

JPM[®]

Journal of Property Management

IREM[®]
INSTITUTE OF REAL ESTATE MANAGEMENT

January/February 2024

Vol. 89, No. 1

Staying sharp

*Professional
development for
fast-paced times*

- › Creative strategies to find talent
- › A firsthand account of the Maui fire emergency
- › Getting to know 2024 IREM President Libby Ekre, CPM[®]

Sneak peek

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Personally, I'm looking forward to the day when AI can paint an apartment because very few maintenance people enjoy that!

P21



Image: iStock.com/Moyo Studio

Spending time together, exchanging ideas, and problem-solving in the moment is extremely powerful.

P9

”

“ Fires erupted in the late afternoon hours and appeared to be everywhere, all at once. P25

Many hotels and premier retail brands provide extensive customer service training for their team. That translates very well to providing world-class experiences for tenants in the buildings we manage.

P17

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The fund has supported more than 10 projects ranging from a solar panel installation at a school in Nigeria, to innovation around automated waste sorting in Rwanda, to installing a community garden at a senior affordable housing community in Philadelphia. P31

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Image: iStock.com/Delmaine Donson

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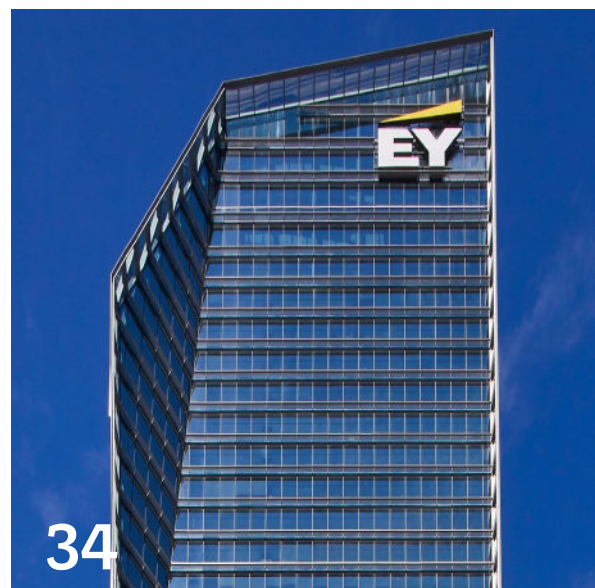
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Wendy Becker, J.D. | wbecker@irem.org

Vice President, Marketing and Communications

Bridget Terrones | btterrone@irem.org

Advertising and partnerships

irempartners@irem.org

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President's letter



Libby Ekre, CPM®

Before we dive into this exciting issue of JPM, I want to thank each and every one of you for the opportunity to serve as your 2024 IREM President. You reveal the power of purpose every day in your companies and communities and motivate me to be the leader you all deserve. I won't let you down!

The theme of this issue is leadership. As leaders, we show up. We set the tone. We keep our enterprises competitive by putting our best people in positions to succeed. And we face head-on any tailwinds that keep our organizations from moving forward.

One of these challenges continues to be attracting new employees to real estate management. A 2023 survey from Parks Associates and GE Appliances found that almost half of multifamily owners and real estate managers find it either difficult or very difficult to hire and retain new maintenance staff. On **P12**, experienced real estate professionals talk about how they're tackling the talent problem.

How can we do better at identifying the next generation of real estate management leaders? The IREM Foundation is advancing programs to do just that. We know that the lack of access to high-potential careers for those living in low-income communities widens the socio-economic gap. The article on **P30** highlights one of the Foundation's key goals over the next decade: To expand programs that increase awareness of real estate management careers and participation in industry education, training, and job fairs, specifically among individuals ages 16–26 in marginalized populations.

Gaining IREM certifications and skill badges early on is essential to real estate management professionals and their future leadership potential. On **P18**, I share how securing our IREM CPM® designations 25 years ago when my partners and I started our real estate management company jump-started our firm's success by validating our capabilities and experience. I also talk about IREM's leadership role in the real estate industry and how we'll continue to pursue our strategic objectives.

Once an individual starts their career in real estate management, ongoing learning and development is key to

success and growth. On **P6**, Jasmyn Sylvester, CPM®, ACoM®, shares the professional development insights she learned in conversations with five real estate managers. These managers talk about current learning and development trends, including where we are with virtual and in-person training and the skills real estate managers need to drive their teams' success.

Unfortunately, there's no training to prepare you for some days as a real estate manager. A local disaster requires managers to act quickly to minimize loss of life, protect the property, and prepare for recovery. In this issue's Property Spotlight on **P24**, Mark Strathmann, CPM®, a Maui resident for the last 12 years, tells a personal story about how the management team at the Wharf Cinema Center, a shopping center in Lahaina, Maui, contended with the devastating fire that swept parts of the island. Strathmann's story is gripping. I encourage you to give it a read.

During this year's IREM Global Summit in Toronto, some IREM members and staff toured the EY Tower, located in the heart of Toronto's Financial District. The Global Practices article on **P34** notes how the structure's architectural design applies advanced technology to optimize sustainability. The building shows how real estate managers can collaborate with architects and engineers to ensure a cohesive vision.

In 2024, IREM will continue working with members to enhance their leadership skills and professional development paths, while seeking innovative ways to highlight how real estate management is a dynamic career choice. IREM is stepping up to continue advancing the real estate management profession, and I look forward to engaging with you in the year ahead.

Libby Ekre, CPM®
IREM President

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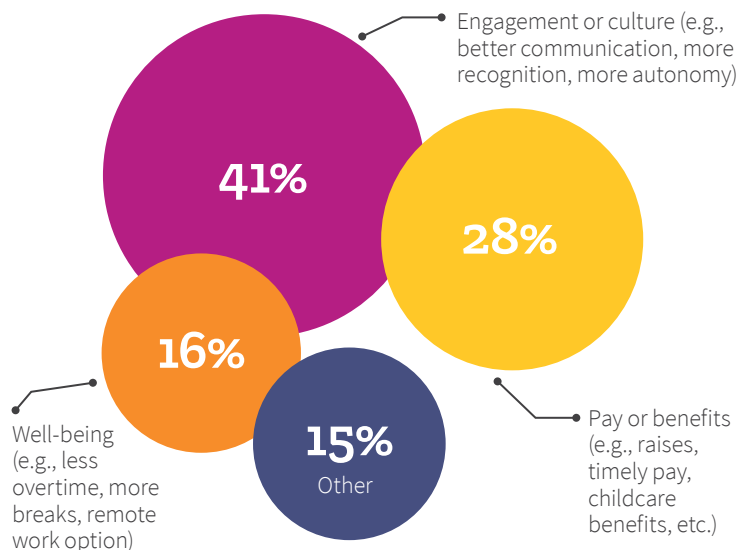
We know that the lack of access to high-potential careers for those living in low-income communities widens the socio-economic gap.



A better workplace

With the current staffing shortage, it's more important than ever for managers to listen and respond to employees' needs and wants. In the recent State of the Global Workplace: 2023 Report, Gallup asked: What would you change about your workplace to make it better?

Source: Gallup, State of the Global Workplace: 2023 Report



24% of multifamily property owners and managers report being understaffed for maintenance operations.

Read about creative ways to find talent starting on **P12**.

Source: Parks Associates and GE Appliances, Solving Multifamily Maintenance Demands with Smart Appliances

Save these dates

IREM Advocacy Impact Day + ESG Summit

February 27-28, 2024

Washington, D.C.

irem.org/aid

IREM Global Summit

October 6-9, 2024

Indianapolis, IN

irem.org/globalsummit

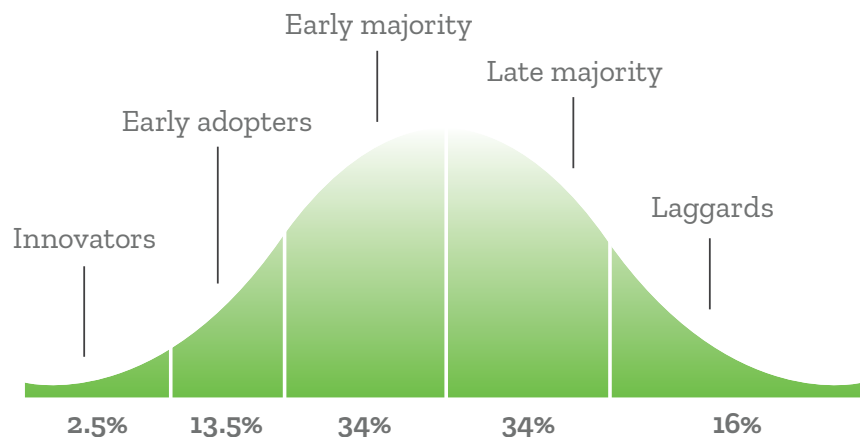


Image: iStock.com/franckreporter

The tech adoption curve

Frameworks like the technology adoption lifecycle can help you assess your management company's practices and perceptions around proptech, including how you compare to your competition.

Technology adoption lifecycle



Technology benchmarking is another valuable process to assess your management company. You can produce internal benchmarks around issues like network downtime and user satisfaction, or benchmark using industry data.

Resources that provide data to benchmark your management company's use of technology include:

- **IREM Proptech Insights Survey**
- **BakerHostetler Data Security Incident Response Report**
- **MIT Tech Tracker**

[Read more](#)

about technology benchmarking on **P28**.

Staying

Professional development for fast-paced times

> In our fast-paced and ever-evolving workplace, real estate managers may struggle to find the best approach to professional development to fit their needs. I had the distinct privilege of speaking with a diverse range of industry leaders to gain a deeper understanding of how they're keeping up with professional development trends in real estate management. We talked about selecting training opportunities for our teams, and they shared their views on how professional development is shaping today's managers.

sharp

By Jasmyn Sylvester,
CPM®, ACoM®



Image: iStock.com/nd3000

Dave Sayers

Senior director, training and development
Cortland, AMO®

Jasmyn Sylvester, CPM®, ACoM®: How do the professional development trends in multifamily impact your approach to training and development?

DS: It's more critical now than ever before to have a strong training team that understands the industry as a whole and can quickly deliver quality training that helps each employee gain the knowledge they need.

Think about how we absorb information as a society. Maybe it's the latest TikTok videos, maybe it's a podcast, maybe it's binge-watching a show or watching tons of content on YouTube. Training teams need to think through designing content in the same format to ensure we're helping people absorb critical job information between all the information delivered through other avenues.

This means we focus on creating and delivering training that becomes even more bite-sized and adaptable to serve today's current employees, while also embracing technology to train tomorrow's employees. Video-based training, episodic training, and artificial intelligence (AI) authoring tools can reduce content build timelines so we can quickly adapt and provide need-based and, most importantly, skills-based training that has a direct impact on the employee's ability to serve the customer while understanding the true operations of multifamily.



“
One of the most common questions candidates ask in an interview process is about how they can grow in the organization.

—Dave Sayers,
Cortland, AMO®

We're all still working hard to fill open positions. How does professional development tie into recruiting?

DS: Employees thinking about joining your organization are looking for how they can assimilate into your workforce. They're also thinking about the overall psychological safety of moving from one company to

Take the time to gain a full understanding of the return on investment before implementing a new technology.

another. Show them how well you're prepared for them to take on a valued role by having an onboarding plan.

This means taking the time to determine what your onboarding strategy will be to help people learn the knowledge and skills in their new role. Each role should have an onboarding strategy that includes classes, online courses, team connections, and even a mentor when possible. Most importantly, a new employee's onboarding should deeply involve the person's supervisor with check-ins and one-on-one conversations to ensure the new employee is on track.

