



BULLETIN

MAY 2000

BOMA San Francisco advances the commercial real estate industry through advocacy, professional development, and information exchange

President's Message

What Commercial Real Estate Professionals Can Learn From Doughnuts

by Lisa Vogel, WorkSpeed, Inc.

Someday we might just see something like the Krispy Kreme Promise posted in the lobby of a major building

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First it was Hagen Daz, bringing class and distinction to the world of ice cream, and opening the door for Ben & Jerry. Then, along came Noah's, the Berkeley start-up that sold bagels to visitors from its College Avenue outlet in



Berkeley and five years later was sold for \$100 million. About the same time, Starbucks bore down out of Seattle to take over the world of coffee and help create road rage across this great country of ours.

How anyone could have predicted that everyday products in

the daily bread and caffeinated beverage categories would become world class, omnipresent money-makers and corporate giants are beyond my comprehension. When I think of brands, I think of Proctor & Gamble, Ford, IBM, and companies that produce the tangibles that we all grew up with, not ice cream. You never know what might be next.

Or maybe you do know. Across the Bay in Union City, the next big thing arrived a month or so ago: Krispy Kreme Doughnuts. They make doughnuts, not donuts.

Krispy Kreme has been making doughnuts out of its Winston-Salem, North Carolina home on Ivy Avenue since 1937. According to a profile on the company in the October 1999 issue of FAST COMPANY, there are 150 Krispy Kreme stores in 26 states, mostly in the South. We Americans eat these morsels at a steady pace: 11,000 dozen doughnuts an hour, 3 million a day. They may be prepared in Omaha, Charleston, or Union City, but every

container of mix, icing, and filling comes from Ivy Avenue back in Carolina.

It is obvious once you have had a taste of a Krispy Kreme doughnut (I had my first experience last week - AWESOME!) that these people care very much about consistency and quality. Every batch of wheat flour is tested, because though wheat crops can vary, the doughnuts cannot. One hears around Ivy Avenue that the goal is not just good taste; it's good chemistry. Every month or so a 25-ton truckload of flour that arrives at the home office doesn't meet the standard. All 25 tons go back to the supplier, no questions asked.

I think it is worth reprinting "The Krispy Kreme Promise" for our readers. It is printed on every box and states "Krispy Kreme Doughnuts has been making taste treats of the highest quality since 1937. Our promise is that we'll continue to make the best-tasting, highest-quality products because that's what you expect and deserve and that's what we expect of ourselves. If for any reason you have a comment about anything to do with Krispy Kreme, please write, call, or e-mail us and we'll respond. Thank you for choosing Krispy Kreme."

In my mind, the Promise beats to death any corporate vision, mission, or goal statement I have read.

It would be interesting to know what value building owners, suppliers, professional service firms, and other members of the real estate industry would realize if we were to make (and keep) promises about the quality of service our companies deliver. Someday we might just see something like the Krispy Kreme Promise posted in the lobby of a major building. And that day we will know that our industry has arrived.

Mark Your Calendars, Please . . .

BOMI Institute Courses

RPA Courses for Property Managers

New Date TBA

Budgeting & Accounting (CANCELLED)

FMA Courses for Facilities Managers

July 13 - 16

Technologies for Facilities
Management

RPA/FMA Courses for Property and Facilities Managers

May 18 - 21

The Design, Operation &
Maintenance of Building Systems,
Part II

SMT/SMA Courses for Building Systems Professionals

May 15 - 17

Refrigeration Systems & Accessories

RPA/FMA/SMA Courses for Property & Facilities Managers & Building Systems Professionals

June 29 - July 2

Environmental Health & Safety Issues

For information on courses and
requirements contact Education Program
Administrator, Gil Martinez, at
415-362-2662 x12 or gilm@boma.com.

BOMA's Dates to Remember

Thursday, May 25

Membership Luncheon

Palace Hotel

11:30 a.m. - 1:30 p.m.

Speaker TBA

Luncheon Dates for 2000 *

Thursday, June 29

Thursday, July 27

Thursday, September 28

Thursday, October 26

Thursday, November 30

* all lunches are from 11:30 a.m. - 1:30
p.m. at the Palace Hotel

Social/Networking Events

Monday, May 15

Silverado Golf Tournament

Sponsored by 2000 BOMA Gold

Sponsors and BOMA Associates

Committee

Wednesday, June 21

Dinner at the Dump &

First Annual Commercial Office

Recycler of the Year Awards

Sponsored by BOMA Associates

Committee & Solid Waste/Recycling

Task Force

Monday, August 21

Elmer Johnson Golf & Tennis Classic

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Online membership benefits

BOMA San Francisco's new web site, www.bomasf.org, offers our members a convenient new way to access membership information. If you have not logged on, you may be surprised by the powerful tool available at your fingertips.

