

Presents the Third CAnnual

SPIRE Awards HONORING Superior Performance In Real Estate



COMMERCIAL REAL ESTATE AWARDS

February 27,2014

THE CENTER CLUB

650 Town Center Drive, Costa Mesa, California 5:30 pm - 8:30 pm

Master of Ceremonies



James C. Watson President and CEO CT Realty Investors



Robert Brunswick Chairman and CEO Buchanan Street Partners



An Advertising Supplement to the Orange County Business Journal • February 24, 2014

CREW OC

stablished in 1988, CREW Orange County is a professional association of successful Commercial Real Estate Women. A nonprofit organization, CREW OC provides its members with a solid network to strengthen and extend business relationships while developing valuable personal contacts. CREW brings together a diverse group of women that represent several disciplines of commercial real estate including development, property management, brokerage, law, finance, investment, title/escrow,

architecture, construction and more. CREW OC is part of the national CREW Network, which

includes 70 major markets and 9,000+ members throughout North America. CREW Network seeks to influence the success of the commercial real estate industry by focusing on fulfilling four key initiatives: business development, leadership development, industry research and career outreach. CREW Network members are known for the quality they bring to the commercial real estate industry. With this large diverse network, our members have the resources to create new and different ways of structuring deals, to focus on the bottom

line, and to inspire others to work as a team to get the job done.

CREW OC provides an effective forum for networking, education and philanthropy at both the local and national level. Chapter events include monthly luncheons, networking events, small group member lunches, educational outreach and philanthropic events. Monthly lunch topics focus on new development projects, market forecasts and topics related to professional and personal development. Three signature events include the annual SPIRE Awards, annual Summer Party at the Balboa Yacht Club and Golf Classic. The Summer Party and Golf Classic are major fundraisers for CREW OC's charities WISEPlace and CREW Foundation.

Educational Outreach

CREW College Outreach is an outreach program where CREW members volunteer to mentor university students on networking fundamentals, offer powerful career resources and provide relationship building opportunities for career development. CREW OC has held several successful roundtable events at both California State University Fullerton and University of California, Irvine that were attended by over 50 students. Sarah Gall, a Cal State Fullerton graduate and CREW Foundation Inaugural College Scholarship winner, spoke about her experiences within the CREW Network, sharing how winning the \$10,000 scholarship and paid internship contributed to her landing full-time employment within the commercial real estate industry after graduation.

CREW also participates in CREW Careers, giving disadvantaged high school girls the opportunity to learn from experts in the commercial real estate field. During CREW Careers, the students learn how to develop a real estate asset from the ground up through educational workshops, hands-on demonstrations and team projects. Nonprofit organizations such as Project Access, Girls Inc. and others have participated in this worthwhile outreach program.

WISEplace

CREW OC has supported WISEplace Women's Transitional Shelter for the past 17 years. WISEPlace offers housing and support services for homeless women who are committed to changing their lives. WISEPlace has an 85-year history of caring for local women and was previously the YWCA of South Orange County. By meeting basic needs such as housing, food, clothing, physical and emotional nourishment, as well as vocational and life skills training, WISEPlace is one of the few places these women can go to begin again. As a community nonprofit, WISEPlace returns 81 percent of donations to saving the lives of homeless women. For more information about WISEPlace, please visit www.wiseplace.org.

CREW Foundation

Founded in 1998, CREW Foundation is the philanthropic arm of CREW. In collaboration with CREW Network, CREW Network Foundation implements and supports a Career Outreach Agenda that cultivates our future Network leaders through participation in a continuum of educational outreach, scholarship and mentoring programs. Since 2005, CREW Foundation has awarded over \$700,000 in grants to organizations that assist women and girls to achieve economic self-sufficiency.

Through CREW Foundation, CREW Network members and supporters seek to make a difference both nationally and locally in the lives of women and girls striving to archieve success in their chosen careers, similar to the achievements that members of CREW Network have attained in Commercial Real Estate. CREW Network is one of the first professional groups of its kind to create a national philanthropic effort.

To learn more about becoming a member, please visit CREW Orange County's website, www.crew-oc.org



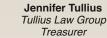
Los Angeles | New York | Chicago | San Francisco | San Diego | Phoenix | Denver | Atlanta | Richmond | Dallas | Frankfurt | Londo

2014 CREW OC Board Members



Terri Riker Lee Ventures Realty, Inc. President







Angela Kralovec

BlackRock

President Elect

United Paving Co.