Once your onboarding plan is done, it's now time to create a growth plan. One of the most common questions candidates ask in an interview process is about how they can grow in the organization. So be prepared to talk through what growth can look like in your organization.

How has the rapid adoption of technology in real estate management changed the knowledge and skills real estate managers and their teams need?

DS: At times, there seems to be more technology available than the need for it. And there's so much more to consider with how fast adoption is progressing with AI software. Platforms like ChatGPT, Perplexity, and ChatSonic seem to be all the rage. It's important for companies to determine how they allow their employees to use it. For example, some companies have already put restrictions on use; they want to be cautious about releasing proprietary or customer information by accident. On the other hand, some companies are going all in.

And as organizations purchase new technology for use, we need to ask ourselves from a learning perspective how we can best implement it for long-term change. When thinking of technology training, think past the "clicks" and "drop-downs," and start with fundamental change management questions like: What is the problem that exists today, and how will this technology resolve the problem?

Take the time to gain a full understanding of the return on investment before implementing the technology. Gain a full understanding of your return on "training" investment, too. Determine what level of training you need for the software you're implementing and how you'll prepare the onsite teams or user base to make the change.



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I take full responsibility for arming my team with the right tools they need to be successful in their positions. This includes sharing my own development experiences from over the years.

—Leigh Carter, CPM®, RPA, FMA, JLL

Leigh Carter, CPM®, RPA, FMA

Vice president/group manager
JLL

We're all so busy with our jobs these days. How do you go about finding time for your own professional development?

LC: Scheduling has always been an important tool for me and continues to be. If I'm virtually learning in my own time, I schedule intervals of work and free time on my calendar to ensure I'm reminded to pick up and move forward until I finish a project. Additionally, I'm constantly looking for new and innovative professional development opportunities and strategies in the market.

How has remote and hybrid work changed our approach to professional development?

LC: It's opened doors to so many opportunities! We can potentially work from home, uninterrupted, to learn. It also gives us the comfort to actually attend training and networking events in person and collaborate with others without feeling like we're missing something at the office. We can engage in so many ways that can catapult us forward. Learning is different for everyone, and I believe work from home has allowed people to approach their unique learning experience comfortably and in different ways, creating new pathways to success.

Can you talk about the responsibility you feel for getting your team the professional development they need to succeed in their careers?

LC: I take full responsibility for arming my team with the right tools they need to be successful in their positions. This includes sharing my own development experiences from over the years.

The right professional development tools and opportunities allow each team member to make their own

intelligent, informed decision for next steps in their ongoing development. And you have to have an open mind and allow them to pivot their career direction if necessary. The most wonderful thing about real estate management is that it can go in several directions. Success through professional development isn't the only route; success is made up of many moving parts working together.

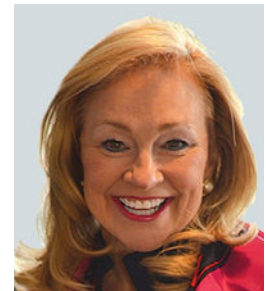
Debbie Phillips, PhD, CPM®

2024 IREM Board of Directors
President
The Quadrillion

The COVID-19 pandemic drove so much training and career development online. What role do in-person networking events, conferences, and live instructor-led learning play, almost four years later?

DP: As humans we crave interaction and engagement. The pivot to online learning was out of necessity and has now become a staple for compliance-based training, not to mention a cost-effective solution for scaling content to the masses.

Now more than ever, people are finding tremendous value in the power of storytelling, sharing personal experiences, and harvesting real-time knowledge through traditional forums. Spending time together, exchanging ideas and problem solving in the moment is extremely powerful. There's tremendous satisfaction in helping your colleagues grow and achieve success.



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Depending on what career stage you're in, you can customize a learning and development plan that complements your experience.

—Debbie Phillips, PhD, CPM®, The Quadrillion

How can real estate managers select the right professional development options for their career goals?

DP: As [author and motivational speaker] Simon Sinek recommends, “Start with why.” Then follow with “what” and “how.” Your professional development plan should incorporate both formal and informal modalities. Depending on what career stage you’re in, you can customize a learning and development plan that complements your experience. If your goal is to achieve a professional designation, there are predictable paths to earn the designation. During those experiences is the opportunity to tap into other people’s genius, but there’s no substitute for volunteering with your local IREM chapter and engaging with your contemporaries. There is power in relationships. Success begins with having a growth mindset. Being curious and having a hearty appetite for learning are essential for growth and development.

What role does higher education play in professional development for real estate managers, especially in educating the next generation of managers?

DP: Anyone can find the answer to a specific question without enrolling in a four-year program or having an advanced degree. The role of higher education is to provide a fertile training ground for developing critical thinking skills and interdisciplinary learning. The opportunity to learn in a formal and rigorous environment can sharpen your mental saw in a unique and transformative way.

I’ve had the pleasure of teaching in higher ed for more than two decades and have seen students engage in experiential learning opportunities paralleled to current workplace challenges. Everything from recommending alternative courses of action, to using \$100,000 in seed money to grow an investment portfolio, happened within these classes.

Let me be clear—higher education is only one “lane” on the highway to success. It offers rigor in a relatively low stakes environment to pressure test hypotheses and hone critical thinking and leadership skills while collaborating with a diverse population.

Kurstie Butcher, CPM®, ARM®

Property management and operations specialist
Draper and Kramer, Incorporated, AMO®

What knowledge and skills should real estate managers focus on in our professional development?

KB: Learning how to use technology to your advantage is extremely important, and so is keeping up with its ever-evolving trends and changes. Management professionals should be focused on conflict resolution and problem solving. The best way to train employees is to give them hands-on experience. Let them observe those tough conversations so they know how to best handle them when they have those conversations in the future. Also, focus on the goals of ownership and management. Lastly, time management is very important.

The pace of change in real estate management seems to get faster each year. How do you and your team keep current with the knowledge and skills necessary to do the job in this environment?

KB: Education is key—keep current with webinars, conferences, and articles. Network with vendors and other professionals in the industry. I’m lucky to have a company that isn’t afraid of change and is open to new ideas, procedures, software, and whatever will solve problems and improve operations. I provide training to all employees, new and old. I keep an open mind to the ideas and opinions of all contributors, no matter the generation. It’s important to be aware of how they learn and always be conscious of diversity, equity, and inclusion.

How does our own professional development as real estate managers relate to our obligation to do our best for our owners and their assets?

KB: By constantly striving to improve efficiency and effectiveness throughout my daily work, which then translates to more money. When tedious work gets done, you have more time to work on value-added tasks or projects. You don’t have to be an expert, but knowing



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I provide training to all employees, new and old. I keep an open mind to the ideas and opinions of all contributors, no matter the generation.

—Kurstie Butcher, CPM®, ARM®, Draper and Kramer, Incorporated, AMO®

Being curious and having a hearty appetite for learning are essential for growth and development.

Relationships, at the end of the day, are still the number one priority in delivering quality service.

about various topics or trends is beneficial. I want and desire to be the best for the company and owners. Self-improvement, always.

Shannon West, CPM®

Vice president and principal
Wyse Real Estate Advisors, AMO®

What trends within real estate management are driving professional development trends among commercial managers?

SW: Some of the professional development trends I'm noticing are driven by our trade organizations and professional associations like IREM. For example, the focus on DEI, which IREM has done very intentionally. It is now providing industry-wide DEI education through programming like the IREM Skill Badge: DEI. I think there is growing awareness about diversity and inclusion and social causes on a broader scale within our industry. I also do see the industry moving in the direction of implementing more ESG initiatives, which is great, as we're seeing more energy legislation passing in different states. Legislative advocacy is becoming more important. I think that's something that sets leadership potential apart—are you willing to go that extra mile to stay informed and take action?

How are you encouraging your teams to consider what forms of professional development they need to succeed in their careers?

SW: I encourage my team to ask those questions of themselves about their goals. If someone is interested in advancing, I want to see that enthusiasm, energy, and willingness to continue learning and growing. I think it's important to encourage my team to see themselves as leaders even if they're not technically in a leadership role. It's vital to be able to identify those around you who are doing good work and to recognize strengths in your team members. You need to be able to pull that out of them and help develop those skills further. Rising tides raise all ships!

Does the adaptation of new technology hinder connection when engaging and developing your team members?

SW: I do feel there's some technology learning fatigue. We're still finding a balance in staying current and adopting new technologies to increase capacity or improve efficiency, and getting the basics of our jobs done well, which is ultimately the most important thing. Relationships, at the end of the day, are still the number one priority in delivering quality service. Working well with your co-workers, communicating with your tenants, and getting some face-to-face time can get lost a bit when you feel stuck behind a computer.

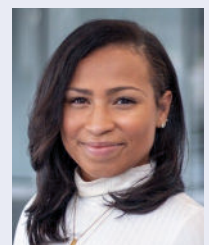
Those personal touchpoints will set you apart from having the fastest, most current technologies. I do still believe those soft skills are an important part of training. Learning how to resolve conflicts, how to have difficult conversations, how to pitch to clients, or how to close a deal are the learning topics I hear requested the most. Those skills are most needed to allow you to show up confidently in uncomfortable situations, and they will ultimately help you grow and be successful as a real estate management professional. ▀



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If someone is interested in advancing, I want to see that enthusiasm, energy, and willingness to continue learning and growing.

—Shannon West, CPM®,
Wyse Real Estate
Advisors, AMO®

Jasmyn Sylvester, CPM®, ACoM®, is vice president of property management for Pine Tree Commercial Realty. She is the 2024 IREM Georgia President and has served the chapter in several positions. At the international level, Sylvester was the 2020 chair of the IREM Diversity Advisory Board (now the DEI Advisory Council), an IREM Diversity Scholar in 2018, and chapter liaison for IREM's HBCU Task Force. Sylvester was named as one of Globe Street's Real Estate Forum, 2023 Women of Influence in the Mentorship category. She was honored with two 2023 IREM REME Awards in the ACoM of the Year and DEI Excellence categories. She was also named one of ICSC's Mary Lou Fiala Fellows for 2023. Sylvester's greatest accomplishment is raising her three-year-old son, Roman, with her husband, Steven.



Position:

The peak of the COVID-19 pandemic may be behind us, but the effects of the Great Resignation and subsequent staffing shortages are still seen today. Whether stemming from retirements, demand for higher pay and benefits, or desire for flexible working options, 1.47 million fewer workers are participating in the workforce compared to February 2020, according to the U.S. Department of Commerce. But even if every one of these workers reentered the workforce, the U.S. would still have about 3 million open jobs.

Image: iStock.com/FatCamera

Creative strategies for
finding new talent

Filled

The shortages have affected nearly every industry, with the leisure and hospitality industry taking some of the biggest hits. Real estate management is also feeling the impact. A 2023 survey from Parks Associates and GE Appliances found that almost half of multifamily owners and real estate managers find it either difficult or very difficult to hire new maintenance staff, and 45% find it either difficult or very difficult to retain workers once they're hired.

Despite these challenges, industry leaders are finding plenty of ways to find talent amid the staffing shortage.

From handing your business card to an attentive Starbucks barista, to visiting your local military recruitment office, to creating a robust 12-week internship program, seasoned real estate managers shared with us the ways they're keeping their positions filled.

Enticing offers

To appeal to potential employees—and retain current ones—companies are enhancing their benefits packages and offering higher salaries when possible. Greystar, AMO®, has increased pay for maintenance workers and expanded their potential benefits, including extra days off and six-week sabbaticals for eligible employees.

