical, spiritual and financial health. Our highly skilled team of coaches provides constant mentoring.

The children are enrolled full time in school and given the tutoring and other assistance they need to make up for any lost time—something they do readily once provided the stability of a home and a nurturing environment.

Residents then graduate (or in some cases are placed directly) into the next part of Solutions University where families increasingly operate independently while continuing to access the vital support services that will spell the difference between success and failure as challenges arise. Residents continue to have not only one-on-one mentoring, but also continuing access to all of the on-campus classes and facilities on an as-needed basis.
Solutions does not exist in isolation. In fact, we exist because there is a community imperative for us to exist, and we exist because of a powerful dynamic between us and the community. Everything we do affects the community; everything we do would not be possible without the community. We are you.

We affect the community in many positive ways. We rebuild infrastructure by acquiring and rehabilitating real estate to provide affordable housing for our graduates. We improve the community by reducing the burden of public expenditures; since 1999, we have saved more than $32 million in public costs by permanently ending the homelessness of more than 640 families. We engage with the community through numerous acts of purposeful volunteerism.

SOME OF THE THINGS WE DID IN 2012 WERE:

January 25th WeAllCount, Regional Task Force on the Homeless
February 10th Clean-up Oceanside Fire Department Training Facility
March 17th St. Patrick’s Day Parade
March 21st Kia Classic Golf Tournament
April 1st San Marcos Spring Fair
May 27th Strawberry Festival
June 27th Taste of Vista
July 4th Fourth of July Celebration
August 4th & 5th Smokin’ Q Classic & Rod Run
October 7th San Marcos Street Fair
December 1st Vista Christmas Parade

Doing well while doing social good is social entrepreneurship, and it’s the principle and plan behind Solutions Farms, an exciting and creative social enterprise now coming to life in Vista.

Social entrepreneurship is about dedicating the business and its profits to fostering and nurturing a desirable social goal that benefits the community as well as the individuals in the enterprise. From micro-loans in developing countries around the world to enterprises that support abused and abandoned children, social enterprises are prospering and benefiting their communities locally, nationally, and internationally.

Social enterprises are unique in many ways, not the least of which is that they involve support from and opportunities for the communities of which they are a part. The social part of the enterprise means not only public benefit, but also public participation. Now you have an opportunity to play a ground-floor role in creating and sustaining a social enterprise that benefits everyone in North County.

Solutions Enterprises consists of an ever-expanding portfolio of social entrepreneurship businesses. These currently include Books for Real Change (resale on Amazon.com of donated used books), Solutions Farms (see article, page 5), Solutions Property Management, and Solutions Real Estate Development.

These enterprises all play a role in gaining and sustaining transformation for individuals and the organization. Each contributes to sustaining our efforts, and each contributes to reinforcing our commitment and contact with the communities of which we are a part.
Financial Philosophy

Solutions for Change has, from its inception, pursued a path of fiscal prudence and that is reflected in our current financial position and stability. We derive income from a wide variety of sources, including individual and business donors, foundation grants, special events, rental income, social enterprise efforts, and federal and state grants. This diversification minimizes risk because we are not heavily dependent on any specific revenue stream or any specific donor. We have a solid portfolio of real estate, and an ever-expanding corps of private donors who share our strong commitment to helping families permanently solve their homelessness.

Our goal is to operate “lean” and be careful stewards of each dollar given in support of our efforts, while at the same time having the personnel and programs needed to help our residents achieve their goals and permanently end their homelessness.