Did you know you can:

- post jobs and resumes/review jobs and resumes through the online job bank?
- access member information through the online directory?
- register (and pay via credit card) for luncheons and seminars?
- view and print copies of the *Advocate*, current press releases and articles related to our advocacy efforts?

BOMA member **Bob Viola, President of ABC Building Services**, loves the new site. "It's clean, concise, and easy to navigate." And as a BOMA 2000 Gold Corporate Sponsor, he really likes that his logo appears on the online membership directory.

While the utility of this site may seem impressive for the public users, it is even more impressive when you consider the flexibility BOMA San Francisco staff has in maintaining this online web site system. Site designer Aeronet Communications developed and supports a site that allows staff to administer this complex site through their own, easy-to-use web-based interface. Using this tool, staff is able to:

- extract purchase records from publication purchases or job postings
- post new publications for purchase
- publish new event information (complete with registration forms)
- extract event registration data and payment information
- update member access records
- publish news articles & *Advocate* issues
- create new member bulletin board topics and monitor content
- edit many general content areas on the site
- and much more

All these functions are also done with safety and security in mind. The administrative and commerce features of this site run through a secure socket layer (SSL) on Aeronet's server. This means that all administrative and commerce-related data is encrypted using the highest widely available encryption algorithm. This site also sits behind a top quality firewall to prevent hacker attacks. The facility housing this server is staffed 24 hours per day, year round and maintains redundant battery and diesel power backup.

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BOMA GOES TO SACRAMENTO

Members and Legislators Meet to Discuss Pressing Issues

On March 28 a group of BOMA San Francisco members participated in the annual BOMA California Legislative Day to meet with state lawmakers representing the Bay Area. The primary issues discussed were BOMA's opposition to AB 651 which proposes mandatory access for telecom companies into all public and private commercial office buildings without the owner's permission and SB 1242 which proposes granting the state architect greater code writing powers, which BOMA believes should remain the prerogative of the California Building Standards Commission.

BOMA San Francisco had the largest member participation of any local association in the state. This level of involvement is a testament to our members interest in and commitment to government affairs issues affecting the commercial real estate industry.

The day began with the BOMA Cal Board of Directors meeting, headed by Tom Gille. Les Spahnn, BOMA Cal's Executive Director and lobbyist, provided a thorough briefing on all the current bills potentially impacting commercial real estate. The afternoon consisted of pre-arranged visits with State Senators and Assembly members. The day concluded with a reception and dinner at the historic Firehouse Restaurant in Old Sacramento.



BOMA's San Francisco's Legislative Day delegation: (Back Row) Steve Colvin, Boston Properties; Angelica Ting, Landmark Asset Management; Bob Spicker, Colliers International; Arnie Hollander, The Lurie Company, Bruce Schilling, August Supply; (Front Row) Margot Crosman, Danielson Whitehead; Manuel Fishman, Bartko, Zankel, Tarrant & Miller; Yvonne Eder, PropertyFirst.com.



Assemblywoman Kerry Mazzoni, D-Marin County & BOMA Cal Executive Director Les Spahnn, Heim, Noack, Kelly & Spahnn at the BOMA Cal dinner.



Senator John Burton, D-San Francisco & BOMA-SF-PAC Chair Bob Spicker, Colliers International.



Newly appointed State Architect Stephen Castellanos is greeted by BOMA's Governmental Affairs Director Ken Cleaveland & Rosamond Bolden, California Department of General Services.

Cyber Business District Explosion: Peninsula Seminar Series a Big Success

BOMA San Francisco kicked off the first of its Peninsula Seminar Series on April 6 with the program, *The Cyber Business District Explosion: How Technology Companies are Redefining Commercial Real Estate*. Moderator Nancy Gille; Jerry Kennelly, CFO, Inktomi; Mike Moran, Managing Director, BT Commercial; and Alex Gould, President & COO, Openscape Media, examined the commercial real estate industry's newest, and most dynamic tenant – the fast growing technology company or dot com.

