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Journal of Property Management

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INSTITUTE OF REAL ESTATE MANAGEMENT

September/October 2020

Advancing with tech

*Property
management's
robust—and
rapid—digital
transformation*

- › IREM
30 Under 30
- › Tips for choosing
a proptech
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for retail



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President's letter



Cheryl Gray, CPM

Nothing moves us forward like technology. So much so that the speed at which it evolves can be hard to keep up with. The technology solutions of today may be obsolete by tomorrow, so how do you know where to start?

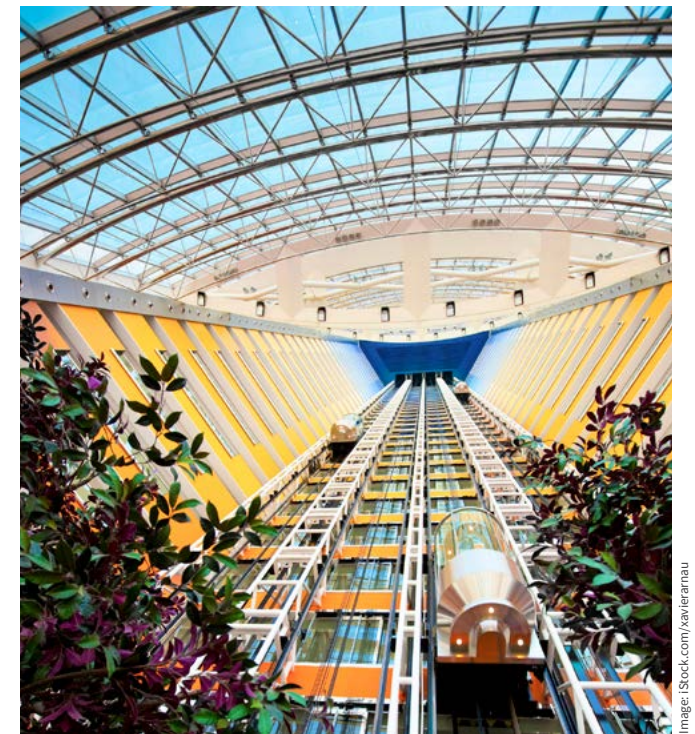
Both IREM and I know how important technology is to you; it's why JPM selected technology to be the theme of this issue. And

it's why IREM created the Technology Advisory Board last year to develop a technology strategy and equip you with tools to guide your use of technology solutions. This issue's Committee central department on **P42** will give you an overview of the board, what its members have been focusing on and some new resources they're developing to address some of your proptech needs.

Though COVID-19 has emerged as a disruptor of our realities, and a slew of technology options are being created to mitigate the virus' effects and keep people safe, there's an interesting observation made in the feature, "Accelerated evolution" on **P10**. According to some IREM members who manage across asset classes, technology solutions to address coronavirus challenges often aligned with those already in their management plans. The challenges centered around rethinking and compressing implementation timelines—or expanding the scope of what the technology will do. In any case, property managers may not need to start at square one with their proptech to stay on track with operations.

As noted in the Property spotlight department on **P30**, retail properties were already undergoing changes due to the evolution of consumer shopping practices, with technology naturally playing a part in the form of digital kiosks and consumer apps. COVID-19 and recent instances of civil protests brought up new sets of challenges for retail spaces, especially since tenants' big holiday shopping season is about to get underway. Like other property types, retail property managers are adapting technologies to help them overcome obstacles and deploying new solutions to address anything from air circulation to capacity tracking.

While this issue focuses on technology, it isn't the only thing that moves us forward. There's also the next generation of



“
Technology solutions to address
coronavirus challenges often
aligned with those already in their
management plans.

professionals who have chosen real estate management as a career. The "IREM 30 Under 30" feature on **P16** celebrates some of these up-and-comers who are dedicated to their profession, development and communities, and are eager to mentor the next generation of property managers after them. We celebrate their spirit and their drive and look forward to the ways they'll make the property management profession grow.

Cheryl Gray, CPM
IREM President



More office innovation

Office buildings are embracing technology as they prepare to welcome employees back to safer environments. At Chicago's Fulton East, a 12-story structure featuring retail, offices and parking, some of the highlights include:

- Foot-activated elevator call button
- Continuous air and surface disinfection
- Contactless access systems
- Touch-free bathrooms

Source: fulton-east.com

Apartment status report

In July, IREM and the National Apartment Association conducted a COVID-19 survey with members. Here are some of the findings:

92% of rental owners and operators find the CARES Act 30-day "notice to vacate" requirement conflicting, confusing and/or complicated.

Nearly **50%** of owners and operators have experienced marginal increases in operating expenses.

20% of survey participants say that 11% to 20% of residents up for renewal have extended their leases to short term or month-to-month since March.

Compared to 17% in April, **23%** of multifamily owners and operators anticipate it will take at least 1-2 years for operating metrics to return to prepandemic levels.

Source: NAA/IREM/CEL & Associates, Inc. Rental Housing Owner/Operator Covid-19 Survey, July 2020



Images: (Stock.com/Antwon McMullen; Roman Babakin; fotovoyager)



Suburban draw?

Although some speculate that suburbs will become more desirable than dense cities due to COVID-19, only 29% of office buildings currently under construction are in suburban areas.

Source: Yardi Matrix National Office Report: July 2020

"The great, growling engine of change—technology."

— Alvin Toffler, writer, futurist and businessman

Retail and beyond: 10 tech ideas to...

Stay connected with tenants

- Tenant engagement platforms to better communicate with tenant employees digitally and quickly

- Virtual and unattended tour technologies to help potential tenants view space in a way that's convenient for them at various phases of the leasing journey

Turn to the Committee central department to learn more about how IREM's Technology Advisory Board is addressing practices for virtual tours.

Keep building operations running smoothly

- Micro-fulfillment solutions to help tenants meet growing expectations for BOPIS (buy online, pick up in store), curbside, same-day and next-day delivery and returns

- Frictionless parking solutions to help visitors and tenants navigate parking lots and garages and reach their destinations seamlessly

- Self-driving vehicles to provide tenants with autonomous mobility between buildings

Bolster data and IT

- Anonymized venue intelligence to inform business decisions on how to yield greater utilization of space and traffic

- Digital mapping to ensure employees, visitors, shoppers, prospective tenants, first responders and vendors have accurate and real-time data about properties

- 5G telecommunications technology to improve connectivity of the multitudes of technologies stakeholders rely on to conduct business every day

- Advanced analytics to alert team members when equipment is not operating at an optimal level

Source: Jeff Cloud, Brookfield Properties



Ahead of the game

Tips for today to make CAM reconciliations easier tomorrow

By Colleen Nemeth, CPM, CSM



It's never too early to start thinking about what can be done to ease the stress of common area maintenance (CAM) reconciliations. Although we think of it as a once-a-year event, making notes as things change will help you be more prepared and efficient the next year. Here are some tips I use. Apply what you can to the reconciliations you're doing now, and then build them into your regular business practices for 2021 and beyond.

Don't reinvent the wheel

In the event you take on a new property during the year, you can be ahead of the game by making sure you receive the previous CAM reconciliation from the prior ownership or management company. Best case scenario is for it to be in an Excel® worksheet, so you can use it as a foundation for future reconciliations. Those you get in a PDF format can't be adjusted in the same way, but the file is still valuable because you'll be able to see how the tenants were used to getting their reconciliation information. With these documents in hand, you can do some preliminary work to prepare yourself for the next reconciliation.

Start by creating a draft reconciliation using the spreadsheet from the previous owner or management. If company policies allow, use the same

spreadsheet the previous company used—it's better to use a current property spreadsheet that has the appropriate method already incorporated into the formulas. Verify that the formulas are consistent with the property type, methods of calculation and lease provisions. Alternately, transfer the information from the previous management's spreadsheet to one that's organized per your own company's standards.

For your existing properties, you can start a draft CAM reconciliation from the previous year's files by just changing the dates. This will give you a new file for notes and updates as the year progresses. It will relieve your memory and allow you to keep from dropping things through the cracks when it's time for the final reconciliation.

Match the method to the property type

Here are several reconciliation options based on property types. In all cases, CAM caps and the exclusion of uncontrollable expenses should be taken under consideration.

Retail

- **Straight pro rata share:** Calculate tenant's square feet divided by the total center square feet.
- **CAM pool pro rata share:** Allocate shared expenses in

the fairest way to the tenants who actually benefit from the expense. Each group of expenses is allocated to a CAM pool, and each tenant is included or excluded from the CAM pools depending on the expense. How are CAM pools calculated? Tenant's square feet divided by total square feet that applies to that expense pool.

Industrial

- **Straight pro rata share:** Same as retail.
- **Modified gross:** Tenant pays pro rata share of property taxes and insurance, as well as pro rata share of operating expenses that are over the lease base year expense.

Office

- **Core factor:** Determine core factor and rentable vs. useable square feet (core factor percentage equals total common area square footage divided by total building square footage).
- **Current year vs. base year:** Tenant pays pro rata share of all operating expenses that are over the lease base year expense.
- **95% occupancy method:** The expenses that are based on building occupancy (janitorial, utilities, supplies, etc.) are grossed up from the actual occupancy rate for the year to 95% occupancy.

Take note

Here are more suggestions:

- As you are coding your operating expenses, take care to properly code them between allocable and nonallocable in your general ledger.
- Review the year-to-date general ledger to confirm the prior months were coded appropriately.
- If there is an unusual expense item you might be excluding for some tenants or want to amortize over a period of time, make notes on the spreadsheet pages in your draft reconciliation.
- When a tenant vacates, and you need to reconcile their CAM responsibility mid-year, use your draft reconciliation. This way you can do that tenant's reconciliation, and it will be part of your final reconciliation.
- If you have made any CAM abatements during the COVID-19 pandemic, go to your 2021 draft CAM reconciliation, and make notes on the individual tenant pages. You don't want to bill them for something that you agreed to abate.

When you have a task that needs to be finalized only one time a year, you'll find that keeping it in mind year-round as you complete numerous other tasks will make it easier when that time arrives.

Mind your calendar

It is extremely important to be aware of the reconciliation deadlines in your leases. They vary from 60–120 days after year-end. Some leases also provide for an "outside" deadline, and if it gets missed, the tenant may no longer be required to pay anything that might be owed. You don't want missed deadlines to result in missing funds!

When you have a task that needs to be finalized only one time a year, you'll find that keeping it in mind year-round as you complete numerous other tasks will make it easier when that time arrives. Incorporating CAM reconciliation tracking into your regular routine will streamline the process and make it easier to accomplish each year. ▀



Colleen Nemeth, CPM, CSM, is the director of real estate at Spectrum Property Management in San Diego and has been in the real estate industry for more than 35 years. She is a past president of the IREM San Diego Chapter and the author of "The Transformation of Miramar Home Fair," published as part of The ICSC Guide to Renovating & Expanding Shopping Centers the Smart Way.



Image: iStock.com/alacatr

Accelerated evolution

How
COVID-19
hastened
technology
adoption in
property
management

By John Salustri

"The pandemic hasn't changed life as much as it has accelerated the speed of changes already taking place."

So says Pepe Gutiérrez, CPM, founder of Megafincas Alicante S.L., a manager of 187 condominium properties, based in Alicante, Spain. That the COVID-19 pandemic didn't change life might seem an odd thought, given its degree of massive and ongoing disruption.

But Gutiérrez is right. For many property managers, especially those we spoke with for this article, COVID-19 was an accelerator of changes—in particular, technological changes—that had already rooted themselves in the operations of their companies. "Changes that would otherwise have taken 10 years happened in 10 days," he says.

Ted Brownfield, CPM, chief operating officer at Washington D.C.-based SJG Properties, agrees. "A lot of companies have been pushing in the last three months to pivot toward technologies such as electronic payments and leasing," says the manager of just under 1 million square feet of mixed-use assets throughout the Washington D.C. area. "We had already been working on implementing all of these strategies before this happened, so SJG was really in a good place."

