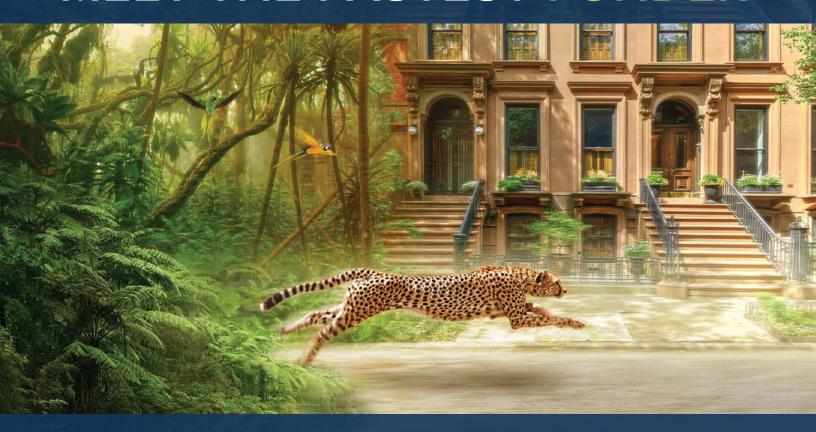




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CONTENTS

JULY/AUGUST 2019



04

DASHBOARD

Security trends, shopping center vacancy and pitfalls to avoid when designing a smart building



FEATURES

- 10 APPS FOR SUCCESS

 John Salustri
- 16 HACK-PROOF Maggie Callahan
- 36 30 UNDER 30





DEPARTMENTS

- **06 PUBLIC POLICY**
- **20 GLOBAL PRACTICES**
- **28 TALENT MANAGEMENT**
- **32 SUSTAINABILITY**
- 34 WHAT'S NEW
- 43 ON THE ROAD/AD INDEX
- **44** MEMBER UPDATES
- 46 NEW CPM MEMBERS, AMO FIRMS AND CERTIFIED SUSTAINABLE PROPERTIES





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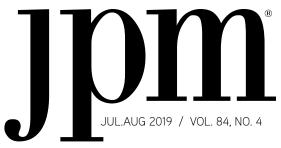


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Denise LeDuc-Froemming, CAE, MBA, CPA | dfroemming@irem.org

CHIEF STRATEGY OFFICER

Nancye J. Kirk | nkirk@irem.org

VICE PRESIDENT, MARKETING AND BUSINESS DEVELOPMENT

Donna August | daugust@irem.org

PRODUCTION EDITOR/CIRCULATION
Beth Smukowski | bsmukowski@irem.org

DIRECTOR, CORPORATE BUSINESS DEVELOPMENT/ADVERTISING SALES Brian Lozell, CPM | IREMpartners@irem.org

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PRESIDENT'S LETTER

We seem to be living during a time when any cumbersome process of either the personal or business kind is being made more efficient and convenient by technology. Name your challenge, and somebody has come up with a technology solution to minimize the headaches that come with it. Take work orders. Property managers were in need of better ways to simplify their transactions, and a plethora of companies answered the call with apps to streamline procedures. Great! Only now there are so many apps, the challenge becomes how to choose the right one for your business. This issue's feature on P10 may give you food for thought, offering ideas about what to consider during the selection process.

On the flip side of that coin, at the exact same time technology is making our lives better in so many areas, in others it can create unfortunate circumstances that we never had to

worry about before. Case in point: Now we have to protect ourselves against cyberattacks. When we think about "cyberattacks," our minds tend to wander to data breaches and hackers stealing private information—about our clients, our employees and our businesses—that they can use for destructive purposes. It's normal for our minds to go in that direction; after all, it seems like a week doesn't go by where there isn't a news headline about some corporation's customer database full of credit card and social security numbers being compromised. But as real estate professionals, we also need to be aware of the technology here in the tangible world that can also be hacked. In the emerging era of smart buildings and operations automation, what do we do about making sure the technology used to operate physical structures under our care is also secure? We took that question to experts who offer up their perspectives in the feature on P16.

And speaking of on-the-ground challenges, this issue's Global Practices column, found on P20, brings up a different kind of terra firma challenge—the need for island countries to use reclaimed land for real estate developments. Both Japan and Bahrain are represented in the column, and while their histories



IREM President Don Wilkerson, CPM (right), experiences Bahrain with host Paul Nathan, CPM.

and economies are different, they are brought together by reclamation. Coincidentally, I had the opportunity to visit Bahrain recently, where our host, Paul Nathan, CPM, took my colleagues and me up to the top of the still-in-development Bahrain World Trade Center, which overlooks one such parcel of reclaimed land, Bahrain Bay. In Global Practices, he, along with Japan Member Masami Omori, CPM, shares his knowledge of the special factors that must be taken into consideration when working with this unique type of property. Despite the many ways that technology has put our heads in the clouds, as with reclaimed land, there will always be a need to address the ground under our feet.

and B We

DONALD B. WILKERSON, CPM IREM PRESIDENT



Stone Age did not end because we ran out of stones; we transitioned to better solutions. The same opportunity lies before us with energy efficiency and clean energy.