Space requirements and growth forecasting are close to impossible in this fast paced economy. That factor alone is a hurdle, however when combined with the current and projected inventory shortage, the problem becomes critical to a company's ability to prosper. Mike Moran stated that over the next 60 months there will be approximately 9.5 million square feet of available space with approximately 15 million square feet of demand.

From that standpoint, landlords shouldn't have a problem keeping their properties occupied, but these new tenants pose a new issue: "Old World" vs. "New World" credit. With all but 2 out of every 15 ventures not expected to succeed, landlords need to develop tools to effectively evaluate a prospective tenant with no credit history, but lots of cash. The panel discussed the pros/cons of warrants, examining the management team, and the warning signs of a dot com in trouble (trouble raising subsequent rounds of financing).

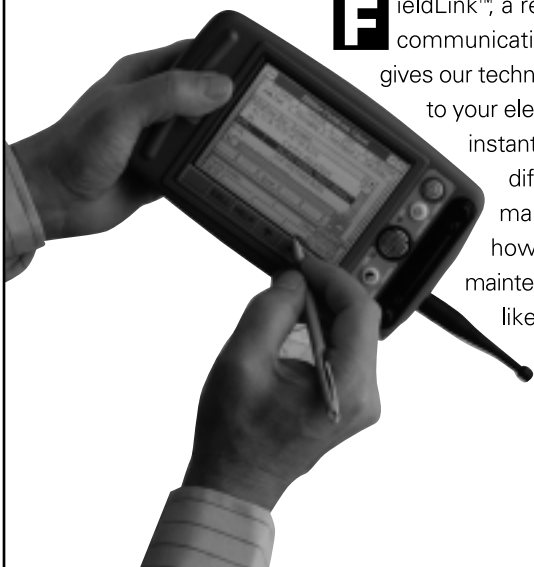
When asked what role landlords can play in attracting and retaining tenants, Jerry Kennelly stressed the importance of connectivity and adequate power usage provisions (electricity, phone, HVAC), and as always, well designed, aesthetically pleasing environments.

BOMA plans two to three more programs in the Peninsula Seminar Series this year, and welcomes member participation on the committee. To get involved contact Member Services Director Tory Brubaker or the program chairs.



BOMA San Francisco's Peninsula Seminar Series leaders:
Co-Chair **Christine Scheerer**, Spieker Properties;
Board Liaison **Nancy Gille**, Spieker Properties;
Co-Chair **Genelle Osendorf**, Wilson Cornerstone.

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Opening Night at Pac Bell Park

all proceeds benefited BOMA's Independent Expenditure PAC

Thank You to the following sponsors & committee members who made the event possible:

ABM Janitorial Services

For securing the game tickets

Kennedy-Wilson Properties

For providing tailgate location



Member Services Director **Tory Brubaker** & Education Program Administrator **Gil Martinez** welcomed members & their guests to the tailgate party.

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Caren Buksbaum, Insignia/ESG, enjoyed the culinary expertise of **Gary Faleschini**, August Supply, & **Fred West**, Marble West



A huge crowd enjoys the tailgate party at China Basin Landing, courtesy of **Kennedy-Wilson Properties**.



Event Chair **David Hayes**, Skyline Construction, enjoys a cigar after months of hard work pays off!

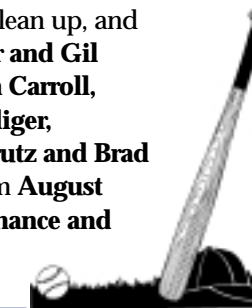
Talk about a Home Run, if only the Giant's could score as well as BOMA San Francisco did with "Opening Night at PacBell Park", the World Series would already be in the bag. Together with the BOMA-SF-PAC, the Associates Committee hosted a Tailgate Party at China Basin Landing. The convenient wharfside location, courtesy of **Kennedy-Wilson Properties**, great weather (at least until the 5th inning) food and beverages set the stage for a perfect event. **Gary Faleschini**, **August Supply**, and **Fred West**, **Marble West**, cooked up tasty hot dogs and polish dogs. Event Chair, **David Hayes**, **Skyline Construction**, assisted by **Rod Howery** and **John Brown (Ampco System Parking)** greeted guests and helped hand out the coveted game tickets. **David Reuter**, **EDS**, brought along a huge sack of peanuts and with assistance stuffed some 300 bags which disappeared almost as quickly as a foul ball hit into the stands.

