

# jpm<sup>®</sup>

MAY/JUN 2019

Journal of  
**Property  
Management**

# COMMUNICATION

IN THE  
DIGITAL  
AGE





“First Republic is a respected financial institution  
with an entrepreneurial spirit.”

RICK CARUSO

*Chief Executive Officer, Caruso*



FIRST REPUBLIC BANK

It's a privilege to serve you®

(855) 886-4824 | [firstrepublic.com](https://firstrepublic.com) | New York Stock Exchange symbol: FRC

MEMBER FDIC AND EQUAL HOUSING LENDER 

# CONTENTS

MAY/JUNE 2019

10



04

## DASHBOARD

Sought-after soft skills, rising property management revenue, and renting vs. buying for high-earning Americans



## FEATURES

- 16 THE FINE ART OF COMMUNICATING IN THE DIGITAL AGE  
*John Salustri*
- 22 NO DOGS (USUALLY) ALLOWED  
*Maggie Callahan*

16



28



## DEPARTMENTS

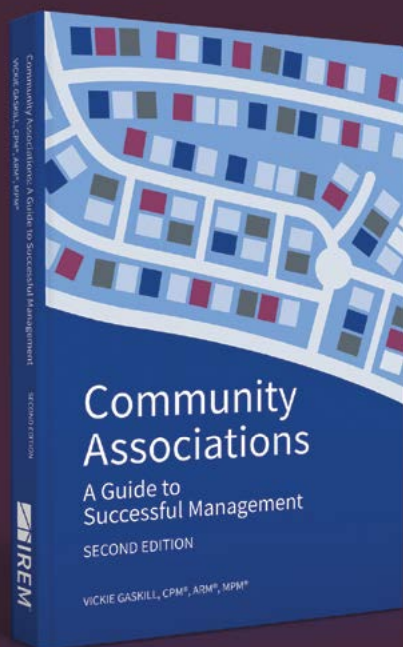
- 06 TECHNOLOGY
- 10 GLOBAL PRACTICES
- 28 PUBLIC POLICY
- 32 SUSTAINABILITY
- 34 TALENT MANAGEMENT
- 38 WHAT'S NEW
- 40 MEMBER UPDATES
- 41 AD INDEX
- 42 IREM FOUNDATION
- 43 NEW CPMS & AMO FIRMS
- 44 CERTIFIED SUSTAINABLE PROPERTIES
- 46 ETHICS
- 47 ON THE ROAD

# NEW FROM IREM®

## *Community Associations: A Guide to Successful Management*, Second Edition

By Vickie Gaskill, CPM®, ARM®, MPM®

The perfect guide for addressing every aspect of managing HOAs, condominiums and co-ops, including ways to compete for business and navigate relationships with and between association boards, owners and professional staff.



» Order today at  
[www.irembooks.org](http://www.irembooks.org)

# Jpm®

MAY/JUNE 2019 / VOL. 84, NO. 3

PRESIDENT | Donald B. Wilkerson, CPM

PRESIDENT-ELECT | Cheryl Ann Gray, CPM

SECRETARY/TREASURER | Chip Watts, CPM, CCIM

CEO/EXECUTIVE VICE PRESIDENT

Denise LeDuc-Froemming, CAE, MBA, CPA | [dfroemming@irem.org](mailto:dfroemming@irem.org)

CHIEF STRATEGY OFFICER

Nancye J. Kirk | [nkirk@irem.org](mailto:nkirk@irem.org)

VICE PRESIDENT, MARKETING AND BUSINESS DEVELOPMENT

Donna August | [daugust@irem.org](mailto:daugust@irem.org)

PRODUCTION EDITOR/CIRCULATION

Beth Smukowski | [bsmukowski@irem.org](mailto:bsmukowski@irem.org)

DIRECTOR, CORPORATE BUSINESS DEVELOPMENT/ADVERTISING SALES

Brian Lozell, CPM | [IREMpartners@irem.org](mailto:IREMpartners@irem.org)

*JPM®*, *Journal of Property Management* (JPM® ISSN 0022-3905) is published bi-monthly by the Institute of Real Estate Management, 430 N. Michigan Ave., Chicago, IL 60611. Internet: [www.irem.org](http://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 printed 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 MANAGEMENT ORGANIZATION®, AMO®, Income/Expense Analysis®, Expense Analysis®, MPSA®, and *JPM®* are registered marks of the Institute of Real Estate Management.

**Reprints:** Material in this publication may not be reproduced in any form without written permission of the publisher. For volume reprints or e-prints, email [jpm@irem.org](mailto:jpm@irem.org).

Copyright ©2019 by the Institute of Real Estate Management. All rights reserved. Periodical postage paid at Chicago, Illinois and at additional mailing offices. Subscription rates: \$62.95 for one year; single copy \$8.53. Remittances, undeliverable copies and subscription orders should be sent to the *JPM®* offices.

**Postmaster:** send address changes to *JPM®, Journal of Property Management*, Fifth Floor: 430 N. Michigan Ave. Chicago, IL 60611. **Printed in U.S.A.**

**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](http://glcdelivers.com)



# PRESIDENT'S LETTER

Back in February, I had the honor of traveling to Johannesburg for the local launch of IREM's South Africa Gauteng Chapter, the 15th IREM Chapter outside of the United States. This event was noteworthy not solely because it was the official beginning of IREM on the entire continent of Africa, but also because it denoted IREM's presence and influence at a time and place where the idea of property management as a career that warrants a formal education is still in its early stages. What an exciting time to be part of the changes taking place in the industry there, and how exciting to see IREM's influence continue to expand across the world! Turning to [P12](#) will give you more information about the South African initiative and why it's so important.

As we all move toward a society that functions on an increasingly global scale, the ways in which we communicate become more important, especially in the digital realm. How you "sound" digitally becomes more important, and it's increasingly critical to take into account aspects like cultural perspective and word choice. "You need to know your audience," advises one CPM in this issue's feature story, beginning on [P16](#). Indeed, at the core of any kind of communication is awareness of whom you're communicating with, and as the article points out, when the channel you're using eliminates visual and audio cues and boils options down to a minimal number of words, being sensitive, selective and concise about the words you choose is vital.

Then again, there will be instances where no approach beats that of communicating face-to-face. In-person meetings provide an opportunity for a more direct and personal rapport, which in turn strengthens professional relationships. Back stateside, this notion played out during IREM's most recent Capitol Hill Fly-In, which took place in March and is covered in this issue's Public Policy column on [P28](#). I was present in Washington D.C., as representatives from IREM Headquarters and chapters across the country met with their Members of Congress to discuss policy concerns near and dear to our membership, and timely and relevant to our industry. It was a chance to educate legislators on pertinent issues that we, as property management professionals, address every day. And we received valuable facetime with lawmakers to advocate for all-around beneficial resolutions to them, demonstrating our knowledge of and respect for the business we practice.

One issue the IREM coalition spoke about in D.C. is one I'm sure you've seen in the news lately, particularly as it relates to air travel. It impacts the world of property management, too, and it's a challenging area to navigate. I'm talking about emotional



**IREM President-Elect Cheryl Gray, CPM; President Don Wilkerson, CPM; and SVP George Griffin, CPM, in Washington D.C. before heading to Capitol Hill and making a difference by meeting with Members of Congress.**

support animals. Not service animals—it's easy to put the two in the same category since they both provide some type of service to their owners. Yet, there are significant differences between the two. In real estate, the topic tends to focus on residential properties, but they must be addressed in the commercial arena as well. It's a matter that could benefit from more specific guidelines, and on [P22](#) you'll find some insights on how to approach animal accommodations in the workplace.

A handwritten signature in blue ink that reads "Donald B. Wilkerson".

**DONALD B. WILKERSON, CPM**  
IREM PRESIDENT

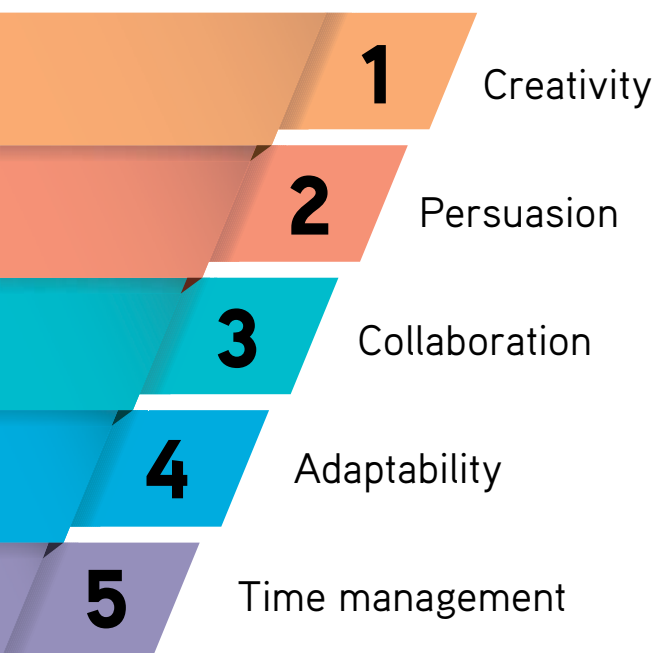


“When people talk, listen completely. Most people never listen.”

—ERNEST HEMINGWAY

## IN DEMAND

Unlike hard skills like cloud computing or analytical reasoning, their softer counterparts are more difficult to measure but no less—and maybe more—coveted by employers. For 2019, senior management leaders identified a set of five soft skills that companies need most:



Source: LinkedIn.com, Paul Petrone, *The Skills Companies Need Most in 2019—And How to Learn Them*.



## GET CREATIVE

A recent Gallup study of more than 16,500 employees identified three important factors to foster creativity in the workplace:

- 1 Expectations to be creative at work
- 2 Time to be creative
- 3 Freedom to take the risks necessary to be creative

Source: Gallup.com, Ben Wigert and Jennifer Robison, *Fostering Creativity at Work: Do Your Managers Push or Crush Innovation?*

## PM REVENUE ON THE UP

Over the past five years, the property management industry in the United States has grown by 4 percent to reach revenue of **\$81 billion in 2018.**

Source: IBISWorld.com, *Property Management Industry in the US*.

# FALLING SHORT

In the 2018 Deloitte Millennial Survey, many respondents said they felt their employers were not helping them develop the soft skills they value.

SOFT SKILLS	PERCENT OF MILLENNIALS WHO THOUGHT THESE SKILLS WERE ESSENTIAL	PERCENT OF MILLENNIALS WHO THOUGHT THEIR ORGANIZATION SUPPORTS THE DEVELOPMENT OF THESE SKILLS
Interpersonal skills	36%	26%
Confidence and motivation	35%	24%
Strong ethics/integrity	33%	26%
Critical thinking	33%	24%
Innovation/creativity	32%	24%

Source: 2018 Deloitte Millennial Survey

## TO BUY OR TO RENT?

High-income earners are opting for renting over buying. According to the most recent U.S. Census data, more than **1.35 million households making \$150,000** or more per year became renters between 2007 and 2017 nationwide—a **175 percent increase**.

Source: Rentcafe.com, Alexandra Ciuntu, High-Income Americans Are the Fastest Growing Renter Segment – Up by 1.35 Million in a Decade.



PRODUCTIVITY



RISING

Receiving training for soft skills like communication and problem-solving boosts productivity and retention

**12 percent**  
and delivers a  
**250 percent**

return on investment based on higher productivity and retention, according to a study from Boston College, Harvard University and the University of Michigan.

Source: Forbes.com, Jan Bruce, Why Soft Skills Matter and The Top 3 You Need.





# All (Io)Things Considered

TECHNOLOGICAL DEVELOPMENTS BRING BOTH BOLD INNOVATION AND A GREATER NEED FOR CYBERSECURITY

By Nancye Kirk

With IoT (Internet of Things) devices rapidly being integrated into building operations, they are changing the way real estate is managed and expanding opportunities for obtaining data ripe for analytical use. At the same time, these devices are creating anxieties about exposing building and occupant data to security challenges and threats from cyber-predators. Meanwhile, the industry is taking a hard look at the pitfalls of the continued use of spreadsheets—still an industry standard—and at how commercial real estate has fared in the post-General Data Protection Regulations (GDPR) world. Here's an update:

## CYBERSECURITY LEGISLATION INTRODUCED

A bipartisan bill was introduced in Congress in March aimed at bringing security to the world of connected devices. The



purpose of the Internet of Things Cybersecurity Improvement Act of 2019 is to bring legislative action to emerging IoT technology. It would require devices purchased by the U.S. government to meet certain minimum security requirements. The announcement of the bill noted that connected devices are expected to boom to 20.4 billion units by 2020 and that they offer various levels of security.