-STEVEN CHU. FORMER U.S. SECRETARY OF ENERGY



SAFETY FIRST

As property managers look for new ways to keep tenants and buildings safe, here are five security trends to look out for:

- Mobile access controls
- 2 Autonomous robots
- 3 Video analytics
- 4 Cybersecurity planning
- 5 Data protection

Source: Buildings.com, Sarah Kloepple, 5 Security Trends to Watch For in 2019

CLOSING DOORS

Shopping center vacancy hit **10.2 percent** in the first quarter of 2019, up from the same period a year ago, but unchanged from 2018's fourth quarter.

Source: Pymnts.com





IoT AMONG US

It's estimated that **3.3 billion** IoT devices will be installed in commercial office buildings by 2022—almost **three times** as many as there were in 2017.

Source: Memoori.com, The Internet of Things in Smart Commercial Buildings 2018 to 2022

INTEGRATION INTEREST

Building system integration saw a 23 percent increase in respondents planning to invest in 2019 compared to 2018, a survey of nearly 2,000 facility and energy management executives revealed.

Source: JohnsonControls.com, Energy Efficiency Indicator Survey 2018

GROWING INVESTMENTS

Venture capital investment in real estate technologies was \$9.6 billion in 2018, according to the data supplier CREtech. In the first quarter of 2019, it increased 250 percent to \$4.9 billion over the same period in 2018.

Source: The New York Times, Jane Margolies, As Office Tenants Expect More Tech, Even the Windows Get Smart



SMART DECISIONS FOR SMARTER BUILDINGS

Make sure your choices are as smart as your building when planning your design. Here are some common pitfalls to avoid when designing smart buildings:

- > Spending money on technology or solutions without a clear strategy or benefit
- Not considering the human needs in the solution (i.e., only looking at facility needs)
- > Not being able to measure savings
- > Not putting in multipurpose infrastructure

- > Failing to create a comprehensive cyber-physical security system
- > Collecting data without identifying its purpose/business goal
- > Focusing on energy conservation rather than space conservation
- > Failing to build in flexibility for future technology enhancements

Source: Deloitte.com, Paul Wellener, Joann Michalik, Heather Ashton Manolian, Griffin James, Smart Buildings: Four Considerations for Creating People-centered, Smart, Digital Workplaces

Legislative Action Outside the Beltway

BILLS AFFECTING PROPERTY MANAGERS TOP STATE LAWMAKING DOCKETS

By Andrew Lomo

With the federal government appearing in headlines daily, it's easy to forget that state governments are just as busy—probably even more so. In fact, while the U.S. Congress typically introduces 1,000 to 1,500 bills per year, legislatures in the 50 states and the District of Columbia together typically introduce well over 120,000 pieces of legislation annually. And it seems that nearly every year, certain issues bubble to the top of legislative agendas across multiple states, resulting in similar bills being introduced throughout the country. Evidence of this is seen in the fact that, of the almost 600 state bills being monitored by IREM, three issues have been trending around the country: rent control, assistance animals and land-lord/tenant laws.

RENT CONTROL

Rent control is often considered by some state and local government officials as a means to create more affordable housing by limiting the amount a property owner can charge for renting out a home, apartment or other type of real estate. Rent control acts as a price ceiling by preventing rents either from being charged above a certain level or from increasing at a rate higher than a predetermined percentage. The amount of rent permitted may vary across jurisdictions and property types but is generally set at a level considered affordable to renters.

In February, Oregon became the first state to enact rent control statewide. The new law limits rent increases to 7 percent each year in addition to inflation. Subsidized rent is exempted, as is new construction for 15 years. If tenants leave their residences of their own volition, landlords will be able to increase the rent without a cap.





IREM supports and invites guidance from the government on the issue of assistance animals with respect to the ADA and the FHA.

Illinois also introduced rent control legislation. House Bill 255, which was introduced in January, would have repealed a 1997 state law known as the Rent Control Preemption Act that prohibits municipalities from enacting rent control laws. In March, the bill died in committee by a vote of 4-2. On a local level, several states—among them California, New York, New Jersey and Maryland, as well as the District of Columbia—have municipalities that permit some form of residential rent control.

IREM is opposed to government control of rents and supports a property owner's right to establish rents that produce sufficient income to accommodate the basic needs of residents and encourage investment in new construction and existing properties. IREM urges elected officials at all levels of government to oppose rent control as it significantly affects the housing inventory by accelerating the deterioration and loss of existing housing while discouraging the construction of new housing.

ASSISTANCE ANIMALS

Under the Fair Housing Act (FHA), individuals with a disability may request to keep an assistance animal, sometimes referred to as an emotional support animal or companion animal, as a reasonable accommodation to a housing provider's pet restrictions. However, unlike service animals, which are specifically defined by the Americans with Disabilities Act (ADA), assistance animals could be any type of animal and do not need to be specifically trained to carry out any task.

