

WORK+SPACE®

BUSINESS + REAL ESTATE + DESIGN + CULTURE + CONSTRUCTION

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Enjoying *the Journey*

As another year comes to a close, we have a lot to be grateful for at Hughes Marino. In 2018 alone, our efforts to maintain our award-winning culture have been recognized by *Fortune*, *Entrepreneur* and *Inc. Magazine*, along with numerous regional *Business Journals*. Hughes Marino's culture and teamwork was referenced in a new book by bestselling author, Mike Robbins earlier this year—and will be featured in leadership expert Joe Calloway's new book being published later this month. Our team has vastly expanded, and we added a new cutting-edge service line, Planning + Design, to take the scope and level of service for our clients to an even higher level. Overall, 2018 has been great to us, and we hope it has been a great year for you, too!

This issue of Work+Space® is packed with elements that impact every aspect of a business, from coaching and nurturing teams, to thoughts on changing the game in any industry, to inspiring office design, to a personal story of adventure by one of our own brokers. On page 11, you'll find the favorite workspace design elements and insights from our Planning + Design team that just might inspire the look of your next workspace. Every article in this issue was intentionally included in order to help inspire companies to succeed.

Our passion at Hughes Marino is to help business owners, their companies and their team members grow and thrive, and nothing is more rewarding than seeing our clients flourish. Our dedicated mission is to deliver bespoke, one-of-a-kind service to our clients, to treat our team like members of our own family, and to only assist one type of customer—tenants (occupiers of corporate real estate), never landlords. This has been our mission since the day we opened Hughes Marino, and to have this mission aligned with our ten Core Values, we have been able to accomplish great feats, for our team, our clients and our communities.

We hope you enjoy this issue of Work+Space®, and we look forward to working with you in the future.

—Onward!



Jason Hughes
Chairman & CEO
Hughes Marino

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About Hughes Marino

Hughes Marino is an award-winning commercial real estate firm that was founded on the belief that it is impossible to represent both tenants and landlords without a conflict of interest. Our team has been exclusively representing tenants and buyers for more than 25 years, delivering best-in-class service and unmatched expertise to companies across the nation.

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HUGHES MARINO

Coaching Through Nurturance & Vulnerability: *An Essential Element to Building Great Teams*

By Shay Hughes | CSQ Magazine

Every business strives to have a “dream team” that has incredible work ethic, amazing customer service and infectious positive personalities to keep the good energy flowing. As a leader of a commercial real estate firm, I work with businesses on a daily basis and have learned a lot about team synergy over the years. You



Shay Hughes
President & COO
Hughes Marino

can hire the most talented individuals in the world, but without cohesive teamwork, unified goals and values, and a genuine appreciation for each other, you risk falling short in cultivating that dream team. Cohesive teamwork can be identified in many ways. In sports, it's chemistry, and in business, it's culture. Regardless of what you call it, this special connection between teammates can be achieved on the field and in the office,

and it all begins with high-nurturance coaching as the essential element to unlock the true potential in any team.

Since day one at Hughes Marino, we have always made the happiness and positive culture of our team one of our highest priorities. In focusing on building our rich company culture with hardworking, amazing teammates, it has paid off beyond our wildest dreams. Aside from making *Fortune*, *Entrepreneur* and *Inc.*'s coveted best workplace lists, we've seen top talent and clients knocking on our doors. But I must admit, it hasn't been easy, and dedication to cultivating a unified company culture is something that needs to be worked at every day, starting with a commitment to coaching our team with a focus on high-nurturance and vulnerability. These two focuses have entirely reshaped our company culture, are having a drastic effect on our industry and resulted in a domino effect of positive results for our clients! With results like we've had, we can't afford to neglect the effects of coaching with emphasis on nurturance and appreciation, and we wouldn't have it any other way.





“WHEN YOU TALK TO THEIR
EMPLOYEES, THERE’S A PASSION,
ENTHUSIASM, AND GRATITUDE FOR
BEING PART OF A COMPANY LIKE
THEIRS THAT IS INFECTIOUS.”

Mike Robbins

BRING YOUR WHOLE SELF TO WORK

Nurturance

By emphasizing nurturance, we have been able to create a culture and team that exudes support and positivity toward one another. We want all team members to feel uplifted when they walk into our doors, like they are walking into a second home with people they love to be around. We are very intentional about spreading positivity and take each obstacle as a challenge that can be solved with proactive communication and professional (and personal) growth. I remind our team on a regular basis that if they trust their instincts and are committed to always doing the right thing, (our Core Value #1), they can never go wrong. If I can leave our offices knowing that our team members feel confident and empowered in their roles and with each other as their greatest support, then I know our entire company can lead with nurturance and with a unified goal to win as a company.

Vulnerability

Vulnerability in the workplace may seem completely foreign to some businesses, but at Hughes Marino, it’s just another part of everyday life! It’s not unusual for a few heartfelt and happy tears to be shed at meetings, and our team members are always eager to recognize each other for going above and beyond for our team and our clients. It breaks down the walls, and opens the floodgates of communication like no other, not to mention it bonds us in a way that feels much more like family than a group of coworkers!

