

Jpmm[®]

Journal of Property Management

IREM[®]
INSTITUTE OF REAL ESTATE MANAGEMENT

March/April 2024

Vol. 89, No. 2

The art of engagement

*Fostering trusted
connections with
tenants and residents*

- › The rise of wellness amenities
- › Remembering Doug Collins, CPM[®]
- › Announcing the DEI Ambassadors program

Sneak peek



Image: PeopleImages/Getty Images

In addition to formal meeting spaces, tenants want informal meeting areas and amenities such as coffee shops, restaurants, tenant lounges, and outdoor space where they can meet in person with their teammates, vendors, and clients.

”

P15

“ The CSP program is meant to be more approachable than other programs like LEED and Green Globes, and excels at facilitating staff and service provider engagement around sustainability priorities. P32

“ Encourage people to take the stairs by activating them with signage that lets them know how many steps are taken. You might put artwork there or music. P9

Unlike traditional long-term leasing agreements, subscription housing grants residents an immense amount of flexibility in terms of commitment because contracts can be short- or long-term. P27

”



Image: iStock.com/Jolkesky

“ Our customers who service e-commerce consumers quickly realized that the closer they are to those consumers, the better off they’ll be. We’ve seen this proliferate in the last few years, and I don’t think it’ll slow down. P24

Contents

March/April 2024

Features

06 Welcome to wellness

12 Keep them engaged
By Lenys Camacho, CPM®, MSIRE

18 IREM remembers Doug Collins, CPM®



04

Dashboard
AI insights, a member milestone, and the importance of tenant communications



Cover image: serts/Getty Images

Departments

- 20 Government affairs
- 22 DEI
- 24 Property spotlight
- 26 Global practices
- 28 IREM Foundation
- 32 Committee central
- 34 New certifications





IREM® Skills On-demand Courses

Build property management skills and get up to date on emerging topics in as little as an hour.

Visit irem.org/ondemand to learn more and register today!

Jpm[®]

March/April 2024 | Vol. 89, No. 2

President | Libby Ekre, CPM®

President-Elect | Dawn Carpenter, CPM®

Secretary/Treasurer | Mindy Gronbeck, CPM®, CCIM, CSM, CRX

CEO and Executive Vice President | Linda Caradine-Poinsett, Ph.D.

Chief Product Officer
Wendy Becker, J.D. | wbecker@irem.org

Vice President, Marketing and Communications
Bridget Terrones | btterrones@irem.org

Advertising and partnerships
irempartners@irem.org

JPM®, *Journal of Property Management* (JPM® ISSN 0022-3905) is published bimonthly by the Institute of Real Estate Management, 430 N. Michigan Ave., Chicago, IL 60611. Internet: www.irem.org. This publication is provided as a medium for the expression of individual opinion concerning management practices and procedures. The articles and advertisements contained herein do not necessarily represent the endorsement of the Institute of Real Estate Management or of the majority of its members excepting such statements that are so designated. The editors exercise only a general supervision of the material and assume no responsibility for claims made in advertisements or for opinions and statements expressed in articles.

IREM®, CERTIFIED PROPERTY MANAGER®, CPM®, ACCREDITED RESIDENTIAL MANAGER®, ARM®, Accredited Commercial Manager®, ACoM®, ACCREDITED MANAGEMENT ORGANIZATION®, AMO®, Income/Expense Analysis®, Expense Analysis®, MPSA®, and JPM® are registered marks of the Institute of Real Estate Management.

Copyright ©2024 by the Institute of Real Estate Management.
All rights reserved.

Institute of Real Estate Management Diversity Statement | IREM practices diversity. We are an inclusive organization that embraces and values differences and welcomes individuals of all races, genders, creeds, ages, sexual orientations, gender identities, and national origins and individuals with disabilities, providing an equal opportunity environment among its members, vendors, and staff.

Institute of Real Estate Management Sustainability Statement | The Institute of Real Estate Management (IREM) is dedicated to supporting real estate management strategies that advance an environmentally sustainable and economically prosperous future.



Publication Management
847-205-3000 | glcdelivers.com

President's letter



Libby Ekre, CPM®

Can unused office space be converted to meeting pods or open co-working spaces? Can a housing development's tennis court be repainted to a pickleball court? With those tasks in mind, the theme of this issue is amenities, those features that make a particular property attractive to existing and potential tenants or residents.

Health and wellness amenities are more desirable than ever. On **P6**, we look at specific ways property managers can incorporate wellness into their properties. We also highlight three programs, including the IREM Certified Sustainable Property (CSP) program, that set standards to guide developers and property managers in creating and maintaining healthy buildings.

Great communication with tenants and residents goes right along with the property's amenities in maintaining effective engagement. On **P12**, we note how renters highly recommend landlords with excellent communication skills. The combination of good communication and a readiness to embrace the right technological solutions for tenant and resident engagement shape positive landlord-tenant relationships. A property manager's tech strategy aligns technology that best suits your organization's objectives while catering to the specific demographics in your properties' target markets.

Revenue in the U.S. e-commerce market is forecast to grow 68% by 2028. Final mile warehouses, the subject of this month's Property Spotlight on **P24**, play a crucial role in helping suppliers deliver goods to consumers as quickly and efficiently as possible. Brad Ashley, CPM®, RPA, says, "Even old brick-and-mortar companies are embracing e-commerce more to remain relevant and competitive. So, final mile will continue to be in vogue for many years to come."

São Paulo is one of the largest cities in Brazil, and on **P26** in Global Practices, we look at a regional amenity that allows

the city to sustain continual growth: the development of high-density residential areas that support a vibrant condominium market. Condominiums reflect the city's modern lifestyle and enhance São Paulo's communal culture and overall sense of security. We also take a closer look at the city's unique subscription housing model that requires residents to pay a monthly subscription fee to stay in fully furnished condominium units with shared amenities.

Looking to boost your career? On **P22**, read about IREM's new DEI Ambassadors program, designed to help property management leaders foster a welcoming environment that continues to embrace the values of diversity, equity, and inclusion (DEI) in their workplaces and in the real estate sector. The article includes the full schedule of DEI Ambassador meetings for 2024.

On **P20**, Gwen Volk, CPM®, looks at how HUD's Office of Fair Housing and Equal Opportunity (FHEO) has intensified its focus and enforcement initiatives around the use of criminal background, credit history, and source of income to screen applicants. Volk notes, "While none of these are federally protected categories, all are potential fair housing minefields if applying them is found to have resulted in disparate impact discrimination."

On **P28**, the IREM Foundation highlights the work of IREM chapters in Columbus, Ohio, and Indianapolis that inspired their members and industry partners in 2023 to step up to support the Foundation—and had a lot of fun in the process.

Finally, on **P18**, we celebrate the life of 1988 IREM President Doug Collins, CPM®, who died in September 2023 at the age of 84. A lifelong resident of Tulsa, Oklahoma, Collins was respected throughout the real estate community. But perhaps his most lasting impact on the industry during his tenure as president was his enhancement of the IREM Code of Professional Ethics. In property management, ethics will never be an amenity, but always a core value.

Libby Ekre, CPM®
IREM President



Doug Collins, CPM®

Celebrating a milestone

Recently, IREM Houston honored its longest-serving member, Leota Stewart, CPM®. Leota is 98 and has been an IREM member for almost 50 years. She served as the 1981 IREM Houston Chapter President. For IREM Houston’s recognition, Leota reflected on her career in real estate management and her involvement in IREM.

On her training to become a CPM:

> Because I never went to college to obtain a degree, I wanted to have a credential of some kind during my career. A fun fact is that most of the people who had the CPM designation were men. There was only one other woman besides myself.

On her decision to become IREM Houston Chapter President in 1981:

> I joined IREM so that I could become a CPM. IREM was a prestigious organization of professionals that I was honored to be a part of, and it was a way to keep up with what was happening in the industry. To this day, I still enjoy lifelong friendships that developed by being a member of IREM.

On working in real estate management in the ‘80s.

> I thoroughly enjoyed associating with other CPMs. We were a group of business owners who could share our knowledge and were always looking for ways to increase the value of owners’ investments in the properties we managed. If we accomplished that, and owners were pleased, we achieved our goal.



55% of renters considering moving in the next year say they would be less likely to do so if communication with their property manager was better.

Source: Plentific, a real-time property operations platform

Podcast

Coming in March, hear a recap of the Advocacy Impact Day + ESG Summit in Washington D.C. on Feb. 27–28, including the issues IREM members brought to Capitol Hill to discuss with legislators and the properties and companies recognized in the Jackson Control Sustainability Awards. Listen in at irem.org/learning/from-the-front-lines.

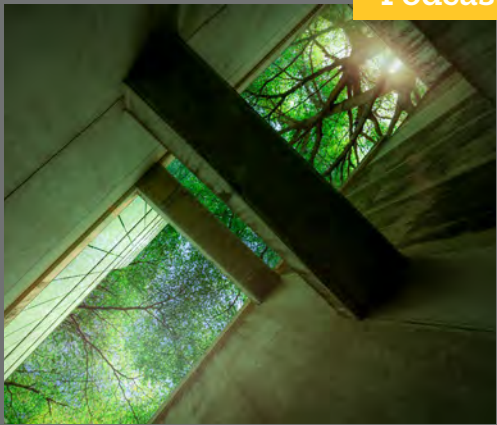
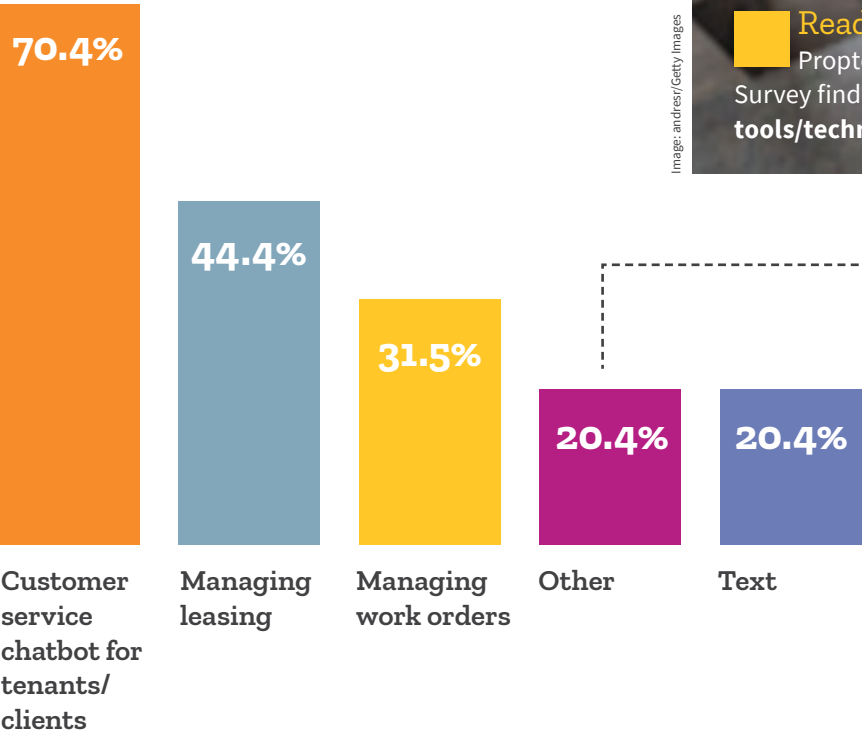


Image: Fahron/Getty Images

Implementing AI

The most recent IREM Proptech Insights Survey sheds light on property managers’ experience with artificial intelligence (AI). Here is one finding.

