

Treasure Island: A New Sustainable Community

Alexandra Galovich

On June 7, the San Francisco Board of Supervisors unanimously approved the redevelopment plans for Naval Station Treasure Island, a former Navy base consisting of most of Treasure Island and portions of Yerba Buena Island in San Francisco Bay. While this highly visible place is a familiar landmark to Bay Area residents, few have actually visited it, let alone followed the plans for its redevelopment.

HISTORY OF TREASURE ISLAND

Treasure Island was constructed in 1937-1938 as a potential airport for San Francisco. Its first use was as the site for the 1939-1940 Golden Gate International Exposition. When the United States entered World War II, all of Treasure Island and portions of Yerba Buena Island were transferred to the U.S. Navy for use as Naval Station Treasure Island (NSTI). After serving as a wartime center for receiving, training and dispatching service personnel, NSTI was used for more than 50 years for naval training and as an administrative center. In 1993, NSTI was selected for closure and closed operationally in 1997. Treasure Island today is home to approximately 2,000 people.

CHALLENGES FOR REDEVELOPMENT

Treasure Island offers both extraordinary

opportunities – fantastic views of the Bay and region, proximity to downtown San Francisco – and formidable challenges:

- **Access.** While it is physically close to San Francisco, the island is currently accessible only via the congested Bay Bridge.
- **Geology.** Treasure Island is composed of bay fill and requires substantial improvements to support significant development.
- **Sea Level Rise.** Treasure Island is a low-lying flat island that could be subject to flooding as sea levels rise.
- **Infrastructure.** The infrastructure constructed by the Navy has deteriorated and must be entirely replaced.

TREASURE ISLAND: A NEW SUSTAINABLE COMMUNITY

Over the next 20 years, NSTI will be completely transformed into a model sustainable community. To accomplish this, the City set up a single-purpose agency, the Treasure Island Development Authority (TIDA), to oversee the redevelopment of NSTI. TIDA went through a competitive process to select a master developer, Treasure Island Community Development, and TIDA and TICD have been working together since 2003 to develop

the program for the islands. The City's vision for the project balances three goals: to create a new neighborhood; to provide a regional open space network; and to develop a holistically sustainable community. The final program approved by the City includes:

- Up to 8,000 residential units, at least 25% of which will be at below-market rates. Some of the homes will be rented through a partnership with the Treasure Island Homeless Development Initiative (TIHDI), a coalition of local housing and job training organizations that serves formerly homeless persons.
- Approximately 300 acres of parks, open space and recreational opportunities.

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- A commercial program to serve residents and visitors, with approximately 200,000 s.f. of retail, up to 100,000 s.f. of office space, adaptive reuse of NSTI's remaining historic buildings, and up to 500 hotel rooms.
- Community and educational facilities, including a community center, child care space, a school and space for TIHDI.
- Geotechnical stabilization of the development areas on Treasure Island and improvements to the island's perimeter for geotechnical stabilization and flood protection. The improvements include allowances for up to 36 inches of sea level rise, with additional strategies that can be employed to allow for protection beyond that point if necessary.
- All-new utility infrastructure and essential public facilities, such as a wastewater and recycled water treatment facility, a police and fire station and an open space maintenance facility/corporation yard.
- All-new transportation facilities, including new streets, bicycle and pedestrian paths, bus routes to San Francisco and the East Bay, and ferry service from Treasure Island to the SF ferry terminal.

The project includes a commitment to sustainability in all aspects of the development. All homes must comply with Treasure Island-specific green building standards that are LEED-Gold equivalent but adapted to Treasure Island's location and microclimate. New infrastructure systems will be sustainable to minimize energy and water use. Open space will be planted with native and drought-tolerant species and will also serve to collect storm water in accordance with today's best management practices. Transit use will be encouraged (and auto use discouraged) through a comprehensive transportation management program that includes the State's first congestion pricing program. The project also promotes social equity, through its affordable-housing program, the partnership with TIHDI, and a jobs program to train and hire local workers. The project has

been recognized as a leader in planning for climate change, including recognition by Governor Schwarzenegger, the Bay Conservation and Development Commission, and the US Green Building Council. The Clinton Climate Initiative selected Treasure Island as a founding project in its Climate Positive Development Program.



The total cost of the infrastructure program is \$1.5 billion, to be funded through a combination of private investment and property-tax based public financing. The public financing is available only as development occurs, requiring substantial up-front at-risk investment on the part of the private developer. The total estimated cost of the project, including all vertical home construction, is approximately \$5 billion.