Outside Coaching

Not only do we coach internally, but we also look to outside experts for counsel too. Since the beginning of our company, we have had famous author and business coach Mike Robbins come to speak to our team about appreciation, recognition and vulnerability on a regular basis. In addition to speaking to companies across the globe (including Google and Microsoft), Mike also speaks to professional teams, like the San Francisco Giants. As a former professional baseball player himself, Mike has experienced (and witnessed) the incredibly positive results that high-nurturance teams can achieve, including World Series titles!

This year Mike Robbins published his fourth book, *Bring Your Whole Self to Work*, and we were humbled to be referenced as his example of a team with a high level of nurturance. “When you walk into a Hughes Marino office, their commitment to both high expectations and high-nurturance is on display physically, in the beautiful design and impeccability of their office space and the personal touch of team member photos, as well as intangibly, via the energy and attitude of their team. When you talk to their employees, there’s a passion, enthusiasm, and gratitude for being part of a company like theirs that is infectious.” We are definitely committed to working hard and rewarding our team, so to see what Mike shared about his positive experiences with our team in his book, we were floored!

As one final example of the true potential that excellent coaching and nurturance can unleash, Mike recently shared a



rare example he witnessed by the Houston Astros’ World Series winning team, and their manager A.J. Hinch, a personal friend. In Game 5, outfielder George Springer missed a catch, causing the Dodgers to take the lead. While a critical mistake, Hinch and the team encouraged Springer, picking him up instead of tearing him down. One inning later, Springer redeemed himself by hitting a home run to tie the game. The moral of the story? Despite making an error that could potentially cost the Astros a game, the team rallied behind their teammate to provide support and encouragement, which blossomed into a redeeming moment to eventually help to win the World Series title! Their dream team was built upon mutual respect, hard work and love for one another, and it was definitely a moment of outstanding coaching.

Regardless of what business you are in, the key to building a successful team can be unlocked through a commitment to coaching, backed by high-nurturance and vulnerability. While the process may be uncomfortable and challenging at times, the reward will be well worth it! □

This article first appeared in CSQ Magazine.

Shay Hughes is president, COO, and owner of Hughes Marino, an award-winning commercial real estate company specializing in tenant representation and building purchases with offices across the nation. Shay writes about business leadership and company culture on her blog, *Lead from Within*. Contact Shay at 1-844-662-6635 or shay@hughesmarino.com to learn more.

3-Pointers, Hot Dogs, & Office Space?

*HOW CHANGING THE WAY
THE GAME IS PLAYED CAN
REVOLUTIONIZE AN INDUSTRY.*

By Jason Hughes | CSQ Magazine



A *Wall Street Journal* article authored by Ben Cohen about the Golden State Warriors struck a chord with me. The premise was that the data-driven owners of the team felt there was an opportunity to exploit the three-point line as a market inefficiency. Then they built a team around doing just that.

Mr. Cohen states that, in the past, only 22% of the shots put up were 3-pointers. But the new team owners, with limited basketball experience, decided to rewrite the rules for how to run a basketball team. The data showed that NBA players made nearly the same number of shots from 23 feet as they did from 24 feet, but the “value” increased from .76 points to 1.09 points—a 43% increase in value—as a result of exploiting the three-point line!

The Warriors are breaking records and widely anticipated to win another championship again thanks in part to three-point phenom Stephen Curry.



Jason Hughes
Chairman & CEO
Hughes Marino

How was it that executives, with really no expertise in professional basketball, could see an opportunity when so many veterans working in the industry for decades missed it?

Or how about Takeru Kobayashi? He set a world record by eating 50 hot dogs at the 2001 Nathan’s Famous International Hot Dog Eating Contest—doubling the previous record.

Mr. Kobayashi completely rewrote the way to excel at massive hot dog consumption, ultimately devouring 69 hot dogs in a later contest! By rethinking the best and most efficient way to eat hot dogs—in a gargantuan way—Kobayashi ate double what the others thought would be a winning amount. He separated the dog from the bun and scarfed them down separately. Brilliant!

Rewriting the Rules

For those of us not named Curry or Kobayashi, how do we apply the same unique thinking to rewrite the rules of our mostly antiquated industries?

Take the commercial real estate industry—it has done

business nearly the same way for over 100 years. First, it was, and continues to be, set up to service landlords. Brokers help landlords buy their buildings, lease their buildings, manage their buildings, and ultimately sell their buildings. They do the same dance over and over, generating significant cash flow and profits from their clients—the landlords.

Second, most brokerage companies have found that it is cheaper to employ independent contractors (aka real estate agents, salespeople and brokers) to work “independently” and then split the revenue stream. It eliminates the employer risk. These companies look for agents with a “sink or swim” mentality who can figure out how to do everything. They then provide as little operational support to their agents as possible, as that costs lots of money. They’ve found that resourceful agents have a way of servicing clients with nominal overhead—typical support is one admin per 8-to-12 agents.

Third, most of these brokerage companies have found that being landlords themselves is the most profitable business of all. Most of the public real estate brokerage companies have vast ownership holdings in buildings that they can buy,

lease, manage and sell with no competition, so their fees are protected. They are highly incentivized to have a profitable experience, as that will boost their stock price and thereby their retirement portfolios. So the brokers who fill these buildings with tenants ensure the landlords (aka their bosses) always get the better end of the deal. Not a bad gig at all!