How are AI and machine learning currently being implemented at your property or properties?



The “other” ways properties are using AI include building optimization (HVAC), the development of deterioration models, lead generation and upfront communication, and video identification for parking, among others.



Image: andres/Getty Images

Read all of the IREM Proptech Insights Survey findings at irem.org/tools/technology.

Welcome to wellness

Offering amenities geared toward health and happiness

Personal wellness has been a hot topic for years. Now, wellness is an area of opportunity for property managers looking to enhance the offerings in their commercial or residential spaces. Instituting or expanding building amenities with a focus on health and wellness can be very attractive for both residential and commercial tenants and can help justify higher rents.



Image: MOA Hawaii

A tea room at MOA Wellness Center, a business tenant of the Keola La'i property in Honolulu. Through a special reduced-rate relationship, Keola La'i can offer its residents wellness services at MOA.

While many properties have long incorporated workout facilities in their spaces, others are finding creative new ways to think about and prioritize wellness. In fact, several organizations offer wellness certifications that provide guidance on what kinds of features are useful and appropriate for a given space.

Some wellness applications, such as filters that can reduce the spread of airborne particles, were spurred by COVID protocols. Fernando Bastos, ARM®, general manager of the Keola La'i condominium tower in Honolulu, Hawaii, discussed how his team implemented a safety program for their building. "For me, the basic foundation for wellness is health. We were the first condominium in Hawaii to achieve the GBAC STAR accreditation," which is awarded to



“For me, the basic foundation for wellness is health. ...COVID represented a paradigm shift. We moved from cleaning for aesthetics to cleaning for health.

—Fernando Bastos, ARM®, Keola La'i

Several organizations offer wellness certifications that provide guidance on what kinds of features are useful and appropriate for a given space.

facilities that have established procedures and systems that can respond to and recover from disease outbreaks. "COVID represented a paradigm shift," continues Bastos. "We moved from cleaning for aesthetics to cleaning for health."

Bastos oversaw the installation of Schindler CleanAir Ion systems explicitly designed for elevators. Each unit circulates charged ions in the elevator cab to inhibit airborne pathogens. "I did everything I could to minimize airborne transmission of COVID, flu, and colds." It was also important to make residents aware of the systems. "You put everybody at ease when they know that we're following the strict third-party guidelines and certifications," Bastos says.

A softer side to wellness

Of course, there's more to wellness than germ control. Bastos shares that, as a mixed-use condo, the Keola La'i can offer its residents wellness services through special reduced-rate relationships with its business tenants, such as the holistic healing center MOA Hawaii and other businesses in the immediate vicinity. "Our building is located in one of Honolulu's hippest neighborhoods, Kaka'ako. Within a three-block walk, we have a cross-fitness center. We also have another partnership at a place called the Still and Moving Center that offers dance, yoga, tai chi, and meditation."

Residents are informed of these unique "extension amenities," as Bastos calls them, when they receive their welcome packet upon the home purchase. Occasionally, Bastos posts flyers on the recreation deck to remind residents of the deals they can use or to announce new programs in the area.



“They can attract top-tier talent by describing what the building does and what we have to offer. Features like that—plus the building's alignment to sustainability goals—matter to the younger generation.

—Deborah Webb, CPM®, Webb Property Services

the building's alignment with sustainability goals—matter to the younger generation."

The Fitwel certification touches on many points that appeal to tenants and employees, from food to exercise to intellectual pursuits, says Webb. "With diabetes and heart problems in our society, we need to do something while people are at work to the extent possible. Fitwel creates ways to activate the building; for example, you could have healthy food options delivered to your building. Encourage people to take the stairs by activating them with signage that lets them know how many steps are taken. You might put artwork there or music. Instead of just regular water fountains, you could install fountains that allow you to fill up your water bottle."

Bastos takes advantage of some of the classes available in the area and insists that his staff members take a daily 15-minute sunlight break. "I like them to get a little bit of vitamin D every day," he says.

Power of attraction

Property managers of commercial spaces can also bring in amenities or point out physical improvements to appeal to prospective tenants. For example, tenants looking for ways to attract employees to their offices might be especially receptive to hearing about the building's IREM Certified Sustainable Property (CSP), LEED status, or wellness certifications, such as WELL Building Standard or Fitwel. (See sidebar for more information.)

Deborah Webb, CPM®, of Webb Property Services in Washington, D.C., sees wellness amenities as a boon to tenant employers. "The tenants are looking for ways to attract talent, and usually that's a younger generation," she says. "They can attract top-tier talent by describing what the building does and what we have to offer. Features like that—plus

Designing in wellness

Several organizations have set standards that guide developers and property managers in creating and maintaining a healthful building. Here are a few:

➤ **WELL Building Standard.** The International WELL Building Institute promotes its system for implementing "a holistic approach to health in the built environment, addressing behavior, operations and design," which can be utilized with new construction or existing buildings. Applicants must meet more than 100 criteria that "impact the health, comfort, or knowledge of occupants."

➤ **Fitwel.** Developed by the Centers for Disease Control and Prevention (CDC) and the U.S. General Services Administration (GSA), this leading certification system has been implemented in more than 23 million buildings, affecting 154 million employees or residents. More than 7,000 research studies into environmental health, facility management, and design provide the foundation for this certification.

➤ **IREM Certified Sustainable Property (CSP).** The IREM CSP program for existing office, medical office, multifamily, retail, senior housing, industrial, and self-storage properties "recognizes excellence in property operations and performance based on aspects like energy, water, health, recycling, and procurement" and incorporates best practices and amenities related to health and wellness. In addition to elevating the property and increasing its appeal to tenants and residents, the CSP recognition enhances owner reporting on environmental, social, and governance (ESG) for investors and boards of directors. Learn more about CSP certification at irem.org/certifications/for-properties/irem-certified-sustainable-property.

The other advantage of Fitwel, Webb explains, is that it is not very expensive for building owners compared to other certification requirements. "Fitwell doesn't necessarily require the use of a lot of interior spaces," she says.

"It could be your walk score—how close you are to a library, farmer's market, or something like that." Property managers can use existing features, such as stairs, fitness centers, or multipurpose rooms with Fitwel, or add amenities that might help with mental health.

Webb describes some "out-of-the-box ideas" to counteract vacancies and entice workers to return to the office. "[Property owners] are having to increase the types of amenities, especially if there's a lot of vacancy," Webb says. "They could be anything from letting pets come to work one day a week, having a pickleball court on one floor, bringing in a chef to prepare a healthy lunch one tenant at a time, or doing a happy hour on a rooftop where people can be outside and mingle."

Landlords and employers can form partnerships to make healthier workplaces by offering lectures on nutrition, bringing in a nurse or doctor to do employee health screenings, or having personal trainers in the building—which in turn might lower health insurance costs.

Supporting moms

One employee group that needs a dedicated amenity space is nursing mothers. Abbey Donnell, CEO of Work & Mother, has launched a business dedicated to providing spaces for lactating moms to pump breast milk comfortably while at work. "Work & Mother started because I witnessed so many working mothers struggling with returning to work because of the lack of proper spaces and resources," says Donnell. "These people work at all sorts of companies, in all sorts of office spaces. Some had no accommodations at all, while others had multipurpose wellness rooms, but they

were either constantly in use for various things, or they weren't very private."

Before she had children, Donnell imagined what it would be like to pump in the kinds of open-plan workspaces where she worked. She realized that it would be much more efficient for multiple employers to be able to use a dedicated lactation space instead of having to fit out dozens of individual "closets."

"I knew it would be more efficient to have an outsourced, shared-space approach, and in doing that, offer a much higher-caliber solution," Donnell says. "We launched in 2018 as shared spaces fully equipped with pumps. We provide cleaning and sanitizing stations; hospital-grade pumps; accessories, such as milk storage bags; and refrigerated storage. We conduct communication and awareness services on behalf of the landlord and provide all the HR documents for tenants, including their lactation accommodation policy for their handbook, materials for their recruiting, and welcome packages. And then we interact with moms to guide them through the process to make sure their needs are met and questions answered."

Work & Mother has multiple locations in several major cities. Some locations are inside office buildings, while others serve multiple buildings in a campus-like setting. The endeavor has been so well-received that Donnell is launching a related amenities service called Work & Wellbeing that will accommodate employees who want private space for prayer, meditation, or telehealth visits.

This kind of personalized amenity space may be an unexpected resource for properties with underutilized space, as well as for the people fortunate enough to be in the area. As Donnell says, "We can take care of all the employees in the building and make sure they have safe places to carry out these vital, everyday tasks." ▀



“
Work & Mother started because I witnessed so many working mothers struggling with returning to work because of the lack of proper spaces and resources.

—Abbey Donnell, Work & Mother



A dedicated pumping space for new moms, complete with cleaning and sanitizing stations.



For those who manage to make a difference.™



New subscriptions available to learn and save

Get the IREM® subscription that fits you and your learning goals.

Monthly or Annual Webinar	Annual Skills On-demand	Annual Combo Webinar and Skills On-demand
<ul style="list-style-type: none">• Unlimited access to over 100 live, one-hour webinars• Ask questions live to the industry expert• Webinar recordings are available for 30 days after the program to view or rewatch	<ul style="list-style-type: none">• Access over 300 skills on-demand courses, all less than an hour• View the courses on your own time, at your own pace	<ul style="list-style-type: none">• The best of both delivery options!• Access to IREM's entire learning library featuring live webinars and skills on-demand courses• Flexibility to fit your learning needs and schedule

▀ To learn more and subscribe, visit irem.org/courses/subscriptions

Keep them engaged

Profitable properties depend on trusted connections with tenants and residents

By Lenys Camacho, CPM®, MSIRE

More than ever, proactive, effective tenant and resident engagement is necessary to keep our properties competitive. Tenant and resident engagement enhances our customers' enthusiasm for and connection to the places where they've chosen to live, work, and play. Engagement goes beyond a mere tenancy agreement; it involves fostering proactive relationships between tenants or residents and management that enhance retention rates, bolster reputation, ensure safety, and shield landlords from potential liabilities. Moreover, tenant and resident engagement establishes an environment conducive to improved communication between tenants/residents and property managers, forming robust relationships based on trust.