"Along with wanting to attract employees, we want to promote a healthy work-life balance," says Rosalinda Bridges, CPM®, director of real estate at Greystar. "We want our employees to feel at the top of their game when they come to work, so we want to make sure that we give them the time off to get refreshed and rejuvenated."

Especially with the increased costs of living, discounts on multifamily rental units can be an incentive for managers in those communities. "We now offer 40% off rent. That's a major benefit," Bridges says.

The RMR Group team has also refined their benefits to gain distinction. Along with competitive pay, they offer expanded eligibility for stock grants, an enhanced well-being platform,

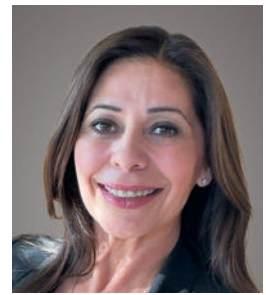
tuition reimbursement, and a flexible working policy with two allowed remote days per week. And because current employees can be the best recruiters, The RMR Group brings in new candidates by extending hiring incentives.

"We incentivize our people to help identify talent by offering a \$15,000 bonus for employees who refer a candidate for a full-time, regular position whom we then hire," says Diane Proctor, vice president, human resources with The RMR Group. "Approximately 20% of our hires are employee referrals."

And just how real estate managers must identify the amenities their clients are looking for, many management companies keep a pulse on desirable job perks in the industry, consistently gauging current employees through surveys and polls.

"We have conducted an employee engagement survey managed by a third party that includes prompts related to employees' satisfaction with pay and benefits," says Proctor, who adds that they also seek feedback when interviewing their job candidates and by getting insights from recruiters.

Greystar also polls their employees about the benefits most important to them—the impetus for the sabbaticals came from the survey results. "We want to be competitive and cutting edge," Bridges says.



“
We want our employees to feel at the top of their game when they come to work, so we want to make sure that we give them the time off to get refreshed and rejuvenated.

—Rosalinda Bridges, CPM®, Greystar, AMO®



Despite these challenges, industry leaders are finding plenty of ways to find talent amid the staffing shortage.

Reaching the next gen

Recruiting college students or those who've recently graduated is the perfect way to fill entry-level roles and bring potential employees directly into the doors of management companies. Unlike expensive benefits packages and other tactics, internships can be an advantageous option for lower-budget, smaller, or newly started management companies, as

well as established firms. Local high schools, community colleges, or universities with real estate programs are the ideal places to promote these learning opportunities.

"We believe once someone gets their foot in the door at CBRE, AMO®, the potential to build a career here is limitless," says Sarrah Stutzman, vice president of people at CBRE. "We have several team members who started as interns and went on to spend their entire careers with CBRE, progressing through many roles within property management and the organization."

Greystar's 12-week summer internship programs get interns involved in every aspect of real estate management. "Throughout the summer, they work at one property, and they spend time working with leasing, maintenance, and management, so they get to see everything that goes on," Bridges says. "They are always working with someone else, so they aren't overwhelmed."

Internships and mentorship programs also help students realize the career potential in real estate management, and these candidates help shape the industry's future. Expanding the number of

employees from groups underrepresented in real estate management is a goal for many management companies, and hiring students or student interns is a great place to start. For example, CBRE, Greystar, and The RMR Group all partner with Project Destined, an experiential real estate-focused learning program serving students from backgrounds underrepresented in commercial real estate (CRE).

Companies can also recruit and promote their internship programs at historically Black colleges and universities (HBCUs) and other institutions. RMR has provided sponsorship of the Real Estate Institute at Morehouse College, a historically Black college in Atlanta.

"Collectively, these approaches help create a pipeline of talent for RMR. For example, our 10-week Accelerated Analyst Summer Internship Program is a conduit for

Unlike expensive benefits packages and other tactics, internships can be an advantageous option for lower-budget, smaller, or newly started management companies, as well as established firms.



Image: iStock.com/Cecille_Arcus



Many management companies focus efforts on reaching military veterans by contacting local agencies or recruiting firms, such as Hiring Our Heroes or RecruitMilitary.



Image: iStock.com/Jacob Wackerhausen

long-term roles, providing candidates with hands-on experience and exposure to CRE," Proctor says. "Two program graduates are now working in permanent positions at RMR following their internships."

During RMR's 10-week program, RMR employees mentor college students in technical, financial, and leadership skills to prepare them for a live pitch competition judged by senior leaders from participating organizations. RMR has mentored student cohorts in Boston, Atlanta, and Washington, D.C.

Real estate managers also agree that engineers and maintenance workers are valued and challenging to find

in the current market. To solve this issue, RMR launched a successful and expanding Engineering Development Program in 2019 to train candidates in all aspects of their engineering responsibilities.

Greystar has a similar program for its maintenance workers. "On-the-job training is a beneficial offering. We've created a lift-off program for our maintenance team that pairs them with mentors so they can learn hands-on," Bridges says. "They know from Day One what the job will be like."

Bridges says Greystar also frequently attends hiring events at trade schools to reach their potential workers.



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Collectively, these approaches help create a pipeline of talent for RMR. For example, our 10-week Accelerated Analyst Summer Internship Program is a conduit for long-term roles, providing candidates with hands-on experience and exposure to CRE. —Diane Proctor, The RMR Group



“*Veteran candidates often possess technical skills needed for engineering-oriented roles, and leadership skills learned in the armed forces translate very well to our business and positively impact our teams and operations.*”

—Sarrah Stutzman, CBRE, AMO*

Looking outside real estate

Bridges says she always has an eye out for great talent—and it can be found anywhere.

“I focus on customer service,” she says. “We’re hiring for attitude and that inner drive, just going above and beyond for the customer.”

When Bridges sees someone displaying those attributes, she’s not shy to hand them her card and start telling them about the opportunities in real estate management.

She offers some advice for anyone looking to fill those open positions. “I would keep your eyes open and look at places you might not have thought of before, like a coffee shop, shoe store, or pharmacy. Hospital workers are also very customer-focused,” she says. “I talk to people all the time and tell them about property management. Many people don’t realize what a successful career they can have in this industry. As long as they have the right attitude, the skills can be taught.”

Stutzman agrees that customer service is a necessary trait to look for. “Many hotels and premier retail brands provide extensive customer service training for their teams,” she says. “That translates very well to providing world-class experiences for tenants in the buildings we manage.”

Recruiting military veterans

Another source of qualified candidates is the military. Many management companies focus efforts on reaching military veterans by contacting local agencies or recruiting firms, such as Hiring Our Heroes or RecruitMilitary.

“Veteran candidates often possess technical skills needed for engineering-oriented roles, and leadership skills learned in the armed forces translate very well to our

business and positively impact our teams and operations,” Stutzman says. “For example, there are times when a property’s building managers must make decisions quickly, sometimes under pressure, in stressful circumstances. Military training provides a strong foundation for that.”

RMR employs 23 military veterans across several departments and locations and works to connect them, recognize their contributions, and attract new veteran talent, says David Webb, CPM®, director at RMR, who served in the U.S. Marine Corps.

“We thank and recognize our veterans annually on Veterans Day, providing them with a gift specific to our Veteran Team,” Webb says. “As a result of such initiatives, RMR has been designated as a Military Friendly® Employer by VIQTRORY, a veteran-owned small business, for 2024.”

Closing with culture

Regardless of where prospective employees come from, company culture is typically a strong selling point—and one that leads to long-term retention and satisfaction, says Stutzman.

“We’ve focused on defining and communicating our employee value proposition, which often differs by role and skill, to the marketplace,” Stutzman says. “As you can imagine, what matters to a building engineer differs from what matters to a concierge. We work to ensure our firm is the place people want to work: the employer of choice for all the types of talent necessary to provide excellent customer service.”



“*We thank and recognize our veterans annually on Veterans Day, providing them with a gift specific to our Veteran Team.*”

—David Webb, CPM®,
The RMR Group

Engineers and maintenance workers are valued and challenging to find in the current market.

Libby Ekre, CPM®





2024 IREM President Libby Ekre, CPM®, shares what IREM has meant to her and discusses her vision for this year and beyond

JPM spoke with 2024 IREM President Libby Ekre, CPM®, about her real estate management career, progress toward the objectives in IREM's strategic plan, and how IREM will continue to meet the needs of real estate managers.

How did you get into real estate management, and how did you first get involved in IREM?

I happened to be looking for a job while taking a break from college and found myself as a leasing consultant on a brand new property. I absolutely loved my job, and it came with an apartment. That was the best thing ever at that age.

When my partners and I started our management company, MEB Management Services, AMO®, almost 25 years ago, we knew that if we wanted to compete with the larger companies, it would be critical to have our IREM CPM designations. Once those were secured, we had the confidence to grow our business because of the knowledge we gained in helping to create value for our clients.

Was there one person who particularly influenced your career?

My father taught me to show up, work hard, and do your best. He taught me to always do the right thing, even when it's hard. He taught me to be respectful of others' opinions and to listen. He was an educator and a grade school principal who never missed a day of school.

Why did you choose to follow a leadership path, both in your career and with IREM?

Leadership is part of the job and makes real estate management a rewarding and exciting career. You can learn and grow fairly quickly with the right training and determination. Overseeing the operations of multimillion-dollar properties, while enhancing the tenants' and residents' experiences of where they work and live, matters. You can change the value of the asset and make a difference in people's lives, including for your clients and their bottom lines.

What have you learned so far while being an IREM leader about what real estate managers need and how IREM can fill that gap?

I've learned many things as an IREM leader. Anyone who steps into any leadership role should know that you're there to listen to members' needs—to always listen, understand, and ask a lot of questions. You're also there to represent the members. We

get so much insight from members sharing their experiences, and that insight is invaluable to executing the IREM strategic plan with the Board of Directors, which helps advance our collective knowledge and careers. That being said, each IREM President has faced some type of challenge in their year, and each has great and tough stories to tell. I'm hoping this year will be filled with great stories to tell.

Being an IREM leader has confirmed for me that real estate managers need information and ongoing education. Keeping our properties competitive requires this. IREM helps real estate managers gain the knowledge and confidence they need by taking the courses we offer. Access to these resources has been invaluable to me.

We offer our certification courses, webinars, and IREM Skill Badges. We have a catalog of over 300 Skills On-demand courses on the latest trends and best practices. We also have tools and resources like Income/Expense IQ, JPM, publications, as well as events like the IREM Global Summit, Property Management 360, and Advocacy Impact Day + ESG Summit. All these offerings help us keep current and stay on top of changes in our profession.

IREM members actively advance their careers by earning their CPM, which shows their personal and professional dedication to their careers. Members can get involved in advocacy by visiting legislators or attending relevant legislative sessions.

I hope that IREM members will fill out applications and join me in leadership for this incredible organization and receive the many gifts that we have been given: education, certifications, advocacy opportunities, networking, and most of all, friendships for life.

Can you talk about IREM's strategic plan? Where is IREM excelling in meeting our goals, and where should the Institute focus our efforts to make greater strides?

We want to broaden the awareness of IREM so that real estate management is known as a career of choice, not chance. Where IREM is globally recognized for delivering critical value to the profession. Where IREM is relevant and recognized by each stakeholder on their own terms. Where IREM knowledge solutions are recognized as essential, and IREM is recognized as a leader in the real estate management community worldwide in diversity, equity, and inclusion (DEI). We want to empower the next generation of IREM real estate managers to impact the future success of the profession.