But what if you step back and re-evaluate the entire industry? What if you questioned who the ultimate client was, be it the landlord or the tenant?

Changing the Game

Hughes Marino did just that. Over 25 years ago, we questioned foundational assumptions about the commercial real estate industry. We determined that the industry should center on corporate tenants—the ones paying rent—not landlords. We felt that landlords were another service provider no different than the brokers, property managers and janitors, who serve the same clients. Without the tenants to pay rent, office buildings would not exist, just as without consumers to purchase clothes, Nordstrom wouldn’t exist. Yet Nordstrom makes it clear that the consumer is the customer—not the other way around. Our industry has been slower to adapt.

If commercial real estate were the NBA, then customer service would be our three-point line. Our company has revolutionized the level of service we provide to our clients, which in turn has paid huge dividends. We hire seasoned pros in all disciplines—actual team members, not just independent contractors—and provide deep operational support with a 2.25-to-1 admin to broker ratio. We have 30-year veterans who have worked on some of the most complicated real estate transactions in the state, as well as real estate attorneys, construction managers and lease audit experts to round out the brokerage team’s capabilities. All told, we are able to take care of our clients’ needs in a way that our sink-or-swim competitors simply can’t match.

Our belief is that, as a high-performing team of experts having total alignment with our clients—corporate tenants—we can provide better service than our competitors. We also avoid conflicts of interest by never representing landlords (or worse—being a landlord), and we guarantee our services and results 100%. I won’t compare us to the Warriors or Kobayashi, but our business has quadrupled and our clients often tell us “they wished they’d known us sooner!”

While we will always look for ways to improve our model in order to better serve companies with their real estate, I am proud to say that, as for office space brokerage, we’re changing the game. □

This article first appeared in CSQ Magazine.

Jason Hughes is chairman, CEO, and owner of Hughes Marino, an award-winning commercial real estate company with offices across the nation. A pioneer in the field of tenant representation, Jason has exclusively represented tenants and buyers for more than 25 years. He writes about topics in commercial real estate from a tenant’s perspective on his blog, *Downtown Dirt*. Contact Jason at 1-844-662-6635 or jason@hughesmarino.com to learn more.



WHAT MILLENNIALS *TRULY WANT* FROM THEIR COMPANY'S OFFICE SPACE

By Star Hughes-Gorup

Millennials have grown to be the largest generation in the workforce. With a love for technology, personal connections and collaboration, the millennial generation is truly changing the way teams view a typical working environment, and it is critical for today's businesses to adapt to these needs and desires in order to attract and retain the nation's top talent. Rather than seeing work and life as completely separate entities, millennials prosper from an environment that combines the two. With Hughes Marino recently being named one of the Best Workplaces for Millennials by *Fortune Magazine*, and with our experience of working with hundreds of millennial-owned companies at any given time, we have been able to pinpoint exactly what our largest workforce is looking for when considering a company to call home.

So, what do millennials truly want from their office space?

From incorporating fully-stocked residential style kitchens, to sit-stand desks, to an overflow of natural light, companies are realizing the increased productivity and quality of work resulting from this new and improved office environment. Considering that millennials grew up experiencing constant innovation over their lifetime and thrive off of creativity, it is no surprise that they have inspired many of these new office space trends!

Current trends that align with what millennials want in a working environment include:

- Plenty of natural light
- Open floor plans
- Residential style kitchens
- Lounge areas
- Fun areas with games, TVs, etc.
- Inspiring finishes, fun art and comfortable furniture
- "Benching stations" where teams can work closely together, but also easy access to plentiful "private spaces" such as phone rooms and break-out rooms
- Glass offices to allow collaboration
- Easy access to outdoor space (balconies, nearby parks, etc.)
- Nearby amenities (gyms, coffee shops, conference centers, etc.)

Of course, all of these factors would mean nothing without a tight-knit, supportive and fun company culture to complement an amazing workspace! Millennials desire office space that emulates their company's brand, invigorates their team, and is something they can truly be proud to call their second home!



Star Hughes-Gorup
Senior Vice President
& Director
Hughes Marino



At all of our Hughes Marino offices, the walls are lined with bright, eclectic artwork, open spaces are filled with comfy couches and pool tables, and cubicles do not exist. This makes for a workplace that is inviting, fun, productive and encourages people to interact. These are just a few of the many things that our company is proud to incorporate in order to make our offices stand out among the rest.

Incorporating these design trends make millennial workplaces both comfortable homes away from home and enjoyable spaces to work in. This allows for a sort of flexibility that didn't exist before—where there is a less rigid working environment that can accommodate longer working hours as well as a sought-after personal life to better achieve a work-life balance that individuals thrive off of—a win-win for everyone!