Membership Chair

Terri Elia

Tina Suihkonen Old Republic Default Management Services Sponsorship Chair



Marianne Marquez The Irvine Company Office Properties **CREW** Network Programs Chair Ambassador



Diane Fiorelli Langan Engineering & Environmental Services Secretarv



Ruth Brajevich Ware Malcomb Public Relations Chair



Kristi Oates Squar, Milner, Peterson, Miranda & Williamson, LLP Immediate Past President



Willis

WHERE LOCAL INSIGHT MEETS GLOBAL ACCESS

From the region's most prominent buildings to its most active tenants, CBRE combines unprecedented local knowledge with unmatched global access to deliver Orange County's leading real estate services platform.

With more than 1600 transactions executed, 63 million square feet managed, \$3.2 billion in loans originated and 1665 appraisals completed in 2013 alone, CBRE is Orange County's undisputed local and global authority on real estate.

For more information on how CBRE can assist you with your real estate needs in Orange County, please contact:

Jeff Moore +1 949 725 8600 Kurt Strasmann +1 714 371 9320



cbre.com/orangecounty

3rd Annual SPIRE Awards Judges



Mike Bennett Senior Vice President Irvine Company



Karen Eddy Western Digital Property Specialist Crew/Spire Awards-Co-Chair



Drew Emmel Managing Partner Allen Matkins



President Burnham USA Equities



Lilian Kuo Senior Vice President Shea Properties



Michael LaCour-Little Director CSFU Real Estate and Land Use Institute



Deborah Maietta Senior Vice President Sares Regis



Jeff Moore Senior Managing Director CBRE



Allen Staff Market President Bank of America/ Merrill Lynch



Susan Stoneburner President Pacific Design Directions



Jana Turner Principal/Partner RETS Associates



Dana White Vice President Bank of the West Special Assets Department Crew/Spire Awards Co-Chair

CREW Orange County would like to thank this prestigious committee.

Windstream finds new home at Irvine Business Center



Pictured left to right: Dara Sy, Fred Cooper, Leslie Webb, Tom Bunten, Nicole Ford, Kunal Mehta, Dexter Porter and Doug Snelling of Windstream with Craig Jones of Partners National We are pleased to announce that **Windstream** has leased 17,600 SF at **7535 Irvine Center Drive** in **Irvine Business Center**.

Windstream, a FORTUNE 500 and S&P 500 company, is a leading provider of advanced network communications, including cloud computing and managed services, to businesses nationwide. The company also offers broadband, phone and digital TV services to consumers primarily in rural areas.

We extend our appreciation to **Craig Jones** of **Partners National** for his efforts with the lease transaction and thank Windstream for selecting 7535 Irvine Center Drive.





© 2014 The Irvine Company, LLC.



ANNIVERSARY

IRVINE COMPANY



Call 949.720.2550 or visit IrvineCompanyOffice.com



Celebrating Outstanding Achievement

Congratulations to CREW-OC Spire Award Nominees on your contributions to Commercial Real Estate. We are proud to join in recognizing your accomplishments.

Bank of America 🦘 Merrill Lynch

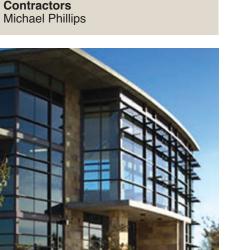
"Bank of America Merrill Lynch" is the marketing name for the global banking and global markets businesses of Bank of America Corporation. Lending, derivatives and other commercial banking activities are performed globally by banking affiliates of Bank of America Corporation, including Bank of America, N.A., member FDIC. Securities, strategic advisory, and other investment banking activities are performed globally by investment banking affiliates of Bank of America Corporation, including, in the United States, Merrill Lynch, Pierce, Fenner & Smith Incorporated and Merrill Lynch Professional Clearing Corp., both of which are registered as broker-dealers and members of FINRA and SIPC, and, in other jurisdictions, by locally registered entities. Merrill Lynch, Pierce, Fenner & Smith Incorporated and Merrill Lynch Professional Clearing Corp., are registered as futures commission merchants with the CFTC and are members of the NFA. Investment products offered by Investment Banking Affiliates: Are Not FDIC Insured • May Lose Value • Are Not Bank Guaranteed. ©2014 Bank of America Corporation GCB-142-AD | AR159481

New Construction Nominees



Project: LA Fitness

Nominee(s): Architects Orange Ken Smith Fitness International LLC Terry Nemnich LBA Realty Eric Brown Ficcadenti and Wagoner Mark Schroder Pacific Coast Engineers, Inc./MEP Mike Anklam SDA Architects & Designers Andy Wilks Sepulveda Companies/General Contractors Michael Phillips



Project: UC Irvine Gavin Herbert Eye Institute

Nominee(s): DES Architects + Engineers Craig Ivancovich Hathaway Dinwiddie Rashmi Mehta