Sen. Mark V. Warner (D-VA), who introduced the legislation together with five other Members of Congress from both houses, said in a press release announcing the bill, “While I’m excited about their life-changing potential, I’m also concerned that many IoT devices are being sold without appropriate safeguards and protections in place, with the device market prioritizing convenience and price over security.” Warner, vice chairman of the Senate Select Committee on Intelligence, went on to say, “This legislation will use the purchasing power of the federal government to establish some minimum security standards for IoT devices.”

## CYBERSECURITY AND THE PRIVATE SECTOR

The U.S. government is by no means alone when it comes to its focus on IoT technology. Deloitte Center for Financial Services recently surveyed 500 global real estate investors to find out what’s on their minds. When it comes to technology, Deloitte’s 2019 Commercial Real Estate Services Outlook reported that, “More than a quarter of the respondents believe that CRE companies should prioritize the use of IoT technology in (re)designing buildings.” Respondents from China (48 percent) and Singapore (43 percent) place a greater emphasis on the use of IoT technology when compared to their counterparts in the United States (15 percent).

At the same time, the Deloitte report commented on the potential threat that lurks behind the IoT ecosystem. “The growing use of IoT technologies such as wearables and sensor-enabled building

management systems could also broaden the attack surface of hackers, increasing access to sensitive data that can cause financial and reputational damage,” according to the report. Speaking to those surveyed, it noted that “Respondents consider damage to reputation (41 percent), financial theft/fraud (37 percent), and theft of personally identifiable

## Realcomm JUNE 12-14 | NASHVILLE

Realcomm is the leading conference on technology, innovation and automation for the commercial and corporate real estate and facilities industries. This annual event brings together thousands of creative, forward-thinking and insightful commercial and corporate real estate professionals from around the world who gather to discuss and debate how technology, innovation and automation continue to impact how we use, transact and operate real estate.

And it will be even better this year thanks to a special pre-conference forum focused on property management—planned by Realcomm and powered by IREM.

### REALCOMM PRE-CONFERENCE

Property Management Technology and Innovation Forum—powered by IREM  
June 12 1:00-6:00 pm

#### Sessions

- › 21st Century Property Management—Major Tech Trends Impacting Real Estate
- › Property Manager of the Future—What Skills Will the Next Generation Property Manager Need?
- › Navigating the PropTech Revolution—A Property Manager Debrief
- › Unpacking the Challenges and Opportunities—Connected Buildings and IoT
- › Big Data and Artificial Intelligence—Taking Property Insight to Another Level
- › Protecting Real Estate Information and Buildings—A Cybersecurity Primer for Property Managers

» To learn more and to register, go to [www.realcomm.com/realcomm-2019](http://www.realcomm.com/realcomm-2019).





# Go Further, **FASTER.**

Curated, convenient learning to  
accelerate your career success.

**IREM® ACCELERATORS: ON-DEMAND**

Technology, Trends,  
& Hot Topics –  
**ALL ON-DEMAND**

No time to scour the internet for information about emotional support peacocks?  
*Emotional Support Animals: Best Practices for Managing Resident Requests* is for you.

Does CAM mean "Confused And Maddening" to you?  
Do you dread your year end books?

Check out *CAM, Tax, and Insurance Recoveries for the Property Manager*.

Get hives at the sight of a calculator ever since freshman algebra?  
*Commercial Real Estate Math for Real Estate Managers* has the cure.

Visit [irem.org/ondemand](http://irem.org/ondemand) to learn more and register today!

Prefer real-time interaction? Check out our upcoming  
ACCELERATORS: Live Webinars schedule at  
[www.irem.org/webinars](http://www.irem.org/webinars)



# Menlyn Park

A SHOPPING DESTINATION—AND MUCH MORE—IN SOUTH AFRICA'S CAPITAL

By Leah Misbin

The management team at Menlyn Park Shopping Centre in Pretoria, South Africa, has always thought of the retail complex as being about a lot more than shopping. “We want this place to be for everyone—high-end shoppers, families, teenagers using their parents’ money, individuals on a tight budget,” says Megan Meas, Menlyn’s marketing manager.

Menlyn is the largest mall in Africa, housing more than 400 stores and stretching across 1.9 million square feet (177,000 square meters). The mall has made a concerted effort to differentiate itself by creating an atmosphere that is welcoming to the varied population that makes up South Africa, targeting a diverse tenant mix from a range of cost points. In this way, year after year, the mall remains at the top of its game and stands out as one of the best-performing malls in Africa.



PHOTOS COURTESY OF MENLYN PARK

The shopping centre houses more than 400 stores, including 21 South African retail tenants.



## UNIQUELY SOUTH AFRICAN

“As the biggest fashion hub on the continent, we are all about supporting local talent and business,” says Olive Ndebele, general manager at Menlyn Park. To achieve this, Menlyn’s management is making sure that the mall not only showcases huge international brands, but also brings in local designers. As a result, there are 21 South African retail tenants. Moreover, in 2018 Menlyn Park was named the official home of Project Runway South Africa.

Menlyn Park also strives to promote other types of South African businesses, such as the Zip Zap Circus, which took up residence during the 2018 Christmas shopping season. Zip Zap is a program founded in Cape Town and designed to involve South African children in the circus arts by providing free activities to participants. Its performances in Menlyn Park were quite a draw and demonstrate how the Menlyn management team was able to make creative use of the mall’s central atrium. “We were able to hang trapeze equipment from the metal catwalks that are usually

“As the biggest fashion hub on the continent, we are all about supporting local talent and business.”

—OLIVE NDEBELE, GENERAL MANAGER, MENLYN PARK





used for fashion shows,” points out Martina Heyman, property manager at Menlyn. “It was great to watch.”

### ENHANCED AMENITIES

Menlyn Park has a VIP lounge and parking area, available by invitation only. “We use this space not only for our big spenders, but also as a perk to important individuals who may visit us. For example, being in Pretoria, we have quite a few embassies nearby, and we provide cards to some of them to facilitate shopping for their employees, who are ex-pats here and are looking for a convenient shopping experience,” says Meas. The VIP area can also be used by the tenants to host special clients or events.

Boasting 8,000 parking spaces, Menlyn Park has ensured it has the capacity to hold enough cars for its visitors. Given that it has the room, the park has also looked for ways to increase action in the parking areas. The Bus Welcome Centre stands at one of the two entrances off the N1 Highway to Menlyn Park. Individuals can park near it and catch shuttle buses from the Welcome Centre to see a concert at one of the nearby stadiums. As an added benefit, the Welcome Centre has a South African Police Service (SAPS) officer stationed there during working hours, able to quickly respond to safety concerns and certify documents onsite. Menlyn has also created special pensioner parking areas and wider berth parking that can accommodate strollers for parents traveling with children.

More than just a place to go shopping, Menlyn Park positions itself as a lifestyle destination.



The shopping centre also participates in green initiatives that include electric car charging bays in the parking area, tanks for harvesting rain water, a composter for wet waste and a robust recycling program to reduce waste to landfill. The mall boasts an energy-efficient air conditioning system, vertical transportation and low-energy consumption lights.

Soccer (or football, as it’s called outside North America) is the most popular sport in South Africa, and since Menlyn is built on such a large piece of land, it is able to accommodate Fives Futbol as a tenant. Fives Futbol is a soccer court facility available for short-term rentals to companies, teams, parties or individuals who would rather play soccer while their families shop. The all-weather venue, located on the roof of Menlyn Park’s main building, also offers soccer classes and holiday camps.

### SOUTH AFRICA’S MALLS IN THE FUTURE

In the U.S. today, retail complexes are facing a challenge from online shopping. Fewer consumers see the need to go to the mall when everything is so readily available with the click of a button. “Here, the online competition hasn’t hurt us yet,” says Ndebele, noting that Wi-Fi, internet services and shipping can still be a bit inconsistent in South Africa. Even so, the Menlyn team is not putting online competition on the back burner. It has worked to offer online experiences, allowing customers to view products and buy them online, then come into the stores to pick them up. On the other hand, “Humans are social beings,” says Ndebele, and “as a result, the mall has positioned itself not only as a shopping destination, but rather as a lifestyle offering. With the continuous innovation, we are confident that as online shopping increases, we will continue to have a steady base of customers willing to come and see what else we have planned.” ■

Leah Misbin ([lmisbin@irem.org](mailto:lmisbin@irem.org)) is senior director of international programs at IREM Headquarters in Chicago.



# Chapter One of a New Property Management Story in South Africa

IREM LAUNCHES ITS FIRST CHAPTER IN AFRICA

By Leah Misbin

When IREM chartered its 15th international chapter last year in South Africa—the first on the continent of Africa—it represented much more than the establishment of an official IREM presence in that country. It symbolized a movement to introduce professionalism to and raise the stature of a sector of real estate in that country that is unregulated, unstandardized and undervalued.

The IREM South Africa Gauteng Chapter was officially chartered in September of last year when IREM's Governing Council, meeting during the Global Summit in Ft. Lauderdale, Fla., voted unanimously for its approval. Present to receive the charter at that time were 10 IREM Members from South Africa, together with representatives from South Africa's Department of Public Works (DPW) and the South African Institute of Black Property Practitioners (SAIBPP).

"This is a very proud day for us," said Saul Gumede, a long-time CPM Member and the first president of the new chapter.

"We have been working for a long time to establish ourselves in the South African market, and now with the support of IREM, we really believe we can change how property management is viewed and regulated locally."

Five months later, in February of this year, the celebration of the new chapter moved to Johannesburg with IREM President Don Wilkerson, CPM, on hand for the official in-country launch. "I see huge potential here," said Wilkerson, speaking at the event that was well attended by key representatives from DPW, the private real estate sector, academia and the press. Wilkerson noted, "There is such passion and dedication in our members here, they can't help but succeed."

Speaking about his 20-year journey to start an IREM Chapter in South Africa, Gumede became emotional as he declared, "My persistence has paid off. Having this local representation here in Gauteng Province, an outpost at the tip of Africa, will benefit not only our professionals here, but will serve as a starting point for much more."

The CPM education and credentialing program is being delivered through

Official chartering of the IREM South Africa Gauteng Chapter at the 2018 IREM Global Summit.







Witswatersrand (Wits) University in Johannesburg, and today there are 46 IREM Members, including 17 CPM designees, in South Africa.

The continued rollout of the CPM program comes at a time when South African real estate companies are finding the pool of qualified property management professionals to oversee their investments very shallow. “It is a real challenge here,” said Professor Sam Asazu of Wits University, in speaking to the South African financial publication *Business Report*. “The Wits program was developed to provide practical property management education, but we can’t do it alone—this is where IREM comes in.” This message was reinforced by Professor David Root, head of the School of Construction Economics and Management at Wits. In his address at the chapter launch, Root cited the need to improve standards of education in the property management field, stating that “property management doesn’t really have the best reputation in the industry,” and highlighting the importance of designing “programs that are internationally competitive,” such as the CPM program.

The themes of improving professionalism and advancing skills resonated throughout President Wilkerson’s trip to South Africa, which included a visit to

“We have been working for a long time to establish ourselves in the South African market, and now with the support of IREM, we really believe we can change how property management is viewed and regulated locally.”

—SAUL GUMEDE, CPM, FIRST PRESIDENT OF THE IREM SOUTH AFRICA GAUTENG CHAPTER

IREM supporters, new CPM Members and Candidates gather at the local launch of the South Africa Gauteng Chapter in Johannesburg.

DPW in Pretoria. Minister T.W. Nxesi, head of DPW, continued his support of IREM by inviting the agency’s employees to a presentation about what IREM has to offer. “DPW has made a commitment to making sure our employees have the right skills, and we see IREM as a pathway for this,” said Lydia Bici, DPW head of training.