WHAT NEXT?

TICD and TIDA were thrilled by the widespread community support for the project, which culminated in the 11-0 vote at the Board of Supervisors. The project is expected to break ground on the first phase of infrastructure construction in 2012, with the first new homes expected to be built and occupied by 2015. Overall, build-out is anticipated to take approximately 20 years. Ultimately, Treasure Island will be home to approximately 18,000 residents, and will be a place that all Bay Area residents will enjoy visiting.



About the Author

Alexandra Galovich is a project manager with Wilson Meany Sullivan, a member of the joint venture, Treasure Island Community Development. Alex has 10 years of Bay Area development experience, and holds an MBA from the University of California, Berkeley

CREW Convention Spotlight



1,000 leading women in commercial real estate from throughout North America attended the CREW Network, Convention & Marketplace in Washington DC September 14-17.

Featured speakers included:

Andrew Ross Sorkin, a financial columnist for The New York Times and an award winning journalist and author

Norah O'Donnell, Chief White House Correspondent for CBS News, principal substitute anchor for Face the Nation

Sheila Johnson, CEO of Salamander Hospitality, LLC and a

founding partner of BET (Black Entertainment Television)

Diane Swonk, senior managing director/chief economist, Mesirow Financial

Linda Rabbitt, Founder, chairman and CEO, *rand construction corporation

Several newsworthy announcements were made during the 2011 CREW Network Convention & Marketplace including:

2012 CREW Network Board of Directors

2011 CREW Network Impact Award Winners

2011 CREW Network Scholarship Winners

2011 CREW Network Achievement of Excellence Award Winner

TOP 10 BEST PRACTICES FOR LENDERS ON PROBLEM LOANS

Jenny Park Garner and Geraldine A. Freeman

Since the start of the financial crisis, the number of problem loans has increased as real estate values declined, credit markets tightened, and various companies struggled to survive and stay in business during this recession. For lenders who made loans secured by real estate or personal property collateral during better economic conditions, these lenders are now being faced with loan defaults and having to decide whether to workout the loan (e.g., by giving an extension of maturity date, or restructuring the interest rate or other loan terms, or waiving certain defaults) or to exercise its rights and remedies (e.g., by foreclosure, appointment of a receiver, action against the guarantor, etc.). The following identifies ten best practices and issues for consideration by lenders when dealing with a problem loan.

TOP TEN TIPS FOR LENDERS

- 1. Centralize Lines of Communication.** To avoid the “end-run” around asset management, the lender should speak with “one voice.” Whether the lender representative is an officer in the special assets department or an asset manager responsible for the loan, the lender should avoid assurances to the borrower that a workout will be possible. At the early stages, the lender may be unaware of facts that will make a consensual workout impractical. At the same time, the lender will want to assemble its team comprised of the asset manager, counsel, appraisers and other outside experts.
- 2. Review Your Collateral.** The lender will want to update its evaluation of repayment sources, including available collateral for the loan. In evaluating the value of collateral, the lender should consider the following, as may be applicable: (a) appraisal, (b) updated title report and UCC searches, (c) environmental review, (d) development status of the project (e.g., entitlements, construction, obligations to contractors), (e) engineering review, and (f) confirm that required insurance coverages are in place.
- 3. Review Your Loan Documents.** After identifying a problem loan, one of the first steps for the lender is to retain counsel to prepare a document review report identifying any problems with the loan documents and determining whether there are any major issues with the loan documents that would make the exercise of remedies problematic. For example, for a California real estate secured loan, if the deed of trust is missing the customary “power of sale” language, then the lender may not have the option to pursue a non-judicial foreclosure sale of the real property collateral. In such case, the lender may be limited to a judicial foreclosure sale, which is generally more time-intensive and costly, unless the lender enters into a consensual loan workout to cure this deficiency in the loan documents.
- 4. Check for Suretyship Waivers.** Depending on the applicable governing law, a guarantor of a loan may be entitled to numerous statutory and judge-made rights and defenses, which may undermine the purpose of the guaranty unless such rights and defenses are effectively waived. Guaranties typically include suretyship waivers. However, such waivers are often missing in other loan documents when the loan involves co-borrowers or third-party pledgors of collateral. Suretyship rights and defenses also may arise indirectly if one loan is cross-defaulted and cross-collateralized with another loan, and the loans are made to distinct entities. As part of its document review, the lender’s counsel should carefully review the inclusion and adequacy of suretyship waivers in the loan documents.
- 5. Correct Any Deficiencies in UCC-1 Financing Statements.** A common mistake on a UCC-1 financing statement is wrong debtor name! The lender should verify the formal legal name of the borrower. If the borrower is an entity, the UCC-1 should have the name shown on the Articles of Incorporation, Certificate of Formation, or Certificate of Partnership, as may be applicable, on file with the appropriate filing office designated by the state of the borrower’s organization. For example, if the name of a corporation organized in California is “ABC Corporation”, the UCC-1 should not state the name of the debtor as “ABC Corporation, a California corporation”. Depending on the search parameters of the filing office, a UCC search of a debtor by its correct legal name may not turn up financing statements with mistakes in the debtor’s name. Moreover, the lender should always obtain a certified post-filing UCC search to confirm that its UCC-1 financing statement is shown on record.
- 6. Review the Administration of the Loan.** The asset manager handling the problem loan should confer with any relationship manager or prior asset managers to flush out potential lender liability claims. For example, is there any evidence of oral agreements modifying the written loan documents, or course of conduct that may suggest implied waiver of the terms of the written loan documents? Any complaints by the borrower that the lender has not performed? Any evidence of inappropriate conduct such as inordinate involvement in management?
- 7. Review Your Borrower and Guarantors.** The lender also may want to update its review of the borrower and any guarantors of the loan, including taking one or more of the following steps: (a) obtain current financial information on the borrower and guarantors, (b) evaluate the current management (i.e., competence, motivation, honesty, and intentions), (c) evaluate current operations (i.e., financial controls and position in market), (d) evaluate external factors (i.e., general economic conditions, market conditions for particular product type, etc.), (e) identify the causes of the borrow-