While this article has super helpful tips, our Hughes Marino team is always here to provide you with expert advice, from

tenant representation to find the perfect workspace for your team to thrive, to our culture consulting services, which can help aid in building out your dream space and cultivating the company culture you've always wanted. We look forward to helping you in every aspect of your journey! □

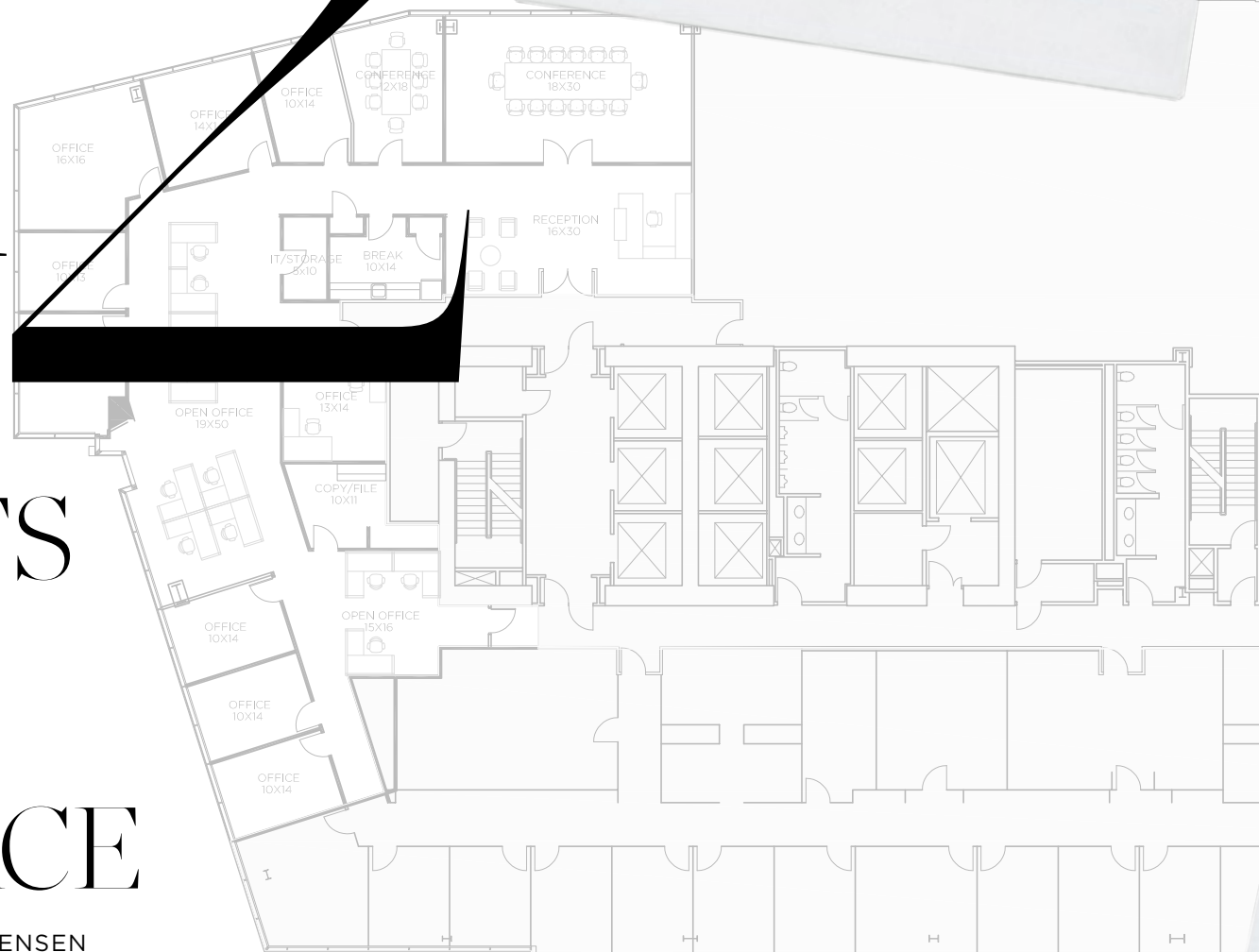
Star Hughes-Gorup is senior vice president and director at Hughes Marino, an award-winning commercial real estate firm with offices across the nation. Star is a key member of the brokerage team, where she specializes in tenant representation and building purchases. Star also makes frequent media appearances to speak on business issues from a millennial perspective, and blogs about life as a woman in a male-dominated industry at starhughesgorup.com. Contact Star at 1-844-662-6635 or star@hughesmarino.com to learn more.



12

DESIGN ELEMENTS OF THE MODERN WORKSPACE

BY NICHOLAS WILLIS & KRISTIN CHRISTENSEN



In the past decade, the entire notion of office design has changed dramatically, and has come a long way from the days of cubicle farms for team members and secluded private offices for executives. The modern office is not just a place to punch the clock. It has become a thriving ecosystem combining elements of live, work and play for its team. Private offices and boardrooms have transformed into creative and collaborative centers, and high cubicle walls have been replaced with open workstations. The modern workspace has become wildly imaginative throughout the years, which now serves as a critical recruiting and retention tool for businesses with a major focus on productivity, collaboration, integration and connectivity.

At Hughes Marino, we believe office layout, design and company culture truly work hand-in-hand to inspire and invigorate teams, and have the ability to positively impact businesses in many ways. Over our careers we've had the rewarding opportunity to watch many workspaces come to life, and we've taken plenty of mental notes on our favorite features in the process!