It's all about communication

Communication reigns in cultivating engagement. Inadequate communication often brews negativity within a property, leading to internal conflicts and diminished tenant and resident satisfaction. To counter this, property managers can foster proactive engagement by prioritizing timely responses to inquiries, establishing efficient communication channels, and implementing methods to encourage interaction and understanding among all property stakeholders. Effective communication resolves issues, nurtures a positive atmosphere, and elevates tenant and resident engagement.

Seamus Nally, CEO of TurboTenant, a rental management and resident engagement solution, emphasizes the significance of prompt communication, empathy, and fair value as essential qualities desired by renters from their property managers. According to TurboTenant surveys, 72% of renters highly recommend landlords who excel in communication skills, honesty, attentiveness, and empathy, shaping positive landlord-tenant relationships.

Digital communication

Enhancing digital communication channels stands out as a method to boost engagement. With 91% of individuals checking their emails daily, leveraging this platform proves highly effective in reaching tenants and residents. Updating email content and design every quarter can help maintain a large audience on email platforms. Employing online marketing tools, like automated kickback emails, can increase engagement by providing reminders on upcoming financial responsibilities and creating a sense of community by promoting amenities and events. These tools can educate tenants and residents about policies, procedures, and plans for the property, nurturing transparency and trust.

Social media strategies also play a significant role in engagement, with 54% of users exploring products and services on these platforms. Tailoring content to align with the needs of the property's specific tenant or resident base establishes a meaningful connection with those occupants. Additionally, SMS communication and push notifications significantly enhance tenants' and residents' sense of belonging, with almost 100% engagement rates.

Events

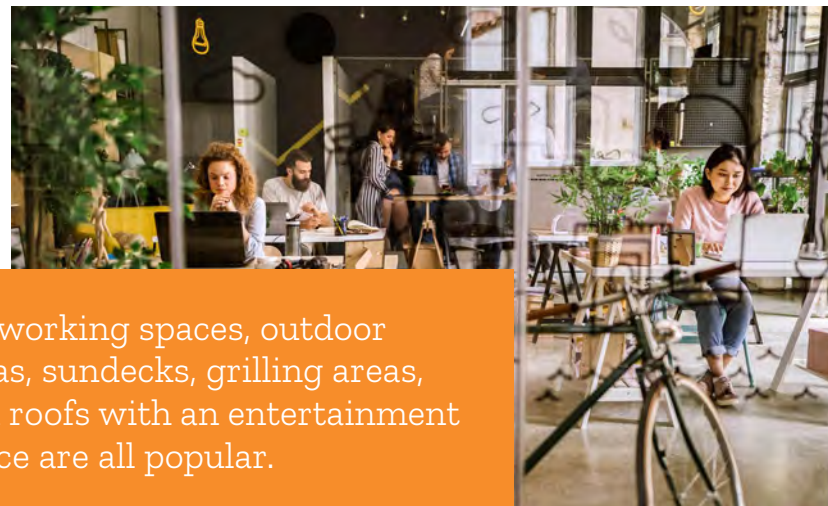
Events are an additional method of increasing engagement and building relationships. For example, organizing community events, such as barbecues, pool parties, and holiday celebrations, at a multifamily property creates opportunities for residents to interact, encouraging a strong sense of community. According to surveys, 77% of individuals attend these events to meet new people and socialize. The occasions not only facilitate social interactions but also encourage residents to share ideas, opinions, and feedback with the management team, ultimately enhancing communication and transparency.

Maj-Lene Keech, CPM®, ARM®, ACoM®, senior director, real estate, Greystar, AMO®, 2024–2025 IREM Region 3 RVP, says that resident events will vary depending on the specific property type and market, but all residents respond to experiences. "Residents love events where they can play a part," says Keech. "Comedy shows have been successful in our communities. And anything with pets. We've never had slots fill up faster than when we did pet headshots."



“Comedy shows have been successful in our communities. And anything with pets. We’ve never had slots fill up faster than when we did pet headshots.”

—Maj-Lene Keech, CPM®, ARM®, ACoM®, Greystar, AMO®



> Co-working spaces, outdoor areas, sundecks, grilling areas, and roofs with an entertainment space are all popular.

She also says that resident events are extending into the larger community. "We partner with local businesses for resident events. So, the beer tasting might be at the beer garden down the street rather than on the property." Residents also want to participate in events where they can give back and feel part of their community. "We have a property on the river in D.C. We've had events where residents help clean up the river, and then we have a happy hour afterward."

Similar events are effective in office properties. Networking, food truck days, and wellness-related events, like onsite yoga and flu shot clinics, allow management to interact with occupants, creating a sense of community in the building. "Events involving a social aspect are what tenants are craving right now," says Renee Pinkney, RPA®, real estate manager, Ryan Companies. "Happy hours, live music, sporting event watch parties, workshops, and any sort of holiday celebration give tenants a reason to get away from their desks and interact with their co-workers and other tenants."



“Creating in-person social opportunities is key to providing tenants face time with building staff [and] engagement with what the building has to offer.”

—Renee Pinkney, RPA®, Ryan Companies

As with multifamily communities, it's all about the experience. "Creating in-person social opportunities is key to providing tenants face time with building staff, engagement in what the building has to offer, and further confidence in the overall value of officing at the property," says Pinkney.

Amenities

Amenities are another important way to keep tenants and residents engaged. Gyms are still popular, says Keech, and they need to have all the bells and whistles. "Residents want a fully decked-out fitness center—onsite classes, Peloton-style equipment." The community's amenities also need to keep up with current trends. "Basketball courts have become pickleball courts," says Keech.

The work-from-home movement has influenced the types of amenities at multifamily properties. Co-working spaces,



Employing online marketing tools, like automated kickback emails, can increase engagement by providing reminders on upcoming financial responsibilities and creating a sense of community by promoting amenities and events.

outdoor areas, sundecks, grilling areas, and roofs with an entertainment space are all popular, according to Keech. The changing nature of work has also influenced the types of amenities popular at office properties, with tenants wanting more virtual communication tools and flexible workspaces. "Both small and large conference rooms with video conferencing capabilities are in high demand," says Pinkney. "In addition to formal meeting spaces, tenants want informal meeting areas and amenities such as coffee shops, restaurants, tenant lounges, and outdoor space where they can meet in-person with their teammates, vendors, and clients."

Technology and engagement

The property management industry is witnessing the intersection of advancing technology and tech-savvy generations among our customers. Understanding the unique characteristics and expectations of millennials and Generation Z has become imperative in keeping our properties competitive.

To remain relevant in both the commercial and residential sectors, property managers must grasp the demographic, social, and economic characteristics unique to millennials and Generation Z, distinguishing them from previous generations. Meeting the needs of these newer generations can mean the difference between a vacant property and a profitable one in the years to come. The newer generations are entering and reshaping the market, heightening the necessity for effective digital communication. Assessing demographics helps align operational strategies to meet these expectations, fostering engagement and satisfaction.

Technological advancements like AI are revolutionizing business operations by streamlining processes and aligning tenants' and residents' experiences with the property with their digital lives. Game-changing technological tools include: behavioral data analysis,

generative AI for marketing, visual living, predictive maintenance, automated leasing, computer-aided designs integrating sensors for energy efficiency, and quick response systems. These tools allow property managers to enhance processes, reduce costs, and, perhaps most importantly, allocate more time for interpersonal interactions with tenants and residents.

Better communication regarding basic property management is also key to tenant retention. A survey of U.S. renters by Plentific, a real-time property operations platform, showed that 55% of renters considering moving in the next year say they would be less likely to do so if communication with their current property manager was better. A similar percentage of renters (55%) said they would prefer to have a dedicated app to report household maintenance issues to their property manager. This also would create more direct and immediate

lines of feedback between various groups of maintenance teams at a property.

Embracing technological solutions for tenant and resident engagement gives significant leverage to property management firms. These technologies not only streamline data analysis and operational efficiency but also fortify property risk management, facilitate on-time payments, and

enhance safety, communication, and engagement, among other benefits. They allow managers to respond to inquiries promptly and encourage tenant/resident feedback, allowing us to address minor issues promptly. This prevents them from snowballing into more significant problems.

"The TurboTenant platform is centered on facilitating seamless communication between tenants and landlords," says Nally. "It not only streamlines queries, comments, and maintenance requests but actively solicits feedback from tenants who utilize the rent payment platform." This proactive engagement approach ensures that tenants'



“

It not only streamlines queries, comments, and maintenance requests but actively solicits feedback from tenants who utilize the rent payment platform.

—Seamus Nally, TurboTenant

concerns are consistently addressed, creating a robust channel for ongoing communication. This communication channel nurtures a stronger bond between renters and property managers.

It's important to devise a technology strategy aligned with your organization's objectives while catering to the specific demographics among the target markets of your properties. This pursuit is especially crucial for small to medium-sized property operators constrained by limited capital, making the quest for cost-effective solutions that achieve their predicted ROI a paramount consideration. Platforms such as TurboTenant, which offer complimentary versions, present a valuable opportunity to introduce technologically advanced experiences to tenants and residents without imposing significant financial burdens.

In today's landscape, tenant and resident engagement necessitates a transformative shift in management processes, along with education, training, and the incorporation of tech innovations. However, at its heart, successful engagement still revolves around people and relationships and relies on giving tenants and residents the experiences they want. "We send out surveys to find what residents are interested in," says Keech. "But in general, what they want is that connection, both with the management team and fellow residents. When they feel part of the community, they want to stay." ▀

Lenys Camacho, CPM®, MSIRE, has more than 15 years of experience in business administration, real estate management, and brokerage. She founded Upper Real Estate Management in 2017 to provide real estate management services to foreign national investors. Camacho holds a law degree from Andrés Bello Catholic University in Venezuela, a master's in international real estate from the Florida International University Hollo School of Real Estate, and a master's in business administration and project management certification from Florida Atlantic University.



For those who manage to make a difference.™



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.

IREM remembers Doug Collins, CPM®



Image: iStock.com/Sean Pavone

Tulsa, Oklahoma, hometown of Douglas Collins, CPM®

IREM is sad to announce the passing this past September of 1988 IREM President Douglas Collins, CPM®. He was 84 years old.

Doug inherited the reins of IREM at a tumultuous period in the real estate industry after a series of tax law changes throughout the 1980s created an unprecedented rise and fall in inflation and interest rates. In 1988, investments boomed, inflation dropped, and the housing market rebounded, but bookkeeping anomalies were common.

> In fact, his most significant contribution to IREM was perhaps his championing of additions to the IREM Code of Professional Ethics that still exist today.

IREM needed someone to ride the wave, and Doug's law degree, magnetic charm, and obsession with ethics helped him in his leadership role. In fact, his most significant contribution to IREM was perhaps his championing of additions to the IREM Code of Professional Ethics that still exist today.

"It was a wonderful thing to see someone so welcoming and friendly and fun also know how important ethics were," says Doug's contemporary, 1991 IREM

President John Magnuson, CPM®. "I don't think that our ethical structure today would be as thorough as it is, or as professional as it is, without his input."

