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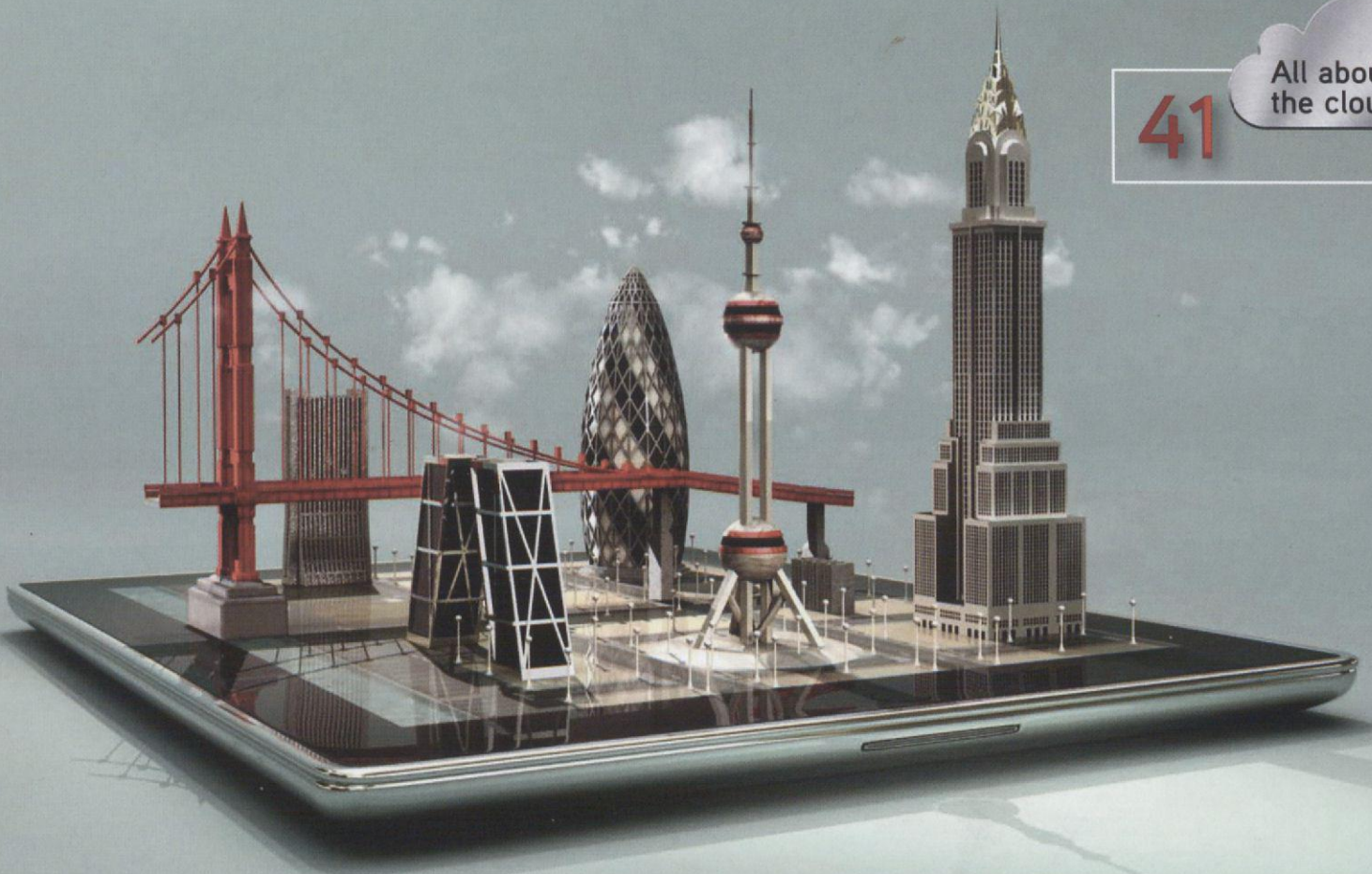


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- > Exclusive interviews on using the iPad for business
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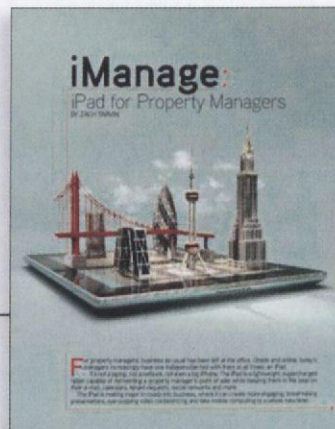


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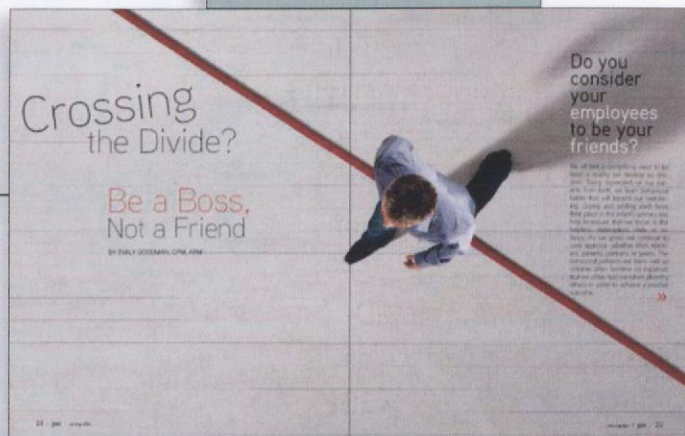
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PRESIDENT'S NOTES

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PHOTOGRAPH © ALEX LEVIN/IREM



CROSSING THE DIVIDE

This issue of *JPM*® is all about boundaries—identifying them, communicating them and sometimes even breaking them. In this new age of real estate management, every tool, process and relationship is being questioned, reevaluated and revised.

Technological Boundaries

How many of you are reading this note on your iPad? Could you have ever imagined the face of communication and interactivity changing in such a short time?

The iPad's ability to instantly access important information—from pulling links to employment verification, capturing applicant signatures to processing credit cards—has created a paradigm shift in property management.

We asked several property managers how they use their iPads in business, in "iManage: iPad for Property Managers" (p. 15). Make sure to check out the special Digital Bonus Coverage, with more than 25 useful apps, available exclusively on the J/A digital *JPM*® at www.irem.org/jpm.

Work Boundaries

Do you consider your employees to be friends? Property management is a people business, and learning to toe the fine line between being friends and colleagues is a delicate art. Learn how to cross the divide with ease in "Be a Boss, Not a Friend (p. 24)."

Family boundaries

When it comes to family matters, is it "father knows best?" Or do you believe that business and family don't mix? Don't miss two members "Face-off" (p. 9), and follow up with a father-son duo discussing their journey in property management (p. 36). ■



Shopping Centers Benefit from Retail Recovery More than Malls

Retailer demand is up approximately 5 percent over last year, according to the spring 2012 *Retailer and Restaurant Expansion Guide*, released in April by ChainLinks Retail Advisors. However, experts warn that less attention should be paid to the targeted percentage increase and focus on the forecast for improvement.

“This number sounds very high, but it is best to just think of it as a benchmark figure,” said ChainLinks national retail research director, Garrick Brown, in a news release.

The report tracks the growth plans of retailers and restaurant chains within the United States, utilizing information shared by retailers and the brokerage community, as well as information shared in quarterly shareholder reports, media coverage and by analysts.

Brown said the survey includes the stated goals of many franchise-driven chains, which are often highly inflated as opposed to actual hard and fast store opening plans. The report also does not take into account planned store closures or relocations.

“Actual annual growth will be far below this benchmark number and it will be spread across a wide variety of retail property types,” Brown said, “The real takeaway is that this figure is up 5 percent and that this should

generally translate into improved growth this year.”

Brown said improved growth is being driven by discounters, grocery store chains, off-price apparel retailers, fast food and fast casual dining concepts—helping shopping centers, while malls will likely continue to take a hit.

“Growth from those players will help to lower vacancy for most shopping center types,” he said. “However, demand is down from a lot of the mid-priced chains, particularly apparel concepts. Between that and planned closures from the likes of Sears, The Gap and Payless Shoes, this will translate into increasing mall vacancy in the months ahead.” ■

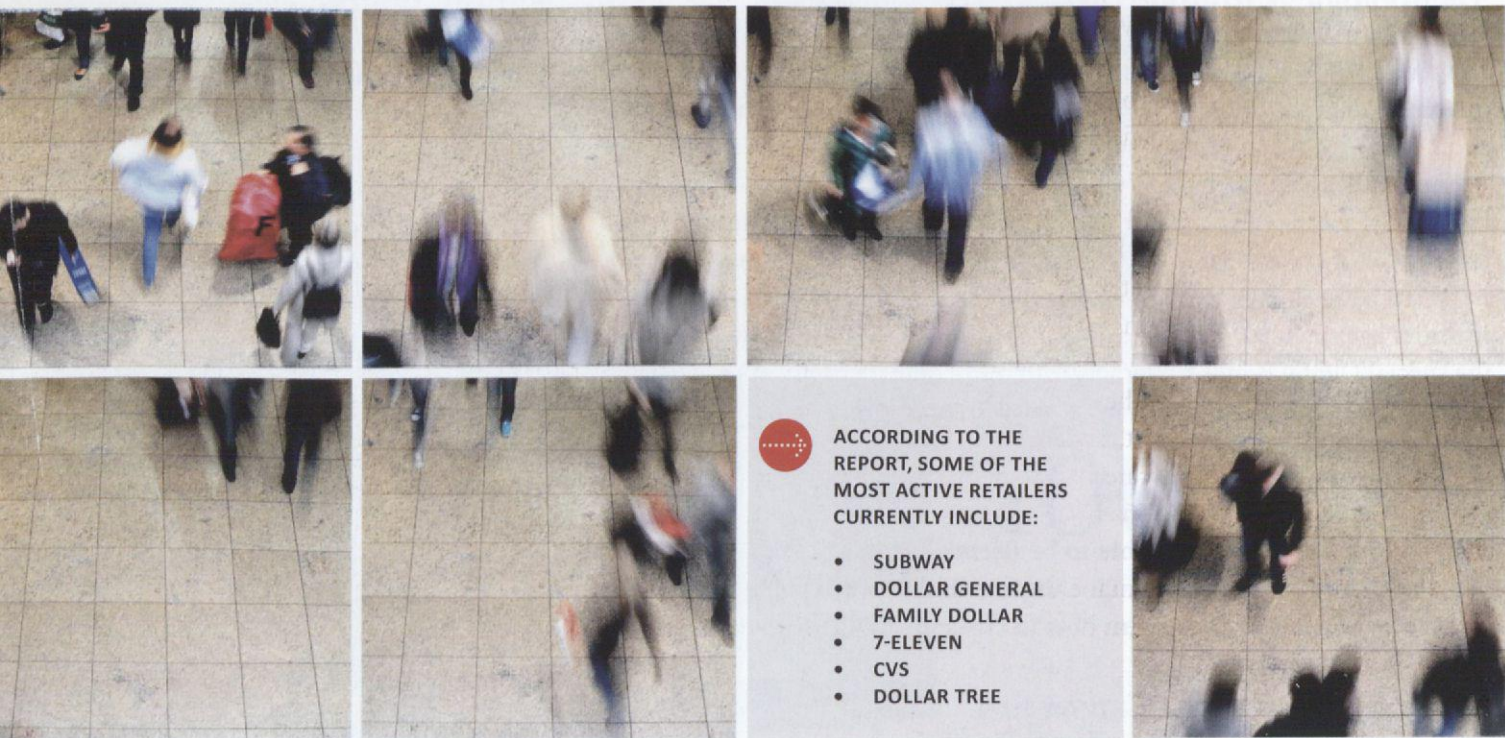
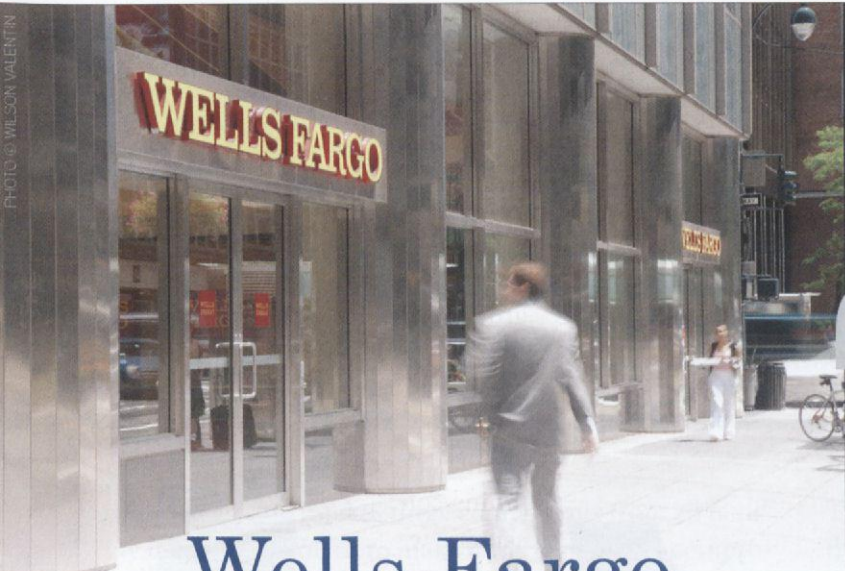


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ACCORDING TO THE REPORT, SOME OF THE MOST ACTIVE RETAILERS CURRENTLY INCLUDE:

- SUBWAY
- DOLLAR GENERAL
- FAMILY DOLLAR
- 7-ELEVEN
- CVS
- DOLLAR TREE



Wells Fargo, hungry for greener economy, puts money where its mouth is

Wells Fargo announced in April that it would finance and invest \$30 billion in a greener economy by 2020—supporting, in particular, energy efficient buildings, wind and solar energy, clean technologies, environmental innovation and environmentally responsible public financing.

According to a Wells Fargo news release, the financial institution intends to go beyond investing in other businesses' sustainability efforts with plans to also make its own buildings and operations more sustainable by 2020.

It aims to increase the business' energy efficiency by 40 percent, achieve a 65 percent waste diversion rate, reduce absolute greenhouse gas emissions by 35 percent below 2008 levels and achieve Leadership in Energy and Environmental Design (LEED) certification for 35 percent of its buildings. ■

SOUNDBITES

“What chance gathers she easily scatters. A great person attracts great people and knows how to hold them together.”

—JOHANN WOLFGANG VON GOETHE

“The wise man does not expose himself needlessly to danger, since there are few things for which he cares sufficiently; but he is willing, in great crises, to give even his life—knowing that under certain conditions it is not worthwhile to live.”

—ARISTOTLE

“Lying is done with words and also with silence.”

—ADRIENNE RICH

“What we need is more people who specialize in the impossible.”

—THEODORE ROETHKE

“High sentiments always win in the end, The leaders who offer blood, toil, tears and sweat always get more out of their followers than those who offer safety and a good time. When it comes to the pinch, human beings are heroic.”

—GEORGE ORWELL

Commercial Real Estate Risks Remain, Post-Recession

Risk management has become even more critical to commercial real estate companies throughout the period of recession as they face risks like potential property damage, heightened scrutiny from shareholders, foreclosures by lenders, lawsuits from disgruntled buyers and increased discontent among staff because of layoffs, according to the white paper “Lingering Effects of the Recession on Commercial Real Estate,” released by Zurich and Advisen in March. ■

THE WHITE PAPER SUGGESTS THAT COMMERCIAL REAL ESTATE COMPANIES FOCUS ON THE FOLLOWING IN ORDER TO SECURE THEIR BUSINESSES AND ASSETS:

- Build risk management into operations throughout an organization
- Ensure adequate insurance coverage
- Review coverage for vacant properties
- Benchmark coverage across-the-board against peers

Closing the Skill Gap

U.S. employers are ramping up skills training and employee benefits to close skills gaps left as Baby Boomers retire, focusing on retaining and recruiting older workers, according to a joint poll released in April by the Society for Human Resource Management (SHRM) and AARP.

More than 72 percent of human resource professionals polled described the loss of talented older workers to be “a problem” or “a potential problem” for their organizations, according to a SHRM news release.

HR managers said that the actions their organizations have taken to prepare for the loss of talented older workers who retire include:

- Increased training and cross-training (45 percent)
- Developed succession planning (38 percent)
- Hired retired employees as consultants or temporary workers (30 percent)
- Offered flexible work arrangements (27 percent)
- Designed part-time positions to attract older workers (24 percent) ■



DO YOU FEEL THAT BUSINESS AND FAMILY CAN MIX SUCCESSFULLY?"



GRANT T. HOLLOWAY, CPM, ARM
GENERAL MANAGER
APARTMENT MART OF SPRINGFIELD
SPRINGFIELD, ILL.

Absolutely, but it takes three components from all family members involved to make it work: patience, compromise and courage. For every Hefner, Trump or Murdoch partnership that has soared, there are many more that don't make it big, if at all.

Patience is the first key. I work with my father and neither one of us has an explosive temper. We disagree from time to time, but it's a respectful disagreement—no harsh words or resentment is held.

Compromise. You have to check your ego at the door. Sometimes your family member is your equal partner and sometimes you work for a family member. Respect is everything. If it's the latter, then you have to realize that your family member hired you because they thought you could do the job first and foremost—your last name is unimportant. If both parties have a different idea on what should be done, compromise must be reached just like in any other business. In my situation, I respect my father for starting the business that we are in and realize that I have a lot to learn. If I came into the business with the ego and swagger of a rock star, this would have been exponentially more difficult and possibly fatal to the business.