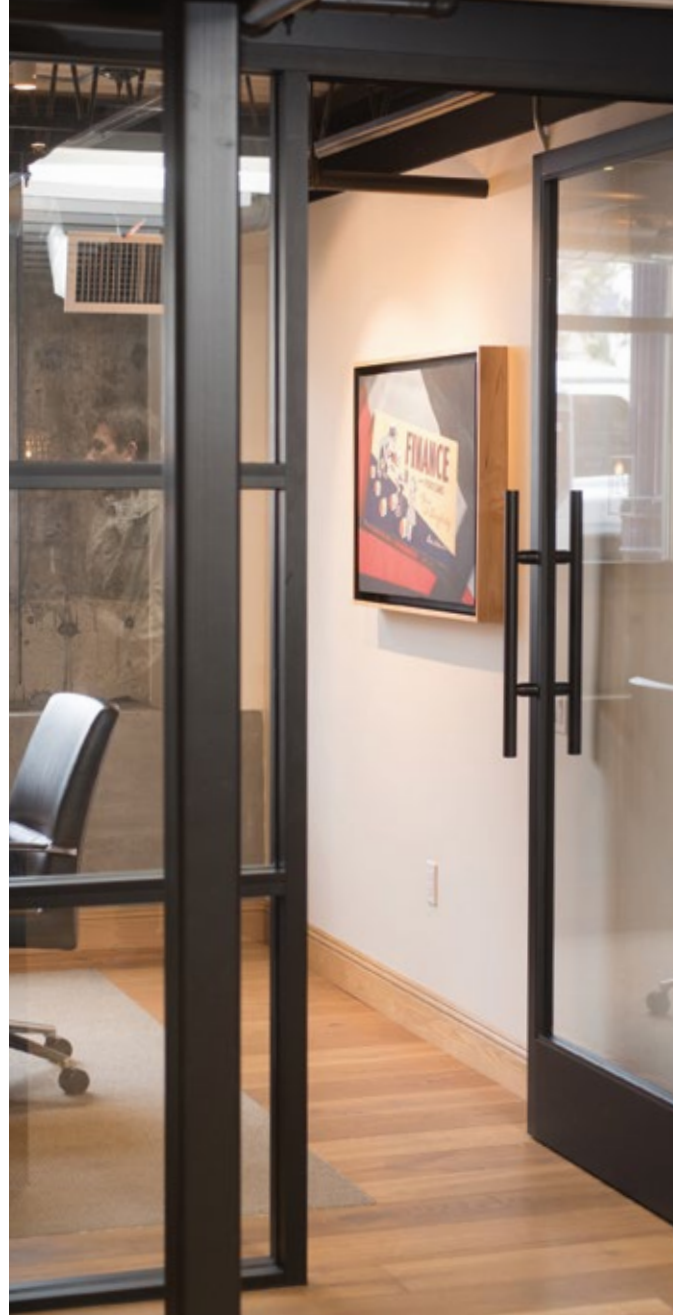
Here are 12 of our favorite key elements of planning and design in the modern workspace that help increase productivity and communication, while also strengthening company culture.



01

Interior Private Offices

The days of hallways lined with oversized separate offices have come and gone. Over the last decade, private offices have shrunk by 25% and we've seen a trend towards moving these offices away from the perimeter and into interior areas of the space. This feature enhances one of the most important elements of the modern workspace—natural light—which fosters happier moods and higher productivity, while also reducing energy costs. By shifting interior offices to the center of the floor plan, natural light from the window line can be shared with even more team members!



02

Glass Office Fronts

While the move to interior offices is the modern approach, if your company isn't culturally set up for removing perimeter offices, it's important to keep the office fronts as open as possible. If privacy is an issue, you can introduce window film or roll-up screens to keep the light coming in while maintaining some visible privacy. Again, the theme here is the addition of more natural light throughout the space.

03

Open Ceilings

The modern space is foregoing the traditional ceiling grid, tile and boxed light construction that has become so common to office space. Open ceilings expose the building's structure, which creates additional ceiling height and highlights the beams and duct work to provide an industrial aesthetic with an airier feeling, replacing the uniformity of the conventional ceiling. The 2x4 ambient light fixtures have been replaced with linear or spot pendant lighting, making light less uniform and more dynamic. Open ceiling architecture also has the potential to add volume by adding a few extra feet of height to the workspace. *Planning tip: If your project isn't planned with precision, open ceilings can introduce a host of challenges. Before you decide to remodel, we recommend doing extensive research or consulting with our experienced team for more insights!*



04

Hard Surface Flooring & White Walls

Companies are leaning toward utilizing hard surfaces like exposed concrete, stone, wood or vinyl composite/luxury tiling to add a more modern feel and aesthetic. Another plus—hard surface floors are durable and relatively maintenance free. While many offices still utilize some carpeting, it appears less frequently throughout the space. *Design tip: An accent rug is the perfect way to add a pop of color, absorb noise and soften the space!*

The move to white walls is becoming more of a trend in the "industrial open office"—less corporate, more inviting and home-like. White walls work well as a backdrop for any type of art and any color scheme, and come in handy if a business undergoes a design or branding refresh down the road. White also brightens up the space, especially where there is an abundance of natural light!