As game time approached, the lucky ticket holders strolled leisurely across the street to the

Giants amazing new home. Each ticket holder should send a big thank you to **ABM Janitorial** who secured the seats and made Section 137 home to BOMA San Francisco for the evening.

At least we enjoyed 5 innings before mother nature intervened. You know it's time to go when the Goodyear blimp heads for the barn! Even though the game was called the evening was one to remember and one to repeat next year. Most importantly, the event contributed valuable dollars to BOMA's Independent Expenditure PAC.

These events just don't happen without a lot of behind the scenes work. A big thanks to all who helped with registration, set up, clean up, and security, including **Tory Brubaker** and **Gil Martinez**, **BOMA staff**, **Kathleen Carroll**, **Conklin Bros. Carpet**, **Rennie Ediger**, **Perfection Sweeping**, **Sandie Krutz** and **Brad West**, **Marble West**, the gang from **August Supply**, **ABLE Building Maintenance** and **Pinkerton Security**.



Board member **Todd Robinette**, Equity Office Properties, enjoyed the party and the great cuisine.



BOMA Associates Committee Chair **Kathleen Carroll**, **Conklin Bros. Carpet**, & **Deanna Drake-Copelan**, Prentiss Properties, are lucky ticket holders.

Building a Brand to Build your Reputation

By: Richard D. Baier

President, BOMA International, Managing Director, CB Richard Ellis, Kansas City, Mo.

Scott Galloway's presentation on "Branding" at the March Membership Luncheon received rave reviews. The following article is a synopsis of the same presentation he gave at BOMA International's Annual Winter Business Meeting in January.

Coca-Cola. Nike. Hallmark. Undoubtedly some of the most recognized brand-names in the world. And, brand names that conjure up images, evoke feelings and communicate far more than "drink" or "shoe" or "greeting card."

There are millions of products and services available and hundreds of thousands of companies going in and out of business every day. In such a competitive marketplace, merely introducing a product and associating it with your company name is no longer enough; establishing a brand - to ensure that consumers feel something about your product or service - is crucial.

I'll be first to admit that the concept of "branding" is sometimes difficult to understand and appreciate, let alone achieve. To help, we invited Scott Galloway, Chairman, CEO and co-founder of Prophet Brand Strategy, to the Building Owners and Managers Association (BOMA) International's annual Winter Business Meeting in Orlando, Fla. to help explain to our members what a brand is and how to use branding in everyday business decisions.

The difference between a product and a brand, Galloway said, is that "A brand is an intangible association. You cannot drop a brand on your foot. Think of a BMW 325. A 325 is a four-door product that weight 3,000 pounds, has six cylinders and a 2.5 litre engine. BMW is a brand. It does not exist in the physical world, but it has unbelievably wonderful associations of masculinity, youth, aggressiveness...things that will compel someone to pay a ridiculous amount of money for a car. I could get a Lexus for a lot less, but there's something about that Beamer logo in the drive-way that says, 'I'm young, I'm hip.'"

But if you're not a car manufacturer, what can brands do for you? According to Galloway, they can serve as a touchstone for an organization by guiding

and helping its employees make decisions. "A brand can serve as management in absentia. This is incredibly important if your company is growing fast. When you're up to 50 people, the CEO can't always be walking around saying, 'No, that's not the way we'd approach this decision.' A strong brand can help them make those decisions because there is a vision for the brand and the company." This is particularly important in the commercial real estate industry, as mergers and acquisitions have changed the landscape of our industry and made many property management firms global powerhouses with hundreds, if not thousands, of employees.

Additional benefits of a brand include:

Baseline awareness: Knowing the name of the product or service. "When I'm looking for real estate, just knowing the name of the building or knowing someone who's good to do business with is a huge advantage," Galloway said.

Price premium: The bottom line of a brand, Galloway said, is "being able to garner additional pennies or dollars per square foot that you don't deserve" by creating such a prestigious feeling about a building that tenants will rationalize paying more just so they can say they're located in that location.

Loyalty: If a brand is delivering its promise, you won't lose consumers.