Courage is key. Working with family is not always easy. There can either be pressures to over-perform to live up to your family name, or you can be easily seen as lazy, as if everything was just handed to you. You have to look those negative influences dead-on and do the job and do it well. Many family businesses fail not because of market or macro environmental forces, but due to family and management issues. If you can utilize those three keys then your family business can thrive.

JULIE L. MUIR, CPM
REAL ESTATE BROKER, SENIOR
PROPERTY MANAGER
ELLIOT ASSOCIATES
PORTLAND, ORE.



There are immeasurable benefits to families pooling their wealth to purchase a bigger or better asset. That pool carries a stronger weight with potential lenders, coupled with smaller risks per family member.

First, successful family partnerships understand the need for lawyers, accountants and professional management. Having the proper legal articles in place is crucial. These base documents should outline ownership percentages, voting rights, liability, life change parameters (encompassing marriage, births and death), the selling of ones' ownership rights and any other pertinent documents.

Second, keep track of the money trail by investing in a competent CPA and tax advisor, who can note initial investments, equity and liability, while also providing tax guidance for the family.

Third, competent management of assets keeps individual family members protected from the pressures to perform. Day-to-day operations are best left to the professionals (CPM Members), who can properly guide their decision making. Another benefit to familial business: should one property need capital improvements, another property in the portfolio may have excess funds to lend temporarily. The hired CPA would assist in providing the documents, and everyone wins.

Short of duct taping mouths closed, there's very little that can be done to manage the egos and family drama that can exist—unless you choose a spokesperson from the family, who can serve as the funnel for information from management to the rest of the team. Of course, the best laid plans aren't always foolproof. Any partnership—even between family members—can have troubles. ■



TURN TO PAGES 22 AND 36 TO READ ABOUT THE PROS AND CONS OF MIXING FAMILY AND BUSINESS.

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In the information age, your ability to excel is contingent on having the most up-to-date information for your field. News sites, industry blogs and association Twitter feeds are all great sources to brush up with, but who has the time?

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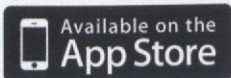


BUMP

Business cards are messy. Go to a conference and you're likely to carry too many or not enough. Enter Bump. Bump exchanges your information with a new friend at the touch of a button. Since it works for both iOS and Android, there's no need to worry about which Smartphone's in your pocket.

MINT

Mint gives you detailed reports on your financial information at the touch of an app. Developed by the makers of Quicken, Mint's an app and a cloud-based service that keeps track of your checking account, credit cards, investments and more. Safe, secure and convenient, Mint's great for keeping track of expenses while traveling.



FAST FACTS

In 2004, a **MORSE CODE** symbol for "@" was introduced.



A 2011 survey found that "PASSWORD" was the most common e-mail password.



At take off, the space shuttle weighs **2,000 TONS**. It burns almost all of its fuel in the first few minutes after launch.

Thought to be the world's longest poem, **THE MANAS** is more than half a million lines long.



Walt Whitman ate **FOUR RAW EGGS** for breakfast every day for the last twenty years of his life.



In 1996, an Italian court ruled that government workers have a statutory right to a morning **COFFEE BREAK**.

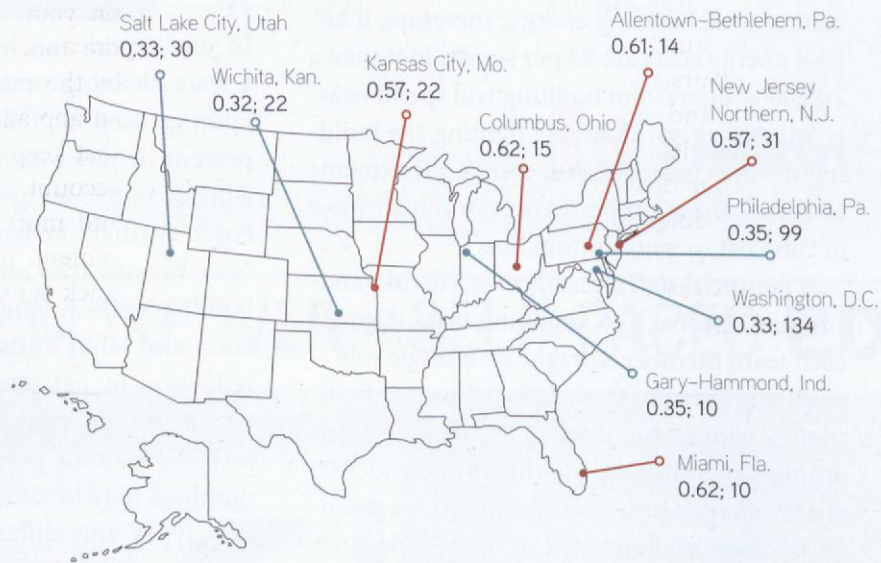
Top 5 HIGHEST AND LOWEST

Expense/Income (E/I) Operating Ratios for Suburban Office Buildings

Highest and Lowest E/I* for Suburban Office Buildings

[Listed by median and sample size]

■ Highest ■ Lowest



*Minimum sample of 10

E/I ratio determined by dividing the Total Operating Costs (TOC) by the Total Actual Collections (TAC). Operating Expenses do not reflect such items as ground rent, mortgage interest, amortization, depreciation, income taxes or capital expenditures.

Besides suburban office buildings, downtown data is available in Metro, Regional, and National reports. Additionally, Income/Expense Analysis data is available for four other property types: Conventional Apartments, Shopping Centers, Federally Assisted Apartments, Condominiums, Coops & PUDs.



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TEAM UP TO CLEAN UP

THIS IS A COMPANION TO THE PREVIOUS MAY/JUN GREEN SCENE COLUMN, "IN BROAD DAYLIGHT."



JOHN KLEIN (JKLEIN@JDMGMT.COM) IS THE PRINCIPAL OF JDM ASSOCIATES IN FALLS CHURCH, VA.



MR. KLEIN IS ALSO THE AUTHOR OF A PRACTICAL GUIDE TO GREEN REAL ESTATE MANAGEMENT.

AVAILABLE AT IREMBOOKS.ORG.

Unless your common area and tenant space lighting is on motion sensors, it is likely that your entire building is lit for the duration of the janitorial staff's work. The cost of this is huge: a typical office building may have tenants in the building 55 hours per week, while the janitorial staff may be in the building from 7 p.m. to 1 a.m. on weekdays—another 30 hours per week. Studies suggest that lighting costs are typically 30 percent of total building energy; therefore, if annual energy costs are \$3 per square foot then a 200,000-square-foot building will spend nearly \$65,000 per year simply lighting the building for the cleaners. With minor adjustments to the cleaning process, you can return most of this cost to your bottom line.

A janitorial staff typically uses a divide-and-conquer approach to assigning tasks. Usually each team member will take on a single role—emptying all the trash bins, cleaning bathrooms, wiping and dusting surfaces or vacuuming—roaming the building independently of the others. Sometimes buildings are divided up floor-by-floor instead of by task. Both of these approaches share a flaw, the cleaning team spreads throughout the building, requiring all the lights in the building to be lit while they work. In fact, sometimes the task of visiting each floor and turning the lights on is one of the tasks assigned.

ONE FLOOR AT A TIME

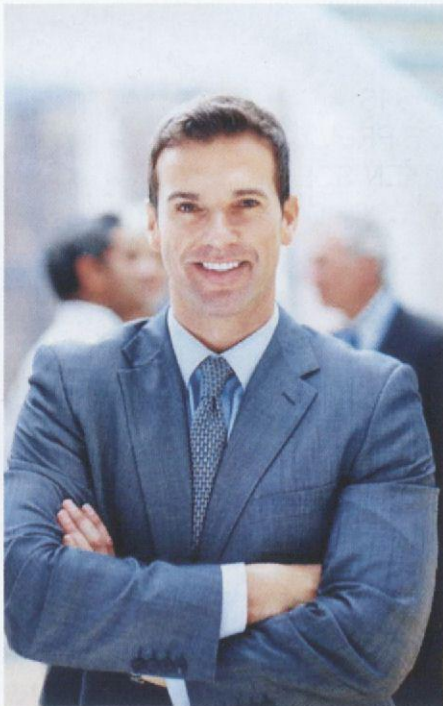
Reduce costs by asking your janitorial services team to implement a team cleaning approach. Instead of turning on all the lights at

the beginning of their shift, someone should visit each floor and turn off as many lights as possible. Then, the team can work as a group, attacking one area at a time—turning on the lights, executing all the tasks together and turning off the lights again before moving on. As a result, each area or floor may require only one hour of lighting per shift, rather than six.

RECOUP LIGHTING COSTS

In our experience, buildings that change to a team-cleaning strategy typically reduce the lighting used by their janitorial staff by 75 percent or more. In the example above, this equates to \$45,000 per year in direct energy costs. Further, the lamps will be replaced less often because they are lit fewer hours, and the building will save another \$5,000 per year in lamp and labor costs. This \$50,000-per-year reduction in net operating expenses, at a 5 percent capitalization rate, will increase the asset value of the property by \$1 million. The numbers may be different for different property types and different size buildings, but the bottom line is that you can have a sizable, positive impact on your building's finances by finding creative ways to reduce after-hours energy consumption.

Talk to your janitorial services company about this approach. Team cleaning is becoming more and more mainstream and is a win-win for both you and your cleaning company—you save on energy costs, they show increased efficiency and value without cutting payrolls or reducing staff. It's one idea where everyone can be on the same team. ■



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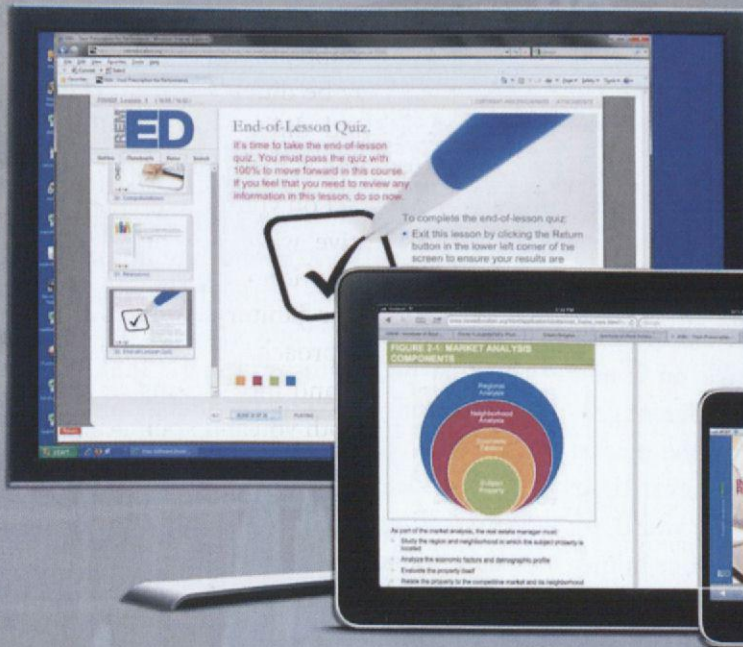
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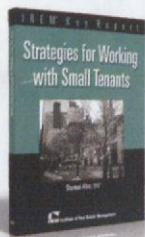




SWIMMING WITH THE SHARKS



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MS. ALTER IS ALSO THE AUTHOR OF STRATEGIES FOR WORKING WITH SMALL TENANTS.

AVAILABLE AT IREMBOOKS.ORG. ➤

If you've ever seen the television reality show, "Shark Tank," you know that the premise involves four mega-millionaire investors looking for the next "big thing." Every Friday night, these razor-sharp business "sharks" battle to capitalize on the hottest new products and trends. What's for sale? Magical nail polish? Specialty tea? A machine that converts energy to gold? Alas, the shark tank is not for the faint of heart. Poorly prepared contenders routinely bite the dust at the hands of the show's "shark," Kevin O'Leary.

It's true that when we're marketing our companies, the playing field sometimes simply isn't level. Just like on "Shark Tank," it often seems that *everyone* is making their pitch to manage more properties as the market turns around. Competition seems to increase exponentially. How can you avoid becoming fish fodder in the marketing arena? Here are a few tidbits I've learned from the tank.

Determine the need

Think twice before you jump feetfirst into that aquarium. Perhaps you're considering expanding your business to take on a new property type, or moving into a different geographic area to take advantage of the market upswing. While it's probably true that there are relatively few new ideas in the world, it's critical to calculate the need. Do your homework first and perfect the details. The tank is all yours.

Don't be afraid to sell it

If you've got it, baby, flaunt it. Just like "Shark Tank" contestants, first impressions really do count when it comes to marketing yourself and your business. The trick is to sell it the right way. Recently, I visited with a multifamily client eager to expand their third-party management business. The company's president was savvy and smart. What was the problem? The firm's presentation, including their management proposal, centered on its *own* business rather than on what it could do for the prospective client. With a few simple twists and a change in direction, we gave their management proposal a makeover, putting them in prime position to win new accounts.

Think differently

Think about your brand. We all frequent certain stores, restaurants and businesses because we identify with them and we *like* them. There are always people who will identify with your product or service, and buy it. Others won't like it at all. The rest will fall squarely in the middle, sitting right on the fence. Like the would-be moguls on "Shark Tank," it's up to us to convert the fence-sitters, immediately.

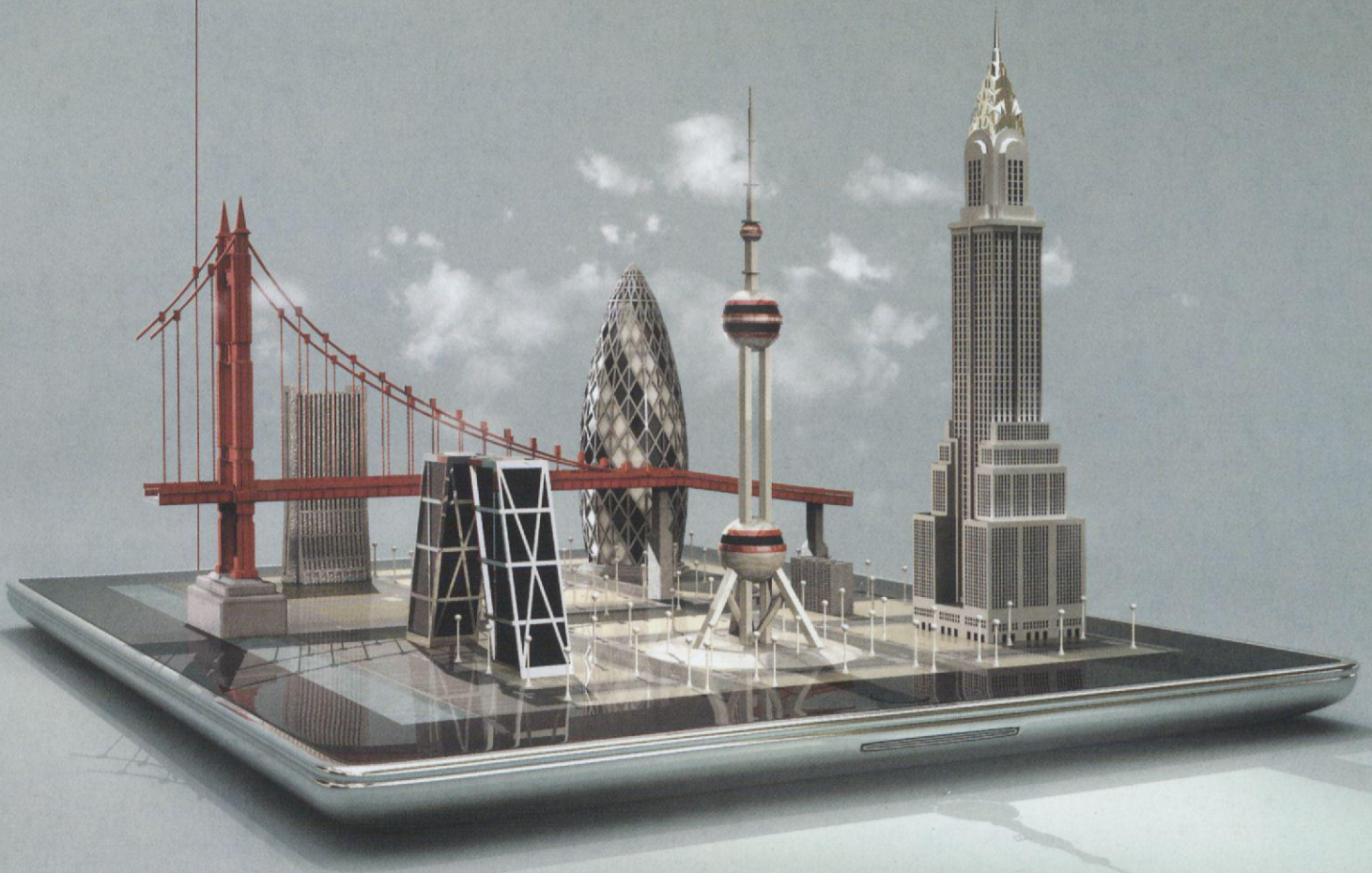
When it comes right down to it, it's not only good ideas that win. You can improve your marketing strategies and stay out of the shark tank by implementing these lessons learned. And you know where I'll be on Friday night—watching "Shark Tank." ■

THINK ABOUT YOUR BRAND. WE ALL FREQUENT CERTAIN STORES, RESTAURANTS AND BUSINESSES BECAUSE WE IDENTIFY WITH THEM AND WE LIKE THEM.

iManage:

iPad for Property Managers

BY ZACH TARVIN



For property managers, business as usual has been left at the office. Onsite and online, today's managers increasingly have one indispensable tool with them at all times: an iPad.