05

Open Office Layouts

Without question, the open office dynamic has defined the modern workplace, and has certainly caused a healthy debate about its effects on productivity. The open space design supports the culture of the collaborative and creative workforce, while also driving teamwork, efficiency and transparency among teams. The layout also provides high visibility throughout the space and eliminates the cube farm and dull, repetitive vibe. Every office environment is different, so be sure to consult the experts on which layout would most benefit your team's productivity and company culture!

06

Huddle Space & Phone Rooms

If an office features a lot of open areas, utilizing phone and huddle space is an important aspect to consider for team members to make private calls and to have as a quiet place to focus. Since most meetings occur between two to four individuals, we've seen a reduction in the amount of large conference rooms. Unless your particular business calls for frequent large meetings, we recommend that companies provide one large conference room for 10-12 people, with multiple smaller rooms, or "huddle spaces," for meetings between two to four people. Designers can put a fun spin on these rooms with themes, colors and company branding!



07

Plenty of Collaborative Space

From open break areas and living rooms, to game rooms and work lounges, these spaces can take many forms! The purpose is to offer a fun and inviting area for people to gather, relax, collaborate, enjoy the team spirit and boost camaraderie. When planning these spaces, businesses should provide plenty of areas for comfortable individual and group seating with tables varying in size and height, and game room components such as game tables, TV's, bar tables and stools. Each of our Hughes Marino offices have game rooms with all of these elements to encourage fun and playful competition! *Planning tip: Keep in mind that space has a financial cost, and one way to keep real estate needs reasonable is to combine uses for areas. For example, kitchens and reception areas can also function as break-out space, lounge space or alternative working areas.*

08

Welcoming Reception Areas

The power of first impressions is critical, and the reception area of an office can set the tone for the entire experience! Modern office reception areas are inviting for both guests and team members, and should evoke a hospitable feeling with charming furnishings that promote an accessible and friendly space. Recognizing that receptionists are very often the office managers that keep everything running smoothly behind the scenes, as well as for anyone who walks in the door, the lobby should provide discrete functionality behind an inviting greeting desk with plenty of open space for line of sight, and comfortable seating that sets the tone for an impactful reception area.



09

Lighting

Lighting can make or break a space! The days of fluorescent light fixtures designed for a grid ceiling are dwindling. While most corporate office buildings maintain the grid and tile ceiling system for acoustics, better lighting control and economics, these features can be spruced up with contemporary lighting, like unique pendant lights and dazzling chandeliers. As discussed earlier, providing access to as much natural light as possible is a big part of the lighting element too!



10

Mixed Architectural Elements

The modern office generates fluidity with creative applications of materials delivering an impactful feel on a space. A designer may utilize an unconventional mix of materials to create visual interest, like industrial metal wall panels or integrated technology such as digital media on LED screens. Our headquarters features a grand staircase that combines the elements of metal, wood, glass and brick, which makes for a stunning visual impact and a grand entrance!

11

Elements of Home

An office is a home away from home for team members and guests! By incorporating residential furnishings like comfortable couches and coffee tables with playful knick-knacks, your visitors will feel relaxed and more at ease. At home, everything revolves around the kitchen, and the same can hold true at work. By centering the kitchen in an accessible location for the entire office, companies can create a natural hub for team members to gather. Plants also have an incredibly positive impact on office environments. Bring the outdoors inside with living walls and potted plants, which improve air quality, lower stress and even have calming effects—a win-win for everyone!



12

Gym & Wellness Space

More and more companies are providing team members with access to gym facilities and/or wellness space. This area could be utilized by someone who may be feeling under the weather, or act as the perfect spot to escape for a mental break. The spot can also be great for working mothers who need a comfortable, private retreat. Physical activity is a must for good health, and team members who have close access to a gym tend to stay at work longer and have an easily accessible way to alleviate stress and stay healthy!

Nothing is more fulfilling than helping our clients' visions come to life. Our Planning + Design team, in conjunction with our Program, Project and Construction Management team, work to shape the perfect functioning workspace for clients' teams in order to enhance space and productivity, to ultimately reinforce a positive company culture. For more in-depth information on our Planning + Design service, please visit our website, or feel free to contact us directly. We look forward to helping more businesses build their dream spaces to cultivate a positive environment for their teams to grow and thrive, all while looking sleek and modern to impress anyone who visits! □

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SPACES WE LOVE

ANTONYAN MIRANDA LLP'S COLORFUL DOWNTOWN OFFICE

By Star Hughes-Gorup



Antonyan Miranda's space located on a top floor of a high-rise in the heart of downtown is not only bright and eye-catching, but also modern and sleek! From the moment the elevator doors open to the vibrant artwork and beautiful views from the conference rooms and offices, you certainly don't feel as though you're in a law office!



Star Hughes-Gorup
Senior Vice President
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Antonyan Miranda's mission statement is to preserve what can be preserved, protect what can be protected, and help secure all that is important to their clients; family, finances, and assets. Their office certainly exudes the vibe that clients will indeed be taken care of, with impeccable attention to detail and stylish flair to boot!