Wilkerson also met with Pareto, a real estate company and major financial contributor to IREM’s Johannesburg program in 2017 and 2018. “Pareto strongly believes in IREM. We have already seen the proof in our own employees who we sent to the program and now hold the CPM,” said Pareto CEO Malose Kekana. Meetings also were held with other major players in the South Africa real estate market, including Broll, Growth Point, Redefine and Excellerate/Cushman & Wakefield.

Vuyiswa Mutshekwane, SAIBPP chief executive said in speaking to *Business Report*, “It has been very encouraging to see how enthusiastically the industry has embraced IREM and pledged their support. Professionalizing the property industry is important in ensuring sustainable transformation. We are proud to be partnered with IREM in driving this process.” ■

SAVE THE DATE

# 2019 IREM<sup>®</sup> GLOBAL SUMMIT







## **19 HOURS OF EDUCATIONAL SESSIONS**

based on real-world situations property managers face every day



**MORE THAN**

## **15 NETWORKING EVENTS**

to strengthen connections and build community



**MORE THAN**

## **12 ENGAGING SPEAKERS**

including a keynote by #1 Best Selling Author and Motivational Speaker, Erik Qualman

**SEPTEMBER 23-26, 2019**

**Hilton San Francisco Union Square  
San Francisco, CA**



# THE FINE ART OF COMMUNICATING





# IN THE DIGITAL AGE

By John Salustri

Communication is a very personal thing, reliant on the style of the communicator and the receptivity of the recipient. Communication in business is especially challenging since it carries with it the added burdens of clarity for the sake of efficiency and, let's face it, corporate politics.

There are theories about how to communicate in this digital age—what mode of messaging is better in what situations, be it face-to-face, email, video conferencing or social media. And there are stereotypes based on age, such as millennials preferring texts to in-person conversations and baby boomers thinking TikTok is just a creepy phrase from “Silence of the Lambs.” (“Tick tock, Clarice!”)

Put the assumptions and stereotypes aside. As the IREM Members we talked with attest, there's more fluidity between the generations on the topic of communication preferences than sweeping statements allow. And there's agreement on the etiquette of communication in the digital age.

## CAN WE TALK?

Every time you take one of the five senses away from a communication, you lose impact. Facial expressions are lost in phone conversations, the subtleties of inflection disappear in a text or email. And no, emojis just don't count.

Neither, by the way, does social media for the purposes of this conversation. It can be a valuable tool for emergency outreach. (Japanese CPMs, after the 2011 earthquake and tsunami, used Twitter to message constituents.) Outside of crises, it's typically used to "get our brand out," as Michael M. Daniels, CPM, chief operating officer of Cagan Management Group, AMO, in Skokie, Ill., points out. "It's a marketing tool and not effective for two-way communication."

The problem is, "Too many people hide behind computers," says IREM San Diego Chapter President Lucinda A. Lilley, CPM, who is vice president at FBS Property Management, AMO. "Communicating verbally is a lost art. Email is one of the least effective means of communication, unless you simply need to have something clearly documented." Ironically, it's usually the most readily at hand.

It should be noted that Lilley is a member of the international John Maxwell Team, a group dedicated to grooming leaders. Lilley, a certified coach, trainer and speaker, is currently coaching leaders within her organization and using Maxwell's book, "Everyone Communicates; Few Connect." Tellingly, the group is made up of millennials. "The boomers weren't interested," she says.

In all communication, but in business particularly, good communication demands the input of "the tone of voice, eye contact, body language and recognizing where the listener is, and meeting them at that level," Lilley says.

And here's where myths start to break down. If such niceties as tone and body

language sound like the concerns of a bygone era, millennials are sensitive to them as well.

"You need to know your audience," says CPM Candidate Cody Kirkpatrick, ARM, president of the Austin, Texas-based SAPPER Group. "Everybody receives messages a little differently, depending on who's on the other end of that message."

For that reason, and despite the pace of the property management business, taking a breath to think for a minute is a good idea. "I typically pause to consider what I need to say and the best communication method for that message," says Erin Leahy, who earned her CPM last September. She serves today as senior facilities manager at Cushman & Wakefield, AMO, in Manhattan. "It saves time, energy and miscommunication."

## GOODBYE, MR. BELL?

Visual clues to messaging that come with face-to-face meetings are obviously lost in an email, and only inflection survives a phone call. But even that audio signal might be going away as the phone competes with newer forms of outreach.

"The phone is probably my least favorite form of communicating, which is funny because I grew up in the '70s, and I was on the phone the entire decade," says Lilley. "People can blindside you."

Daniels, on the other hand, believes phone calls are still a valuable form of communication that leads to faster resolution. But these days he says he prefers calls as planned and scheduled events. "Texting, email and Outlook invitations are effective ways to set up these conversations," he notes.

Kirkpatrick, who defines himself as being on the "back end" of the millennial age, embraces phone calls more than the two boomers. He counts them, along with face-to-face encounters and emails, among his primary communication tools, adding, of course, that "it depends on the situation."

But face-to-face encounters come at the expense of time, unless they're folded

“EVERYBODY RECEIVES MESSAGES A LITTLE DIFFERENTLY, DEPENDING ON WHO’S ON THE OTHER END OF THAT MESSAGE.”

—CODY KIRKPATRICK, CPM CANDIDATE, SAPPER GROUP



into the building-inspection process. Otherwise, Kirkpatrick notes that Skype is a popular tool, especially among millennials, for closing that time gap.

That is, when done properly. As Lilley adds, “Skype is great for business meetings that are impossible to hold otherwise. But you need an agenda and you need to stick to it.” And you don’t want to lose the time you’ve saved fussing with technology. “It needs to work well to work at all.”

Leahy probably embraces email the most, and reserves the phone for brainstorming or passing on difficult information. Phones, she says, “work best for more complex topics that would otherwise require a lengthy email that could be misconstrued. I like to use emails to follow up after phone calls, which also helps summarize the phone conversation.” By the way, she also hates voicemail and doesn’t even have an office VM set up. She pans text messaging as too personal.

Face-to-face conversations she reserves largely “for negotiating a contract or a deal, when I have to have a difficult



“I typically pause to consider what I need to say and the best communication method for that message. It saves time, energy and miscommunication.”

—ERIN LEAHY, CPM, CUSHMAN & WAKEFIELD, AMO





“IT’S ABOUT CONNECTING, AND YOU HAVE TO UNDERSTAND YOUR AUDIENCE AND THE CONTENT OF THE SPECIFIC MESSAGE BEFORE YOU CAN MAKE THAT CONNECTION.”

—LUCINDA A. LILLEY, CPM,  
FBS PROPERTY MANAGEMENT, AMO

conversation with someone or I’m trying to build trust or common ground.” Recalling the five-senses rule, “You can see sincerity on people’s faces.”

#### GENERATION GAP—REVISITED

When it comes to generational differences in communication technique, there’s so much boomers and millennials can learn from each other. Kirkpatrick, who is vice chair of IREM’s Student and Academic Outreach Advisory Board, says that in addition to the group’s focus on student outreach, participation gives both cohorts a front-row chance to exchange ideas.

“Millennials can learn so much from boomers in terms of real-life scenarios and applications that you can’t get out of a classroom setting,” he says. “Likewise, millennials have grown up in a world of technology and an environment that encourages outside-the-box thinking, and we can help [boomers] to overcome those tech challenges.”

Daniels agrees that adaptation of new technologies is needed in an environment where our clients and occupants are trending younger. “I’m the old guy in the office, so I’ve had to adapt and become effective in the way people are communicating today.”

“We have a lot to teach,” says Lilley, “and I’m excited that millennials understand that and are looking to us, the older generation, to figure out how to communicate effectively and make a connection with somebody.”

But are millennials more technologically advanced than their seniors? “No way in hell!” is her frank answer.

#### PLEASE PASS THE RULE BOOK

As Lilley stated, the point of communication is to make connections, and so, as in every civil interaction, etiquette is key. (For instance, we all know, even if we don’t adhere to, the warning about all caps in emails.) So we asked our experts for their rules of communication etiquette.





Our two millennials stress the importance of cutting to the chase, especially in face-to-face conversations, where one could get lost in pleasantries.

Cody Kirkpatrick, a six-year Army veteran, says that, in emails or in person, he carries over the military mindset to promote a “bottom-line, up-front approach. No matter the communication method, I’m not going to waste anyone’s time, including my own. If there’s a problem, I lead with that, and if there’s good news I lead with that. I keep it short and sweet and still portray the whole story.”

Emails carry specific rules, he continues: “Keep it business. I don’t need smiley faces or emojis, and if you weren’t asking for a reply, make that clear. And if no reply is required, don’t reply.”

Short and sweet is Leahy’s rule as well. Especially in face-to-face meetings, time is of the essence. “The rules of etiquette are: Be on time, be present during the conversation and limit as many meetings as possible to a maximum of 30 minutes,” she says. “And have an agenda. It will minimize off-topic conversations.” Spend thirty seconds here and there on pleasantries, she believes, and by the end of the week, we’re talking about real money.

When it comes to emails, Leahy liberally uses delayed delivery after hours. “I don’t want to be that person who interrupts people’s personal lives for non-urgent matters,” she says. Recipients tend to “be prompted to check it and respond. So when I do send an after-hours email, they know I’m not crying wolf.”

Leahy finds that, although some clients may be reluctant to adopt technologies such as computerized maintenance management system software as a means to communicate with property and facility management teams, ultimately they come to embrace such tools and their efficiency in dispatching services directly to the occupant. “Tools such as 360 Facility and Workspeed allow us to deliver best-in-class services to our clients,” she says.

For Daniels, taking care to craft an email or text is an important part of

messaging, something, he confesses, he struggles to do. “I’ve been accused of responding too quickly,” he says. “The result is what people around me call ‘Michael-isms.’ So read over your emails, check the grammar and make sure you’ve addressed all the concerns that could otherwise result in a reply for clarification from the other party.”

“I think I could teach a class on communication etiquette,” says Lilley. When it comes to emails, of course, no caps, and she agrees with Daniels that it’s not so much a matter of length as much as clarity. “We need to construct proper sentences with appropriate grammar. You

“I’VE BEEN ACCUSED OF RESPONDING TOO QUICKLY. THE RESULT IS WHAT PEOPLE AROUND ME CALL ‘MICHAEL-ISMS.’ SO READ OVER YOUR EMAILS, CHECK THE GRAMMAR AND MAKE SURE YOU’VE ADDRESSED ALL THE CONCERNS THAT COULD OTHERWISE RESULT IN A REPLY FOR CLARIFICATION FROM THE OTHER PARTY.”

—MICHAEL M. DANIELS, CPM, CAGAN  
MANAGEMENT GROUP, AMO



need to spell properly and get to the point. Don’t write an essay when bullet points will do.”

At the end of the day, communicating is much more than what we say. “It’s about connecting,” she says, “and you have to understand your audience and the content of the specific message before you can make that connection.” ■

---

John Salustri is a contributing writer for *JPM*®.



# NO DOGS (USUALLY) ALLOWED





# HOW PROPERTY MANAGERS CAN HANDLE REQUESTS FOR ANIMALS IN THE WORKPLACE

By Maggie Callahan

The popularity of emotional support or comfort animals—and the news stories about them—has grown dramatically in recent years. Different than specially trained service animals like Seeing Eye dogs, these animals typically are used to provide comfort and lessen the symptoms of their human companion's emotional or mental health issue.