It's not a laptop, not a netbook, not even a big iPhone. The iPad is a lightweight, supercharged tablet capable of reinventing a property manager's point of sale while staying in the loop on their e-mail, calendars, tenant requests, social networks and more.

The iPad is making major in-roads into business, where it can create more engaging, breathtaking presentations, eye-popping video conferencing and take mobile computing to a whole new level.

Following a series of conversations about the iPad at last April's IREM Leadership and Legislative Summit, *JPM*® thought it appropriate to feature how CPM Members are integrating the iPad into their businesses.

The praise was extravagant. IREM Members love their iPad. From IREM Chapter meetings and tenant tours to social networks and photos, the iPad has proven itself to be more than a one-trick pony—not merely a receptacle for music, photos and movies—but a powerhouse of production and efficiency.

The iPad is helping tenants visualize the potential of a space, making property tours more intimate than ever and simplifying the leasing process by enabling tenants to sign their leases with the touch of a finger. It even has the capability to enable property managers in New York to take aerial measurements of their parking lots in Texas.

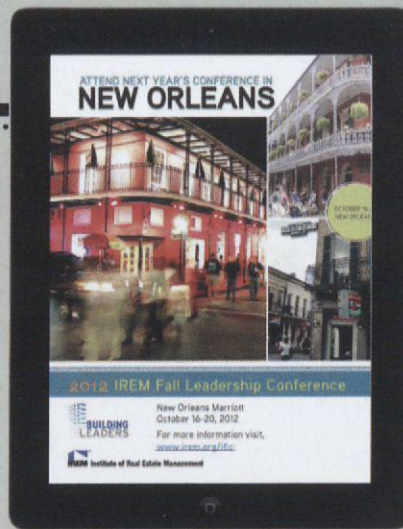
WHY IPAD?

“Where do I begin? I am completely MOBILE!”

—Stephanie Burg-Brown, CPM

With a commanding majority of the market, the iPad has become the ubiquitous tablet. Independent of other devices, but subtly integrated with their content, the iPad works seamlessly with a Mac or PC, hand-in-hand with the iPhone.

For people who have neither



owned, nor used a computer, it's a lot more than just a new device. It's their window into the digital world. Where browsers and mice, keyboards, cookies, logins or viruses have previously put up barriers, the iPad is empowering users to embrace new content and work more effectively, with a simple pane of glass.

Ask anyone who's used an iPad—it's difficult to effectively put into words the experience of using one.

THE BIRTH OF A MOBILE MANAGER

“...Much like when we introduced computers in the mid-80s onsite, this is going to be a real paradigm shift...”

—Dawn Ford, CPM

Dawn Ford, CPM, is one of the Smart Girls with Smart Apartment Solutions, a marketing company supporting the multifamily housing industry and a proponent of the iPad in property management.

“We really see the iPad as being such a game changer at least in the residential leasing segment of things,” said Ford. “It changes our whole point of sale—much like

Don't miss the session, “Using iPad for Business,” at the IREM Fall Leadership Conference in New Orleans this October.

when we introduced computers in the mid-80s onsite. This is going to be a real paradigm shift for them as to how they're going to replace the functions property managers have been trained to do for thirty years with this new technology.”

Ford and her daughter, Megan Orser, have developed resources to help property managers and property management companies integrate the iPad into their day-to-day business. The Smart Girls created a curriculum to guide property managers and their staff through their regular duties, augmented by an iPad, demonstrating how an iPad might be used when a potential tenant calls, is walked through a property tour or signs a lease.

Orser was able to demonstrate how the amount of information the iPad puts, quite literally, at the user's fingertips can be a huge advantage to property managers—from pulling links to employment verification, capturing applicant signatures to processing credit cards.

While a mobile point of sale may not appeal to some property managers, it still portends a great boon in mobile productivity.

“Essentially, the iPad allows me

to conduct business as usual remotely and has enabled me to virtually work paper-free in the field," said Sam Chanin, CPM, Portfolio Manager at Transwestern. "I can check e-mail, access my computer files and literally have the world's knowledge base at my fingertips."

Using a stock feature on the iPad, Chanin was able to create meaningful connection with his client by presenting with his iPad.

"Using a tenant's WiFi and Apple TV, I was able to project my iPad screen onto their conference room TV hanging on the wall and bring up a PDF of their lease to go over lease language that they didn't understand," he said, referring to the iPad and iPhone's AirPlay feature.

"It impressed them and, to be honest, I was a little jazzed myself."

FOR BUSINESS AND PLEASURE

"I always wanted one, but just didn't feel that it was powerful enough to outclass a laptop."

—Sam Chanin, CPM

It might be easy, on first glance, to claim that the iPad in a business environment will just lead to property managers playing Angry Birds instead of listening to tenant concerns, but as Chanin, Ford and Orser can attest, the diverse and constantly refined selection of apps in the App Store provide a continual supply of opportunities for property manager's to enhance their workflow.

Consider the task of updating your social media presence.

Stephanie Burg-Brown, CPM, uses her iPad to update her Twitter and Facebook accounts and blog about her business.

"iPad is great for social media and marketing," she said. "I create flyers through a program called vFlyer ... and upload to social media sites. I use Craigslist, Twitter and Facebook to display my photos and flyers. I use Instagram to upload pictures of my property and I advertise to all my social networks."

Yvonne Jones, CPM, managing director of asset and property management with McCaffery Interests, seconds how firms can have the iPad for fun and profit, enjoying the ease of managing social network profiles, while still getting serious work done on the same device.

"Right now, we are mainly using [the iPad] for our residential assets," said Jones. "On a personal and professional level, however, I use it for business development purposes by staying engaged in many related industry groups on LinkedIn, Facebook and a little bit of Twitter."

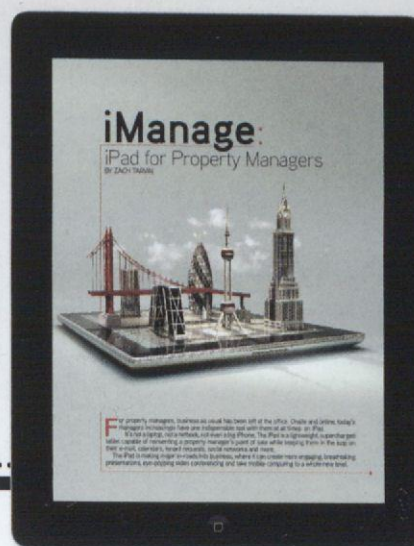
POST-PC, PUSHING FORWARD

"Having this kind of a device has allowed me to take my career further because I can manage people, projects and properties much more efficiently."

—Yvonne Jones, CPM

Whether you're a power user or a beginner, it's difficult to deny the astounding progress the iPad has made in market share, adoption and user base. Still not sold that you can use it in your business? Be sure to read the full interviews with our featured CPM Members in the bonus digital content. Check out their favorite apps in our extended Download Me section. Have your own iPad in property management story to tell? Contact JPM® and you might just be featured in a forthcoming iPad article. ■

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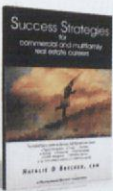


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IN-HOUSE PROMOTIONS TO MANAGEMENT: A RECIPE FOR SUCCESS OR DISASTER?



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MS. BRECHER IS ALSO THE AUTHOR OF *SUCCESS STRATEGIES FOR COMMERCIAL AND MULTIFAMILY REAL ESTATE CAREERS*.

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When promoting employees from non-management to management positions, don't rely solely on employees' abilities to complete the duties of their present positions. Current performance is not the best indicator of how people will perform in another position when that role is dissimilar. For example, a fantastic maintenance engineer does not necessarily make a good maintenance department manager. An assistant manager may not perform well as a building manager.

Past performance should be considered, but not as the primary criterion. The question is, *how will the individual handle the new responsibilities?* Leading and managing a staff requires specific Knowledge, Skills and Abilities (KSA).

ASK QUESTIONS

Employees will be stronger managers if their KSA relate directly to leadership. For all candidates, ask:

- Are they seen as a leader?
- Have they shown the ability to create a team that works well together?
- What leadership traits have been seen and which have not?
- What do they do when they don't know the answer?
- Do they take smart risks?
- How is failure handled?
- How do they motivate others?
- How do they criticize people?
- How are decisions made and problems addressed?
- How is conflict resolved?

GUIDE THE CHANGE

New managers most likely believe the traits and behaviors that brought them to this point are the same ones that should be used to gain success in the future. However, their job now is to get others to perform through coaching, delegating and counseling. Work with new managers to ensure their priorities are correct and they are not micro-managing.

CONSIDER THE SUPERVISION OF PEERS

It takes special skills to manage previous coworkers. It's easier to move into management with a new group than with a group of peers. Additionally, conflicts can potentially arise involving other employees who wanted the position and didn't get hired. Newly promoted employees are vulnerable to jealousy, questions about credibility, being tested, and requests for favoritism from those who were coworkers. Can candidates build trust, earn respect and handle team challenges? How can you help with the transition?

WEIGH THE RISKS FOR SUCCESS

There can't be 100 percent certainty that employees will successfully transition to becoming managers, no matter the degree of diligence. It may be better to delay employees' advancement until they have the best chance of succeeding. Your goal is to have the individual succeed in the new managerial position; it's better all around. ■

Your goal is to have the individual succeed in the new managerial position; it's better all around.



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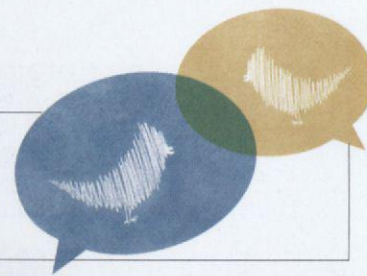
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Ethics in Social Media



LIZ WALKER, CPM, (LIZ-WALKER@RELIABLEPROPERTYMANAGEMENT.NET) IS THE PRESIDENT OF RELIABLE PROPERTY MANAGEMENT IN SAN JOSE, CALIF.

I love social media. It's so...social. One might even call it a social lubricant, since—like a glass of wine—it can help a shy, insecure person become more bold or gregarious. Also, like wine, it's a lot of fun. Social media can also be very useful to real estate professionals.

As CPM, ARM, ACoM and AMO Members, we are bound by IREM's Code of Ethics. But how do we apply the Code to our activities in social media? Or do we even need to? (*Hint: the answer is yes.*)

Private but not Anonymous

Back in the day of AOL and dial-up modems, we could sneak in and out of chat rooms and type our rants without consequences, secure in the knowledge that we were (more or less) anonymous. The required niceties of face-to-face interaction could be moved aside. With paper documents, all that was required if we were tempted to skirt ethical obligations was a cross-cut shredder. What is posted online, however, may as well exist forever, potentially visible to anyone without filters on what we post. It is perhaps incongruous that, in social media, we enjoy a modicum of relative privacy, but not anonymity.

Whether you're a technology immigrant or a native, social networks are likely where you are meeting business contacts and growing your professional relationships. As a result, ethical behavior is just as important—if not more important—online, since our comments can't be accompanied by facial expressions or tone.

In our text messages, our blog, Facebook or LinkedIn postings, certainly in our e-mail and our tweets, we still are bound to maintain:

1. Loyalty to our client, firm, and/or employer (and our former ones!)
2. Confidentiality

SOME HANDY TIPS:

- It is always wise to assume that communications via social media will not be private. Use care in communicating online with coworkers, tenants or even clients on sensitive issues. Consider using the Lists feature on Facebook or the Circles feature on Google Plus to filter your posts between your personal and business contacts.
- We enjoy the interoperability of different social networking services (e.g., a posting on LinkedIn can automatically also appear on our Twitter account). Keep track of how your networks share your information, and who might be using it.
- Retweets should not be sent in a way that look like you're expressing a personal opinion. Consider adding a comment or indicate in some way that you are not necessarily giving approval to the information you're relaying.

3. Ethical relations with other members of the profession
4. Freedom from conflict of interest

Anything you disclose through social media may be linked to your employer's, your firm's, or your client's name. And—*nota bene*—that includes items that we post on our personal accounts.

Bottom line: Be intentional in what, where and to whom you communicate. Represent IREM—and yourself—with the ethical integrity your designation bestows upon you. See you all online! ■

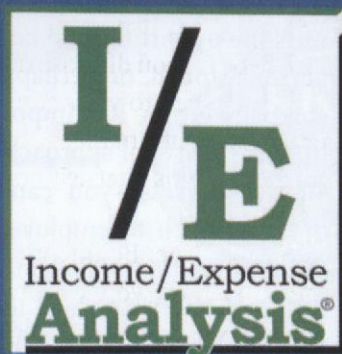
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WHEN WORK IS A FAMILY AFFAIR



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MR. DUNLAP IS ALSO THE AUTHOR OF *THE FOUR BENEFITS*.

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You're lucky, you work for your dad! In my lifetime, I have heard this statement almost as often as I have told someone where I work and what I do. While it is not entirely untrue, anyone who has worked in a family business realizes that it is not all fun and games. Quite often, there is an increased level of responsibility and accountability leveled on a family member to uphold the name, reputation and professionalism established by a parent or grandparent before them. With these higher demands often come long or odd hours, inopportune telephone calls or discussions and impromptu business meetings—sometimes referred to as holiday dinners.

FAMILY TIES

My family happens to be of Greek heritage, and I often joke that my father has instilled in me the same work ethic our ancestors once relied upon in harvesting the family olive fields and orchards. Many families utilized their children as built-in labor to help on their farms—we are, decades later, halfway across the world with the same working dynamic. Those are strong hereditary ties. As with any other employer-employee relationship, your business is only as strong as its weakest link. And when its weakest link happens to be a family member, it is all the more reason to ensure you exercise unbiased and non-preferential treatment toward them.

I KNOW YOU'RE MY BROTHER, BUT YOU'RE FIRED!

My three siblings and I have all worked in the family business in some capacity—even if it was only a temporary position. It continues today; my youngest brother, still in high school, works on holiday breaks, my sister having already parted on good terms with the company. My younger brother was terminated after learning that talking on a cell phone while painting an apartment does not

mix. Firing my younger brother was one of the more difficult things I have had to do, but I found it to be a very effective tool in upholding our company policies and illustrating to our staff that no employee will receive preferential treatment. As a result of our handling of my brother's conduct, I have received a great deal of input from our employees who admit that they likely would not have been able to terminate a family member of their own. For us, this was the only logical choice. Having one bad apple can spoil the bunch.

WHAT'S YOUR STORY?

People are an organization's greatest asset, and part of the advantage of working with a family business is knowing the people, hearing their stories; a family business is something more than just a service provider, it is someone's livelihood. Large corporations sometimes miss the opportunity to craft and deliver this personal touch, or perhaps it gets lost as the company grows. It is important to remember that this personal approach is not just for the family business—you can easily craft your own approach to employee and client communication that will demonstrate your passion and effectively lead toward transformation. It all starts from within and it all starts with one person. Do you know your story? ■

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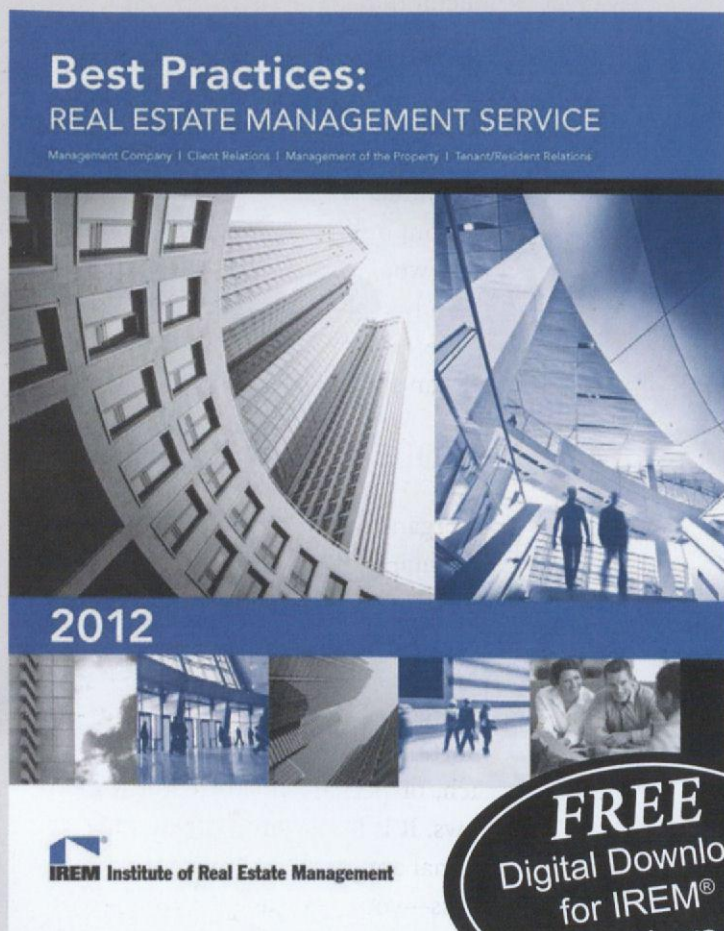
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Crossing the Divide?

Be a Boss, Not a Friend

BY EMILY GOODMAN, CPM, ARM



Do you consider your employees to be your friends?

We all feel a compelling need to be liked, a quality we develop as children. Being dependent on our parents from birth, we learn behavioral habits that will benefit our well-being. Crying and smiling each have their place in the infant's armory and help to ensure that we thrive in the helpless, defenseless state of infancy. As we grow, we continue to seek approval, whether from teachers, parents, partners or peers. The behavioral patterns we learn well as children often become so ingrained that we often find ourselves pleasing others in order to achieve a positive outcome.