Project: Civic Center and Park Project for the City of Newport Beach

Nominee(s): C.W. Driver Bruce Curry Bohlin Cywinski Jackson Steven Chaitow



Project: Edwards Lifesciences Parking Garage

Nominee(s): LPA,Inc. Dan Heinfeld, FAIA Edwards Lifesciences Tom Porter JGingold, LLC Jeff Gingold Choate Parking Consultants Rick Choate Rudolph and Sletten, Inc. Thomas Gibbons



Project: Hoag Health Center Cafe

Nominee(s): JG Construction Nan Richardson Wayne Desire Hoag Memorial Hospital Presbyterian & Newport Health Care Partners Bill Quiriam Ware Malcomb Tom Myer Michael Petersen



Project: Fairfield Inn & Suites -Tustin

Nominee(s): R.D. Olson Construction Bill Wilhelm John Ramirez Gene Fong Associates Gene Fong Fuscoe Engineering Pat Fuscoe



Project: Bill Holmes Tower @ CHOC Children's Hospital

Nominee(s): Children's Hospital of Orange County Waldo Romero McCarthy Building Companies/General Contractor Max Burcham FKP Architects, Inc./Design Architect & Architect of Record Gary Owens, AIA, ACHA, LEED AP WBSA/Construction Administration & Associate Architect Michael Swain Jacobs/Construction Manager Hassan Hallak



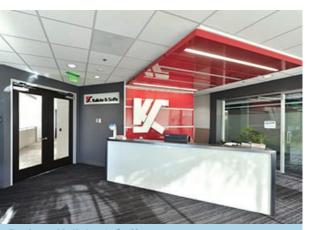
Project: Residence Inn - Tustin

Nominee(s): R.D. Olson Construction Bill Wilhelm John Ramirez Gene Fong Associates Gene Fong Fuscoe Engineering Pat Fuscoe



Project: Pacific Dental Services

Nominee(s): LPA, Inc. Karen Thomas Rick D'Amato



Building Renovations Nominees

Project: Kulicke & Soffa

Nominee(s): HKS Architects, Inc. Stephanie Fox Cresa Rick Martin KPRS Construction Services, Inc. Randy Workman Landlord Drew Huffman



Project: Park Place

Nominee(s): LBA Realty Karen Penhall Tracey Hagadorn Leasing Nominees



Lease: The Eureka Building

Nominee(s): Cushman & Wakefield Shawn Lawrence



Lease: Realogy Corporation

Nominee(s): DAUM Commercial Real Estate Services Danielle Knudson



Lease: Western National Group

Nominee(s): ORION Property Partners, Inc. Bob Thagard



Lease: 3100 Susan St., Santa Ana

Nominee(s): CBRE Dave Desper

Lease: Clean Energy

Nominee(s): Irvine Company Mike Hodges Jeremy Neel Angela Han Melissa Gallo Andrew Medeiros Kathy Gillett Stacy Nishioka Christopher Popma Mike Bennett Ben Novak Steve Case



