



TRSA 108TH ANNUAL CONFERENCE

OCTOBER 19-21, 2021

CAPE REY CARLSBAD BEACH,
A HILTON RESORT & SPA •
CARLSBAD, CA

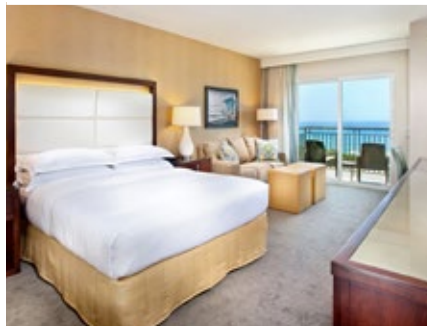
EVENT HIGHLIGHTS:

- Unparalleled Interaction with Industry Leaders
- World-Class Keynotes
- New Leadership Philosophies
- Industry Developments
- Award-Winning Achievements
- Social Activities
- Spouse/Partner Program



Who Should Attend:

- Independent Owners-Operators
- Executive Management
- EMI/PMI Graduates
- Supplier Partner Members



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GROWTH**



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TRSA 108TH ANNUAL CONFERENCE

TRSA's 108th Annual Conference unites your operation with other linen, uniform and facility services industry companies that value connecting in-person with a large number of industry peers. You share experience face-to-face with representatives of local, regional, national or international companies serving businesses of all kinds, on the common ground of seeking performance improvement through industry best practices.

Connect with Industry Leaders

TRSA members' drive for success is reflected in collectively accounting for more than 90% of North American market share. The Annual Conference delivers professional and personal enrichment from spending time elbow-to-elbow with executives and managers from TRSA companies who strive to lead the industry wherever they operate.

- Participate in professional development sessions together
- Strengthen your professional network
- Socialize in a first-rate setting

Be Inspired by World-Class Keynotes

Receive the insight and inspiration needed to lead your everyday operations to the next level:

- General Lori Robinson, Air Force Commander, NORAD and NORTHCOM, reporting directly to the U.S. President and Canadian Prime Minister
- Mike Paton, Entrepreneurial Operating System Worldwide, best-selling author, *TRACTION: Get a Grip on Your Business*
- Roshan Mendis, Lazy Dog Restaurants, family-run Southern California based restaurant group that navigated and grew through the pandemic

Evaluate New Leadership Philosophies

- **Workshop: Get A Grip on Your Business: Six Ways to Getting What You Want from Your Entrepreneurial Company**, Mike Paton
- **Advanced Management Concepts** from TRSA's Executive Management Institute (EMI), Mark Clark, Ph.D., American University
- **Cutting Your Turnover and Improving Your Employee Engagement**, Dick Finnegan, C-Suite Analytics
- **Investing in Diverse Suppliers, Customers, Networks and Partners**, Angela Howard, Chair, TRSA Diversity, Equity and Inclusion Committee
- **Facilitated Small Group Discussions**
- **Overcoming Team Dysfunction**, Dan Gonder, Six Disciplines Consulting Services

Get Up to Speed on Industry Developments

- Legislative Update, Kevin Schwalb, TRSA
- State of the Association and Annual Membership Meeting, Noel Richardson and Joseph Ricci, TRSA
- Textile Services Bottom-Line Performance, Andrew Wittmann, Robert W. Baird & Co.

Celebrate Award-Winning Achievements

Lifetime Achievement Awards recognize significance to the industry's prosperity and dedication to TRSA:

- Operator Member
- Supplier Partner Member (Maglin-Biggie Award)

Annual Industry Awards recognize exemplary individual and corporate efforts in community, customer and employee relations:

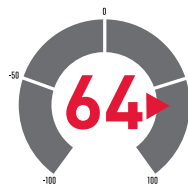
- Video Award NEW
- Best Plants of The Year
- Above and Beyond Service
- Clean Green Innovation
- Company Community Service
- Diversity Recognition
- SafeTRSA Safety Excellence
- Volunteer Leadership

Enjoy Social Activities

- Welcome Reception
- Reception and Dinner (2 nights)
- Post-Dinner Hospitality Suite (3 nights)
- Interactive Group Activity
- Photo Caravan Safari

Delight Your Spouse/Partner

- Breakfasts
- Hospitality Suite
- Nature Walk
- Local Food Tour



The TRSA 2019 Annual Conference received a **Net Promoter Score of 64** measuring attendee willingness to recommend the event; 50 is "excellent."

