

Leasing Trend: The Lean and Hungry Office

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People are taking up less and less space in the office. The cause is not an increase in physical fitness, but an increased interest in fiscal fitness. Rent is the second largest expense (after personnel costs) for most businesses, so decreasing the amount of space needed directly impacts the bottom line.

Less space means less rent. In addition, however, businesses are taking note of research that shows that profits increase when employees spend more time in collaborating, learning and socializing, and less time in isolated, focused work. So creating more engaged (and smaller) workspaces can doubly benefit the bottom line.

Technology companies, where almost everyone works in a large open area and uses the few available small offices for phone calls or small group meetings, are the leaders in the 'less is more' ethic. People work at tables, typically several side by side, and facing each other. The start-ups may be using IKEA, while well funded companies have architects and Herman Miller furniture, but the idea is the same: a hive energy, with areas carved out for social interaction (pool tables, game rooms, lounge areas), eating (kitchens and free food are de rigueur), and in some companies, sleeping (nap rooms).

But new design standards are not just for technology companies. The San Francisco office of the accounting firm Deloitte recently downsized from 285,000 square feet to 166,000 square feet, while at the same time planning to expand its workforce by 10% (from 500 to 550). According to a San Francisco Business Times article, the new office represents "an evolving philosophical transformation in how Deloitte serves its clients. Instead of private sanctuaries where partners retreat to pore over financial statements, the new environment will be all about collaborative spaces, Starbucks-like cafes and enclaves with the latest video conferencing technology." The new design reduces square footage per employee by almost half – from 570 square feet to 302 square feet.

Other professions may be slower to accept the trend. Venture capitalists and boomer-generation lawyers, for example, are reluctant to give up the status associated with a private office, but studies by the architectural firm Gensler show that lawyers actually spend less than half their working time in their private offices. Younger professionals are more comfortable with collaborative work spaces, and in today's market, likely to be more concerned with having a job than having a private office.

More intense space utilization means a greater draw per square foot on a building's systems. On both the landlord's and tenant's side of a transaction, the parties need to ascertain the potential tenant's needs, and then consider how to address them. Among the issues to consider are the adequacy of the location's technology infrastructure (such as fiber optic cabling and redundant connectivity); the electrical capacity for all the devices that most workers find essential; the need for supplemental cooling for a server room (although many companies are now using offsite servers and cloud computing to reduce on-site needs); and the adequacy of HVAC and even elevator systems when floors are at maximum legal occupancy. Additional issues arise [\(continued on page 2\)](#)

IN THIS ISSUE:

- LEASING TREND {P1}
- JENNIFER SIEBEL NEWSOM {P2}
- SPOTLIGHT ON CREW NETWORK FOUNDATION {P3}
- CREW SF HOLIDAY PARTY PHOTOS {P4}
- MEET THE 2012 CREW SF BOARD {P5}
- EVERYTHING EVENTS {P6}
- MEMBER SUCCESSES {P7}
- OUR SPONSORS {P8}

(continued from page 1)

when companies work hours other than building standard (in at 10, work till 8), so that after hours HVAC is required, or large numbers of workers are still in the building when the evening janitors are trying to work.

Brick and mortar issues are not the only problem areas. Multi-tenant building office leases, structured as a first year fully serviced rate with operating expense pass throughs above the base year, make the assumption that all tenants are alike. Therefore, tenants are assessed a proportionate share of expense increases, based on tenant's square footage divided by the building's square footage. But a 10,000 square foot space that has 20 employees in private offices will use less electricity, janitorial services, and water, and generate less sewage and trash, than a 10,000 square foot space that has 80 web developers working long hours (and bringing food in for the whole group once or twice a day, as seems to be the norm).

When a landlord pro forma's its expected return on investment assuming that the base year operating expenses it will absorb under the technology tenant's lease will be the same as under the professional firm's lease, the landlord can be in for a shock. It can mitigate the surprise if it calculates the expected costs, and has the technology tenant absorb some of them, either directly (using a NNN rather than a gross lease, or establishing a baseline level of included service and charging for costs beyond that) or indirectly (charging a higher rent to the technology firm than to a less intensive user).