Beyond his contributions to the industry, Doug Collins was known as a friendly and intelligent man who was proud of his Tulsa, Oklahoma, roots. Doug lived in Tulsa his whole life, graduating from Central High School in 1957 and earning a Bachelor of Arts degree from the University of Tulsa and a Juris Doctorate from the University of Tulsa College of Law. Magnuson remembers hearing Doug's voice always cresting over the din of competing voices at conferences and summits, always introducing himself to everyone with a big smile and a handshake and "Doug Collins, Tulsa, Oklahoma."

"I really liked Doug. You weren't a stranger after five minutes of conversation with him; you were a friend," says Magnuson. "He was everyone's universal best friend—even though he was an attorney!"

Doug is sorely missed by many, particularly his son, Tony; daughter-in-law, Lauren; granddaughter, Sylvie; sister, Timmie Hanna; and his wife of 47 years, Carolyn. They remember Doug in his obituary as an expert at grilling a steak or mixing a martini, an excellent trivia player, and a lifelong learner who "gave his whole heart to his family... what more could you ask for?"

Many in the industry remember how fond Doug was of his family and how they would accompany him to events. Magnuson remembers he and his wife sharing plates of all-you-can-eat spaghetti with Doug and Carolyn, and 1987 IREM President Frank Livingston will never forget laughing until he cried with Doug's family over dinner at a convention in Hawaii.

"The whole table was laughing and laughing at a joke Doug's son, Tony, made, and I was laughing so hard tears were streaming down my face," says Livingston. "And Tony looks up at me and says, 'Mr. Livingston, why are you crying? It was supposed to be a funny joke!'"

"I'll never forget their family," he said.

In the March/April 1988 edition of JPM, Doug says in his President's letter, "Without the ability to look forward, to analyze, to plan, each of us will be forced to look behind at what might have been, at opportunities lost, at problems unsolved." And according to the words of his contemporaries, Doug left no stone unturned, personally or professionally.



The portrait that accompanied the JPM President's letters of Doug Collins, CPM®, in 1988.

"Without the ability to look forward, to analyze, to plan, each of us will be forced to look behind at what might have been, at opportunities lost, at problems unsolved."

—Douglas Collins, CPM®

"He would have seen through the difficulties that are present today and said, 'This is a process. This is just what we have to do to get where we need to be. Don't worry about it. Learn it. Do it,'" says Magnuson.

Doug's commitment to ethics, dedication, and intelligence continue to impact people in the industry today. The world was better with him in it, and his IREM family extends their condolences to everyone affected by his loss.

If you would like to support the Collins family in their time of grief, in lieu of flowers, they ask that donations be made to St. Jude Children's Research Hospital. ▀

Compliant screening practices

Reduce your risk of fair housing violations

By Gwen Volk, CPM®



Image: iStock.com/Marco VDM

Rental housing managers working with the U. S. Department of Housing and Urban Development (HUD) or U.S. Department of Agriculture's Office of Rural Development (RD) must be keenly aware of their responsibilities under the Fair Housing Act. The Act influences almost all aspects of their job, particularly when gathering data on their applicants and tenants, implementing marketing strategies compatible with their approved Affirmative Fair Housing Marketing Plan, and when their tenant selection plans are scrutinized by regulators.

But the Fair Housing Act also applies to managers of conventional rental properties, and a review of cases in 2023 from the websites of the U.S. Department of Justice (DOJ) and HUD's Office of Fair Housing and Equal Opportunity (FHEO) reveals that a majority of the charges were against owners and managers of conventional rental properties.

Needless to say, fair housing should be at the forefront of the mind of everyone engaged in property management.

To reduce your risk of fair housing violations, it's essential to understand how policies and practices that appear neutral on their face can have a discriminatory effect on a protected class, even if there was no intent to discriminate.

To reduce your risk of fair housing violations, it's essential to understand how policies and practices that appear neutral on their face can have a discriminatory effect on a protected class, even if there was no intent to discriminate. This sort of inequity—known as “disparate impact” discrimination—occurs when a policy or practice has a disproportionate adverse effect on members of a protected class.

Policies and practices governing applicant screening can be susceptible to claims of disparate impact discrimination. Recently, FHEO has intensified its focus and enforcement initiatives around the use of criminal background, credit history, and source of income to screen applicants. While

none of these are federally protected categories, all are potential fair housing minefields if applying them is found to have resulted in disparate impact discrimination.

Criminal background

Well-intentioned managers routinely run background checks on applicants and reject individuals with criminal records to protect the property, other residents, and site staff. FHEO cites data showing that persons of color and ethnic minorities are disproportionately represented in prison populations due to the well-documented systemic bias in our criminal justice system. FHEO also points to a 2016 study showing that 38% of incarcerated individuals are persons with disabilities, compared to only 15% of the general population—and their crimes are sometimes related to their disability.

To mitigate the disparate impact of criminal screening, FHEO recommends that properties not use criminal screening at all. If they choose to do so, however, they should adopt reasonable look-back periods, weigh the seriousness of the crime, and apply criminal screening on a case-by-case-basis—giving the applicant the opportunity to explain mitigating circumstances, provide proof of rehabilitation, or offer other evidence showing why their application should be accepted.

FHEO also says that if the individual is a person with a disability, they have the right to request a reasonable accommodation, which takes the form of setting aside or modifying the criminal screening policy. If a nexus can be established between their disability and the crime of which they were convicted, FHEO says this request should be evaluated for reasonableness in accordance with your reasonable accommodation policy.

Credit history

Another screening criterion that has received much attention is credit history. Advocacy groups argue that screening for poor credit and eviction records has a disparate impact on persons with disabilities and persons of color. In February 2023, according to a press release on the Federal Trade Commission (FTC) website, the FTC and the Consumer Financial Protection Bureau (CFPB) requested comments on how “background screening issues affecting individuals who seek rental housing in the United States [...] may be driving discriminatory outcomes.” Subsequently, in October 2023, per an announcement on the CFPB website, the FTC and CFPB acted against a prominent credit screening company with thousands of rental property clients for hindering people from finding rental housing by producing tenant screening reports that were full of inaccuracies and based on undisclosed sources.

While property managers aren't in control of how screening companies produce their data, they should be aware of this issue and take steps to ensure that the credit reporting companies they use have sound practices.

And finally, while some states and localities include source of income as a protected class, source of income is not protected under the federal Fair Housing Act. Nonetheless, the courts have demonstrated that using source of income as a screening criterion can have a disparate impact on the protected classes of sex, families with children, and persons of color.

Often these cases center on the refusal to accept Section 8 vouchers. According to the Center on Budget and Policy Priorities, in 2022, 74% of voucher holders were women and 43% were Black, compared to 24% white and 25% Hispanic. It should be noted that willingness to accept Section 8 vouchers does not obligate the owner to rent to the voucher holder, if the payment standard of the housing authority is less than the market rent. In addition, owners who accept vouchers retain the right to screen these applicants, using the same criteria as they would for any other applicant,

While property managers aren't in control of how screening companies produce their data, they should be aware of this issue and take steps to ensure that the credit reporting companies they use have sound practices.

with the exception of ability to pay the rent, as their rent will be subsidized by the housing authority should the property accept them.

Screening best practices

Based on my conversations with screening professionals, here are some “best practices” to reduce your risk of fair housing violations related to screening:

- Make sure your written rental criteria or tenant selection plan is very clear as to how your screening procedures will be applied.
- Create an internal document that is very detailed and specific so that your staff knows how to proceed when negative reports are received.
- When sending a notice of denial based on criminal screening, be specific and have in the file the docket number and history with supplemental documents to back you up on the rejection.
- Give applicants the opportunity to explain before denying them.

The best way to reduce your risk of fair housing violations during screening is to review your screening criteria with a critical eye. What are the sound business reasons for having these policies and procedures? If there's a less discriminatory way to satisfy these concerns, then it is your responsibility to use that less discriminatory option. ▀

Gwen Volk, CPM®, has been active in the affordable housing industry since 1983 as CEO of a Midwest management company, chief compliance officer for a Dallas-based firm, and president of Gwen Volk INFOCUS, Inc., a training and consulting firm. Since 2009, she has served on IREM's Affordable Housing Advisory Council and is a past chair of IREM's Ethics Hearing and Discipline Panel. Gwen holds a B.A. in English and an M.S. in business and is a nationally recognized expert in HUD, LIHTC, bond, and fair housing compliance.



Announcing the DEI Ambassadors program

IREM's innovative new initiative fosters diversity, equity, and inclusion



Image: iStock.com/Charley Penn

Diversity, equity, and inclusion (DEI) has been at the forefront of IREM for a long time, and now the DEI Advisory Council is taking it even further with the introduction of a new program. DEI Ambassadors is a groundbreaking initiative designed to amplify IREM's commitment to fostering a welcoming environment that continues to embrace DEI, as outlined in our DEI Strategy.

The DEI Ambassadors program is open to any IREM member in a leadership role with their local chapter. Each month, the DEI initiatives team at IREM HQ will facilitate video calls for these DEI champions to share resources, gain ideas for events and activities, and

expand their national network. The program is completely free and voluntary: you can participate as often as you like.

Lindsay Bonilla, CPM®, CCRM, 2024 DEI Advisory Council chair, says the program is a long time coming. "The Advisory Council has been working to develop this program since 2022. We formed an exploratory subcommittee to design it, then launched a pilot program in 2023 with a small number of chapters," Bonilla said. "We're excited to offer it nationwide in 2024."

Taking action

Participants in the DEI Ambassadors program will be empowered to take meaningful action, helping to further the climate of inclusion at IREM. Those actions might include:

- **Chapter engagement.** Ambassadors are expected to meet with their respective chapters to introduce the program's purpose and illustrate how they can actively contribute to DEI initiatives.
- **Knowledge sharing.** A cornerstone of the program involves sharing knowledge of programs, initiatives, and

strategies different chapters are taking across the nation. Ambassadors will share best practices and create a library of successful initiatives other chapters can build on.

- **Building networks.** By participating in the monthly calls, Ambassadors will create a network of DEI leaders and a community of support. These connections will help chapters be more successful in their DEI efforts and expand the Ambassadors' personal networks.
- **Facilitating conversations.** One of the program's highlights is the encouragement of open and courageous discussions. Ambassadors will be encouraged to initiate important dialogues on DEI matters, promoting community and mutual understanding.
- **Reporting and refinement.** The DEI Advisory Council will ask Ambassadors for their feedback about the program and IREM's DEI strategy in general. "We want to hear the Ambassadors' insights into what is working well and what needs improvement," says Bonilla. "This feedback loop helps build and refine strategies and initiatives."