Over the last few years, property managers have seen a significant increase in the number of residents claiming their pets are assistance animals. Landlords have struggled to determine which residents legitimately need the pets for medical reasons and which have fraudulently obtained documentation to have assistance animals.

IREM is currently tracking legislation in 29 states that is designed to help curtail fraudulent requests by creating penalties for misrepresenting an animal



as an assistance animal. A number of bills introduced in 2019 would create stiffer penalties for assistance animal fraud and make it a misdemeanor to lie about the need for an assistance animal or misrepresent a pet as being an assistance animal.

IREM supports and invites guidance from the government on the issue of assistance animals with respect to the ADA and the FHA.

LANDLORD/TENANT LAWS

IREM has been tracking a variety of landlord- and tenant-related issues in 2019. In January, the Washington state legislature introduced Senate Bill 5600 and House Bill 1453, which would limit a property owner's or manager's ability to recover their property by:

- > changing "3-day to pay or vacate" to "14-day pay or vacate"
- > limiting return of possession of property to nonpayment of rent only
- > requiring all leases to be renewed or converted to month-to-month upon expiration of a fixed term
- > limiting recovery to collecting contractually obligated costs, including utilities
- > allowing tenancies to be reinstated after a court judgment has been won against the tenant for nonpayment
- > requiring third-party contractors to perform in-house maintenance upon move-out

Members of the IREM Inland Northwest and Western Washington Chapters reached out to their state legislators urging them to oppose both bills. After passing in both houses, the governor signed the Senate bill into law with a July 28, 2019, effective date.

In March, members of the IREM Georgia Chapter contacted their state legislators, asking them to oppose Georgia House Bill 346, which subsequently passed and was signed into law by the governor. The bill restricts a landlord's rights by allowing a tenant to claim retaliation as a defense to an eviction by demonstrating that the landlord took action when

SCHEDULE AN IN-DISTRICT MEETING



The U.S. Congress will adjourn soon for its annual August recess, with the House of Representatives in recess from July 29 through September 6 and the Senate in recess August 5 through September 6.

This recess is an ideal opportunity to participate in IREM's In-District Meetings initiative by connecting with U.S. senators and representatives while they are home. Meeting with Members of Congress is one of the most effective ways to influence the legislative process. They are more likely to support positions that their constituents feel strongly about.

Scheduling a meeting with your Member of Congress or district staff is easy. You can find your federal legislators and their contact information at irem.org/public-policy/in-district-meetings.

Meeting one-on-one with your legislators in their district offices may be the most common way to engage them, but it is far from the only way. Alternative approaches include inviting them to a chapter event or to tour one of your properties, or attending one of their town halls or other scheduled local events. Finding out about these scheduled events is as easy as calling legislators' offices or visiting their websites.

the tenant complained to a governmental entity responsible for enforcing building or housing codes or a public utility, and the tenant:

- > claims a building or housing code violation or utility problem that is the duty of the landlord to repair
- > believes in good faith that the complaint is valid and that the violation or problem occurred
- > established, attempted to establish or participated in a tenant organization relative to the conditions of the property.

Andrew Lomo (*alomo@irem.org*) is government affairs liaison at IREM Headquarters in Chicago.

Apps run our lives. Or more appropriately, we are more than ever run-ning our lives through apps, whether it be entertainment choices, health issues. For property managers, especially those with a hard-driving order apps can help drive success. Old-school or new, retention and renewal come down largely to service response.





Pure and simple, "the No. 1 factor for a renewal comes down to the response time from a property manager as it pertains to maintenance," says Robert J. Finlay, CPM. Finlay heads R.J. Finlay & Co. of Nashua, N.H., which manages multifamily and commercial properties primarily in the Northeast. He also manages Lyra Intel, a software firm focused on tech-enabling real estate practitioners. And that includes work-order apps.

Ironically, while the intent of such apps is to simplify life, choosing the right app for your business can be a daunting task—unless you do it properly. Needless to say, the market is jammed with options, from the basic to the most "gee-whiz."

"The market is flooded with programs, and they're all competing for market share and popularity," says Paul R. Gottsegen, CPM, executive asset and acquisition manager for Canada and the U.S. for Time Equities Inc. in New York City. "There are about 3,000 real estate programs that exist today. That's just ridiculous, and of course, they all have pluses and minuses."

In essence, any app's basic function is rapid communication, whether it be for a new project or an issue at a property. For purposes of this article, we'll focus on the latter. The communication starts with a text from the resident or tenant alerting management to a problem. It might contain a photo of the issue. The key here is rallying the appropriate technician, gaining access to the problem site, fixing the issue and recording feedback.

Obviously, with a fully engaged network of on-site staff, managers and vendors, that fix should be rapid-fire and, assuming the expertise of the technician on call, successful. However, this is only part of the battle. Work-order apps are getting smarter, folding in predictive analytics that can, as much as possible, forecast maintenance and even flag oncoming trouble. But we're getting ahead of ourselves. First let's look at the selection process.

CHOOSE WISELY

Do a Google search for "real estate venture capital," and watch the bevy of deep-pocket investors who are laying massive bets on real estate technology. The result is the above-mentioned flood of bright ideas.