More intense use by new tenants can strain relations with other tenants. Elevator waits are longer, because more people are using them. Even more of a problem can be operating expense increases greater than simple inflation and utility rate increases would dictate. When a more intensive user moves into a building and drives up operating costs per square foot, existing tenants with established base years effectively subsidize that more intense use. For example, assume that Firm rents 10,000sf in a 100,000 square foot building, and that in Firm's base year, the operating expenses were \$15 psf. Firm agrees to pay 10% of the building's increased operating expenses over the base year. Firm budgets that operating expenses will increase by 3% per year, so expects to get a bill for \$4,500 in the second year of its lease $[(\$15 \times 1.03 \times 100,000) - (\$15 \times 100,000\text{sf})] \times 10\% = \$4,500$. Landlord leases one floor of the building to TechCo, and due to TechCo's more intensive use, the actual cost of operating expenses on TechCo's floor is \$22psf. Firm gets a bill for \$11,050 for operating expenses in the second year of its lease! $[(\$15 \times 1.03 \times 90,000) + (\$22 \times 10,000)] - (\$15 \times 100,000\text{sf}) \times 10\% = \$11,050$. Firm and other existing tenants are likely to be unhappy, challenging the costs if their leases permit, or looking elsewhere when their terms expire.

Another reality is that more intense uses wear out improvements faster. A tenant improvement allowance spent, for ex-

ample, on hardwood flooring in a professional firm could still have residual value after 5 years, whether the firm renews its lease or the space is relet to a new company. The same flooring on a floor used by 80 web developers for 5 years is in all likelihood going to need to be torn out and replaced. That, too, affects the landlord's ROI.

Signing a lease is the beginning of a long relationship between the landlord and tenant. Whether it is your own business's lease, or that of a landlord or tenant client, understanding the issues that can arise from changing patterns of use can help you give better advice, and make more informed decisions and projections.

J.K. Dineen, Deloitte Recalculates Headquarters, San Francisco Business Times, Friday, August 27, 2010, available at <http://sanfrancisco.bizjournals.com/sanfrancisco/stories/2010/08/30/story2.html> (last visited October 8, 2010).

About the Author



Elaine Andersson, JD, is a Past President of CREW SF and a co-founder of QAV Realty Services, a commercial brokerage firm.

Jennifer Siebel Newsom: Miss Representation



(At press time, CREW SF was preparing to welcome Jennifer Siebel Newsom on January 11 for a discussion of her film, Miss Representation, a documentary about the portrayal

of women in media. Here are a few of Ms. Newsom's comments on her film.)

YOU ARE TRYING TO RAISE AWARENESS BEYOND MAKING A DOCUMENTARY. WHY HAS THIS TOPIC PUSHED YOU TOWARDS ACTIVISM?

The gender gap still exists in this country and there has been a backlash to women's progress that the media (wittingly or unwittingly) has been a part of. *Miss Representation* is my attempt to right this wrong and put our culture on a path that values and empowers women and girls. But a social justice film is only as effective as its ensuing social action campaign. That is why we launched Missrepresentation.org - to carry out the message and mission of the film and be a catalyst for improving our cultural landscape.

(continued on page 3)

(continued from page 2)

WHAT'S NEXT?

We are encouraging people to join us at www.MissRepresentation.org, to take the pledge, continue the conversation, and take small actions to challenge the status quo, stop sexism and create new opportunities for everyone to be valued for their talents and capacity to lead.

Ultimately our society needs to value women if we are going to make any progress. Here we are this supposedly great democracy, and we are the only industrialized country in the world without paid family leave. We still have the wage gap. Women are 51% of the population but only 17% of our congressional leadership. I believe that if we had more women in leadership we'd all benefit from a more balanced world. Some examples:

- In media, we'd see more concern for our kids and we'd see healthier messages.
- If we reduce the wage gap, we could increase the US GDP by 9 percent.

It's fascinating to me that studies suggest, more women in leadership means better creativity, productivity and an increase to the bottom line. And, yet, there is no mandate from the upper echelons to create policies for lifting more women into leadership. We must ensure our current leaders are instituting business practices that value and empower women.

We have more films in the pipeline that will continue this conversation about valuing women but from different points of view: the masculine perspective and the international perspective.

Hopefully we'll have made some progress on this issue of valuing women in this country in five years. I believe then that we would see a higher number of women leaders. Until we achieve parity, however, I don't think our country will be truly healthy and prosperous. So, we'll keep making films and launching campaigns in an effort to shift the cultural mindset!

WHAT IS THE BEST PIECE OF ADVICE YOU HAVE EVER HEARD?

There's an Alice Walker quote that's in the film and is just something that I really love and try to live by: "The most common way people give up their power is by thinking they don't have any."