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er's problems (Extraordinary event or ongoing issues? Fundamental problem in the market or borrower's business plan? Is borrower diverting rents or other income?), and (f) determine if borrower has sources if additional cash is needed.

8. **Determine Your Strategic Position.** The lender should identify defaults and potential defaults under the loan documents, checking notice and/or cure requirements and possible waiver issues. Then, the lender should evaluate the materiality of the defaults. Is there a material breach of a material obligation? Evidence of a material deterioration in the borrower's financial condition, in the value of collateral, and in prospects for repayment? Once the lender has determined that one or more material defaults exist under the loan, the lender can consider its available rights and remedies under the loan documents and applicable law (e.g., demand the curing of defaults, cease funding, impose default rates of interest, accelerate principal balance, etc.) and determine if any documentation or collateral deficiencies might impair the lender's ability to take any specific action. Finally, the lender should consider the likely reaction of the borrower and its other creditors to any action to be taken (e.g., bankruptcy of the borrower).
9. **Select a Strategy.** Subject to the loan structure and any documentation or collateral limitations, the lender may have various options in dealing with a problem loan, such as the following:
 - (a) Do nothing.
 - (b) Gather more information.
 - (c) Grant a temporary or permanent waiver of default.
 - (d) Extend time to cure defaults.
 - (e) Encourage the borrower to address its problems, including getting advice from consultants. (To avoid potential lender liability, the lender may offer suggested consultants, but the lender should not mandate any particular consultant or make the borrower's selection subject to lender's approval.)
 - (f) Restructure the terms of the loan (i.e., commence a workout).
 - (g) Accelerate the loan and demand payment.
 - (h) Request a deed-in-lieu of foreclosure.
 - (i) Commence non-judicial foreclosure sale.
 - (j) Exercise judicial rights and remedies, including non-judicial and/or judicial foreclosure, appointment of a receiver, and action against any guarantors.
10. **Consider a Pre-Negotiation Agreement.** If the lender is considering a consensual workout, the lender should consider entering into a pre-negotiation agreement with the

borrower, the guarantors or joinder parties, and any third-party pledgors or indemnitors before starting negotiations. The basic elements of the pre-negotiation agreement are to clarify among the parties that there is no deal until it is in the final documents, that there are no oral agreements, that discussions will not be discoverable, and that the parties are not foregoing alternatives. The lender may want to strengthen the pre-negotiation agreement in its favor if the borrower has made threats or if the lender's negotiating position will allow (e.g., acknowledge loan is in default; no defenses to payment, etc.) However, the lender should beware of getting bogged down in negotiating the pre-negotiation agreement, since the primary purpose is to ensure that neither party gives up any rights or incurs any obligations during the discussions unless a final written agreement is signed by the parties.