Lease: Kaleidoscope

Nominee(s): CBRE Scott Kaplan Erik Westedt Justin McMahon

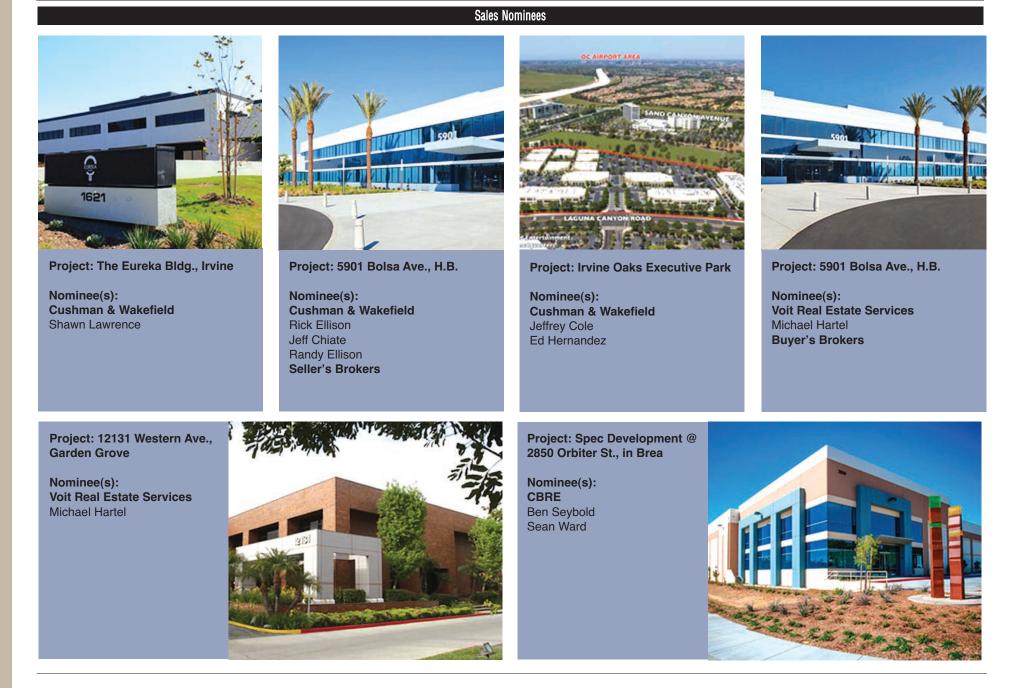




KPRS Construction: Building Southern California. People with vision changing the face of the industry. We lead. We build. We inspire. Visit our site and learn more at www.kprsinc.com



FEBRUARY 24, 2014



Sheppard Mullin

is proud to sponsor the

Commercial Real Estate Women, Orange County (CREW-OC)

3rd Annual SPIRE, Commercial Real Estate Awards

Our experience:

- Banking institutions and real property secured lenders
- Structuring complex financing transactions
- Tax exempt financing
- Affordable housing financing
- · Loan workouts and foreclosures





Strengthen your business with the power of ours.

Your business, big or small, needs solutions that are as unique as the Orange County landscape. That's where Cox Business excels. From the Fortune 500[™] to your sole proprietorship, every customer receives the same level of dedication and commitment. Our voice, data and business TV solutions are, scalable, reliable, and tailored to fit your needs. And while we are local, doing business where you do business, we have the power to reach nationwide. **Cox Knows Business.**

Let's Talk. Call today to ask about our latest promotions!

(866) 906-9738

coxbusiness.com

COM

Services not available in all areas. Other restrictions apply. ©2014 Cox Communications, Inc. All rights reserved.

Lending Nominees



Loan: Tustin Shopping Center @ Jamboree and Irvine Blvd.

Nominee(s): Johnson Capital **Rich Caterina**



Loan: Irvine Spectrum Courtyard by Marriott

Nominee(s): Westcap Corp **Steve Bridges R.D. Olson Development Bob Olson**



Loan: Mesa Management Portfolio

Nominee(s): **Beech Street Capital Kristen Croxton Greg Reed AEGON USA Realty Advisors, LLC** Matt Palmer



Loan: Tustin Centre I and II in Santa Ana

Nominee(s): CBRE, Inc. Val Achtemeier

Loan: Irvine Campus Housing Authority @ UC Irvine

Nominee(s): Housing Capital Company (a division of U.S. Bank) Russ Wakeham Peter Edberg



Loan: Hunter Food, Inc.

Nominee(s): **Bank of America Merrill** Lynch Patrice Kiiru Jay Hunter



Industrial Income Trust (IIT) would like to thank the following brokers for their outstanding contribution to helping IIT lease and grow our southern California industrial portfolio. Thanks to your knowledge and expertise,

IIT's southern California industrial portfolio has grown to approximately 6.7 million square feet (57.2 million square feet nationally). Additionally, you have helped us lease over 2.2 million square feet in southern California, keeping IIT's southern California Operating Portfolio 100% leased (95% nationally) and our Total Portfolio in southern California (including development) 90% leased (93% nationally). Thank you all for your longstanding support and exceptional performance.



INDUSTRIALINCOME.COM 4675 MACARTHUR COURT, SUITE 625 NEWPORT BEACH, CALIFORNIA 92660 949.892.4900





DAN DE LA PAZ DAVID CONSANI CBRE



JEFF SMITH Lee & Associates

Colliers International

CBRE

Lee & Associates





OHN PRIVETT CBRE



DARLA LONGO CBRE

JEFF READ

TOM TAYLOR

CHUCK BELDEN



CBRE

JAY BORZI

Eastdil Secured

STEVE BELLITTI







BRIAN ZURAWSKI

Cushman & Wakefield



MARK ZORN



JOHN SCHUMACHER



BARRY HILL



Cushman & Wakeheld

ZAC SAKOWSKI JEFF STEPHEN



JEFF CHIATE Cushman & Wak

BRET QUINLAN

TIM PIMENTEL

Knight Frank

GREG OSBORN



JOEY SUGAR





ANDREW HERRON

Lending Nominees



Loan: The Crown Residence Apartment Community

Nominee(s): US Bank John Kuykendall BlackRock Stephen Corrigan Mill Creek Residential Trust Charles Brindell, Jr.