Tech seeds planted years ago, he says, took serious root in the first half of 2020. "We've put greater focus on the video tours we were already doing, and we've gone totally toward electronic leasing only." The firm is now fully portal-enabled, wherein tenants and residents can submit payments and work orders, which, for many routine maintenance requests, can often be handled by video tutorials, thereby limiting person-to-person contact. "We have a growing library of videos on how to use appliances and how to program thermostats, as well as how to replace filters and the like."

Image: iStock.com/vm



“We have a growing library of videos on how to use appliances and how to program your thermostats, as well as how to replace filters and the like.”

—Ted Brownfield, CPM, SJG Properties

Health and safety were an issue long before March—really part of Property Management 101, explains Sharon Hart, CPM, an account director with Cushman & Wakefield, AMO. “Health and safety are always paramount in any commercial setting,” says Hart, who is president of the IREM Greater New York Chapter. “There are so many things going on in a building that have to happen to maintain its health—things that pertain to air filtration, water testing and chiller cleaning. We had all of those protocols already in place.”

That preparedness was due in part to Cushman & Wakefield’s upfront diligence in assessing the needs of the buildings it manages as well as to the expectations of ownership. In Hart’s case, that meant New York Life, which owns and is a 60% occupant in the Madison Avenue building that bears its name.

The pandemic clearly accelerated adoption at SJG and, Brownfield says, “it has gotten some people on board who were reluctant to use a lot of the technology before.” Those people, he says, are mostly residents, although he admits that maintenance teams were also originally reluctant to fully embrace certain tech advancements, such as the do-it-yourself work-order videos and FaceTime tutorials.

“These were both proven timesavers,” says Brownfield. “Our in-house maintenance teams have come to embrace them, especially since easily half the work orders that come in can be diagnosed remotely with FaceTime, a video and some pictures.” This compares

The Pain in Spain

Among COVID-19-infected countries, Spain ranks ninth for number of reported cases by Statista.com.

But relatively lower numbers don’t imply straightforward responses. Pepe Gutiérrez, CPM, reports that implementing new procedures and protocols was a particular challenge. “In the 100 days we have been in lockdown, more than 20 new laws came out about the pandemic. With every single Saturday came a new law, so we had to work weekends trying to understand how to respond to these new and changing laws.”

This was especially difficult because the first set of governmental restrictions did not recognize property management as an essential business, he says, nor was there any initial guidance as to the management of residential properties. While that would come later, Gutiérrez says in the meantime his firm was focused on, “trying to do the right thing in the right way in the right moment.”

The only skill available to them in those early days of the pandemic wasn’t technological but interpretive. “We needed to do major interpretations about the laws and how they would affect us. And it all needed to be done yesterday because there was no time to react.”

favorably to the need to make a house call, diagnose the problem at hand, fetch tools and equipment and then return to the occupant to perform the fix. “It’s a great time-management tool.”

He who hesitates is saved

While workers hunkered down at home during the crisis, tech vendors with all sorts of gee-whiz solutions seemed to come out of the woodwork. “We’re getting inundated with people coming to market with building technologies,” says Hart. “Many make amazing claims that, for instance, if you put UV lighting in your HVAC system, you’ll neutralize the spread of COVID-19. But that hasn’t been proven yet, or that ionization will eliminate the coronavirus. Nor have they proven that it’s not horrible for the environment.”

The result, she says, is a “wait-and-see” attitude. “We have a lot of in-house experts in many of these areas who can provide a lot of guidance, and we want our clients to know what’s legitimate. We’ll tell our clients to look at the applications and products that we know are working.”

Among those are new elevator technologies that allow for hands-free queueing. Hart says it has been tested in the field by one of Cushman & Wakefield’s major institutional clients. But it comes with downsides, including the need to integrate with lobby turnstiles and other security protocols. Partially for that reason, implementation will take another three or four months. “In a newer building you could probably implement the system more quickly,” says Hart, who manages the New York Life Building, a 1928 vintage landmark property.

But a wait-and-see approach to new technologies is different than tech aversion, and the Cushman & Wakefield team is also seeing traditional hesitations melt away. “People are getting comfortable leveraging technology,” says Bryan Berthold, Cushman & Wakefield’s global lead of workplace experience. “We do a lot of surveys, and during the pan-

demic, we found everyone was as productive as before, and collaboration went up 10%.”

He says that users and team members alike are starting to embrace new technologies for what they were originally meant to do: enable mobility. This is especially true in operations where work-from-home policies were more limiting than flexible. “Now, the new normal is, ‘Convince me why I shouldn’t work from home.’”

Communications first

If there was any doubt before March, the importance of timely, informative and accurate communication with occupants and staff has become clear. Gee-whiz tools are great, but even if the application is low-tech, such as simple email, the change

here comes in the elevated importance of any communication. The keywords are “clear” and “regular.”

“We started to produce regular COVID-19 newsletters to keep people up to date with practices we will be implementing and what’s happening in the community,” says Brownfield. “That’s been a big change, too. Prior to COVID-19, tenants would usually stop by the desk for packages and to talk. We disseminated a lot of our information this way and prided ourselves on this more intimate style. The focus going forward is going to be on regular updates using vlogs, our community portal bulletin boards and other digital media. Our focus is still on personalized service, but we want to make it easier for our clients to not have face-to-face interaction if they don’t want it.”

For Gutiérrez, the main means of communication have been email and WhatsApp—not the first name in communication in the U.S., but in Spain, “95% of the people use it,” he reports. That has resulted in greater awareness among his building occupants of the coronavirus risks. “Before the pandemic, we had 60% or 70% of our residents’ necessary emergency phone numbers. Now we’re closer to 95%. People understood that with no phone or email, there was no communication.”

“Before we manage a building, we’ll do a once-over and talk with ownership about what makes that building work and how we can make it healthier, more productive and more energy-efficient,” says Hart. It’s a conversation



“We’re getting inundated by people coming to market with building technologies. We want our clients to know what’s legitimate.”

—Sharon Hart, CPM, Cushman & Wakefield, AMO

“Before the pandemic, we had 60% or 70% of our residents’ necessary emergency phone numbers. Now we’re closer to 95%.”

—Pepe Gutiérrez, CPM, Megafincas Alicante S.L.



“A lot of the new developments in work environment technology platforms have just gotten a new prioritization from our entire client base.”

—Bryan Berthold, Cushman & Wakefield, AMO

that never stops. Even after an agreement is signed, “We ask what more we can do in terms of sharing information and knowledge about the building, which comes down to signage, properly placed email communication and webinars with our tenants as well as with our employees,” she says.

Shifting responsibilities

To a great extent, it seems that the COVID-19 pandemic not only accelerated the rate of high-tech (and even low-tech) adoption, but it also secured technology’s position in the strategies of property managers going forward. In short, tech aversion is evaporating. This is a particular area of interest for Gutiérrez, who is on the last leg of a master’s program in data science at the IE Business School of Madrid University.

He refers readers to the website willrobotstakemyjob.com.

The site, which extracted data from a 2013 report that examines the probability of computerization for over 700 occupations in the U.S., states there’s an 81% likelihood that current functions for property, real estate and community association managers will be automated.

“It’s highly likely that this occupation will be replaced by robots/AI,” the site states. “However, workers may be able to take some comfort in the results from our [reader] poll, which shows a 29% chance of automation within the next two decades.”

Gutiérrez disagrees. “Machine-to-machine communications is the future,” he says. “But it’s happening now,”

with measurable results. He tells of a conversation with the CEO of a major global insurance company who told him: “If you have Internet of Things sensors in your building, you will pay maybe 20% less in the cost of insurance than a building without. You’re minimizing the risk of fire or water damage.”

He uses his own firm as an example of the efficiencies that will come with AI and machine learning: “We manage 12,000 units with 12 people in the company, and four are IT people.”

And for Hart, some are robots. “I wanted them in the building to help clean corridor areas, so housekeeping can focus on more of the high-touch cleaning,” she says. “Of course, it’s not a cheap option, so there was some hesitation.”

Notice she said “was,” as in before the pandemic. “When this hit, they couldn’t wait to pay for them,” Hart says. She adds that there is a potential payback model in such advancements as robotics and elevator upgrades. “But from my client’s standpoint, it’s worth it to keep their employees more comfortable about the process of returning to that corporate office.”

Gutiérrez agrees, and he says that a large chunk of company profits return to the business, specifically for new tech. “We want people to know they’re in the right hands,” he says. “It’s a question of loyalty.”

“In one sense, robot and AI technology might be a luxury,” says Berthold, “but it’s vital to monitor such things as knowing where people are, when they’re leaving and making sure everything is properly sanitized. A lot of the new developments in work environment technology platforms have just gotten a new prioritization from our entire client base.”

Hart admits that, given the rapid onset of the coronavirus, everyone had to think on their feet, and there was a lot of backroom hand-wringing to get things accomplished—things like ensuring remote workers around the globe were supported by a robust infrastructure. To paraphrase an old slogan, the trick was to never let them see you sweat.

“It all has to look seamless,” she says. “Everyone can look good in good times. When there’s a challenge, the companies that can rise to that challenge will be marketable after the fact.”

That marketability, she concludes, more than ever, revolves around technology. ▀

John Salustri is a contributing writer for JPM.



YARDI ELEVATE



“Asset IQ goes beyond BI. The benchmark data showed us outperforming peers with \$30 higher rental income per unit and \$32 lower expenses per unit — which validates our long-term resident program.”

GRUBB PROPERTIES
Shawn Cardner
Executive Vice President



Asset managers succeed with Elevate

- **Asset IQ:** Leverage big data to increase revenue and reduce expenses
- **Forecast IQ:** Increase accuracy and decrease time to produce budgets
- **Maintenance IQ:** Combine inspections and procurement for faster unit turns

30 Under 30

IREM is proud to recognize 30 exceptional next-generation leaders who are committed to advancing the real estate management profession

Image: iStock.com/Easytum

The IREM 30 Under 30 program celebrates young property managers who show noteworthy leadership talent and community involvement, and have demonstrated the ability to overcome professional challenges. They go above and beyond for their employers, clients and communities.

This year's list includes talented professionals who collectively manage the full range of property types. They work with building owners to maximize property values, maintain operating efficiencies and consult with real estate investors. Following are their thoughts about their work, IREM and what it means to be one of 2020's 30 Under 30.

To learn more about these dynamic young leaders, visit [IREM 30 Under 30](https://www.irem.org/30under30).



Nthabiseng Chambela, CPM
Spatial Portfolio Consultant
Airports Company South Africa
SOC (Ltd)
Bedfordview, Gauteng, South Africa

Nthabiseng is a property valuer-turned-property manager who is responsible for the management of commercial facilities within airports in South Africa. She's passionate about storytelling the journey of property—its development and management, right through to its disposal.

"Being chosen as part of IREM's 30 Under 30 means professional and personal growth. It also encourages me to pursue leadership positions and continue to groom younger professionals in this industry."



Tatiana Dwight, Associate member
Recruiting and Retention Specialist
Fogelman Properties, AMO
Atlanta, GA

Tatiana is known for being a go-getter, problem solver, effective communicator, relationship builder and thought leader. She is also a mentor to a student majoring in residential property management at the University of Georgia.

"IREM has shown me that I have what it takes to be a leader and a motivator who can make a positive impact in this industry. I am passionate about bringing my associates to IREM luncheons and classes, so they can grow and see the benefits IREM offers."



Divya George
Pursuing ARM certification
Community Manager
QuadReal
Calgary, Alberta, Canada

A motivator and inspiration for all her team members, Divya believes in supporting and encouraging everyone working alongside her. She's got a passion for the real estate industry, and is always looking forward to ways she can get more involved and progress in her career.

"It is incredibly rewarding to know that my hard work is being acknowledged. Most importantly, it is a great platform for me to share my knowledge, experience and journey in this industry with other young professionals, as I believe in paying it forward."