And we need to keep moving forward and adapt as conditions change, as they always do. We'll continue to focus and advance each of these strategic goals. Our IREM HQ team, the Board of Directors, and all our Committee and Advisory Council chairs and vice chairs are all in. We're working to advance these goals, and each area has had significant achievements.

IREM has seen a 19% increase in course enrollments since 2021. Over 9,700 courses were completed in 2023 alone. With our international goals, we held classroom and Zoom courses for students in seven countries last year. IREM Certified Sustainable Property (CSP) applications increased by 53% in 2023 compared to the previous year. The IREM Foundation supported 90 individuals who identify as having a marginalized identity in working toward an IREM certification. Members conducted over 100 meetings with legislative offices at the 2023 Advocacy Impact Day. That event has expanded to a full day this year and includes an ESG Summit in partnership with the IREM Foundation.

IREM is making an impact, no doubt. We need to keep our focus, keep expanding the reach of the programs and resources we have in place, and seize the opportunities that arise, especially when they'll help us meet our strategic goals.

Let's talk about technology. With so many advances in technology for leasing, accounting, maintenance, and other operational areas, how can IREM members stay up to date in this fast-moving, digital world?

Technology has advanced the way we're doing business and the way the customer is interacting with the management team. We're using mobile entry gates and doors, and we've installed fully automated lighting and air conditioning systems. Now, apps powered by AI can schedule leasing tours



and answer calls after hours. AI also allows for authentic automated responses to service requests and monthly collection emails or texts. These advancements help with our tenant or resident satisfaction by delivering immediate responses and increasing our team's ability to interact with in-person traffic. All of this enhances our ability to serve our customers and increases satisfaction ratings.

Personally, I'm looking forward to the day when AI can paint an apartment because very few maintenance people enjoy that! But that's a huge benefit—when AI sets a leasing appointment, qualifies a prospect, or one day paints an apartment, those staff are then free to complete more critical or customer-centric work.

Our vendor partners have the tools we need. The hard part for real estate managers is to convince our clients of the need and get our team members to actively participate in the trials and implementations. Real estate managers need to have a community we can go to and count on when making the business case for these tools. Through our certifications, IREM has equipped real estate managers to make the business case for good solutions to real estate management problems, when those solutions come along.

In that respect, technology is no different. We just need to understand the impacts. We need timely information that's relevant and forward-looking. We need access to accurate data and statistics that help us create realistic budgets that reflect the impacts of technology solutions in our properties. We also need enhanced learning that allows us to keep up with technology advancements and be the best in the field. And we need our owners, clients, and employers to see us as confident and reliable experts in real estate. IREM is the answer.

It's set to be a big year, with elections in the U.S. and other countries, ongoing market concerns, and other issues. How does IREM plan on adapting to the changing needs of its membership resulting from these issues?

IREM stays in front of issues and concerns that involve real estate. That's why each of our individual relationships with our state and local legislators matters. The voice of our fellow affiliates and NAR is the largest combined real estate advocate in the nation. Every year, it's our responsibility to build relationships so that we can inform our legislators on the big picture and how the legislation they're considering will impact real estate owners.

From rent control to energy mandates, insurance issues, and the 1031 exchange, real estate will most assuredly



Collaborating with a diverse and experienced group of industry professionals elevates us and enhances what we bring to the table, both personally and professionally.

be a top issue in elections this year. We'll continue to communicate our consistent message to legislators, always stay one step ahead, and speak with one voice.

Big year. Bigger voice.

How would you define the IREM member experience? What gets you excited about the work IREM is doing to enhance the member experience, with the strategic focus and the work the Member Experience Advisory Council is doing?

The goal is for our members to be able to experience IREM in their own unique way. We want them to see IREM as an educational provider for all things real estate and as an advocate for all legislative challenges that involve real estate management. IREM is the place to achieve the highest form of real estate management certifications internationally and is likened to a master's degree for real estate managers.

Our networking opportunities provide a wealth of information and credibility. Collaborating with a diverse and experienced group of industry professionals elevates us and enhances what we bring to the table, both personally and professionally.

From the international to the chapter level, the IREM member experience is about each member enjoying these benefits on our own terms, bringing our authentic selves to the engagement.

What do you tell new and prospective IREM members you meet in your business and your leadership role with IREM?

Getting my CPM was one of the best decisions I've made. No other organization out there is more professional and ethical in practice and community. IREM helped me grow my leadership skills, experience, and network over the years, and I'm a better business owner and partner from engaging with the Institute.

The community you surround yourself with matters, and I choose IREM. ■

Slate of IREM Officer nominees

The IREM Nominating Committee announced its slate of nominees for the 2025 IREM Officers to serve with 2025 President, Dawn Carpenter, CPM®, Dawning Real Estate, Inc., AMO®, from Staten Island, NY. The election of IREM Officers will take place at the 2024 Governing Council meeting, which is held in conjunction with the IREM Global Summit.

For the one-year term (2025) beginning Jan. 1, 2025, through Dec. 31, 2025, the nominees are:



2025 President
Dawn Carpenter, CPM®
Dawning Real Estate, Inc., AMO®
Staten Island, NY



2025 President-Elect
Mindy Gronbeck, CPM®,
CCIM, CSM, CRX
Hawkins Companies, AMO®
Boise, ID



**2025 Secretary/
Treasurer**
Kim Collins, CPM®
Bradley Company, AMO®
Indianapolis, IN



Ryan Huffman, CPM®

We are also pleased to announce that the IREM Nominating Committee has chosen Ryan Huffman, CPM®, Cohen-Esrey, LLC, AMO®, from Merriam, MO, to be the 2025 IREM Secretary/Treasurer Nominee. He will be slated for election as the 2026 Secretary/Treasurer at the 2025 Governing Council meeting.

Per IREM Bylaws, any additional nominations for Officer and Regional Vice President positions must be made by a petition signed by at least 15 members of the Governing Council and delivered to the IREM CEO/Executive Vice President at least 10 days in advance of the date set for the election.



Staten Island, NY

Slate of Regional Vice President Nominees

The IREM Nominating Committee announced its slate of nominees for 2025–2026 Regional Vice President. The election of Regional Vice Presidents will take place at the 2024 Governing Council meeting, which is held in conjunction with the IREM Global Summit.

For the two-year term (2025–2026) beginning Jan. 1, 2025, through Dec. 31, 2026, the nominees are:



Region 2
Michael A. Torres, CPM®
Parkchester Preservation
Management, LLC
Bronx, NY



Region 5
Jennifer J. Goode, CPM®
NAI UCR
Flowood, MS



Region 6
Michael R. Bottos, CPM®
1st American Management Co., Inc., AMO®
Valparaiso, IN



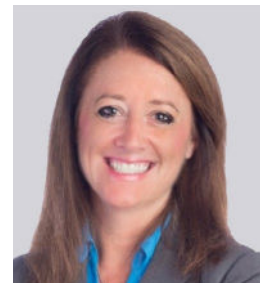
Region 8
Tyrel M. Williams, CPM®
ORION Investment
Real Estate
Scottsdale, AZ



Region 11
**Kristopher J.
Kopensky, CPM®**
BioMed Realty
San Diego, CA



Region 12
**Chris Pasteur, CPM®,
ARM®**
Sequoia Equities, AMO®
Saint Helens, OR



Region 13
Holly A. Sparks, CPM®
Realty Trust Group, LLC,
AMO®
Knoxville, TN

Emergency in Maui

A catastrophic fire at the Wharf Cinema Center in Lahaina

By Mark R. Strathmann, CPM®



The Wharf Cinema Center before the fire

Image: Mark Strathmann, CPM

The Wharf Cinema Center opened in August 1978 on Front Street in the historic town of Lahaina, Maui, located one block from the marina and directly across the street from the famous Banyan Tree.

As real estate managers, we're skilled in dealing with a variety of challenges. Upset tenants, broken equipment, tricky personnel situations—even worldwide pandemics. However, nothing can truly prepare you for the property you manage erupting into flames.

In August 2023, the management team at the Wharf Cinema Center, a shopping center in Lahaina, Maui, contended with a devastating fire that was sweeping across parts of the island. The devastation that occurred on Maui during those late-summer days has been widely reported, and the Wharf Cinema Center was directly in its path. While we couldn't defend the property against that devastation, our real estate management instincts led us through this catastrophic emergency so that the people at the shopping center, including guests, tenants, their employees, and staff, made it out alive.



Before the fire, strong winds in the aftermath of Hurricane Dora caused significant damage to Wharf Cinema Center.

Image: Mark Strathmann II

The Wharf Cinema Center

The Wharf Cinema Center opened in August 1978 on Front Street in the historic town of Lahaina, Maui, located one block from the marina and directly across the street from the famous Banyan Tree. Boasting three stories of restaurants and retail stores with an open-air concept and 54,419 square feet of leasable space, this fully wooden structure was built to reflect and capture the experience of an ocean-front whaling village and the former capital of the Hawaiian Islands.

Wharf Cinema Center maintenance personnel worked against the strong winds and did their best to secure the structure to whatever was available.



The last picture of Wharf Cinema Center, taken by the author's son, who narrowly escaped the fire.

Image: Mark Strathmann II

But in the late night of Aug. 7, 2023, Hurricane Dora, centered approximately 500 miles southwest of Maui, created heavy winds with up to 80 mph gusts, which knocked down power poles and lines. This activity continued through Aug. 8, with police barricading entrances into downtown Lahaina. The few shop owners and employees who had arrived early at the Center found there was no electric power and little to no foot traffic.

"With no power and no customers, we closed the stores by noon and went home," says Romela Agbayani, owner of Forever H & A and Double R Gifts, shops at the Wharf Cinema Center.

The situation worsens

At 1:45 p.m. on Aug. 8, the intensity of the winds increased rapidly and an awning that covered the entire dining area of Cool Cat Café restaurant detached and draped down the front of the Center. Wharf Cinema Center maintenance personnel worked against the strong winds and did their best to secure the structure to whatever was available.

Thankfully, no one was injured since the street was still closed. All maintenance personnel and everyone else remaining in the Center were told to head home and the awning issue would be addressed first thing the next morning.

But that opportunity never came.

The fire

Fires erupted in the late afternoon and appeared to be everywhere, all at once. The last picture of the Wharf Cinema Center was taken at 6:04 p.m. Aug. 8, by my son, who resided in the immediate area. He sent me the picture via text, at my request, as he was evacuating to a shelter. For the next two hours I had no idea if my son had made it out of the inferno, which, unknown to me at the time, was surrounding him in all directions.

I immediately called 911 and informed them that the Wharf Cinema Center was on fire. The dispatcher said these words: "Front Street is on fire, Lahaina is on fire."

I acknowledged what she said and hung up.

In the evening of Aug. 8, while the fire continued to burn and ravage the town of Lahaina, I phoned my insurance agent to inform him about what was going on. Given the little



The shopping area destroyed after the fire in August 2023.

Image: Jonathan Simon

By the morning of Aug. 10, with the fire 80% contained, the Wharf Cinema Center looked like something from an apocalypse movie.

that was known at the time, we would need to start the claim process. That was just the beginning.

The next morning, Aug. 9, all of Maui was in disbelief and chaos, attempting to locate family and friends, not knowing if they had escaped the blaze, and trying to find out any information they could about what had happened. I spent my day calling tenants and taking

their calls, everyone working to piece together as much information as possible to locate the tenants, employees, and others we knew. The total extent of the damage, at this point, was unknown.

By the morning of Aug. 10, with the fire 80% contained, the Wharf Cinema Center looked like something from an apocalypse movie. A portion of the back of the Center that had been built 10 years after the rest of the structure, with steel and concrete added to the design, is all that remains.