Spotlight on CREW Network Foundation®



CREW Network Foundation® was incorporated in 1998 as the 501(c)(3) philanthropic arm of CREW

Network® and continues to be the sole foundation dedicating its resources to building opportunities for women and girls in commercial real estate.

Through CREW Network Foundation®, CREW Network® members seek to make a difference in the lives of women and girls who want to achieve the same successes that members of CREW Network® have attained through their careers in commercial real estate. CREW Network® is one of the first professional groups of its kind to create a national philanthropic effort.

As the philanthropic arm of CREW Network®, CREW Network Foundation® leads fundraising efforts that support CREW Network's mission of influencing the success of the commercial real estate industry by advancing the achievements of women. The dollars that are raised through member donations, chapter fundraisers, and national fundraising events, support CREW Network's Career Outreach Programs, industry research, and the scholarship endowment fund.



Meet our 2012 CREW Network Foundation Champion, Jodi Fedor

CREW Network Foundation began its Chapter Champion program to help recruit and train interested CREW Network members (current Foundation supporters) to promote CREW Network Foundation fundraising efforts. The program aims to inspire chapter members and board leadership to support CREW Network Foundation through individual donations and special fundraising events, and by implementing local career outreach programs. CREW Network Foundation Chapter Champions are critical in ensuring the CREW Network Foundation message reaches every CREW Network member.

Jodi B. Fedor is a partner with SSL Law Firm LLP in San Francisco, a women-owned real estate and land use boutique. Her practice focuses on the representation of developers, owners and users of real property, including acquisitions and sales, financing, leasing, structuring and development matters. She has been named a Northern California Super Lawyer each year since 2006 and is a member of Lambda Alpha International, an honorary land economics society. She received her J.D., cum laude, from Northwestern University School of Law in 1988, where she was an Associate Editor for the Northwestern University Law Review, and her B.A., magna cum laude, from Gustavus Adolphus College in 1985.

CREW SF Holiday Event Roundup

Over 100 members and guests attended the CREW SF holiday luncheon at the City Club on December 14, 2011. The event raised over \$7,000 for the CREW Network Scholarship Endowment. 2011 CREW SF President-Elect, Valerie Concello introduced the 2012 Board of Directors and encouraged all members to be more involved. As you can see from the photographs, a happy holiday was had by all! Saturdays



Community Affairs Committee members, Lauren Huntley (Veritas Investments inc.) and Monica Lim (Kent M. Lim & Company, Inc.) selling raffle tickets at the holiday luncheon. In addition to the raffle, our annual silent auction offered wonderful prizes like fine wines and spa getaways.



Sponsorship Director, Trish Kuo Beckman (Field Paoli Architects); Programs Committee Chair, Alaine Raven (First American Exchange Company, LLC); with Community Affairs Committee members Samantha Low (Hathaway Dinwiddie Construction) and Monica Lim (Kent M. Lim & Company, Inc.)



2012 The VIEW Contributor, Carol Horn (Amerimar Hamm's Management Co., Inc.) won the raffle grand prize.



CREW member, Catherine Phillips (First American Title Insurance Company) and Programs Committee member, Lada Kocherovsky (Page & Turnbull)



2009-2011 The VIEW Editor, Mary Hedley and 2012 CREW SF President, Valerie Concello (Mohr Partners Inc.)



Sponsor, Jeff McDonald (Anderson Audio Visual), Communications Committee member, Laura Scripture (Broadmoor Partners) and guest Susan Alling (GCI General Contractors)



On behalf of CREW Network Foundation, 2011 CREW SF President Kim Havens (Wilson Meany Sullivan) was presented with the proceeds of this year's silent auction and raffle by Community Affairs Committee members Kristin Gowdy (RMA, Inc.) and Lizzie Blaisdell (Degenkolb Engineers).

MEET THE 2012 CREW SF BOARD

Valerie Concello, President. Valerie Concello, MBA, UC Berkeley, CCIM, LEED AP, is the managing director of the new San Francisco office of the national tenant brokerage firm Mohr Partners. Formerly the owner of her own firm, Ronin Commercial Real Estate, she has over 20 years of experience representing tenants in all aspects of commercial real estate.

Helen Duong, President Elect. Helen has worked in the commercial real estate industry for over 30 years. She works for Boston Properties as a Lease Administration Manager and is responsible for administering leases for approximately 5 million square feet of office and retail space throughout the SF Bay Area.