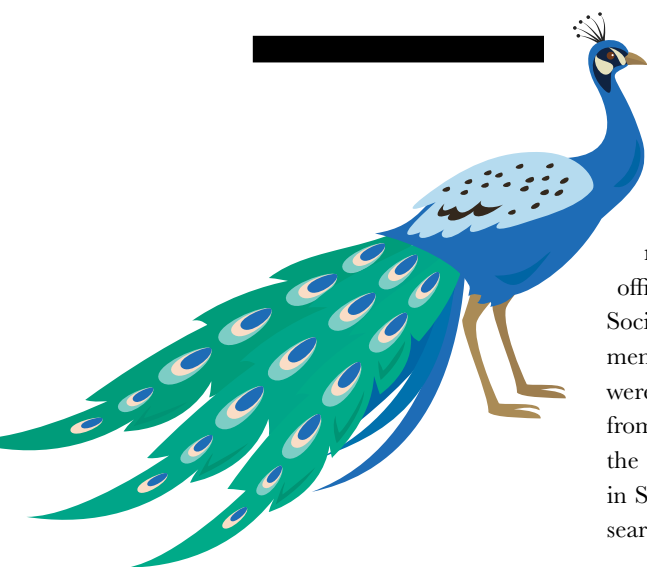


A plethora of headlines have documented interesting predicaments these animals and their humans have caused on flights, in airports and in residential situations. In one specific instance, there was a companion peacock that was denied entry onto a flight in January 2018 due to exceeding the airline's size and weight restrictions. Earlier this year, in the world of residential property management, lawmakers and property managers aimed to crack down on what have been called bogus claims, stating some emotional support animal declarations are made simply to skirt pet fees in rental housing or on flights. When IREM visited Washington D.C. this March, residential property managers had this topic on the docket.

"As property managers have encountered more challenges with companion animals in the last few years, IREM has been working with legislators to urge HUD to release guidance on this important issue," says Ted Thurn, IREM's government affairs director.

As the requests to bring companion animals onto flights or into multifamily residences have increased, so have the appeals to bring them into the workplace, opening up a host of considerations and concerns for employers and the property managers responsible for the buildings the animals are entering.

ACCORDING TO THE SOCIETY FOR HUMAN RESOURCE MANAGEMENT, **9 PERCENT** OF WORKPLACES IN THE U.S. WERE PET-FRIENDLY IN 2018, AN INCREASE FROM **4 PERCENT** IN 2014.



#### HAVE DOG, WILL HIRE

Welcoming dogs or pets into the workplace is not a new phenomenon, and the trend of dog-friendly offices is growing. According to the Society for Human Resource Management, 9 percent of workplaces in the U.S. were pet-friendly in 2018, an increase from 4 percent in 2014. If you are on the hunt for a "dog-friendly office" job in San Francisco, a recent LinkedIn Jobs search revealed more than 575 offerings.

At Amazon's Seattle headquarters, more than 6,000 dogs have the green light to accompany their human companions to work. Perks abound for these four-legged friends, with designated water fountains, plenty of treats and waste bags conveniently located outside.

One 2017 academic review looked at both the pros and cons of animals in the workplace. Published in the International Journal of Environmental Research and Public Health, the research considered pets, emotional support animals and service animals. Potential benefits included social support, stress reduction and better job performance. On the other hand, possible disadvantages included risk of tripping over the animals and falling; animal aggression; fears, phobias and cultural sensitivities related to the animal in the workplace; as well as considering the wellbeing of the animal being brought into work.

This is where property management concerns might come in. Will the animal increase the wear and tear on the property? What if employees in nearby offices have allergies that are aggravated by the animal? Will this increase the cost of the property's insurance? In the case of tenants/employers who want to provide a pet-friendly workplace, can the building charge a pet fee? Not to mention the question of where will the animal go for "bathroom breaks?"

#### RESOLVING REQUESTS

Regardless of whether a job has a pet-friendly policy, any employer or property manager can find themselves faced with the question, "Can I bring my animal to work?"

Sometimes this request is for a service animal, which is clearly defined in the Americans with Disabilities Act (ADA) as "any dog that is individually trained to do work or perform tasks for the benefit of an individual with a disability, including a physical, sensory, psychiatric, intellectual or other mental disability." Tasks can include pulling a wheelchair, retrieving

dropped items, alerting a person to a sound, reminding a person to take medication or pressing an elevator button, among other jobs.

But for assistance animals, also known as emotional support animals, there is more confusion and gray area. These companion animals are not clearly defined in the ADA and they do not have to be specially trained. However, these requests must be given the same consideration as a service animal, says Chloe Hecht, senior counsel and director of legal affairs at the National Association of REALTORS®.

Employers faced with this request must comply with the ADA, Hecht says.

Title I of the ADA states that employers must not discriminate against a qualified individual due to a disability. It also states that they must provide reasonable accommodation to persons with a disability unless providing the reasonable accommodation causes an undue hardship for the employer.

“A reasonable accommodation may be allowing a qualified individual with a disability to bring an animal to work with him or her,” she says.

**1.** When presented with an accommodation request, the employer must first confirm the employee is qualified and disabled, as defined under the ADA.

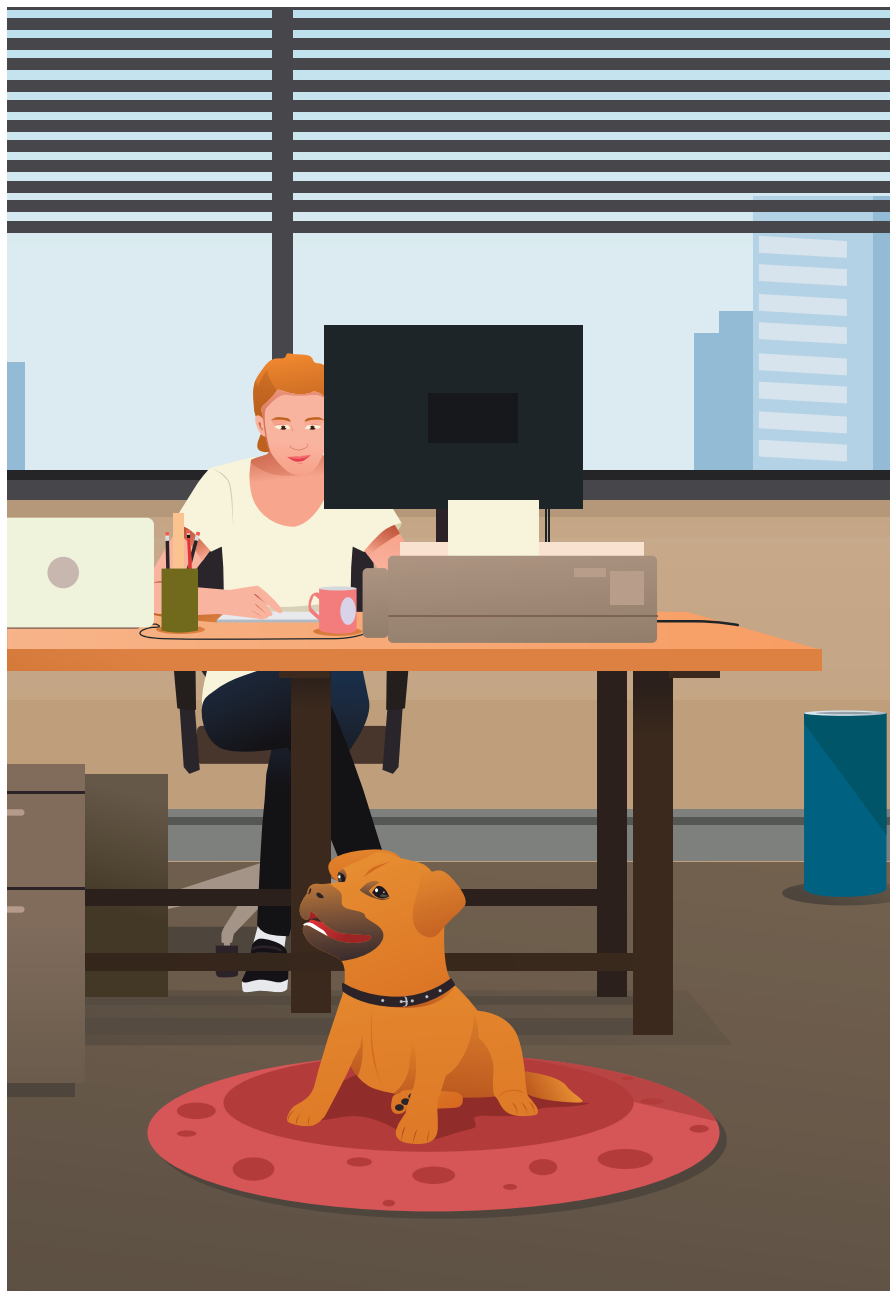
“A qualified employee must have the skills, education and other job-related requirements for the position,” Hecht says. “He or she must also be able to perform the job with or without a reasonable accommodation.”

“Disability” is broadly defined and includes a variety of physical or mental impairments.

**2.** Once it is determined that an employee meets these requirements, the employer must begin to actively consider the request and engage in an interactive process with the employee to determine if the request is a reasonable accommodation.


“A QUALIFIED EMPLOYEE MUST HAVE THE SKILLS, EDUCATION AND OTHER JOB-RELATED REQUIREMENTS FOR THE POSITION. HE OR SHE MUST ALSO BE ABLE TO PERFORM THE JOB WITH OR WITHOUT A REASONABLE ACCOMMODATION.”

—CHLOE HECHT, SENIOR COUNSEL AND DIRECTOR OF LEGAL AFFAIRS AT THE NATIONAL ASSOCIATION OF REALTORS®





INDIVIDUAL STATE LAWS MAY OFFER MORE RESTRICTIONS OR DIRECTION, SO IT'S IMPORTANT TO CHECK. FOR EXAMPLE, THE INDIANA CODE OF LAW DEFINES **SEVEN TYPES OF SERVICE ANIMALS**: HEARING ANIMALS, GUIDE ANIMALS, ASSISTANCE ANIMALS, SEIZURE ALERT ANIMALS, MOBILITY ANIMALS, PSYCHIATRY SERVICE ANIMALS AND AUTISM SERVICE ANIMALS.



“The employer may ask for additional information from the employee or the employee’s medical provider in order to understand how the employee needs the animal and how bringing the animal would benefit the employee,” Hecht says. “The employer may want to meet with the employee and animal in person to see how the animal helps the employee.”

Although there is a variety of emotional support animal registries online, it is worth noting that these animals do not have to be registered, and a letter from a licensed therapist also is not required, Hecht notes.

Because each workplace and environment is different, it is imperative that the employer fully examines any potential issues caused by the animal’s presence.

“A reasonable accommodation in an office place may not be reasonable in a manufacturing plant,” Hecht points out.

She adds that employers should make continual progress in reviewing the request, and document all steps taken during the investigation.

**3.** Next, the employer may grant or deny the request based on the investigation.

“After completing the interactive process, the employer may decide to grant the request by allowing the animal to accompany the person at the workplace and making any other necessary accommodations, such as modifying the employee’s

schedule to allow the employee to care for the animal; rearranging the work space for the animal and to address any co-workers’ allergies; and educating co-workers about how to treat the animal,” Hecht says.

In other cases, the interactive process may reveal that the animal’s presence in the workplace may create an undue hardship for the employer.

“Undue hardship may mean that the request is cost-prohibitive or the effects of the accommodation are too burdensome on the employer,” she says.

But an employer cannot deny the request without considering and proposing alternative accommodations that may meet the employee’s needs. For example, if allergies are a concern for an existing employee, the employer or manager can see if it is possible to move the employees apart or stagger their hours, Hecht says.

“If no such alternatives exist or the employee rejects the alternative reasonable accommodations proposed by the employer, the employer may be able to properly deny the request,” she says. “Ultimately, undue hardship is decided on a case-by-case basis and depends on various factors including the employee’s needs and the employer’s size, financial resources and types of operations.”

Individual state laws may offer more restrictions or direction, so it’s important to check. For example, Indiana’s code of law defines seven types of service animals: hearing animals, guide animals, assistance animals, seizure alert animals, mobility animals, psychiatry service animals and autism service animals.

And just because an employer has a pet-friendly policy in place, it does not preclude them from receiving a request for an animal outside of their pet policy.

“In that situation, the employer will need to engage in the interactive process I outlined when considering the employee’s individual accommodation request,” Hecht says. ■

---

Maggie Callahan is a contributing writer for *JPM*®.

» Turn the page to this issue’s **Public Policy column** and learn more about IREM’s initiatives regarding emotional support animals.

**2019**

# Real Estate Management Excellence Awards

Recognizing real estate management leaders for their innovation and dedication to the profession.

## DO YOU KNOW

someone who deserves to be recognized for a successful initiative or contribution to the profession?

## DO YOU HAVE

an innovative business practice that makes a difference in your company or community?