Being Nice Wins Out

Helping others and being helped in return allows us to build personal relationships. A “quid pro quo” system can provide us with ancillary elements or qualities that we do not possess. The workplace exemplifies this symbiotic relationship, personal connections and relationships are vital to efficient teamwork. Most professional environments require employees to work with others so they can achieve more than is possible than a group of individuals.

A team that works well together shares a camaraderie that develops from shared experiences, challenges and achievements. These bonds show themselves in shared lunches, birthday cakes and office wedding showers, inside-jokes and departmental rituals. A great work environment is an enjoyable one, that much is obvious, but there are several factors that contribute to such a utopia. Having friends at work is one way to ensure it's a pleasant workplace.

A Delicate Balance of Inequality

Unfortunately, it is extremely difficult for a boss to be friends with their direct reports, because the relationship between a manager and their team is an unequal one. A manager is in a position of authority, which involves having certain powers. Managers make decisions that could have a positive or negative impact on the staff member. A boss has the authority to discipline a member of the team, increase or decrease an employee's workload, decide bonus amounts or make recommendations for promotion, but none of these situations work in reverse.

No manager should take that to mean that they should make it their job to be as unfriendly and unpleasant as possible. Creating a harsh environment, may create difficulties in motivating the team to achieve its goals. There's a fine line between being friendly and being friends. Being friendly means inquiring after an employee's family, being a friend means going to their family reunion. It may be tempting to seek to befriend a team member in order to create a positive working environment, but this will often come across as

ingratiating and result in staff losing respect for their manager. Being friends with employees will not make someone a better manager. Instead, it presents a manager with more problems.

Being friends with an employee creates a situation in which the employee may shrink away from the manager, recoiling to the point that they avoid non-critical contact with their manager, which can create productivity and morale problems. Perhaps worse, an employee-friend may seek to use their friendship with the manager for personal, even unethical means.

For the employee, there are very few pitfalls in this relationship, but for the manager, the consequences could be dire. Leaders who go out of their way to seek friendships with employees weakens their ability to affect change when necessary. A manager and a befriended staff member is a relationship almost certain to fail and that break-up could potentially cause an irreparable rupture in the workplace.

Wanting to be liked is a very human characteristic...

...It helps us to survive and prosper when we are largely weak and defenseless.

Professional
Responsible Focused Goal-Driven
Manage Formal Lead Accountable
Professional Productive
Goal-Driven Focused
Get Results **BOSS** Responsible

Goof Around Friend Joker
Legendary Drinks
Girl's Night Goof Around Buddies
Bowling
Broskis Wingman Co-worker

Too Close for Comfort

The issue of excessive friendliness affects experienced and new managers. Some allow themselves to become too close to their employees, despite not being equals within the realm of the business. Even bosses who keep employees on a long leash eventually need to cut the slack occasionally. Not many friendships can survive such inequality when that situation arises.

A conscious decision to keep managerial roles courteous, but professional might even decrease turnover. Surveys indicate that many people leave their jobs because of personal issues with their boss. A poor working relationship creates a negative professional environment that sours both the job and the company for the unhappy employee. Traditionally, they're much more likely to leave a job because of a bad boss than a bad company.

A managerial approach to staff relationships can also go to the other extreme, supervisors may become over-involved in the lives of their employees. To avoid this, managers can keep their distance from the personal lives of staff to preserve impartiality. Keep in mind that by doing this a manager may fail to capitalize on the potential benefits of employee engagement. Research demonstrates that employee engagement is an important predictor of retention levels and productivity; workers who feel deeply connected to their jobs are more likely to stay with their employers longer and do better work in their positions. For engagement to happen successfully, employees need

to believe the person they report to cares—ideally about their welfare, but certainly about their career.

When a supervisor asks about an employee's life or even about their weekend, it may be difficult to identify where a friendly conversation has ventured into over familiarity. If an employee shares embarrassing details about their personal life, is there an expectation that the exchange of information be mutual? Genuine interest and pleasant interaction is to be welcomed but clearly there are boundaries. A boss should be able to show empathy with their team members, while maintaining a certain professional distance and avoiding the discussion from escalating into an emotional drama.



An employee-friend may seek to use their friendship with the manager for personal, even unethical means.



PHOTO © IZABELA HAGUR / ISTOCK

The Importance of Transparency

Good bosses determine and enforce rules, but they also explain the rationale behind them, as much as possible. Although it would be inappropriate for a manager to share all information with a team, being seen to be open and upfront can

secure employee support and commitment to the company cause. If a situation arises where employees are impacted negatively, such as enforced pay cuts or having to take on additional responsibilities, they are likely to be less resentful if they understand the wider corporate circumstances. Those managers who demonstrate trust in their staff,

through an honest communication of information, are often perceived as worthy of trust themselves and this can reinforce the team's loyalty and commitment. ■

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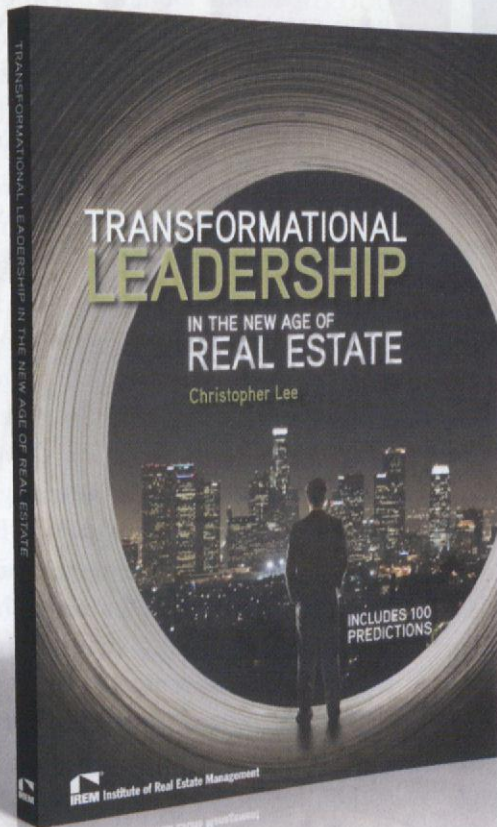
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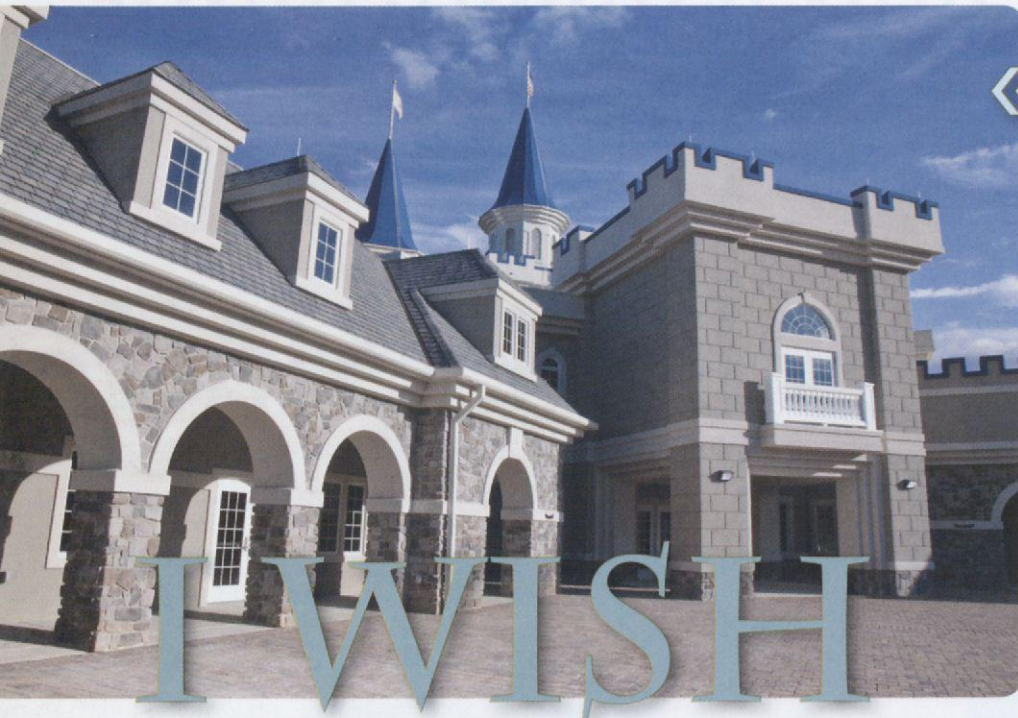
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THE DESIGN OF THE WISHING PLACE CAME STRAIGHT FROM THE WISH KIDS THEMSELVES. A FOCUS GROUP OF WISH KIDS OVERWHELMINGLY SAID THEY WANTED A PLACE THAT SYMBOLIZED ENDURING STRENGTH AND MAGIC. THE KIDS WANTED A CASTLE.

BY DIANA MIREL

The Samuel & Josephine Plumeri Wishing Place is a place for sick children to experience hope, strength and life without the limitations they live with every day.

In the teen lounge at Make-A-Wish Foundation of New Jersey's Samuel & Josephine Plumeri Wishing Place in Monroe, N.J., there is a wall where children can leave a message. Some of the most powerful messages on the walls say, "Thank you for saving my life." While the wishes do not provide miracle medicine, they are just as important when it comes to healing the spirit.

"We pick up where science and medicine leave off," said Thomas P. Weatherall, president and CEO of Make-A-Wish Foundation of New Jersey. "We introduce the fantastical. We introduce magic. We introduce whimsy. We introduce creative thinking. We are trying to break

them out of the monotony that occurs with their treatments, doctor appointments and new doctor visits. We are offering them an escape from the limitations."

WISHING WELL

The Make-A-Wish Foundation's mission is to grant wishes to children with life-threatening medical conditions. Seven years ago, the New Jersey chapter began an incredible journey and made a huge leap in realizing their vision through a new facility for wish children and their families. Previously, the Make-A-Wish team would visit children in their homes or hospital rooms to begin the wish-granting process. But the New Jersey chapter wanted to offer children a third visit option: a magical place where they could be inspired and honored.

"The medical community has told us that seriously ill children

have great difficulty thinking beyond their present circumstance ... their imagination is stifled," said Weatherall. "We wanted to bring them to a place that would change their perspective, a place that would ignite and inspire their imagination."

A PLACE OF PURE IMAGINATION

Enter the Wishing Place. The design of the Wishing Place came straight from the wish kids themselves. A focus group of wish kids overwhelmingly said they wanted a place that symbolized enduring strength and magic. The kids wanted a castle.

"A castle represents time everlasting," said Weatherall. "Castles are a symbol of strength, which is a key element we bring to the children's lives by way of a wish."

The foundation's board, friends and donors gathered a team of architects, interior designers, engineers and general contractors to create a one-of-a-kind castle.

A REAL-LIFE FAIRYTALE

The two-story, 20,000-square-foot castle immediately transports wish children and their families into magical places just for them. The Crowley Family Entry welcomes visitors with heraldic banners and



faux medieval wall tapestries depicting dragons and unicorns. A gorgeous, double-height atrium in the Joseph Plumeri Welcome Hall instantly fills the space with life and light, while a large floor maze encourages children to wander and play. The first floor is designed as a whimsical, enchanted forest with oversized trees, flowers and greenery and forest sounds soaring throughout the interior.

Stained glass windows depict fairytale princes and princesses. One stained glass window shows a beautiful, strong princess who has no hair. Another window depicts a strapping young prince in a wheelchair.

“Where else will they see such images? The children who come to us see themselves in these images and smile,” said Weatherall.

ANATOMY OF A WISH: ROOM BY ROOM

The first floor also has a multipurpose room and theater with a stage used for events, training and functions. Recently, several children whose wishes were granted performed a talent show on the Marino Family Stage for their families, staff members and volunteers. The Administrative Wing is located on the opposite end of the building and takes up less than a quarter of the building.

“This is not so much a headquarters as it is a magical, wish-granting castle,” said Weatherall.

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 AND THEIR
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 JUST FOR THEM.**
 //////////////////////

The second floor is the heart and soul of the Wishing Place. Here there are special areas for the wish children and their families, areas that are designated for the wish-making and wish-granting experience. With a Harry-Potter-meets-Lord-of-the-Rings motif, these spaces were designed to stimulate the imagination and reveal what is possible. To protect the integrity and wonder in these rooms, the foundation does not provide

photos or videos of these spaces, ensuring that wish children are seeing these areas for the first time.

In the Chris Greicius Inspiration Room, named after the child who inspired the Make-A-Wish organization, wish children can contemplate the opportunity that lies before them and consider their wish. The room is decorated with images that stimulate their imagination without influencing their decision. The children and their families also journey through Inspiration Grove, a pathway surrounded by life-sized flowers and a canopy of trees. Here, the children get a chance to see the stirring stories of other children who have had their wishes granted.

At the end of Inspiration Grove is the Wishing Room, which sits behind two large doors flanked by greenery. The foundation believes that the act of wishing should be a uniquely magical moment. Standing under a canopy of leaves and trees with the sounds of an enchanted forest flowing through



STAINED GLASS WINDOWS DEPICT FAIRYTALE PRINCES AND PRINCESSES. ONE STAINED GLASS WINDOW SHOWS A BEAUTIFUL, STRONG PRINCESS WHO HAS NO HAIR. ANOTHER WINDOW DEPICTS A STRAPPING YOUNG PRINCE IN A WHEELCHAIR.



the space, a child answers the question: “If you had one wish, what would it be?”

“I have yet to see anyone exit that room without smiles and tears of joy running down their faces,” said Weatherall.

Also upstairs is a Teen Lounge, designed for the teen wish kids in order to make their wish experience just as magical, in an age-appropriate way. The teen lounge has a cool vibe with bean bag chairs, couches and throw pillows. A flat screen television and high-tech sound system cater to teenage tastes.

The message wall has an image of a large birch tree and leaf decals with messages from the wish teens.

WISHING PLACE SENDS RIPPLES THROUGH COMMUNITY

“Some of the notes have been thank yous to the donors who allowed their wish to come true, some say, ‘I love my cardiologist,’ and others say, ‘Thank you for saving my life. My wish was just as important as the medicine I received,’” said Weatherall. “It is a powerful and emotional room.”

Since opening in December 2011, the Wishing Place has helped raise the Make-A-Wish Foundation of New Jersey’s profile within the community. Donations and volunteer registration have increased, which ultimately allows the foundation to grant more wishes and improve the overall Make-A-Wish systems.

The generous donations allowed the foundation to expand the magic beyond the castle walls. The building is surrounded by gorgeous forestry and landscaping, and there is an expansive courtyard that can be used for picnics, outdoor concerts, receptions and other special celebrations. There is

also a Pond of Hope and a fountain that help further create a serene and calming environment.

While several other Make-A-Wish chapters have built special wishing places, this project has motivated chapters and affiliates worldwide. “We have brought it to another level, especially from the magical and whimsical aspect,” said Weatherall. “We believe we have created a game-changer for the Make-A-Wish mission.”

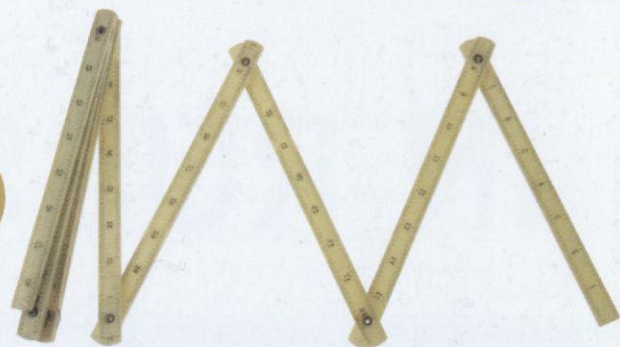
Of course, no amount of publicity compares to the overwhelming sense of pride that comes with being involved in such a powerful facility that has already helped grow the opportunities for the wish children.

“We grant 400 wishes per year in New Jersey, and every day we receive letters and e-mails from the children and their families thanking us and our donors,” said Weatherall. “So often, the letters say, ‘This was the greatest day of our lives.’ I can’t tell you how many times I’ve read that. But it has never dawned on me what the greatest day of my life has been. I can tell you now, that the grand opening of the Samuel & Josephine Plumeri Wishing Place goes down as one of the greatest days of my life. Just seeing the faces of the kids, families, board members and donors who brought this project to life and seeing their sense of fulfillment was off the charts.” ■

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Reliability Centered Maintenance (RCM)



BY BILL LEHAN, CPM, RPA, CAM, LEED AP

Before the advent of Reliability Centered Maintenance (RCM) all Preventive Maintenance (PM) was given a high priority and strict emphasis on completing all PM was expected. In addition, only a minor distinction was placed on PM required on critical systems and non-critical systems, with both types receiving equal attention. This often leads to costly and unnecessary maintenance being performed.

With RCM, building systems are divided into critical and non-critical systems and components, altering PM from strict compliance to a stated frequency to an adjustable frequency based on criticality, predictive maintenance, run-hours or other allowable deviations.

Critical systems and components are those that directly preclude the companies which occupy a building operating safely, like a fire suppression system. In order to determine what is or isn't critical, each system and component is examined to discern what the system or component is supposed to do, establish an acceptable performance standard and evaluate the reasons for and impact of a component failure.