THE NO. 1 FACTOR FOR A RENEWAL COMES DOWN TO THE RESPONSE TIME FROM A PROPERTY MANAGER AS IT PERTAINS TO MAINTENANCE.

-ROBERT J. FINLAY, CPM, R.J. FINLAY & CO.

Before engaging any of them, "the most important thing for any property management firm is to start with a real understanding of the scope of your business requirement and what you need to do to execute on that," says Finlay. "The industry has been very slow to adopt new technologies if they're not under the umbrella of a RealPage or Yardi."

Not that there's anything wrong with that. Working with software consultants with whom you're familiar and who have demonstrated a proven track record makes sense. (IREM has a robust list of industry partners that speak to this very issue.) At the very least, they can float a recommendation.

"You have to be careful where you invest your money," says Santa Barbara, Calif.-based Brian Sutherland, industry principal for Yardi. "In real estate, there are a lot of startups, so you do have to make that determination if they or their technology is going to be around long term."

You should evaluate their bench strength, he advises: "Is there an accounting group to handle the billing, for instance? Longevity would certainly also be a criterion."

Gottsegen, who leads a technology committee for Time Equities and sits on the recently formed IREM Technology Advisory Board, agrees, offering ideas for vetting potential providers: "There are tools for evaluating software, like Crunchbase. They'll tell you when a specific startup was launched, its number of employees and how long it's been in business."

It will also give you a startup's history of funding rounds and its public/private status. "There's a big difference between choosing a company with two employees with a funding round of \$100,000 and a large public company that's raised \$64 million," he says. "You don't want to buy into a company that's going out of business next year." (See "Implementing Work-Order Apps: All or Nothing" on P13.)

WATCH YOUR TONE!

Remember the purpose: At the end of the day, it's all about simplicity and ease of use. That's what your occupants are looking for, be they residential or commercial. And even though the essential work-order functions are the same, there are differences between these two occupant types.

For Gottsegen, the differences lie in the human/corporate dynamic. For residential occupants, it's personal. Commercial tenants, on the other hand, "are integrating the technological side as part of an overall transition to more 'human' work environments," he says. "Coworking and wellness are outgrowths of this, as is a more homelike and comfortable culture." Of course, the end result is the same. Both types of occupants want it simple and intuitive, even as apps grow broader in scope.

The commercial/residential difference also involves a matter of tone, as Washington D.C.-based Greg Cichy, CPM, points out. "The skill sets required for commercial operations are different than residential," says the managing director of Colliers International, AMO. "Residential spaces take a softer touch because you're dealing with people in their homes."



THERE'S A BIG
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RAISED \$64 MILLION.

-PAUL R. GOTTSEGEN, CPM, TIME EQUITIES INC.

Cichy, who is an IREM SVP as well as chair of the above-mentioned technology committee, also sees a more amenities- and comfort-based approach informing commercially focused work-order apps. "There's an amenities culture growing in commercial," he says. Work-order apps increasingly address that trend.

In fact, in addition to such providers as Building Engines, Angus Software and Accruent, his shop is developing its own version called Neighborhood Curated by Colliers. It's an app for tenant-engagement designed to provide a one-stop shop for tenants to interface with management on all building matters, from work orders to food orders. He calls it a "virtual engagement platform."

THE FUTURE IN YOUR PALM

This broadening of scope also embraces the future. Artificial intelligence (AI) and machine learning, while still embryonic, are

IMPLEMENTING WORK-ORDER APPS: ALL OR NOTHING

It's safe to say that the bulk of properties represented by IREM membership are tech-enabled to one extent or another. Nevertheless, as new wrinkles to existing systems come on the market (remember the flood of VC-based startups out there) the question of implementation raises its challenging head: Should you go one-off to test the waters or go all in? The answer might surprise you.

"It has to start at the top," says Robert J. Finlay. "Embracing any technology demands a cultural shift, and everybody needs to see the vision for it to be successful. Besides, from the provider's standpoint, the cost to get one property up and running doesn't pencil out."

Greg Cichy agrees: "If I have 100 different tenants, do I have to go to each one individually? If I do, some will embrace the shift and others will say, 'No way.' With any technology, the ability to roll it out across the portfolio will be much more successful than a one-off situation."

Besides, a one-off will probably engage the property with the most problems. You're putting out fires here. "If the onsite manager isn't buying into the fix, good luck," says Finlay. "It'll be very hard to set benchmarks and expectations. All technology needs to be utilized as an aid to help the firm as a whole, not just serve as a quick fix to a problem."





THE SKILL SETS
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RESIDENTIAL
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HOMES.

beginning to play into work-order apps. As mystifying as AI can be, it essentially involves the collection of past and current data to inform upcoming performance. Its leading edge is predictive analytics and the data collected thereby.

"For instance, we know that at certain times of the year we have a higher volume of plumbing issues," says Finlay. "We can stock up on those products and buy them in quantity. So predictive analytics allows us to be more forward-thinking in gaining time and money."