**IREM® is now accepting submissions and nominations for the 2019 REME Awards.**

[www.irem.org/reme](http://www.irem.org/reme)

Winners will be announced at the IREM® 2019 Global Summit in **San Francisco** on **September 26**.







“It was great to have so many IREM Members travel to D.C. and discuss issues critical to property management with their legislators.”

—IREM PRESIDENT DON WILKERSON, CPM





# IREM Capitol Hill Fly-In

**MEMBERS DISCUSS FLOOD INSURANCE AND COMPANION ANIMALS WITH LEGISLATORS.**

By Ted Thurn

Nearly 60 real estate management professionals traveled from across the country to Washington D.C. to take part in the [IREM Capitol Hill Fly-In March 6–7](#). With more than 100 congressional offices visited during the Fly-In, IREM Members made the case that what happens in the halls of Congress can considerably affect constituents back home.

“It was great to have so many IREM Members travel to D.C. and discuss issues critical to property management with their legislators,” said IREM President Don Wilkerson, CPM, from Reno, Nev.

“The Fly-In gave our members the opportunity to discuss the future health and growth of the property management industry with their representatives,” echoed Denise Froemming, IREM CEO.

“The excitement over the last day and a half was palpable” stated George Griffin III, CPM, who is vice president of housing operations for the Houston Housing Authority, AMO, and this year’s IREM senior vice president focused on government affairs. “Members were able to walk the halls of Congress and establish or continue relationships with their federal legislators. Not only did we build relationships but we also educated lawmakers on important issues affecting our industry, such as reauthorizing and reforming the National Flood Insurance Program (NFIP) and asking for guidance regarding companion animals.”

The meetings with federal legislators were preceded by an orientation conducted at the National Association of REALTORS® (NAR) Building in Washington. With its view of the Capitol just



**Erin Stackley, senior policy representative for NAR, provides meeting orientation about ADA lawsuit reform to IREM Members.**

a few blocks away, the NAR building provided the perfect setting for an indoctrination into the inner workings of Congress. The program included a panel of former legislative staffers discussing how to conduct successful meetings with legislators and providing advice on pitfalls to avoid that could ruin the meetings. Among the advice they gave: Stick with the facts. Create a connection based on the legislator's state or district. And don't be offended if you meet with a staffer. As was pointed out during the orientation, having a good relationship with staff can make or break your cause.

"It was terrific to hear from former staffers on how to navigate meetings," said Charlene Tucker, CPM, president of the IREM Delaware Valley Chapter. "It really prepared us to have effective and impactful meetings with our representatives."

One of the two issues IREM carried to Capitol Hill was the NFIP, a partnership among federal, state and local governments that helps mitigate flood risk and provides affordable flood insurance to those who need it most. "Long-term reauthorization and reform of NFIP is long overdue," communicated Lucinda Lilley, CPM, president of the IREM San Diego Chapter. "It was so great that we had the opportunity to have a face-to-face discussion with our legislators on how this issue is affecting our industry

**“It was terrific to hear from former staffers on how to navigate meetings. It really prepared us to have effective and impactful meetings with our representatives.”**

—CHARLENE TUCKER, CPM

and the need to provide stability and reform to the program.”

NFIP has been repeatedly extended over the past several years, with the most recent extension as of this writing continuing the program through May 31. If the program expires, flood insurance will become more costly or even unavailable. Flood insurance is required for a mortgage in more than 20,000 communities nationwide. The NFIP provides over 90 percent of all flood insurance nationwide and nearly 100 percent of flood insurance coverage for individually owned properties and small- to mid-size commercial properties.

While there is a growing private market for flood insurance, millions of small business and homeowners currently depend on the federal program to protect their property against losses due to flooding, the most costly and common natural disaster in the United States. Without the NFIP, more property owners could become uninsured and turn to the federal government for taxpayer-funded disaster relief and rebuilding assistance after major floods.

Because IREM is very concerned about the availability and affordability of property insurance, legislators were asked to resolve this problem by:

- › Providing a five-year reauthorization of NFIP.
- › Enabling property owners to move to the private market while maintaining continuous coverage.
- › Removing the federal mandatory purchase requirement for commercial and multifamily rental properties.
- › Conducting flood mapping at higher resolutions with a streamlined and less expensive appeal process.
- › Creating premiums that are more accurately priced to the property-specific risk, with any rate increases being gradual and phased in over many years.

The second issue on the IREM legislative agenda pertained to challenges presented by companion animals. A companion animal, also known as an



emotional support animal, is an animal (typically a dog or cat, though this can include other species) that provides a therapeutic benefit to its owner through companionship. The number of prospective and current renters requesting a reasonable accommodation under the Fair Housing Act (FHA) to allow companion animals has been on the rise. Likewise increasing are the number of requests that appear to be abuses and are in fact efforts to avoid pet fees or obtain housing in otherwise pet-free communities.

The challenge arises with the lack of specific guidance on how managers and landlords can comply with the FHA when fielding legitimate requests for reasonable accommodation while addressing those who are abusing the situation. The U.S. Department of Housing and Urban Development (HUD) has indicated that guidance will be forthcoming, and IREM Members asked their legislators to urge the release of this much-needed guidance as soon as possible.

“It is imperative we work with our legislators to encourage HUD to issue guidance on this important issue,” asserted Dawn Carpenter, CPM, of the IREM Greater New York Chapter. “Property managers need guidance, as companion animals have become more and more prevalent over the last few years.” Carpenter is also a former member of IREM’s Federal Housing Advisory Board, which regularly meets with HUD to discuss federal housing issues.

Unlike service animals, which are regulated by the Americans with Disabilities Act (ADA), companion animals receive no specialized training and are typically for individuals with mental disabilities or those in need of emotional support. Members communicated that traditionally, to have a companion animal, documentation would be provided by a doctor, therapist or mental health expert, describing the individual’s disability or psychological problem and

recommending a companion animal as an intervention. Recently, the process has been streamlined through technology and sometimes compromised in unscrupulous markets as well. Not only have property managers been presented with documents purchased through unethical online therapy websites, they have also encountered tenants who have asked for reasonable accommodation for multiple animals in one unit, restricted breeds and animals living in communities that are established as pet-free.



The Capitol Hill Fly-In presented one opportunity to connect with legislators—but not the only opportunity. When they are not in Washington D.C., Members of Congress typically can be found back home at their in-district offices. “While we look forward to coming back to D.C. in the spring of 2020, this is not the end of the conversation with our representatives. This is just one of many touchpoints for members to connect with their legislators,” said Griffin. “Members can reach out to their legislative offices any time or during IREM advocacy events, such as during our Congressional Briefing in July, our In-District Program in August and our Legislative Wrap-Up in December.” ■

**Dennis Meadows, CPM, of the IREM Minnesota Chapter, participated in the Fly-In.**

---

Ted Thurn ([tthurn@irem.org](mailto:tthurn@irem.org)) is director of government affairs at IREM Headquarters in Chicago.





# Frameworks for Simplifying Sustainability

EASILY INCORPORATE GREEN INITIATIVES WITH A FEW HELPFUL TIPS AND RESOURCES.

By Todd Feist

If you have never implemented a sustainability program before, the prospect of doing so can be intimidating. The range of technologies, assessment and certification programs, and potential improvements can leave site staff confused as to what is most important and impactful.

Property managers can simplify sustainability for their teams if they begin with the view that each building is a set of opportunities in performance improvements and cost-effective retrofits, waiting to be discovered. At some point, sustainability is about the efficiency of each light bulb, the optimization of each set point, the diversion of each empty Coke can from the landfill.

Property managers can encourage and develop a mindset in their site teams to look for these opportunities by integrating some simple tools and resources, as well as teamwork, into the routine operation of the property.

### ENERGY STAR® TREASURE HUNTS

During an ENERGY STAR Treasure Hunt, site teams walk around the property to look for quick ways to save energy. According to the U.S. Environmental Protection Agency (EPA), hundreds of organizations have used Treasure Hunts to reduce their facilities' energy use by 7 to 15 percent.

To help you plan and execute a Treasure Hunt, the ENERGY STAR website includes a how-to guide, "Treasure Maps" for different property types, case studies and other resources.

### IREM CERTIFIED SUSTAINABLE PROPERTY (CSP) PROGRAM

IREM's certification program for existing office properties, multifamily communities, shopping centers, medical office buildings and senior housing communities includes templates, checklists, questionnaires and other tools to make sustainability practical for property managers and their teams.

Through the use of these tools, properties can identify and take concrete actions to improve sustainability performance. IREM regularly sees property teams catch water leaks, adjust waste management programs to optimize recycling rates, and identify lighting improvements, to name a few examples.

### STAFF KNOWLEDGE-SHARING

I recently heard an anecdote about the approach an engineering team takes to energy management for a portfolio of large office buildings. Every couple of months, the building engineers in the region meet to exchange ideas, solve issues and identify opportunities. They examine everything from chiller replacements and large-scale lighting

retrofits to the optimization of individual pumps and fans.

In addition to leadership support and sufficient resources to implement efficiency measures, this collegial, teamwork approach has yielded results, as evidenced by an average ENERGY STAR score of 89 (out of 100) for the buildings in the portfolio.

### TAKING IT TO THE NEXT LEVEL

Consultants and service providers are often necessary to take a sustainability program to the next level and achieve high performance. For example, lighting contractors offer specialized knowledge and skills for identifying the best lighting solutions for different applications to optimize both quality and efficiency, and they can better navigate relationships with suppliers and utilities for incentives.

Property managers typically have to build a business case, though, to support investments in additional expertise and equipment. These frameworks provide a simple, practical approach to sustainability that helps to build that business case and, through integration into everyday operations, keep the property efficient and sustainable. ■

---

Todd Feist ([tfeist@irem.org](mailto:tfeist@irem.org)) is sustainability program manager at IREM Headquarters in Chicago.

“Through the use of these tools, properties can identify and take concrete actions to improve sustainability performance.”





A close-up photograph of a person's hand, wearing a light blue shirt, sorting through a grid of small, square photographs of various people. The photos are laid out on a rustic wooden table. The background is slightly blurred, showing a brick wall and some office equipment.

# Innovations in Hiring

**THINKING BEYOND THE TRADITIONAL INTERVIEW TO REACH THE NEXT GENERATION OF TALENT**

By Maggie Callahan

Attracting and hiring sought-after talent and next-generation workers all begins with a creative recruitment and interview process. While many employers still rely on traditional interviews, the LinkedIn Global Reporting Trends 2018 report identified several hiring innovations that are gaining traction. Among these are video interviews, soft skills assessments and meeting candidates in more casual settings.

In the LinkedIn report, respondents identified many ways traditional in-person, in-office interviews fall short. Assessing soft skills is one of the biggest weaknesses of the traditional interview, which is typically focused on achievements and knowledge. Because these soft skills, like creativity or the ability to work with a team, are considered just as valuable as technical skills, today's employers are rethinking the interview format to tap into a potential employee's personal attributes.





“SOFT SKILLS ARE EXTREMELY IMPORTANT FOR ANY JOB THAT YOU HOLD, BUT ESPECIALLY A LEASING POSITION WHERE YOU ARE DEALING WITH PEOPLE EVERY DAY.”

—JENNIE LEWIS

Jennie Lewis, a recent graduate of the University of Alabama and a former student of Grayson Glaze, CPM, the executive director of the Alabama Center for Real Estate at the university, recently accepted a job as a leasing associate with a property management company. During her job interviews for the position, she saw a large emphasis put on soft skills.

“Soft skills are extremely important for any job that you hold, but especially a leasing position where you are dealing with people every day,” she says. “The interviewers usually asked scenario-based questions to observe my soft skills.”

Barry Blanton, CPM, the chief problem solver at Blanton Turner, an AMO Firm in Seattle, says his company starts to evaluate soft skills as soon as a candidate finds the firm’s job posting

and begins the application. Among the first questions in the application are “What makes you weird?” and “If you could have one superpower, what would it be and why?” This casual tone continues with the in-person interview to evaluate emotional intelligence.

“In interviews, I’ve found you tend to get what you give. For instance, enthusiasm begets enthusiasm. I really like open, honest communication, and I really don’t like being ‘sold,’” he says.