CONCLUSION

The handling of a problem loan presents pitfalls for the unwary lender. A lender should review the issues described above before rushing to workout a problem loan or exercise its remedies. A careful review of the loan documents and collateral may often reveal deficiencies that may be corrected easily prior to any action on the loan, and may shape the lender's approach to dealing with the problem loan.



About the Authors

Jenny Park Garner and Geri Freeman are attorneys in the Finance and Bankruptcy practice group of Sheppard Mullin Richter & Hampton LLP. Jenny,

a CREW SF member, is an associate. Geri is a partner and co-chairs the practice group.

That "Proposal" could be a Binding Contract... worth \$16,000,000

Mary Hedley

You have whittled your list of terms for a lease or purchase down to the most important dozen. The 1-page term sheet is entitled "Proposal," and at the bottom, the parties state that the terms are agreed to, subject to the execution of a formal agreement. The other side takes possession of the property while the formal agreement is being hammered out. After a few months, your client calls on the other side to perform one of the terms of the proposal. The other party refuses to act, claiming that there is no contract in effect yet, merely a proposal for one. Off to court you go.

Can you prevail, and have the "Proposal" treated as an enforceable contract? Yes, according to the courts who heard the

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case and appeal in *First National Mortgage Company v. Federal Realty Investment Trust*, 631 F. 3d 1058 (9th Circuit, California, 2011). The property in question was the Santana Row mixed-use development in San Jose. While the owners of much of the property (the "Owners") were assembling the parcels, they entered into negotiations with Federal Realty ("Developer"), a real estate investment trust that was interested in developing the entire area with a combination of retail and residential uses. The Owners and the Developer negotiated toward a ground lease with option to purchase. The basic idea was that the Developer would pay rent while it developed the property and have a "call" option to purchase at the end of 10 years. During those 10 years, the Owners would also have a "put" option, to require the Developer to purchase. The purchase price under either option was to be set by referring to a certain capitalization rate. The Developer was also supposed to reimburse the Owners for a lease buyout as to one part of the property.

The parties put those and a few other terms into a 1-page "Final Proposal." The following was stated at the bottom of the page: "The above terms are hereby accepted by the parties subject only to approval of the terms and conditions of a formal agreement." The Final Proposal was executed in August 2000. Negotiations continued toward a formal agreement. In May 2001, the Owners called upon the Developer to pay \$75,000, to reimburse them for a lease buyout, as stated in item number 5 of the Final Proposal. The Developer declined to do so, stating that there was no binding agreement, and the Owners sued for breach of contract. The suit was heard in federal court, with the court applying California law.

Two contract-law principles were crucial in this case. First, a contract exists only if the parties have agreed to the essential terms of such a contract. The terms can be expressly stated, or they can be agreed upon in such a way that they can reasonably be inferred. For example, a contract to buy real property should identify the parties, the property, the purchase date, and the purchase price. The purchase price might be stated as so many dollars, or it could be described as the fair market value at the time of purchase, because that figure can be determined. The second principle is that, in analyzing a document, a court should not consider any evidence other than the document, unless such extrinsic evidence is necessary in order to explain or interpret the document. According to this principle, the court may rely on the parties' negotiations or other conversations in order to interpret terms that are contained in the document, but not to supply a missing term. In this case, extrinsic evidence could be relied upon in order to interpret the terms

of the Final Proposal and determine whether it constituted a contract to lease and purchase Santana Row.

The jury heard testimony that each previous draft of the proposal had contained the Developer's standard clause to the effect that the proposal was not intended to be a binding contract. The "Final Proposal" was the only version of the proposal that did not contain that clause. There was also testimony that the Developer's CEO had stated that he wanted the Owners to be bound, and insisted that the Final Proposal be signed, because he wanted "an enforceable contract now."

Based on the evidence, the jury found that the Final Proposal was a contract that provided for, among other things, a 10-year lease and an obligation to purchase the property if the Owners exercised their put option. In the appellate court's characterization, the Final Proposal was a contract and the "subject to" language meant merely that the Final Proposal was expected to be replaced by a more detailed contract. Therefore, when Developer declined to reimburse the Owners \$75,000 for the lease buyout, Developer defaulted under the contract. Since the Developer's refusal to fund was based on its position that the Final Proposal was not a contract, the default was also a repudiation of the contract.