Loan: Hyatt Place Anaheim Resort Nominee(s): Bank of America Merrill Lynch Dean Parsons Marilyn Smith Heather Barbour

Tenant Improvement Nominees

Project: Kareo

Nominee(s): LPA, Inc. Karen Thomas Rick D'Amato Terri Lee Kareo Dan Rodrigues Jason Gardner LBA Realty Eric Brown Turelk, Inc. Toni Scarpinato Newmark Grubb Knight Frank Jeff Molitor





Project: St. Joseph Health

Nominee(s): Snyder Langston John Gunther LBA Realty Donna Clark



Project: Winspire

Nominee(s): SAA Tina Weise Betsy Iverson

Congratulations to all of the SPIRE Awards winners and nominees. We celebrate your accomplishments and commitment to superior performance in real estate.

To find out more about our properties, visit IrvineCompanyOffice.com or call 949.720.2550

You inSPIRE us.

Your Vision. Your Culture. Your Success. **Your Space.**



CoStar Group



SEE YOUR COMMERCIAL REAL ESTATE PORTFOLIO LIKE NEVER BEFORE.

Go from macro to the most granular detail, across any market or set of properties with a level of standardization only CoStar can provide.

To learn more, visit newcostar.com or contact James Watson.

18201 Von Karman Ave., Suite 550, Irvine, CA 92612 Tel: 888.226.8524 | jwatson@costar.com

Project: Gensler's Offices

Nominee(s): Gensler James Young Irvine Company Rick Wandrocke Systems Source Rosemarie Smith Inner Space Constructors Keith Taylor



Great Solutions for Companies That: Need 5,000 sq. ft. or less of permanent or flexible office space Need space urgently

Are unsure of future space or term needs
Need a short term swing or project space
Want a turn-key, zero capex, flexible solution

With 70 locations, Premier Business Centers is a leading provider of executive offices, workspaces, meeting facilities and virtual offices in the U.S.

New clients can get up to





INQUIRE NOW 1.877.697.8483 PBCENTERS.COM



Virtual Business Presence · Phone answering and mail services · Dedicated support teams · Access to 70 prime locations

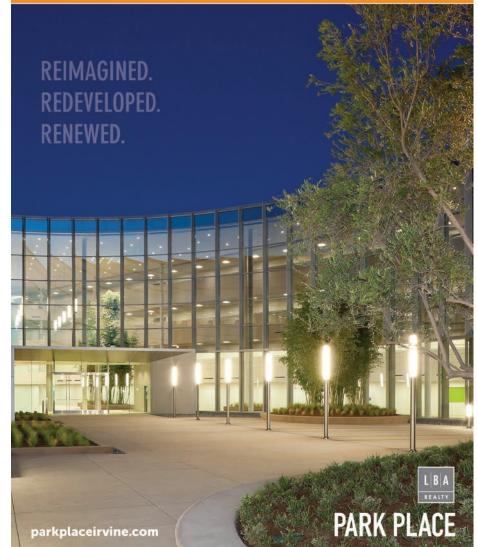
Places to Meet · Conference rooms Meeting rooms Training rooms

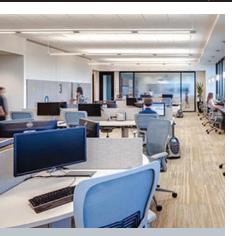
Work Whenever, Wherever, However... with Premier.



California • Florida • Ohio • Texas • Washington Los Angeles County + San Bernardino County + Orange County + Riverside County San Diego County + San Francisco County + Alameda County + Santa Clara County Dallas + Seattle + Cincinnati + Aventura

CONGRATULATIONS TO ALL AWARD WINNNERS



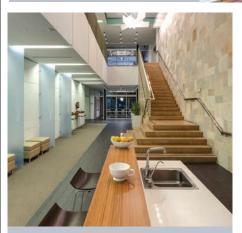


Project: Goodman Birtcher North America

Nominee(s): Coastal Pacific Construction Inc. Gary Mason Kevin Eddy

Project: Thales

Nominee(s): Ware Malcomb Anita Makwana Turelk, Inc. Craig Powell TK1SC Larry Sun Jones Lang LaSalle Brian Prock **Shaw Contract Group** Brad Calehuff Tangram Kimberly Carillo



Project: Stantec Consulting

Nominee(s): LPA, Inc Terri Lee Natalie Zweig



Project: Goodman Birtcher **North America**

Nominee(s): H. Hendy Associates Heidi Hendy Felicia Hyde

Tenant Improvement Nominees





Project: First American Title

Nominee(s): **Thorpe Construction** Mark Thorpe Catherine Falco **Bob Schlueter** H.Hendy Associates Susan Dwyer Corrie Dolman **First American Title Company** John Hufferd

Become Inspired.

Cresa is Proud to Support CREW-OC and the 3RD Annual Spire Awards

Congratulations to all of the nominees!