Ursula Gerson, ARM
Community Manager
Gables Residential
Washington, D.C.

Her eagerness to learn, ability to develop strong relationships with residents and vendors, attention to detail and perseverance have driven Ursula's success. She's passionate about the real estate industry and always seeks ways to get more involved and propel her career forward.

"Earning this award validates the long hours, dedication and extracurricular activities. The amount of lives I get to impact, even in the smallest ways, truly makes this career worthwhile. I've undoubtedly become a better person during my time in this profession and have built long-lasting relationships."



**Madison Graham,
CPM Candidate**

Property Manager
Pace Properties, Inc.
St. Louis, MO

Experience working with facilities and transaction management on a national retail account makes Madison well-equipped to assist her retail and industrial clients, including private investors, local owners and publicly traded companies, with their many property management needs.

"I am grateful for the continued opportunities and growth that IREM provides. This award is a wonderful celebration of my colleagues at Pace Properties as well as my many mentors. I hope to return the kindness by sharing my knowledge with future industry leaders."

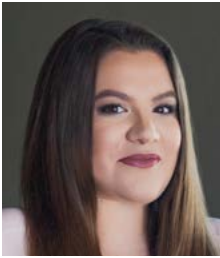


**Vanessa Grayson,
Associate member**

Property Manager
Pinnacle, AMO
Kansas City, MO

Vanessa hopes to continue building her property management education, inspire those around her to continue growing and make significant contributions to spreading diversity and inclusion in her industry.

"Being chosen as one of IREM's 30 Under 30 personally defines a level of achievement I've been striving toward since I entered this industry. But furthermore, it ignites higher levels of accountability and determination to do more and be more than I have ever imagined for myself."



**Katherine Hagg,
CPM Candidate**

Property Manager
Spire Realty Group
San Antonio, TX

After being with Spire for a year, Katherine was asked to relocate from Austin to San Antonio to help open the company's San Antonio and South Texas market. She now manages and assists with leasing for all of Spire's San Antonio assets.

"I want to be recognized as an example to people coming into the industry that we are here to support them, lift them up and add value to their professional lives if they're ready to meet the challenge."



David Holland, CPM, ARM

Property Manager
Sunrise Management and Consulting, AMO
Albany, NY

David takes great pride in his work and consistently seeks to increase property revenue, improve operations efficiency and carry the business and the portfolios he works on into the future.

"I am very proud to be a part of Sunrise Management and Consulting and to hold the titles of both ARM and CPM. It is very meaningful to me to be recognized for my work and achievements in the industry."



**Destiny Igiebor,
Associate member**

Deputy Director of Operations & Regional Property Manager
Scott Management, Inc.
Silver Spring, MD

In her current position, where she was promoted earlier this year from property operations associate, Destiny is in charge of the RealPage systems as the system's administrator for the entire company.

"It is an honor to be chosen as one of IREM's 30 Under 30, to have the opportunity to demonstrate my accomplishments and know that my hard work is being recognized. I would like to continue to improve myself alongside IREM's other distinguished professionals."



**Samantha Ingram,
CPM Candidate**

Assistant Property Manager
Cousins Properties
Austin, TX

An active member of the IREM Austin Chapter who's also co-chair of the chapter's 2020 Income and Expense Committee, Samantha enjoys mentoring aspiring young professionals like herself.

"Receiving this recognition proves to me that I am on the right career path. I will continue to place a strong focus on customer relationships and consistently strive to be the best version of myself, professionally and personally."



Brooke Kasperkhan, ACoM

Associate Real Estate Manager
CBRE, AMO
San Antonio, TX

Dynamic, resourceful and customer-centric, Brooke also has demonstrated a proficiency in social media, targeting and engaging prospects on social platforms and leveraging influencers.

"Being chosen as one of IREM's 30 Under 30 is monumental in my book, and I hope this inspires other working women with young children. I want to empower more young professionals to realize anything is possible if they believe in themselves and work hard at what they want to accomplish."



**Benjamin Lincoln,
CPM Candidate**

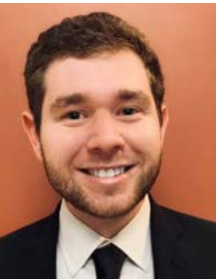
Property Manager
Monday Properties
Arlington, VA

Leaning on past experiences to address each unique problem that managing commercial properties brings, Ben strives to enhance the financial performance and operating efficiency of his assets by leveraging all aspects of Monday Properties' property management and engineering teams.

"As my experience grows within the industry, so does my desire to teach and educate those who seek to become part of this community. As a proud member of IREM, I look forward to every opportunity that arises from being part of this exciting organization."

"It is an honor to be chosen as one of IREM's 30 Under 30, have the opportunity to demonstrate my accomplishments and know that my hard work is being recognized."

—Destiny Igiebor, Associate member



Jonathan Lisnoff, ARM

Property Manager
Heritage Properties Inc., AMO
Starkville, MS

Jonathan manages a luxury apartment complex, overseeing multiple small rehabs and converting the property to be LEED certified. He additionally minimizes expenses and concession offering, stabilizes occupancy and creates additional income bases for his owners.

"The relationships I stand to gain from this program can be the beginning of new partnerships that create the next 'wave' in housing development and management; it would be a dream to have 29 accomplished colleagues aiding each other in succeeding!"



**Troy MacDonald,
CPM Candidate**

Community Manager
Concert Properties
Toronto, Ontario, Canada

The nine team members he leads get the benefit of Troy's positive, motivational, think-outside-the-box management style. He's known for pushing and inspiring them to challenge the status quo and innovate daily.

"Winning this award motivates me to further innovate and challenge industry norms, moving toward a more sustainable and technologically connected future. It is a privilege to share this success with those who have supported, challenged and mentored me along the way."



Quinton D. Marks, ARM

Property Manager
BMOOC Inc.
Milwaukee, WI

Quinton, a recipient of the Donald M. Furbush, CPM, IREM Foundation Scholarship, has a passion for leadership, education and advocating for diversity in the workplace.

"I want to let other young professionals know that their age does not prevent them from accomplishing their goals—no matter how big or small. I would appreciate the opportunity to inspire other young professionals to get involved in property management and influence them to do more!"



Kaden Ochocki, CPM Candidate

Director of Strategic Projects
RangeWater Real Estate, AMO
Atlanta, GA

Kaden works closely with all stakeholders to drive asset performance with awareness of and accountability

to budget. Her assignments have included coordinating and maintaining corporate initiatives roadmaps for her employers—communicating priorities and transitioning strategic departmental game plans into operational plans.

"I'm incredibly grateful to be a part of IREM's 30 Under 30. IREM's commitment to the multifamily sector, especially with their continuing education opportunities, allowed me to realize that there are several avenues within multifamily where I can grow."



Eduardo Ortega, CPM Candidate

Asset Manager
Founders 3 Management Company, AMO
Milwaukee, WI

His passion for real estate and architecture has taken Eduardo to a dozen countries, including Japan, Italy and France, and this passion fuels his long-term target of managing assets on a global level.

"My clients express much appreciation for my work, and this level of recognition is a testament to my commitment to

our industry. It showcases the level of resilience we young professionals have, to face adversity and carve out our own space."



Kara Ostrowski, CPM Candidate, ARM

Executive Director
Clinton Township Housing Commission
Clinton Township, MI

Kara entered the property management field in 2010 and has since

gained experience in the private sector and public housing that greatly lends itself to her current position.

"Being chosen as part of IREM's 30 Under 30 is a major accomplishment for me. Adding the 30 Under 30 recognition will help establish me more within the industry and within my local chapter, and it will add to my accomplishments with IREM."



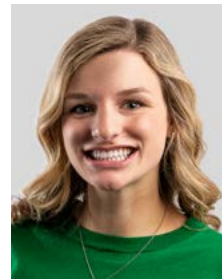
Brandon Otting, CPM Candidate, ACoM

General Manager
JLL
Edina, MN

Since joining JLL in 2012, Brandon has received several company accolades—Special Achievement Awards

for outstanding regional support in 2014, 2016 and 2018, and Industrial Manager of the Year—Midwest Region for 2019.

"I've met many industry partners and real estate professionals through IREM. Those relationships have played a key role in helping me provide industry knowledge to my clients, cost savings to the properties within my portfolio and timely service delivery from industry partners I know and trust."



Emma Paustian, Associate member

Property Manager
TMT Development
Portland, OR

In love with real estate since she was 10, today Emma believes helping tenants transform their spaces through

the course of tenant improvement projects is the most rewarding part of her job.

"Being selected as one of IREM's 30 Under 30 is reflective of my dedication to continue learning about the real estate industry. I would love to show other young professionals that they can achieve anything they put their minds to if they work hard and build each other up."



Eddy Perez, ARM

Property Manager
KETTLE, AMO
Orlando, FL

After eight years in the industry, Eddie finds the most fulfilling experiences of his job are seeing his associates and colleagues grow, his vendor partners in business, and his company's assets thrive.

"I will choose to dig deep, challenge my 'why,' continue to pay it forward and give it everything that I have, because I owe it to myself and to everyone who has allowed me to use their shoulders as a launchpad."



Thomas Perfect, CPM Candidate

Chief Executive Officer
Jensen Properties San Diego Inc.
Ramona, CA

Thomas strives to keep all systems running smoothly at Jensen and makes sure property owners get a

warm welcome and thorough onboarding when they join the Jensen family.

"The real estate industry has been more rewarding than I could have ever hoped for, and my professional growth has increased as I work to build strong connections. Obtaining the CPM designation and being named to the IREM 30 Under 30 are the icing on the cake for me."



Jatonne Perrow, Associate member

Property Manager
Cushman & Wakefield Inc., AMO
Washington, D.C.

In 2017, the IREM Northern Virginia Chapter recognized Jatonne as its Rookie of the Year. She's currently

a member of the IREM Diversity & Inclusion Succession Initiative Board and the chair of her chapter's Young Professionals Committee.

"I believe it is important that young professionals get more involved and play a bigger role in the industry. Real estate is always evolving, and the younger generation has a different perspective on consumer and client desires."



Elisabeth Rose, Associate member

Property Manager
Worth & Associates
San Antonio, TX

Elisabeth leverages her experience in budget preparation, financial reporting and operations oversight

to maximize profits for her owners and deliver superior customer service to her tenants.

"One of my long-term career goals is to one day have fellow professionals look to me for guidance and help on how to best navigate our industry through the challenges we will face in the future."



Ashley Sims, ACoM

Property Manager
Wulfe Management Services, Inc.
Houston, TX

Ashley knew at a very young age that she wanted to follow in her aunt's footsteps and become a commercial property manager.

"To be chosen as one of IREM's 30 Under 30 is astounding to say the least. It's an honor to be recognized as part of this group of young professionals, and it truly means the world to me as I continue working toward my career goals of becoming the successful leader and property manager I strive to be."



Darryl Stevenson, CPM Candidate
Regional Property Manager
E&G Group
Laurel, MD

Darryl, who is co-chair of the IREM Young Professionals Committee for the Northern Virginia Chapter, possesses a strong passion for training, professional development and philanthropy. He actively advocates for affordable housing and health and human services in his community.

"IREM has been an incredible resource for enrichment, networking and knowledge. I have grown immensely, both personally and professionally, through the Institute, and I am so grateful for the opportunities IREM provides."



Brett Voeltz, CPM Candidate
Property Manager
Berkeley Partners
Aldie, VA

Brett received the Northern Virginia Chapter's Rookie of the Year award in 2019. He was also selected to be one of IREM's Diversity and Inclusion Succession Initiative Scholars.

"I've had an incredible mentor and cheerleader who rose through the ranks of IREM as well. My goal is to be as accomplished as she has been in her career, and I hope to be the same type of mentor for someone in the future."