AI will even flag system break-downs before they happen, as Gottsegen explains: "Predictive analytics powered by AI will change things radically. Let's say an exhaust fan is equipped with a sensor that's connected to the work-order app. A wobble in the fan occurs, and while it may be imperceptible to you, it's not to the sensor. It will tell you the fan belt will need to be replaced in two weeks. That's really useful information that will allow you to be more efficient and proactive for your customer."

"When you speak about AI in the context of facilities management," says Sutherland, "you would probably look at connecting to a building management or HVAC system to monitor and regulate airflow based on historical data. When people start coming into the building, the HVAC system knows to come on. It's leveraging the recorded data elements and telling the equipment to respond accordingly." And it's relaying all the activity to your app.

He adds, however, that such technologies, while potent in their promise, are still in the early stages. "The question is how we're going to leverage these capabilities to bring value to the customer, reduce cost and make them more efficient," he says. "That's the direction we're going in."

"It's still early," Finlay agrees, noting that it can also be tricky to separate the effectiveness of individual app-based programs. Overall, however, he reports "an 18 to 20 percent savings on our maintenance expenses."



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-BRIAN SUTHERLAND, YARDI

Predictive analytics is just the front end of a much larger but developing movement toward AI and machine learning. "What's more, property management requires a mature, proven product, so we won't necessarily lead that charge. But as the capabilities expand, we as an industry will get on board," Cichy says.

While there's still a way to go before we reap the full impact of predictive analytics, "we're currently gathering the data," says Finlay, "so over time, we'll be able to say with absolute certainty that this capability has contributed to that much cost savings."

And, he could add, it has contributed to that much more occupant satisfaction.

John Salustri is a contributing writer for JPM°.

-GREG CICHY, CPM, COLLIERS

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CYBERSECURITY AND SMART BUILDINGS

By Maggie Callahan

It was January 2017 during a busy tourist season in Austria, and the Romantik Seehotel Jaegerwirt was filled with guests. Ready to ski and sightsee, some travelers had paid more than \$500 a night for the alpine lodging. When multiple guests began complaining that their key cards could not unlock their rooms, hotel staff tried in vain to remedy the problem, but they were frozen out of their own computer system. Then the ransom email arrived.



66IT COULD BE A BUILDING AUTOMATION SYSTEM, AN UNSECURED MAINTENANCE PORTAL, A CCTV OR A SECURITY SYSTEM, OR EVEN AN INDIVIDUAL LAPTOP, AND IF THERE'S A WEAK POINT. ATTACKERS CAN GET IN.

> -DAVID PETERSON, BLACKPOINT CYBER



Sent to the hotel's managing director, the note demanded about \$1,800-worth of bitcoin if the hotel would like to regain access to their system. The note ended with a friendly, "Have a nice day," news sources reported at the time. If not paid soon, hackers indicated that the ransom amount would be doubled. With the full house of guests to consider, the hotel complied and paid the hackers.

The Austrian hotel incident is one of many that highlights new considerations property managers must take as buildings and their features get smarter and more connected. Anywhere there is automation, there is risk, and with the growing popularity of IoT (Internet of Things) in real estate and smart buildings, property managers need to be prepared for all of the threats that come with the convenience and simplicity.

POINTS OF ATTACK

David Peterson, the director of smart properties at the Maryland-based Black-point Cyber and a 25-year commercial real estate veteran, explains that adding automation like climate controls, security systems or timed lights comes with additional potential "attack surfaces."

"These devices typically rely on an IP-based communication system—much like on a PC—and these can be vulnerable to malicious hackers," Peterson says. "It could be a building automation system, an unsecured maintenance portal, a CCTV or a security system, or even an individual laptop, and if there's a weak point, attackers can get in."

Peterson says the most common method hackers use to quickly bring down a network is called "lateral spread," and it's one that you probably have already seen attempted.

"It starts with a well-worded email to the right individual, coercing that person to inadvertently give up their credentials or click on a link; if this succeeds, the hacker is now in the network where they will perform reconnaissance to gain access to privileged accounts and high-value targets and eventually spread their malware," Peterson says.

Jim Young, co-founder and CEO of San Diego-based Realcomm Conference Group, says hackers are looking for easy points of access, and every new piece of equipment that comes in to a building may be a risk, along with anything attached to a modem.

"There are modems on equipment in the closets of some buildings that nobody even knows about," he says, adding that these devices are fairly simple for a hacker to locate.

He says websites like shodan.io, which calls itself "the world's first search engine for Internet-connected devices," is an easy way for anyone to find the devices that are exposed and vulnerable.

"NEFARIOUS CHARACTERS"

Just like the potential points of attack, the motives of hackers vary wildly.

"If it's a nation-state, they could be looking for disruption or a financial goal," Young says. "It could be disgruntled employees or kids just playing around, saying, 'Let's turn off the lights.' There are multiple goals, multiple types of people and multiple types of threats." Other possible aims are making the buildings inaccessible, stealing visitor or occupant data or even destroying equipment.