The management team's response

Without cell service, internet service, or electricity, the first few days of trying to locate tenants were very frustrating. Even worse was trying to recreate records that were burned in the management office at the Center. The Wharf Cinema Center was an old property, celebrating 45 years that month, with even older accounting principles. Nothing was cloud-based; processes were barely digital. Most of the tenants were older, owning "mom and pop" stores, and didn't even have email addresses. Chaos!

After locating most of the tenants, the calculations for rent prorations and security deposit refunds began. Sandwiched between those were phone calls and meetings with the owner, their attorney(s), insurance agents, insurance adjusters, maintenance personnel, payroll service coordinators, ground leaseholders, tenants, utility companies, independent contractors, vendors, national television crews, the U.S. Federal Emergency Management Agency (FEMA), the American Red Cross, the U.S. Small Business Administration, and volunteers wanting to access the area to provide needed supplies or set up temporary living spaces on other areas of the island, just to name a few.

Everyone wanted answers and information about a site I wasn't allowed to access until FEMA had swept the area looking for survivors and the U.S. Environmental Protection Agency (EPA) had verified there were no toxic chemicals—and that process was projected to take four months.

The aftermath of the fire

The treasured, historic buildings and downtown districts of Lahaina were completely destroyed. A total of 2,200 structures were leveled; 86% of those structures were residential housing. The estimated 10,000 residents of the area, most of whom have no place to live or work, are in temporary housing or have left the island for other parts of Hawaii or the mainland, what Hawaiians call the "contiguous 48 states." The Front Street area of Maui is going to take years, if not a full decade, to recover.

How does the story end for the owner of the Wharf Cinema Center? They are processing, with attorneys, bankers, insurance companies, and current tenants, all the pros and cons of building another commercial retail shopping center back in the middle of downtown Lahaina.

You might ask how I am helping this process. Well, I'm not. With the daunting financial conditions and many unpredictable years ahead, like any great property manager, I have worked myself out of a job.

However, I'm happy to say that my son escaped the fire, despite a very close call. ▀

Mark R. Strathmann, CPM®, a Maui resident for the last 12 years, is president and asset manager for Mark Strathmann Management, Inc. and a former treasurer and vice president of the IREM El Paso Chapter. He earned his CPM at the age of 22 in 1984.





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Tracking tech

Frameworks to benchmark your technology



Image: iStock.com/courtneyk

New technology on the market has enhanced the ability of real estate managers to collect and analyze data. Managers are now more equipped to improve operations using benchmarks, as new forms of data collected at properties and across portfolios help them make better-educated decisions and interpret results. That internal data can be compared to industry benchmarks for further evaluation and to identify areas of performance that could provide a competitive advantage or hinder growth.

Real estate managers might use internal benchmarks to evaluate financial performance, leasing, staffing, occupancy, space and amenity use, energy efficiency, and many other areas. Technologies like the Internet of Things (IoT) and artificial intelligence (AI) have automated data collection and analysis in these areas, providing deeper insights into a broader array of data points. Examples of external benchmarks include IREM Income/Expense IQ and energy efficiency metrics available in ENERGY STAR® Portfolio Manager®.

Because of this technology, the best practice of “measure what you manage” becomes easier to pursue as the data you can obtain reaches new levels of specificity. But to find which technologies positively impact your benchmarking, you must keep track of your usage. This begs the question: How do you measure the technology itself? What metrics should you track? And what industry benchmarks should you use to further evaluate your use of technology?

Technology assessment frameworks

Monitoring the development of new technology and its use in real estate management can help you plan for an optimal implementation. However, when a new technology hits the market, it can be difficult to assess its potential impact and how much you should invest in related solutions. Several frameworks can help you evaluate these new systems.

The Gartner Hype Cycle (see sidebar on P29) is one framework that can help you evaluate new technologies. It demonstrates the lifecycle of a technology from initial development through its commercial availability and ultimately to its eventual decline and obsolescence. It can be helpful to place technologies into the Gartner Hype Cycle to guide your stakeholders’ decision-making based on their comfort level with the risks and opportunities associated with technologies at different stages in the lifecycle. This can be useful for your company and the industry overall when evaluating an organization’s technology culture.

The **MIT Tech Tracker** is another framework useful for tracking the development of new technologies and determining the optimal time to invest. The tracker includes a top-25 ranking of technologies in real estate according to different factors such as public awareness, investment, momentum, and other variables. The tracker entry for each technology includes a description, an explanation of how it’s used in the real estate industry, and a timeline of developmental milestones.

The **IREM Proptech Insights Survey** examines proptech adoption among real estate management professionals and their portfolios. Conducted annually, the survey aims to provide industry benchmarks for adopting and using different types of technologies on the market, along with data on potential barriers to adoption.

Internal benchmarks

Which internal benchmarks you should track will vary based on the size of your portfolio, your existing technology stack, and your company’s strategic goals. Before gathering any data, determine which key performance indicators (KPIs) are most critical to your organization and what you should focus on tracking and improving.

Potential benchmarks related directly to technology include:

- Dollars available to be invested in technology
- Application costs
- Application downtime
- Implementation costs
- Implementation time
- Application users (new, ongoing)
- Cost per end user
- End users trained
- End user satisfaction scores
- Security breaches
- Security breach response times
- Service costs
- Service response times
- Spend by area of operations, property, square foot, etc.
- Technology maintenance expenses

Benchmarking around a “run-grow-transform” model can provide insights into how technology supports a company’s strategic goals. For this type of tracking, technology expenses are divided into one of three categories: Does the expense 1) run the business, 2) grow the business, or 3) transform the business? Examining the breakdown of expenses in each category can help you evaluate whether you’re investing enough in growth and innovation.

Cybersecurity metrics

Cybersecurity is a critical area to benchmark as a part of your overall data security and privacy efforts, both to protect your business and safeguard sensitive customer and tenant/resident information like finances, Social Security numbers and other personal information. Several research and consulting organizations publish annual reports on cybersecurity issues that can provide benchmarks.

BakerHostetler’s annual Data Security Incident

Response Report is based on data from over a thousand cybersecurity incidents from the prior year. The report includes data on network intrusions, ransomware demands, forensic investigation costs, incident response lifecycles, litigation costs, and other cybersecurity issues. This data is useful for benchmarking, budgeting, and risk management.

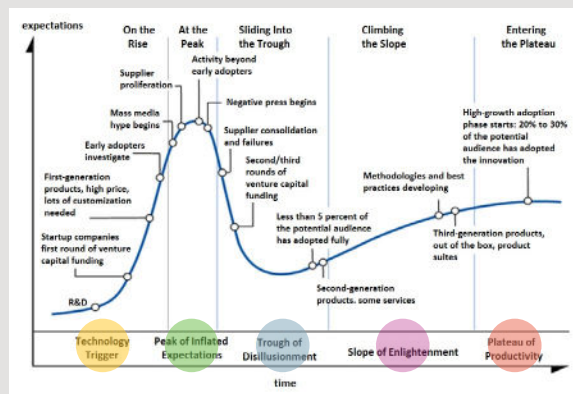
The **annual SonicWall Cyber Threat Report** provides valuable data and information for IT teams on the specific systems and methods bad actors are using to penetrate networks, along with information on the systems most vulnerable to hacking.

The **annual Verizon Mobile Security Index (MSI) white paper** includes information and data on which mobile devices and operating systems people are using when cyberattacks occur in their organizations. The report also

Gartner Hype Cycle

The Gartner Hype Cycle shows the lifecycle of a technology from its introduction through its obsolescence. Assessing technologies based on where they fall in the Gartner Hype Cycle can help with decision-making and risk management. The stages of the Gartner Hype Cycle are described below.

- > **Technology trigger:** The initial technology breakthrough. There may be early proof-of-concept examples, but products and solutions are not yet available.
- > **Peak of inflated expectations:** Early success stories generate buzz around the technology, but failures are plentiful, and overall adoption remains low.
- > **Trough of disillusionment:** Interest wanes as products fail to deliver and solution providers falter.
- > **Slope of enlightenment:** Adoption steadily increases as benefits and best practices become clear; second- and third-generation products appear from product providers.
- > **Plateau of productivity:** The technology’s viability and relevance are clear, and mainstream adoption occurs.



Source: Gartner

contains data on the types of security errors people commit, such as clicking on a phishing link, downloading malware, or sharing personal information with a hacker.

Benchmarking in technology and cybersecurity is just as important as measuring operations in other areas of real estate management, allowing you to be strategic about what you’re investing in and how technology is being used to drive growth in your company and portfolio. ▀

Planning for impact

How the IREM Foundation aims to drive impact through the real estate management profession



Image: iStock.com/Jirapong Manustong

The IREM Foundation has an impact strategy, technically referred to as a “theory of change.” The origins of this model are debated in various circles, though the framework has been around for more than 50 years and serves as a tool to evaluate program outcomes in nonprofit organizations.

What does this have to do with real estate?

Just as real estate managers need to stay on top of market trends and economic forces, nonprofit organizations need to understand how the landscape is changing among donors and the populations served by the organization. Investors measure ROI and a suite of other metrics, but measuring societal impact through a charitable organization can be murky.

Real estate makes an impact on the world in several ways. Real estate drives economic value in a community and can provide adequate, affordable housing and clean and safe schools, hospitals, public buildings, and neighborhoods.

You’ve likely heard the saying, “What gets measured gets managed,” and if that’s true, it’s important to clearly define what to measure—so that the right insights drive impact for the right population.

Where is the IREM Foundation positioned to achieve impact?

At the IREM Foundation, we believe that well-managed real estate leads to thriving communities. Real estate makes an impact on the world in several ways. Real estate drives economic value in a community and can provide adequate, affordable housing and clean and safe schools, hospitals, public buildings, and neighborhoods. Real estate has long served as an entry point to meaningful career paths with high earning potential. Estimates suggest nearly 90% of a person’s life is spent inside a building, so well-managed real estate can contribute significantly to its occupants’ overall health and wellness.

In 2022, the IREM Foundation Board of Directors narrowed their impact strategy focus to two specific areas: “Access to careers” and “Sustainability in the built environment.” Below is an outline of the impact the Foundation seeks to create and a summary of the work we’re currently doing.

Access to careers

> Problem statement: A lack of access to high-potential careers for those living in low-income, urban communities contributes negatively to a widening socio-economic gap.

IREM Foundation impact: Increased entry into high-potential real estate management career paths by people living in economically disadvantaged urban areas throughout North America over the next 10 years.

Our goals: Growing support of programs that increase the awareness of real estate management careers, as well as participation in industry education, training, and job fairs,

specifically among individuals ages 16–26. While the Foundation supports a variety of programs with different demographic targets, we believe we have the potential to make a significant impact on those living in economically disadvantaged communities.

What we're doing: Funding grants that support the work of organizations with similar goals.

- Urban Alliance's Property Management Pathway: supporting paid internships for high school seniors under a leasing or maintenance track.
- University of Wisconsin-Stout: funding CPM and ARM exams for seniors studying property management.
- IREM's Student Leaders program: building engagement with IREM among college students interested in real estate management careers.
- Career Opportunities in Real Estate (CORE): supporting an online credentialing program for underrepresented groups preparing to enter jobs in the real estate industry.
- Conference exposure: enabling IREM participation at conferences like HBCU Career Development Marketplace, DECA (Distributive Education Clubs of America), and Future Business Leaders of America.

In 2024 and beyond: We're seeking to grow partnerships and funding in the following areas:

- IREM Foundation Diversity Scholarship: This scholarship provides IREM training and certifications to individuals who identify as belonging to a marginalized population.
- High school and university outreach: This new pilot program targets career awareness and engagement.