Extensions: A strong brand will help businesses over the long haul by maintaining them through the up and down cycles of the economy. If one market plunges, a well branded and highly valued company will have an easier time getting into a stronger market. How do you build a brand? By putting a face on a company's strategy. "Figure out what you're really good at. What are you known for right now? What do people think of when they hear your name? Where does management want to take the

Continued on Pg. 9, Column 1

BUILDING A BRAND TO BUILD YOUR REPUTATION

Continued From Pg. 8

company? Look at the marketplace and see what it's receptive to. And then build a brand from that," Galloway said.

He also explained that the companies with the best brands are those with senior managers who are able to articulate a strategy, know why they're better than their competition and have a plan for approaching the marketplace. "If senior management can't articulate a vision about how they're different, your brand efforts are going to be fragmented and will not work," he added.

The real estate industry is ripe for branding, according to Galloway. "First, you have increased competition with a lot of companies capitalizing and accessing public markets, which creates increased scrutiny and makes it more difficult to hide information of any strategic value. And, there's an information infrastructure for sharing best practices on what things should cost and where you should invest. Then, there's a flood of investment, resulting in the best companies expanding rapidly and the rest going out of business or getting bought. You end up with two or three key players in each sector of the market, and they look, from a product standpoint, a lot like each other. This is where brand becomes important."

In real estate, Galloway feels that everything about the brand should be based on a service attribute. "I'm waiting for the real estate company that says, 'We're going to move you in. We're going to figure out your telephony, your broad band access, if you should rent furniture or buy it.' There are so many ways [management firms] could save me time, and I would pay a huge premium for it. But there just doesn't seem to be that mentality. From a consumer's perspective, it seems the real estate industry is very asset based. Buy a building, lease it out, and put someone on the grounds to handle problems."

BOMA International has been working to develop a brand of its own, rolling out a new identity program and a branding strategy. Long known for our advocacy, education and research efforts, we have embraced the concept that BOMA is the source of knowledge and solutions to increase workplace performance.

So, start thinking of yourself as a brand. What is it about you that makes you different from the competition? Be consistent, know what you stand for, and know what you're good at and not so good at. Send a clear signal about who you are. And, don't forget to communicate with your existing consumer base on a more regular basis. The key to any relationship, Galloway added, is multiple contacts that are meaningful. Luckily, there's no easier, more efficient way than e-mail, even if it's just checking in once a month.

"We are all animals," Galloway concluded. "The only difference is a fifth digit and the ability to reason. And like other animals, we live for the rush of endorphins you get after working out, when you see your kids sleeping safely, or when you hit a golf ball perfectly. Brand can help people with those chemical secretions. Think about how you can create those feelings for your customers. What is it about your service or your offerings that make people proud to be associated with your brand?"

Members on the Move



Insignia/ESG has been awarded the management of the former headquarters facility of Borland International in Scotts Valley, a 500,000 square foot class A office complex on 26 acres. **Mark Smith** will manage the property for Insignia. In addition, Insignia was awarded the management of 425 Valley Drive in Brisbane, a 320,000 square foot industrial property which **Janet DiDomenico** will manage. Lastly, Insignia has opened an East Bay regional office at 2201 Broadway in Oakland, a 200,000 square foot CBD office building, which it assumed management of in December. **Anthony Kleppe** will oversee this office. With the addition of these assignments, Insignia now manages 20 million square feet in northern California.

Shorenstein Realty Services has hired **Skip Corsini** as national training manager. He previously served as director of corporate services and employee development at Glenborough Realty Trust, San Mateo. Skip brings to the company an expertise in employee training and development with an emphasis in the real estate field.

BOMA San Francisco Salutes



Preferred Building Services support of BOMA San Francisco demonstrates its belief in the value of BOMA's advocacy, professional development and information services for commercial real estate professionals.

Composting in Urban Areas

By Linda Novy

Property managers may wish to consider composting and chipping on site to reduce landscape waste, labor, and improve soil health and volume on their urban sites. Although this approach is still relatively new, it is effective when the right materials and setting are available. Here's how:

Compost Tumbler

This is a highly effective approach to composting in an urban area because the tumbler can be placed in an out of the way location, and it is rodent proof. The tumbler will require turning once a day, or more if possible, and will turn out a good product in 28 days or less. The tumblers come in various sizes; however, the 25-30 cu. ft. tumbler is a manageable size and will break down approximately 25-35 cu. ft. of green waste on a once monthly basis. Basically, the recipe for compost requires about 1 pt. Green to 3 pts. Brown. Translated to an urban landscape, "green" materials include grass clippings, annual or perennial plants; "brown" materials include leaves, coffee grounds, and shredded branches. It's best to begin with more brown and add in the green till you have a mixture that is slightly wet, until you can just squeeze out some moisture. Avoid dairy products and meat! The grass or green materials act as the fuel for the fire, combusting with the brown carbon. The resulting compost is rich in nutrients and can be added to any beds or planting mixes or used as mulch. The "Compost Tumbler" is available from most gardening catalogs, and can also be ordered from ComposTumbler, (800) 880-2345. These are generally a mail order item. The large one costs around \$450, and is considered to be top of the line and a good investment over time.