Highlighting the power a hacker can wield, Peterson asks, "If they get into a building with tenants and manipulate the HVAC system, lights or security, what can the staff do?"

Adds Young, "Imagine turning off the heat in Chicago in winter or the airconditioning in L.A. in the summer. Then there's negative impact on the brand."

To regain control of the building, victims may need to pay a certain amount of money (ransom demands differ) to unlock the system and unencrypt the files.

"It could be as easy as cleaning up a desktop or laptop with an anti-virus soft-ware, but it may also take a team of experts to unlock. The longer it takes, the more expensive it could be," Peterson says.

ENGAGED IN THE CYBERSECURITY CONVERSATION

The Real Estate Cyber Consortium (RECC) is a group of experts who gather to address real estate and property management cybersecurity concerns. "The goal is to pave the way and come up with some policy and protocols," says Jim Young about the RECC.

The National Association of REALTORS® is also tackling this issue and has produced a Data Security and Privacy toolkit aimed at educating those in the industry about the need for data security and privacy, and helping them comply with legal responsibilities.

Depending on how severe the hack is, it could take days or weeks to gain control and a secure status again, Young says. Both Young and Peterson agree that it all depends on how prepared the building and its managers and owners are.

"You want to disincentivize these nefarious characters," says Peterson.

CYBERSAFE AND SOUND

In this ever-changing tech environment, Peterson encourages property managers to get educated and be prepared. "You have to ask yourself what you would do," he says. "You have to assume a cyberhack is on the horizon."

Questions for property managers to consider include: Does your insurance cover a hack? Who would pay for the damage? What about the damage to your reputation? Whether a smart system is in place or in the plans, these concerns must be addressed.

Rather than trying to navigate cybersecurity alone, Young suggests property managers have the guidance of their organization's IT experts. "You need to have an IT liaison or partner inside the company to help," he says. Then, with the help of IT (and after making sure that the corporate office does not already have cybersecurity measures in place), property managers can reach out to a cybersecurity expert for a consult.

"There are a lot of impostors in IT, OT and IoT," Young says. "If they don't have

experience with all three, you are going to pay for their learning curve."

Because hackers are looking for easy targets, Peterson says having an expert perform a cyber assessment on your property can be very informative. Without giving any identifying information about his client, Peterson recounted his company's recent security evaluation of a large North American shopping center. "They wanted us to assess their system, and it was wide open. It literally took our experts 15 minutes to figure it out," he says.

Blackpoint Cyber takes a three-tiered approach in protecting smart buildings through monitoring, detecting and responding to threats, he says. Monitoring involves 24/7 live monitoring of a building's systems. If something out of the ordinary is detected, Blackpoint determines if it is a nonissue that should be ignored or if it requires action. "If an alert gets escalated to the next level, our team has the ability to make an immediate response, and we will alert your team according to our predetermined action plan that we set up in the onboarding process," Peterson says.

Being educated and safe doesn't mean you and your building will be completely immune to hackers, "but it will be less likely to happen, and if you're better prepared, it's more likely the building will get back on track," Young says.

Maggie Callahan is a contributing writer for JPM[®].



IMAGINE TURNING
OFF THE HEAT
IN CHICAGO
IN WINTER
OR THE AIRCONDITIONING
IN L.A. IN THE
SUMMER.
THEN THERE'S
NEGATIVE
IMPACT ON THE
BRAND.

—JIM YOUNG, CO-FOUNDER AND CEO, REALCOMM CONFERENCE GROUP



Two Countries, One Challenge

A LOOK AT RECLAIMED LAND PROJECTS IN BAHRAIN AND JAPAN

As told to Daniel Morales

Between 1987 and 2013, nearly 50 square miles of land were reclaimed from the sea in Bahrain, increasing the landmass of the country's main island group by 12.5 percent.

At first glance, the countries of Bahrain and Japan could not be more different. The former is a kingdom in the Middle East with 1.4 million residents, while the latter is a constitutional monarchy in East Asia with a population of over 120 million. Bahrain's economy has been largely driven by oil production and financial services, while Japan grew into a major, diversified economy in the 1970s and '80s.

One critical geographical feature links these two countries and creates challenges for property managers working there: Both Bahrain and Japan are island countries with limited land resources, which has resulted in large reclaimed land projects.

Between 1987 and 2013, nearly 50 square miles of land were reclaimed from the sea in Bahrain, increasing the landmass of the country's main island group by 12.5 percent. Japan has been reclaiming land from lakes and the sea since the 12th century, and currently 0.5 percent of the total landmass—over 700 square miles—is reclaimed land.

Two CPM Members from Bahrain and Japan have provided $\mathcal{J}PM$ with a look at reclaimed land projects in their countries.

PAUL RU NATHAN, CPM, CSM, FRICS, ACIARB

DIRECTOR—HEAD OF REAL ESTATE MANAGEMENT, CLUTTONS BAHRAIN, SEEF DISTRICT, BAHRAIN

The Kingdom of Bahrain, the "Pearl of the Gulf," has grown significantly over the past 10 years, but the government's "Bahrain 2030 Vision," which has set a clear road map on transformation, can only be made possible with further land expansion.

