



John Connolly Partners

Resumé

125 E Sir Francis Drake Boulevard, Suite 300
Larkspur, California 94939

Tel: 415.383.8800

Fax: 415.383.2229

Website: www.connollypartners.com



HISTORY

John Connolly Partners was established in 1983 to provide fiduciary leadership concerning the need for change in management, operations, control and financial re-organization of major real estate assets and related equity and debt investments.

Connolly has provided a variety of leadership roles and services which range from the role of interim CEO, consultant, senior manager to court appointed bankruptcy trustee or receiver.

Scope of fiduciary services has included the challenge of day to day leadership plus the financial, operating and management challenges and decisions needed to preserve present value, or manage a turnaround and reorganization to create value for lenders, shareholders, investors and creditors.

Connolly has worked on over 150 institutional and corporate assignments with a combined market value of over two and one half billion dollars.

John has over 25 years of hands on experience with the day to day decision making and has the skills and on the job experience in tough situations to create the foundation for trust and credibility with all parties at the negotiating table.

Clients range from financial companies, banks, bondholders, private loan investors, institutional asset managers and hedge funds to publicly traded companies, law firms, board of directors, federal and state government and regulatory agencies, insurance companies, Chapter 11 and Chapter Nine bankruptcy creditors' committees, Offices of the U.S. Trustee and the U.S. Attorney General, public school districts and for-profit and non-profit healthcare companies.

He has been engaged to manage the turnaround of challenges ranging from bankruptcy estates, creditor trusts to new construction management for residential and commercial projects, turn key development and construction management for the airline service industry to public school district real estate portfolio asset management, public hospital, skilled nursing and healthcare company bankruptcies, major real estate portfolios and private and public operating company formation.

Healthcare companies and related healthcare assets is one area of national expertise through engagements concerning turnaround management and financial reorganization for hospitals, skilled nursing, congregate care, assisted living, Alzheimer's and regulated life-care facilities.

A graduate of Drake University Law School, as a practicing attorney, John had a special emphasis on transactions, finance, development, franchise, zoning and entitlement matters.

As general counsel to Southland Corporation's Seven Eleven Convenience Food Store mid-west area franchisee, John has franchise, legal and operations experience with a portfolio of convenience stores and gas stations in three mid-west states.

John serves on the Board of Directors of Sequoia Mortgage Finance Corporation, a wholly owned subsidiary of Redwood Trust, Inc., NYSE traded Mortgage REIT and the Board of Glide Economic Development Corporation, a San Francisco non-profit for low income housing and services.



EXPERIENCE

Fiduciary

Trustee and Receiver
Executor and Family Trust and Estate Management
Advisory and Consulting

Leadership

Interim CEO, Chapter 9 and 11 Trustee Reorganization Experience
Plan and Disbursement Agent Management
SEC Public Company Formation
Board of Directors' Experience
Creditor's Committee Experience
Legal, Litigation, Accounting and Business Professionals' Management

Management and Operations

Entitlement, Zoning, Land Use, Construction and Development Management
Property, Project and Business Senior Management
Business Closure, Termination and Reporting Compliance
Turnaround and Reorganization
Business and Marketing Plans
Strategic Planning and Budget Process

Appraisal and Valuation

Appraisal and Valuation Process
Alternative Use Analysis, Highest and Best Use Studies

Financial Analysis

Financial Feasibility Modeling
Cash Flow and Budget Modeling
Cash Collateral Analysis and Modeling
Bankruptcy Plan of Reorganization Financial Feasibility and Modeling

Finance and Mortgage Banking

Cal-Mortgage/(OSHPD) State of California Healthcare Loan Insurance Program
FHA/HUD, FmHA, Freddie Mac, FNMA, Crimmi-Mae, GNMA Insured Loan Experience
Commercial Loan Origination, Underwriting and Re-Structuring Experience
Debtor in Possession Financing
Private Equity Capital

Transaction Management

Asset Disposition, Marketing, Sales and Escrow Management
Roll Ups, Merger and Acquisitions
Regional and National Marketing, Sales, Auctions Process and Private Placements

Audit, Tax and Regulatory Matters

Company and Tax Audit Management Experience (Private and Public Company)
Federal and State Income Tax Planning and Employment Tax Issues
IRS, FTB, EDD Tax Negotiations, Liens and Tax Appeals



CLIENTS

Allied Capital	FmHA/RHS	MetLife Capital Corporation
Alta Bates Hospital	Franklin Realty Group REIT	Midland Loan Services
AMRESCO	Freddie Mac	Napa Valley Unified School District
ARCS Mortgage, Inc.	Friendly Hills HealthCareNetwork HMO	National Retirement Corporation
Bank of America	Gateway Savings Bank	Natl. Foundation For Children With Aids
Banker's Mutual	G.E. Capital	O & I Institutional Lenders
Beneficial Standard Life Insurance Co.	Gibraltar Savings Bank	OSHPD/Office of Statewide Health Planning
Bethesda Foundation	GNMA	PEMGROUP
Bridge Housing Corporation	Great American Savings Bank	Resolution Trust Corporation (RTC)
Burbank Unified School District	Guardian Foundation	Retirement Corporation of America
Cal-Mortgage Loan Guarantee Program	Health Care Delivery Services, Inc.	Retirement Housing Foundation
California Federal Bank	HillHaven Corporation	Sacramento Savings Bank
California Housing Partnerships Corp.	Heller Healthcare Finance, Inc.	San Francisco Federal Savings Bank
Canadian Maple Leaf Funds	Holiday Retirement Corporation	Security Pacific National Bank
CareWest Enterprises	HomeFed Bank	Silicon Valley Bank
Catholic Healthcare West	HUD and FHA	Spanish Speaking Unity Council
City of Napa	International Air Service Corporation	St. Mary's Hospital and Medical Center
City of San Rafael	J.E. Robert Companies	St. Paul Federal Bank
City of Santa Rosa	Japan Airlines	State of Calif./Office of Attorney General
Coast Federal Bank	Kaiser Family Trust	Stillwater Capital Funds
Congregate Care Centers of America	Kaiser Permanente HMO	Sumitomo Bank
Crimmi-Mae	Kenneth Laventhol and Company	The Ford Foundation
CW Capital	Lennar Partners	Union Bank
Deloitte-Touche	LeisureCare, Inc.	United Savings Bank
EastWest Bank	Loma Linda University Medical Center	United States Bankruptcy Trustee
Eskaton Health Corporation	Los Medanos Community Hospital District	Unity Savings Bank
Fannie-Mae	M-West Mortgage Company	U.S. Attorney General Office
FIMSA West	Manor Healthcare Corporation	U.S. Bancorp Mortgage Company
First Indo-American Bank	Mechanic's Bank	U.S. Bank
First Interstate Bank	Mercy Retirement and Care Centers	Wells Fargo Bank
First Nationwide Savings Bank	Meritor Savings Bank	World Savings Bank

**CONTACT**

John Connolly IV
CEO and President

John Connolly Partners

125 East Sir Francis Drake Boulevard, Suite 300
Larkspur, California 94939

Tel: 415-672-7700

Tel: 415-383-8800

Fax: 415-383-2229

Website: www.connollypartners.com

Email: john@connollypartners.com

SERVICES

Leadership and Management to retain and improve asset value during our engagement. Our services are tailored to the scope of the assignment and can be single purpose or comprehensive.