TRSA 108TH ANNUAL CONFERENCE AGENDA

TUESDAY, OCTOBER 19

3:45–4:30 pm	Spouse/Partner Hospitality Suite Open
5–7 pm	Welcome Reception
9–10 pm	Hospitality Suite Open

WEDNESDAY, OCTOBER 20

6:30–8 am	Spouse/Partner Walk and Light Breakfast Hotel's Nature Walk with State Park Ranger
7–8 am	General Breakfast
8–9:30 am	KEYNOTE: Get A Grip on Your Business Six Keys to Getting What You Want from Your Entrepreneurial Company Mike Paton, Visionary at EOS Worldwide, Certified EOS Implementer™ at Achieve Traction, Author, Speaker
9:30–10 am	Break Meet and Greet/Book signing with Mike Paton
10:30 am–3 pm	Spouse/Partner Excursion: Local Foodie Tour
10–11 am	CONCURRENT BREAKOUT SESSIONS Advanced Management Concepts from TRSA's Executive Management Institute (EMI) Mark A. Clark, Ph.D., Chair & Associate Professor, OBHR, American University Investing in Diverse Suppliers, Customers, Networks and Partners Angela Howard, Chair, TRSA Diversity, Equity and Inclusion Committee; VP, People Development and Human Experience, Spindle
11:15 am–12:15 pm	CONCURRENT BREAKOUT SESSIONS Top Leadership Tips Based on "The Five Dysfunctions of a Team" Dan Gonder, Principal, Chief Operating Officer and Certified Client Coach, Six Disciplines Consulting Services Cutting Your Turnover and Improving Your Employee Engagement Dick Finnegan, CEO, C-Suite Analytics
12:15–1:30 pm	Lunch TRSA Legislative Update Kevin Schwalb, Vice President of Government Relations, TRSA
1:30–3:00 pm	CONCURRENT BREAKOUT SESSIONS Facilitated Small Group Discussions WORKSHOP: Get A Grip on Your Business Mike Paton, Visionary at EOS Worldwide, Certified EOS Implementer™ at Achieve Traction, Author, Speaker
5:30–6 pm	Reception
6–8 pm	Industry Awards Dinner
8–10 pm	Hospitality Suite Open

The Annual Conference is the single opportunity for the entire industry to learn new and network with the best operators and supplier partners.

—Ken Dowdy, Ecolab

THURSDAY, OCTOBER 21

6:30–7:45 am	Spouse/Partner Themed Breakfast in Hospitality Suite
7–8 am	General Breakfast
8–8:45 am	TRSA State of the Association and Annual Membership Meeting Treasurers Report and Elections Noel Richardson, TRSA Chair, President and CEO, Shasta Linen Supply and Joseph Ricci, TRSA President & CEO
8:45–9:45 am	KEYNOTE: The State of US National Security in our Airspace General Lori Robinson, Commander, NORAD (May 2016–May 2018), Commander, US NORTHCOM, Commander, Pacific Air Forces (Oct 2014–May 2016)
9:45–10:15 am	Break/Meet & Greet with General Lori Robinson
10:15–11:15 am	Textile Services Bottom-Line Performance Andrew Wittmann, CFA, Director, Senior Research Analyst, Facility & Industrial Services Research Team, Robert W. Baird & Co.
11:20 am–12:30 pm	CLOSING KEYNOTE: Lazy Dog Restaurants: A Deeply Rooted Culture of Caring Roshan Mendis, Co-Founder, Senior Vice President, Lazy Dog Restaurants, LLC
12:30–4:30 pm	Interactive Group Activity: Street Taco and Guacamole Challenge Interactive Group Activity for All Attendees
6–7 pm	Cocktail Hour
7–9 pm	Lifetime Achievement and Board Recognition Dinner Ballroom, Musical Guest
9–11 pm	Hospitality Suite Open
FRIDAY, OCTOBER 22	
10 am–3 pm	Photo Caravan Safari



TRSA is committed to helping attendees stay safe! Review our Live Event Health and Safety Protocols at www.TRSA.org/eventsafety.