Reclaimed land projects help promote significant economic growth. The site areas range from 1 to 20 million square meters and house major developments. The projects are zoned under "special projects," which allow for grade-A master plan communities and mixed-use buildings. This combination allows property developers to avoid complex site assembly costs in areas that have pre-existing surroundings. Because they are working with a "blank slate," developers are also able to avoid mismatches.

However, the absence of infrastructure can be an obstacle for those managing the property located there. An example of this is Juffair, a neighborhood located on reclaimed land that is a new home to many residential and hospitality properties, as well as the new National Library and Al Fateh Mosque, which is Bahrain's largest mosque. Unfortunately, the area lacks properly laid roads, drainage facilities and access. Property managers have struggled to attract and retain tenants, leading to high turnover rates.

Reclaimed land projects also rely on completing a "critical mass" of developments. In many cases, only 20 percent of projects in a master development on reclaimed land get completed in five years, and the rest take another 10 years to complete. The master developer must recover the costs for common infrastructure from every subdeveloper from day one. When this doesn't happen, it can lead to poor maintenance and a lack of support from service providers, thus negatively affecting the quality of the property management.

The lack of sufficient electrical power in one master development with many high-rises and luxury projects led the developers to implement a district cooling system (DCS). These systems have environmental advantages because they efficiently provide cooling to a number of buildings in the area, but they require a sufficient level of occupancy in order to function properly. The DCS draws in water from the ocean, cools it down, channels it through buildings and then returns it to the ocean. It must be returned at a certain temperature, which can only be achieved with certain occupancy.

Keeping up with service charge payments is another issue particular to reclaimed land. For example, a private residential development will often charge its tenants two services fees—one for the master development that covers private roads, security patrol and lighting, and another related to specific property services such as cleaning, security, elevators and air conditioning. Many managers find it extremely difficult to collect on these charges as tenants struggle with their mortgage, service charge and utility payments.

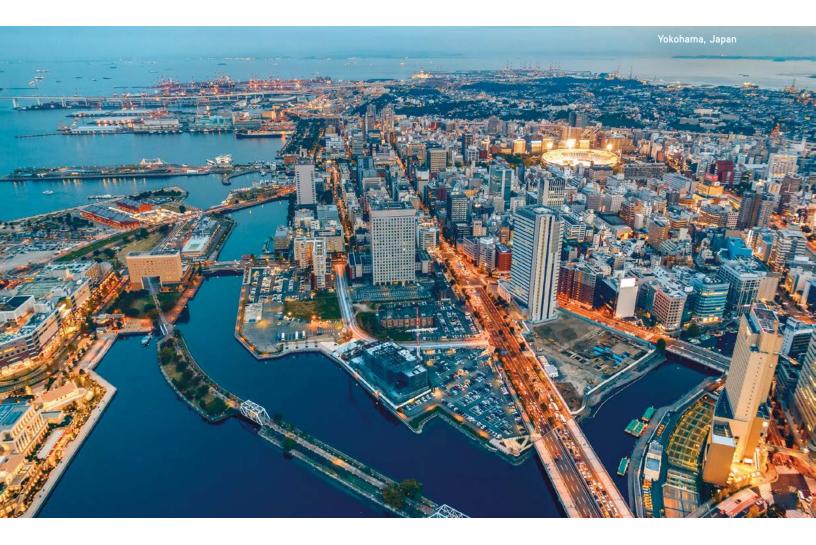
Despite the issues, the culture is slowly changing, and the projects in reclaimed lands are progressing well. For instance, a new master developer near the airport carefully considered these limitations and has provided the infrastructure and amenities well in advance, thanks to the government approving the fulfillment of these conditions by the development.



Reclaimed land projects help promote significant economic growth. The site areas range from 1 to 20 million square meters and house major developments.

—PAUL RU NATHAN, CPM, CSM, FRICS, ACIARB





In 1859, Yokohama was a village of 100 households. Over the past 160 years, it has grown to a city of 3.7 million people, and its expansion has run up against Tokyo Bay.

-MASAMI OMORI, CPM, CCIM

MASAMI OMORI, CPM, CCIM

CEO, AT MAR LTD., YOKOHAMA, JAPAN

Japan and Bahrain have had a close relationship for many years. Coincidentally, JGC Corporation, a global engineering company that designs large energy projects, does work in Bahrain and has its headquarters in Yokohama Minato Mirai 21—known as Minato Mirai, or MM—an area of the city of Yokohama that is built on reclaimed land.

In 1859, Yokohama was a village of 100 households. Over the past 160 years, it has grown to a city of 3.7 million people, and its expansion has run up against Tokyo Bay. Minato Mirai is a waterfront area on Tokyo Bay close to Yokohama Station that has developed over the last 30 years. It reflects how planning organizations can help a district adapt and grow.