TEAM

JCP organization capabilities include organizational leadership, financial services with interim CFO, controller and bookkeeping capabilities, loan management and restructuring, project supervision, cost management, project management, contract management, RFP and RFQ capabilities, inspection services, site management, property management, business management, construction management, zoning, entitlement and land use applications, permits, licensing, regulatory compliance, consulting civil engineers, marketing management, purchase and sale capabilities, auction marketing, contract administration, title, escrow and closing administration, IRS and FTB and EDD and audit capabilities and business and employee termination and reporting management.

FEE GUIDELINES

Our fee structure is based upon the scope of the assignment and may be hourly, fixed or a combination based on benchmarks and performance.

We provide real time progress reports and status reports based on client's needs and expectations.

Based on the proposed scope of the engagement, we may request a retainer to be applied against a success fee based upon achieving certain benchmarks, incentives and results.

We submit invoices on a monthly billing cycle and all invoices are due and payable in full within 30 days of submittal and request reimbursement for other services and expenses directly related to the engagement. We will custom design a fee schedule and format based on your needs.

**ASSET TYPE**

A sample of the various companies, businesses and properties:

Real Estate

Office, Industrial, Retail and Mixed Use
Apartments, Market Rate and Subsidized
Senior and Age Restricted Multifamily Housing
HUD, Tax Credit and FHA Insured Apartments
Tenant Improvements Construction
Leasing, NNN Lease Negotiations and Management
Development and Construction Project Management
Architectural and Engineering and Construction Professional's Management
Entitlement, Land Use, Zoning and Permit Process
Unimproved Land, Subdivisions, Planned Unit Developments, HOA's

Healthcare

Age Restricted, Independent and Disabled Housing
Congregate Care and Assisted Living
Skilled Nursing
Alzheimer's
Life Care and Continuing Care
Multi-level Entry Fee Facilities
Public Hospital Districts
Acute Care Hospitals and Sub-Acute
Psychiatric and Adolescent
Medical and Out Patient Clinics
Regulatory Agency Compliance and Licensing

General Business

Fast Food, Franchise, Convenience Store Chains
Agricultural, Farms and Ranches, Processing Plants
Manufacturing
Construction Companies
Home Builders
Hospitality

Municipal, State and Governmental

Public School Districts
Public Hospitals and Skilled Nursing Facilities
Regulatory Agency Compliance and Licensing



John Connolly Partners: An Experienced Team

John Connolly IV is President and Chief Executive Officer of John Connolly Partners. Mr. Connolly is an experienced chief executive officer, manager and advisor with a track record of over one hundred and fifty distressed debt, special situation and turnaround engagements with asset values in excess of two billion dollars. He has thirty years of experience leading and managing major assets, portfolios and companies through receivership, bankruptcy, restructuring and reorganization. John is known for his commitment finding win-win solutions to bring employees, management, creditors and shareholders together to achieve positive solutions. He is recognized for his ability to develop strategic business plans and resolve differences through effective negotiation with all participants. His ability to understand sophisticated business issues and communicate them for the benefit of all parties creates an environment for success.

John is a graduate of Drake University Law School and practiced law with an emphasis on real estate and commercial transactions, finance, development, entitlement and franchise matters. As general counsel to a national convenience store chain with a portfolio of stores in three midwestern states, John has franchise and operations experience. John has been a California real estate broker for over 25 years and has experience with origination and financing of major transactions. Mr. Connolly has served as an expert witness and consultant in a number of cases concerning real estate matters. John serves on the Board of Directors of Sequoia Mortgage Finance Corporation, a wholly owned subsidiary of Redwood Trust, Inc., NYSE traded Mortgage REIT and the Board of Glide Economic Development Corporation, a San Francisco non-profit for low-income housing and related services.

Debbie Doherty is the accountant and financial manager of John Connolly Partners. Ms. Doherty's accounting responsibilities include corporate, receivership and bankruptcy financial reporting, schedules, budgets, forecasting, profit and loss statements, AP/AR/financial statements/cost accounting. Ms. Doherty is responsible for and manages all aspects of accounting and reporting, as well as compiles and analyzes financial information such as general ledger accounts, and document business transactions. Debbie establishes, maintains, and coordinates the implementation of accounting control procedures and other checks and balances. She monitors and reviews accounting and related system reports for accuracy and completeness, and reviews budgets, revenues, expenses, payroll entries, invoices, and other accounting documents. She analyzes revenue and expenditure trends and recommends appropriate budget levels, and ensures expenditure control. She supervises the input and handling of financial data and reports for the company's automated financial systems, and interacts with auditors in completing audits.

Prior to joining John Connolly Partners, Ms. Doherty was the senior accountant with the Land Development Department at Meritage Homes and Chief Financial Officer and Controller at IRM Corporation and JCM partners, LLC where she lead the corporate financial team through Chapter 11 bankruptcy reorganization and its first successful audit as a public company. Ms. Doherty attended the California State University Hayward where she earned her MBA degree in accounting.



Richard Selmeier provides John Connolly Partners with senior corporate management experience and business turnaround leadership. His specific roles are corporate analysis, realignment of business objectives, management assessments, building high performance management teams and establishing accountabilities and alignments. Richard's successful track record in business includes senior management roles with Procter & Gamble, American Express, General Electric, and successes in CEO roles with several start-ups and emerging growth enterprises. Certified in a Six Sigma quality assurance through GE, he received his MBA from the University of Michigan and advanced management certifications from Harvard University in Strategic Business Planning and in Organizational Development from the University of Michigan.

Peter Riechers is a well-rounded consulting civil engineer with many years of land use, zoning, entitlement and development management experience. Mr. Riechers has a proven track record in all facets of land use planning and zoning to create value and to manage the process through all entitlements and permits. He has a successful track record in construction and development management with small and large residential and commercial projects including subdivisions and wineries through coordinating engineering services, trades, developing partnerships and building positive rapport with design professionals, building officials and subcontractors, while maintaining close control of job costs. With expertise in contract negotiations and site management his primary focus is cost containment and timely project completion.