Most deferred maintenance from an RCM-centered perspective is allowed by routine inspections your staff already perform, and/or predictive maintenance. Examples of predictive maintenance include tasks such as refrigerant and oil testing and tracking electrical current,

which are vital to maintaining your building's systems. These checks can show a specific PM could be extended to the next period or longer without affecting the building reliability. Consider an air handler filter. This filter in your building is scheduled for replacement every six months. The working life of those that filter can be extended by routine walk-by inspections showing that the filters are clean and in good physical condition.

The potential savings of going from four replacements over two years, based strictly on a six-month frequency, down to three—or even two replacements—based on demonstrated need, is substantial. Lower material costs, less landfill input, reduced overtime and inconvenience to tenants and labor costs.

In some cases, RCM analysis can eliminate a PM because a non-critical system or component costs more to perform routine maintenance on than to. The RCM process seldom requires technology or people skills beyond the capacity of maintenance staff or contractors.

Integrating equipment data such as diagnostic testing, performance data, maintenance histories, operator logs and design data allows for timely decisions about the maintenance with little additional effort.

The key to honing your maintenance practice lies in impartially examining your systems, PM and processes. Your attitude as the manager and the work culture you foster drives the success, not the skill sets of your maintenance staff. Getting their buy-in to change from a strict PM way of thinking to an RCM basis, developing the proper attitude and motivation along with effective use of technologies will provide significant savings in maintenance, repair and utility costs.

By setting effective, safe levels of maintenance, adjusting operating procedures to be more efficient and developing strategies pertaining to capital maintenance plans we can consistently and continuously improve cost effectiveness, increase equipment uptime and lifecycle and better manage the level of risk that our organizations carry. ■



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RETAILERS REINVESTING IN RUSSIA



Record-breaking investment activity has eluded most markets during the economic downturn, but a few areas in Russia have bucked that trend.

BY KRISTIN GUNDERSON HUNT



PHOTO © DMITRY MOROZIN/ISTOCK

“ Limited supply of shopping centers is raising demand for high street retail locations in Moscow.”

—Svetlana Yarova,
Jones Lang LaSalle

In 2011, Russia experienced record commercial real estate investment growth—200 percent above 2010 levels, according to research from CB Richard Ellis. The pace has slowed in 2012, but growth continues.

Matjaz Cerjak, director of the Investment Services Department at Colliers International-Moscow said depending on macroeconomic and political factors, he anticipates the record will be broken in the near future.

In December 2011, an agreement on borders between Moscow City and Moscow Region was signed. As a result, Moscow will become twice as large, creating many opportunities for further real estate

development, said Veronika Lezhneva, associate director and head of research for Jones Lang LaSalle in St. Petersburg.

“Despite record investment volumes last year and the presence of strong international names in the market, the volumes still remain relatively low compared to the size of the economy ... I believe that with the market development over the years, we should easily see last year’s record broken,” Cerjak said.

Recovery in an Unpredictable Market

The investment market in the two largest Russian cities is currently being hindered by unclear city administration policies regarding new developments, Cerjak said. Both the mayor of Moscow and governor of St. Petersburg stopped construction activity last year.

“Market players cannot predict what laws, restrictions or permissions will be delivered this year,” Cerjak said. “Thus, major construction sites have been stalled until further notices.”

Investment activity aside, the commercial real estate market in both cities is recovering.

“In general, the current situation can be described as stable with quite low completion levels; stable



rents, which have slightly increased in some sectors; and average market demand in the office sector,” Lezhneva said.

Commercial office rental rates in Moscow were stable during the first quarter, capping at \$1,200 per square meter for prime Class A space, while vacancies in all submarkets decreased, according to the CB Richard Ellis’ *Moscow Office MarketView* report for the first quarter.

A similar report from CB Richard Ellis shows that in St. Petersburg, rental rates for Class B space increased by 3 to 4 percent, while vacancies decreased to 9 percent in the first quarter. Class A vacancies remained unchanged from 2011 at 17 percent—keeping rents from increasing.

“We still cannot say the Russian market has returned to pre-crisis levels in terms of rental rates, supply pipelines, prime yields, etc.,” Lezhneva said. “We are still experiencing the recovery process in the market.”

Retail Leads Recovery

The retail sector is especially stable, experts said. In March, Jones Lang LaSalle named Moscow the third most attractive cross-border retail destination out of 150 European markets analyzed, attributing the capital city’s attractiveness to the continued, sustainable growth of its residents’ disposable incomes.

“The European economy—and the retail industry specifically—is facing huge headwinds. Retailer appetite for the best space across Eu-

rope, however, remains strong,” said James Dolphin, head of pan-EMEA (Europe, Middle East and Africa) retail agency at Jones Lang LaSalle.

Prime rent at Moscow shopping centers remained at \$4,000 per square meter per year during the first quarter, while prime street retail rent increased by more than 11 percent to \$5,000 per square meter

per year compared to the fourth quarter of 2011.

“Limited supply of shopping centers is raising demand for high street retail locations in Moscow,” said Svetlana Yarova, head of Jones Lang LaSalle’s High Street retail department, in a news release. (Demand on central streets originated from banks, luxury and premium retailers, and cafés and restaurants.)

Global Brands Gallop In

United States brands account for almost 20 percent of the international retail presence in Russia, according to Jones Lang LaSalle’s Cross Border Retailer Attractiveness Index. The newest retailers to enter the Russian marketplace include American Eagle Outfitters, Victoria’s Secret and DKNY. At least 10 more foreign brands are set to come to the capital city in 2012, including Seattle’s Best Coffee, doughnuts and coffee

provider Krispy Kreme and clothier Abercrombie & Fitch, according to Jones Lang LaSalle information.

In St. Petersburg, occupancy at shopping centers ranges between 93 and 95 percent, according to the CB Richard Ellis data for the first quarter. Cafes and restaurants are the most likely candidates to expand and seek retail space, includ-

The investment market in the two largest Russian cities is currently being hindered by unclear city administration policies regarding new developments. Both the mayor of Moscow and governor of St. Petersburg stopped construction activity last year.

ing American fast-food restaurant Quiznos, Asian cuisine restaurant Yam Kee and the Fasta Pasta network of Italian restaurants.

Cerjak said Colliers is managing through the competitive marketplace by trying to secure long-term leases that lock in values for an extended period.

“Despite losing the potential upside, the effect this has on the yield assumptions may actually create extra value for the owner and increase the liquidity of such an asset,” he said. “This is especially true for the foreign investors who are buying into Russian exposure long term ... The market remains competitive and I expect it to stay that way.” ■

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SNAPSHOT

Chris [right] and Grant Holloway [left] are a father-son duo tackling property management as a family business.

CORPORATE HEADQUARTERS
Springfield, Ill.

MANAGEMENT COMPANY
Apartment Mart of Springfield

COMPANY WEBSITE
www.apartmentMartOfSpringfield.com



FOLLOWING IS AN EXCLUSIVE INTERVIEW BETWEEN *JPM*[®] AND THE HOLLOWAYS TO SEE HOW A FAMILY DYNAMIC FLAVORS THE JOURNEY TOWARD BECOMING AN ACCREDITED RESIDENTIAL MANAGER (ARM) and CERTIFIED PROPERTY MANAGER (CPM).

JPM[®]: Chris, how did you get started in property management?

Chris: Well, I was a commercial banker for 26 years and some of my customers were partners who were involved in property management. One of my friends, a former banker in Bloomington, Ill., left banking and started a property management business in Bloomington. I liked his business model, but I wanted to use it in Springfield, Ill. I became a partner with him and two others and started a development, construction and property management company in Springfield.

As our company grew over time, I saw a need for additional help and was excited about the idea of working with Grant—I owned a couple of small rental properties in Bloomington that Grant managed while he was in college.

Grant: I actually graduated from Illinois State with a degree in computer science and went on to work in IT. I did some management on the side, but it wasn't that many units and it didn't take up a whole lot of time. But it was fun to do.

The computer job I had at the time was good, but after a couple years I realized there wasn't much opportunity for job growth. As it turns out, my dad was looking for a property manager to come in and take over all the day-to-day management so that he could focus on construction. I went down to Springfield from Bloomington to work for him and that's when I really got into it.

I had never heard of IREM, but because my dad received *JPM*[®] and some of his partners had heard of it, he recommended that I go to Milwaukee for a weekend to take an ARM course. I kept taking classes and eventually started taking CPM courses here and there. Living in central Illinois, I had to go to Chicago, St. Louis, Indianapolis or Wichita for the classes over the next two years—ultimately receiving my CPM designation last year. The experience of being in a classroom with people from all over the world and having dialogue on practical on-the-job things helped me generate new ideas. I believe I'm the only person—even in my dad's partners' companies—who has earned the CPM designation. I think that's what sets us apart.



■ **JPM®: Did your dad encourage you to earn your CPM?**

Chris: One of the values I adopted from my banking background is being a big believer in continuing education since it benefits both the company and its individuals by continuing to expose them to new ideas and to other people in the business. That's one of the reasons I like IREM so much—you can get out and meet and talk to people who are not necessarily direct competitors but who are in the same field and could have an open exchange of ideas.

Grant: I agree. Through IREM courses, I was able to travel to different cities and meet so many new people. After my classes each night, I'd get back to my hotel room and end up having to call my dad because I had a whole bunch of new ideas that I got from other people in the classes, which is invaluable.

■ **JPM®: How did the company change once Grant joined the team?**

Chris: Shortly after Grant joined us, we began taking on properties that we don't own in order to expand our company. Prior to that, we'd always only managed properties that we owned—we either built or purchased properties and managed them.

One of the reasons I think that Grant and I work together so well is that I focus on the construction and development side of the business; he takes care of the management. He manages all the properties we have in Springfield, which right now is just under one thousand units.

“Through IREM courses, I WAS ABLE TO TRAVEL TO DIFFERENT CITIES and meet so many new people.”

Grant: And we've really grown. When I came in six years ago we were only at about four hundred units, so we've acquired six hundred more units either through construction or taking on troubled assets, which has been a big growth sector for us.

■ **JPM®: Do you feel that being a father-son team is an advantage?**

Grant: I believe it is. What I think I bring to the table in a father-son business is I am not afraid to challenge an idea my dad has, whereas other employees might not question anything. If Dad's talking informally to me about something, I might say, “Hey, I don't know about that idea.” It goes both ways—he does the same thing with me—we have a good connection. We don't have to worry about feeling that we'll offend the other.

Chris: I agree with Grant, I think one of the things that makes it work for us is that we have a healthy respect for each other's opinions. I can point to two specific things that always jump out in my mind as suggestions that he came up with that I was opposed to, but I let him talk me into them and they were very successful. Those two things, early on in the business, gave me a healthy respect for his opinions. There are times when we disagree, but it's a healthy disagreement. It's a good, working relationship for both of us.

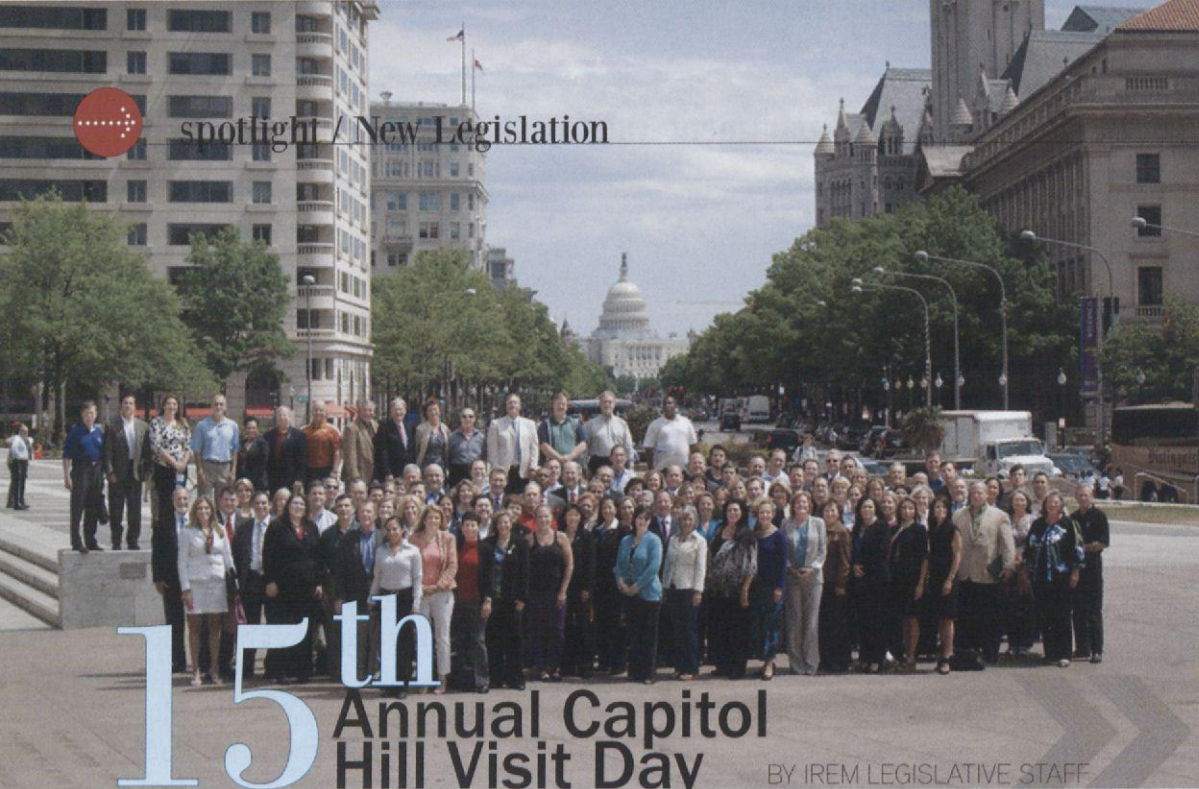
■ **JPM®: What do you do during family holidays? Is it difficult to avoid taking work home with you?**

Grant: It is.

Chris: We take a little grief from the rest of the family members when we sit down at a family dinner and start talking business. It happens. It's inevitable, but we try to keep that to a minimum.

Grant: I had a hope, a long time ago, even when I was in school that some day we would work together, but the timing wasn't right at the time. So I went into my computer science career and—

Chris: Grant and I used to joke that someday we'd want to be in business together. It was actually something we talked about when he was younger. ■



On April 18, 2012 hundreds of IREM and CCIM Institute members took to Capitol Hill, lobbying on issues such as multifamily and commercial mortgage market liquidity, taxes and real estate. After the May/June edition of *JPM*[®] was published, the IREM and CCIM Institute legislative teams decided to add another issue to the Capitol Hill Visit Day, Financial Accounting Standards Board: Lease Accounting.

15th Annual Capitol Hill Visit Day

BY IREM LEGISLATIVE STAFF

THE FINANCIAL ACCOUNTING STANDARDS BOARD (FASB) AND INTERNATIONAL ACCOUNTING STANDARDS BOARD (IASB) ARE ORGANIZATIONS THAT ESTABLISH ACCOUNTING STANDARDS FOR EITHER NATIONAL (FASB) OR INTERNATIONAL (IASB) BUSINESSES AND/OR NONGOVERNMENTAL ENTITIES.

NEW LEASE ACCOUNTING RULE CHANGES

The FASB and IASB proposed new lease accounting rule changes in 2010 that, if implemented, could have adverse economic consequences for American businesses and the commercial real estate industry. Under the proposal, U.S. companies that lease office, industrial and retail space would be required to capitalize the costs of that lease instead of recognizing the true costs of the lease transaction.

For businesses leasing space, especially small businesses, this will change real estate leases into a major liability. As a result, many businesses will shorten lease terms to minimize the impact. This will create instability in future rental costs and uncertainty about availability of space, as frequent renewals will

be required. For commercial property owners and investors, the impact will be even greater. Among other things, this proposal may jeopardize income property fundamentals, loan structures, property valuations, financing covenants and the underlying economics of commercial real estate—all during the worst real estate crisis since the Great Depression.

IREM and CCIM Institute members took this issue to the Hill and urged House members to sign onto the lease accounting coalition letter, which urges FASB to conduct a comprehensive economic impact study of the consequences of the lease accounting rule before implementation. Members also requested that legislators co-sponsor H.R. 2308, the SEC Regulatory Accountability Act, introduced by Representative Garrett, R-NJ. This bill would

require the SEC to fully assess the economic impact of any intended regulation and adopt it only on the determination that the benefits justify the costs. IREM and CCIM Institute members also asked senators to write FASB asking them to obtain a cost-benefit analysis before proceeding with the rule.

2012 APRIL STATE LEGISLATIVE FORUM

During the 2012 Washington, D.C. meetings, IREM Members met to hear about and discuss legislative news and trends across the nation. During the State Legislative Forum, a panel spoke on issues such as energy conservation, labor and employment, property management licensing, state budget health and commercial real estate market trends. Please see the following page for a brief overview.



Labor & Employment

- Reports about the economic outlook are cautiously optimistic. In most communities, economic stability comes from consistent employment. Commercial real estate flourishes when businesses small or large succeed and expand.
- In January 2012, 45 state unemployment rates decreased according to the Bureau of Labor Statistics.
- From 2009 to 2011 43 states made major changes to their state retirement plans.
- The Bureau of Labor Statistics reported that industries and occupations related to health-care, personal care and social assistance and construction are projected to have the fastest job growth between 2010 and 2020.

Property Manager Licensing

- Property management licensing has been a topic of concern since 1990 when a special IREM committee was appointed at an annual convention in New Orleans, Louisiana.
- IREM has long held the position that the management of residential apartments, condominiums, homeowner's associations, office buildings, shopping centers and all other commercial property by independent contractors involves real estate activities and should require a license.