Sustainability in the built environment

➤ **Problem statement:** Commercial and residential real estate generate a significant proportion of total greenhouse gas emissions.

IREM Foundation impact: Increased adoption of green initiatives within commercial real estate over the next 10 years.

Our goals: Increase participation in sustainability education/training among real estate managers and adoption of sustainability-focused resources and programs in commercial real estate.

What we're doing: Offering grants that increase innovation and adoption of green building practices, recognizing exceptional performance in sustainability, and participating in knowledge sharing and educational events.

- **Elaina's Sustainability Fund:** The fund awarded its first grants in 2021 to support innovation and adoption of

sustainability measures in commercially managed real estate. The fund has supported more than 10 projects, ranging from a solar panel installation at a school in Nigeria, to innovation around automated waste sorting in Rwanda, to installing a community garden at a senior affordable housing community in Philadelphia.

In 2022, the fund supported a grant to train owners and operators in Trinidad and Tobago on sustainable tourist accommodations. The fund also helped Demi, a clean tech startup on a mission to make composting mainstream, launch a micro pilot targeting urban dwellers.

- **Jackson Control Sustainability Awards:** Launched in 2023, these awards recognize excellence in sustainability and encourage the adoption of the IREM Certified Sustainable Property (CSP) certification. The IREM CSP provides a framework for owners and operators to achieve measurable sustainability goals and is a great solution for previously hard-to-certify properties.

Last year, nearly 30 properties were recognized as top performers, and five were selected as finalists in various asset classes.

In 2024 and beyond: We're expanding to knowledge-sharing and education.

- **Advocacy Impact Day + ESG Summit:** We're partnering with IREM to offer a two-day event, Feb. 27–28, in Washington, D.C., delivering environmental, social, and governance (ESG) education and an opportunity to learn from lawmakers about emerging ESG legislation.

Participants will have the opportunity to meet with their representatives on the Hill and to network with Jackson Control Sustainability Award recipients, who will be recognized during the event's luncheon.

As lawmakers set targets for greening commercial real estate properties, IREM members are valuable subject matter experts who should have an important voice in helping to define and influence realistic approaches and targets. ▀

How to get involved

- Talk to us about becoming a partner or sponsor.
- Attend the Advocacy Impact Day + ESG Summit event.
- Apply for a grant to fund DEI or sustainability initiatives.
- Get the CSP certification for your property.
- Earn the IREM Skill Badge: ESG.
- Apply for an IREM Foundation scholarship to achieve your CPM, ARM, or ACoM.

Critical connectors

Seeking applicants for the Regional Vice President Advisory Council

By Dawn Carpenter, CPM®



Image: iStock.com/ferrantraite

Regional Vice Presidents (RVPs) play a crucial role in helping IREM reach our strategic goals. They are the critical connectors between IREM headquarters and chapters and among the chapters within their regions. Serving as ambassadors, coaches, guides, visionaries, and strategic partners, RVPs collaborate with our chapters to help them grow and succeed.

In addition to providing an overview of the RVP Advisory Council, I'd like to take this opportunity to encourage you to consider becoming an RVP to serve IREM in this important role.

What does the RVP Advisory Council do?

Each RVP is a member of the RVP Advisory Council, which is chaired by the IREM President-Elect. The RVP Advisory

Council works to identify and support innovative ways to increase the effectiveness of the Institute's chapter structure and systems. This includes identifying content for and hosting chapter programming. The Advisory Council also makes recommendations to the Governing Council on the establishment and termination of chapter status, chapter jurisdictions, and other chapter bylaws matters. The group does this work while ensuring diversity, equity, and inclusion.

RVPs further their goals by developing relationships with their fellow RVPs and IREM chapters. Through these connections, meaningful and productive bonds are formed between the RVPs and chapters.

Why should I consider becoming an RVP?

Many who've served as an RVP call it "the best job in IREM." The role provides a unique leadership opportunity and the privilege to support and represent the chapters within a region. By serving as an RVP, you'll benefit professionally and personally by:

- Developing your leadership skills
- Expanding your network of industry contacts
- Increasing your visibility within IREM and the real estate management profession

Serving as ambassadors, coaches, guides, visionaries, and strategic partners, RVPs collaborate with our chapters to help them grow and succeed.

- Identifying and mentoring the next generation of IREM leaders
- Collaborating with your peers from around the country
- Supporting the growth of IREM
- Having fun!

Here's what some previous RVPs had to say about their RVP experience:

"As an RVP with IREM, I gained personal value from connecting with fellow IREM members by attending the regional events, helping chapter leaders work through various goals, and sharing my experiences for their consideration in decision-making. Being able to be part of multiple chapters and meeting new and existing board members has been a fun, rewarding, and enriching experience."

—Angela Aeschliman, CPM®, CCIM, LEED AP ND
Region 9 RVP | 2022-2023
The Missner Group
Des Plaines, IL



"Serving as an RVP has been the absolute highlight of my volunteer career, and one that will be challenging to top. It has been an incredible opportunity to challenge myself and learn from some of the most intelligent and amazingly fun people who I consider friends—all while providing the best possible counsel to my region,

its chapters, and their leaders. Serving in this role really provides a 360-degree view of IREM and gives you the unique chance to make a meaningful impact at individual and group levels, near and far."

—Adam Benoit, CPM®, RPA, LEED AP O+M, BOMI-HP, WELL AP
IREM Board of Directors | 2024-2025
Region 7 RVP | 2022-2023
Stream Realty Group
Austin, TX

"Without a doubt, my time as an RVP was one of the best and most rewarding experiences I've had in my career. Engaging in fun and meaningful ways with chapter leaders in my region, as well as IREM HQ, broadened my awareness of all IREM has to offer our industry and accelerated my own professional development in ways I couldn't imagine.

I would, without reservation, encourage anyone thinking of taking this next step in their IREM journey to go for it! I guarantee you won't regret it."

—Jason Jackson, CPM®, ARM®

IREM Board of Directors | 2024-2025
RVP Advisory Council Vice Chair | 2023
Region 12 RVP | 2021-2022
Emerald Initiative
Spokane, WA



How do I learn more about becoming an RVP and serving on the RVP Council?

Applicants should be a CPM and live and work within the region's jurisdiction. Those selected as an RVP serve a two-year term. This includes serving on the RVP Advisory Council for a two-year term. Here are some other desired skills and qualifications:

- Active engagement with and knowledgeable about the real estate management business
- Previous experience as an IREM volunteer
- Strong written and verbal communication skills
- Understanding of IREM's governance and operations
- Strong strategic thinking and analytical skills
- Passion for innovation and creative problem-solving

For more information, talk to your RVP and go to the IREM website: irem.org/about-irem/volunteers-governance/regional-vice-presidents.

Visit irem.org/about-irem/volunteers-governance for more information.

How and when do I apply?

Applications will open in spring 2024 for the 2026–2027 Regional Vice President positions for Regions 1, 3, 4, 7, 9, and 10. Applications are online. ▀

Dawn Carpenter, CPM® is the 2024 IREM President-Elect and chair of the RVP Advisory Council. She's broker-owner of Dawning Real Estate, Inc., AMO® in Staten Island, NY. A CPM since 2002 and a REALTOR® for 20 years, Dawn is a past president of the IREM Greater New York Chapter and was their CPM of the Year in 2008. She's past president of the Staten Island Board of REALTORS® (SIBOR), past chair of the Staten Island Multiple Listing Service, and was the 2017 president of the New York Association of Realtors®. Active in her community, Dawn's a longtime volunteer with the March of Dimes, the American Cancer Society, and the Columbia-Greene and Richmond County Special Olympics.



Toronto's EY Tower

Design meets function in a Canadian Financial District

The EY Tower, located in the heart of Toronto's Financial District at 100 Adelaide Street West, is a perfect example of functional urban development and contemporary architectural design. The building is named after Ernst & Young (EY), one of the "Big Four" accounting firms, and forms part of the Richmond-Adelaide Centre. Completed in 2017 and standing approximately 188 meters (617 feet), EY Tower has become a remarkable addition to Toronto's skyline. The building is known for its environmentally friendly and energy-efficient design, including LEED Platinum certification and the WELL Health-Safety Rating from the International WELL Building Institute.

During the 2023 IREM Global Summit in Toronto, some IREM members and staff had the pleasure of touring this architectural marvel and gaining some key insights into its design and operations. These insights generated a thoughtful discussion on international and regional building requirements and how property managers can play an important role in a building's construction, even early in the process.

A jewel for Toronto's skyline

EY Tower's architects, Kohn Pedersen Fox Associates (KPF) and WZMH Architects, intentionally worked to ensure that the structure of the building seamlessly contributed to downtown Toronto's evolving

EY Tower in Toronto is known for its environmentally friendly and energy-efficient design.

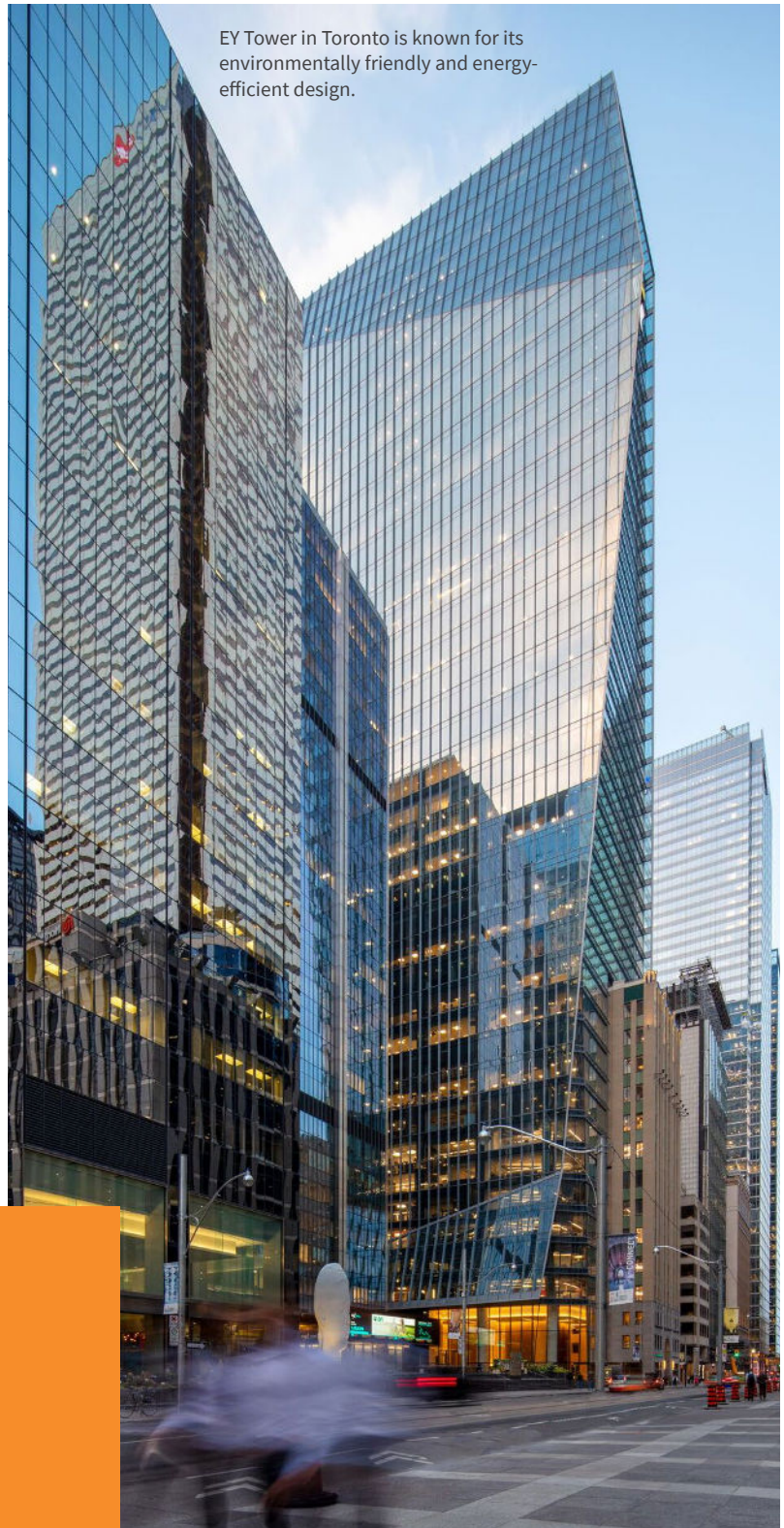


Image: Oxford Properties

Completed in 2017 and standing approximately 188 meters (617 feet), EY Tower has become a remarkable addition to Toronto's skyline.

urban environment while commanding attention through its distinct visual appeal. EY Tower has a sleek, rectilinear presentation marked by its glass elements. Notably, the glass curtain wall design serves both an aesthetic purpose and embraces practical considerations of natural daylighting and energy efficiency.