Mr. Riechers is a graduate of California State University, Fresno where he earned a Bachelor of Science in Civil Engineering.

Ted Connolly is a project manager and analyst with John Connolly Partners. His focus is distressed real estate project management and turnaround process. Mr. Connolly is knowledgeable about the court appointed receivership, bankruptcy and turnaround process and assists with fiduciary responsibilities. Ted has experience with financial analysis, budget process, research and packaging major properties for marketing, financing, purchase and sale negotiations, tax credit financing and transaction management through title, escrow and closing. Mr. Connolly attended the University of San Diego and has earned his Bachelor of Business Administration degree with an emphasis on finance.



TURNAROUND

Selected as interim CEO by creditors' committee and approved by lenders to lead Chapter 11 bankruptcy reorganization of California based real estate investment company accused of managing an alleged ten year or longer Ponzi scheme; The company's organizational structure at bankruptcy consisted of about 2000 investors, 60 equity real estate partnerships, 90 debt and other subordinate debt partnerships and related operating companies; The company's properties consisted of 46 apartment communities with 5342 apartments, over 350,000 square feet of office, retail and industrial space, as well as vacant land held for development, delinquent payables and aged receivables; The company had accumulated over \$160,000,000.00 of secured lender debt and about \$ 75,000,000.00 of subordinate and unsecured debt, inter-company loans and investor promissory notes;

As CEO, John formed a new management team, retained and lead the legal and accounting professionals through the re-organization process to a court and creditor approved plan of reorganization within 23 months of the company filing Chapter 11 bankruptcy; John established credibility with the secured lenders, creditors, employees and company investors; Cash collateral agreements were negotiated and honored with lenders; Business plans, budgets, cash flow forecasts were crafted and implemented; Litigation was managed and settled and creditor issues were successfully negotiated and settled; New software, accounting, bookkeeping systems and personnel reporting timelines were designed; Organizational responsibilities and job descriptions and personnel reporting was designed; Investor reporting systems were designed and transfer agent services were implemented; Secured and unsecured loans were negotiated, modified, reinstated or restructured, as necessary;

The company was reorganized as a roll up of all the equity and debt partnerships and companies into a new public company Delaware LLC registered with the SEC with equity shared equally between all original equity investors and subordinate secured and unsecured debt and note holders, regardless of priority. John lead the company through its financial crisis and complex restructuring and directed the investor, partnership and income tax and SEC public reporting requirements and delivered the company's first post bankruptcy unqualified first year annual audit.

Upon completion of the restructuring and formation of the newco public LLC roll up, members of the LLC had over one hundred million dollars of equity and were postured as a new major competitive real estate owner and self managed operator of a restructured portfolio of about 60 plus multi-family, industrial, retail and office properties and land held for development in northern California with financing and a successful plan of reorganization in place.



SPECIAL SITUATION

- Representation of Japan Airlines and International Air Service Company, Ltd. to identify and select and purchase a site and then turn-key the development and construction of a \$11,000,000 aviation training center and housing and dining facility in Napa, California. The scope of this assignment included land acquisition, rezoning and entitlement's process, as well as all of the project development and day to day construction management.
- Representation of co-trustees of Leibert Trust as advisor and asset manager concerning fiduciary duties and responsibilities to beneficiaries consisting of charities, foundations and family members and investment management services to trustees for liquidity funds, NNN lease retail asset in southern California and industrial properties located in Union City and Santa Clara, California.
- Expert witness services concerning alleged property and liability insurance fraud scheme to double bill and invoice HUD insured multi-family property portfolio for insurance and divert premiums for personal and corporate use.
- Expert witness services concerning alleged breach of managing general partner fiduciary duties to limited partners and self dealing for portfolio of office, industrial, apartment and mobile home park properties.
- Representation of Napa Valley Unified School District as its real estate manager and advisor for all its surplus real estate assets that consist of twelve properties valued over \$40,000,000. The assets are diverse and consist of major mixed use destination and tourist oriented office-retail-commercial properties with historical preservation and renovation issues, as well as land use, development, office, retail, triple net leasing, operations, management and marketing issues.
- Representation of Burbank Unified School District as its real estate advisor and consultant to evaluate all its surplus real estate assets which consist of eight properties with a combined value of over \$70,000,000. Our major focus was to advise the District concerning its main high school buildings and campus about the value, alternative commercial uses and potential impact, problems and opportunities presented as a direct result of the adjacent new development of a 50± acre redevelopment district site under construction for a mixed use 1,500,000+ square foot shopping center/office park development.
- Representation of Wells Fargo Bank and debtor as Receiver of Watsonville Electric Inc., and electrical contracting company, located in Watsonville, California.
- Representation of Sumitomo Bank and the debtor as Receiver of a steel manufacturing and fabrication plant located in Hayward, California.
- Representation of Union Bank and debtor as Receiver for 7 industrial, agricultural and recreational properties for purposes of environmental testing prior to completion of foreclosure actions.



RECEIVER MANAGER

- Representation of Mechanic's Bank and Debtor as Receiver to stabilize 100,000 square feet retail shopping center and 66,000 square feet ten building industrial complex under construction with NNN restaurant tenants in business, address city, county and state regulatory compliance issues for erosion control, construction completion issues, building closure issues and cease construction permit issues.
- Representation of PEMGROUP and debtor as Receiver to collect rents for 16 story office building at 351 California Street in San Francisco, California with about 155,000 square feet of office, retail and storage space.
- Representation of Silicon Valley Bank and debtor as Receiver to complete construction of subdivision improvements, entitlement approval process and regulatory issues with federal, state and local agencies and market asset for sale.
- Representation of Stillwater Capital and debtor as Receiver of Burbank, California post production movie company's assets, inventory and liquidation process.
- Representation of City of Santa Rosa as Receiver concerning Health and Safety Code Enforcement litigation for building code violations and asset sale and over bid process.
- Representation of EastWest Bank and debtor as Receiver and property manager concerning two mixed use retail-multi-family properties located in San Francisco, California.
- Representation of CW Capital and debtor as Receiver and property manager for 55,000 square foot eight story office building located in Oakland, California.
- Representation of CW Capital and debtor as Receiver and property manager for 45,000 square foot office and component assembly building located in San Jose, California.
- Representation of Allied Capital and debtor as Receiver and property manager of 50,000 square foot office, research and development building campus located in San Jose, California.
- Representation of Union Bank, California Federal and the debtor as Receiver and property manager of a 30,000 square foot office building located in Sacramento, California.
- Representation of Union Bank and debtor as Receiver and property manager of a 150,000 square foot shopping center located in Reedley, California.
- Representation of Sumitomo Bank and the debtor as Receiver and property manager of a 40,000 square foot mixed use retail office complex located in Woodland, California with about \$2,000,000 of debt.
- Representation of Sumitomo Bank and the debtor as Receiver and property manager of a 30,000 square foot retail center located in Newark, California with about \$3,000,000 of debt.
- Representation of Sumitomo Bank and debtor as Receiver and property manager of an 85,000 square foot shopping center located in Davis, California.
- Representation of O & I Institutional lenders and the debtor as Receiver and property manager of 40,000 square foot industrial complex located in Pleasanton, California.