Wednesday, October 20 • 8–9:30 am

Get a Grip on Your Business: Six Ways to Getting What You Want from Your Entrepreneurial Company

Mike Paton, Visionary at EOS Worldwide, Certified EOS Implementer™ at Achieve Traction, Author, Speaker

Recognize a simple, holistic way of operating a business.

- Identify six key components of your business to strengthen
- Discover a template for empowering your leadership team with more focus, growth and enjoyment



Mike Paton will share concepts of the Entrepreneurial Operating System (EOS), a practical method for achieving the business success you have always envisioned; and TRACTION secrets to improving operations. Co-author of the bestselling *Get a Grip on Your Business*, he is a certified EOS implementer and serves as Visionary for EOS

Worldwide. Paton discovered EOS when trying to take a \$7-million company to the next level. Feeling stuck and more than a little frustrated, his search for answers led him to Gino Wickman and EOS. Having helped run four entrepreneurial companies, Mike instantly recognized the power of this. He quickly became a passionate advocate, joined the Professional EOS Implementer Community, and dedicated himself to helping other entrepreneurs implement EOS, run better businesses and live better lives.

Thursday, October 21 • 8:45–9:45 am

The State of U.S. National Security in Our Airspace

General Lori Robinson, Commander, NORAD (May 2016–May 2018), Commander, US NORTHCOM, Commander, Pacific Air Forces (Oct 2014–May 2016)

- Appreciate the importance of listening skills in assessing options for critical decisions
- Broaden your definition of diversity in assessing management candidate backgrounds
- Gain new perspectives on balancing demands of your career with personal and family responsibilities



Drawing on her 36 years in the U.S. Air Force, **General Lori Robinson** guides audiences through her experiences to reflect on U.S. national security today. Retiring in July 2018, her service included Commander of North American Aerospace Defense Command (NORAD, 2016–18) and Pacific Air Forces Commander, U.S. Northern Command (NORTHCOM, 2014–16). She reported directly to the U.S. President and Prime Minister of Canada in those roles. Her responsibility for early warning and engagement of air and space threats included contending with the ballistic missile threats from North Korea. Working with the Governors of all 50 states and their Adjutants General, General Robinson oversaw coordination of the activities of 300,000 National Guard forces that could be tasked for response to natural disasters or internal defense of the United States.

Thursday, October 21 • 11:20 am–12:30 pm

Lazy Dog Restaurants: A Deeply Rooted Culture of Caring

Roshan Mendis, Co-Founder, Senior Vice President, Lazy Dog Restaurants, LLC

- Get ideas for succeeding with an inclusive, connected culture
- Identify how a relentless Never Settle mindset creates a culture of growth
- Consider tactics to support restaurant partners during challenging times
- Understand the value in deep rooted, long lasting relationships



Senior VP of Lazy Dog Restaurants, LLC, **Roshan Mendis** began his restaurant career in high school, then managed and opened restaurants in college. After graduating in 2002, he co-founded Lazy Dog, a family-run Southern California-based group. The company seeks to provide communities with a place to gather and enjoy scratch-made memorable family favorites reinterpreted and served with small-town hospitality. Lazy Dog aims to recruit and hire passionate individuals who share their love for providing an excellent culinary experience and exceptional service. Roshan currently oversees the opening of new locations while helping cultivate the company's training teams and developing expansion strategies. His presentation describes how Lazy Dog navigated, innovated and grew through the pandemic.

Concurrent Break Out Sessions: Wednesday, October 20 • 10–11 am

Advanced Management Concepts from TRSA's Executive Management Institute (EMI)



Mark A. Clark, Ph.D., Chair & Associate Professor, Organizational Behavior and HR, Kogod School of Business, American University

Become familiar with the importance of psychological capital (PsyCap), the positive and developmental state of an individual as characterized by hope, high self-efficacy, resilience and optimism. PsyCap's link to job (and life) satisfaction is emerging as a core construct for well-being, inspiring its use in leadership and coaching. Dr. Clark covers nuances of verbal and nonverbal communication at EMI, improving attendees' questioning skills, modifying body language and more.