Personal benefit

Participation in the DEI Ambassadors program has many benefits, creating a reciprocal relationship between Ambassadors and IREM. Benefits include:

- **Recognition:** Ambassadors receive well-deserved recognition from both their peers and IREM HQ. A notable highlight is an acknowledgment during the 2024 DEI Reception at the IREM Global Summit in Indianapolis.
- **Personal and professional fulfillment:** The program also offers a deep sense of personal and professional fulfillment. Ambassadors play a vital role in furthering IREM's DEI efforts, contributing to positive change within the industry.
- **Skills development:** Ambassadors will gain practical skills and valuable experience in leadership, facilitation, and organizational DEI practices.
- **Networking opportunities:** The program facilitates networking with IREM colleagues nationwide, creating connections that transcend geographical boundaries. This interconnectedness strengthens the collective resolve to drive DEI initiatives forward.



“The Advisory Council has been working to develop this program since 2022. We formed an exploratory subcommittee to design it, then launched a pilot program in 2023 with a small number of chapters.

—Lindsay Bonilla, CPM®, CCRM, 2024 DEI Advisory Council

2024 DEI Ambassadors meeting schedule

Interested in participating in meetings?
Email diversity@irem.org.

- > March 14 at 1 p.m. CDT
- > April: Training offered at the 2024 Chapter Leadership Retreat
- > May 16 at 1 p.m. CDT
- > June 13 at 1 p.m. CDT
- > July 18 at 1 p.m. CDT
- > Aug. 8 at 1 p.m. CDT
- > Sept. 12 at 1 p.m. CDT
- > October: Training offered at the 2024 IREM Global Summit
- > November: No meeting
- > Dec. 12 at 1 p.m. CST

As the DEI Ambassadors program continues to evolve and expand, it's poised to leave a mark on the industry, fostering a future where diversity isn't just an aspiration but a lived reality. A full schedule of DEI Ambassador meetings for 2024 is on this page, and more information can be found on the IREM website. To join the DEI Ambassadors program, email us at diversity@irem.org. Once we receive your email and confirm your active membership, we'll email you a calendar invitation for the year's meetings. ▀

The final mile

Optimizing the e-commerce supply chain



Images: Left: Link Logistics. Right: Newmark Zimmer, AMO®



Left: Live Oak Logistics, a final mile industrial park in Dallas
Below: Lee's Summit Commerce Center, a final mile facility near Kansas City

As e-commerce has exploded over the last few years, final mile, or last mile, warehouses have played a crucial role in helping suppliers deliver goods to consumers as quickly and efficiently as possible.

Unlike other industrial sites, final mile facilities are strategically located in more urban or residential areas, closer to the end customers. Utilized primarily by large online retailers like Chewy, Amazon, or Walmart, logistics companies like FedEx, and other retailers who want to ship to customers quickly, final mile facilities are crucial for these e-commerce companies to stay competitive.

Fueled by consumer demand, e-commerce is expected to continue its upward trend. According to data from Statista, revenue in the e-commerce market in the United States is forecast to grow by 68% (\$614.2 billion) between 2023 and 2028, to hit a new peak of \$1.5 trillion in 2028.

"Our customers who service e-commerce consumers quickly realized that the closer they are to those consumers, the better off they'll be. We've seen this proliferate in the last few years, and I don't think it'll slow down," says Joe Lopez, CPM®, LEED Green Associate, senior vice president for property operations at Link Logistics in Fort Lauderdale.

Industrial distinction

Final mile facilities are similar to other industrial facilities, with most tenants

on industrial triple-net leases. Still, there are distinctions, says Brad Ashley, CPM®, RPA, a member of the 2024 IREM Board of Directors and managing director of property and facilities management with Newmark Zimmer, AMO®, in Kansas City.

"All the fundamentals of managing traditional industrial are essential here—making sure the buildings are well-maintained, customers have enough dock doors, enough truck court depth, and good highway access—but they're a little bit different than a big box warehouse that may be attracting a different kind of tenant," says Ashley. An example of a unique characteristic of final mile facilities is special HVAC needs.

"Some customers, such as those who have medicine in their warehouse, are more temperature and humidity sensitive than others," Ashley says. "There may be additional requirements during the build-out, and we work closely with the utility companies to make sure the tenants have good internet and power to operate."

“

Some customers, such as those who have medicine in their warehouse, are more temperature and humidity sensitive than others.

—Brad Ashley, CPM®, RPA, Newmark Zimmer, AMO®



Lopez says his company has maximized the opportunity of final mile by developing an expert in-house property management and construction team dedicated to understanding what it takes to manage a final mile facility. "They are focused on delivering good service and having a direct connection with our customers," Lopez says. "It's not always one-size-fits-all. Just because you have Amazon in one facility doesn't mean Amazon in another facility will have the same operation. Being connected to our customers means that when issues or questions arise, we're already in lockstep, understanding how to solve the problems before they become larger concerns."

Unique challenges

Due to the desire to be close to customers, finding the right location for a facility can be difficult. "We fortunately have a lot of space in the Midwest, but some of those tighter markets have a bit of drive time," Ashley says. "In areas like San Diego or New York City, locations aren't always right in the city; they're out in an industrial pocket and may still require 20-, 30-, or 40-minute drives."

Along with establishing locations farther afield, developers have established more central locations by repurposing existing properties.

Other challenges include negative community feedback due to truck traffic and congestion in residential areas and, due to the more constant truck traffic, more wear-and-tear and required maintenance on the final mile facilities.

Technology

Final mile tenants use a variety of technologies to optimize their logistics and operations. Examples include:

- Route optimization systems, which help shippers plan the most efficient routes

A closer look at tenant operations

Tenants in final mile facilities are most likely to use an in-house delivery fleet—42%—or a third-party provider—33%—for the last mile of their deliveries.

The median capacity when a vehicle departs for last mile deliveries is 84%, meaning the truck is 84% full in terms of the total space available or the total weight the truck is allowed to carry. Trucks that are more filled are more profitable and produce fewer emissions.

- Real-time tracking systems for up-to-date delivery statuses
- Automated vehicle loading systems, which automate the process of loading vehicles and save time and space
- Warehouse execution software (WES), which can help determine which packages should go in what trucks
- Delivery drones, which can drop off smaller packages quickly without dispatching staff in some areas

Although property managers typically don't interact with the technologies, they must be familiar with all of them and be certain that the facility can accommodate these technologies. "Understanding the technology out there is huge," Ashley says.

Sustainability

A natural byproduct of final mile is reduced distances for trucks to drive and reduced emissions, with route optimization technology further driving this benefit. Property managers are also seeing customers increasingly focus on other sustainable practices.

"As property managers, we don't control a customer's sustainability initiatives, but I am seeing more alternative fuel vehicles, whether electric or natural gas, used by these delivery companies," Ashley says. "I've also seen other shifts toward sustainable preferences, such as expecting to have LED lighting. They're also looking at their natural gas usage and water consumption. We have very open, transparent conversations with them and ensure we're partnering with them well to be responsible citizens on the sustainability front."

A promising future

As online shopping continues to be the preference for many consumers, final mile facilities will remain vital and a promising prospect for motivated property managers.

"Final mile is going to continue to emerge because e-commerce is not going anywhere," Ashley says. "Even old brick-and-mortar companies are embracing e-commerce more to remain relevant and competitive. So, final mile will continue to be in vogue for many years to come." ▀



“
We've seen this proliferate in the last few years, and I don't think it'll slow down.

—Joe Lopez, CPM®, LEED Green Associate, Link Logistics

São Paulo's vertical villages

The significance of condominium living in a vibrant Brazilian city

By Fernanda Lisboa, CPM®



With almost 12 million people in the city center and more than 21 million in the metropolitan area, São Paulo is one of Brazil's largest and most populous cities. A settlement founded in 1554, São Paulo experienced an economic boom in the late 19th and early 20th centuries due to rapid industrialization and the developing coffee industry. Now, São Paulo stands as an economic powerhouse with the headquarters of several global corporations in the city and

serves as a multicultural hub with a significant immigrant population from various parts of the world.

Landmarks like Paulista Avenue and Faria Lima Avenue are major cultural and financial centers considered among the most iconic avenues in São Paulo. Ibirapuera Park, which features

many cultural spaces, reflects the city's significant population growth and vibrance. This influential city has a rich history, a complex, diverse present, and a bright future.

Condominiums in São Paulo

A significant part of São Paulo's cultural and economic landscape is the presence of countless condominiums. Over the years, São Paulo has experienced rapid population growth because of urbanization. High-density residential areas were developed as a practical solution to address the high demand for housing. Notably, the population surge following World War II led to the enactment of Law 4591 in Brazil. Law 4591 outlines the general legal framework for developing, maintaining, and administrating condominiums in the country.

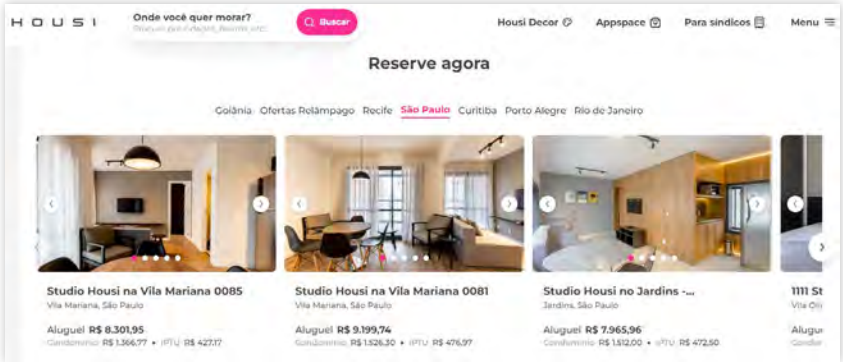
Condominiums in São Paulo reflect the city's modern lifestyle and contribute a great deal to an ambiance of luxurious living. Additionally, condominiums enhance São Paulo's communal culture and sense of security. Condominiums in the city consist of a contained community within a larger landscape with amenities such as recreational spaces, gourmet kitchens, game rooms, dog parks, and lounges. Security protocols and personnel provide residents with comfort and protection. The quality of the condominium culture and its guarantees align with São Paulo's cosmopolitan character. Overall, the city's condominiums cater to the evolving needs of a growing, diverse population.

Subscription housing

Subscription housing in São Paulo is another way condominiums are a vital component of the cultural and economic fabric of the city. What is "subscription housing," and why is it unique? Subscription housing is a housing model that requires residents to pay a monthly subscription fee to stay in fully furnished condominium units with shared amenities. The subscription fee typically covers utilities, rent, and additional services. The furnished accommodations offer residents a "move-in-ready" space, removing the financial burden of having to invest in furniture and other household items. Additionally, unlike traditional long-term leasing agreements, subscription housing grants residents an immense amount of flexibility in terms of commitment because contracts can be short- or long-term. The details of subscription housing differ depending on the provider, but the model typically requires a subscription fee, a leasing agreement, and an amenity agreement.

Two main companies in São Paulo offer subscription housing services: JFL Living, a well-known São Paulo developer, and Housi, a housing platform. JFL Living markets an attractive, community lifestyle in São Paulo by showcasing its convenient locations, overall luxurious feel, relaxing environment, and many other amazing features. The company offers numerous contemporary, comfortable living spaces that are designed to fit a range of living styles and aimed at anticipating the needs of potential residents. Additionally, JFL Living offers both residential and corporate units, and units are intended to come with a variety of services and shops to contribute to resident convenience and efficiency.