Another trend gaining steam is a more relaxed job interview setting. According to the LinkedIn report, many of these

meetings are even over meals. Blanton says a laid-back atmosphere is helpful in learning about the candidate. Many of his interviews are held in the Blanton Turner office, which was designed to have a casual, relaxed feel.

“Our intent when we built out our office was to make it warm, welcoming, collaborative and pretty much the antithesis of ‘corporate,’” he says. “Making people feel comfortable is important to really getting to know people in an interview situation, and ultimately it leads to happy employees.”

Alexandra Kaldis, another of Glaze’s students at the University of Alabama, is currently looking for a job in the property management or real estate field. She says many of her recent interviews have been conducted more as conversations than formal meetings.

“For me, the tricky part has been trying to see if personalities match for them and for me, which in a conversation setting has been more helpful than a typical interview,” she says.



“IN INTERVIEWS, I’VE FOUND YOU TEND TO GET WHAT YOU GIVE; FOR INSTANCE, ENTHUSIASM BEGETS ENTHUSIASM. I REALLY LIKE OPEN, HONEST COMMUNICATION, AND I REALLY DON’T LIKE BEING ‘SOLD.’”

—BARRY BLANTON, CPM





Video interviews have also gained popularity. For graduates looking for jobs in other cities, Skype or video interviews can be appealing. For employers, they can reach a bigger candidate pool much more easily. Kaldis is looking for jobs in her hometown of Houston, so not having to meet in person has been invaluable.

"I didn't have to find a time to fly home and could accomplish an interview from school, while not having to miss any classes," she says.

Many of her interviews have been via Skype, and she has had one video interview, which consisted of her being filmed with no active questioner on the other end. "There were timed responses with two written answers and about six filmed responses," she says.

Finally, another growing trend is the job audition or skills tests. Rather than asking candidates how they would complete

an assignment, they actually perform the task. Lewis says she has encountered many standardized tests, with most of them coming in the form of online assessments. Some of her tests measured math, English or decision-making skills, while others were similar to personality tests.

"As for emotional intelligence, most of these questions were asked during online assessments, too, if the company had one," she says.

Kaldis says many of the jobs she's seen that require a specific skill set, like financial analyst or accountant, require special tests.

"For jobs like these I would anticipate an employer would evaluate your skills somehow, whether it's a test, paper or throwing you into the fire," she says. ■

---

Maggie Callahan is a contributing writer for *JPM*®.

“FOR ME, THE TRICKY PART HAS BEEN TRYING TO SEE IF PERSONALITIES MATCH FOR THEM AND FOR ME, WHICH IN A CONVERSATION SETTING HAS BEEN MORE HELPFUL THAN A TYPICAL INTERVIEW.”

—ALEXANDRA KALDIS





01 ↑

### 01 / The Goat Steep Assist Ladder System

Safety is a top priority for anyone climbing up and on roofs, so your maintenance staff will thank you for investing in the Goat Steep Assist Ladder System. Users of the system can climb roofs safely and effortlessly with the help of the Goat Steep Assist, whose foundation is made up of interlocking poles, with handles attached, which are in turn fixed to the roof peak via a specialized hook. The hook is designed to securely attach without causing any damage yet support the weight of the climber. There are some limitations: The climber has to be less than 350 pounds and the peak angle cannot exceed 45 degrees. Still, this is definitely a product that can help many, from maintenance staff to appraisers, minimize harm while navigating rooftops.

**PRICE: \$489 FOR THE 16-FOOT VERSION (EXTENSION POLES AVAILABLE FOR ADDITIONAL COST)**  
[thegoatsteepassist.com](http://thegoatsteepassist.com)

### 02 / Current by GE RPL Series Recessed LED Refit Kits

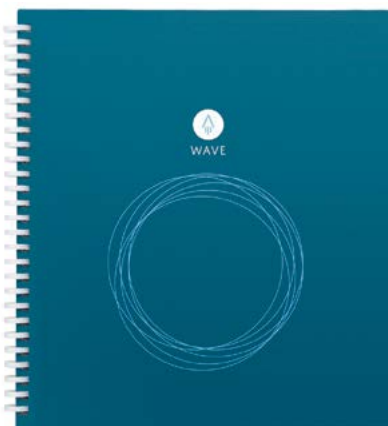
Planning to do a rehab of all your office building lighting fixtures? Current by GE has some new products that are worth a look. Consider, for example, the new GE Lumination™ RPL Series Recessed LED Refit kits. They're the company's first flat panel retrofit kits, and they have integrated lighting control sensors incorporated into the product, for easier installation and maintenance. Adding Daintree Wireless Lighting Controls to the system may result in the benefit of a 70 percent reduction in lighting costs.

[currentbyge.com](http://currentbyge.com)

02 ↓



03 ↓



### 03 / Rocketbook

Handwritten or digital? For some—like those who want to minimize paper records but whose typing skills just aren't up to the task—it's a quandary. Many companies have taken a turn at the game of digitizing handwritten notes, yet only a few ever last. Then, there's the Rocketbook notebook, which works in tandem with the Rocketbook app. Its process is simple: Write your notes in the notebook the old school, pen-and-paper way, choose a destination for them by marking a symbol at the bottom of the page (Google Drive, Evernote, Dropbox, OneDrive, OneNote, Slack, Box, iCloud, iMessage or email), use the Rocketbook app on your phone to scan the notebook pages and marvel at how your scribbles magically appear (even transcribed if you want) in your digital space. Made out of a special waterproof polyblend, the Rocketbook pages are a cellulose formulation. You can write notes and create drawings, then easily erase them after they've been scanned. You will never run out of pages for all your ideas.

**PRICE: FROM \$10 (APP IS FREE AND AVAILABLE ON ANDROID AND IOS)**  
[getrocketbook.com](http://getrocketbook.com)

04 →



#### 04 / KitchenAid Smart Display

The personal assistant war is still raging, but both Google and Amazon are shifting focus from voice assistants to more visual representations. Enter Whirlpool's KitchenAid Smart Display with the Google Assistant. Setting itself apart from others on the market is its focus on making your kitchen a digital hub and true assistant. First, its 10-inch screen uses the Google Assistant to bring up anything—from your Facebook and Instagram feeds to light and gadget controls in your home. Then, there's the added perk of the Yummly app being part of its arsenal, offering up recipes and step-by-step cooking instructions, courtesy of some of your favorite chefs. An even better bonus is that the device is IPX-5 water resistant, making it a true kitchen appliance that's not afraid to get splashed.

**AVAILABLE SOON**

[kitchenaid.com](http://kitchenaid.com)

06 ↓



#### 06 / Be My Eyes

Sometimes we get so caught up in what's going on in our immediate worlds that we take easy, everyday activities for granted—activities that may not be so easy for others. Activities, for example, that take two good eyes to accomplish. For such instances, you might be able to literally be someone's eyes, or let someone be yours, with the help of an app. Be My Eyes connects blind and low-vision people with sighted volunteers for visual assistance through a live video call. A visually impaired person can use the accessibility options on a phone to create a request for assistance with a task (such as distinguishing colors in an image, checking expiration dates on food or even finding something in the pantry). A sighted volunteer responds to the request and guides the person via their phone's camera. Download the app and lend a hand—and your eyes.

**PRICE: FREE**

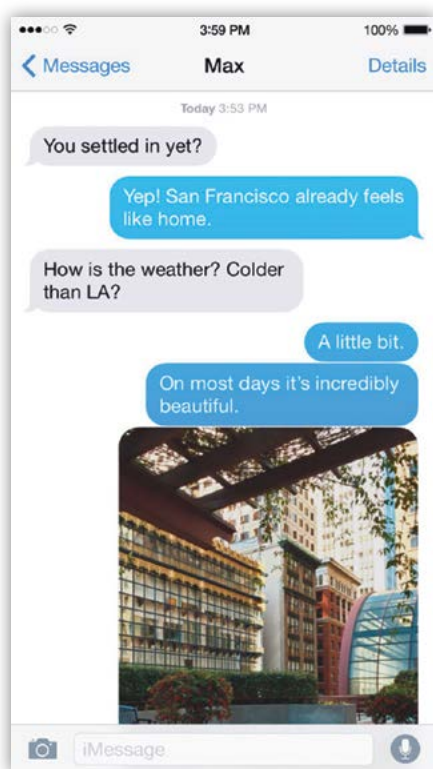
**Available for: Android, iOS**

#### ← 05 / Tailor

Think of the Tailor app as SnagIt for your iPhone. When you have a long, long scroll of multiple screenshots you need to capture and share, Tailor simplifies this oftentimes cumbersome task by aligning and stitching all those screenshots together to create one seamless, continuous image. It works for websites, emails, maps with directions and more, and with lots of other apps as well—Facebook Messenger, WhatsApp and Twitter, to name a few.

**PRICE: FREE**

**Available for: iOS**



Alex Levin ([alevin@irem.org](mailto:alevin@irem.org)) is senior director of technology and communications at IREM Headquarters in Chicago.



## IREM MEMBERS

Have you recently been promoted or changed jobs?

Have you or your AMO Firm received an award for a special achievement?

EMAIL the good news to [jpm@irem.org](mailto:jpm@irem.org) so JPM® can share it with your colleagues.

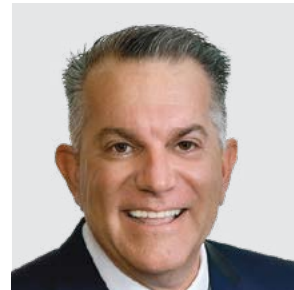


David S. Brown Enterprises has appointed **ANNE ANGEL, CPM**, as vice president of its residential division. In this role, she will have oversight of the marketing and leasing activities for the Maryland company's Baltimore City and County apartment communities portfolio. Angel has over 30 years of business and real estate experience, including positions at R Home Property Management and Continental Realty Corp.



The New York State Association of REALTORS® has named **DAWN CARPENTER, CPM**, the recipient of its 2018 Lawrence B. Caldwell RPAC Service Award, the highest honor presented by the REALTORS® Political Action Committee (RPAC) of New York. Carpenter is the broker-owner of Dawning Real Estate in Staten Island, N.Y. The award recognizes her support of RPAC and the ways in which she epitomizes the role of REALTOR®.

Rhode Island-based **CORVIAS, AMO**, has expanded its public-private partnership with Howard University, to renovate the Howard Center for use as additional student housing. As part of this expansion, Corvias will manage the property and work with Gilbane Building Company to renovate the 90,157-square-foot building into housing, resident amenities, retail and meeting space. The project is targeted for completion in August 2019.



Avison Young, AMO, announced that it has brought **DAVID MALING, CPM**, on board as principal and member of a group known as the Maling-Barnes team. As part of this team, Maling will focus on expanding Avison Young's retail office and industrial investment sales practices nationally and in Southern California, while also working with other investment sales specialists companywide. Prior to this appointment, Maling served as executive vice president of retail services for Colliers, AMO.





**STEPHANIE MILLER, CPM**, received a promotion to the position of vice president of asset management at Eastwind Development, LLC, in Palm Beach Gardens, Fla. Miller has been with the company since 2015, serving as director of asset management, where she was responsible for overseeing the Eastwind portfolio and supervising the property management companies it's retained.



Changes have been taking place at Draper and Kramer, AMO, including some added leadership responsibilities for **JULIE STEVLINGSON, CPM**, who's been with the Chicago firm for five years. In addition to her current duties as senior vice president and director of management services, she will now oversee Draper and Kramer's construction services and property operations.

## AD INDEX

CHAM	<a href="http://www.cham.us">www.cham.us</a>	41
First Republic Bank	<a href="http://www.firstrepublic.com">www.firstrepublic.com</a>	Inside Front Cover
IREM Accelerators	<a href="http://www.irem.org/webinars">www.irem.org/webinars</a>	9
IREM Condo Book	<a href="http://www.irembooks.org">www.irembooks.org</a>	2
IREM Global Summit	<a href="http://www.irem.org/events/irem-global-summit">www.irem.org/events/irem-global-summit</a>	14-15
IREM REME Awards	<a href="http://www.irem.org/events/rem-e-awards">www.irem.org/events/rem-e-awards</a>	27
Yardi	<a href="http://www.yardi.com/assetintelligence">www.yardi.com/assetintelligence</a>	Back Cover

The Consortium  
for Housing and  
Asset Management



## 2019 ANNUAL CONFERENCE

NASHVILLE, TENNESSEE • JUNE 18-19, 2019

### *Asset Management for Growth!*

Who should attend? Anyone interested in the long-term sustainability and financial viability of affordable housing, including:

- For-profit / not-for-profit owners
- Housing Finance Agencies
- Public Housing Authorities
- Professional services organizations
- And, of course, *Asset Managers from all sectors!*
- Syndicators
- Investors
- Lenders



Visit [www.CHAM.us](http://www.CHAM.us) to Register Now!