Dr. Clark has more than 30 years of experience in organizational research and action consulting, including strategic planning, workforce analysis, training design, facilitation and program development. His research centers on high performance contexts, investigating the effects of leadership, strategic human capital, teams, knowledge networks and diversity on organizational outcomes. His clients have included healthcare institutions, Fortune 500 companies, entrepreneurial ventures, public sector institutions, and professional sports teams. In 2021 he joined the EMI faculty, teaching second-year participants.

Investing in Diverse Suppliers, Customers, Networks and Partners



Angela Howard, Chair, TRSA Diversity, Equity and Inclusion Committee; VP, People Development and Human Experience, Spindle

Gain a greater appreciation for DE&I's scope as the right thing to do for ethical and moral reasons in relations with all stakeholders in your business. Not only does this philosophy reflect your organization's status as a community leader, it's linked to high performance through dramatic gains in innovation, collaboration and team effectiveness. Angela will moderate this panel discussion as part of TRSA's DE&I committee's effort to help members promote racial equity in their workplaces. Issues on top of the committee agenda include removing barriers leading to unfair conditions for marginalized populations such as unconscious bias.

An organizational psychologist, **Angela** works to build and transform human-centric workplaces alongside growth-minded leaders. With 15+ years of applied and demonstrated leadership in transformational change management, diversity and culture, talent management and employee experience, she's leveraged her experience working with businesses and teams to help them grow and become more profitable by investing in their people. She is responsible for hiring, retaining, engaging and developing talented and energized team members.

Concurrent Break Out Sessions: Wednesday, October 20 • 11:15 am–12:15 pm

Cutting Your Turnover and Improving Your Employee Engagement



Dick Finnegan, CEO, C-Suite Analytics

Discover tactics for converting turnover and engagement to dollars. Dick helps you establish retention and engagement goals for your organization and its leaders and implement "stay" interviews so they learn the real reasons employees stay, then engage and act on these reasons. Numerous studies show the top reason employees quit or disengage is their lack of trust for their boss, not lack of pay, benefits, recognition or communication. Dick teaches business-based strategies and tools to build trust to greatly improve engagement and retention...and ultimately company profitability.

Known as "The Turnover Guy," **Dick** transforms audience's perspectives with concrete data, insight and humor, while providing an employee retention and engagement solution that cuts turnover by 20% or more in the first six months. His experience includes solving turnover and improving engagement in a vast number of industries including Siberian banks, African gold mines, multi-national corporations in China, healthcare institutes, meat processing groups, manufacturing plants and even the CIA. His books including the highest-selling titles in Society for Human Resources Management history, *The Power of Stay Interviews for Engagement and Retention*.

Top Leadership Tips Based on "The Five Dysfunctions of a Team"



Dan Gonder, Principal, Chief Operating Officer and Certified Client Coach, Six Disciplines Consulting Services

Receive practical advice to grow your leadership capabilities, whether you lead an organization, department, team or yourself. Based on the principles from this best-selling book, this highly interactive workshop will provide an opportunity to learn and practice top tips for expanding trust, engaging in healthy conflict and creating an environment for accountability. Multiple ready-to-implement processes and tools will be shared for you to take back to the office and begin using immediately.

Dan is certified on the Six Disciplines methodology and is responsible for coaching, offering strategic advisory services and supporting Six Disciplines software tools. Prior to joining the firm, he was the North American training leader for Microsoft Business Solutions, where he was responsible for 60+ training centers and 300+ certified instructors throughout the United States and Canada. His other positions at Microsoft included programs development manager for training, and education resources manager. He also held positions as special projects coordinator and client services representative at Solomon Software.

Concurrent Break Out Sessions: Wednesday, October 20 • 1:30–3 pm

WORKSHOP: *Get A Grip on Your Business*



Mike Paton, Visionary, Entrepreneurial Operating System (EOS) Worldwide, Certified EOS Implementer, Achieve Traction

Get introduced in this hands-on workshop to a set of simple concepts and practical tools used by thousands of entrepreneurial leadership teams to clarify, simplify and achieve their vision. This session provides a deeper dive into EOS principles Mike will present in the conference's opening keynote earlier in the day (see his biography, page 4).