Moreover, EY Tower's interaction with its surrounding environment is an important aspect of the building's design. It engages with the city by offering premium office spaces that cater to a wide range of companies and organizations. It connects to other buildings through underground tunnels housing retail, restaurants, and other facilities known as the PATH Connection, a pedestrian walkway joining Toronto's Financial District to public transportation and other services. This feature gives it an additional function, allowing tenants to get to the building easily, even in the worst weather. Ultimately, EY Tower helps foster a vibrant urban atmosphere in downtown Toronto.

World-class building and operations

High-operational function goes hand-in-hand with EY Tower's architectural design. As expected for any skyscraper, alignment is needed between form and function to ensure that style and seamless operation are upheld.

Despite EY Tower's pristine and appealing design, the building presents some maintenance challenges. Sarah Shezi, CPM®, president of IREM Gauteng South Africa Chapter, who participated in the tour, noted that the operations team talked about existing challenges with maintaining the building's exterior. The intricate



“
It's as if the building has a life of its own.

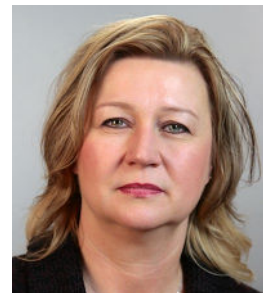
—Sarah Shezi, CPM®,
IREM Gauteng South Africa Chapter

aluminum fins and glass surfaces require routine upkeep. For property managers, working with architects to plan for maintenance and staying on top of a building's physical condition ensures the building maintains curb appeal and demonstrates strong economic performance.

Yolanta Scott, CPM®, ARM®, member of the IREM Edmonton Chapter and the Real Estate Institute of Canada (REIC)'s Board of Directors, also commented on the unique maintenance needs the architecture poses.

“For example, the top floor of the building has a very high ceiling design made of glass,” she said. “It takes specialized scaffolding to access those areas on the inside and outside of the building,” not to mention that periodic inspections are necessary to preserve the structural integrity and visual appeal.

The unique challenges posed by the EY Tower's structure led to the implementation of technology to keep the building in beautiful condition. As building technology continues to push innovations in energy-efficient design and maintenance, property managers can stay on the cutting edge of the industry and maintain world-class buildings like the EY Tower.



“
It takes specialized scaffolding to access those areas on the inside and outside of the building.

—Yolanta Scott, CPM®,
ARM®, IREM Edmonton Chapter

Environmentally friendly and energy efficient

The significance of environmental sustainability is demonstrated in the structure's architectural design. As mentioned earlier, EY Tower has achieved the acclaimed LEED Platinum certification, demonstrating the building's superior sustainability attributes. The building also integrates ergonomic design and advanced technology to foster a conducive work environment.

Some key features of EY Tower's green design include advanced HVAC systems, high-performance glazing, and a green roof that optimizes energy efficiency through enhanced insulation while harnessing daylight.

And not only does the tower have a cooling plant, but it also connects to Enwave, one of North America's largest district energy systems, with an additional chiller plant. Throughout the tour of EY Tower, Shezi noted that she appreciated the emphasis on the optimal function of the building and commented that it's as if the building “has a life of its own.” She noted this particularly related to air circulation in the building and how it works to eliminate air pressure, which could be destructive and detrimental to indoor air quality.



The EY Tower features a green roof.

The tower's water-efficient fixtures, waste diversion programs, and energy-efficient LED lighting are additional features that reflect the commitment to responsible design and sustainability. Specifically, the waste diversion and recycling programs are intended to reduce landfill waste. The LED lighting exists throughout the interior and exterior of the building, contributing to Toronto's skyline while consuming less energy than traditional lighting sources. EY Tower's commitment to environmentally responsible construction and sustainability initiatives reflects the growing emphasis on sustainability in modern architecture.

The future of sustainability and style

The past few years have seen local, national, and global incentives to support sustainability measures, and buildings like EY Tower demonstrate how green technology can be implemented in a building's design and construction. Property managers are increasingly getting involved early in the building lifecycle to visualize and anticipate the unique needs of a one-of-a-kind property. Early collaboration with architects and engineers ensures a cohesive vision



The building's glass elements embrace natural light.

is brought to life and well-maintained throughout the building's lifetime.

At the conclusion of the EY Tower tour, IREM member and REIC Board of Directors Vice President Robin Hardman, CPM®, of the IREM Manitoba Chapter, said, "The tour of EY Tower was truly inspirational for all property managers. It was great to get the chance to have a look at what makes the building function and see sustainability in action." She noted, "It was also interesting to see how Oxford Properties Group [the building's owner] worked hard to provide operational solutions when architectural design posed challenges."



“
It was great to get the chance
to have a look at what makes
the building function and see
sustainability in action.

—Robin Hardman, CPM®, IREM Manitoba Chapter

Overall, IREM members walked away from the tour knowing that despite the challenges in maintaining EY Tower's remarkable exterior, the building is a noteworthy presence in the city as a hub for commerce and community, commitment to sustainability, and contemporary architectural prowess. ▀



Sustainability certification for your entire portfolio

The IREM[®] CSP Volume Program allows you to certify the environmentally-friendly conventional and medical office buildings, industrial properties, multifamily and senior housing communities, and shopping centers in your portfolio. You can also obtain a gap analysis on corporate sustainability programs through the Volume Program enrollment process, which results in streamlined CSP applications for you and your team.

Why certify your property?

- Get recognized as a sustainable property by IREM.
- Get credit for portfolio-level sustainability programs and gain access to customized certification materials
- Enhance external sustainability reporting, such as programs like GRESB, CDP, and RobecoSAM CSA, for your company or clients

► To learn more and enroll, visit irem.org/csp-volume-program.

New CPMs

Arizona

Brittany Espinoza, CPM®, ARM®,
Phoenix

California

Adriana Aguirre, CPM®, Laguna Niguel
David Davis, CPM®, Anaheim Hills
Jonathan Fan, CPM®, Walnut
Christopher Heddon, CPM®, La Mirada
Chris McCallan, CPM®, Irvine
Joan Moses, CPM®, Roseville
Ashley Osterhues, CPM®, San Diego
Jennifer Penney, CPM®, Garden Grove
Kristina Scott, CPM®, Roseville
William Walsworth, CPM®, Santa Ana

Colorado

Ashley Davidson, CPM®, Erie
Tiffany Frederiksen, CPM®, Denver
Jeff Gardiner, CPM®, Denver

Florida

Christian Taboas, CPM®, Saint Johns

Indiana

Nicholas Miller, CPM®, Carmel

Michigan

Catherine Coutts, CPM®, Southfield
Nicole White, CPM®, Grand Rapids

Minnesota

Addie Kubitz, CPM®, ACoM®, Edina

Mississippi

Thomas Payne III, CPM®, Madison

Missouri

Noah C. Cosby, CPM®, Columbia

New Jersey

David Gazarian, CPM®, Alpine
Lucas Malavarca, CPM®, Chester
Vivian McLeod, CPM®, Pompton Lakes

North Carolina

Wesley Atkinson, CPM®, Kinston
Tiffany Etheridge, CPM®, ACoM®,
Charlotte
Brooke E. Freeman, CPM®, ARM®, Cary
Christopher M. Smith, CPM®, Raleigh
Connie D. Vinson, CPM®, High Point

Ohio

Kennadi Hughes, CPM®, West Chester
Nicholas J. Spataro, CPM®, Lorain

Oregon

Jeremy Boardman, CPM®, Beaverton

Pennsylvania

Kelly S. Morrison, CPM®, ARM®,
Camp Hill

Texas

Katherine Pablos, CPM®, El Paso
Thomas A. Saldana, CPM®, Houston

Virginia

Karen M. Anderson, CPM®, ACoM®,
Mechanicsville
Dana K. Schnurman, CPM®, ACoM®,
Glen Allen

Washington, D.C.

Dashenka Perera, CPM®, ARM®,
Washington, D.C.

Canada

Therese A. Leahy, CPM®, ARM®,
Toronto
Mihaela Pangal, CPM®, Toronto
Joseph Rubay, CPM®, ARM®, Edmonton

Kazakhstan

Akmaral Imasheva, CPM®, Almaty
Sabrina Shalmukhanova, CPM®,
Nur-Sultan

Russian Federation

Vladislav Avdeev, CPM®, Moscow
Dmitrii Baturin, CPM®, Moscow
Yulia Cholich, CPM®, Moscow
Olesya Ignatyeva, CPM®, Moscow
Yuriy A. Khramov, CPM®, Moscow

Konstantin Klimenko, CPM®, Moscow
Lyudmila Kutsevol, CPM®, Moscow
Yulia Popova, CPM®, Novosibirsk
Kseniya Romanovskaya, CPM®,
Moscow
Irina Sevalkina, CPM®, Moscow
Pavel Shishkov, CPM®, Moscow

New ARMs

California

Patricia I. Corrales Ramirez, ARM®,
Lemoore
Jennifer Isley, ARM®, Marina

Florida

Taylor S. Pafford, ARM®, Patrick AFB

Hawaii

Natalie Chepurko, ARM®, Honolulu

Illinois

Michael Cagan, ARM®, Chicago
Matthew Carl, ARM®, Skokie
Samuel Dordek, ARM®, Skokie
Jessica Payne, ARM®, Chicago

Indiana

Jill N. Horvath, ARM®, Mishawaka

Maryland

Daysean Crawford, ARM®, Baltimore
Travis T. Hodge, ARM®,
Upper Marlboro
Jamie Mitchell, ARM®, Salisbury

Massachusetts

April Clow, ARM®, Baldwinville
Sandi Fiore, ARM®, Lynnfield
Lee Johnson Erikson, ARM®,
Leominster
Kendra Morawski, ARM®, Rehoboth
Patrick Mullen, ARM®, South Dennis
Yasmeen Ortiz, ARM®, Quincy

Minnesota

Amelia Weir, ARM®, Minneapolis

New Jersey

Jeffrey Freni, ARM®, Maple Shade
Celeste Smith, ARM®, Hoboken

New Mexico

Leanne E. Mason, ARM®, Albuquerque

New York

Katie Arthurs, ARM®, Rochester
Saimir Burgaj, ARM®, New Rochelle
Olivia Greth, ARM®, Rochester
Alexys J. Hutchins, ARM®, Schenectady
Isanna Saxon, ARM®, Brooklyn
Benjamin Sears, ARM®, Lockport
Byron Todman, ARM®, Brooklyn

Ohio

Lisa M. Takacs, ARM®, Rocky River

Pennsylvania

Todd M. Knepp, ARM®, Pittsburgh

Rhode Island

Joanne Montesinos, ARM®, Providence
Ron V. Moss, ARM®, Cranston
Diane St Jean, ARM®, Foster

Tennessee

Jennifer Herrera, ARM®, Clarksville

Texas

Robert J. Tobritzhofer, ARM®, Austin

Utah

Jason Konkle, ARM®, North Salt Lake
Alisha K. Smith, ARM®, North Salt Lake

Washington

Thao Phan, ARM®, Seattle

Washington, D.C.