Similarly, Housi is primarily a subscription-based housing platform that promotes the convenience of a managed community lifestyle and its flexible lease terms. Housi operates through a widely available digital platform that offers users an online interface to review available properties, sign up for and update their subscriptions, and learn about upcoming events. Housi is very intentional about cultivating community and social interaction among its residents, and residents are encouraged to utilize shared amenities and participate in community development events held throughout the year. This community focus enhances the overall experience of Housi's residents and is an essential part of Housi's platform character. Housi has gained a presence in many cities across Brazil,



Subscription housing in São Paulo is a housing model that requires residents to pay a monthly subscription fee to stay in fully furnished condominium units with shared amenities.

predominantly in urban and central locations, providing residents with proximity to workplaces, cultural centers, and other amenities typically found in city centers.

The significance of condominiums in São Paulo

Condominiums in São Paulo are more than physical structures. They're interwoven with the history, development, and culture of the city. What initially served as a housing solution for a dynamic, evolving city have become an important aspect of São Paulo's cultural and economic framework.

The countless condominiums in São Paulo house diverse communities and address the aspirations and practical needs of their residents. The inception and application of subscription housing highlight how the condominium model has adapted over the years to align with modern preferences for security, lifestyle, and flexibility. Condominiums in São Paulo also serve as a reflection of the city's adaptability and resilience. Finally, they offer us a glimpse into the possibilities of the future, since condominiums will continue to play a significant role in São Paulo's urban experience, integral to the vibrant tapestry of cultures. ▀

Fernanda Lisboa, CPM®, is the founder of 1SIZE Consulting, a property management hub. In her role, she also produces content for 1SIZE media, a sector of 1SIZE Consulting, with an emphasis on corporate education and wealth management. An active participant in associations as leader and director of SECOVI São Paulo, she is also the IREM São Paulo Chapter President and the founding member of Instituto Brasileiro De Direito Imobiliário and Associação Brasileira De Advogado Do Mercado Imobiliário.



IREM Columbus and IREM Indianapolis show support

In support of the IREM Foundation, a year of triumphs, innovation, success ... and karting!

By Kevin Friend, CPM®, and Katie Ciechanowicz, CPM®



IREM Indianapolis Chapter members with professional race car driver Kody Swanson at the Karting for a Cause event, which benefited the IREM Foundation

In 2023, IREM chapters in Columbus, Ohio, and Indianapolis, Indiana, inspired their members and industry partners to step up to support the IREM Foundation, and they had a lot of fun in the process.

Commitment in Columbus

In Columbus, the IREM chapter celebrated a triumphant 2023 marked by outstanding achievements and substantial growth. One standout accomplishment was the chapter’s participation in the IREM Foundation Chapter Giving Campaign, which exceeded expectations, reaching

the prestigious Evergreen level with a remarkable \$10,000 donation. This success was due to the relentless commitment of the chapter’s members, partners, and sponsors, reflecting a shared dedication to advancing the real estate management profession.

A key contributor to this success was the unwavering support from the loyal IREM Columbus Platinum Industry Partners. These partners, including industry leaders like Charlie Snyder from Environmental Management, Inc., Shane Valentine from Final Touch Painting, John Achevich from Georgia-Pacific Professional, Ken Neverman from ServiceMaster by Neverman, Jane Rogaliner from ServPro of NE & South Columbus, Arianny Thompson from Thompson Building Associates, and Shawn Thomas from Yellowstone Landscape, played a crucial role in sponsoring

Image: IREM Indianapolis

Attendance for this occasion doubled to an impressive 300 participants, highlighting the growing influence of IREM Columbus in the real estate management community.

the “Lunch & Learn Membership Campaign.” Developed from the chapter’s creative spirit, this campaign was instrumental in the extraordinary 57% membership growth the chapter experienced in 2023.

The chapter’s membership campaign earned recognition and a prestigious IREM Chapter Innovation Award nomination. This acknowledgment attests to the chapter’s commitment to pushing boundaries, embracing innovation, and setting new standards in the real estate management industry.

Event attendance booms

IREM Columbus also enjoyed a substantial increase in event attendance throughout the year. Monthly events, traditionally drawing 20–25 attendees, now attract 75–100 participants. The IREM Columbus Installation Event doubled its attendance, with 200 members gathering to celebrate the chapter’s accomplishments and new board members.

The pinnacle of the chapter’s event success was the Annual Forecast Event. Attendance for this occasion doubled to an impressive 300 participants, highlighting the growing influence of IREM Columbus in the real estate management community.

As we celebrate these collective achievements, we would be remiss not to acknowledge the individual success stories that shine within the chapter. Lindsay Romaniw received both the national Donald M. Furbush, CPM®, Scholarship and the local Rick Underman, CPM®, Scholarship. She will use these prestigious awards to advance her education and obtain her CPM designation.

Additionally, Elizabeth Silvers secured a well-earned place in the IREM Next Gen CPM Leaders program, marking a significant step in her journey toward attaining her CPM designation. Elizabeth’s participation at the 2023 IREM Global Summit in Toronto underscores her dedication to excellence and collaboration with fellow cohort members, promising a bright future in the real estate management field.

Through the dedication of members, unwavering support from Platinum Industry Partners, and an innovative

approach to community building, the IREM Columbus Chapter has soared to new heights. As the chapter continues to grow, innovate, and contribute to the real estate management profession, it stands as a beacon of success and inspiration for IREM chapters worldwide. The future holds great promise for IREM Columbus, where excellence is not just a goal but a new standard.

In Indianapolis, karting for a cause

While the IREM Indianapolis Chapter has supported the IREM Foundation for several years, it ramped up donations and awareness of Foundation resources over the past two years.

Beginning in 2022, the chapter began hosting its signature Foundation event, Karting for a Cause. IREM Indianapolis organizes a karting event in Speedway, Indiana, home of the Indianapolis 500. Speedway provides the perfect backdrop for IREM Indianapolis to combine networking,

IREM Indianapolis Chapter members at the Karting for a Cause event, which benefited the IREM Foundation



Image: IREM Indianapolis

The fastest drivers competed in the top 10 race, with the top three awarded medals, prizes, and a chance to stand on the winners' podium.

fundraising, and a dash of adrenaline for members and guests.

The event featured competitive go-kart racing with a layer of friendly competition added to the mix. One of the chapter's industry partners also secured professional race car driver Kody Swanson to participate in the event. Members took to the track and raced against Kody and other members in various heats to secure their best times. The fastest drivers competed in the top 10 race, with the top three

awarded medals, prizes, and a chance to stand on the winners' podium. As an additional way to highlight the IREM Foundation, participants could purchase door prize tickets for prizes awarded at the event. The net proceeds of the event were donated to the IREM Foundation.

Unique networking opportunities

IREM events are not only about business; they are also about building connections beyond the day-to-day service contracts and calls. The karting event provided a unique environment for members to network in a relaxed setting. Relationships formed at these types of events often translate into valuable connections and create a sense of community within our chapter.

Foundation raffle

In addition to Karting for a Cause, IREM Indianapolis kicked off a Foundation Raffle to help celebrate its 70th anniversary. The chapter sold raffle tickets at events throughout the year and drew the winners at its annual dinner in November. The five

raffle baskets included a spa package, hotel and dinner package, golf experience, and other fun options. It was a successful raffle, and the net proceeds were donated to the IREM Foundation.

Embracing the IREM Foundation

The IREM Indianapolis Chapter members have benefited greatly from the scholarship opportunities the Foundation offers. The chapter has had 24 IREM Foundation scholarship winners in the past four years. This year, Veronica McNeely, CPM®, was not only awarded a Foundation scholarship, but she was also named a DISI Leader and sits on the IREM Foundation's Associate Board.

The chapter is also very excited to have Dee Headley, CPM®, CCIM, serve as the 2024 IREM Foundation President. She has been a huge supporter of the Foundation and has educated the chapter on the impact the Foundation makes on IREM members. "I was very fortunate that my company, Cushman & Wakefield, AMO®, supported the costs for my designations," says Headley. "I realized very early on that many companies don't have the funds to help their employees. The IREM Foundation has been very dear to me due to the scholarship help, along with other programs that can impact so many in their career journeys." These scholarships aren't merely financial aids; they also provide recipients a taste of IREM and encourage them to get involved with volunteer and leadership roles.

IREM Indianapolis members are excited about the momentum we've gained promoting the IREM Foundation, and we're excited to continue our fundraising efforts! ▀

Kevin Friend, CPM®, 2024 IREM Columbus Chapter President, is the assistant director of real estate management services for Colliers International, AMO® | Columbus. He holds an MBA, an Ohio real estate license, and the IREM CPM designation. He has proven expertise in commercial real estate and leadership and has been recognized with both IREM Columbus Chapter and Colliers awards.



Katie Ciechanowicz, CPM®, 2024 IREM Indianapolis Chapter President, is a property manager and contributing partner at Chano Real Estate Partners in Indianapolis. She oversees the management and maintenance services of 2 million square feet of office, retail, and industrial flex buildings, along with the company's human resources function.



Fair housing is every day. Every month. For everyone.

Starting now you can earn the new IREM® Fair Housing Skill Badge. Grow your career, safeguard your property and serve your residents.

Learn how to:

- Adhere to Fair Housing Laws
- Review state, federal & local protected classes
- Enhance property operations and the resident life cycle
- Analyze real-life scenarios and potential Fair Housing Issues
- Determine the best course of action to remain in compliance

Sign up today at irem.org/fairhousing

ESG takes off

IREM's ESG Advisory Council keeps pace with the rapidly changing landscape of ESG in real estate management

By Jesse Anderson, LEED AP O+M, Fitwell Ambassador, LFA

Environmental, social, and governance (ESG) initiatives in real estate management have gained pace as a growing number of owners seek to mitigate the effects of climate change on their investments and more properties are in jurisdictions with climate-related regulations, among other factors. In response to this growing demand, IREM and the ESG Advisory Council seek to provide IREM members and the real estate management industry with the knowledge and tools to act on their ESG priorities.

IREM's ESG Advisory Council

A key duty of the ESG Advisory Council is to provide technical guidance on developing, modifying, implementing, and promoting the IREM Certified Sustainable Property (CSP) certification program. Since its launch in late 2015, the CSP program has grown to include more than 1,800 certified office, medical office, multifamily, industrial, retail, senior housing, and self-storage properties.

Owners, IREM members, and other real estate managers earn the IREM CSP for their properties as a framework to implement best practices for sustainable operations, set performance goals, and enhance ESG reporting. The CSP program is meant to be more approachable than other programs like LEED and Green Globes and excels at facilitating staff and service provider engagement around sustainability priorities.