Paton is a follower of EOS founder Gino Wickman, who sees inability to make decisions as the principal reason companies fall short of achieving their full potential. He quotes Napoleon Bonaparte: "Nothing is more difficult and therefore more precious than to be able to decide." Leaders struggle with the fear of making bad decisions and often take far too long to make

them. Wickman identifies four major keys to good decision-making: clarity of vision, confidence, avoiding 10 bad habits and varying decision speed appropriately. Focusing on the EOS process reveals companies' real problems, he says, as these are often the necessary first step in solving them. Ultimately such discovery requires making an issues list to smoke out all issues, long- and short-term, and following an activities track of identification, discussion and solution.

Facilitated Small Group Discussions

Cap off the afternoon discussing your most pressing issues and challenges from the last year and rehash the day's events with colleagues. Participants will select topics they are interested in and participate in a small, roundtable-type discussion led by TRSA facilitators. Leave with new ideas, information and knowledge for tackling your toughest work challenges—and build relationships with fellow attendees.

INDUSTRY DEVELOPMENTS

Wednesday, October 20 • 12:15–1:30 pm

TRSA Legislative Update



Kevin Schwalb, Vice President, Government Relations, **TRSA**

TRSA's track record of effectiveness in engaging threats to the industry such as costly and onerous regulations—or playing offense like securing pro-business tax policies—continues to impress. COVID-19 has demonstrated the need for **TRSA** to impress upon federal agencies the need to require healthcare facilities to maintain operating stock of reusable PPE (such as isolation gowns) to offset potential shortages of disposable equivalents. **TRSA** is also working at the federal level to ensure such facilities provide clean garments to employees at the onset of a shift and change out at the end. Plus environmental, tax and transportation issues are high on the **TRSA** agenda at the state and federal levels.

Kevin's defense of the industry on federal, state and city issues has included fighting President Obama's overtime proposal (which would have cost the industry millions), updating healthcare linen regulations at the state level and enacting tax rebates for laundry operators. He was instrumental in leading the team that developed **TRSA's** Clean Green and Hygienically Clean certifications. Arriving at **TRSA** after serving as a President George W. Bush appointee to the Department of Labor, he was previously Federal Legislative Director to the National Association of Home Builders for environmental policy, dealing with issues such as the Clean Water Act and the Clean Air Act.

Thursday, October 21 • 10:15–11:15 am

Textile Services Bottom-Line Performance



Andrew Wittmann, CFA, Director, Senior Research Analyst, Facility and Industrial Services Research Team, Robert W. Baird & Co.

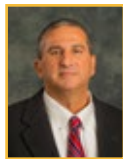
Identify the latest economic tailwinds contributing to the linen, uniform and facility services industry's momentum as well as the headwinds working against it with the backdrop of an uncertain economy as the world begins to recover from more than a year of COVID-19 impacts. Andy's analysis of market and employment trends includes Baird, industry and government data, plus the *TRSA Industry Performance Report*, profiling the industry's competitive landscape.

Since joining Baird in 2006 and prior to his assignment to Baird's Business Services and Industrial research platforms, **Andy** covered commercial real estate (REITs) and hotel and leisure stocks. Before Prior to Baird he was a systems design engineer with Ford Motor Co. He's received high StarMine honors for earnings estimation and stock picking for construction/engineering and commercial services/supplies. In 2013, Greenwich Associates/Bloomberg recognized him in its survey of America's Best Stock analysts for commercial and consumer services.

Thursday, October 21 • 8–8:45 am

TRSA State of the Association and Annual Membership Meeting

Treasurer Report and Elections



Noël Hammer Richardson, TRSA Chair and President and CEO, Shasta Linen Supply; **Joseph Ricci**, President and CEO, TRSA

Review how TRSA has fostered members' recovery by rallying members to help each other contend with the pandemic, and learn about plans for the path forward for advocacy, certification, networking and training needed for further advancement. By leveraging the public's increased emphasis on image, hygiene and sustainability, TRSA is leading industrywide longer-term planning post-COVID-19. Fueled by members' positive attitudes and resilience despite the uncertainty, as well as dedication to employees and customers, growth opportunities across the range of industries our industry serves are in focus. TRSA is positioned to create more industry-wide resources to address operational and management issues that concern members most.