When guests reach the 21st floor, they are immediately greeted by an energetic mural with playful imagery and vivid pops of color. The firm takes up two floors, and each entrance features bright furniture and a sleek reception desk where clients are welcomed. The staircase that connects the two floors showcases a colorful mural that perfectly matches the furniture throughout the workspace.

Offices and conference rooms feature gorgeous light fixtures and sleek, glass walls to provide everyone with breathtaking city views. Workstations around the office also feature inspiring quotes to motivate team members throughout the day!

Congratulations to Antonyan Miranda for creating such an impressively chic space that is perfect for their team and clients! □



PEOPLE *aren't strange*

With apologies to Jim Morrison, people are wonderful and interesting, and my 7-day NOLS Gannett Peak hike was the perfect opportunity to think about old friends, new friends and a long, happy life.

By John Jarvis

Every year I try to schedule at least one trip into wilderness. I think it is good for the soul, and a refreshing break from the frantic pace of daily life, a digital detox. Recently, I flew to Lander, Wyoming, for another NOLS Alumni trip, this time up Wyoming's tallest mountain, Gannett Peak. Before I left, one of my teammates at work asked "Who are you going with? Are these friends or people you know?" I told him no, that our cohort would all be strangers, but that I had never really considered that before. I guess that might seem unusual. It would be fun to go with friends, and I was looking forward to meeting this interesting group of individuals who all saw the Gannett Peak trip description in the NOLS catalogue and said "I'm in."

And each time I take one of these trips into wilderness, I have in mind that when I get back I want to try and translate my experience into some practical learning that I can share with our team at Hughes Marino. We talk a lot about culture, teamwork, leadership, growth and getting uncomfortable, and it just seems like these NOLS trips have a bunch of all of that. But what kept coming to mind for me during the long trail miles on this trip was this notion of going on an adventure with strangers, which didn't seem strange at all to me until someone pointed it out. I think there may be a valuable lesson here. Allow me to work it out while I tell you about the seven days I spent in July in the Wind River Range.

The Theory

We have all read articles about research showing that a primary factor in living a long, happy, productive life is having friends. One study concluded the health risk of having few friends is similar to smoking 15 cigarettes a day! OK, friends are important, but none of these studies differentiate between old friends and new friends. Think about it. Isn't it possible



John Jarvis
Senior Vice President
Hughes Marino

that while having friends is important in living a long, happy life, maybe old friends and new friends are both important? And maybe meeting new people and continuing to make new friends at every age is every bit as important as nurturing existing relationships? I could be wrong, this is just a theory, I have lots of theories, but this one resonates with me. I look forward to future research studies that test this out, and in the meantime I am going with it.

The Strangers

We were certainly a motley crew. Ten students and three instructors, ages ranging from 16 to 58, including men, women, boys and girls from all over the country. The only things we seemed to have in common was NOLS, a love of wilderness and being up for a challenge. Maybe that actually says a lot about us, and about why we bonded so quickly and performed so well together. But for now, let me describe our cohort, and the variety of age, gender, background and geography that all assembled in Lander, Wyoming, for a weeklong adventure together.

My Tentmates

Greg, 16, from Ann Arbor, Michigan, spent thirty days backpacking with NOLS in the Adirondacks when he was 14. (Side note—his parents dropped him off for this trip then spent the week at the Ritz Carlton in Jackson Hole before picking him up. Love that.)

Keith, 50-something, a mechanical engineer from Lexington, Virginia, vegan, spent thirty days in Alaska mountains twice with NOLS, the Waddington Range in '88 and Denali in '89.

All in the Family

Wyllie, 50-something, and Roman, 19. Wyllie, an orthopedic surgeon from Fairfax, Virginia, spent a month backpacking through the Wind River Range with NOLS in '78, saw this trip as an opportunity to introduce his son to the NOLS experience.

Charles, 50-something, and Ruthie, 16. Ruthie spent a month backpacking and adventuring in the Bighorn Mountains with NOLS when she was 14, saw this trip as an opportunity to introduce her Dad, a private equity investor in Charlottesville, Virginia, to the NOLS experience.

The Gals' Tent

Sarah, 50-something, acupuncturist and Chinese Medicine specialist from Brooklyn, New York, took two different month-long trips in the Wind River Range with NOLS, backpacking when she was 15 and cross-country skiing when she was 17.

Marti, 18, from New York City, spent thirty days on a mountaineering course with NOLS in Alaska when she was 16.

Caroline, 24, from Asheville, North Carolina, celebrated her 21st birthday while mountaineering with NOLS on a 30-day



course in the Cascades, plus a week fly fishing (with llamas) in the Winds with the trip ending the day before she set out again with our Gannett Peak crew.

The Instructors

Evan Horn, Stud, has a nine-month-old baby, Benjamin at home, which is rumored to be why this 50-mile trip was shortened this year from ten days to just seven.

Kenny Goff, aka Kenny G, Stud, decided to apply his two business degrees from Indiana University to a life in the outdoors, is now a first-time homeowner with a cool pad in Joshua Tree, California. Climbing anyone?