- Representation of Sumitomo Bank and debtor as Receiver and property manager of a mixed use residential/retail property located in Seaside, California.
- Representation of Sacramento Savings Bank and debtor as Receiver and property manager of a 35,000 square foot retail/office complex located in San Francisco, California.
- Representation of J.E. Robert Companies and debtor as Receiver and property manager of a 25,000 square foot industrial building located in Auburn, California.
- Representation of Wells Fargo Bank, St. Paul Federal Bank and the borrower as Receiver and property manager for a 146 unit apartment property located in San Mateo, California prior to and during the Chapter 11 bankruptcy proceedings.
- Representation of GE Capital Asset Management and the debtor as Receiver of a 150 unit apartment community located in Sacramento, California with over \$6,000,000 of debt.
- Representation of Bankers Mutual, FNMA and the debtor as Receiver of an 84 unit mid-rise apartment community located in Alameda, California with about \$7,000,000 of debt.
- Representation of Banker's Mutual, FNMA and the debtor as Receiver of a 43 unit apartment community with about \$2,500,000 of debt located in Los Angeles, California.
- Representation of Bankers Mutual, FNMA and the debtor as Receiver and property manager of a 251 unit apartment community located in Culver City, California with about \$20,000,000 of debt.
- Representation of ARCS Mortgage, FNMA and the debtor as Receiver and property manager of a 67 unit apartment community located in Sacramento, California with about \$3,000,000 of debt.
- Representation of FNMA and the debtor as Receiver and property manager of a 288 unit apartment community located in Sacramento, California with about \$ 9,000,000 of debt.
- Representation of FNMA and debtor as Receiver and manager of 120 unit apartment complex located in Woodland, California.
- Representation of FNMA and debtor as Receiver and manager of a 84 luxury apartment community located in Pacific Grove, California.
- Representation of AMRESO and debtor as Receiver and property manager of a 16 unit apartment property located in San Francisco, California.
- Representation of AMRESO and debtor as Receiver and property manager of a 13 unit apartment property located in Millbrae, California.
- Representation of Napa Valley Unified School District through providing asset management, leasing, sales, advisory, land use planning and alternative use services for its 300,000 square feet portfolio of office buildings and 12 surplus property portfolio valued over \$40,000,000.
- Representation of AMRESO and debtor as Receiver and property manager of a 211 unit apartment property located in Sacramento, California.



- Representation of FNMA and Bankers Mutual as Receiver and property manager of an 84 unit apartment community located in Santa Clara, California.
- Representation of First Interstate Bank of California and debtor as Receiver and property manager of a 66 unit apartment community located in Hayward, California.
- Representation of AMRESKO and debtor as Receiver and property manager of a 28 unit apartment community located in Eureka, California.
- Representation of J.E. Robert Companies and debtor as Receiver and property manager of a 35 unit apartment community with 3 commercial units located in Concord, California.
- Representation of AMRESKO as property manager and broker for the management and marketing of an REO office condominium in Sunnyvale, California.
- Representation of G.E. Capital and debtor as Receiver and property manager of a 40 unit apartment property located in Stockton, California.
- Representation of J.E. Robert Company, Inc. and debtor as Receiver and property manager of a 15 unit mixed residential/retail property located in San Francisco, California.
- Representation of World Savings and debtor as Receiver of a 4 unit apartment complex located in Oakland, California.
- Representation of AMRESKO and debtor as Receiver and property manager of a 32,000 square foot industrial R&D type building located in Santa Clara, California.
- Representation of MetLife and debtor as Receiver for the landlord's leasehold interest in a Burger King Restaurant located in Vallejo, California.
- Representation of First Indo-American Bank and debtor as Receiver and property manager of a mixed use retail/residential property in Berkeley, California.
- Representation of J.E. Robert Companies and debtor as Receiver and property manager of a 25,000 square foot office building located in Palo Alto, California.



MARKETING

- Representation of EastWest Bank to provide REO marketing and sale services for one mixed use retail multi-family property located in San Francisco, California; JCP generated an limited time competitive bid format, generated multiple offers and closed escrow at \$4,150,000.
- Representation of family limited partnership to provide consulting, management and targeted marketing and sales strategy for two age restricted and subsidized multifamily properties with 134 units valued at \$13,750,000 located in greater Sacramento, California with the target buyer profile of tax credit qualified buyers, both for profit and non profit.
- Representation of Silicon Valley Bank as Receiver and the debtor to market and sale the remaining single family home assets and vacant land of a developer and home builder in receivership located in Napa, California, and the receivership property sold in a multiple offer marketing strategy for about \$1,300,000 and receiver conveyed title.
- Representation of Stillwater Capital Asset Backed Funds and the debtor as Receiver to take possession and control of a post production movie facility and offices, appraise assets and create and manage a competitive bid and publication of sale process to sell the post production equipment and inventory and convey title by bill of sale and court order as Receiver.
- Representation of Heller Healthcare Financial and debtor as Receiver to coordinate and manage the sale and transfer of three skilled nursing facilities located in northern and southern California and title was conveyed through the receivership estate by debtor.
- Representation of Security Pacific Bank and one of the country's largest non-profit organizations to provide marketing and consulting services to a \$15,000,000 financially troubled 150 unit life-care community with three levels of care, seven operating departments and over fifty employees located in Los Angeles, California. Borrower and lender cooperated to retain Connolly to consult with both parties and their law firms concerning operations, valuation, marketing and transaction issues and to design and implement a pre-foreclosure auction marketing strategy for the sale and transfer of this state regulated lifecare facility.
- Representation of First Interstate Bank/FIMSA to provide consulting, sales and marketing and management services for a 90% complete new construction, 100% vacant, 305 bed unlicensed skilled mid-rise nursing facility and medical office building campus located in San Diego, California with original debt of over \$14,000,000.
- Representation of San Francisco Federal Savings Bank, the Resolution Trust Corporation and the borrower as court appointed Receiver to assume control, and provide marketing and sales services of a 213 unit congregate care retirement community with six operating departments and over sixty five employees located in the San Francisco Bay Area with original debt of over \$13,500,000.
- Representation of HUD Co-Insurance lenders, Meritor Savings Bank and M-West Mortgage to provide national auction marketing services concerning the first national auction of a 120 unit
- Congregate care and assisted living retirement community in the United States according to the HUD Co-Insurance loan default strict guidelines and regulations. Original debt was over \$6,500,000.
- Representation of Sacramento Savings Bank to provide asset management, consulting and national marketing and sales services for a 240 unit congregate care senior housing project located in Napa, California with original debt of over \$17,000,000. We designed a marketing plan for the lender, generated a number of qualified offers from both profit and non-profit buyers and closed the transaction within 90% of appraised value.