Platinum Sponsor



Gold Sponsors



# Honoring Passion for Property Management



Award recognition programs serve a multitude of purposes. They create a platform for acknowledging the contributions of those who receive them. They model extraordinary behavior with the hope that they will inspire others to emulate the actions of the award recipients. And, in some cases, they serve to memorialize those after whom the awards are named, creating a legacy that lives into the future.

The recognitions presented by the IREM Foundation—and for which nominations are being accepted until June 1—fully satisfy all of these roles.



## J. WALLACE PALETOU AWARD

The oldest and most prestigious of the IREM Foundation's recognitions is the J. Wallace Paletou Award, named for IREM's president in 1957. Presented for the first time in 1971, the Paletou Award is given to CPM Members who, like its namesake, unselfishly devote themselves to improving the stature of the real estate management industry and show the type of leadership that represents the epitome of professionalism.

## LOUISE L. AND Y.T. LUM AWARD

Somewhat similar to the Paletou Award—though not restricted to being given only to CPM designees—is the Louise L. and Y.T. Lum Award. This award is named

in honor of Yin Tai (Y.T.) Lum and his wife Louise. Y.T. Lum became a CPM in 1952 when he traveled to the U.S. mainland and challenged the CPM examinations, having studied the course materials but never having been able to take an IREM course in Hawaii.

Thirty years later, his son, Tan Tek Lum, CPM, became IREM's president. Today, the Lum Award recognizes individuals who are actively engaged in real estate management and have made distinguished contributions to the profession through education, publication or the advancement of ethical and professional standards.



## LLOYD D. HANFORD SR. DISTINGUISHED INSTRUCTOR AWARD

Many of IREM's early students knew what a pleasure and honor it was to have been in the classroom when Lloyd D. Hanford Sr., CPM, led the discussion. He was a pioneer in the field of property management in San Francisco and IREM's president in 1958. To honor those CPM Members who, like him, devote themselves to the practice of teaching the next generation of property managers, the Hanford Award was



created. Appropriately, the first time it was presented in 1983, it was given to his son, Lloyd D. Hanford Jr., CPM, who followed in his father's footsteps as an IREM president and a revered IREM instructor. Today, the Hanford Award is presented to an IREM instructor who has exemplified extraordinary dedication to the educational process and the advancement of knowledge within the property management profession. ■

## IREM FOUNDATION AWARD GUIDELINES

- › Only CPM Members can submit nominations.
- › Nomination ballots can be found at [www.irem.org](http://www.irem.org) or requested from [foundation@irem.org](mailto:foundation@irem.org).
- › When nominated, nominees will be notified and asked to complete detailed nomination forms.
- › Completed nomination forms are due June 1.
- › Visit [www.irem.org/about-irem/irem-foundation/awards](http://www.irem.org/about-irem/irem-foundation/awards) for more information.

# NEW CPMS & AMO FIRMS

## FEBRUARY & MARCH 2019

### NEW CPMS

#### ALABAMA

Melissa P. Thomas, CPM, Birmingham

#### ARIZONA

Kelsie E. Whipple, CPM, ACoM, Mesa  
Kathryn M. Rhinehart, CPM, Phoenix  
Kathleen D. Kraushar, CPM, ARM, Tucson

#### CALIFORNIA

Diana M. Rivers, CPM, Emeryville  
Steven Edrington, CPM, Oakland  
Elizabeth A. Lopez, CPM, Sacramento  
Christopher J. Pomer, CPM, Sacramento

#### DISTRICT OF COLUMBIA

Kenneth Cunningham, CPM, ARM

#### FLORIDA

Michael P. Collins, CPM, Altamonte Springs  
Michael F. Mosher, CPM, Delray Beach  
Larry R. Quintanilla, CPM, Doral  
Randy X. Ferreira, CPM, Tampa  
Julia L. Furber, CPM, Tampa  
Clint G. Miller, CPM, Tampa  
Robert W. Smith, RPA, CPM, Tampa

#### GEORGIA

Katina A. Wilson, CPM, ARM, ACoM, Macon  
Trent Turner, CPM, Marietta  
Al-Tariq W. Robinson, CPM, Suwanee

#### INDIANA

Charles M. Riffert, CPM, Evansville

#### MARYLAND

Jerry Amato, CPM, Charlotte Hall  
Amy Emmanuel, CPM, Gaithersburg  
David Sidorsky, CPM, Lanham  
Becky Clise, CPM, Owings Mills  
Melissa A. Maynard, CPM, ARM, Sykesville

#### MASSACHUSETTS

William Connolly CPM, Braintree

#### MICHIGAN

John A. Mundell, CPM, Grand Rapids  
Jenny L. Twupack, CPM, ARM, South Lyon

#### MINNESOTA

Christine M. Waidlich, CPM, Elk River

Caroline R. Sickels, CPM, Minnetonka

#### MISSOURI

Jenna M. Hellmuth, CPM, Richmond Heights

#### NEVADA

Jessie R. Rich-Greer, CPM, Reno

#### NEW JERSEY

Jude L. Costantino, CPM, ARM, Marmora

#### NEW MEXICO

Virginia Gonzales, CPM, Albuquerque  
Dana M. Norris, CPM, ACoM, Albuquerque

#### NEW YORK

Daniel R. Rohlman, CPM, New York

#### NORTH CAROLINA

Shanna L. Burgess, CPM, Charlotte

#### OHIO

Beth VanderPol, CPM, Columbus

#### PENNSYLVANIA

William J. Stillwell, CPM, Warminster

#### RHODE ISLAND

Carmen Abed, CPM, ARM, Providence  
Juliana De Leon, CPM, ARM, Providence

#### TENNESSEE

Ryan P. Sullivan, CPM, Memphis  
Tammy T. Thompson, CPM, Nashville

#### TEXAS

Carissa A. Hale, CPM, Arlington  
German Haymore, CPM, Arlington  
Sarah Khamisa, CPM, Austin  
Shanna M. Pope, CPM, Austin  
Evan T. Williams, CPM, Austin  
Chelsey M. Stewart, CPM, ARM, Carrollton  
Kristie McBee, CPM, Dallas  
Blake S. Mauritzen, CPM, Richardson

#### UTAH

Jennifer Smith, CPM, Draper  
Diana H. Johnson, CPM, Sandy

#### VIRGINIA

Shaniece N. Sanford, CPM, Arlington

#### WASHINGTON

Kimberly A. Huizenga, CPM, Bellingham  
Anastasiya A. Didok, CPM, Everett

#### CANADA

Archana Ramesh, CPM, ARM, Calgary, Alberta  
Anthony Doran, CPM, Edmonton, Alberta  
Stephen K. Harris, CPM, Kelowna, British Columbia

#### JAPAN

Naohiko Mitsuya, CPM, Aichi  
Kenta Ikeda, CPM, Hokkaido  
Hideomi Yoshida, CPM, Hokkaido  
Tatsunari Yamaguchi, CPM, Kanagawa  
Takanori Chikamatsu, CPM, Kumamoto  
Junichiro Nishimoto, CPM, Kumamoto  
Naoki Nishimura, CPM, Kyoto  
Shizuka Ariki, CPM, Okayama  
Ryo Hosokawa, CPM, Osaka  
Yorihisa Imanishi, CPM, Osaka  
Hidenori Nagashima, CPM, Osaka  
Toshiyo Fujisaki, CPM, Saitama  
Takeshi T. Kato, CPM, Saitama  
Atsushi Kuzukawa, CPM, Shiga  
Osamu Hara, CPM, Tokyo  
Hidenori Ishii, CPM, Tokyo  
Mitsutaka Kakuta, CPM, Tokyo  
Yuki Komori, CPM, Tokyo  
Shingo Matsuo, CPM, Tokyo  
Keisuke Murota, CPM, Tokyo  
Masanobu Nishiwaki, CPM, Tokyo  
Susumu Ochiai CPM, Tokyo  
Kayoko Ohata, CPM, Tokyo  
Masaki Ono, CPM, Tokyo  
Yasuhiro Yomota, CPM, Tokyo  
Ryuichi Kushibiki, CPM, Yamagata  
Jun Tsurumi, CPM, Yamagata

### NEW AMO FIRMS

#### NEW YORK

H.S.C. Management Corp., AMO, Mount Vernon

#### TEXAS

Relik Realty, LLC, AMO, Houston

#### JAPAN

Appartement Agent Co., AMO, Hyogo  
Tiger & Associates, Inc., AMO, Kanagawa





# CERTIFIABLY GREEN

The **IREM Certified Sustainable Property (CSP)** certification program continues to gain momentum, with more than 100 properties recently certified. These office buildings, multifamily communities and shopping centers have demonstrated sustainability performance in Energy, Water, Health, Recycling and Purchasing categories and have committed to continuous improvement in their green initiatives.

The CSP framework can be used to elevate a property in many ways, from creating a sustainability program from scratch or identifying gaps in established programs, to helping owners enhance their external sustainability reporting.

And stay tuned for upcoming enhancements to the CSP program, including a new online application process and new property types, such as medical office buildings and senior housing communities.

Visit [www.irem.org/gogreen](http://www.irem.org/gogreen) to view specific property requirements and to see if your property is eligible.

## NEW CERTIFIED SUSTAINABLE PROPERTIES

### ALABAMA

The Shoppes at Eastchase,  
Montgomery

### ARIZONA

Avana at the Pointe, Phoenix  
Happy Valley Towne Center, Phoenix  
Broadstone Waterfront, Scottsdale  
The Palms on Scottsdale, Tempe

### CALIFORNIA

Varsity Berkeley, Berkeley  
Imperial Center East, Brea  
Burbank Empire Center, Burbank  
Plaza Paseo Real, Carlsbad  
Toscana at Rancho Del Rey,  
Chula Vista  
Shamrock Plaza, Dublin  
Bay Street Emeryville, Emeryville  
Dignity Glendale, Glendale  
Sofi Irvine, Irvine  
Serenity at Larkspur, Larkspur  
Midtown Crossing East, Los Angeles  
Midtown Crossing West, Los Angeles  
Manhattan Village, Manhattan Beach  
Marina Marketplace, Marina Del Rey

Villa Marina, Marina Del Rey  
Sharon Green, Menlo Park  
The Gallery at NoHo Commons,  
North Hollywood  
NoHo 14, North Hollywood  
Pico Rivera Towne Center, Pico Rivera  
Village Walk, Pico Rivera  
Runway, Playa Vista  
Avana Rancho Cucamonga,  
Rancho Cucamonga  
Shops on Broadway, Redwood City  
Mission Grove Park, Riverside  
Peninsula Center, Rolling Hills Estates  
Verge, San Diego  
153 Townsend, San Francisco  
625 Market Street, San Francisco  
Villa Torino Apartments, San Jose  
Summerwood Apartments,  
Santa Clara  
Sofi Sunnyvale, Sunnyvale  
The Knolls, Thousand Oaks  
Westlake Canyon, Thousand Oaks  
Provence at Valencia, Valencia

### COLORADO

Water Tower Flats, Arvada  
Retreat at the Flatirons, Broomfield  
The Soleil, Centennial  
2828 Zuni, Denver  
Cielo, Denver

One City Block, Denver  
Viridian, Greenwood Village  
Fairways at Raccoon Creek, Littleton  
Mountain Gate, Littleton  
The Orchard Town Center,  
Westminster  
Sofi Westminster, Westminster

“THE IREM CSP REMOVES THE MYSTERY FROM SUSTAINABILITY AND PROVIDES PROPERTY MANAGERS WITH DISCRETE YET INTERRELATED GOALS AND TASKS TO ESTABLISH SUSTAINABILITY PRACTICES AT A PROPERTY AND AS A FRAMEWORK FOR CONTINUOUS IMPROVEMENT.”