Kim Havens, Immediate Past President. Kim is a developer with Wilson Meany Sullivan. She currently works on the redevelopment of the Bay Meadows racetrack in San Mateo.

Nancy Lundeen, CREW Network Delegate. Nancy is a partner in the law firm of Allen Matkins Leck Gamble Mallory & Natsis, LLP. She is skilled in the full range of real estate transactions, including the purchase and sale of real estate, real estate finance, commercial leasing (including office, retail and industrial leasing), and loan workouts.

Jeanne Madden, Chief Financial Officer. Jeanne is Vice President of Operations for Mission Bay Development Group. She is responsible for finance, accounting, human resources and I.T. for the firm and its developments.

Alicia Esterkamp Allbin, Director, Communications. Alicia is a Principal of Pacific Waterfront Partners. Working with PWP since 2002, her responsibilities include development management, marketing, leasing, public relations and community outreach. Recent projects include Piers 1 ½, 3 & 5, Pier 24 Annex and 8 Washington. In addition to CREW SF, Allbin serves on the Board of Directors for the San Francisco Architectural Heritage, SF Made and modern dance group, Nancy Karp + Dancers.

Trish Kuo Beckman, Director, Sponsorship. Trish is an architect with Field Paoli, an architectural design practice with specialties in retail center design, mixed-use developments, community facilities, and transit oriented design. In her ninth year with the firm, she manages many of the firm's projects and also provides conceptual design, design development and technical coordination through the construction phase. In addition to her participation in CREW, Trish is an active member of ICSC, AIA, San Francisco Planning and Urban Research Association, and the U.S. GBC.

Michelle Margiotta Fraedrich, Director, Community Affairs. Michelle is a broker with Cornish & Carey Commercial Newmark Knight Frank. She has over nine years of experience specializing in sales and leasing of Industrial and Mixed-Use properties in San Mateo County.

Laurie Gustafson, Board Secretary and Director, Programs. Laurie practices law with Stein & Lubin LLP, specializing in commercial real estate, including real property acquisitions and dispositions, leasing, financing and development. Laurie has over 25 years of experience in complex local, multi-state and international real estate and finance transactions, including office, retail, restaurant, shopping centers, industrial, rural, infrastructure and mixed use projects.

Tara Monnig Hardesty, Director, Membership. Tara has been involved with strategic marketing for shopping center developers for over 18 years. An entrepreneur at heart, Tara has been a business owner since 2005 and is currently the co-owner of The Marketing Method Group, a firm providing strategic marketing programs for real estate and related companies in the Bay Area.

Jodi B. Fedor, CREW Network Foundation Champion, is profiled in the "Spotlight on CREW Network Foundation" article in this issue.



Valerie
Concello
Managing Director
Mohr Partners



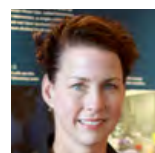
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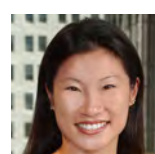
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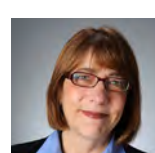
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Jodi
Fedor
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EVERYTHING EVENTS



April 19-20, 2012 CALIFORNIA CREW CONFERENCE

Continuing our tradition of providing in-depth panels on issues and trends facing California, we are pleased to present the 2012 CREW California Conference, "The Next Wave in California Commercial Real Estate." The conference will be held at the JW Marriott LA LIVE, an entertainment-focused development in downtown Los Angeles. All eight CREW California chapters have joined together to provide our members with leadership training, statewide business networking opportunities, and the delivery of targeted educational and professional development sessions. The chapters held their first joint professional education conference in 2005 in Newport Beach, followed by successful conferences in San Jose and San Francisco. The conference will open with a reception on Thursday night, followed on Friday with panels, a keynote lunch event, and a bus tour of downtown Los Angeles. We will end with a farewell reception at the Grammy Museum. Allen Matkins Leck Gamble Mallory & Natsis LLP is the Title Sponsor for this event.

March 2, 2012 **FIRST CREW SF HABITAT BUILD DAY**

Roll up your sleeves and put on your hard hats! CREW SF will be joining forces with Habitat for Humanity Greater San Francisco on Friday, March 2 to help construct affordable homes for low-income families in the Bay Area. Take a break from your typical workweek and join other CREW SF members for an energy-filled day of camaraderie and networking. The current project is a four-story, \$15 million affordable housing condominium development in Daly City that will enable 36 families to realize their dream of homeownership (and is located a short 5 minute walk from BART). Stay tuned for additional details on our website!