In addition to advising on the CSP program, the ESG Advisory Council supports the development of resources on ESG, including educational content and research,

Interested in getting your properties certified through the IREM Certified Sustainable Property (CSP) program? Learn more about the certification and download application materials at irem.org/gogreen.



Image: iStock.com/Fahroni

to help IREM members tackle this growing priority in real estate management.

2023 accomplishments

In 2023, representatives of the ESG Advisory Council joined professionals from the self-storage sector to advise on developing a new CSP program for this property type. After several meetings to discuss the attributes of self-storage properties, the adoption of sustainable operations in the sector, and other factors, the work group drafted, debated, and finalized the program requirements. IREM certified the first self-storage properties that met the requirements later in 2023.

The ESG Advisory Council supported the development of the IREM Skill Badge: Environmental, Social, and Governance (ESG), participating in the workgroup and serving as instructors. The IREM Skill Badge: ESG covers:

- The goals and benefits of ESG
- Trends and opportunities related to ESG in real estate
- How to create an integrated ESG platform
- Ways to put ESG into action
- ESG data reporting and transparency
- Best practices in a case study

The Skill Badge is a deep dive into ESG, but it's approachable and addressed to real estate managers and their teams. Upskilling entire management teams will be essential as ESG grows in importance, and the course is perfect for this purpose. It's available at irem.org/courses/skill-badges.

The Advisory Council also supported the development of other IREM educational content, including ESG-related episodes of IREM's From the Front Lines podcast, JPM articles, and webinars. IREM has built an excellent selection of Skills On-demand courses on sustainability and ESG best practices and trends. Topics include deep dives into ESG, renewable energy, sustainable capital improvements, energy resilience, energy and water conservation strategies, and energy efficiency as a service (EEaaS).

2024 goals

The goals of the ESG Advisory Council in 2024 include supporting the 2024 IREM ESG Survey, launching the week of Earth Day, April 22, and advising on the development of the next version of the IREM CSP.

First deployed in 2022, the IREM ESG Survey assesses respondents' practices and perceptions around ESG. This data will be critical as IREM further develops a response to the growing importance of ESG and helps prepare IREM members and the real estate management industry for ESG's impacts. The survey asks respondents about formal ESG strategies, adoption of different ESG initiatives, and familiarity with ESG concepts. Results can help real estate managers benchmark their practices and IREM identify where education and resources are most needed.

Sustainability and ESG have evolved since the IREM CSP program launched and underwent a minor update in 2018.

ESG's growing impact

- In 2023, participation in the **GRESB Real Estate Assessment** grew to over 2,000 property companies, REITs, funds, and developers with USD **7.2 trillion** in assets participating, covering 170,000+ assets across **75 countries**.
- According to research by the **Governance & Accountability Institute**, **98% of companies** in the S&P 500 published sustainability reports or disclosures in 2022, up from only 20% in 2011. **90% of companies** in the Russell 1000 published reports in 2022, compared to 60% in 2018.
- **The Society for Human Resource Management (SHRM)** found that ESG initiatives are considered important to **41% of U.S. workers**. ESG is especially important to younger workers, with **46% of Generation Z** and **55% of millennials** saying ESG is important.

This year, representatives of the ESG Advisory Council and a selection of CSP participants are working to develop a new version of the CSP, which IREM will launch in early 2025. The work will build off the 2023 ESG Advisory Council's initial discussions on a new version.

The Advisory Council in 2024 will also support the development of educational content on ESG. This includes several episodes of From the Front Lines, JPM articles and columns, and webinars. These options allow us to inform IREM members about rapidly developing issues and trends in ESG, such as the changing regulatory landscape.

Looking ahead

ESG in real estate management will continue to evolve with the growing impacts of climate change, new regulations on the horizon, and emerging technologies to support efficiency. The ESG Advisory Council is positioned to help IREM keep pace with these changes. We'll continue to support the development of programs and resources that help real estate managers develop meaningful and effective ESG strategies. ▀

Jesse Anderson, LEED AP O+M, Fitwel Ambassador, LFA, provides sustainability leadership for Blanton Turner, AMO®, and its portfolio of properties as its director of sustainability. His expertise is born out of a M.S. in sustainable development from Uppsala University in Sweden. Jesse is the 2024 ESG Advisory Council chair and has served as a member of the group since 2015.



New CPMs

- Alabama**
Justin Brown, CPM®, Hueytown
David Cornelius, CPM®, Dothan
Tami Stertmeyer, CPM®, ACoM®, Birmingham
- Arizona**
Alexa Cutler, CPM®, Scottsdale
Danielle Jones, CPM®, Phoenix
Matthew Manning, CPM®, Mesa
Michelle Weese, CPM®, Queen Creek
Jonathan Yee, CPM®, Phoenix
- California**
Carl Howell, CPM®, San Diego
Drew Rutledge, CPM®, San Diego
Lawrence Stewart, CPM®, Los Angeles
Phillip (Yee Saub) Um, CPM®, Los Angeles
Griffin Wright, CPM®, Upland
- Florida**
Kalvin Alexander, CPM®, Pembroke Pines
Federico Almandoz, CPM®, Hollywood
Matthew Christopher, CPM®, Orlando
Kimberly Maggard, CPM®, Orlando
Camille Santiago, CPM®, Boynton Beach
- Illinois**
Kevin Cooky, CPM®, Chicago
Susannah Kirby, CPM®, Woodridge
David Scharfenberg, CPM®, Chicago
- Indiana**
Ryan Cadwell, CPM®, Indianapolis
Heather Meyer, CPM®, Indianapolis
- Kansas**
Scott Keller, CPM®, Overland Park
Brent Phillips, CPM®, Merriam
- Maryland**
Yitzchok Blasenstein, CPM®, Baltimore
- Massachusetts**
Alicia Echevarria, CPM®, ARM®, Shirley

- Michigan**
Amber Trapp, CPM®, Grand Rapids
- Missouri**
Carol Laiben, CPM®, Kirkwood
Todd Pike, CPM®, Blue Springs
- Nebraska**
Michael Wasley, CPM®, Papillion
- New Jersey**
Jonathan Chandler, CPM®, South Orange
- New York**
Carlo Ceppi, CPM®, New York
Tai Naw Wawm, CPM®, Brooklyn
- North Carolina**
Theodore Sullivan, CPM®, Chapel Hill
- Ohio**
Heather Schneider, CPM®, Cleveland
- Tennessee**
Sam Hurd, CPM®, Brentwood
- Texas**
Amy Ashford, CPM®, Austin
Chanley Bingel, CPM®, Fort Worth
Cristina Hinojosa, CPM®, Spring Branch
Kathryn Martin, CPM®, Richmond
Jessica Stone, CPM®, Hutto
- Utah**
Colby Banner, CPM®, St. George
- Virginia**
Shaun Thurston, CPM®, Herndon
- Washington**
Kristopher Gerhardt-Darfler, CPM®, Lynnwood
- Canada**
David Yubin Qian, CPM®, Calgary

- United Arab Emirates**
Hassan Ghozlan, CPM®, Sharjah
Jonathan Merineau-Gosselin, CPM®, Abu Dhabi
- New ARMs**
- California**
Jennifer Dominguez, ARM®, San Diego
Cecily Esparza, ARM®, Hanford
Kay Gordon, ARM®, Anaheim
Jessica Rodriguez, ARM®, Vista
- Colorado**
Anthony Perez, ARM®, Denver
- Florida**
Xioana Hernandez-Gonzalez, ARM®, St. Cloud
Christopher Penta, ARM®, Jacksonville
- Illinois**
Angelica Barajas, ARM®, Elmwood Park
Brandy Cafarelli, ARM®, Orland Hills
Dana Lair, ARM®, Roselle
Zakkary Masse, ARM®, Lincolnshire
Corina Pitsenbarger, ARM®, Wood Dale
Heroes Salinas, ARM®, Chicago
Megan Willis-Johnson, ARM®, Chicago
- Maryland**
Yolanda Beale, ARM®, Upper Marlboro
Roxanna Bradford, ARM®, Annapolis
Rosa Perez, ARM®, Annapolis
- Massachusetts**
Sarah Berry, ARM®, Shrewsbury
Gloria Cooper, ARM®, Braintree
Tiffany Costa, ARM®, New Bedford
Weiwei Huang-Cohen, ARM®, East Weymouth
Stephanie Locke, ARM®, Braintree
Caila Mills, ARM®, Bondsville
Nichole Rosa, ARM®, Shrewsbury
Anna Stein, ARM®, Hull
Katelyn Szekely, ARM®, South Hamilton

- Minnesota**
Michelle Raczkowski, ARM®, Minneapolis
- Mississippi**
Candice Hardaway, ARM®, Olive Branch
- New Jersey**
Amanda Ficara, ARM®, Morganville
Adam Gershen, ARM®, Princeton
- New York**
Zachary Norton, ARM®, Halfmoon
- Pennsylvania**
Kristen Daniel, ARM®, Verona
Brianna Lowen, ARM®, Philadelphia
- Rhode Island**
Jessica Michaud, ARM®, Cranston
- South Carolina**
Ashley Outlaw, ARM®, Columbia
- Tennessee**
Daniel Keith Warner, ARM®, Nashville
- Texas**
Santiago Martinez-Aleman, ARM®, Kyle
- Virginia**
Alicia Amuabin, ARM®, Lorton
Reina Castellanos, ARM®, Manassas
Jessica Luna, ARM®, Virginia Beach
Domonique Mirrors, ARM®, Ashburn
Teresa Um, ARM®, Gainesville
- Washington**
Carmela Galvez Cruz, ARM®, Bellingham
Katherine Roberts, ARM®, Bellingham
- Washington, D.C.**
Christine Be, ARM®, Washington, D.C.
Robert Burroughs, ARM®, Washington, D.C.
Catherine DiPietro, ARM®, Washington, D.C.
Benjamin Jasko, ARM®, Washington, D.C.