—ANGELA AESCHLIMAN, CPM,  
CCIM, LEED AP ND, SENIOR VICE  
PRESIDENT, ASSET AND PROPERTY  
MANAGEMENT, THE MISSNER  
GROUP, CHICAGO; 2019 CHAIR, IREM  
SUSTAINABILITY ADVISORY BOARD

## CONNECTICUT

NYPHS-Stamford, Stamford

## DISTRICT OF COLUMBIA

100 Capitol Yards  
909 Capitol Yards  
Cityline at Tenley Center  
Meridian at Gallery Place

## FLORIDA

The Charleston at Boca Raton,  
Boca Raton  
West Boca I, Boca Raton  
West Boca II, Boca Raton  
Westwinds of Boca, Boca Raton  
Aberdeen I, Boynton Beach  
Aberdeen II, Boynton Beach  
Solaris Key, Clearwater  
Weston Road Shopping Center, Davie  
Citation Club, Delray Beach  
Cordoba, Doral  
Satori, Fort Lauderdale  
HCA Palms West V, Loxahatchee  
Winter Park Village, Winter Park

## GEORGIA

Wood Bridge Apartments, Alpharetta  
100 North Point Center, Alpharetta  
200 North Point Center, Alpharetta  
333 North Point Center, Alpharetta  
555 North Point Center, Alpharetta  
Cyan on Peachtree, Atlanta  
Parkside West Cobb, Marietta  
West Cobb Marketplace, Marietta  
Kedron Village, Peachtree City  
Kedron Village II, Peachtree City  
The Heights at Old Peachtree,  
Suwanee

## ILLINOIS

The Bernardin, Chicago  
Cityfront Place, Chicago  
The Reserve at Evanston, Evanston  
Stony Creek Promenade, Oak Lawn

## MASSACHUSETTS

93 Summer Street, Boston  
Fenway Triangle Trilogy, Boston  
Park Lane Seaport, Boston  
1100 Massachusetts Avenue,  
Cambridge

The LOOP, Methuen  
Sun MetroNorth, Woburn

## MARYLAND

Flats 8300, Bethesda  
Johns Hopkins Columbia, Columbia  
The Huntington at King Farm, Rockville

## MINNESOTA

Calhoun Square, Minneapolis  
Allina South Valley, Shakopee

## MISSOURI

Fountain View on the Plaza,  
Kansas City  
St. Luke's Des Peres I, Saint Louis

## NORTH CAROLINA

LaVie SouthPark, Charlotte  
Landmark Center, Raleigh  
The Marlowe Lake Boone, Raleigh  
North Hills, Raleigh

## NEW JERSEY

Riello, Edgewater  
Half Moon Harbour, North Bergen  
Mountain View Crossing, Wayne

## NEVADA

Prime Lake Mead, North Las Vegas  
The Shops at Crystals, Las Vegas

## NEW YORK

The Addison, Brooklyn  
Instrata Brooklyn Heights, Brooklyn  
The Allure Mineola, Mineola  
One City Place, White Plains

## OREGON

Avana Orenco Station, Hillsboro  
Palladia, Hillsboro  
The Streets of Tanasbourne, Hillsboro  
Oswego Towne Square, Lake Oswego  
Oregon Clinic Gateway MOB, Portland  
The Parker, Portland

## PENNSYLVANIA

The Collins, Philadelphia

## TENNESSEE

Commerce Center, Nashville

## TEXAS

THR Allen MOB II, Allen  
Axis West Campus, Austin  
Westbank Market, Austin  
The Alexan, Dallas  
Alexan West Dallas, Dallas  
Arpeggio Victory Park, Dallas  
Galleria Dallas, Dallas  
Kingsley Square, Dallas  
NorthPark Center, Dallas  
Skillman Live Oak Center, Dallas  
Village on the Parkway, Dallas  
West Tower at Doctor's  
Hospital, Dallas  
Trinity Bluff, Fort Worth  
Trinity District, Fort Worth  
Braeswood Place, Houston  
Briar Forest Lofts, Houston  
The Essex House, Houston  
La Villita Lakeside, Irving  
Landings at La Villita, Irving  
Via Las Colinas, Irving  
Waterway Tower, Irving  
The Shops at Bella Terra, Richmond  
The Can Plant Residences at Pearl,  
San Antonio  
Broadstone Woodmill Creek,  
The Woodlands

## VIRGINIA

Bailey's Crossing, Alexandria  
Cameron Court of Alexandria,  
Alexandria  
55 Hundred, Arlington  
Instrata Pentagon City, Arlington  
Crossroads Center, Falls Church  
Banyan Grove Apartments,  
Virginia Beach

## WASHINGTON

Shorewood, Mercer Island  
Legacy at Pratt Park, Seattle  
The Queen Anne Apartment  
Collection - 7 Hills, Seattle  
The Queen Anne Apartment  
Collection - Eden Hill, Seattle  
The Queen Anne Apartment  
Collection - Sweetbrier, Seattle  
The Queen Anne Apartment  
Collection - Towne, Seattle  
Ray, Seattle



# Strong Ethics, Strong Business

**IREM AND OTHER ORGANIZATIONS PUT A WORLDWIDE PREMIUM ON ETHICAL PRINCIPLES.**

By Nancye Kirk

Four real estate companies, including CBRE, which holds the AMO accreditation from IREM, have been recognized among the 2019 World's Most Ethical Companies by Ethisphere Institute. The three other real estate organizations so honored, among the 128 companies from 21 countries, were JLL (for the 12th consecutive year) and Realogy Holdings Corp. (for the eighth year), both from the United States, plus DTGO Corporation of Thailand.

For CBRE, 2019 marks the sixth consecutive year it has made the list. In commenting on receiving the recognition, Bob Sulentic, president and CEO of CBRE, had this to say: "Our clients trust CBRE's professionals to deliver outstanding outcomes and service, while holding ourselves to the highest standards. Our continued recognition by the Ethisphere Institute exemplifies how important these values are to the company's strategy and our success."

Ethisphere Institute is a global leader in defining and advancing the standards of ethical business practices. For its annual recognition, companies are evaluated in five key categories: ethics and compliance program, culture of ethics, corporate citizenship and responsibility, governance, and leadership and reputation. The program reinforces the increasingly important role of ethical business practices throughout the world and raises up those companies in whom clients, customers, employees, communities and all other stakeholders can put their trust.

For IREM, ethics has been at the cornerstone of the association since its founding 85 years ago. IREM further advances the importance of ethical business practices among real estate companies at a global level through participation on the International Ethics Standards Coalition (IESC). Through the IESC, a

global set of high-level ethical principles have been created in the land, property, construction, infrastructure and related professions. The resulting International Ethics Standards help ensure consistency and clarification irrespective of differences in economic or business practices. The International Ethics Standards speak to professional obligations with respect to:

- › Accountability
- › Confidentiality
- › Conflict of interest
- › Financial responsibility
- › Integrity
- › Lawfulness
- › Reflection
- › Standards of service
- › Transparency
- › Trust

These standards have been incorporated into the IREM Code of Professional Ethics and the AMO Code of Professional Ethics. Both codes require IREM



“For IREM, ethics has been at the cornerstone of the association since its founding 85 years ago.”

Members and Member Companies “to acknowledge the ethical principles as set forth in the International Ethics Standards established by the International Ethics Standards Coalition of which the Institute is a member.”

Joe Greenblatt, CPM, of San Diego, is IREM’s trustee on the IESC and has participated in the coalition since its founding meeting at the United Nations in 2014. The underlying premise of the IESC, says Greenblatt, “is the conviction that behaving ethically is at the core of what it means to be a professional. This is what truly distinguishes professionals from others in the marketplace.”

All IESC members agree that the creation of one overarching set of ethical principles is helping real estate and related professional organizations better promote values that allow ethical business to flourish. Like IREM, the coalition believes that embracing ethical business can bring commercial benefits to individuals, businesses, their stakeholders and wider society, and there is evidence to support this. Indeed, Tim Erblach, CEO at Ethisphere Institute, notes that “companies that embrace diversity of thought, people and cultures; operate with simple clear policies based on values and trust; respect and enhance the communities in which they operate; and promote transparency will achieve better financial performance,” a theory he refers to as the “Ethics Premium.”

In other words, good ethics is good business. ■

Nancye Kirk ([nkirk@irem.org](mailto:nkirk@irem.org)) is chief strategy officer at IREM Headquarters in Chicago.



## MAY

5/2

IREM New England Conference and Trade Show

**Location:** Warwick, R.I.

**Visitor(s):** Chip Watts, CPM

5/13-18

NAR Legislative Meeting

**Location:** Washington D.C.

**Visitor(s):** All Officers

5/29-31

IREM West Regional Meeting

**Location:** Broomfield, Co.

**Visitor(s):** Chip Watts, CPM  
Denise Froemming

## JUNE

6/3-7

IREM Japan Annual Meeting

**Location:** Yokohama, Japan

**Visitor(s):** Don Wilkerson, CPM  
Cheryl Gray, CPM  
Denise Froemming

6/4-6

IREM Canada Leadership Conference and REIC Annual Meeting

**Location:** Niagara Falls, Canada

**Visitor(s):** Chip Watts, CPM

6/12-14

IREM Midwest Regional Meeting

**Location:** St. Louis, Mo.

**Visitor(s):** Don Wilkerson, CPM  
Chip Watts, CPM  
Denise Froemming

6/12-14

Realcomm Commercial Real Estate Conference & Expo

**Location:** Nashville, Tenn.

**Visitor(s):** Cheryl Gray, CPM

6/22-25

BOMA International Conference & Expo

**Location:** Salt Lake City, Utah

**Visitor(s):** Cheryl Gray, CPM  
Denise Froemming

6/26-28

National Apartment Association (NAA) Apartmentalize

**Location:** Denver

**Visitor(s):** Chip Watts, CPM  
Denise Froemming

6/26-29

National Association of Real Estate Editors (NAREE)

**Location:** Austin, Texas

**Visitor(s):** Don Wilkerson, CPM  
Cheryl Gray, CPM

A black and white photograph of a hand holding a light bulb. The hand is positioned at the top, with fingers wrapped around the bulb. The bulb is held upside down, with its base pointing towards the bottom of the frame. The background is plain white. A large, semi-transparent white circle is superimposed over the middle of the bulb, containing text. The text is in a serif font, with the opening and closing quotation marks in red. The hand is dark-skinned, and the lighting is dramatic, highlighting the textures of the skin and the metallic base of the bulb.

“

At some point,  
sustainability is  
about the  
efficiency of each  
light bulb, the  
optimization of  
each set point,  
the diversion  
of each empty  
Coke can from  
the landfill.

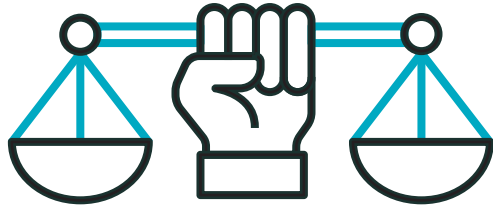
(Page 32)

”

“

In other words, good ethics is good business.

(Page 47)



TOO MANY PEOPLE  
HIDE BEHIND

COMPUTERS.  
COMMUNICATING  
VERBALLY  
IS A LOST ART.

(Page 18)

“

HERE, THE ONLINE COMPETITION  
HASN'T HURT US YET.

(Page 11)



“

Not only  
did we build  
relationships but  
we also educated  
lawmakers on  
important issues  
affecting our  
industry.

(Page 29)





Q How do you | turn benchmarks into better decisions?

"We use Asset Intelligence benchmarking to see how we stack up in comparison to rents, expenses and occupancy measures. It helps challenge your team members to look at the data and it really turns them into business managers."

DIANA NORBURY  
SVP OF MULTIFAMILY OPERATIONS  
PILLAR PROPERTIES

See the interview:  
[YARDI.VIP/PILLAR](http://YARDI.VIP/PILLAR)



Get more answers at:  
[RealEstateQuestionsAnswered.com](http://RealEstateQuestionsAnswered.com)



800.866.1144  
[Yardi.com/AssetIntelligence](http://Yardi.com/AssetIntelligence)