To learn more about how we can provide our Tenant's Advantage perspective on your real estate, please visit us at cresa.com





610 NEWPORT CENTER DRIVE, SUITE 500 . NEWPORT BEACH, CA 92660 . 949.706.6600 . CRESA.COM

Philanthropy Nominees



Nominee(s): Steve Coyne Coyne Development Corporation Board Chair Goodwill of Orange County, Goodwill Fitness Center, Shopgoodwill.com, Enduring Independence



Nominee(s): Sharon Kline CB Richard Ellis *KidWorks – Board Member*



Nominee(s): Curtis Ellmore Jones Lang LaSalle Hoag Hospital Foundation – 552 Club Board member, Hoag Hospital Irvine Advisory Committee



Nominee(s): Melissa King Jason King DPR Construction Human Options – Second Step Transitional Housing Renovations

Nominee(s): Karl Kreutziger Driver SPG Midnight Mission, Dave Anderson Memorial Golf Tourney, Project Hope Alliance, Special Olympics Summer Games, Mary's Kitchen; Big Brothers & Big Sisters of O.C.; OC Conservation Corps; Kristie's Foundation; Women Helping Women American Heart Association Boys and Girls Club of Anaheim Royal Family Kids



Nominee(s): Jean Tietgen Evergreen Realty & Associates, Inc. Habitat for Humanity – O.C., Leader's Build Day Committee



LEE & ASSOCIATES® SALUTES THEIR 2013 TOP PRODUCERS IN ORANGE COUNTY

Lee & Associates opened its doors in 1979 and has grown to over 49 offices in major markets across the country. With the simple idea that successful agents would want ownership in their office, Lee & Associates is proud to provide Orange County with superior commercial real estate services and long-term stability.





Philanthropy Nominees



Nominee(s): Teresa Joanning Farrell Law Offices Second Harvest Food Bank of O.C. – Food Distribution Center Treasurer of the Board Executive Committee Member The Harvesters Member



Nominee(s): Rebecca Hall Idea Hall O.C. Council of the Boy Scouts of America – Board of Trustee, CHOC Follies cast member, Goodwill of O.C., Alzheimer's Association

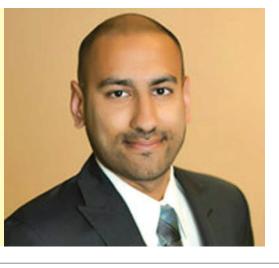


Nominee(s): Sal Provenza Colliers Building Block Foundation Chairman Bob O'Neill Alliance Commercial Partners Kristina Lewison Colony Realty Partners Brian Airth Interior Office Solution Ed Pitula McShane Construction Company



Nominee(s): Jeff Shepard Child Abuse Prevention Center Board Make A Wish Foundation Board Working Wardrobes Board

Nominee(s): Vijay Pai Gloria Lee Andrew Lamming Rutan & Tucker, LLP Alzheimer's Association of O.C.



Nominee(s): Mark Harryman Unire Real Estate Group, Inc. Families Forward Board President 8 Thomas Program Ctr. Project Robert Lambert Cushman & Wakefield Eamiliae Enward Co. Chai

Families Forward Co-Chair of the Fund Development Committee 8 Thomas Program Ctr. Project



WHERE Innovation MEETS Integration





Caliber Construction Inc. 240 North Orange Avenue | Brea CA 92821 714-255-2700 | sales@caliberconstructioninc.com caliberconstructioninc.com

EQUUS | Irvine | 99,864 sq ft

Women in CRE Nominees

Nominee: Lynn Galuppo cox castle & nicholson



Nominee: Angela Todd DMG Corporate



Nominee:

Nominee: Sarah Carr **Kristen Holst** McCarthy Building CVS Realty Co. Companies



Nominee: **Ruth Brajevich** Ware Malcomb



Nominee: Karen Williamson Union Bank



Nominee:

Massy Farzine

ESDI, Inc.



Nominee Danielle Knudson DAUM Commercial Real Estate Services



Nominee: Valerie Ioriatti Wells Fargo



Nominee: Jo-E Immel Snyder Langston



Nominee: **Sharon Kline** CBRE



Nominee: Lydia Shen Cornerstone Real Estate Advisers



Nominee: Sally French-Tyler First American Title



Nominee: Alexandra (Ali) Hawthorne **ORION** Property Partners, Inc.



Nominee: **Cynthia Bell** Law Office of Cynthia Bell Cynthia Bell & Associates

WILLIS WOULD LIKE TO CONGRATULATE ALL OF THE SPIRE AWARD NOMINEES

We are proud to give our support to this event representing some of our local community's best and brightest talent in commercial real estate.

www.willis.com (949) 885-1200

Throughout North America, Willis has over 800 Real Estate Clients, annually placing over \$1.3 billion in premiums into the insurance capital marketplace.