Noël worked at Shasta from an early age, starting on an ironer, then as a janitor and a driver one summer with her sister. She was the company's office manager for five years after college before returning to Greece, where she had studied as a junior in college. There she started her family and worked in the textile industry, selling fabrics to retail companies. Greece's economic decline prevented her from working to the extent she wished and as her father, Thomas Hammer (TRSA chair, 1989-91), retired, she returned to the United States and took over the family business in 2009. She is the first female chair in TRSA's 108-year history; fostering diversity, equity and inclusion is a priority for her TRSA service.

Since joining TRSA in 2010, Joe has logged more than 150,000 miles visiting laundries worldwide. His leadership has led to unprecedented membership retention and growth, as well as increased investment in research and benchmarking. Before joining TRSA, he served as Senior Association Executive with SmithBucklin, the largest international association management firm. He is a Certified Association Executive (CAE) and serves on the National Association of Manufacturers (NAM) Association Leadership Council and American Society for Association Executives (ASAE) Political Action Committee Board of Directors. He has testified before Congress on issues ranging from homeland security to organized labor.

CELEBRATING ACHIEVEMENTS



Wednesday, October 20
5:30–8 pm

Reception and Industry Awards Dinner

Learn from the experience of TRSA Annual Industry Awards winners as they are honored for

distinguishing themselves with customers, recognizing their employees for exceptional dedication and teamwork, and building company morale. The credibility of these awards is unmatched as they draw upon the widest range of expertise in the linen, uniform and facility services industry, thanks to TRSA's status as the only organization in our industry for local, regional, national and international operators serving all types of businesses.

BEST PLANTS OF THE YEAR: Documenting comprehensive efforts to improve capabilities to supply, launder and maintain textiles for business customers. Winners describe their achievements and surmounted obstacles and provide statistical results across a wide range of indicators from environmental stewardship to productivity improvement.

ABOVE AND BEYOND SERVICE: Exemplifying customer service at its best; those who exceed the levels of good service and set a higher standard for others to follow.

CLEAN GREEN INNOVATION: Outstanding implementation of multi-faceted approaches to increasing sustainability, conserving resources and positively impacting the environment.

COMPANY COMMUNITY SERVICE: Significant contributions to communities in financially supporting them or volunteering staff time and talent outside the workplace on their behalf.

DIVERSITY RECOGNITION: Efforts that represent a major step forward in attracting or acknowledging diverse talent, improving intergroup interaction in a multi-cultural workforce, or otherwise promoting and fostering inclusivity to support employees in any group.

SAFETRSA SAFETY EXCELLENCE: Notable projects or achievements that produce or reflect safety gains due to support from top management, employee involvement, training or good communication.

VIDEO: Works considered exceptionally creative or offering unique messaging in accomplishing the video's mission, whether purely informative, such as showcasing a company or its employees or products or services; or technical, describing capabilities, processes or product features as training for customers.

VOLUNTEER LEADERSHIP: Appreciation of volunteers who work extensively to advance the industry by sharing expertise that guides TRSA to success in advocacy, certification, education, research, benchmarking or networking.



Thursday, October 21 • 6–9 pm Cocktail Hour plus Lifetime Achievement and Board Recognition Dinner

See the presentation of the industry’s highest honors to seasoned executives who share their favorite stories from decades in the industry in accepting these awards. The Operator Lifetime Achievement and Supplier Lifetime Achievement awards recognize exceptional personal service to both the linen, uniform and facility services industry and **TRSA**. Previous winners have provided expertise and guidance through:

- Leadership and participation on **TRSA** committees
- Serving on the **TRSA** Board of Directors
- Providing articles to *Textile Services Magazine*
- Presenting at **TRSA** conferences or other meetings
- Teaching at **TRSA** Institutes such as MMI, PMI and EMI
- Assisting in the writing of **TRSA** manuals and handbooks
- Working with fellow **TRSA** members outside **TRSA** to improve their processes to the betterment of their companies

SOCIAL ACTIVITIES FOR ALL ATTENDEES

Early Evenings

- Tuesday, October 19, 5–7 pm, Welcome Reception
- Wednesday, October 20, 5:30–6 pm, Reception
- Wednesday, October 20, 6–8 pm, Industry Awards Dinner (page 7)
- Thursday, October 21, 6–7 pm, Cocktail Hour
- Thursday, October 21, 7–9 pm, Lifetime Achievement and Board Recognition Dinner (Ballroom with musical guest, page 8)

Night Cap, Anyone?