- Wisconsin**
Kiera Boulware, ARM®, Milwaukee
Alex Branscomb, ARM®, Mount Horeb
Nicole Hankinson, ARM®, Waukesha
Judy Hoffmiller, ARM®, Milwaukee
Mary Jurewicz, ARM®, Milwaukee
Paul Lakoski, ARM®, Milwaukee
Marlea Mastropolo, ARM®, Milwaukee
Carissa Mellenthin, ARM®, Cross Plains
Kathy Pettke, ARM®, Menomonee Falls
Trevor Scott, ARM®, Fitchburg
Jillian Shotola, ARM®, Milwaukee
- Canada**
Merina Jasmin, ARM®, Edmonton
Carrie Lawrence, ARM®, Winnipeg
Joshua Pollock, ARM®, Iqaluit
Kenneth Selby, ARM®, Winnipeg
Emma Shaw, ARM®, Edmonton
Allycia Toneguzzi, ARM®, Edmonton
Heena Vadgama, ARM®, Edmonton
- United Arab Emirates**
Mustafa Ihsan Almadhloom, ARM®, Dubai
Kanagaraj Gurusamy, ARM®, Dubai
Mirza Shahbaz Altaf Hussain, ARM®, Dubai
Abdul Jabbar, ARM®, Sharjah
Garry Murray, ARM®, Dubai
Shahid Nawaz, ARM®, Dubai
Aureen Maria Reddy, ARM®, Dubai
Syed Muhammad Hassan Shahid, ARM®, Dubai
Syed Salman Shahid, ARM®, Dubai
Saravanan Viswanathan, ARM®, Dubai
Alexander Voytov, ARM®, Dubai
Jerry Mae Yabut, ARM®, Dubai
- New ACoMs**
- Alabama**
Joshua Allan, ACoM®, Hoover
Tami Stertmeyer, CPM®, ACoM®, Birmingham
- Florida**
Aida Ortiz, ACoM®, Orlando

- Georgia**
Clinton Brantley, ACoM®, Peachtree Corners
- Illinois**
John Kilroy, ACoM®, Rochester
- Indiana**
Brian Gilbert, ACoM®, Lafayette
- Kansas**
Kara Walker, ACoM®, Shawnee
- Maryland**
Courtney Cober, ACoM®, Annapolis
- Massachusetts**
Sarah Berry, ACoM®, Shrewsbury
- Minnesota**
Matt Braaten, ACoM®, Prior Lake
- New Jersey**
Lazar Feygin, ACoM®, Fair Lawn
Declan Flaherty, ACoM®, Hoboken
- New York**
Virgilio Mendez, ACoM®, Flushing
- North Carolina**
Joel Gomez, ACoM®, Charlotte
Mara Keener, ACoM®, Raleigh
- Ohio**
Elisabeth Kelley, ACoM®, Columbus
- Texas**
Shirra Hanna, ACoM®, Austin
- Wisconsin**
Lauren Nachtigall, ACoM®, Milwaukee
- Canada**
Joanna Cantelope, ACoM®, Beeton
- New AMOs**
- Texas**
Equitable Commercial Realty Management, AMO®, Austin

New CSPs

Alabama

Riverchase Galleria, Birmingham

Arizona

Avana River Ranch, Chandler
Avant at Fashion Center, Chandler
Fountain Hills Medical Campus,
Fountain Hills
Papago Buttes Phase II, Tempe
Portales I, Scottsdale
Portales II, Scottsdale
Sonoran Village Phase I and II,
Scottsdale
Spectra on 7th South, Phoenix
The Core Scottsdale, Scottsdale
The Summit at Scottsdale, Scottsdale
Vaseo Apartments, Phoenix

Arkansas

Park Plaza, Little Rock
Pinnacle Hills Promenade, Rogers

California

140 North Orange Ave.,
City of Industry
225 West Santa Clara, San Jose
360 Residences, San Jose
777 Hamilton, Menlo Park
923 Folsom, San Francisco
1675 MacArthur Blvd., Costa Mesa
3121 Michelson, Irvine
5491 E. Francis St., Ontario
Alaya Hollywood, Hollywood
Aqua at Marina del Rey, Marina del Rey
Arioso Apartments, Cupertino
Arjons - Building 3333, San Diego
Avant, Los Angeles
Barrington Place Apartments,
Rancho Cucamonga
Bay Center Offices – 6425, Emeryville
Bidwell Park Fremont, Fremont
Camden Glendale, Glendale
Camden Main and Jamboree, Irvine
Carmel Mountain Plaza, San Diego
Diamond Hills Plaza, Diamond Bar
FountainGlen at Pasadena, Pasadena
FountainGlen at Rancho Santa
Margarita, Rancho Santa Margarita

Hayward C, Hayward
Hayward G, Hayward
Hayward M, Hayward
Hazard Center Office, San Diego
HUSPP 14191 Myford LP, Tustin
HUSPP Fremont Business Center LP -
Building A, Fremont
HUSPP Fremont Business Center LP -
Building B, Fremont
HUSPP Fremont Business Center LP -
Building C, Fremont
HUSPP Fremont Business Center LP -
Building D, Fremont
Inland Ctr Log - Washington 1, San
Bernardino
Kenneth Hahn Plaza, Los Angeles
Magnolia, Corona
Main Street, Carson
Paragon, Fremont
Park Place Tower (3333 Michelson),
Irvine
San Sebastian, Laguna Woods
Sofi Ocean Hills, Oceanside
Sofi Thousand Oaks, Thousand Oaks
Sofi Topanga Canyon, Chatsworth
Storage by George (Napa Storage),
Napa
Sycamore Plaza II, Pleasanton
The Duboce, San Francisco
The Dwight, Berkeley
The Lofts at 655 Sixth, San Diego
The Lofts at 707 Tenth, San Diego
The Triton, Foster City
Trigg Street, Commerce
Via, Sunnyvale
VIDA North Park Apartments,
San Diego
Vineyard Center, Templeton
Visalia Mall, Visalia

Colorado

100 Saint Paul, Denver
3333 Walnut, Boulder
4600 South Syracuse, Denver
Broomfield Marketplace, Broomfield
Camden Flatirons, Broomfield
Camden RiNo, Denver
Greenwood Plaza, Centennial
Park 17, Denver
Premier Lofts, Denver

Southwest Plaza, Littleton
Summitt Ridge Apartments, Denver
The Bluffs at Highlands Ranch,
Highlands Ranch
Trifecta Belmar, Lakewood

Connecticut

The SoNo Collection, Norwalk

Delaware

Emblem at Christiana, Newark

Florida

Camden Brickell, Miami
Camden North Quarter, Orlando
Corsica Square, Miami
Curlew Crossing, Clearwater
Millenia Plaza, Orlando
Phillips Crossing, Orlando
Plantation Commons, Plantation
South Miami S.C., Miami
The Oaks Mall, Gainesville

Georgia

Artesia Big Creek, Atlanta
Caddis Phoenix - 1720 Phoenix ICJV,
LLC, College Park
Camden Brookwood, Atlanta
Camden Buckhead, Atlanta
Camden Buckhead Square, Atlanta
Camden Fourth Ward, Atlanta
Folksong Apartments, Atlanta
Newpoint Commons, Lawrenceville
The Hartley at Sweetwater Creek,
Duluth
The Veranda, Lawrenceville

Hawaii

Prince Kuhio Plaza, Hilo

Illinois

1101 Wesmann Drive, West Dundee
6135-6155 Harlem Ave, Chicago
Ellyn Crossing, Glendale Heights
Left Bank, Chicago
Roosevelt Collection Lofts, Chicago
The Clayson, Palatine
The Retreat at Seven Bridges,
Woodbridge
Timber Lake, West Chicago

Indiana

Carmel Medical Pavilion, Carmel
Indiana American 2, Greenwood

Maine

The Maine Mall, South Portland

Maryland

6630 Amberton Drive, Elkridge
6695 Business Parkway, Elkridge
Doctors Community Hospital POB,
Lanham
Riverview Plaza, Frederick
The Shoppes at Wilde Lake, Columbia
Timonium Crossing, Timonium

Massachusetts

International Place, Boston
Two International Place, Boston
Watermark Kendall East, Cambridge
Watermark Kendall West, Cambridge
Watermark Seaport, Boston

Minnesota

3701 Wayzata, Minneapolis
Arbor Lakes Retail, Maple Grove
Gibson, Minneapolis
Ox-Op, Minneapolis
Vadnais Heights MOB, Vadnais Heights

Missouri

Saint Louis Galleria, St. Louis

Nevada

Desert Ridge, Las Vegas
Douglas at Stonelake, Henderson
McQueen Crossings S.C., Reno
The Ascent at Silverado Apartments,
Las Vegas

New Jersey

1000 Corporate Road, North Brunswick
CNJ Data Center, Lebanon
Flemington Marketplace, Flemington
Mill Creek @ Harmon Meadow, Secaucus
Sofi Lyndhurst, Lyndhurst
Willowbrook Mall, Wayne

New York

2 Ellwood Street LLC, New York

65-09 99th Street, LLC, New York
75-25 153rd Street, LLC ("The Opal"),
New York
98-30 67th Avenue, LLC ("The
Mayfair"), New York
245 E 80th Street, LLC, New York
275 Nelson, New York
Airport Plaza, Farmingdale
Carraway, West Harrison
Queens Portfolio V, LLC, New York
(Big) Riverton Square, LLC, New York
(Little) Riverton Square, LLC, New York
Staten Island Mall, Staten Island
UWS Ventures III, LLC, New York
UWS Ventures IV, LLC, New York

North Carolina

Allister North Hills, Raleigh
Baranof – Glenwood Ave., Raleigh
Bristol Place, Durham
Centerview at Crossroads, Durham
Lassiter North Hills, Raleigh
Piedmont Office – 4725, Charlotte
Quail Corners, Charlotte
Summermill at Falls River, Raleigh
Winchester Place, Durham

North Dakota

St. Alexius – Medical Arts Pavilion,
Bismarck

Ohio

191 Arrowhead Dr., Hebron
200 Arrowhead Dr., Hebron

Oregon

Clackamas Promenade, Clackamas
Sofi at Cedar Mill, Portland

South Carolina

Lakemont Industrial
(Lakemont Business I), Fort Mill
Lakemont Industrial
(Lakemont Business II), Fort Mill

Tennessee

Wyndchase at Aspen Grove, Franklin

Texas

401 Teravista, Round Rock

1000 Eden Road, Arlington
1011 E 5th St – Plaza Saltillo, Austin
1109 E 5th St – Plaza Saltillo, Austin
1211 E 5th St – Plaza Saltillo, Austin
1401 Dunn Drive, Carrollton
1962 Heritage Parkway, Mansfield
3100 Lee Trevino Drive, El Paso
4851 Sam Houston Parkway, Houston
4861 Sam Houston Parkway, Houston
9033 Spikewood Drive, Houston
9096 Railwood Drive, Houston
Arella Lakeline, Cedar Park
Berkshire Santal, Austin
Cyfair Town Center, Cypress
Hill Country A, F, R, T, Bee Cave
Hill Country Galleria – Retail, Bee Cave
Lake Prairie Towne Crossing,
Grand Prairie

Lamar Union, Austin
Oaks at Lakeway, Lakeway
Patriot I, Grapevine
Patriot II, Grapevine
Preston Lebanon Crossing, Frisco
Sonterra Village, San Antonio
Stables Town Center, Spring
The Alden at Cedar Park, Cedar Park
The Arnold, Austin
The Parks Mall at Arlington, Arlington
WCP II Nueces, Austin

Utah

Gateway 505, Salt Lake City

Virginia

4040 Fairfax, Arlington
Cascades Marketplace, Sterling
Central Place Tower – Office,
Arlington
Monument III, Herndon
Pentagon Centre, Arlington
Sofi 55 Hundred, Arlington

Washington

2900 on First, Seattle
Alley South Lake Union, Seattle
Epi Center Apartments, Seattle
Norton, Seattle
Talisman, Redmond
The Highlands at Wynhaven, Issaquah
Tower 801, Seattle