"I have grown immensely, both personally and professionally, through the Institute, and I am so grateful for the opportunities IREM provides."
—Darryl Stevenson, CPM



Rawley Winstead, CPM
Real Estate Manager
NAI Elliott, AMO
Portland, OR

Rawley is an active member of the Oregon-Columbia River Chapter, serving as the 2020 co-chair for its Community Outreach and Young Professional committees.

"I can definitively state that I would not be where I am today in my career if not for IREM. My involvement with IREM has helped me distinguish myself from my peers in the industry, and I want to help others realize that it can do the same for them."



Giovanni Wozniak, ARM
General Manager
The Imperial Plaza
Honolulu, HI

Giovanni is always looking for opportunities to expose his team to learning and career development opportunities and hopes to be a mentor to up-and-coming industry professionals one day.

"IREM has cultivated me throughout this career in property management. I am now well-equipped to address everyday unknowns but also carve a path to a promising future in the industry. I hope this recognition can inspire others to work harder and have more faith in themselves."



Roxanne Zinnermon, ACoM
Portfolio Manager
Weston Urban
San Antonio, TX

Roxanne is a dedicated real estate professional who recognizes and values the trust property owners and tenants place in her, and she strives every day to exceed their expectations.

"When you find your North Star, you know where you're headed, and I've found mine in helping others to help themselves. IREM has been a catalyst in helping me find my North Star, and I'm committed to aiding others in finding their very own." ▀

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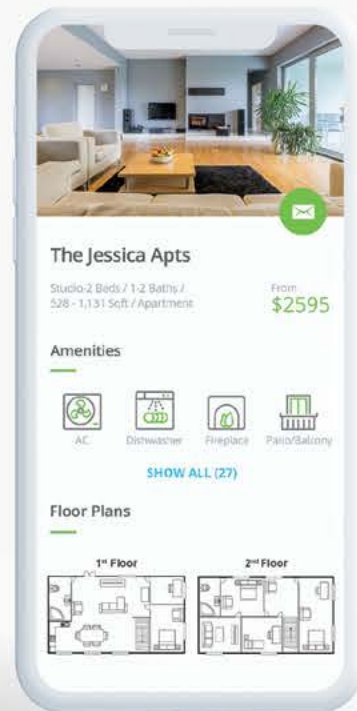


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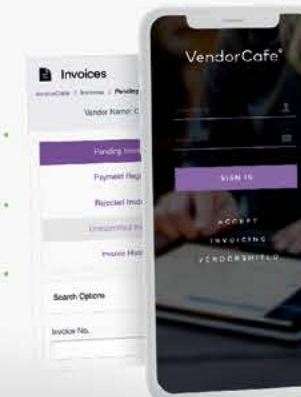
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Email & text communications	✓	✓
Walk-in payments with PayNearMe	✓	✓
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Renters insurance*	✓	✓
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Corporate websites*	✓	✓
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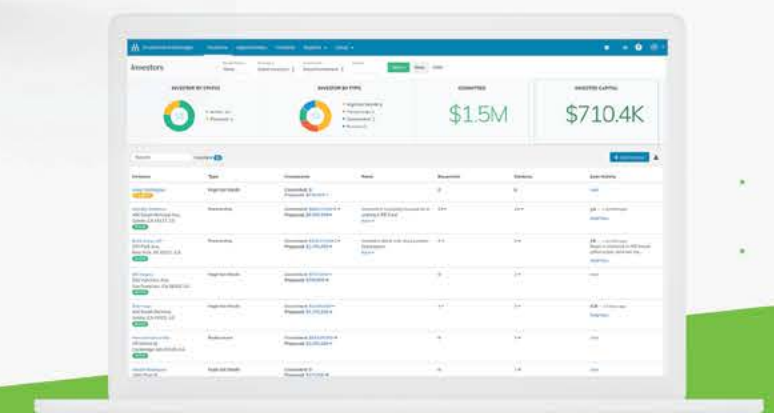


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Handling the challenges of mixed-use facility care

By Christie Campbell,
ABM, IREM Chairman
Level Partner

Have you created—or are you about to create—a new urban landmark? The challenges of building and maintaining a mixed-use property can be daunting. If you meet those challenges, you could end up with an award-winning, wildly popular, all-encompassing destination: restaurants, stores, offices, residences, movie theaters, perhaps event space and a rooftop mecca.

If the project entails redeveloping an historic building, preserving authenticity while focusing on environmental sustainability is a worthy goal. Even properties listed on the National Register of Historic Places can attain LEED certification with proper planning.

How to get the facility move-in ready

It's about more than post-construction cleanup. How do you ensure a coordinated effort from Day One of a renovation to opening day? When the property is a hollowed-out building with extension cords and hanging light bulbs, that's the time to consider bringing in an experienced facility services partner. They can take a lot of miscellaneous tasks off your hands, some of which might not even be on your radar. Ask them to do a walk-through with you to develop a list of needs during construction and a plan to ease postconstruction and ongoing maintenance. For example, you might want to have plumbing lines painted different colors to label their functions—later, plumbers will be able to do their jobs more easily.

You can expect the initial list to evolve as the project moves forward and other maintenance issues arise. Having another set of eyes looking out for the project from a facility services standpoint will give you peace of mind. A facility services partner can handle surprises, such as cleaning up debris and smoke damage caused by a fire on the loading dock, so that everything is neat and functional again as soon as possible.

Here are some of the various jobs you can outsource, preferably to one company to save you coordination efforts. You can then feel confident you will have a spick-and-span, well-functioning facility for its grand opening and beyond.

- Floor and other hard-surface restoration
- Concrete cleanup and sealing
- Pressure washing: concrete, brick, parking lot, beams
- Graffiti removal
- Window washing
- Interior and exterior painting
- Parking lot striping
- Carpet extraction and repair
- Grout restoration
- Restroom countertop polishing
- Restroom acid washing
- Minor plumbing repairs
- Detailed cleaning
- Emergency and accident cleanup

Establishing and reinforcing your brand

It's important for a mixed-use property to define and maintain a uniform brand. Everything must be kept clean, beautiful, welcoming, safe, sustainable and functional. These days, the industrial look is popular: high, open ceilings, lots of stainless steel and glass, and reclaimed wood floors—all of which need special attention and tools to keep them spotless and prevent problems.

Because mixed use takes a multitalented facility services expert, you'll want a partner with vast experience in many types of properties. Residences, retail and office space must be move-in ready. When leases expire and a prospective tenant wants to see a space, you'll want paint touched up, floors mopped, surfaces dusted and miscellaneous repairs made. When you have special events pre- or post-opening, you might need extra staffing and valet services. In short, you'll want a company with know-how and resources to handle daily tasks, special services, emergencies and sustainability efforts.

Consider your need for green cleaning, day porters, trash removal (including valet trash pickup for tenants), recycling,

pressure washing, graffiti removal, periodic deep cleaning, painting, floor and carpet care and other services for any and all of the following areas, each with their idiosyncrasies:

- Public restrooms
- Food halls and courtyards
- Stairwells and elevators
- Offices
- Residential elevators, hallways and lobbies
- Rooftop spaces and ballrooms
- Parking and loading docks
- Exteriors, sidewalks and entrances

Teamwork and the customer experience

Your visitor/customer/tenant experience is paramount to a successful brand. From the moment people arrive, whether on foot, in cars or on public transit, they need to feel welcome and taken care of. Because many facility service workers are public facing, it's important to hire people who care about service excellence, are proud of the property and feel part of its team. You and your provider both might want to interview those applicants. Besides job skills, the service staff need excellent social and communication skills. They serve as ambassadors who greet and direct visitors and embody your brand. Janitors who clean inside some of the offices must also be vetted for security. Because it's important that service staff look the part, their uniforms should match the property's brand.

As a property owner or manager, you can work with the service provider(s) to create a collaborative culture of "we're all here for the same reason." Team-building exercises, such as a trivia contest based on facts about the property, can be helpful to instill pride and a sense of ownership. Rewarding a can-do attitude encourages thinking outside the box.

With a large, diverse property, the whole facility needs to meld into one great experience for people, whether they are there daily, weekly or once a year. Mixed-use often means mega-public visibility, and people can be vocal when things go wrong. But with preplanning and attention to ongoing detailed maintenance, the word-of-mouth and user reviews will all be positive. ▀



Christie Campbell is regional sales director of business and industry for ABM, where she oversees revenue growth, expansion and retention across a 12-state region.

How to build a resilient culture for times of disruption



Primed to thrive

By Stacy Holden, AppFolio, Inc.,
IREM Chairman Level Partner

Having a strong company culture is vital, especially in times of disruption. When employees feel they have the tools and support they need to do their jobs effectively from anywhere, they're more satisfied and confident in their ability to overcome challenges. In a survey conducted by AppFolio in April, 82% of property management companies had at least some of their staff working remotely, and on average, over half (50.4%) had everyone working remotely due to the COVID-19 pandemic.

While many property management teams have returned to the office, some may still be partially remote, which adds extra challenges for keeping everyone connected and engaged. Culture is what makes it possible for dispersed teams to adapt and thrive in a changing world. By investing in your company culture, you can build a resilient team and maintain productivity and growth for years to come.

Why culture matters

One of the things I've noticed most in the past few years is how employee expectations have changed across the industry. The needs of your team 10 years ago are not the same as they are today, or what they will be 10 years from now.

Think about the changing dynamics: Today, the majority of the workforce consists of millennials (aged 24-39) and Gen

Xers (aged 40-55). Both of these generations greatly value businesses with a strong company culture—in fact, 56% of workers in the U.S. say that a company's culture is more important than salary, and 66% say their company's culture is one of the main reasons they stay in their job, based on a Glassdoor Mission & Culture Survey.

What is company culture exactly? *Inc.* describes it as "the shared values, attitudes, standards and beliefs that characterize members of an organization and define its nature." Things like having a work-life balance, access to technology, a career development roadmap and team bonding activities can all help foster a resilient company culture and are greatly valued by today's workforce. Gone are the days of going to work and clocking in and out in order to pay the bills. Today's and tomorrow's workforces are looking for more than "just a job." When your employees view their roles in your company as key assets, they'll be more resilient when faced with uncertainty and more invested in working together to overcome challenges.

Technology is a must for digital natives

Part of creating a resilient culture is providing your employees with the right tools. Millennials and Gen Zers prefer to use mobile technology to carry out many tasks in their daily lives, such as shopping for groceries using Instacart, streaming their favorite shows on Netflix and getting from points A to B using rideshare apps. They expect to be able to do the same with their jobs, too, which is why it's essential to equip your teams with modern technologies. Without them, employees will be less satisfied and productive, and they might begin to look elsewhere for work, increasing employee turnover.

Not to mention, in times of disruption, having access to mobile tools is an absolute necessity when it comes to maintaining business continuity—for workers of all generations. For instance, based on the survey conducted by AppFolio in April, 46% of property management companies were adopting new technology to prepare their businesses for the future.

The importance of these tools was recently highlighted by the global pandemic, but due to the increased efficiency they offer, it's likely many businesses will continue to use them. For instance, according to the AppFolio survey, 71% of property management companies said their priority for virtual showings had increased since the pandemic, and 63% believe they are here to stay.

Modern tech experiences can also help boost team performance while reducing stress and employee turnover.

Based on the survey conducted by AppFolio in April, 46% of property management companies were adopting new technology to prepare their businesses for the future.

Self-service technologies, like an online portal that allows your team to quickly and easily communicate with residents and vendors for everything from maintenance repairs to rent payments, can go a long way when it comes to increasing your employees' and residents' satisfaction.

In addition, automated technology, like an AI leasing assistant, can free your team from frustrating, repetitive tasks like following up with phone calls and answering the same question from prospects multiple times, further enhancing their well-being.