APRIL 25 & JUNE 27, 2012 MEMBERSHIP MADNESS

Every quarter, CREW SF hosts an event for current and prospective members called, Membership Madness. It is designed to grow membership while strengthening the experience of current members. Prospective members have the opportunity to obtain information regarding the benefits of membership in an informal setting, from Board Liaisons and Team Leads, as well as from general members. The event provides the opportunity for all attendees to socialize, reconnect, network, market and mingle. Sponsors provide the location, food and beverage and in turn are introduced by the current president and given the opportunity to market their organizations at the event.

MARK YOUR CALENDAR

Community Networking
CREW SF / Habitat Build Day
March 2 | All Day
Daly City

Luncheon
"Mid-Market Development"
March 14 | 11:30 AM - 1:30 PM
The City Club, 155 Sansome St, SF

Leadership Breakfast Series
"Women and Risk Taking"
April 11 | 7:30 AM - 9:30 AM

New Member Luncheon
April 11 | 12:00 PM - 1:30 PM

2012 CREW California
Conference
April 19-20, 2012
JW Marriott L. A. LIVE
333 S Figueroa St, LA 90015

Membership Madness
April 25 | 5:30 PM - 7:30 PM

Luncheon
Joint Industry Event
May 9 | 11:30 AM- 1:30 PM

Membership Madness
June 27 | 5:30 PM - 7:30 PM

Luncheon
Legislative Impacts on CRE in CA
Joint Industry Event
July 11 | 11:30 AM - 1:30 PM

Bay Boat Tour
Joint Chapter Event
August 8 | 5:30 PM - 7:30 PM

2012 CREW Network
Convention & Marketplace
October 24-27, 2012
Hilton Chicago, Chicago, Illinois

MEMBER SUCCESSES

NORTHERN CALIFORNIA REAL ESTATE WOMEN OF INFLUENCE

CREW members made a grand showing in the 2011 Northern California Real Estate Women of Influence announced in the October 7-13 issue of the San Francisco Business Times. Eight of the 41 Honorees are CREW San Francisco members, including **Karen Alschuler**, Perkins + Will; **Lisa Bottom**, Gensler; **Ginger Bryant**, Sares Regis Group of Northern California; **Judy Davidoff**, Sheppard Mullin Richter & Hampton LLP; **Sylvia Kwan**, Kwan Henmi Architecture and Planning, Inc.; **Nancy Lundeen**, Allen Matkins Leck Gamble Mallory & Natsis LLP; **Deborah Quok**, QAV Realty Services; and **Mary Wiese**, CAC Real Estate Management Co. Inc. Three of the 10 Rising Stars honored are CREW members, including **Kimberly Havens**, Wilson Meany Sullivan (CREW SF); **Kristina Lawson**, Manatt, Phelps & Phillips LLP (CREW East Bay); and **Dana Tsubota**, Miller Starr Regalia (CREW East Bay). And perhaps grandest of all, one of the four Hall of Fame women honored is CREW San Francisco member, **Barbara Morrison**, TMC Financing. Congratulations to all!



Carol Horn

CREW^{SF} NEWS

CREW SF is excited to announce the continuation of our Scholarship Program! It is designed to assist active CREW SF members in taking courses and pursuing other activities to enhance their careers in commercial real estate. Starting in 2012, scholarship funds raised by CREW SF will be available for a variety of different activities such as CCIM courses, LEED accreditation, licensing classes, GMAT courses, and more. CREW SF members who desire to use scholarship funds will be required to submit an application describing how they propose to use the funds and how the particular activity will be rewarding to their career. The remaining 2012 dates for submitting applications are April 2, July 2 and October 2. To apply visit www.crewsf.org.

CREW NETWORK SPOTLIGHT

B. DIANE BUTLER OF CREW DALLAS ELECTED 2012 PRESIDENT OF CREW NETWORK

CREW Commercial Real Estate Women (CREW) Network, the industry's leading advocate for the success of women in commercial real estate, announced at its Annual Convention & Marketplace in Washington, DC that B. Diane Butler, of CREW Dallas, was elected 2012 CREW Network national president.