- Representation of Franklin REIT to provide consulting and national marketing and sales services for a 10 story mid-rise 180 unit congregate care and assisted living senior apartment community located in Oakland, California. Original debt was over \$10,000,000.
- Representation of United Savings Bank to provide consulting and brokerage services for marketing and sale of a 147 unit apartment community located in Walnut Creek, California. The property suffered from construction defects and serious encroachment issues. Original debt was over \$12,000,000. We generated multiple offers and sold the property for all cash.
- Representation of United Savings Bank to provide marketing services for the marketing and sale of partially completed mid-rise senior housing construction project for 90 unit complex apartment located in San Rafael, California.
- As Chapter 11 Bankruptcy Trustee, the sale by the competitive bid process of a 99 bed skilled nursing facility located in Live Oak, California for \$2,950,000 all cash within 60 days of stipulation of all parties to pursue a sale.
- Representation of J.E. Robert Companies to provide brokerage services for the marketing and sale of a 25,000 square feet industrial complex located in Auburn, California. The property had serious deferred maintenance issues. John Connolly IV & Company sold for all cash.
- As Chapter 11 Trustee, the sale by competitive bid process of a 97 bed skilled nursing facility located in Lincoln, California for \$2,800,000 all cash through a loan payoff and settlement agreement with Sumitomo Bank.
- As Chapter 11 Trustee, the negotiated sale, subject to the Bankruptcy Court over-bid process, of a 90 bed skilled nursing facility for \$2,300,000 all cash plus settlement of litigation
- As Chapter 11 Trustee, the negotiated sale subject to the over-bid process in Bankruptcy Court, of 300 FmHA Apartment Units located in 6 apartment communities located throughout Northern California for over \$8,000,000 all cash to loans through a Tax Credit Syndication.
- As Chapter 11 Trustee, the negotiated sale of 5 acres, subject to re-zoning and the entitlement process for an 80 unit affordable family apartment project financed through a Tax Credit Syndication.
- As Chapter 11 Trustee, the negotiated sale, subject to the Bankruptcy Court over-bid process, of a 90 bed skilled nursing facility for \$2,300,000 all cash plus settlement of litigation.
- As Chapter 9 Receiver, the sale by competitive bid process of the 120 bed distinct part skilled nursing facility located in Pittsburg, California which was part of a public hospital planned campus.
- As Receiver, completed subdivision construction requirements and negotiated performance bond issues and sold remaining assets with historical preservation issues located in Napa, California.
- As Trustee, marketed and sold two senior apartment properties and land held for development for about \$10,000,000 to complete liquidation of Chapter 11 estate.
- As Advisor to family estate and trust, managed the sale of a Circuit City Retail Store for about \$4,500,000 in greater Los Angeles, California and lease up of industrial properties.



HEALTHCARE

One field of specialization is consulting and management turnaround services for major senior housing, healthcare and medical properties and businesses. Our healthcare experience and track record includes virtually all levels of senior and retirement housing and healthcare property types ranging from independent living with and without daily services and meals to congregate, assisted living, intermediate care, residential care, skilled nursing facilities, physical therapy and rehab centers, correctional facilities, Alzheimer's, drug and chemical dependency, life-care, buy-in and entry fee formats, sub-acute and acute care hospitals, medical and dental offices and clinics.

- Awarded contract to represent the State of California's Office Of Statewide Health Planning and Development and Health Facilities Loan Insurance and Financing Program as their healthcare real estate and financial consultant to analyze and review part of the State of California's insured loan portfolio of over 60 healthcare and medical facilities with a value of over \$1,000,000,000 to determine the collateral and going concern value of each facility and insured Cal-Mortgage loan.
- Representation of Great American Savings Bank and the RTC as its real estate consultant to analyze its Healthcare Group's \$40,000,000 healthcare property loan portfolio located throughout southern California, inspect and review all properties, management and operations audit and review, financial and loan data, value all the assets, prepare a business plan and prepare loan work-out recommendations.
- Representation of creditors and debtors, as Chapter 11 Bankruptcy Trustee, in one of California's largest Medicare fraud cases. I was the first trustee in the country to be elected by the unsecured creditors under the new provision in the bankruptcy code in 1994. The largest unsecured creditors in this case are Medicare, Medi-Cal, IRS, EDD, FTB, Dept. of Housing and Urban Development HUD/FHA, Freddie Mac, Farmer's Home Loan Administration, as well as many vendors, suppliers and professionals. The assets and liabilities were estimated at \$35,000,000. The scope of this trustee appointment involved the management and turnaround of a number of operating businesses and over 225 employees, forensic and corporate accounting, monthly accounting to the U.S. Trustee and major creditors, restructuring complex books and records, IRS tax appeals, audits and tax planning for restructuring the business, loan modifications and financing, regulatory violations and compliance, licensing issues, business management and litigation management throughout the reorganization.
- Representation of the State of California and a Not-For Profit District Hospital Debtor (Los Medanos Healthcare Corporation), as Receiver, in a very complex Chapter 9 Bankruptcy Case. The assets and liabilities were estimated at about \$50,000,000. The major creditors are the State of California as guarantor of the bonds, the 450 employees' unfunded payroll, related tax liabilities, unfunded pension funds and other employee benefits, as well as Medicare, MediCal, DHS, EDD and hundreds of vendors, suppliers and professionals. The scope of this appointment involved all business and day to day operating responsibility for a major district hospital campus with over 450 employees' and all related issues, regulatory compliance, contract negotiations, emergency funding and loan guarantees, board of director's interaction, labor union negotiations, public relations, creditor relations, numerous meetings with state and county officials and agencies, RFP/RFQ process, receivables and collections management, IRS compliance, software and hardware systems and confidentiality issues, litigation management and other issues.
- Representation of the State of California Office of Statewide Health Planning and Development as consultant to design and implement a risk management software program for its \$1,800,000,000 insured loan portfolio and field test the program through a systematic financial and site analysis program. The program incorporated each sample facilities' profit and loss review, insured loan/bond document review and due diligence, original loan to cost and loan to value analysis, valuation estimates, regulatory compliance and site analysis.
- Due diligence and potential litigation research for law firm retained by the State of California's Attorney General's office concerning the issues surrounding a \$14,000,000 loan default, as well as the valuation, licensing and operating concerns for a correctional facility, psychiatric treatment center and skilled nursing facility.