Mersadie S. Mobley, ARM®,
Washington, D.C.
Dashenka Perera, CPM®, ARM®,
Washington, D.C.

Wisconsin

Dominic C. Hagedorn, ARM®, Milwaukee
Dakotah Jurgensmier, ARM®,
Waukesha

Melanie McMahon, ARM®, Madison
Emilie Nettesheim, ARM®,
Mount Horeb
Brandi Pitkanen, ARM®, West Allis
Erin Randall, ARM®, Brookfield
Brooke Stangel, ARM®, Johnson Creek
Matthew J. Stasik, ARM®, Brookfield
Erica Struck, ARM®, Milwaukee
Justine M. Swessel, ARM®, New Berlin
Ashley Urban, ARM®, Kenosha
Krystal Vaughn, ARM®, Milwaukee
Virginia L. Voight, ARM®, Wautoma

Canada

Maria Paola Merino, ARM®,
Scarborough, Ontario
Shefali Sharma, ARM®, Calgary, Alberta

New ACoMs

Arizona

Laura Link, ACoM®, Phoenix

Colorado

Mariah Veal, ACoM®,
Colorado Springs

Georgia

Hsuan Wang, ACoM®, Norcross

Kentucky

Penny M. Matthews, ACoM®,
Owensboro

Michigan

Jason Chamberlain, ACoM®, Roseville

Missouri

Destiny Westbrook, ACoM®, St. Louis

Oregon

Julie Anderson, ACoM®, Portland
Pam Leeper, ACoM®, Portland

Tennessee

Eli Schwartz, ACoM®, Chattanooga

Texas

Angie Gabriel, ACoM®, Austin
Lindsey Kopplow, ACoM®, San Antonio
Kelly Pellum, ACoM®, The Woodlands
Jessica M. Villatoro, ACoM®, Houston

Virginia

Thomas Graeber, ACoM®, Glen Allen
India Simkins-Vance, ACoM®,
Virginia Beach

Washington

Stephanie Looney, ACoM®, Lynnwood

New AMOs

Indiana

Chano Real Estate Partners, LLC,
AMO®, Indianapolis

Virginia

Capital Square Asset Management,
LLC, AMO®, Glen Allen

New CSPs

Alabama

Riverchase Galleria, Birmingham

Arizona

Arcadia Plaza, Phoenix
Avana Chandler, Chandler
Sunburst Plaza, Glendale
Vaseo Apartments, Phoenix

Arkansas

Pinnacle Hills Promenade, Rogers

California

Avila Apartments, Pasadena
Berkshire K2LA, Los Angeles
Blue Sol, Costa Mesa
Del Paso Marketplace, Sacramento
Galleria at Tyler, Riverside
Herndon Place, Fresno
Holiday by Atria Arcadia Place, Vista
Inland Empire, CCC West, Building A,
Ontario

New certifications

Laguna 99 Plaza, Elk Grove
San Sebastian, Laguna Woods
Santa Fe Corporate Building 5,
Santa Fe Springs
The Duboce, San Francisco
Village One Plaza, Modesto
Vineyard Center, Templeton
Visalia Mall, Visalia
Windmill Marketplace, Clovis

Colorado

1900 15th St., Boulder
Boston Lofts, Denver
Creekside, Denver
Golden Town Center, Golden
LoDo Towers 1331 17th St., Denver
LoDo Towers 1401 17th St., Denver
Southwest Plaza, Littleton
Wheat Ridge Marketplace,
Wheat Ridge

Connecticut

The SoNo Collection, Norwalk
Willimantic Plaza, Willimantic

Florida

Aston Garden Pelican Pointe, Venice
French Golden Gate, Bartow
Goolsby Pointe, Riverview
Governors Square, Tallahassee
Heath Brook Commons, Ocala
Heron Creek Towne Center,
North Port
Lakewood Plaza, Spring Hill
Lutz Lake Crossing, Lutz
Muze at Met Square, Miami
Plantation Grove, Ocoee
Rockledge Square, Rockledge
Sanibel Beach Place, Fort Myers
Suncrest Village, Orlando
Tampa - GBC-2801 Gateway Centre,
St. Petersburg
Tampa - GBC-9300 North 28th Street,
St. Petersburg
The Oaks Mall, Gainesville
Windover Square, Melbourne
Winter Springs Town Center,
Winter Springs

Georgia

Alexander Crossing, Loganville
Ascent Midtown Apartments, Atlanta
Atlanta - 2775 Bankers Industrial,
Atlanta
Atlanta - 3230 Peachtree Corners,
Atlanta
Atlanta - 3250 Peachtree Corners,
Norcross
Atlanta - 4565 Winters Chapel,
Doraville
Atlanta - 7055 Amwiler Road, Atlanta
Atlanta - Atlanta West 7, Atlanta
Avalon office, Alpharetta
Avalon retail, Alpharetta
Bartow Marketplace, Cartersville
Buckhead Crossing, Atlanta
Dean Taylor Crossing, Suwanee
Fairview Oaks, Ellenwood
Hickory Flat Commons, Canton
Lambert Farms - Bldg. 1, Atlanta
Mezzo, Atlanta
Mountain Crossing, Dacula
Oglethorpe Mall, Savannah
Peachtree Mall, Columbus
PeachTree Park, Atlanta
Spivey Junction, Stockbridge
Thomas Crossroads, Newnan
Tremont, Atlanta
Windward Commons, Alpharetta

Hawaii

Prince Kuhio Plaza, Hilo

Illinois

Greco - 1323 Brewster, Bartlett
Market Place Shopping Center,
Champaign
Naperville Crossings, Naperville
Rolling Meadows Shopping Center,
Rolling Meadows
Savoy Plaza, Savoy
The Shoppes at Windmill Place,
Batavia

Indiana

Clear Lake Shores Shopping Center,
Indianapolis
Colleyville Downs, Indianapolis
Davis Towne Crossing, Indianapolis

Denton Crossing, Indianapolis
Eastwood Towne Center, Indianapolis
Galvez Shopping Center, Indianapolis
Gateway Station, Indianapolis
ILP - Anson 8A, Whitestown
Lincoln Park, Indianapolis
Mansfield Towne Crossing,
Indianapolis
New Forest Crossing, Indianapolis
North Benson Center, Indianapolis
Plaza at Cedar Hill, Indianapolis
Pleasant Run Towne Crossing,
Indianapolis
Riverplace Centre, Noblesville
Shops at Forest Commons,
Indianapolis
Southlake Corners, Indianapolis
Stonebridge Plaza, Indianapolis
The Village Shopping Center,
Mooresville
Waxahachie Crossing, Indianapolis

Iowa

Coral Ridge Mall, Coralville
Southgate Shopping Center,
Des Moines

Kansas

Falcon Valley, Lenexa
Quivira Crossings, Overland Park
Westbrook IV, Overland Park

Kentucky

Meadowthorpe Manor Shoppes,
Lexington
Oxmoor Center, Louisville

Louisiana

Mall of Louisiana, Baton Rouge
Oakwood Center, Gretna

Maine

The Maine Mall, South Portland

Maryland

531 Chelsea, Aberdeen
Crosswinds at Annapolis Town Center,
Annapolis
Mariner Bay, Annapolis
Mondawmin Mall, Baltimore

Residences at Capital Crescent Trail,
Bethesda
Willard Towers, Chevy Chase

Massachusetts

Cushing Plaza, Cohasset
SCG 145 Plymouth Street, LLC,
Mansfield
The Green at 9 & 90, Framingham

Minnesota

Centennial Lakes Plaza, Edina
New Prague Commons, New Prague
Northstar Marketplace, Ramsey
The Beach Club Residences,
Minneapolis
Waterford Park Plaza, Plymouth

Mississippi

I-22 Logistic Park Bldg 100,
Olive Branch

Missouri

KCI Logistics Centre III, Kansas City
KCI Logistics Centre V, Kansas City
Saint Louis Galleria, St. Louis

Nevada

Crossroads Towne Center,
North Las Vegas
Green Valley Plaza, Henderson
Sprouts Plaza, Las Vegas

New Jersey

Paramus Park, Paramus
Willowbrook Mall, Wayne

New York

1177 Ave of Americas, New York
Staten Island Mall, Staten Island

North Carolina

Four Seasons Town Centre,
Greensboro
Lumina Commons, Wilmington
Northside Plaza, Clinton
Oberlin Court, Raleigh
Tramway Crossing, Sanford
Windsor Center, Dallas

Ohio

Beavercreek Towne Center,
Beavercreek
Glenwood Crossing, Cincinnati
Goshen Station, Goshen
Lakewood City Center, Lakewood
Snow View Plaza, Parma

Oregon

115th Commerce Park, Tualatin
East Burnside Plaza, Portland
Portland- Wilsonville 1, Wilsonville
Portland- Wilsonville 2, Wilsonville
Portland- Wilsonville 3, Portland

Pennsylvania

Avenel at Montgomery Square,
North Wales
Chestnut Hall, Philadelphia
Neshaminy Mall, Bensalem
The Sterling Apartments, Philadelphia

South Carolina

Columbiana Centre, Columbia

Texas

301 Congress, Austin
Colony Square, Sugar Land
Coppell Town Center, Coppell
Escarpment Village, Austin
Gateway Plaza, Southlake
Grapevine Crossing, Grapevine
Hulen Mall, Fort Worth
Kirkwood Market Place, Houston
Lake Worth Towne Crossing,
Lake Worth
MacArthur Crossing, Irving
Market Street Village, Hurst
Murphy Marketplace, Murphy
Platform, Austin
Platform II, Austin
River Park Business Center -
Grand River, Fort Worth
River Park Business Center -
Trinity, Fort Worth
San Antonio - Logistic Commerce
Center Bldg 1, San Antonio
San Antonio - Logistic Commerce
Center Bldg 2, San Antonio

SCG Mesquite Business Center,
Mesquite
SCG Mesquite Business Center-
Samuell, Mesquite
Stone Gate Plaza, Crowley
Suntree Square, Southlake
The Arnold, Austin
The Parks Mall at Arlington, Arlington
The Retreat, The Woodlands
The Shops at Arbor Trails, Austin

Virginia

Birdneck Shopping Center,
Virginia Beach
Cascades Overlook, Sterling
Courthouse Marketplace,
Virginia Beach
Lakeside Plaza, Salem
Stonewall Plaza, Winchester
Village at Waterford, Midlothian

Washington, D.C.

Latrobe, Washington, D.C.
Vaughan Place, Washington, D.C.

Wisconsin

Oakwood Mall, Eau Claire



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