The Developer was found liable for lost rental and for denying the Owners the benefit of their bargained-for put option. The Owners were entitled to value the option as of the date of the Developer's default, i.e., May 11, 2001. Total damages were found to be \$15,901,274, consisting of approximately \$10.6 million in lost rental (plus interest) and approximately \$5.2 million for breach of the option.

The moral: Be careful when you say that what you are signing is "subject to" a formal agreement. If both parties intend that a document be nonbinding, the document should say that. To the extent that the parties are bound by the document, it may be a contract. Anyone who thinks that he can fudge the language so that the other side is bound, but he himself is not, might be fooling himself. The judge and jury will be a different matter.



About the Author

Mary Hedley, J.D., is currently in early retirement from the practice of law. In her more than 25 years of legal practice, she specialized in commercial real estate transactions.

EVERYTHING EVENTS

October 12, 2011 SHOW ME THE MONEY

TODAY'S LENDING MARKET TRENDS AND THE OUTLOOK FOR TOMORROW



The commercial real estate lending market has gone from record highs to record lows in origination and funding volumes. It now seems to be recovering. Do you know who is lending and who is getting their money? How are they getting it and what does it take? This program focuses on national and local lending conditions, looking at financial institutional trends and regulation, current loan origination and underwriting standards. More importantly, we will discuss who is getting and who is not getting the funding, particularly here in San Francisco and the Bay Area. Come hear what geographic locations and submarkets are seeing the most lending activity, what property types and sectors are attracting the most capital, and which lenders and borrowers are active in the market.

PANELISTS

Kari Noomen, Senior Loan Consultant, Chase Bank, **Barbara Morrison**, President/CEO, TMC Development and **Elizabeth Swift**, Vice President & Sr. Relationship Manager, Mechanics Bank.

MODERATOR

Pat Theophilos, Senior Credit Risk Consultant at Bank of the Orient.

November 9, 2011 ANNUAL ECONOMIC FORECAST

Each year, CREW SF seeks to provide you top economists for our annual Economic Forecast and this year is no exception.

We are pleased to present **Maria Sicola**, Executive Managing Director at Cushman & Wakefield and Head of Research for the Americas.



Ms. Sicola has been with Cushman & Wakefield since 1981. She has received numerous awards for design and content of Cushman & Wakefield's MarketBeat series from the Business Marketing Association. Additionally, Ms. Sicola has been actively involved in initiatives aimed at standardizing and creating efficiency for real estate data exchange. Her consulting work has focused on site selection, market and lease portfolio analysis and forecasting. Some of her clients include New York Life, Trizec Properties, RREEF, Beacon Capital, Charles Schwab, Prologis and the LMDC (Lower Manhattan Development Corporation). Ms. Sicola earned a B.A. from Seton Hall University, an M.B.A. in Marketing from Manhattan College, and a Master's Degree in Information Science from Rutgers University. She is an executive member of the Urban Land Institute and a member of the ICSC North American Task Force. Ms. Sicola is a board member of Cushman & Wakefield's Global Advisory Board. She is a frequent speaker at industry conferences and is regularly quoted in publications such as National Real Estate Investor, Real Estate Forum, The Wall Street Journal and The New York Times, as well as the web on Bloomberg and Reuters.

MARK YOUR CALENDAR

2nd Annual The Final Frontier
Presented by LBG Realty Advisors
A Seminar on Women as
Entrepreneurs
October 4 | 1:00 PM - 7:00 PM
Omni San Francisco, 500 California St, SF

Luncheon

"Show Me the Money"
October 12 | 11:30 AM - 1:30 PM
The City Club, 155 Sansome St, SF

Leadership Breakfast Series

"How to be Influential"
October 19 | 8:00 AM - 9:30 AM
RIM Architects, 140 2nd St, SF

Membership Madness

October 26, 2011 | 5:30 PM - 7:30 PM
Swinerton Builders, 260 Townsend St, SF

Luncheon

Annual Economic Forecast
November 9 | 11:30 AM - 1:30 PM
Julia Morgan Ballroom, 465 California St, SF

New Member Luncheon

November 17 | 11:30 AM - 1:00 PM
Regus, 1 Market St, Spear Tower, SF

Annual Holiday Luncheon and Business Meeting

December 14 | 11:30 AM - 1:30 PM
The City Club, 155 Sansome St, SF

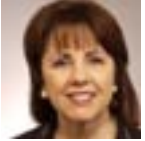
SAVE THE DATE

2012 CREW California Conference

April 19-20, 2012
Downtown Los Angeles Marriott,
333 S Figueroa St, LA



MEMBER SUCCESSES



Julie Germain has a new role as Communications Manager for the 250 employee Global HP account team of CBRE. She is developing account-wide, employee-facing and client-facing communications programs for them. She brings nearly 30 years of business and leadership experience to this role. For over five years she has served as Marketing Director for CBRE Consulting and also supported CBRE's Public Institutions and Education Solutions (PIES) group in 2010.