Commercial Real Estate Market Health

- With an estimated \$1.4 trillion of commercial real estate loans maturing over the next few years, refinancing remains problematic.
- The 2,300 page Dodd-Frank Wall Street Reform and Consumer Protection Act creates many new obstacles in obtaining credit.
- The apartment market is very strong with \$22.9 billion of significant apartment properties were sold in the first half of 2011, a 104 percent increase from the first half of 2010.

Energy

- For 2012, energy policy in the media has focused on raising gas prices and the development of oil pipelines within our nation's borders.
- The Senate introduced legislation S. 1000, Energy Savings and Industrial Competitiveness Act of 2011, and similar bills were S. 389 Implementation of National Consensus Appliance Agreements Act of 2011 and H.R. 3221 Job Creation and Energy Efficiency Act.
- At least 12 states are considering legislation that would provide tax credits or funding assistance to building owners.

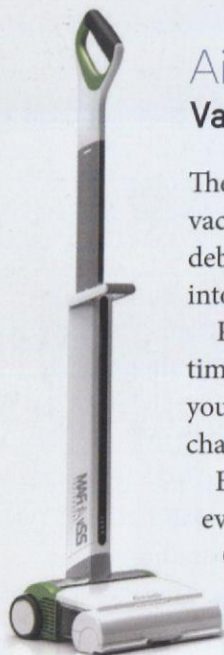
State Budget Health

- According to the Center on Budget and Policy Priorities, 30 states have projected or have addressed shortfalls totaling \$49 billion in fiscal year 2013.
- States have been making major budget cuts. Spending cuts are problematic during an economic downturn because they reduce overall demand and can make the downturn deeper.
- Tax increases remove demand from the economy by reducing the amount of money people have to spend.
- Politics plays a big part of budget cuts and increasing taxes and fees, especially in such a contentious election year. ■



Read more about the Leadership and Legislative Summit by viewing the April, "Special Leadership & Legislative Issue," Digital-only edition of jpm®.

FOR QUESTIONS, PLEASE CONTACT BETH PRICE, THE LEGISLATIVE LIAISON FOR IREM HEADQUARTERS IN CHICAGO, AT BPRICE@IREM.ORG OR (800) 837-0706 EXT. 6021.



AirRam Vacuum Cleaner

The AirRam Vacuum Cleaner by Gtech is a wireless, bagless vacuum cleaner that collects the same amount of dirt and debris as a traditional vacuum, but cleverly compounds it all into tiny, bale-like cubes.

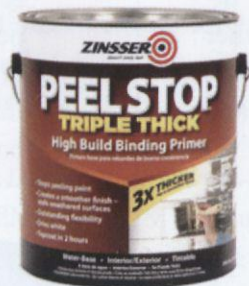
Powered by a Lithium-ion cell, the AirRam maintains optimal performance right up until it needs charging, giving you the ability to clean two average-sized homes on a single charge.

Breaking away from the vacuum cord might be made even easier, given the electric savings of using an AirRam. Gtech's figures show that the AirRam can be operated at 5 percent of the operating cost over five years of a standard vacuum (approximately \$29 versus \$427).

Zinsser Peel Stop® Triple Thick High Build Binding Primer

The Zinsser Peel Stop® Triple Thick High Build Binding Primer is a water-based primer that powerfully locks down any peeling paint, while at the same time creating a sealed barrier on eroded, cracked surfaces.

Peel Stop® Triple Thick has triple the thickness of regular primers for a uniform finish and smoother surface and dries quick enough to allow for a second coat after thirty minutes. It works well with any topcoat of latex or alkyd paint on wood, trim, wood siding, doors, stucco and more.



Solo-T Ceiling Tile from Decoustics

Want the warmth and texture of natural wood in your space's ceilings? The Solo-T ceiling panel from Decoustics brings the look of a custom, linear wood ceiling to any space, mimicking the look of cherry, maple or ash in three or six plank visual configurations. Solo-T panels provide the custom look, without forcing you to sacrifice the flexibility of using a standard 2" x 2" tile size.

Each tile has an medium-density fiberboard core to prevent buckling, bending or cracking and a UV coating to improve their durability in case of fire. Best of all, they install straight into a T-bar ceiling grid system without need for additional tools. ■



Smarter Flush Quick Connect Dual Flush Conversion Kit with Euro-Button

Bring your toilets into the 21st century while saving thousands of gallons of water per year. A great product for multifamily and commercial use, this Smarter Flush system could save a family of four between 17,000 and 25,000 gallons of water a year.

This button-operated system saves water by empowering residents to flush responsibly. Pressing the blue portion of the button flushes enough to remove paper and liquid waste, while pressing the larger, silver button releases maximum flushing power.

The Quick Connect Dual Flush Conversion Kit with Euro-Button installs in less than ten minutes, without a need for tools or removing the toilet's water tank.





Clearing Up the Cloud

BY ZACH TARVIN

All this talk about cloud computing got you feeling a little nebulous? “Cloud” has become such a buzz word that it’s understandable.

When it’s demystified, all the cloud amounts to is a server-based directory—a location where your files are stored online. Think of it as an extension of your hard drive somewhere off-site.

Having your crucial data available anywhere isn’t such a bad practice. What would happen on a property tour with a potential tenant if the property manager neglected or forgot to bring the information relevant to the property? That’s probably a missed sale, but also a potential ding to the property manager’s reputation. With the cloud, you’ll never be at a loss for crucial information since it stays true to its name and follows you wherever you go.

The Box Outside of the Box



In 2012, though, it’s neither useful, nor good practice, to think of the cloud solely as a place to put things. More and more, cloud services are expanding to encompass more than simple file storage, turning into e-mail and productivity suites. Contacts, calendars and mail are moving to the cloud, allowing for complete synchronicity between your personal computer, your workstation, your mobile phone, your tablet and (believe it or not) your wristwatch.

Cloud services like Dropbox are more than an app for your iPhone or iPad, they’re a key component to switching up your workflow. It might be easy to upload files to your Dropbox through the website,

but it’s even easier if you take a second to install the Dropbox plug-in on your PC or Mac.

Change a file in your PC’s Dropbox folder and it changes in the cloud—and consequently all of your Dropbox-enabled devices.

Keep Your Files—and Your Life—In Sync



Online storage is nice. It means never having to fumble around in your pocket for a flash drive or constantly e-mail yourself files on the go. Contemporary cloud services do more than let you store files—they can keep your day in sync.

Services like Apple’s iCloud (and to an extent Google’s cloud services) seamlessly sync your day-to-day appointments from Outlook or iCal

Check out the digital JPM® at irem.org/jpm for exclusive bonus material on the iPad!

and push it to your phone.

Say a tenant or business contact changes the time of a meeting, iCloud sees the change and automatically adjusts your calendar accordingly on your iPhone, your iPad, your PC and online. It can even be integrated into some of the property management apps you use everyday, meaning that your data is the same regardless of the device you entered it on.

So if you have four technicians on a maintenance crew, each carrying an iPhone or iPad, their notes and app data are in perfect sync. They can glance at their devices and know what their co-workers have done in terms of maintenance requests, what materials they’ve used and even get instructions from the property manager without wasting time and energy going from the work site to the office and back.

Content and data are king. You can’t serve your clients or your business team successfully if you’ve got gaps in your data. The cloud keeps you in sync with your business and your business in sync with you. ■

ZACH TARVIN (ZTARVIN@IREM.ORG) IS THE EDITORIAL ASSISTANT OF JPM.



VICTORY *over* VACANCY

Reposition through Renovation

BY KRISTIN GUNDERSON HUNT



STILL BATTLING
HIGH VACANCIES
THROUGHOUT
THE COUNTRY,
REAL ESTATE
MANAGERS AT
COMMERCIAL
OFFICE
PROPERTIES ARE
LEAVING NO STONE
UNTURNED WHEN
ATTEMPTING
TO ATTRACT
TENANTS TO THEIR
PROPERTIES.



“**W**ith office buildings facing so much competition, real estate owners and managers have to try everything,” said Linda Day-Harrison, CPM, and founder of the online commercial real estate professional directory, theBrokerList. “They can’t just sit there and wait for the perfect tenant to fill 5,000 square feet of space.”

Facing a 17.2 percent national vacancy rate at the end of the first quarter, owners and managers are increasingly electing to “pre-finish” and “white-box” empty office suites to market their properties.

While both concepts require investment for renovations, real estate experts said the tactics often result in securing tenants faster and at better rental rates—as long as an appropriate analysis, showing demand for such space, is completed prior to the renovations.

“Depending on investor goals and available capital, these strategies are sometimes worth implementing to quickly lease up space,” said Christopher T. Roeder, managing director for Jones Lang LaSalle’s Northern California agency leasing team. “They allow tenants to either move into a space quickly because it’s essentially turn-key, or to visualize themselves in the space because it has been demoed down to a clean slate.”

AN EASY SELL

Pre-finished spaces are built-out suites with finishes already included so tenants can visualize the space they will be residing in, as well as move in quickly without having to go through the design process or wait for construction to be complete.

Such suites—designed with broad appeal—typically include neutral carpeting, a reception area, good lighting, a break room or kitchen and a small server closet. Depending on the floor plan, renovations might be as simple as putting individual locks on a former single tenant’s executive offices, making them single-room offices for sole proprietors.

“If you can show prospective tenants either all or a part of how the space will look completed, they can envision themselves there immediately, and it’s easier to sell them on the space,” said Jodi Azevedo, CPM candidate and chief financial officer and associate broker for Parkway Investment Corp. in San Rafael, Calif.

While broad appeal is important, Roeder said pre-finished suites need to be built out so they are consistent with demand in the market—meaning if the building already caters to a certain tenant base like hedge funds, then the space needs to be designed to the typical preferences of hedge firms in that area.

“Tenants want something that is appealing and already built to their liking,” Roeder said. “Pre-finished suites can accomplish that for a price that is often less than customized tenant improvements.”

TARGET AUDIENCE

In general, pre-finished suites often target entrepreneurs or small- to mid-sized firms that might not have the resources to build out a space to their specifications. Real estate managers might go as far as furnishing the office suites or even provide an onsite receptionist, office equipment and a





“IF YOU CAN SHOW PROSPECTIVE TENANTS EITHER ALL OR A PART OF HOW THE SPACE WILL LOOK COMPLETED, THEY CAN ENVISION THEMSELVES THERE IMMEDIATELY, AND IT’S EASIER TO SELL THEM ON THE SPACE.”

—Jodi Azevedo, CPM

conference room that can be shared among multiple small tenants

"This helps the small users," Azevedo said. "They just want to move in and be ready to go."

Azevedo turned approximately 3,000 square feet of office space in San Rafael, Calif., into fully furnished, full-service, executive office suites. The space was vacant for nearly two years, but was leased up between six and nine months by 10 different tenants, once renovations were complete. She said they are receiving slightly more net rent than when they leased the space to a single user.

In Gulfport, Miss., Marvin Koury, CPM, and senior advisor for Sawyer Commercial LLC said his firm created pre-finished suites at an office complex near the airport prior to Hurricane Katrina. At the time, a host of out-of-town real estate developers and other companies were expressing a lot of interest in the area, and they needed a space where they could come into town to do business. Tenants who were displaced from their workspaces after Katrina were also able to settle into the complex.

Tenants were offered short-term, all-inclusive leases for furnished offices with one to three rooms, a common conference room that could be reserved online, a common printer and scanner, a common kitchen area and a receptionist.

"Traveling business people would come in, set up shop and get to work," Koury said. "The set rent prices, space flexibility, amenities

and the ease of working somewhere that wasn't even home base made it very popular. That was the fullest that property had been in along time. We had definitely targeted the right group."


THINKING OUTSIDE OF THE WHITE BOX

While pre-finished suites often target smaller tenants, white-boxing is typically geared toward those tenants needing more space. White-boxing involves demoing everything in a space, painting it entirely white and creating a clean slate whereby prospective tenants can then build their designs from.

"Having a fresh, clean space helps keep prospective tenants from getting distracted by the former tenant's design," Roeder said. "It certainly contributes to the success of leasing a space."

White-boxing was certainly successful when Roeder's team took over management and leasing responsibilities for a formerly owner-managed building in San Francisco in 2010. At the time, it was 78 percent occupied and some spaces had been sitting vacant for as long as 10 years.

The team created a white-box show floor to reposition the property. They took the space down to a warm shell with power-blasted floors, tucked-away wiring, strip lighting, and columns covered with sheet rock. Remodeled bathrooms and a glass-walled conference room were integrated into the space as well.



"THE KEY IS TO DO RESEARCH, ... KNOW THE BUSINESSES THAT ARE IN THE AREA AND THE BUSINESSES THAT ARE MISSING, AND GO AFTER THE CONCEPTS WITH THE STRONGEST PROMISE. I WOULD AVOID HUNCHES. MAKE SURE YOUR MARKET RESEARCH SHOWS A CASE FOR SUCH RENOVATIONS."

-David Fisher, CPM



He said the show floor concept drastically increased deal flow. Property tours increased from between one and two tours per week to seven to ten tours per week. Those spaces that sat vacant for ten years were leased within months. By the end of 2011, the property was 95 percent occupied.

“Despite being virtually empty, the clean, fresh appeal of the rentable space still gave prospective tenants enough of a vision that they could see its possibility. The open canvas gave them the freedom to brainstorm concepts that would work for them, rather than having to overcome the obstacle of seeing past whatever the former tenant left behind.”

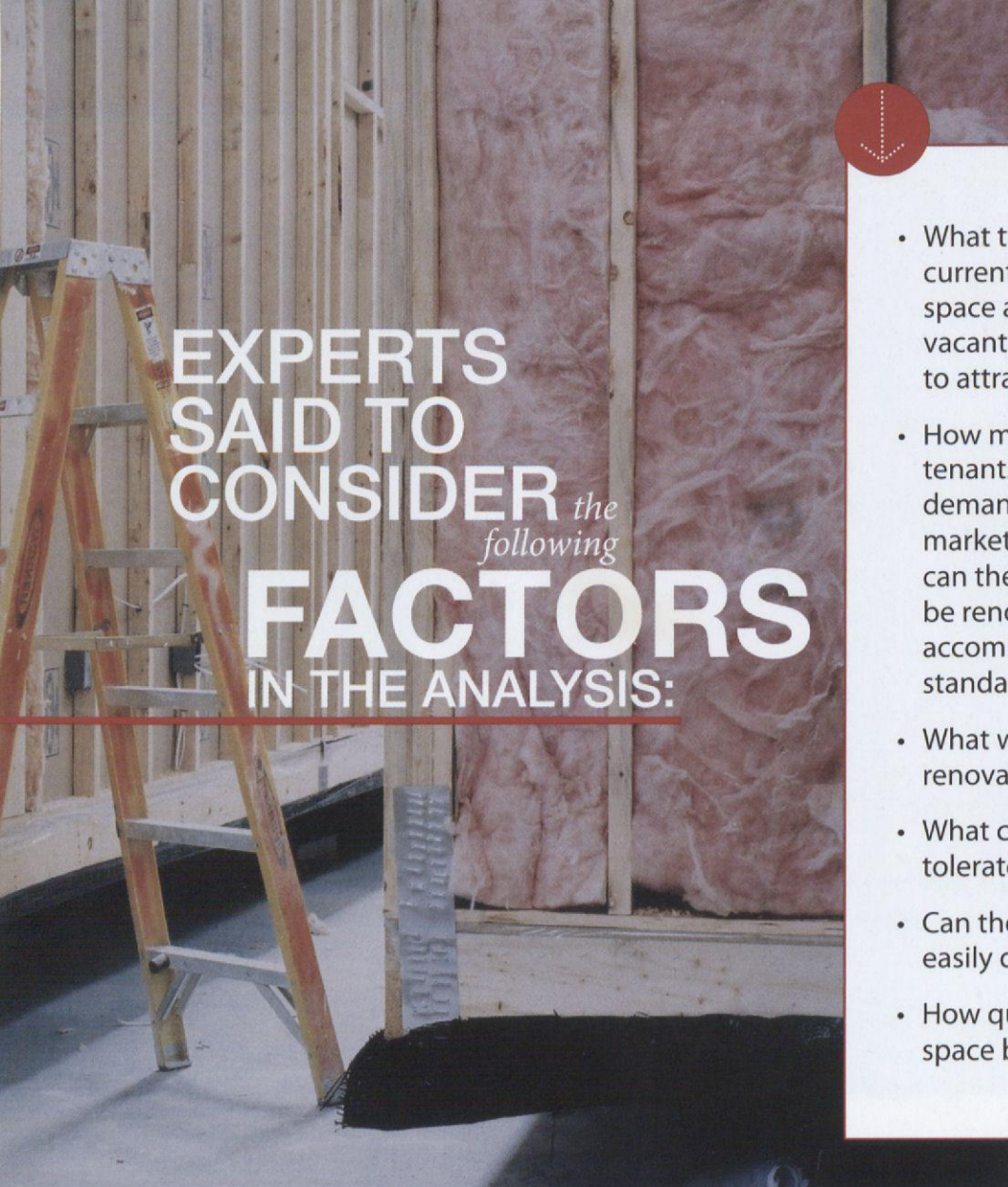
Whether an owner decides to pre-finish or white-box a space, or do either, a lot of market research must be done to determine the potential effectiveness of each strategy.

“It’s a risky practice to pre-finish to a heavy degree, said David Fisher, CPM, and regional property manager in Brentwood, Calif. “White-boxing space and creating generic space that multiple businesses could use is safer. Regardless, research is necessary to determine if either strategy will offer a return on investment.”