IRVINE| LOS ANGELES| SAN DIEGO





YOUR BUSINESS DESERVES

a higher level of expertise at every level.

When you need financing, U.S. Bank's Commercial Real Estate Division is ready with the industry's best line-up of innovative products and services. All backed by the stability of one of America's strongest banks. U.S. Bank. It's not just what a successful company requires, it's what you deserve.

U.S. Bank is proud to sponsor the SPIRE CREW Awards... recognizing superior performance in Orange County real estate.

All of US serving you

usbank.com

Member FDIC, ©2014 U.S. Bank, 708 usbank



Congratulations to the SPIRE Award Nominees and Winners

A superior way to buy and sell real estate www.auction.com/commercial





The Nation's Leading Online • Real Estate Marketplace.



"We wanted our traditions of precision and quality translated in our renovation, so we chose Caliber Construction to create our 99,000 sq. ft. Los Angeles Technical Center...and Caliber stepped up and made it happen when extra effort was needed." Michael Gordon, Amada North America. Inc.

Quality in the End Depends on the Start Commercial Construction Cost Estimating

by Doug Bassett and Jim Roy, Caliber Construction, Inc.

aniel Pink, one of the top 50 business thinkers today and a NY Times bestselling author, explores the top skills needed in today's complex business environment. Among them is the skill of proactively *finding problems* instead of the more widespread practice of reactively responding to problems. Paradoxically, we've discovered this to be the underpinning of an ongoing method that ensures highly successful commercial construction outcomes.

When and What Change Good to Great

When a long-time architectural partner remarked about how rare and valuable precise cost estimates are, we decided to reverse engineer our unique process. It became clear that the "when" and the "what" we use are the bridges that carry cost estimates from good to great.

to great. We've learned that the questions you ask and when you ask them are not simple matters of company style or preference. In 22 years, the patterns have clearly emerged. Our consistently better construction

outcomes are borne out of asking the harder questions during the early stages when the companies may just be getting acquainted and when it might feel safer to be less challenging.

Caliber Construction, Inc.

Better construction outcomes emerge from knowing when to lift up and look under an assumption, when to dig around a specification (because it's

about where they expect it to show up.

under an assumption, when to dig around a specification (because it's where hazards hide), and knowing – then raising up – alternatives in the less obvious pockets where cost savings are often poised to be discovered by those who know how to look. Instead of asking when an issue threatens the project, especially schedule, a good cost estimator puts the harder, pause-causing questions out there in the concept phase. Pink shares that the premium is found in the shift to finding problems – for us, it is when our digging exposes something the project owner doesn't even see coming or may be wrong

Sometimes It's Saving Clients from Themselves

When issues are settled early and potential threats have been mitigated, our team is free to direct their energy and focus on a superior result because the added coordination of procurement, design, resources and project timing aren't a distraction. We're ensuring the questions that could have been asked – and handled – have been managed. Intersecting the right questions at the right time is our way of vaporizing surprises, eliminating confusion and lighting the path for the tenant and property owner to move as quickly as a tenant improvement project's aggressive timeline demands.

In the end, the destination for our cost estimating isn't necessarily a project win. Cost estimating is the first step that takes a project from concept to reality for the project owner. It is a way of saving our clients from their own mistakes at times. And, taking the risk to ask the hard questions early is what keeps the project progressing as it should so that the final outcome is what was envisioned in the beginning.

Doug Bassett and Jim Roy

Doug Bassett and Jim Roy founded Caliber Construction, Inc. with a singular intent – become masters of commercial tenant improvements in Southern California. Twenty-two years later they work exclusively with partners that share that promise for precision, continue to choose the good of the property before profit and demonstrate mastery in development after development. Learn more about Caliber Construction, Inc. at *www.caliberconstructioninc.com* or call Doug Bassett or Jim Roy at 714.255.2700.



Allen Matkins congratulates all of the 3rd Annual SPIRE Awards' nominees.

We provide a full range of legal services to the real estate industry. We assist clients with their development, finance, capital markets, acquisition, leasing, joint venture, litigation, construction, bankruptcy, environmental, corporate, tax planning, securities and employment matters.

www.allenmatkins.com

CREW California to Host Top Commercial Real Estate Professionals at Technology Conference April 24-26

ommercial real estate professionals from across the state will gather April 24-26 in San Francisco for a new conference focused on how technology is changing the landscape of commercial real estate as a whole.

The conference, hosted by CREW California, offers a series of keynote speakers who will delve into the issues, the impact and the growth opportunities that technology presents in commercial real estate today.