Career development is key

Your employees want to know they are valued and seen as assets to your company. Those who feel respected and appreciated will be more likely to stick around in the long term. Spend some time creating a career map for each of your employees and asking what skills they'd like to develop. In addition, offer opportunities for growth by using technology to cross-train your teams and teach new skills. If more of your team members are trained across various roles, they'll be more flexible and able to quickly adapt to unforeseen circumstances. As always, be sure to reward your employees for their successes and to continue to provide new ways for them to improve and learn.

In times of chaos and change, your company's culture can be your strongest asset and the thread that holds your team together. By making it a priority to invest in your employees' long-term success and providing them with the tools they need to stay connected, be productive and grow, you'll be able to build a company culture that can survive anything. ▀



Stacy Holden currently serves as a senior director and industry principal at AppFolio and has over 20 years of experience in multifamily property management.

Image: iStock.com/YuraltAlbert

Getting back to business

Retail property managers focus on technology in preparation for the holiday season

Following coronavirus concerns and a summer full of civil protests, shoppers will be looking for safer ways to navigate the aisles this holiday season.

And thanks to the growing number of technology solutions available, property managers today are in a unique position to help retail tenants improve the communications, health and safety of their many different stakeholders—from shoppers, employees and tenants' staff to the surrounding communities.

"In the next few months, I anticipate any new technology implemented will be related to ways for our tenants to conduct business while maintaining social distancing," says Mark P. Schultz, CPM Candidate, CSM, associate director of property management at Houston-based Weingarten Realty.

Foreseen challenges

Due to distancing requirements, consumer demand for conveniences such as curbside pickup or same-day and next-day delivery will be higher this holiday season than ever before.

This increased demand in shopping options will have significant implications on store and property operations, says Jeff Cloud, director of digital platforms for Chicago-based Brookfield Properties, which has a portfolio of more than 150 shopping locations across the country.

"Designing and implementing micro-fulfillment solutions on our properties to get goods to shoppers faster and cheaper will be necessary to meet growing expectations and compete with other available options," Cloud says.

Kaci Hancock, CPM, ACoM, notes that connectivity is also key to today's shopping experiences. Hancock is the



“*The biggest thing that we have learned is that we have to be flexible and creative.*

—Mark P. Schultz, CPM Candidate, CSM



“*Consumer behavior was changing rapidly before the COVID-19 pandemic.*

—Kaci Hancock, CPM, ACoM

operations director at Rice Village, a historic, open-air shopping district in Houston, with 56 retail and dining tenants.

"Consumer behavior was changing rapidly before the COVID-19 pandemic, and a few of our national retailers have already started pivoting toward an omnichannel customer experience," Hancock says, citing apps that allow shoppers to try on clothes and learn about products even before they step foot in a store. On site, interactive kiosks and augmented reality are enhancing the shopping experience.

"We've been working with our local connectivity and data companies to make sure that all of our IT infrastructure on the property is being updated and has the bandwidth and the capacity to accommodate the new technology that's coming in from some of our retailers," Hancock says.

Rice Village reduced its hours but remained open for business throughout the pandemic. The management group was quick to implement social distancing signage and markings that enabled customers to maintain six feet of separation throughout the shopping center.

From a shopper traffic perspective, government-imposed capacity limitations on retail space could pose a challenge. "Queuing or reservation systems may help manage traffic volume and flow for our tenants and minimize social distancing issues in our common areas," Cloud says. "Venue intelligence solutions could also be used to monitor and mitigate associated risks."

From a leasing perspective, travel restrictions may prevent potential tenants from touring spaces they're interested in leasing. "Technology, such as Google's Street View in Maps, can be used to provide virtual tours and walk-throughs," Cloud says.

Safety protocol

Staying up to date with developing news and health and safety alerts is vital for keeping properties and tenants secure, especially when things are already a little hectic. Social media-monitoring platforms have proven to help property management teams keep informed about situations occurring in real time across the country and in communities.

Kasara Smith, CPM, director of asset services at Cushman & Wakefield in Washington D.C., actively monitored social media channels during the weeks of civil unrest this summer. In addition, several email alerts from local organizations tipped her off to possible damage to the building she manages. This enabled her team to respond quickly and start boarding up windows to protect the building from looters and rioters.

Smith advises property managers to always stay connected and keep the communication flowing. "Every holiday season, we're in touch with our security company and reminding tenants to keep cars locked and valuables out of sight in parking garages," she says. "Crime may be more of an issue this year due to economic situations caused by the pandemic."

Now is the time to establish connections with the local police department and local officials. "Get to know the head of the district you're in and have their numbers handy," Smith says.

Adjusting to health concerns

"As facilities gradually begin to open, physical distancing measures and clean surfaces, as well as the need for people to be able to move around in shared spaces, all need to be addressed," says Ken Schmid, executive vice president of KONE Americas, which specializes in elevator and escalator solutions for buildings.

Upgrades, such as replacing manual door entries with automatic sliding door entries and adding hands-free, foot-operated openers to restrooms, can also help maintain cleanliness and facilitate shopper traffic and distancing requirements.

New sanitization technology can also play a key role in keeping public areas cleaner and safer for tenants and their



“*Get to know the head of the district you're in and have their numbers handy.*

—Kasara Smith, CPM

customers. For example, KONE has partnered with companies such as NanoSeptic to develop self-cleaning products that adhere to high-touch areas like elevator buttons, touch-screen surfaces and elevator car handrails. "These mineral nanocrystals harness the power of visible light to create a powerful self-cleaning oxidation reaction that continuously breaks down all organic contaminants," according to Schmid.

COVID-19 has introduced additional operational challenges with greater emphasis on indoor air quality for buildings. "We have introduced strategies to maximize the amount of outdoor air introduced into our properties and evaluate technology geared toward improving air quality through ionization and active monitoring," Cloud says.

Adjusting to new standards

During these unsteady times, many property managers are streamlining core functions and strengthening existing infrastructure to minimize business disruption.

Communications is a priority for Weingarten Realty, a shopping center owner, manager and developer with more than 167 properties in 16 states. "We implemented several internal processes to better record events, dates and collections efforts at each of our properties," Schultz says.

The entire Weingarten staff has been able to work remotely during stay-at-home orders, thanks to videoconferencing to assist with internal communication and to view properties that they were unable to visit due to travel restrictions.

"As a landlord, we are also looking at ways we can improve our interactions with tenants, such as more contactless leasing functions and expanded electronic payment methods," Schultz says.

Touch-free technology was already being offered at The McPherson Building when COVID-19 hit. The 12-story office building in Washington, D.C. was equipped last year with a keyless access system that allows tenants to unlock doors



“Technology, such as Google’s Street View in Maps, can be used to provide virtual tours and walk-throughs. —Jeff Cloud

with a smartphone app, says Kasara Smith, CPM, director of asset services at Cushman & Wakefield, AMO.

At first, adoption of the new keyless entry system was a bit slow, says Smith, who manages The McPherson Building. Now, she is actively promoting the feature to her tenants and hopes that “the pandemic will encourage them to utilize the hands-free access control for health and safety reasons.”

In late May, looters near The McPherson Building started a fire and damaged the windows of the retail space occupied by a Starbucks. Fortunately, Smith’s contractors were on site and able to quickly extinguish the flames.

As a result of the incident, Smith says basic building security and access protocols are more important than ever during times of crisis. The app allows tenants to register and admit visitors, providing authorized guests access without physically interacting with a receptionist or employee. This function can be particularly important during times of duress or when social distancing is required.

“While we’re looking ahead at technology to help us through civil unrest and the pandemic, it’s forced me as a property manager to go back to basics,” Smith says. “We’re making sure we’re logging in visitors correctly and making sure something basic in my building, CCTV [closed circuit television], is functioning, has a clear picture and covers areas that are at risk during times like civil unrest.”

Above all, it’s essential to stay flexible. “The biggest thing that we have learned is that we have to be flexible and creative,” Schultz says. “These are unprecedented times, and we all need to consider many different scenarios and options. Organizations that are doing this can be extremely successful, even in these more challenging environments.”

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Meeting the demands of change

A firsthand member perspective of South Korea in the era of COVID-19

by Seon Hwa (Jane) Youn, Ph.D., CPM, CIPS®



In early May, the number of newly confirmed cases decreased to zero, and it appeared as though the country had the outbreak under control. Then, the number of cases slightly bounced back after a long weekend, with a cluster that originated at a night club. The movement of people that began in early May is still having effects in Seoul.

Despite this setback, our daily lives are operating normally, for the most part, including schools, companies and shops, all with appropriate social distancing.

The opening of schools here has drawn attention internationally. School and health authorities here are taking great care to prevent the spread of the virus as students spend most of their weekdays with classmates.

In addition to placing desks a certain distance apart from each other, partitions have been installed. Students and teachers are also required to wear masks and maintain social distance. The government is continuously developing and applying advanced quarantining technologies such as a contact tracing app, thermal imaging cameras, drive-through clinics and disinfecting robots.

Real estate management

From the perspective of a CPM, the management of buildings is changing distinctly and rapidly. Property managers are constantly seeking to differentiate themselves from the market, and approaches to COVID-19 are no different.

Many large construction companies are marketing and branding their strategies, and things like sterilization, disinfection and air purification are becoming basic services, especially in residential buildings but also in offices and commercial facilities. Hand sanitizer is everywhere, and maintenance staff disinfect and ventilate properties a few times a day. The number of requests for disinfection services has also increased.

Image: iStock.com/CHUNYIP WONG

People have become more comfortable with sharing the information required to combat this virus. Most buildings check temperatures and share personal contact information. They're also establishing a system to track the routes of confirmed patients to prevent the spread. At some underground parking lots, drivers and passengers can enter only after having their temperature checked. Some large buildings automatically photograph those who enter, and some even have a system to verify identities through mobile authentication.

Most buildings require masks at all times, and the same is true of public transportation. People without masks are not allowed to enter buildings or board subways and buses.

New technology is providing some solutions. Hospitals have started using quarantine robots. They not only transport dangerous substances, but can also measure body temperature, clean and disinfect floors, recognize those who aren't wearing masks, tell these people to wear masks and guide social distancing.

Artificial intelligence (AI) robots with these functions are starting to be introduced outside hospitals as well. Samsung C&T Construction is taking advantage of them for facility guidance, handling reservations and carrying luggage. The company sees this as a way to create a competitive advantage and strengthen their brand in this new era.

Companies are also using new technology to create safer spaces. The developer and infrastructure builder SK Engineering and Construction has developed the first antibacterial ventilation system in Korea. The system filters 99.95% of ultra-fine dust and its antibacterial system has been shown to eliminate 99.99% of bacteria. The National Air Filtration Association has noted that there is no direct scientific evidence of benefit from filtration in terms of protecting workers from COVID-19 but that filtration is likely to remove particles that contain the virus and can be part of risk mitigation more broadly.

Urban development

While our current practices have been affected in the short term, the pandemic has affected our planning for the future as well: Real estate development will have very different priorities moving forward.

In June 2020, the Seoul Metropolitan Government announced a complete revision of its urban development planning, which had been introduced in the era of quantitative growth. The main change was the introduction

of "indoor open space." This change comes in response to heat waves and fine dust, but it can also be viewed as a change in paradigm for the post-COVID-19 era.

Traditionally, open spaces within buildings larger than a certain size are considered public spaces and must be exposed to the outside. With these new revisions, the government has introduced a new type of indoor but enclosed open space, which may be built inside the building or built within the form of a building as a space where people can rest. Previously these spaces were not allowed, and the revision in law was influenced by the outbreak. As the space is enclosed, it has the benefit of avoiding heat waves, fine dust and other environmental effects.

As outdoor and face-to-face activities are being limited, comfortable and clean indoor spaces are becoming more prominent and are expected to become a major trend in the near future. Experts expect the architectural design of buildings to change. Terraces with access to fresh air and larger homes that will accommodate work and study space will likely become more popular. Window access for better lighting will also become a priority. Home saunas are also expected to grow more popular here.