HOSPITALITY SUITE—Wind down the day with light refreshments and socializing before calling it a night.

- Tuesday, October 19, 9–10 pm
- Wednesday, October 20, 8–10 pm
- Thursday, October 21, 9–11 pm

Off the Beaten Path



Thursday, October 21, 12:30–4:30 pm Street Taco and Guacamole Challenge

Design a signature taco with your pick of ingredients. See who comes up the winner! Same with guacamole, prove yours is the best. Try both and you might get ultimate bragging rights.



Friday, October 22, 10 am–3 pm Photo Caravan Safari

Visit the San Diego Safari Park, an expansive wildlife sanctuary, home to more than 3,000 animals representing more than 300 species. A sister park to the World Famous San Diego Zoo, the Safari Park offers unique guest experiences otherwise found only in Africa. Guests board an exclusive open air truck and venture into the Park exhibits to get an up close view of the animals. During this exploration, cameras are encouraged and guests may have the chance to feed giraffes or rhinos! In addition to ample free time, the program includes a 2-hour private-vehicle ride. Additional fee, see registration form.

SPOUSE/PARTNER ACTIVITIES

These activities are included with spouse/partner registration. (Spouse/partner is defined as any guest who is not affiliated with the industry.) Please indicate attendance on the Conference registration form, page 10.

Tuesday, October 19 • 3:45–4:30 pm Meet & Greet

Socialize in a casual setting with complimentary refreshments in the **TRSA** Hospitality Suite. Catch up with old friends and meet new ones.

Wednesday, October 20 • 6:30–8 am Walk & Light Breakfast

Join California State Parks Rangers as they guide you through a unique coastal habitat. Then relax with a light breakfast afterwards.

Wednesday, October 20 • 10:30 am–3 pm Local Foodie Tour

Travel into a world of mineral springs and surf culture as you taste and sip your way through the village of Carlsbad. On this walking tour, learn about Carlsbad’s local history, culture and architecture, including the key to Carlsbad’s success and how Carlsbad got its name! Choose your favorite tasting locations in the village. Meet, greet and engage with local chefs: hear stories about their life and how they got started in the business. Entice your taste buds and learn the history of California wines while sipping local favorites.

Thursday, October 21 • 6:30–8 am Hospitality Suite Breakfast



HOTEL RESERVATIONS

Cape Rey Carlsbad Beach

A Hilton Resort & Spa, 1 Ponto Rd, Carlsbad, CA 92011

- Ocean-view rooms, suites 150 feet from sand and surf
- Outdoor pool, relaxation area with sweeping Pacific Ocean views
- Locally inspired coastal cuisine at Chandler's Restaurant, plus ocean view
- Ocean Crest Spa treatments and private outdoor relaxation area
- Close to LEGOLAND®, SeaWorld, zoo, microbreweries, and golf

Reservations: Attendees must call The Cape Rey Carlsbad Beach, a Hilton Resort and Spa, at 760-602-0800 to reserve a room. All individual reservations must be guaranteed with a major credit card at time of reservation. After the due date of September 18, 2021, if a guaranteed room is not canceled 72 hours prior to arrival, payment for the full rate on that room will be charged. Use the code TRSA Annual Conference to get the TRSA room rate of \$209 before September 18, 2021. Limited availability. After the September 18, 2021 deadline, regular room rates will apply.

Resort Fee: Applies to all guest rooms. \$10.00 per room, per night plus tax. Includes complimentary:

- Wi-fi in all guest rooms
- Scheduled shuttle transportation to Carlsbad Village, Carlsbad Outlet Mall, and Legoland®
- Rental of beach chairs, umbrellas, towels
- Coffee in guest rooms
- 90-minute Beach Cruiser bike rentals
- Local & toll-free calls
- Access to fitness center

Guests receive 15% off spa treatments at the Ocean Crest Spa; \$35 fee for 2-hour bike rental at Carlsbad Lagoon.