Worm Bin

For the more adventurous, try a worm bin, or worm café as they are affectionately known. These bins are generally three to

four layered plastic, raised off the ground, and will accept about a bucket of lunch room waste per day. Ideal ingredients are banana peels, vegetable and fruit peelings and scraps, coffee grounds and the like. The red worms do the work for you, and produce interestingly textured castings that any garden soil will welcome. These bins are also rodent proof and, amazingly, do not smell! They are available from Urban Farmer in San Francisco, phone number (415) 661-2204.

Leaf Bin

If you have slightly more room, a simple 14 gauge wire bin can be built that is secured with recycled 2" or 3" diameter lodge pole pine stakes. Oak leaves are ideal, but any leaves will work. Worms will seek this out, and play a role in the slow breakdown of the leaves into compost. With patience, you'll have a decent soil amendment in approximately 3 months with no labor whatsoever.

Chipping on-site

One solution that brings great rewards is chipping branches up to 3" diameter and utilizing these chips directly in planter beds. By applying these chips, organic matter is added to soil that may be depleted in organics, and many raised planter beds in the city shrink in volume, thus exposing the drainage membrane. Adding these site-generated produces solves those problems, and also creates an attractive mulch alternative. A small 5 hp chipper will generally do this job very handily. Chipping is a labor saver in situations where debris is double handled.

An integrated program that includes these approaches, as well as grasscycling, follows the new paradigm thinking: Waste equals Food!

Linda Novy is President & CEO of Gardener's Guild, Inc. and a member of BOMA's Solid Waste/Recycling Task Force.

BOMA San Francisco's First Annual Commercial Office Recycler of the Year Awards

BOMA San Francisco's Solid Waste and Recycling Task Force is proud to announce that nominations are now being accepted for the **2000 Commercial Office Recycler of the Year Awards**, (The "CORY" awards.) Building owners and managers with successful programs that support waste reduction, recycling and reuse are encouraged to complete and submit an application. The "CORY" Awards pay tribute to building owners and managers that have done a remarkable job reducing waste at their buildings and that have demonstrated a commitment to recycling through their leadership, policies and programs.

By sponsoring these awards, BOMA San Francisco's Solid Waste/Recycling Task Force strives to encourage the business community to emulate the achievements of the successful nominees, thereby promoting innovative recycling programs amongst our members and ensuring voluntary compliance with AB 939. This Legislation mandates a 50% reduction of what is landfilled by the end of the year 2000. Approximately 80% of an office building's wastestream is some type of paper.

Building owners and managers with successful programs that support waste reduction, recycling and reuse are encouraged to complete and submit an application

Benefits for Award Winners

All nominees and recipients of the **2000 Commercial Office Recycler of the Year Awards** will be honored at The Dinner at the Dump and awards ceremony on Wednesday, June 21, 2000 at Golden Gate Disposal and Recycling's facility at 900 Seventh Street in San Francisco. In addition, award winners will:

- ⇒ Receive commemorative award plaques
- ⇒ Have an opportunity to share success stories with peers
- ⇒ Acquire industry-wide commendation
- ⇒ Be recognized in the San Francisco Business Times, California Real Estate Journal, Downtown Paper, Recycle Today; Golden Gate Disposal and Recycling's client newsletter and in the BOMA newsletter, BOMA Bulletin.
- ⇒ Have a photo of winners and news release posted on BOMA's website

Program Nomination Guidelines: Your program may qualify!

The program period under review is 1999. All BOMA San Francisco members are encouraged to apply. Complete the enclosed application form and return it to Ken Cleaveland, BOMA San Francisco, 465 California Street, #504, San Francisco, CA 94104 or return by fax (415) 362-8634. Applications are available on our website, www.bomasf.org. Applications are Due to BOMA May 22, 2000.

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