- Representation of Security Pacific Bank and one of the country's largest non-profit organizations to provide consulting services to a \$15,000,000 financially troubled 150 unit lifecare community with three levels of care, seven operating departments and over fifty employees located in Los Angeles, California. Borrower and lender cooperated to retain Connolly to consult with both parties and their law firms concerning operations, valuation, marketing and transaction issues surrounding the foreclosure strategy, auction and transfer of this state regulated lifecare facility.
- Representation of the State of California as its healthcare real estate consultant to analyze and evaluate a \$118,000,000 bond financing proposal to be insured and guaranteed by the State for tax exempt financing to a HMO Organization with a 274 bed acute care hospital, psychiatric treatment center, skilled nursing and rehab facility, MRI center, 6 medical office buildings and numerous off-site community based outpatient leased medical office facilities and medical clinics.
- Representation of St. Mary's Hospital in San Francisco and its Hospital Trust Foundation as real estate advisor to review its off campus commercial, retail and residential real estate portfolio valued at over \$19,000,000 and prepare a business and management plan which forecasts present and future values based upon different development plans and scenarios, densities, alternative uses, recommend asset management, marketing and disposition strategies, recommend other advisory services such as RFQ and RFP solicitations, major renovations, anchor tenant and ground lease negotiations, development joint venture issues, and build to suit issues.
- Representation of the State of California Office of Statewide Health Planning and Development (OSHPD) to review major loan underwriting documents, investment banking proposals, business plans and appraise a number of major healthcare, medical and retirement properties and portfolios valued over \$150,000,000 prior to the State's issuance of its commitment to insure new taxable or tax exempt debt.
- Representation of GE Capital and debtor as Receiver of three skilled nursing facilities located in northern California with about \$10,000,000 of secured and receivables debt and turnaround assets for regulatory compliance, marketing and sale.
- Representation of San Francisco Federal, the RTC and the debtor as Receiver and manager of a 213 unit congregate care senior apartment community located in Fremont, California.
- Representation of Great American Savings Bank and the RTC concerning over 400 unit/bed multi-level senior apartment, Alzheimer's, skilled nursing facilities located in San Diego and Long Beach, California with over \$30,000,000 of debt to provide on-site property management and operations audits, valuation estimates and prepare alternative business plans for loan work-out negotiations.
- Representation of Coast Federal Bank and debtor as Receiver and property manager of 7000 square foot medical office building in Oakland, California.
- Representation of MetLife Capital Corporation and debtor as Receiver and property manager of a 23,000 square foot medical office building located in Auburn, California.
- Representation of Gibraltar Savings, the RTC and the debtor by stipulation of the bankruptcy court to provide management of a 115 unit congregate care and assisted living retirement community located in Santa Clara, California.
- Representation of the bankruptcy court appointed Examiner as consultant and potential expert witness on management and portfolio valuation issues surrounding the competing Healthvest and Healthcare International bankruptcy plans for reorganization of a number of rehab and psychiatric hospitals.



- Representation of J.E. Robert Companies and debtor as Receiver and property manager of 43 unit congregate care retirement community located in Grass Valley, California.
- Representation of U.S. Bancorp and debtor as consultant to evaluate the management, business plan, income and expenses and operations of a 150 unit congregate care community and 40 bed assisted living community located in Modesto, California.
- Representation of Bankers Mutual to review management operations and budget for a 120 unit congregate care senior living community located in San Diego, California.
- Representation of the State of California Cal-Mortgage Loan Guarantee Insurance Department as consultant, Receiver and manager for certain financially troubled healthcare facilities located throughout California.
- Representation of the State of California Attorney General's Office, Cal-Mortgage Loan Guarantee Program and the Office of Statewide Health Planning and Development and debtor as Receiver for a 100 bed acute care hospital, a 120 bed skilled nursing facility and related business operations located in Pittsburg, California.
- Election as Chapter 11 Trustee of Bankruptcy estate with assets which consist of ten senior apartment properties with over 500 units, two skilled nursing facilities with about 200 beds, one 100 bed residential care facility, a 950 acre ranch, other residential and commercial properties and vacant land parcels located throughout Northern California, and related income, receivables and other businesses and liabilities of the estate valued in excess of \$25,000,000.

**REPRESENTATIVE ASSIGNMENTS**

CEO, Chapter 11 Reorganization
Mult-Family 5400 Units
Comm/Office 316,000 Sq. Ft
58 properties/4,300,000 Sq. Ft

Placer Corporate Center
60,000 Sq. Ft. Development
Rocklin, California

Towpath Village Townhouses
Japan Airlines
IASCO Aviation Training Center
Development Construction Management
Napa, California

Beverly Sunset Medical Office Building
158,000 Square Feet
Los Angeles, California

Faber Industrial Building
45,000 Square Feet
Union City, California

Trowbridge Towers
304 Units
Southfield, Michigan

Country Inn Apartments
213 Units
Fremont, California

Crossroads Shopping Center
150,000 Square Feet
Modesto, California

CEO, Chapter 9 Bankruptcy
Los Medanos Community Hospital
Acute Care Hospital and Campus
Pittsburg, California

315 California Street
150,000 Sq. Ft. Office Bldg.
San Francisco, California

The Dufwin Towers
55,000 Square Feet Office
Oakland, California

Laguna Creek Shopping Center
100,000 Sq. Ft. Development
Elk Grove, California

Napa Valley Unified School District
13 Property Portfolio
300,000 Sq. Ft. Office/Mixed Use
Napa, California

Reedley Shopping Center
150,000 Square Feet
Reedley, California

TVCA Office Complex
60,000 Square Feet
San Jose, California

Claremont Retirement Apartments
180 Units
Oakland, California

**ASSIGNMENTS**

American Carrier Equipment
4 Industrial Properties
Fresno, California

Atrium of San Jose
294 Units
San Jose, California

1310 Bayshore
16,400 Square Feet Office/Retail
Burlingame, California

Ben Hur Apartments
69 Units
San Francisco, California

Blossom Oaks Apartments
252 Units
San Jose, California

Brookside I & II Senior Apartments
48 Units
Auburn, California

Burbank Unified School District
8 Commercial/Retail/Office Properties
Burbank, California