ANALYZE THIS AND THAT AND EVERYTHING IN BETWEEN

Considering the wide variety of possibilities when it comes to pre-finishing or white-boxing a space, the average amount of money spent on either concept cannot truly be measured, nor can the return on investment, experts said.

“No two buildings, areas or owners are alike,” said Day-Harrison. “How buildings perform is different. How owners invest their



EXPERTS SAID TO CONSIDER *the* *following* FACTORS IN THE ANALYSIS:

- What types of tenants are currently shopping for space and how can the vacant space be modified to attract such tenants?
- How much space do tenants commonly demand in the current marketplace, and can the vacant space be renovated to accommodate those standards?
- What will it cost to renovate the space?
- What can the market tolerate in terms of rents?
- Can the floor plate be easily divided?
- How quickly can the space be leased?

money is different. At the end of the day, the opportunity cost of these projects is an individual decision by owners as to how they want to spend and make their money.”

As a result, real estate experts said an analysis of the market and potential tenants is critical to determining whether renovating a space before a tenant signs the dotted line makes business sense.

“The key is to do research,” Fisher said. “Know the businesses that are in the area and the businesses that

are missing, and go after the concepts with the strongest promise. I would avoid hunches. Make sure your market research shows a case for such renovations.”

Thoughtful, researched analysis should help an owner make an informed decision about the costs of pre-finishing or white-boxing an empty space, versus the potential upsides of taking on such initiatives, real estate experts said.

“Whether these strategies will work is building specific and market

specific,” Day-Harrison said. “What works here, doesn’t work there. You need to do your homework. But every day a space sits vacant, the owner is losing money. That’s why it’s important to try anything and everything to get a space leased.” ■

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INTRODUCED IN FEBRUARY 2011, THE BETTER BUILDING INITIATIVE (BBI) CHALLENGES BOTH PUBLIC AND PRIVATE ORGANIZATIONS TO MAKE THEIR BUILDINGS 20 PERCENT MORE ENERGY EFFICIENT BY 2020.



BETTER BUILDING INITIATIVE



BY BETH MATTSON-TEIG

Energy efficiency has long been a primary concern for property managers. The focus on generating savings is getting a further boost from President Obama's Better Building Initiative (BBI).

Introduced in February 2011, the BBI challenges both public and private organizations to make their buildings 20 percent more energy efficient by 2020. The program picked up momentum last December when 20 companies and public entities committed to participating in the Better Buildings Challenge. Major corporations such as CBRE, ProLogis and Transwestern signed on as partners in the challenge, agreeing to reduce energy costs 20 percent by 2020, but also to share their practices and financial results of doing so.

USAA Real Estate Company has committed its 49 million square foot portfolio of office, industrial, mixed-use and hotel properties to the challenge.

"We wanted to highlight our best practices and also learn from best

practices from other partners as well," said Brenna Walraven, CPM, RPA, a managing director at USAA Real Estate in San Antonio. "Not to say that these are rocket science ideas, but if they can help another firm or another organization do better, then that is doing the right thing in giving something back to our industry and also to our country."

HONING THE TOOLS OF EFFICIENCY

One of the key advantages of the BBI is that it refocuses attention on energy efficient tools, resources, technologies and practices—even among those firms that have made sustainability a priority.

"Prior to the BBI coming out, we already had a large focus on sustainability and energy efficiency," says Jamie Weber, CPM, LEED AP, RPA, senior property manager at Colliers International in Washington, D.C. Colliers International had created a national sustainability team that provides local support to all of its markets with ideas on green

initiatives as well as a sustainability designation that Colliers employees can obtain through its Colliers University program.

While sustainable practices have become standard at many large real estate firms, not every business or property owner is focused on energy reduction.

"This is a further push to help owners and managers to perhaps take some extra steps that they haven't taken before," adds Weber.

One question for those participating in the program is whether that 20 percent standard is a realistic and achievable goal. USAA's standard commitment is to save 5 percent per year.

"I absolutely believe the goal of saving 20 percent by 2020 is achievable, even for big companies that are already doing a lot," said Walraven. One factor that will make that goal more obtainable is the continual improvement of technology related to energy materials, equipment and systems. In addition, more and more property managers, employees and

ONE OF THE KEY ADVANTAGES OF THE BBI IS THAT IT REFOCUSSES ATTENTION ON ENERGY EFFICIENT TOOLS, RESOURCES, TECHNOLOGIES AND PRACTICES—EVEN AMONG THOSE FIRMS THAT HAVE MADE SUSTAINABILITY A PRIORITY.

tenants are becoming involved.

Jones Lang LaSalle has committed 98 million square feet of properties that it manages to the BBI Challenge. Overall, the response from property managers has been positive.

“But, with so many buildings under management it’s no surprise that we’re seeing a range of responses,” said Richard Veith, CPM, a vice president at Jones Lang LaSalle in Pittsburgh. Many of Jones Lang LaSalle’s property managers were focused on improving energy performance well before BBI was introduced.

Some property managers have already done so much with their properties that an additional 20 percent improvement does not seem attainable, notes Veith. But those buildings that have yet to make energy savings a priority actually represent the greatest opportunity for improvements if managers can convince clients that any capital improvements will produce a good return on investment.

SAVINGS HIT THE BOTTOM LINE

The BBI is trying to drive home the point with owners, managers and tenants that energy efficiency makes good financial sense. According to a White House statement, commercial buildings consumed about 20 percent of all energy used by the U.S. economy in 2010. A 20 percent reduction across the board would produce an estimated \$40 billion in savings.



PHOTO © LOUNGE/PARK / GETTY IMAGES

“Owners are always looking for cost-effective ways to reduce energy because, if you do, obviously there is a savings there,” said Carolyn Perrigo, CPM, CSM, a senior vice president at Transwestern in southern California. Transwestern has enrolled 442 office buildings totaling some 78 million square feet of managed properties in the challenge. In addition, Transwestern hopes to exceed the challenge goal by achieving an even higher 25 percent reduction in energy use by 2020.

The BBI challenges property managers who have been focused on energy efficiency to fine-tune and embrace practices to find additional savings, notes Perrigo. Managers need to stay focused on energy efficiency, as well as emerging technologies that can boost savings in lighting, mechanical, boiler efficiencies, roofing and other equipment.



THROWBACK AND SHARE

During the 1990s, managers did a lot of lighting retrofits. Back then, the standard lamp was 40 watts. Since then, additional improvements produced a 32-watt lamp and now a 25-watt lamp—innovation that has led to a 40 percent savings. If a manager only did the first round of retrofits and didn't keep up with the evolving standards, money and energy savings are waiting to be claimed. "We need to keep up with the technology as the technology progresses," Perrigo added.

Property managers that might have missed out on the savings from the first wave of innovation have reason to embrace the BBI, participants of the program have agreed to share data in order to establish quantifiable results.

Firms are reporting results and case studies with the help of tools such as the ENERGY STAR Portfolio Manager benchmarking tool.

As part of its BBI Challenge participation, USAA has shared a case study involving a retrofit of a two-building office complex in Fort Lauderdale, which detailed the steps and savings at 350 and 450 Las Olas Centre from lighting retrofits, a Level II energy audit, water retro and new irrigation strategies. Overall, the various measures put into place at the property ended up saving nearly \$1.2 million in operating costs. At almost 470,000 square feet, the 14 percent reduction is roughly a savings of \$2.48 per square foot.

Jones Lang LaSalle has its entire U.S. portfolio enrolled in ENERGY STAR Portfolio Manager, allowing the company to track performance improvements very easily in conjunction with its own Portfolio Energy and Environment Reporting System (PEERS), which is designed for large corporate portfolios.

"A lot of the improvements we expect to achieve in the coming years would happen with or without the Better Buildings Challenge," said Veith. "But our commitment to the challenge was to put a plan in front of as many owners as possible regarding how they can improve energy performance and financial performance. Some of those plans will result in actions taken that may not have happened otherwise. So it's definitely our goal to use the challenge as a call to action for owners and for our property managers."



DURING THE 1990s, MANAGERS DID A LOT OF LIGHTING RETROFITS. BACK THEN, THE STANDARD LAMP WAS 40 WATTS. SINCE THEN, ADDITIONAL IMPROVEMENTS PRODUCED A 32-WATT LAMP AND NOW A 25-WATT LAMP—INNOVATION THAT HAS LED TO A 40 PERCENT SAVINGS.

KICK STARTING NEW INCENTIVES

BBI is hoping to spark more participation with added financial incentives. So far, the government has earmarked \$20 billion for energy efficiency improvements to government and residential buildings as part of the American Reinvestment and Recovery Act (ARRA). For example, the ARRA provided the General Services Administration with \$5.5 billion to improve the energy performance of existing buildings and to jumpstart a new generation of energy efficient buildings.

In addition, President Obama is calling on Congress to alter the current tax deduction for commercial building upgrades, transforming the current deduction to a credit that will encourage building owners and real estate investment trusts to retrofit their properties.

The administration is also working to make financing more widely available, encouraging property owners to take advantage of recently increased loan size limits to promote new energy efficiency retrofit loans for small businesses. The president's budget will also propose a new pilot program through the Department of Energy to guarantee loans for energy efficiency upgrades at hospitals, schools and other commercial buildings.

Currently, the BBI does make tax incentives available to owners/properties that achieve a 50 percent reduction in energy costs.

"Since many properties have already implemented energy management improvements because it made good business sense, the current tax incentives based on reducing energy costs by 50 percent are unrealistic," said Veith. "In order for the BBI to provide the impetus for the next generation of

energy efficiency upgrades, tax incentives based on incremental improvements to energy cost reductions needs to be pursued."

If more attractive tax incentives materialize, as many hope, it could spark more energy retrofits across the commercial real estate sector. Certainly, added financial incentives will motivate some owners to step-up energy efficient efforts, adds Weber. "The big push with BBI is if the incentives and tax credits are obtainable, it will help owners take that next step that maybe they couldn't do financially before." ■

BETH MATTSON-TEIG IS A CONTRIBUTING WRITER FOR *JPM*®. IF YOU HAVE QUESTIONS REGARDING THIS ARTICLE OR YOU ARE INTERESTED IN WRITING FOR *JPM*®, PLEASE E-MAIL MARIANA TOSCAS AT MTOSCAS@IREM.ORG.

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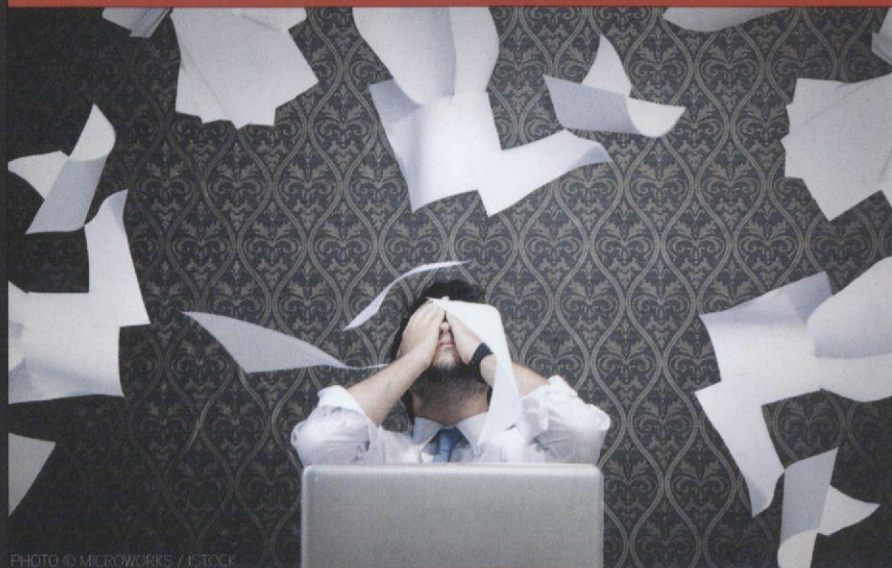


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“Keeping a paper trail and good internal controls is key. Make sure you sit down with your accounting partner and look at the processes you use, there is always new software and tools available to help you keep good records.”

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READ MORE

■ Bulgarian professionals have a strong desire to CONTINUE THEIR REAL ESTATE EDUCATION [p.56]. ■ Read about the recent activity from the IREM ETHICS BOARD during the 2012 Leadership and Legislative Summit [p.58]. ■ CONGRATULATIONS to the new CPM Members [p.60]. ■ See the CAREER MOVES and AWARDS AND RECOGNITION of property managers [p.62].

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BURGEONING BULGARIA



Irena Perfanova, CCIM, CIPS, CLHMS, TRC, is the president of FIABCI-Bulgaria, which began sponsoring CPM courses in Sofia in November 2011. Property management is still a relatively new field in Bulgaria. As the country struggles to emerge from its first boom-bust cycle since the end of Soviet control, Perfanova takes a closer look at the importance of property management to the ailing real estate market.

Bulgaria is a small country with 7.5 million people, situated on the Balkan Peninsula facing the Black Sea. The country not only acts as a natural division between East and West, but features excellent conditions for sea, ski and spa—making it an attractive location for tourism and international investment. With a good climate and soil, agriculture remains a strong industry. In addition, mining is a large industry due to its mineral reserves which are some of the richest in all of Europe.

A RISE FROM INDEPENDENCE

In 2004, Bulgaria experienced its first economic boom after the fall of the Soviet Union, starting a five year period of accelerated economic progress that pushed the development of new real estate in the capital city, Sofia, and beyond. Investments from places such as Israel, Russia, Spain, Austria, the United Kingdom and Ireland flowed into the country, spurring further growth.

With the influx of investment came renewed development. New residential and office buildings, shopping malls, holiday homes and villages sprung up in and around Sofia, mirrored through the rest of the country. Many

construction companies started to manage their own investments, giving birth to the first property management companies. According to FIABCI-Bulgaria and the National Statistical Institute, there are about 50 such property management companies in operation today.

In 2009, Bulgaria, like much of Europe, fell victim to the global economic recession. Unable to rise from economic crisis, new construction was no longer an option for the country. At the same time, unemployment outside of Sofia resulted in more people moving into the capital and “doubling up” in apartments, straining the resources in those buildings, resulting in a



BULGARIAN SPECIALISTS HAVE A STRONG DESIRE TO CONTINUE THEIR REAL ESTATE EDUCATION, PARTICULARLY THROUGH IREM COURSES, TO EARN THE PRESTIGIOUS CPM DESIGNATION.



new concentration on the conditions and services in existing buildings and how they may be improved.

BUILDING PARTNERSHIPS FOR NEW IDEAS

While office and retail management has become a mainstay to Bulgarian real estate, residential management has lagged somewhat. In gated communities populated by modern and wealthy inhabitants, upscale amenities such as security, playgrounds, fitness centers and swimming pools require professional third-party management. However, in other areas, management-fee collection is still a serious problem due to the absence of such traditional practice in Bulgaria, where individual buildings are managed mainly by the house managers and house committees elected by residents of the building.

The nascence of the industry, coupled with the economic issues that have plagued Bulgaria in recent years, helped FIABCI-Bulgaria recognize the need for special-

ized training in the field of property management. FIABCI-Bulgaria has teamed up with IREM to introduce the CPM designation program in Bulgaria, creating the proper climate for educating people on the importance of property management, bringing the skills and knowledge to Bulgarians already active in real estate.

Bulgarian specialists who attend courses tend to be managers of closed complexes, office or retail managers, logistics facilities managers, residential managers or real estate brokers planning to extend their business with property management. Due to the novelty of this profession in Bulgaria, most of these professionals have no previous experience in property management, except those who had been engaged in this field abroad. However, these professional are dedicated to providing their client, the property owners, and the occupants in the buildings they manage and lease a high level of service. They have a strong desire to continue their real estate education, particularly through IREM courses, to earn the prestigious CPM designation. ■

ACTIVITY OF IREM ETHICS BOARDS AT 2012 IREM LEADERSHIP AND LEGISLATIVE SUMMIT

BY EILEEN LYNCH



The **Ethics Inquiry Board** reviewed two new complaints. A CPM and ARM Member was charged by an outside party with covering up a theft in order to protect relatives, who were allegedly involved. The Board voted to investigate by asking for information from the Respondent.

a walk-through of the building to conduct an energy audit. The Complainant maintained this action was unethical, as his company managed the building and he had no knowledge of the appointment.

The Complainant alleged violations of the Pledge and Article 5, which is Relations with Other Members of the Profession. Both parties attended the hearing, and the Respondent also called a witness. The Respondent maintained she was not seeking management of the building; rather, her intent was to increase the efficiency of the building as she had done for other properties. After careful consideration, the Hearing Board concluded that there was not clear, strong and convincing proof of an ethics violation.

The **Ethics Appeal Board** did not meet as no appeals were requested. ■

EILEEN LYNCH (ELYNCH@IREM.ORG) IS ETHICS ADMINISTRATOR/AMO® COORDINATOR AT IREM HEADQUARTERS IN CHICAGO.

The second complaint came from condo owners concerned about the transition to a wireless alarm system in condominiums managed by the Respondent. The Complainant and other owners submitted two proposals to the Respondent with the intent of saving the association money, but did not hear back from the AMO Firm. The Complainant alleged the AMO Firm would have broken the local law without the help of the concerned owners, thereby putting the tenants' safety and health in danger. The Board determined the Complainant was not a member of the

condominium board that manages the association and voted to dismiss the complaint.

The **Hearing and Discipline Board** conducted one hearing. The Complainant, a CPM Member, alleged that another CPM Member (Respondent) used improper means to obtain financial statements and other information about a building being managed by the Complainant. The Complainant alleged that the Respondent implied that her relationship with the power company allowed her to obtain rebates. The Complainant supplied a series of e-mails between the Respondent and the power company, setting up

THE PAPER TRAIL



BY KAREN PHARR, CPM

Like many of you, I juggle several different properties and several different accounts, while making sure all accounts are separate, treated equally and handled lawfully.