It is no exaggeration to say that the COVID-19 pandemic has completely changed our daily lives and that these changes will only continue in ways that are difficult to predict. The property management industry will have to follow new trends and at the same time set new values and strategies, applying and introducing technologies related to health. ▀



Seon Hwa (Jane) Youn, Ph.D., CPM, CIPS®, is CEO of Global Seoul Real Estate Co., Ltd., and a professor of real estate at Hanyang University in Seoul, South Korea. A past president of the IREM Korea Chapter, she established the Global Real Estate Association of Seoul (GRAS) in 2018 to create a channel for Korean investors to collaborate with overseas real estate.

Terraces with access to fresh air and larger homes that will accommodate work and study space will likely become more popular.

Training in progress

Property management degrees offer well-rounded preparation for the job



"We've definitely come a long way from collecting a rent check and checking for leaks," adds IREM Academic member Erin Hopkins, assistant professor of property management at Virginia Tech. "Modern property managers need to understand human resources, budgeting and finance, maintenance and risk management, leasing and how sustainability fits into all of these." In many ways, learning to be a property manager is like learning to own a business—no subject matter is out of scope.

"It's really important for students to come out of our program having learned from people who are in the trenches," English Dixon says.

"I work very closely with all our faculty to make sure our foundational courses have direct application."

While both Virginia Tech and Roosevelt are four-year universities, their property management programs provide hybrid curricula that balance theory with practice. The programs are influenced and taught by current and past practitioners, which helps coursework reflect the pace at which industry is evolving. Although each program has its own set of requisites, here are some of the subject matter areas both identify as important for the next generation of property managers.

Technology

"Technology is incredibly hard to get your arms around," English Dixon says, acknowledging the challenges that rapidly evolving technologies pose in almost every industry. Whether it be smart devices to increase energy efficiency, software to manage the tenant experience or business intelligence tools, technology has a reputation for high price tags and short shelf lives. Teaching students how to use it and when to employ it is a constant battle against obsolescence.

Rather than succumb to analysis paralysis, English Dixon aims to give students a foundation on which they can build. "I don't want our young people going into their first job and have someone talk about the latest and greatest CRM [customer relationship management] system and have them

go, 'What's a CRM system?' They need to understand the terminology, if not the specific platform."

Bringing in practitioners as guest lecturers allows the most flexibility to adapt courses each semester to the latest trends and tools. "It takes quite a bit of time to create a formal course," Hopkins says, "but we're able to insert a project, lecture or guest speaker here or there while we're waiting for things to go through formal governance, which allows us to address topics we think need to be taught."

In the 2020 spring semester, Virginia Tech hosted the CEO of Outer Realm, a virtual reality (VR) company that specializes in immersive visualization for real estate, and students learned how VR headsets are being leveraged in real estate marketing and leasing. The lecture complemented the school's VR lab, where students can take virtual property tours and get familiar with the technology's applications in their field.

Sustainability

It may seem that sustainability, like technology, is a moving target, but English Dixon says it's actually a much more stable conversation in the Marshall Bennett Institute. "Sustainability has an impact on the entire built environment and can impact the social aspect of real estate, so we try to broach it in our property management, marketing and urban land management classes," English Dixon says.

Hopkins, whose doctoral studies focused on LEED (Leadership in Energy and Environmental Design) certification, says the key to teaching sustainability is considering economic and social impacts as well as ecological ones. This helps students holistically analyze all spheres of sustainability in the properties they will manage.

"We teach theories behind this such as Maslow's hierarchy of needs," Hopkins says, referring to the psychological theory that humans have five basic needs that must be met in sequential order. "If you're looking at Class B or C apartments, your priority might not be LEED certification. The resident might be looking at rent, and that's it. But what can we do from the property management side to make the building green that makes financial sense?"

Value and payback

Tech and sustainability decisions demand a good grasp of value appreciation/depreciation, return on investment and the elasticity of demand—the last of which can be a bit like trying to read a crystal ball. Both Hopkins and English Dixon acknowledge the challenges inherent in trying to teach students how to predict the longevity and appetite for capital

investments in the properties they will someday manage.

"I was in the investment management space before this role, and one thing I developed was a healthy respect for property management," English Dixon says. "I had to appreciate what property management could do to make a marginal asset a great one. The influence and impact of property management in the investment model is something I bring into conversations about what we're teaching."

Hopkins says that considering the lifecycle of a building and external factors, such as policy, can help students weigh their options. The operations phase is the longest phase in the building lifecycle, she says, so operations-based investments can provide some of the greatest opportunities for payback. Similarly, policy may dictate or incentivize certain investments.

Communication

Despite the many ways it has evolved, property management still requires a fairly basic skill: communication. For current and recent students, Hopkins says this has been one of the greatest challenges.

"The modern property manager still needs to know how to communicate face to face and have conflict-resolution skills, and I think that's tough for the modern generation," Hopkins says. Mindfulness, interpersonal skills, comfort with ambiguity and uncertainty, and kindness are all important in meeting the everyday challenges of property management, she adds. "All of that really needs to be reiterated because students will be so much better able to communicate with residents and their peers."

A beneficial approach

While Virginia Tech and Roosevelt are both committed to curricula that make students industry-ready, one of the beauties of offering property management as a business or liberal arts degree is the holistic education that complements the trade-specific content.

"There's a worthy cause to teach students theory and critical thinking, instead of a training mentality," Hopkins says. "Not everything will be in the textbook or the classroom. When they get into situations where there's ambiguity, it's those critical thinking skills that they'll need." ▀



Collete English Dixon, executive director of the Marshall Bennett Institute of Real Estate



Erin Hopkins, assistant professor of property management at Virginia Tech

Both institutions are helping the real estate industry close a talent and skills gap by exposing students to the opportunities of property management and preparing them for the challenges, traditional and emerging, that face modern property managers.

"Property management is a much more complicated and multifaceted role than it was 20 years ago," says Collete English Dixon, executive director of the Marshall Bennett Institute of Real Estate.

A proptech plan

Tips for finding the right provider for your needs

By John Salustri



Image: iStock.com/cnythzl

The properties represented by IREM membership are very much like a fingerprint. Each one is different. And therein lies the challenges of choosing a provider of property technologies—proptech in the vernacular. Property management is such a specialized area with so many different components that vetting a vendor takes a carefully crafted due diligence process.

“Proptech, or real estate technology in itself, is a very different consideration than other technologies, like fintech,” says IREM Innovator-in-Residence James Scott. “Transaction volume, availability of data, embedded systems, not to mention stakeholder complexity, all mean that new real estate technology products need to be assessed with a very considered approach.”

To minimize those alarm bells, Scott and Lori Burger, CPM, the Reno-based senior vice president of Eugene Burger Management Co. (EBMC) and 2015 IREM president, provide some tips you should consider to ensure a successful selection of (and more important, a long-range partnership with) your proptech providers.

Tip 1: Consider integration. “We don’t have the bandwidth to deal with a lack of integration,” says Burger, explaining that EBMC has one primary platform from one major provider, Yardi Systems. “We’ve put all of our eggs in one basket, and any other providers of technology have to integrate with them. So that’s one of the first questions we ask, and if they say no, we tell them they ought to contact Yardi, and then we can talk.”

Tip 2: Take a history lesson. “Have they proven themselves in the industry you serve?” asks Burger. “Does the provider address your specialty? You don’t want to be the trailblazer.” And if they’ve been in the industry, how well have they performed? This speaks directly to management’s technical proficiency. “You have to look behind the curtain of what you’re about to invest in,” says Scott, and that includes knowing the backgrounds of those people at the top.



Lori Burger, CPM,
Eugene Burger
Management Co.
(EBMC)



James Scott, IREM
Innovator-in-
Residence

Simply put, “Does the team behind the product have the technological capabilities to ensure that the product can do what it says it can do?”

Tip 3: Follow the money. “Who’s backing the product?” asks Scott, who is also lead researcher at the MIT Real Estate Innovation Lab. “Is there support from a reputable and experienced investor who not only has the financial strength but also the track record to ensure

that the product will succeed? For example, the likes of Navitas, Fifth Wall and JLL Spark all have incredible experience in helping companies grow and get to the next level. You want to know that the company is going to still be there in the years ahead.”

Tip 4: Investigate the promises. As referenced above, can the product deliver on what it says it can do? Does it work and integrate with all your other systems seamlessly to achieve your goals? As Scott says, “There’s no magic product that can perform out of the box for every single company, given their specialized needs.”

Tip 5: Ask the compliance question. Related to that is the issue of compliance and the product’s ability to perform. This is especially true for an organization such as EBMC, which manages many homeowner associations (HOAs), in addition to a wide variety of market-rate and affordable multifamily residential and commercial properties. Tracking residents’ compliance with HOA covenants, conditions and restrictions (CC&Rs) is a massive task, says Burger. An application that can both maintain accurate records and integrate with the larger platform is key.

Compliance also means the ability to track vendor compliance, and such issues as insurance coverage. Otherwise, “It’s very labor-intensive for our staff to ensure that a vendor, no matter what kind of vendor it is—roofing, asphalt, whatever—has proper insurance coverage,” she says.

“Lastly, on the multifamily affordable side of our business,” says Burger, “compliance means ensuring we validate that the resident complies with all governmental regulations concerning the program they’re under, such as tax credit, Section 8 or rural housing. This compliance is tedious and requires the utmost accuracy. Property management programs must be able to meet this need with sophistication and precision.”

The nature of change is true not only for tech but for real estate as well. Given that—since no package performs perfectly “out of the box”—the trick is to find a provider that can customize, as Scott and Burger indicate.

“There are so many things that change from day to day in our business—whether it’s state or federal mandates—that you need software that can be manipulated to meet those changes,” says Burger. She adds that her IT people keep a whiteboard filled with information that they’re trying to launch and change.

Tip 6: Look before you leap. Familiarize yourself with all the alternatives before you follow through on any investment, says Scott. “You have to understand the landscape of all the other solutions available in the market. You want to make sure you’ve chosen the product and the provider that brings the highest value.”

Networking with your peers—especially those whose business model closely resembles yours—can shed extra light on the topic.

Tip 7: Evaluate the ROI. “What’s the return on investment?” Scott asks. “If the product is going to create time savings and reduce costs, then it’s a no-brainer.” However, if the system is so complex that your team can’t use it or if the system can’t integrate with established systems or historical data records, it may not be worth the time or investment to implement it across your system. In short, what is the true ROI?

Tip 8: Prioritize security measures. Especially in this age of the Internet of Things (IoT), with so many new sensors and devices, we’re all exposed to cyberattacks. In addition, as Scott indicates, a lot of startups may not have the bandwidth to create bulletproof cybersecurity protection. “The last thing you want to do is tell your customers that their personal information has been exposed in a data breach,” he says.

Experienced property managers know how to vet their vendors to ensure a proper fit of capability and need. To that extent, the choice of tech applications, products and providers is really not that different. With some careful planning, a lot of well-chosen questions and a bit of research upfront, you can create an integrated system to make your processes faster, more efficient and more accurate. ▀

John Salustri is a contributing writer for JPM.

On the horizon

Talking technology, operations and efficiency with a Yardi tech expert



JPM spoke to one of Yardi’s resident tech experts, Maria Solobay, Yardi Energy product manager, about where technology is headed for the industry. It’s clear that a technology strategy is now critical to real estate management. But we wanted to know—if your goal is to use tech to make building operations more efficient, what should you prioritize? Where can you get the most bang for your buck? Let’s pick up the conversation with Solobay.

What do you see as the top two or three real estate technology trends, particularly those related to operating properties more efficiently?

Solobay: Maintenance, repair and operations (MRO) expenses make up 30% to 40% of controllable expenses across a portfolio, while utilities make up around 20% to 30%.

Over the past five to seven years, the real estate industry has placed a lot of emphasis on MRO spending. We’ve seen that with our clients, too, as they’ve invested in solutions to automate their billing processes and manage vendors and work orders.