Location/Airport

The resort is located about 5 miles from McClellan Palomar Airport-Crq (IATA: CLD) and 34 miles from San Diego International Airport (IATA: SAN).

Dress Code

Business casual attire for all sessions, casual attire for spouse/guests events.

Registration Discounts

Early savings—register by Friday, September 10, 2021 to save \$100 each on attendee and spouse/partner registration.

Spouse/Partner Registration Policy: Spouse/Partner is defined any guest who is not an employee or owner of a TRSA member company.

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WELCOME RECEPTION



To learn more about sponsorship opportunities, visit www.TRSA.org/advertising

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4 Easy Ways To Register:

Online: [www.TRSA.org/annual conference](http://www.TRSA.org/annual%20conference)
Mail: 1800 Diagonal Rd, Suite 200, Alexandria, VA 22314

Email: registration@trsa.org
Fax: 703.519.0026

Questions?
877.770.9274

REGISTRANT INFORMATION

Name _____
 Nickname (for badge) _____
 Company _____
 Title _____
 Address _____
 City/State/Zip _____
 Telephone _____
 Email (required) _____

Please share the three biggest management challenges you have faced over the past year:

1. _____
 2. _____
 3. _____

Please check if you are a previous TRSA conference attendee.

Please check if you require special assistance or have special dietary requirements to fully participate.

Your Organization Level (select one)*:

Chairman/CEO/ Owner/President Director
 Vice President/COO/ CFO General Manager
 Manager/Supervisor Professional/Staff

Your Job Function (select one)*:

Customer Service Legal
 Engineering Logistics and Transportation/Routes
 Environmental Marketing
 Executive Production
 Finance Purchasing
 General Manager Sales
 Health and Safety Training
 Human Resources Info Systems Mngt./IT

(*required)

TRSA 108th Annual Conference: October 19-21

	Operator Member	Operator Non Member	Supplier Partner Member
Early (by Sept. 10)	<input type="checkbox"/> \$1,995	<input type="checkbox"/> \$3,195	<input type="checkbox"/> \$1,995
Regular (after Sept. 10)	<input type="checkbox"/> \$2,095	<input type="checkbox"/> \$3,295	<input type="checkbox"/> \$2,095

All functions from October 19 through October 21 are included with the cost of your registration. Please RSVP below.

I will attend:

- Tuesday, October 19, 5-7 pm: Welcome Reception
- Tuesday, October 19, 9-10 pm: Hospitality Suite
- Wednesday, October 20, 5:30-6 pm: Reception
- Wednesday, October 20, 6-8 pm: Industry Awards Dinner
- Wednesday, October 20, 8-10 pm: Hospitality Suite
- Thursday, October 21, 12:30-4 pm: Street Taco and Guacamole Challenge
- Thursday, October 21, 6-7 pm: Cocktail Hour
- Thursday, October 21, 7-9 pm: Chair, Lifetime Achievement and Board Recognition Dinner
- Thursday, October 21, 9-11 pm: Hospitality Suite

Optional Excursions (\$) Open to All

- Friday, October 22, 10 am-3 pm: Photo Caravan Safari: \$495 per person-# of Tickets _____

Spouse/Partner Registration

Spouse/Partner Program Registration	
Early (by Sept. 10)	<input type="checkbox"/> \$895
Regular (after Sept. 10)	<input type="checkbox"/> \$995

Spouse/Partner Name: _____

Spouse/Partner Nickname (for badge): _____

Spouse/Partner will attend:

- Tuesday, October 19, 3:45-4:30 pm: Meet & Greet
- Wednesday, October 20, 6:30-8 am: Walk and Light Breakfast
- Wednesday, October 20, 10:30 am-3 pm: Local Foodie Tour
- Thursday, October 21, 6:30-8 am: Themed Breakfast

PAYMENT

Total \$ _____

Check Enclosed

Charge To:

Visa MasterCard American Express Discover

Name on Card _____

Signature _____

Card Number _____

Exp. Date _____ Security Code _____