Statement of Financial Position

<table>
<thead>
<tr>
<th>ASSETS</th>
<th>2012 Year End 12/31/2012</th>
<th>2011 Year End 12/31/2011</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Current Assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>$192,936</td>
<td>$411,717</td>
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<tr>
<td>Grants receivable</td>
<td>83,246</td>
<td>63,696</td>
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<tr>
<td>Pledges receivable, current portion</td>
<td>176,577</td>
<td>583,250</td>
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<tr>
<td>Other</td>
<td>88,421</td>
<td>110,697</td>
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<tr>
<td><strong>Total Current Assets</strong></td>
<td><strong>541,180</strong></td>
<td><strong>1,169,360</strong></td>
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<tr>
<td><strong>Property and Equipment, Net</strong></td>
<td>13,639,842</td>
<td>11,000,307</td>
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<tr>
<td><strong>Other Assets</strong></td>
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<td></td>
</tr>
<tr>
<td>Pledges receivable, net noncurrent</td>
<td>500,941</td>
<td>341,304</td>
</tr>
<tr>
<td>Operating/replacement reserves</td>
<td>271,202</td>
<td>224,177</td>
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<tr>
<td>Deposits</td>
<td>25,000</td>
<td>77,000</td>
</tr>
<tr>
<td><strong>Total Other Assets</strong></td>
<td><strong>797,143</strong></td>
<td><strong>642,481</strong></td>
</tr>
<tr>
<td><strong>TOTAL ASSETS</strong></td>
<td><strong>$14,978,165</strong></td>
<td><strong>$12,812,148</strong></td>
</tr>
<tr>
<td><strong>LIABILITIES</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Current Liabilities</strong></td>
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<td></td>
</tr>
<tr>
<td>Total Current Liabilities</td>
<td>487,668</td>
<td>231,535</td>
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<tr>
<td>Long Term Liabilities</td>
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<td>11,342,033</td>
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<tr>
<td><strong>TOTAL LIABILITIES</strong></td>
<td><strong>14,036,408</strong></td>
<td><strong>11,573,568</strong></td>
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<tr>
<td>Minority Interest in Subsidiary</td>
<td>(32)</td>
<td>2,372</td>
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<tr>
<td><strong>Net Assets</strong></td>
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<td></td>
</tr>
<tr>
<td>Unrestricted</td>
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<td>311,654</td>
</tr>
<tr>
<td>Temporarily Restricted</td>
<td>696,711</td>
<td>924,554</td>
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<tr>
<td><strong>TOTAL NET ASSETS</strong></td>
<td><strong>$941,789</strong></td>
<td><strong>$1,236,208</strong></td>
</tr>
<tr>
<td><strong>TOTAL LIABILITIES AND NET ASSETS</strong></td>
<td><strong>$14,978,165</strong></td>
<td><strong>$12,812,148</strong></td>
</tr>
</tbody>
</table>
Revenue and Expenses 2012

**Support & Revenue**
- Contributions: $2,116,433
- Grants: $456,085
- Rental income: $304,813
- In-kind donations: $208,241
- Solutions Enterprise income: $183,782
- Interest & miscellaneous: $33,396
- **Total Support & Revenue**: $3,302,750

**Operating Expenses**
- Program Services: $2,458,288
- Fundraising: $364,326
- Management and general: $214,675
- **Total Operating Expenses**: $3,037,289

**Change in Net Assets Before Nonoperating Revenue and (Expenses)**
- $265,461

**Nonoperating Revenue & (Expenses)**
- Minority interest in deficit of revenue and support over expenses of subsidiary: $2,404
- Depreciation: $(379,350)
- Interest - residual debt: $(182,934)
- **Total Nonoperating Revenue and (Expenses)**: $(559,880)

**Change in Net Assets**
- $(294,419)

**Net Assets at Beginning of Year**
- $1,236,208

**Net Assets at End of Year**
- $941,789

Breakdown of Support & Revenue
- Private Contributions 64%
- Public (Government) Funds 14%
- In-kind Donations 6%
- Interest and Miscellaneous 1%
- Solutions Enterprise Income 6%
- Rental Income 9%
- Program Services 84%
- Fundraising 10%
- Management and General 6%
Board of Directors

Danny Ashcraft – Chairman
President/CEO
Western CNC, Inc.

Gene Ford – Treasurer
Retired, Banker

Jerry Watson – Secretary
Retired, Communications Specialist

Monique Bobadilla
Associate Director,
Human Resources
Genentech

Walter Kuchinsky
Industrial Mechanic
Watkins Manufacturing Corporation

Sandra Shuda
VP of Human Relations
Watkins Manufacturing Corporation

Chris Smith
Director, Stewardship & Development
St. Thomas More Catholic Church

Duncan Wallace
Owner
Kand Medical

Thank you to all
those who partnered with
us and supported our
work in 2012.

Champion Investors

INDIVIDUALS
Art & Lori Barter
Mark King

CORPORATIONS
TaylorMade Golf Company
Datron World Communications
Bumble Bee Foods, LLC

FOUNDATIONS
Issa Family Foundation
Soroptimist of Vista Charitable
Foundation
DEI Children’s Charitable Foundation
Genentech Foundation
The Lawrence Welk Family
Foundation
ONEkind Foundation

Impact Investors

INDIVIDUALS
The Backus Family
Rudy Giuliani
Debbie King

CORPORATIONS
Genentech, Inc.
Monty James and Pacific Coast
Executive Realty
Scratch Media
Watkins Manufacturing Corporation
Wells Fargo, N.A.
Western CNC, Inc.