We think the next five to seven years will mark material progress in managing energy spending, the second-highest controllable expense across a portfolio. This will include automation of utility invoices, sustainability reporting such

as ENERGY STAR® or GRESB, real-time energy monitoring, fault detection and lastly, fully optimizing buildings through software and artificial intelligence (AI).

What technology solution could every building benefit from?

Solobay: Every building could benefit from an energy management solution that monitors demand and consumption in real time. It’s like a Fitbit for your building—you’re able to see how your buildings are reacting to changing conditions such as weather or occupancy and are immediately alerted to any spikes in usage. Powerful weather normalization and forecasting technology can even alert you to a demand spike up to 48 hours before it happens.



“We think the next five to seven years will mark material progress in managing energy spending.”

—Maria Solobay, Yardi Energy product manager

Having access to this data across your portfolio allows you to benchmark your properties and see at a glance which buildings require more attention.

What cautions do you have about the adoption of a particular technology solution that is presented as resulting in cost-saving operating efficiency? What do property managers need to look out for, or how can they verify those claims?

Solobay: Visibility into energy usage is key to identify opportunities and quantify savings. Having access to your utility invoices is the first step toward this exercise, but without reliable real-time demand and consumption data, you are unable to benefit from more granular insights. We always recommend getting this visibility across your portfolio first, then using the data to identify which buildings would benefit from a more intensive fault-detection or building optimization solution. For those buildings that are good candidates, look for solutions that include measurement and verification (M&V) analyses on your buildings to verify savings over time. This is typically done following ASHRAE guidelines*.

*ASHRAE Guideline 14—Measurement of Energy, Demand and Water Savings

What are your thoughts on how COVID-19 has put technology and automation even more at the forefront of everything we do?

Solobay: As the COVID-19 situation has unfolded globally, it has impacted each industry and completely changed the way many businesses operate. Retailers have either reduced hours or temporarily closed locations. Large events have been canceled or postponed. Companies are enforcing mandatory work-from-home policies for their employees. This has resulted in unprecedented vacancy in commercial properties, and potential rent deferrals are leaving owners at risk of huge losses of income. Suddenly, it is becoming critical to cut operating costs wherever possible to stay afloat for as long as possible.

As a result, there has been an unexpected urgency for an energy strategy during the COVID-19 pandemic. Even as cities reopen, there will likely still be guidelines for a long time on physical distancing and office capacity. As we get back to a new normal, more flexibility and agility will be needed to manage load and schedules effectively at these properties. This will accelerate the need for having real-time visibility across portfolios, as well as automated fault detection and scheduling tools that can be managed remotely. ▀

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Pivotal transformation

The Technology Advisory Board launches at a crucial period of rapid change

By Greg Cichy, CPM



Image: Stock.com/Feverpitched

Imagine what the property management world would have looked like if COVID-19 had struck, and the technology tools we have in place didn't exist. Work from home? Not possible. Show apartments? How? Sign a lease? Not a chance.

Technology has enabled our management companies to stay in business, our transactions to be completed, apartments to be shown and management teams to provide service. Quite a leap, given that, only recently, commercial and multifamily real estate—property management included—had been regarded as a technology laggard, mired in a business-as-usual mindset and slow to adopt.

That began to change several years ago. A combination of trends—increased competition, pressure from owners, tenants and residents, lowering of costs for cloud-based systems and the ubiquitous use of smartphones—began to accelerate the rate of adoption and, with it, industry transformation. It was in this environment that IREM established the Technology Advisory Board last year. Its stated purpose is to determine IREM's strategy for addressing technology issues that impact real estate property and asset management, conduct research and develop useful content to address these issues, and provide guidance in identifying and implementing technology projects

and collaborations. With this purpose in mind, the board launched its efforts with three noteworthy actions.

Three steps forward

First, recognizing the need for outside expertise, IREM brought a Technology Innovator-in-Residence on board to provide insights into the world of proptech: James Scott, lead researcher for the MIT (Massachusetts Institute of Technology) Real Estate Innovation Lab (REIL). Among other projects at REIL, Scott has been responsible for creating a global database of all real estate-oriented technology companies, a list that has grown to more than 2,000. His goal at IREM has been to collaborate with the Technology Advisory Board

to identify innovations that can help members operate their buildings more efficiently, improve their properties' competitive positioning and better serve occupiers and clients.

Next, with Scott's guidance, IREM surveyed our members to assess where they saw themselves and their companies in terms of technology adoption and satisfaction, to identify major pain points they are experiencing that could have solutions in technology and to lay the groundwork for creating tools and providing useful resources to respond to the pressure managers are under. Looking first at pain points, the survey revealed that document management is the most challenging issue that could be solved with technology. This was true for managers of all asset classes and all sizes of companies. Right behind were data management and the controlling of operating expenses. The survey further showed that the major hurdle in tackling a technology project is system integration—even more so than cost—and that for any new project to be successful and gain adoption, training and technical support are key. These and other survey results have informed our strategy going forward.

Third, in the spirit of collaboration, we joined with Realcomm Conference Group to jointly produce a Property Manager Technology & Innovation Forum as part of the Realcomm Conference in Nashville last year. The Forum succeeded in providing a learning platform for enriching the technology skills of property management professionals. Realcomm 2020, taking place October 26–30, will be "real estate tech's first hybrid event." The first two and a half days will be virtual, and IREM will be participating in a pre-conference property management forum during this portion. The second half of the event will be held

live at the Gaylord Rockies Resort in Denver. Registrants can attend the virtual or live part, or both.

The need for technology solutions gets amplified

Fast forward to March 2020, which found most of us hunkered down, working from home and taking part in frequent Zoom meetings. In the space of just a few short months, the coronavirus pandemic caused management companies to see technology in a new and essential light: as a lifeline to continued operations. And to keep our employees connected, productive and protected. As well as the vehicle by which we could reopen our properties while keeping their inhabitants safe and healthy. The pandemic sped our industry's adoption of technology more quickly than ever imagined. This environment has indicated the companies best positioned to weather the storm are those that can utilize technology not only to continue operations but also to innovate, collaborate and remain competitive.

For IREM, the role of the Technology Advisory Board became even more vital as it turned its attention to providing resources to address the challenges created by the COVID-19 maelstrom. Working with our Innovator-in-Residence, we're launching a series of technology playbooks that speak directly to keeping people safe and productive and to keeping buildings occupied. Each of these playbooks will provide an overview of a specific technology, insights into the options that are available, and factors in making decisions about its use and will identify several companies that are offering that technology.

The first three topics in IREM's Technology Playbook series were drawn from both the member survey and the COVID-19 experience. The playbooks

Working with our Innovator-in-Residence, we're launching a series of technology playbooks that speak directly to keeping people safe and productive and to keeping buildings occupied.

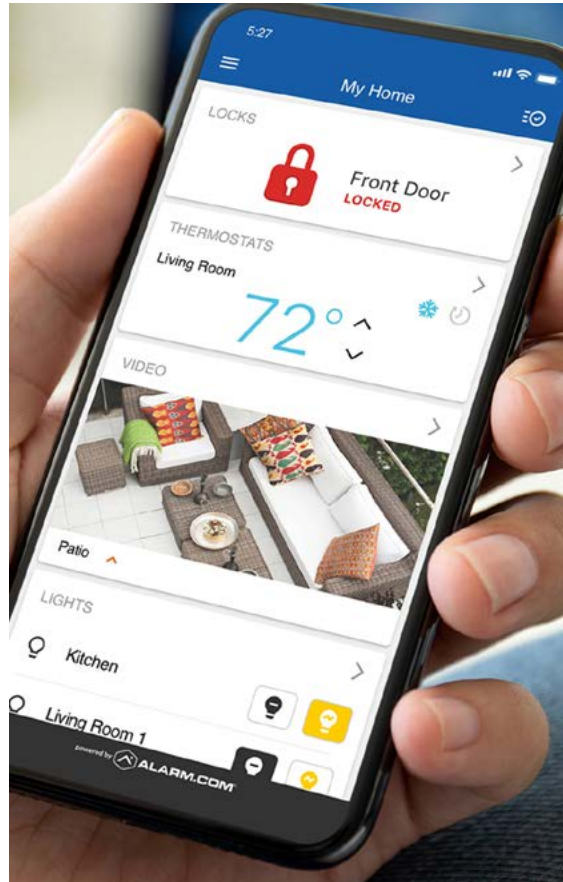


Photo courtesy of PointCentral

Touchless access technology has become more important to IREM members in the wake of COVID-19.



Greg Cichy, CPM, is the chair of the IREM Technology Advisory Board, as well as a member of the Executive Committee. With over 20 years of experience in commercial real estate, he is currently the managing director of real estate management services for the Washington D.C. metro area with Colliers International, AMO.

will be available to members at irem.org later this fall, with the board working to expand the series and have more available by year-end. Here's a glance at the challenges the first three address.

Touchless access.

Touchless technologies had moved into the workplace before COVID-19, primarily in the form of motion-operated lighting and hands-free soap dispensers. Since COVID-19, the focus has shifted to employee hygiene and health to mitigate risk of spreading infections. Avoiding contact with frequently used surfaces—elevator buttons, door handles and meeting room booking screens—has become a priority. Whereas con-

tactless technology was seen as a "nice to have" earlier this year, it has suddenly become a "must-have" to get rid of areas where the virus can linger, protect staff and tenants, and reduce the number of surfaces that require frequent cleaning.

Virtual tours. Even when buildings went into lockdown mode, companies didn't stop looking for office space, and families continued their searches for new apartments. No longer able to accommodate in-person visits, the use of digital visualization tools grabbed attention, and property managers have been at the forefront of adopting their use. Thankfully, several products were already available to help showcase properties through virtual reality (VR). In a world of necessity, these tools and technologies are now being adopted at a far greater speed than was imagined. There are many

Since COVID-19, the focus has shifted to employee hygiene and health to mitigate risk of spreading infections.

virtual tour products on the market with a wide spectrum of functions and capabilities, ranging from the most rudimentary (e.g., software such as FaceTime being used to walk prospective tenants through spaces) to high-end VR technology that uses room-scaled headsets and hand controllers to simulate the actual experience of walking through a space. Though virtual tours can't fully replace in-person showings, they can provide a true sense of the space while respecting the need for social distancing.

Document management. As workers left their offices on a massive scale and headed home to work, their ability to function productively relied heavily on seamless accessibility to documents and files. Even before the pandemic, commercial and residential property management companies alike struggled with managing, securing and accessing a wide range of documents necessary to effectively conduct business. This is why IREM's technology survey last year identified document management as our members' No. 1 technology pain point, and COVID-19 made it a throbbing ache for companies that had not yet tackled it. Digitalization and document management systems can ease that pain, enabling documents to be accessible by anyone, anywhere, at any time. ▀



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IREM members Have you recently been promoted or changed jobs? Have you or your AMO firm received an award for a special achievement? Email the good news to jpm@irem.org, so JPM can share it with your colleagues.



Chris Hirth, CPM, CCIM

Capital Square, a national investment sponsor in Glen Allen, Virginia, has promoted **Chris Hirth, CPM, CCIM**, to vice president of asset management and **Jerad Nielsen, CPM, CCIM**, to senior asset manager. Hirth is now responsible for the company’s growing portfolio of multifamily properties in the Southeast, and Jerad Nielsen is responsible for net-leased medical, office, industrial and retail properties across the nation. Capital Square CEO Louis Rogers notes, “Chris and Jerad consistently add value to Capital Square’s investment properties through their keen intellect, insight, market knowledge and ability to identify opportunities and mitigate risks.”



Jerad Nielsen, CPM, CCIM



Calgary-based Associa C-Era Property Management & Realty and Montgomery Ross & Associates recently announced **Candace Mehls, CPM, CRP®**, as its vice president of client retention and client services. “Candace has been a valued leader from the moment she joined the Associa family over 20 years ago,” said Jeff Wilson, ARM, C-Era Property Management president. “We know that our team will continue to leverage her expertise and dedication to client relationships as we expand in the future.”