"Technology is a huge influencer in the way all industries are doing business," says Dana White, Vice President for Bank of the West and a spokesperson for CREW California. "By arming commercial real estate professionals with the right tools and information, we will all be better able to understand how to leverage this momentum to better serve our clients."

CREW California, a chapter of the national Commercial Real Estate Women Network, is a leading business networking organization that aims to advance the accomplishments of professionals within the commercial real estate industry. Representing nearly every discipline in the industry, CREW is dedicated to influencing the success of its members through business development, leadership development, industry research and career outreach.

"Through its innovative conferences and business networking opportunities, CREW California has repeatedly demonstrated its ability to influence the success of its members," notes White. "It's important to us that we not only equip members of our industry with the tools to thrive, but also provide them with the information needed to achieve longevity within the ever-changing business landscape."

This year's conference will tackle the subject of technology and identify the latest trends that will help attendees take their businesses to the next level. Conference attendees will have the opportunity to hear from a variety of dynamic speakers, and attend multiple networking events.

Keynote speakers for the CREW California conference will include industry leaders providing details on the latest in technology and trends. Featured speakers for this event include Eric Paulson, Executive Vice President and General Manager for the Commercial Division of Auction.com; Fred Saint, Senior Vice President for LoopNet; and Chris Coleman of Dropbox; among others.

In addition, attendees will benefit from the opportunity to expand their networks and expose their businesses to new industry contacts through dine-arounds, a networking breakfast, and a cocktail reception, among other events.

Conference guests can also visit the on-site tech booth, through which attendees can access the latest tips and trends in marketing their business, from social media to websites to email campaigns.

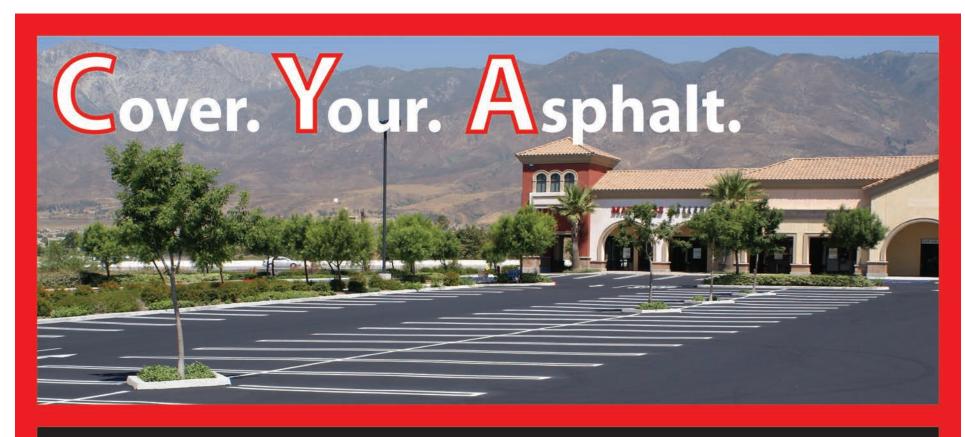
The CREW California conference will take place on April 24-26 at the Hyatt Regency Hotel in San Francisco. For more information about this event or to register, visit www.crewca.org.

The Value of Your CREW Network Membership

REW Network is committed to leading to change. We accomplish this by strategically building our network to provide members the strongest business connections available, providing targeted training to create strong industry leaders, developing critical tools to support strong chapters, facilitating industry advancement by conducting important industry research, and creating a strong CREW Network brand to promote the professional excellence of CREW Network members.

- Superior business development networking opportunities CREW Network is one of a select group of commercial real estate associations that are multi-disciplined
- The ONLY association dedicated to influencing the success of the commercial real estate industry by advancing the achievements of women
- Leadership training and mentoring opportunities with professionals from within and outside your industry discipline
- Dedicated to conducting and publishing industry research studies that support women in commercial real estate
- Integrated technology that supports members, chapters and partners in seeking out experts in the commercial real estate industry throughout North America
- Complimentary Leadership Development webinars presented by tenured experts in the industry and at leading universities
- ► Exclusive access to CREWbizTM proprietary business networking tool, which provides members the opportunity to *promote their expertise to 8,000 CREW* Network members across North America
- Branding and promotion of CREW Network organization and members in industry journals and publications including the Wall Street Journal to increase organization's support and create awareness of CREW chapters and members
- ► Best practices of chapters and members through member-to-member networking, board hosted calls and *chapter playbooks* addressing sponsorship, membership, career outreach programs and chapter administration

At CREW Network, we exist to influence the success of the commercial real estate industry by advancing the achievements of women.



Do it right the first time Tel 714-739-2200 info@united-paving.com UNITED-PAVING.COM

CONGRATULATIONS to all of our CREW-OC SPIRE Awards Nominees!