I think we can all agree that accounting is a large portion of what we do for our clients as property managers. Depending on the size of your firm, you may have an accounting department, a lone accountant or you may farm out your accounting to an outside firm. Whatever method you use, the end game is always the same. As an AMO Firm, it is your responsibility to see that the proper accounting systems are in place and work well for you, the firm and the client you are serving.

ACCOUNTING BY THE CODE

The accounting section of Article 3 of the AMO Code of Ethics states, “An AMO Firm shall establish and adhere to sound internal financial controls for handling all company funds and client funds. It shall maintain, and update as needed, an accounting system that complies with accepted accounting procedures, client directives and obligations, applicable laws and regulations and supports company operation.”

As a member of the IREM Ethics Committee, we see cases alleging poor and, at times, non-existent accounting practices. After reading the full code, it’s clear to us as

members that many failures in one area of ethics have repercussions in other areas.

A failure to have good, sound accounting practices in place, for example, may lead to poor reporting practices. Poor accounting practices may lead to a breach of your contractual duties, in turn leading to a question of your fiduciary responsibility—and the snowball just grows.

ASK YOURSELF FOR A SELF-AUDIT

So how do you ensure you don’t get caught in the avalanche? Keeping a paper trail and good internal controls is key. Audit season, while not the best time to start putting good accounting procedures in place, is the time when you are forced to examine them. Make sure you sit down with your accounting partner and look at the processes you use, there is always new software and tools available to help you keep good records.

Ask yourself if it is time to make and implement changes. Go through your management agreements to verify what dates you are to turn over the accounting reports to your clients monthly and annually and ensure everyone who works on the accounts knows the dates and adheres to them.

Most importantly, educate your managers and support staff on your company’s accounting procedures. Finally, work with your accountant to set a checks and balances system to ensure everyone is abiding by the process. ■

KAREN PHARR, CPM, ([KAREN@HIETTASSOCIATES.COM](mailto:karen@hiettassociates.com)) IS THE OWNER OF HIETT, PHARR & ASSOCIATES, LLC.

New CPM Members



◆ April

Jason Acosta CPM, ARM
Vladimir Andreev, CPM
Colin Michael Bagwell, CPM
Sergey Balyko, CPM
Valery Baranov, CPM
Joshua Powell Bolger, CPM
Young Lily Chang, CPM
Samantha Ann Dugan, CPM
Richard Wayne Farmer, CPM
Heide Foley, CPM
Stanislav Fomichev, CPM
Chris B. Francis, CPM
Rochelle A. Green, CPM
Naoya Harauchi, CPM
Shinji Hashimoto, CPM
Laura D. Heffron, CPM
Haruo Inoue, CPM
Sachio Kira, CPM
Shohei Koshi, CPM

Dmitrii Kostiuichev, CPM
Daisaku Koujiro, CPM
Shintaro Koura, CPM
Ludmila Kvasova, CPM
David Larsen, CPM
Mark J. Mayfield, CPM
Hiroki Nakayama, CPM
William Shannon Nelson, CPM
Takuya Nogami, CPM
Genta Odagiri, CPM
Manabu Oota, CPM
Lynn M. Purdy, CPM
Ryan K. Rilee, CPM
Jon A. Royce, CPM
Kyoussuke Sako, CPM
Ekaterina Schpakovskaya, CPM
Bruce Shakerian, CPM
Takehiro Shimizu, CPM
Dmitrij V. Solovyov, CPM

Melissa Diane Steele, CPM
Naoki Tanaka, CPM
Lavlish Taneja, CPM
Maxim Tashirev, CPM
Luanne H. Thomas, CPM
Sadahisa Tokunaga, CPM
Larisa Turkina, CPM
Kevin S. Verhoven, CPM
Tanya M. Weber, CPM
Anne K. Wilbur, CPM
Yutaka Yamada, CPM
Hiroyasu Yamaguchi, CPM
Keith C. Yamashita, CPM
Mikhael Anatol'evitsch
Yatsenko, CPM
Kazuomi Yokoi, CPM
Ittetsu Yoshihara, CPM
Takashi Yoshimura, CPM

◆ May

Kazuhiro Amamoto, CPM
Jamie Artia Beale, CPM
Bernard Miles Birnbaum, CPM
Elena Chizhova, CPM
Marshall P. Ellis, CPM
Jorel Hayes Foerster, CPM
Kent C. Forsythe, CPM
Hideyoshi Fukunaga, CPM

Andrew Joseph Hawes, CPM
Hiroshege Hyuga, CPM
Ryo Karatsu, CPM
Satoshi Kenmotsu, CPM
Kazuaki Kobayashi, CPM
Hideaki Kureyama, CPM
Amy Denise Martin, CPM
Yoshihisa Masuko, CPM

Azar M. Meszaros, CPM
Irina Victorovna Panina, CPM
Jessica Lynn Siderius, CPM
Leonid Volokh, CPM
Hiroshege Watanabe, CPM
Eathen A. Williams, CPM
Yoshihiro Yamamoto, CPM



ON THE ROAD WITH IREM OFFICERS

July 11

Las Vegas Chapter No. 99
Location: Las Vegas
Visiting Officer: Lori Burger, CPM, Senior Vice President

July 12

San Diego Chapter No. 18
Location: San Diego
Visiting Officer: Joseph Greenblatt, CPM, Secretary/Treasurer

July 18

Idaho Snake River Chapter No. 107
Location: Boise, Idaho
Visiting Officer: Julie L. Muir, CPM, Senior Vice President

August 20

Nebraska Chapter No. 12
Location: Omaha, Neb.
Visiting Officer: Jim Evans, CPM, President

For a more comprehensive calendar of chapter visits, go to www.irem.org/calendar.

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Yardi	www.rentcafe.com	C4

Awards and Recognition



Daniel Ortiz, an IREM student member, has been initiated as one of the first members of University of Texas at San Antonio's Phi Kappa Phi honor society. Ortiz recently graduated with business honors and plans to pursue a career in the asset management sector of real estate. In addition to Phi Kappa Phi and IREM, Ortiz has also been a member of the International Council of Shopping Centers. Phi Kappa Phi is an invitation-only society, honoring the top ten percent of college seniors.

Career Moves

Randy X. Ferreira, CPM, was elected to the board of directors of the Bay Area Apartment Association. Ferreira is the principal/owner of Tampa-based Blue Rock Partners, LLC. Blue Rock owns and operates over 4,600 apartment units in 16 communities in the Tampa Bay and Orlando markets.



COURSE CODES KEY

- ARMEXM // ARM Certification Exam
- ASM603 // Investment Real Estate Financing and Valuation - Part One
- ASM604 // Investment Real Estate Financing and Valuation - Part Two
- ASM605 // Investment Real Estate Financing and Valuation - Part Three
- BDM601 // Maximizing Profit: Growth Strategies for Real Estate Management Companies
- BDM602 // Property Management Plans: The IREM Model (international only)
- CPMEXM // CPM Certification Exam
- CPM001 // CPM Certification Exam Preparation Seminar
- ETH800 // Ethics for the Real Estate Manager
- EE800 // Real Estate Professional Ethics (international only)
- FIN402 // Investment Real Estate: Financial Tools
- HCPEXM // HCCP Exam
- HRS402 // Leadership and Human Resource Essentials
- LTC401 // Housing Credits: Compliance Challenges and Solutions
- MKLA04 // Marketing and Leasing: Retail Properties
- MKLA05 // Marketing and Leasing: Multifamily Properties
- MKLA06 // Marketing and Leasing: Office Buildings
- MNT402 // Managing the Physical Asset
- MPSAXM // Management Plan Skills Assessment
- RES201 // Successful Site Management

AUGUST

JULY

RES201	July 12-21	Los Angeles
HRS402	July 18-19	Tokyo
ETH800	July 23	Kaneohe, Hawaii
RES201	July 23-28	Erie, Pa.
HRS402	July 25-26	Fukuoka, Japan

INTERNATIONAL

JULY

FIN402	July 4-5	Tokyo
MNT402	July 11-12	Fukuoka, Japan
HRS402	July 18-19	Tokyo
HRS402	July 25-26	Fukuoka, Japan

AUGUST

MKL405	August 22-23	Tokyo
MKL405	August 29-30	Fukuoka, Japan

CID201	August 1-11	Honolulu
ASM603	August 6-7	Livonia, Mich.
ASM603	August 6-7	Charlotte, N.C.
MNT402	August 6-7	Honolulu
ASM604	August 8-9	Livonia, Mich.
ASM604	August 8-9	Charlotte, N.C.
FIN402	August 8-9	Honolulu
ETH800	August 9	Cleveland
ASM605	August 10	Livonia, Mich.
ASM605	August 10	Charlotte, N.C.
RES201	August 14-23	Las Vegas
RES201	August 16-25	Chandler, Ariz.
ETH800	August 17	Sacramento, Calif.
ASM603	August 20-21	Addison, Texas
ASM603	August 20-21	Oak Brook, IL
ASM603	August 20-21	Marietta, Ga.
ASM604	August 22-23	Addison, Texas
ASM604	August 22-23	Oak Brook, Ill.
ASM604	August 22-23	Marietta, Ga.
MKL405	August 22-23	Tokyo
MKL405	August 29-30	Fukuoka, Japan
ASM605	August 24	Addison, Texas
ASM605	August 24	Oak Brook, Ill.
ASM605	August 24	Marietta, Ga.
ETH800	August 28	Phoenix

FOR THE MOST UP-TO-DATE COURSE LISTINGS, PLEASE VISIT WWW.IREM.ORG/EDUCATION.



IREM Institute of Real Estate Management

2012 IS MORE THAN HALFWAY DONE

Have you referred a member or a student to IREM® yet?

If not, you're running out of time for your chance at one of our \$2,012 grand rewards. **Refer a member or a student today.** By investing your time in the growth of IREM, you're investing in a lifetime of better business.

Congratulations to Brunetta Harris, CPM®, of Cleveland, Ohio!

She was the winner of our April Growth Month contest and is the proud owner of a new iPad 3.



With the Member Rewards Program, everybody wins:

You Win . . . by being entered in the Member Rewards Program. All you need to do is refer one member or student for a chance to win. Help us grow our community and win some cash. Your colleague will thank you for introducing them to IREM, and we'll thank you for supporting our mission.

Your Colleague Wins . . . by becoming part of the IREM® community and having immediate access to all IREM has to offer, as well as being affiliated with the leading organization in the real estate management industry.

IREM Wins . . . by increasing membership, gaining more recognition and influence within the industry, and increasing the presence of professional real estate management.

Together, we're building leaders.

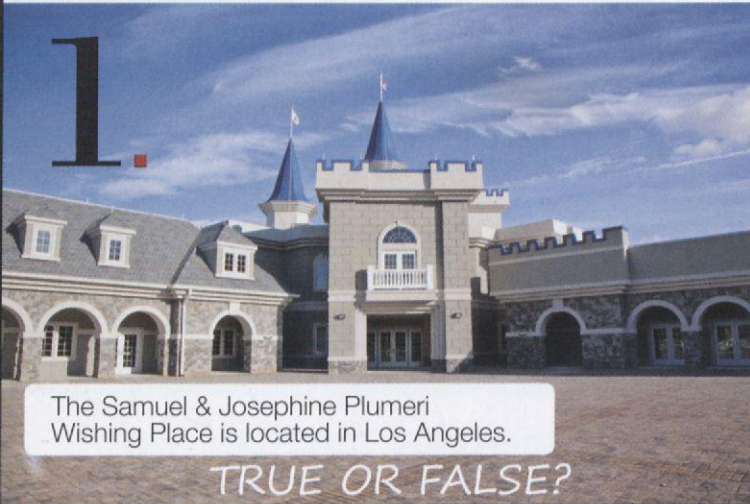
Simply tell your colleague to list you as a referring member on a membership application or course registration and you're entered!

GRAND REWARDS	Two \$2,012 drawings!
TOP REFERRAL REWARDS	\$1,000 – Highest number of referrals \$500 – 2nd and 3rd highest \$250 – 4th highest and 5th highest \$100 – 6th to 15th highest
MONTHLY REWARDS	\$100 – ten monthly drawings

www.irem.org/memberrewards

QUICK QUIZ

SCAN THE QR CODE FOR ANSWERS



1.

The Samuel & Josephine Plumeri Wishing Place is located in Los Angeles.

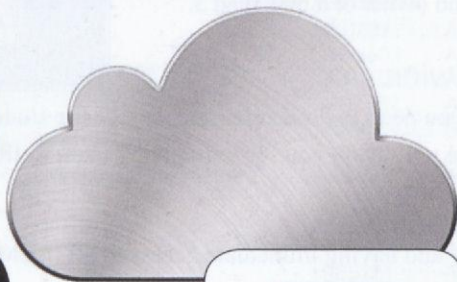
TRUE OR FALSE?

The Better Building Initiative (BBI) was introduced in:

- a. March 1998
- b. June 2003
- c. February 2011

2.

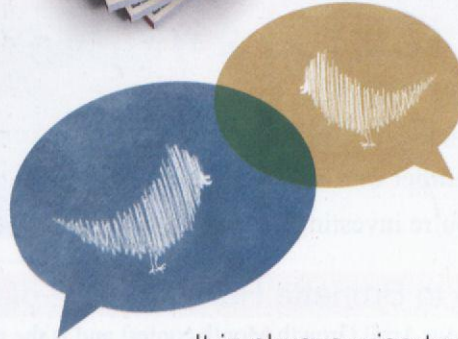
3.



4.

Based on the IREM Income/Expense Analysis® Books, which city ranks as one of the highest operating ratios for suburban office buildings?
***Hint: See page 11.**

- a. Wichita, Kan.
- b. Columbus, Ohio
- c. Salt Lake City, Utah



5.

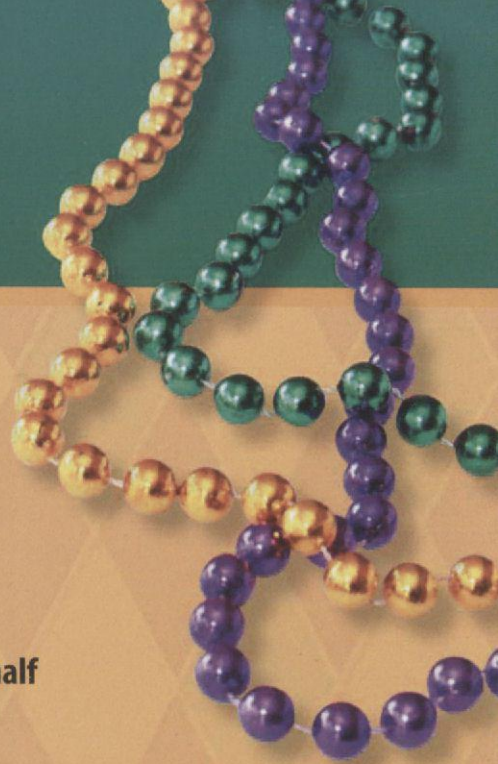
It is always wise to assume that communications via social media will not be private.

TRUE OR FALSE?

iCloud is Apple's brand new solution for keeping:

- a. All of your Apple devices in sync
- b. Your Apple devices clean
- c. You up to date with the weather

IREM® Fall Leadership Conference



A must-attend if you want...

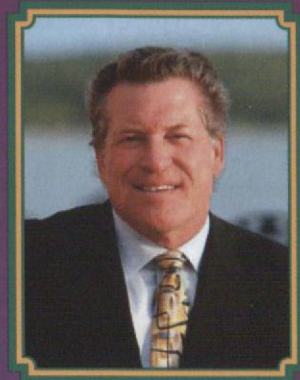
- Exposure to more than 600 experts in investment real estate, asset performance and financial management – set in an intimate, easy-to-network forum
- Dynamic learning experiences designed for pros managing all property types
- Face-to-face interaction with some of the industry's biggest players – more than half the attendees have 20+ years in the profession
- Do some business – it's the perfect place to meet your next client, colleague or employer
- Transform your leadership vision and sharpen your executive edge

www.irem.org/iflc

Keynote Speakers

Mark Scharenbroich | Thursday, October 18

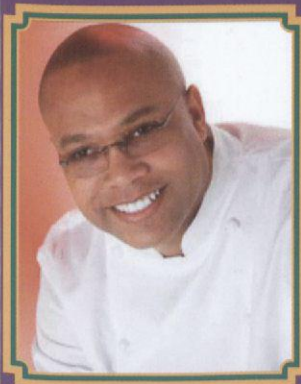
Mix thousands of black leather, bandana wearing Harley-Davidson riders, one 100th year anniversary celebration and a beige Ford Taurus, and you get the **Nice Bike** principle in action. Author, Emmy Award winner and business speaker, Mark Scharenbroich, will take you on a ride to building stronger and more meaningful connections in your personal and professional life.



Chef Jeff Henderson | Saturday, October 20

Chef Jeff Henderson could have easily become another statistic. Instead, he learned from his mistakes and became not only a top chef, but an inspiration to many.

It was in prison where Chef Jeff found his passion for cooking. After serving nearly ten years for a drug conviction, he used his street smarts to make his way up from dishwasher to executive chef of Café Bellagio in Las Vegas. His story was first told in the New York Times best-selling memoir, *Cooked: My Journey from the Streets to the Stove*, which is being adapted into a film starring Will Smith.



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