NETWORK

 Butler is CEO of Dallas-based Butler Burgher Group (BBG), a nationwide commercial valuation and due diligence services firm with offices in nine areas including: Atlanta, Austin, Dallas, Detroit, Houston, New York, North Carolina, Orange County and Tampa Bay. Butler co-founded Butler Burgher Group in 1992, and in 2007 the firm was acquired by Land America Financial Group. She served as General Manager and Senior Vice President and was responsible for running the National Valuation Platform until reacquiring BBG in 2009. Under Ms. Butler's leadership BBG has grown to na-

tional stature and is a leading provider of appraisal, environmental and property condition assessment for all property types throughout the U.S. Butler has more than 25 years of commercial real estate experience in valuation, consulting and feasibility studies.

Since joining the Dallas chapter in 1994, Butler has served on many CREW national and local committees. She was on the Dallas Board of Directors from 2002-2008 and was its President in 2006. In 2007-2008 Butler was a Trustee on the CREW Network Foundation, in addition to serving on the CREW Network Resource Development and Nominating committees. In 2009, she was elected to the Board of Directors. In 2010, Butler was named to the Top 25 Women to Watch by the Dallas Business Journal, and was honored in 2009 as one of the 29 Outstanding Women in Commercial Real Estate by D CEO Magazine. She has been extraordinarily active in the Dallas community, serving on the boards of The Real Estate Council, Appraisal Institute, Dallas Wom-

en's Foundation, Habitat for Humanity, and The First Tee. She is also an Advisory Committee member of the National Multi-Housing Council and a member of NCREIF, ULI and ICSC.

CREW Network elected these other new officers and directors to serve on the 2012 Network Board: President-Elect: Susan L. Hill, CREW Houston, Senior Managing Director with HFF, LP; Immediate Past President, Collete English Dixon, CREW Chicago, Vice President of Transactions for Prudential Real Estate Investors (PREI); Lori Kilberg, CREW Atlanta, Partner, Hartman Simons & Wood LLP; Angela O'Byrne, New Orleans CREW, President, Perez, APC; Heidi Timken, East Bay CREW, Partner of Timken Johnson LLP.

The following are returning board members: Kris Beason CREW Seattle & Sound, Project Executive, Skanska USA Building Inc.; Lou Ann Dent CREW Baltimore, Vice President, Wells Fargo Insurance Services USA, Inc.; Tina Makoulian, CREW Philadelphia, Partner, Ballard Spahr, LLP; Judith Nitsch NEWIRE Boston, Principal, Nitsch Engineering.

CREW^{SF}

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Showcase Your Company

Positively impact our industry's growth and vitality while taking advantage of opportunities to increase your organization's visibility in all areas of commercial real estate.

www.crewsf.org/?q=about/sponsorship-ops

A WORD FROM OUR SPONSOR AND THAT WORD IS...

COLLABORATION

TODAY'S COMPETITIVE BUSINESS ENVIRONMENT FORCES COMPANIES TO BETTER COMMUNICATE AND EXCHANGE INFORMATION. AT ANDERSON AUDIO VISUAL, OUR COMMITMENT IS TO ENABLE OUR CLIENTS TO BETTER ENGAGE, COLLABORATE WITH, AND INFORM THEIR AUDIENCES.

Since the mid 90's Anderson has refined the methods of designing and installing audio visual systems. To ensure seamless integration with our client's business environment, Anderson collaborates with Architects, Consultants, Designers, and General Contractors during the earliest stages of architectural design through the final audio visual system integration. Whether a dynamic executive boardroom or a single plasma display in a lobby, you can trust that Anderson will be committed to supporting your business needs. What makes Anderson unique is "people". From initial concept meetings, through system design, integration, and support, our experienced and certified staff will expertly manage all aspects of the AV process to deliver a superior end product.

To create greater value for our clients, Anderson has built and maintained strong partnerships with industry leading manufacturers and suppliers including NEC, Bose, AMX, Polycom, Da-Lite, and Extron. Our clients can place confidence in the reputation, reliability and warranties of these manufacturers products. Additionally, Anderson supports these products and our workmanship with Service Contracts. Commitment to support our client's business needs, combined with our valuable team of professionals and depth of industry experience, make Anderson the premier choice for audio visual system design, integration, and support.



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THE CREW SF COMMUNICATIONS TEAM IS LOOKING FOR:

- Authors, editors, photographers
- Member Success Stories (Promotion, job change, awards, designations)
- Industry Articles

All submissions are subject to editing for clarity and brevity. Unless otherwise noted, ©2012 CREW SF

Please send all ideas and articles to *The View* editorial staff at news@crewsf.org.

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