Tre-C Dumais, Stud, her resume includes Denali Mountain Rescue and mountaineering in Antarctica, she's the real deal. She says she likes getting into wilderness because it showcases the best version of herself. Love that.

The Trip

It was long. It was hard. It was glorious. We covered fifty miles and total elevation gain of 17,000 feet with packs. We experienced, at various times, sunshine, rain, wind, hail and lightning as one would expect in the Winds. The summit day began at 2 AM, finished at 6:30 PM. Not all summited. Tre-C injured her knee jumping out of the way of a massive boulder that rolled through our climbing line—it was a scary moment, and could have ended much worse. A couple volunteers

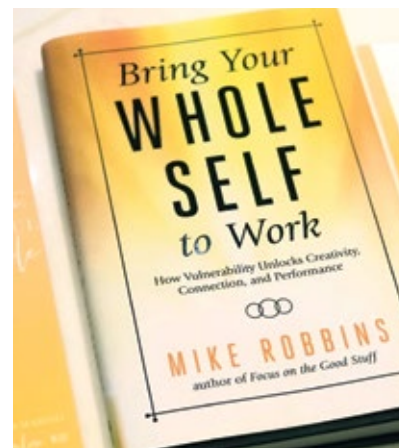
turned around a mile from the peak to escort Tre-C back to our advance base camp, and the reduced group of ten proceeded successfully to the summit in two rope teams.

The Takeaway

So here is my point, the lesson I will take away from this experience, and try to apply in my life back at home and at work—People aren't strange. People are wonderful and interesting, especially if you take the time to hear their stories and to share your story with them. We sometimes need to step out of our "boxes," those arbitrary social constructs that can have the potential to limit our social relationships. If we keep an open mind, we are free to simply meet the people all around us. On our trip, we weren't divided into boys and girls, men and women, young and old. We were all just part of the climbing team, and everyone pulled their weight.

Make new friends and keep the old. One is silver, the other is gold. OK, so perhaps my grand theory isn't exactly groundbreaking. I do notice that this little diddy doesn't actually clarify which is silver and which is gold? For my part, I prefer to believe that both are gold. □

John Jarvis is a senior vice president of Hughes Marino, where he specializes in tenant representation. Contact John at 1-844-662-6635 or john@hughesmarino.com to learn more.



2018:

A Rewarding Year for Hughes Marino

By Briana Waris & Elizabeth Carvalho

Our Core Value #3 is to Enjoy the Journey, and what a journey this year has been! Looking back on 2018, our team at Hughes Marino has been completely honored and grateful to be recognized by so many local and national publications for our culture, the work of our outstanding teammates and for beautiful projects we were thrilled to be a part of!

- #1 Best Workplace in the Nation—*Fortune Magazine*
- #2 Top Company Culture in the Nation—*Entrepreneur*
- Top 100 Best Workplaces for Millennials—*Fortune Magazine*
- 2018 Best Workplace—*Inc. Magazine*
- #1 Best Workplace in Washington State—*Puget Sound Business Journal*
- #1 Best Place to Work—*Orange County Business Journal*
- #2 Best Place to Work—*Los Angeles Business Journal*
- #2 Best Place to Work—*San Diego Business Journal*

We take great pride in our unique company culture, and it is always an exciting, humbling experience when Hughes Marino is recognized for our efforts to maintain a supportive and beautiful atmosphere. This year world-renowned author (and one of our favorite business coaches!) Mike Robbins featured our commitment to company culture, our team and Core Values as an example of a superb high-performance, high-nurturance team in his latest book, *Bring Your Whole Self to Work*, which was the cherry on top of an amazing year for Hughes Marino!

From fun Friday “crafternoons,” to monthly birthday

celebrations, running 5Ks together on the weekend and our incredible Hughes Marino baby boom, our team makes sure to enjoy the journey and celebrate happy moments together whenever we can! In the office, everyone is always willing to help one another, no matter what role they have in the company, which truly makes coming to work every day so special. Mike Robbins put it very simply: “We each have a different role, but we all have the same job—to help the team win.” This describes our team perfectly, and is now one of our very own HM-isms! We are always there for one another and all strive toward the goal of delivering the best service to our clients and each other.

Hughes Marino could not have achieved all of these honors and accolades without our ambitious and caring leaders, Jason and Shay Hughes. They are constantly looking for ways to go above and beyond for us and treat each and every team member like an extension of their own family. We are beyond grateful to have their leadership to guide our team into the future.

Bring on 2019—we can’t wait to see what’s in store next year! □



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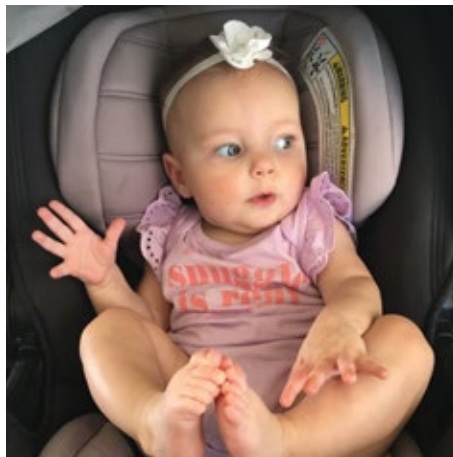
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