Prior to working for CBRE Julie was the Contract Manager in a Program Management Office (PMO) for Shaw Environmental and Infrastructure (The Shaw Group) working on contract administration for environmental clean-up and remediation of Base Realignment and Closure (BRAC) military bases.

She is currently the Chair of the Sponsorship committee with CREW SF and is on the Committee for the 2012 California Conference to be held in Los Angeles in April 2012.



Trish Kuo Beckman has recently been promoted to Senior Associate with Field Paoli Architects, a San Francisco based architectural practice specializing in retail and mixed-use projects, community facilities and urban design. Ms. Beckman

is responsible for conceptual visioning, design development and technical coordination for many of the firm's retail projects. Recent projects include Palladio at Broadstone in Folsom, and Otay Ranch Town Center in Chula Vista. She received her Bachelor of Architecture from Cal Poly, San Luis Obispo and her Master of Architecture from Cornell University. Ms. Beckman is a licensed architect in the state of California, a LEED Accredited Professional and an active member of the American Institute of Architects (AIA), the International Council of Shopping Centers (ICSC) and is a round table presenter at the annual ICSC CenterBuild Conference. She is the current Programs Committee Chair of CREW SF.



QAV Realty Services has completed two full floor leases as a result of its marketing program at One Kearny. A third floor is currently in lease negotiations through listing agents **Deborah Quok** and **Elaine Andersson**. Since March 2011, the firm has been marketing the office floors of the newly (re)constructed, historic building at the confluence of Kearny, Market and Geary Streets. Each floor is 9,533 rentable square feet; the building is 112,410 square feet in total. The new tenants are JustinTV, live streaming video broadcaster; and I Love Rewards, an employee recognition platform provider. www.onekearny.com.

Executive Mentoring Program Aims to Advance More Women into C-Suite

CREW



NETWORK

CREW Network and Cassidy Turley have teamed to create the CREW Network Executive Mentoring Program, which will pair executive level women with women in commercial real estate who have both the potential and desire to reach the C-Suite. The goal of the program is to promote a culture of inclusion, opportunity and diversity within the commercial real estate industry by helping women successfully transition to the industry's top leadership positions.

The nine-month program kicked off at the 2011 CREW Network Convention & Marketplace in Washington DC. Selected mentors must be C-Suite level professionals and those being mentored must be on leadership tracks with clear goals of reaching C-Suite.

CREW^{SF} NEWS

Enter-to-Win an iPad 2 or a \$300 San Francisco Shopping Centre Giftcard!

CREWSF is launching a comprehensive analysis of our membership and we are looking for your assistance. To ensure we have accurate information on each member please complete your CREWbiz profile.

Those who complete their profile by November 30, 2011 will be entered into a drawing for an iPad 2 or a \$300 giftcard to San Francisco Centre! Winners will be announced at the December 14 Holiday Luncheon.

In addition to assisting us with our membership analysis, CREWbiz is an incredible networking tool! Spending 15 minutes completing your profile will increase your visibility and business networking among this trusted network of nearly 8,000 commercial real estate professionals!

In order to complete your profile, review the 'Getting Started with CREWbiz' Instructions. Visit www.crewnetwork.org and click on the CREWbiz logo.

Winners will be drawn on November 30, 2011. CREWbiz profile must be completed in full, including headshot. All completed profiles will be entered into the drawing.



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Day Cleaning Options

THE CREW SF COMMUNICATIONS TEAM PUBLISHES THE VIEW QUARTERLY AND IS LOOKING FOR:

Authors, editors, photographers

Member Success Stories (Promotion,
job change, awards, designations)

Industry Articles (architecture,
development, law, brokerage, title
insurance, finance, technology)

CREWbiz to Biz Success Stories

All submissions are subject to editing
for clarity and brevity

THE VIEW EDITORIAL STAFF:

Please send all ideas and articles,
along with your name and contact
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