Teruo “Terry” Suenaga, CPM, (left) and Noriaki “George” Shiomi, CPM, (right).

After serving as president of the Japan Property Management Association (JPMA) for three terms, **Teruo “Terry” Suenaga, CPM**, is completing his final term this September. Suenaga is the seventh president of the association and the first IREM CPM member to serve as president. He will be succeeded by **Noriaki “George” Shiomi, CPM**, who was IREM’s first CPM member from Japan. JPMA membership represents 70% of the residential rental market in Japan. Its advocacy work has had recent success with the passage of the Rental Property Management Law, which will professionalize the property management industry and require companies to register with the Japanese government.



Rick Tilghman, CPM, CCIM, was promoted to the role of managing director at SVN | Miller, an AMO firm in Salisbury, Maryland. In his new position, Tilghman will oversee all daily operations of brokerage, property management, maintenance and business development. In his previous position as SVN | Miller’s director of property management, Tilghman increased property management business by 55% and helped develop and grow a maintenance and janitorial department by 300%.

Twelve IREM members have been named 2020 Women of Influence by GlobeSt Real Estate Forum. Selections are based on criteria such as career achievements, community outreach and mentorship within the industry. Above all, these women, recognized in four categories, have all made a distinctive mark on the commercial real estate industry.

“I’m honored to be engaged with these amazing women, as IREM members and as real estate professionals,” says IREM CEO and Executive Vice President Denise Froemming. “They’re the best example of what women in commercial real estate can achieve and an inspiration to everyone in this industry.”

Congratulations to these 2020 Women of Influence:

Humanitarian

Cheryl Gray, CPM
2020 IREM President
QuadReal Property Group, Toronto, Ontario, Canada

Amy Hall, Associate member
Caton Commercial Real Estate Group, Naperville, IL

Broker – Landlord/Agency representation

Holly Hughes, CPM
Colliers International, AMO, Atlanta, GA

Mentor

Deborah Phillips, CPM
The Quadrillion, Jonesboro, GA

Karen Tepera, CPM
Greystar, AMO, Irving, TX

Property/Facility manager

Sandra Boyle, CPM
Cushman & Wakefield, AMO, San Francisco, CA

Cindy Clare, CPM (Standout woman to watch)
IREM Executive Committee
Bell Partners, Greensboro, NC

Tory Glossip, CPM
Colliers International, AMO, Seattle, WA

Mindy Gronbeck, CPM
IREM Executive Committee
Hawkins Companies, AMO, Boise, ID

Marla Maloney, CPM
Cushman & Wakefield, AMO, St. Louis, MO

Kimberley Morgan, CPM
Stream Realty, Atlanta, GA

Molly Stengel (Woman to watch)
Hughes Development Corporation, Greenville, SC

Congratulations to our new certification recipients!

New CPMs

Alabama

Sharon B. Mason, CPM, Birmingham

California

Chun Kit Chiu, CPM, Brea
Ronda K. Clark, CPM, Los Angeles
U. Lulu A. Hardman, CPM, Los Angeles
Lauren C. Lewis, CPM, Ontario
Joseph Muratore, CPM, Modesto
Stefanie A. Nesci, CPM, Glendale
Jill C. Stankan, CPM, Anaheim

Colorado

Jennifer L. Luikens, CPM, Lone Tree

Florida

Jacqueline M. Lyon, CPM, Davie
Nichole Parsons, CPM,
Altamonte Springs
Chris M. Radliff, CPM, Niceville

Georgia

Kim Kimura, CPM, Cumming

Hawaii

Viktor I. Shvets, CPM, ARM, Princeville

Illinois

Elena Jimenez, CPM, Des Plaines
Nancy Rodriguez, CPM, ARM, Chicago

Maryland

Jeffrey D. Lawson, CPM, Silver Spring
Sharon Turner, CPM, Columbia

Missouri

Robin Fish, CPM, Smithville
Madison B. Graham, CPM, Saint Louis
Piers Pener, CPM, Kansas City

Nebraska

Michelle L. Wangler, CPM, ACoM,
Lincoln

North Carolina

Chevalle Hardison, CPM, Charlotte

Oregon

Rawley A. Winstead, CPM, Portland

Pennsylvania

Jane Ashwood-Benitez, CPM, ARM,
North Wales

Texas

Karina Collins, CPM, ACoM,
Jersey Village

Virginia

Dawn Dolan, CPM, Arlington
Ljudmila Mladenovic, CPM, Arlington

Washington, D.C.

Kirsten Baldacci, CPM

Canada

Rita Asadorian, CPM, ACoM,
Mississauga, Ontario
George G. Baldwin, CPM,
Mississauga, Ontario
Kimberly A. Brotzel, CPM,
Edmonton, Alberta
Barna Lenkey, CPM, ARM,
Toronto, Ontario
John M. Ng, CPM, Vancouver,
British Columbia
Desiree R. Palechek, CPM,
Edmonton, Alberta
Catherine Rassa, CPM,
Edmonton, Alberta

Japan

Kohei Hagiwara, CPM, Tokyo
Akira Kamada, CPM, Sapporo-City
Yuta Kato, CPM, Sapporo-City
Hajime Michiba, CPM, Komatsu-City
Motoshige Miyama, CPM, Nagoya-City
Shin Ogasawara, CPM, Sapporo-City

New ARMs

Alabama

Amanda Brewer, ARM, Phenix City

Alaska

Nicole Little, ARM, JBER
Shannan Coleman, ARM, Eagle River

Arizona

Desiree R. Gamboa, ARM, Tucson
Elizabeth B. Rodriguez, ARM, Chandler
Christina Shew, ARM, Yuma

California

Yasmin Assad, ARM, Vacaville
Amber Champagne, ARM, Acton
Amanda Penir, ARM, Anaheim
Matt Raber, ARM, Marina Del Rey
Laura Wilson, ARM, Irvine

Colorado

Prudencia H. Robertson, ARM, Denver

Connecticut

Paulo Barros, ARM, Norwalk

Florida

Rosario P. Bollotta, ARM,
Panama City Beach
Eduardo Garcia, ARM, Miami

Georgia

Matthew Bridges, ARM, Brookhaven
Woodson W. Chesser, III, ARM,
Columbus

Hawaii

Wilson Fatongia, ARM, Honolulu
Jason Ford, ARM, Honolulu
Daniel M. Gomez, ARM, Honolulu
Kristina Kaimiola, ARM, Kapolei
Jonathan Magbual, ARM, Ewa Beach
David Martin, ARM, Kihei
Jeremy Miprano, ARM, Pearl City
Robinson Ochimas Jr., ARM, Honolulu
Jacqueline Eda Queja, ARM, Honolulu
Jeffrey Roberts, ARM, Lahaina
Kristin M. Tani, ARM, Honolulu
Palani Vidinha, ARM, Honolulu

Illinois

David Ahrens, ARM, Elgin
Georgia Fiedler, ARM, Rockford
Monique Hernandez, ARM, Plainfield
Andrea Kehl, ARM, Aurora
Albertas J. Kerelis, ARM, Chicago
Stephanie Maier, ARM, Thomasboro

Indiana

Michelle Nocton, ARM, Fishers

Maryland

April Baskin, ARM, Temple Hills
Carol Bodine, ARM, Rockville
Dwight Deshields, ARM, Rockville
Melinda Fonrose, ARM, Gaithersburg
Shannon LaFave, ARM, Odenton
Micheal Phillips, ARM, Silver Spring
Nadira Striggles, ARM, Bladensburg

Massachusetts

Cory Adolfo, ARM, Braintree
Gerard Distefano, ARM, Marblehead
Monica Fuentes, ARM, Dorchester
Sandra Lizarralde, ARM, Brockton
Courtney Shaffer, ARM, Braintree
Nicholas Shepherd, ARM, Cambridge
Jessica Taylor, ARM, Braintree

Minnesota

Matthew D. Nelson, ARM, Moorhead

Missouri

Vanessa Grayson, ARM, Kansas City
Samir Sawabini, ARM, Saint Charles
Tiffany Wright, ARM, Dexter

Nebraska

Paige Whitney, ARM, La Vista

Nevada

Lynette Borromeo, ARM, Las Vegas

New York

Susan J. Augustine, ARM, Rochester
Alyson Gannon, ARM, Jericho
Marc Rishe, ARM, Greenport
Samantha Scavulli, ARM,
North Tonawanda

North Carolina

Brandon Smith, ARM, Morrisville
Felecia Henderson, ARM, Greenville

Ohio

Tammy L. Dorfeld, ARM, Brunswick
Jay A. Mattlin, ARM, Lancaster

Pennsylvania

Eric Graham, ARM, Oil City
Kaitlan M. Kuras, ARM, Monroeville
Sandra Kurz, ARM, Philadelphia

Rhode Island

Jennifer Chavez, ARM, Cumberland

Tennessee

Tomecia Brown, ARM, Memphis
Tammy A. Shepard, ARM, Germantown
Amanda M. Sumner, ARM, Memphis

Texas

Michael L. Adcock, ARM, Manor
James R. Fuller, ARM, Midland
Lindsay Scogin, ARM, Austin
Sarah Vasquez, ARM, Dallas

Washington, D.C.

Kiona Mack, ARM

Wisconsin

Karla Campanelli, ARM, Milwaukee
Emily M. Herrick, ARM, Milwaukee
Danny McNamara, ARM, Glendale
Lisa Millard, ARM, Milwaukee
Trey Pridgen, ARM, Eau Claire
Christina Statis, ARM, Milwaukee
Amy Tucker, ARM, Milwaukee

Canada

Kathleen A. Ayoub, ARM,
Greely, Ontario
Debra A. Beaudois, ARM,
Ottawa, Ontario
Stacey L. Henderson, ARM,
Ottawa, Ontario
Ligia Y. Hernandez, ARM,
Ottawa, Ontario
David G. Hughes, ARM,
Ottawa, Ontario
Barna Lenkey, CPM, ARM,
Toronto, Ontario
Megan M. Logan, ARM,
Ottawa, Ontario
Godknows M. Ncube, ARM,
Ottawa, Ontario
Johanne Paquette-Bourassa, ARM,
Ottawa, Ontario
Vivian Pavia, ARM, Ottawa, Ontario

Laura D. Porter, ARM, Ottawa, Ontario
Melinda B. Sarson, ARM,
Ottawa, Ontario
Michelle Taggart, ARM,
Ottawa, Ontario
Karen M. Trecartin, ARM,
Ottawa, Ontario
Gaetane S. True, ARM, Ottawa, Ontario
Justine Vergara, ARM,
Winnipeg, Manitoba
Crystal Wels, ARM,
Winnipeg, Manitoba

New ACoMs

California

Melanie A. Kuhn, ACoM, San Diego

Florida

Kristen Dolan, ACoM, Jupiter

Kentucky

Robert D. Cooke, ACoM, Lexington

New Hampshire

Amanda Knoepfler, ACoM, Exeter

Ohio

Lauren Z. Davidson, ACoM, Westerville

Texas

Lisette Badillo, CPM, ACoM,
San Antonio
Maira Santos, ACoM, Houston

Virginia

Matthew Nolan, ACoM, Charlottesville

New Certified Sustainable Properties (CSPs)

California

Countrywood Apartment Homes,
Fremont

Florida

Kendall Place, Miami

Virginia

Alexandria Commons, Alexandria

“

Even properties listed on the National Register of Historic Places can attain LEED certification with proper planning.

P 26

Culture is what makes it possible for dispersed teams to adapt and thrive in a changing world.

”

I don't want our young people going into their first job and have someone talk about the latest and greatest CRM system and have them go, 'What's a CRM system?' P 36

”



“

Changes that would otherwise have taken 10 years happened in 10 days.

P 11



It's like a Fitbit for your building—you're able to see how your buildings are reacting to changing conditions such as weather or occupancy and are immediately alerted to any spikes in usage.

P 40

”

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