Burger King Restaurant
Vallejo, California

California Place Apartments
211 Units
Sacramento, California

The Canterbury Apartments
36 Units
Culver City, California

Canterbury Court Apartments
40 Units
Culver City, California

Canyon View Senior Apartments
67 Units
Colfax, California

Canyon Villas Retirement Community
100 Unit Multi-Level Facility
San Diego, California

Casa de las Companas
517 Unit Multi-Level Facility
San Diego, California

Casa de Modesto
211 Unit Multi-Level Facility
Modesto, California

Capri Apartments
28 Units
Eureka, California

Carmichael Oaks Apartments
88 Units
Sacramento, California

Cask'n'Cleaver Restaurant
1 Acre/284 Seat Restaurant
Napa, California

Cedar Creek Apartments
49 Units
Stockton, California

Cedar Village Retail Center
40,000 Square Feet
Newark, California

Centertown Apartments
63 Units
San Rafael, California

Central Towers Apartments
362 Units/2,500 Square Feet Retail
San Francisco, California

Circuit City Store
25,000 Square Feet
Santa Maria, California

City Center Plaza
35 Units/10,000 Sq. Ft. Retail
Seaside, California



Crown Pointe Apartments
192 Units
West Covina, California

Elk Grove Townhouses
52 Unit PUD
Napa, California

Elm Street Medical Building
7000 Square Feet
Oakland, California

El Rancho Plaza
30,000 Square Feet Office/Retail
Woodland, California

Fallowfield Farms
950 Acre Ranch
Grass Valley, California

Farmtown Shopping Center
85,000 Square Feet Retail/Office
Davis, California

Folsom Street Apartments
16 Units
San Francisco, California

Garden Lane Apartments
13 Units
Millbrae, California

Garfield Court Apartments
67 Units
Sacramento, California

Green Valley Apartments
58 Units
Culver City, California

Gunnison Center Apartments
88 Units
Gunnison, Colorado

Hellings Court Apartments
10 Units
Richmond, California

Heritage Oaks Apartments
120 Units
Woodland, California

Hidden Lake Apartments
80 Units
Santa Clara, California

Hop Ranch Office Complex
17,500 Sq. Ft.
Multi-Tenant Office Bldg.
Sacramento, California

Jeffersonian Office Complex
20,000 Square Feet Professional Offices
Napa, California

Junction Dado Industrial
40,000 Square Feet
San Jose, California

La Dolce Villas Apartments
25 Units
Culver City, California

Las Villas Del Norte Retirement Apartments
215 Leidig Court Apartments
18 Units
Hayward, California

Lincoln Avenue Building
10,000 Square Foot Commercial/Retail
San Jose, California

Lincoln Office Building
30,000 Square Feet Mixed Use
Napa, California

Lincoln Senior Apartments
70 Units
Lincoln, California

Livermore Industrial Park
14,000 Square Feet
Livermore, California

Loyalton (Sierra Valley) Senior Apartments
50 Units
Loyalton, California

Lyn-Roc Senior Apartments
67 Units
Rocklin, California



Manor at Lakeside Retirement Apartments
91 Units
Reno, Nevada

Marina View Tower Apartments
84 Units
Alameda, California

Mason Street Office Building
13,500 Square Feet
San Francisco, California

33 Maude Avenue - Office Condominiums
Sunnyvale, California

MayBelle Carter Retirement Apartments
135 Units
Nashville, Tennessee

The Meadows Retirement Apartments
240 Units
Napa, California

6 Medical Office Buildings
La Habra, California

Modesto Business Center
20,000 Square Feet Retail/Office
Modesto, California

Multi-Family/ Multiple Limited Partnership
Portfolio-Chapter 11 Bankruptcy Reorganization
5300 Apartment Units, Historic Napa High Office
Complex - 90,000 Square Feet/Office Building
Napa, California

Napa Industrial Park
6 Office-Industrial Properties
200,000 Square feet
Napa, California

New Dixon I, II & III Apartments, 66 Units
Hayward, California

Oakdale Retail Center
10,000 Square Feet
Oakdale, California

Ocean Gardens Retail Center
24,000 Square Feet Retail/Office
San Francisco, California

300,000 Square Feet Office, Commercial & Industrial
And Development Land
Northern California

Olive Grove Retirement Apartments
209 Units
Riverside, California

Outback Steakhouse Lease
Elk Grove, California

Pacheco Square Office Building
120,000 Square Feet
Concord, California

Pacific Law Building
30,000 Square Feet
Oakland, California

Park Terrace Apartments
35 Units Mixed Retail
Concord, California

Parktowers Highrise Apartments
92 Units
Reno, Nevada

Parkway Plaza
92 Units
Culver City, California

The Patrician Apartments
120 Units
San Diego, California

Portola Senior Apartments
50 Units
Portola, California

Post Street Apartments/Retail
15 Units/Retail
San Francisco, California

Redwood Mini-Storage Facility
300 Storage Units
Napa, California

Redwood Terrace Lutheran Home
245 Unit Multi-Level Facility
Escondido, California



The Redwoods
343 Unit Multi-Level Facility
Mill Valley, California

Ridgeview Office Building
60,000 Square Feet
Napa, California

River Glen Townhouses
30 Condominium Units
Napa, California

Santa Clara Industrial
17,000 Square Feet
Santa Clara, California

Scott Boulevard Building
30,000 Square Foot Industrial
Santa Clara, California

Seventeen Mile Drive Village Apartments
84 Units
Pacific Grove, California

Sierra Heritage Medical Office Building
23,000 Square Feet
Auburn, California

Sierra Misco Corporate Headquarters Bldg.
30,000 Square Feet
Berkeley, California

The Springs of East Mesa Apartments
186 Units
Mesa, Arizona

Stonegate Apartments
288 Units
Sacramento, California

Streeter Road Industrial Bldg.
25,000 Square Feet
Auburn, California

Telegraph Apartments
4 Units
Oakland, California

TGI Friday's Lease
Elk Grove, California

Tioga Hotel
98 Rooms/2,000 Square Feet Retail
Merced, California

Trocadero Apartments
42 Units
Hollywood, California

Truckee-Donner Senior Apartments
60 Units
Truckee, California

Upland Campus
140 Unit Multi-Level Facility
Upland, California

ViewPointe Retirement Apartments
130 Units
Colorado Springs, Colorado

Villa Serena Apartments
146 Units
San Mateo, California

Villa Serena Retirement Apartments
115 Units
Santa Clara, California

Vista Del Monte Retirement Community
157 Unit Multi-Level Facility
Santa Barbara, California