FOUNDATIONS
Las Patronas
Weingart Foundation
Wells Fargo Foundation

FATH BASED ORGANIZATIONS
Emmanuel Faith Community Church
Mission Hills Church
New Life Presbyterian
St. Thomas More Catholic Church

2012 Impact Partners

A World Without Need Foundation
Abacaus Graphics
David & Melody Abbees
Jean Adams
Tamilees Adamson
Adecco Staffing
Theresa Adkins
Advanced Builders Properties
Advanced International Multitech
AEG Live
Nancy Albers
Helen & John Alessandri
All Saints Episcopal Church of Vista
Cheryl E. Allen & John Granville
Allen Brothers Construction
Alta Vista Insurance Agency
Alverin M. Cornell Foundation
American Horticulture Supply
Konrad Anderson
Richard Andre
Arbor Age Tree Service
Ariat International
Gregory Armstrong
Margaret L. Arnold
David & Janet Aris
Danny & Carolyn Ashcraft
Nicole Ashcraft
Ralph & Lisa Askar
John Bakke
Mary Lou Baird
Bank of America
Craig & Sandra Barberio
Gary & Sandy Barberio
Roland & Patty Barberio
Tony & Bobbi Baron
Robert & Flora Barwig
Bruce & Marlene Baumann
Todd Beach
Stephanie Bedingfield
Bella D’Ora Spa
Dick & Charlene Belprez
Rick Bernard
Robert W. Betts
Angela Billing
Donna Blackmon
Blanchard Foundation
Elaine & William Blackmonship
Blue Beyond Fisheries
Kevin & Joan Bockman
Dennis & Debi Bone
Lenore Bouras
Thomas & Pam Boyer
Thomas Brackett
Jim & Shari Bradley
Kate & Richard Brant
Brent Family Foundation
Bill & Wendy Brewer
Wendi Pomerance Brick
Scott & Megan Bricker
Brickman Landscape
Steven Britton
Ramonj J. Broekema
Todd & Laura Brooks
Donn & Bonnie Brooks
Bruner & Rosi Management Inc.
Diane & Diane Bryson
Judy Buonconventi
Diane Burlison
C3 Church San Diego
Frank & Nanette Caldararo

California Fruit Wine Company
Calvary Chapel Oceanside
Sandi Cameron
Scotty & Kathy Cameron
Summer Cameron
Jim & Kathy Caputo
Carlsbad Firefighters Association
Carlsbad Lagoon
Barbara Carnahan
Sherry Carney
Carpet Club
Karen L. Carrothers
Judy & Jack Cater
Melissa Caramarco
J.B. & Robin Chamberlain
Champagne Recognition
James & Janice Chapman
Chesapeake Investment Corporation
Christ the King Lutheran Church
Christine Christoph
Melissa Ciares & Edo Pujikas
Wendy Clark
Tracy Glipping
Paul & Susan Clouter
Clubcorp Charities, Inc.
Carmen Cobian
John & Joan Coffin
Larry & Eleanor Cohen
Tom & Karen Collard
Mary Colosimo
Common Sense Solutions Inc.
John Conrad
George & Lani Cornell
Frank & Marketo Corona
Luene Corwin
Cosentino Winery
Lisa & Keith Courtemanche
Kim Covey
Jeff & Valerie Crane
Cromer Family Trust
The Crossings at Carlsbad
Lawrence E. Cullen
Michael Curley
Nancy Curtis
Susan Carter
Cindy & Mark Dankberg
David & Kathy Dabenspeck
George DeMarco
Robert & Kathleen Denlinger
Demian Family Trust
Bobbie DePorter & Joe Chapon
Anthony & Delores Desio
Watty & Linda Dziekan
Dimensional Technologies
Thomas & Betty Doerfler
Cherie Drummond
Mike & Sandy Dunn
William & Vera Dunnigan
Dupaco
Paul Dutcher
Eco Building Products
EDCO
Kathy & Lee Edlin
David & Barbara Elkmann
El Camino Rental - Vista
Susan Elizar
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