Walnut Creek Commons Apartments
147 Units
Walnut Creek, California

Watsonville Electric Company & Construction Wat-
sonville, California

Weberstown Apartments
40 Units
Stockton, California

Westlake Apartments
148 Units
Sacramento, California

The Winery Office Building
25,000 Square Feet
Palo Alto, California



HEALTHCARE ASSIGNMENTS

AltaMed Senior Center
Medical Clinic
East Los Angeles, California

Apple Valley Christian Center
99 Bed Skilled Nursing Facility
Apple Valley, California

ARC - East County Training Center
Psych/Rehabilitation Facility
El Cajon, California

Auburn Palms Senior Apartments
50 Units
Auburn, California

Baywood Court Retirement Community
278 Unit Multi-Level Facility
Castro Valley, California

1960 Belmont Street
Health and Safety Code Violations
Santa Rosa, California

Bethel Retirement Community
129 Units
Modesto, California

Bret Harte Retirement Inn
43 Units
Grass Valley, California

Brittany House Alzheimer's Facility
156 Beds
Long Beach, California

Browning Group Home
Group Home
San Jose, California

Camelot Campus of Care
209 Units
Sun City, Arizona

Central Coast Neurobehavior Center
Group Home
Atascadero, California

Channing House
261 Unit Multi-Level Facility
Palo Alto, California

Cherry Valley Campus
93 Unit Multi-Level Facility
Cherry Valley, California

Children's Institute International Campus
59 Bed Psych/Rehabilitation Facility
Los Angeles, California

Community Family Health Clinic
Medical Clinic
Hollister, California

Congregate/SNF/Alzheimer's Units
Escondido, California
East Oakland Health Center

Medical Clinic
Oakland, California

Fallbrook Hospital District
50 Bed District Hospital
Fallbrook, California

Fillmore Family Health Care Center
Medical Clinic
Fillmore, California

Foothill Presbyterian Hospital
107 Bed Hospital
Glendora, California

Friendly Hills HealthCare Network HMO
Loma Linda University Medical Center
274 Bed Acute Care Hospital
27 Bed SNF/MRI Building
Outpatient Facilities and Clinics
Gardner Health Center, Medical Clinic
San Jose, California

Glenwood Manor
128 Bed Skilled Nursing Facility
Sacramento, California



Gold Country Retirement Community
150 Units/24 Beds AL/89 Beds SNF
Placerville, California

Gateway Recovery Home
Group Home
San Martin, California

General Hospital of Eureka
83 Bed Hospital
Eureka, California

Genesis Recovery Home
Group Home
Gilroy, California

Harvest Oaks Board & Care
100 Bed Residential Care Facility
Lincoln, California

Hazel Hawkins Memorial Hospital
101 Bed District Hospital
Hollister, California

Health Care Children's Campus
180 Bed Residential Care
Van Nuys, California

Highview Skilled Nursing Facility
81 Beds
Oakland, California

Home of Guiding Hands
170 Bed Psych/Rehabilitation Facility
Lakeside, California

Hope House Department of Corrections
83 Bed Residential Care Facility
Los Angeles, California

Humboldt Open Door Clinic
Medical Clinic
Humboldt, California

La Serena Lifecare Community
150 Units/20 AL Beds
Thousand Oaks, California

Lake Pointe Tower Condominiums
785 Units/100,000 Commercial/Retail
Chicago, Illinois

Lincoln Care Center
99 Bed Skilled Nursing Facility
Lincoln, California

Live Oak Care Center
97 Bed Skilled Nursing Facility
Live Oak, California

Lytton Gardens Healthcare Center
128 Bed Skilled Nursing Facility
Palo Alto, California

Madera Community Hospital
104 Bed Hospital
Madera, California

McDowell Tower
304 Independent / Assisted Living Units
Southfield, Michigan

Mercy Manor Skilled Care Nursing Center
122 Beds
Oakland, California

Mexican American Community Service
Agency Center, Inc.
Psych/Rehabilitation Facility
San Jose, California

Omni Center
32 Bed Psych/Rehabilitation Facility
El Monte, California

Pacific Clinics - Medical Clinic
Pasadena, California

Peg Taylor Center for Adult Day Healthcare
Medical Clinic
Chico, California

Peninsula Children's Center
Group Home
Palo Alto, California

Petaluma Valley Hospital
99 Bed District Hospital
Petaluma, California

Rancho Del Oro Senior Housing Campus
231 Units
Chico, California



Rancho Encinitas Skilled Nursing Facility
125 Beds
Encinitas, California

Redlands Community Hospital
203 Bed Hospital
Redlands, California

Redwood Treatment Center
Psych/Rehabilitation Facility
Napa, California

Redgate Hospital
63 Bed Psych/Rehabilitation Facility
Long Beach, California

Regency Hills Skilled Nursing Facility
120 Bed Skilled Nursing Facility
Pittsburgh, California

San Leandro Healthcare
60 Beds Skilled Nursing Facility
San Leandro, California

Sanctuary House of Santa Barbara
Psych/Rehabilitation Facility
Santa Barbara, California

Santa Barbara Medical Foundation Clinic
Medical Clinic
Santa Barbara, California

Sherman Oaks Hospital and Medical Center
Acute Care Hospital and Medical Campus
Sherman Oaks, California

South Valley Group Home
Group Home
San Jose, California

Southcoast Medical Center
206 Bed Hospital
Laguna Beach, California

Southern Solano Alcohol Council Program
Psych/Rehabilitation Facility
Vallejo, California

St. Mary's Hospital and Medical Center
22 Commercial / Office / Residential Properties
San Francisco, California

St. Harriet's Children's Home
44 Bed Group Home
El Monte, California

Summit Ranch Group Home
Group Home
Morgan Hill, California

Tenth Street Senior Center
Psych/Rehabilitation Facility
San Jose, California

Twin Pines Healthcare of Santa Paula
99 Beds
Santa Paula, California

University Avenue Building
10,000 Square Foot Commercial/Residential
Berkeley, California

Valley-Care Hospital
66 Bed Hospital
Pleasanton, California

Valley House Skilled Nursing Facility
305 Beds/SNF
El Cajon, California

Villa Allegre
108 Bed Residential Care/20 Bed SNF
Oakland, California

Walden House
100 Bed Psych/Rehabilitation Facility
San Francisco, California

Walnut Convalescent Hospital
78 Bed SNF/ICF
Long Beach, California

West Modesto Medical Clinic
Medical Clinic
Modesto, California

West Valley Hospital and Medical Center
Acute Care Hospital and Office Building
Canoga Park, California

Willow Pass of Concord SNF
81 Beds Skilled Nursing Facility
Concord, California