Companies and organizations on MM serve as members of the nonprofit organization (NPO) that determines the management policies of the district. This NPO was initially established in 1988, and in 1989 it put together a set of development rules for landowners. The agreement set standards for building use and height, rules for trees and the colors of scenery, and regulations for outdoor advertising. These informal agreements were passed into official law in 2008, and by 2018 there were 136 member groups involved in making decisions.

Minato Mirai differs from other developments in that it has comparatively more rules and regulations, making economic progress a top priority, which has its advantages and disadvantages.

For example, not everything can be predicted. Because MM is on reclaimed land, there were no pre-existing infrastructure facilities, and in the beginning there was very little demand. In addition to geographic challenges, Yokohama struggled to attract corporations to the area because Tokyo, only 30 minutes away by train, is a popular destination for offices and commercial properties.

On the other hand, the collective decision-making and many regulations enable MM to respond more quickly to new regulations. One representation of this is energy conservation.

MM has been able to run pilot tests to reduce energy usage through "peak shift,"

adjusting work hours to save energy and reduce demand during peak hours. MM is also supplied by an efficient district heating and cooling plant and self-distribution that uses "co-generation" methods to capture excess thermal energy. The NPO is collectively responsible for these facilities, which now supply 3.4 million square meters of space.

The development on MM is providing good prototypes for Japan. Many large office buildings are looking to partner with smaller buildings nearby for district heating and cooling systems, and in 2010 Yokohama was one of four municipalities selected by the government to serve as a Next Generation Energy and Social Systems Demonstration Area.

"Minato Mirai" literally means "Port of the Future," and the management by the MM NPO is keeping the district focused on "advancement and being future-oriented."

Daniel Morales (*dmorales@irem.org*) is international programs liaison at IREM Headquarters in Chicago.







The Global Summit Advantage

As a professional real estate manager, what do you need to propel your career forward? Is it education? Building relationships? Keeping up with trending topics? You can have it all, and it's all in one place at the 2019 IREM® Global Summit.

Real estate property managers have the opportunity to attend a lot of industry conferences. There are conferences for residential property managers, commercial property managers, just apartments, hotels and more recently, co-working spaces. But if you could only attend one, make it the IREM Global Summit. Here's why:

It's all of the above.

Consider how much real estate management has evolved from its inception in the early 20th century to today. Today's properties are complex and managing these properties involves technical advances, environmental and safety issues, amenities and continual improvements. And what about legislative issues like marijuana legalization, companion animals and rent control? At the Summit you have the chance to share your opinions, ideas and learn from your peers around the globe.

You need an advantage.

IREM spoke with Anne Lemon, CPM®, ARM®, managing principal at U.S. Asset Services in Kansas City, Missouri, and IREM member for 18 years about her engagement with the Summit, why she attends and how she's benefited from attending, personally and professionally.

Anne's been a property manager for 20 years and recognized early on that if she wanted to succeed in a mostly male industry, she needed a leg up. IREM and the Global Summit gave her that advantage.

"I attend the Summit to stay up-to-date on all the trending topics in real estate management, connect with all of my IREM friends from around the world and get as much leadership and personal development as I can from a wide range of inspirational speakers!" says Anne, who's even paid her own way to the Summit when transitioning off her local IREM chapter board of directors.

That's the value of the IREM Global Summit.

Learn what you're missing!

"If you're a local chapter leader, but have never been to a Summit, you don't know the magnitude of what IREM does," says Anne.

With properties in nine states, Anne can use her IREM contacts for local level knowledge of the local real estate markets.

She can learn best practices, new technologies, connect with event sponsors who offer the tools property managers need for efficient and effective management, make business contacts and find volunteer opportunities.

Speaking of volunteering...

Anne attributes her deep engagement with IREM as a key to her success. To that end, Anne has served in several leadership roles in her local IREM chapter, including as chapter president. She's been on national committees from Student & Academic Outreach, the Ethics and Discipline Committee and the Diversity Advisory Board to serving on the Executive Committee. Today she's chair of the Conference Advisory Board planning the 2019 Global Summit.

"The Summit is a way to take your IREM volunteering to the next level," says Anne. "Whether you're in a small or large chapter, the Summit will allow you to gain new knowledge on IREM governance and best practices as well as meet tons of new people who deal with the exact same things you deal with."

You get back what you put in, and more.



It's unforgettable.

The IREM Global Summit is a chance for you to build relationships with your IREM peers, be inspired and advance your career. And as IREM membership grows and new chapters open, you can meet members from Canada, Japan, Korea, China, Brazil and even from the newest chapter in South Africa. You'll probably find you have a lot more in common with property managers from international chapters than you thought you did.

Celebrate!

Yes, there are awards! IREM celebrates excellence in real estate management with the Real Estate Management Excellence (REME) Awards. Real estate property managers make a difference in the lives of so many people and should be recognized for their contributions, especially when they lead, innovate or employ environmentally friendly practices.

You could win a REME award. Or maybe your IREM Global Summit BFF will win. The only way to find out first is to go to the Summit.

Meet the new IREM President!

On Thursday, Sept. 26 we'll celebrate the inauguration of 2020 IREM President Cheryl Ann Gray, CPM® at the Inaugural Gala and REME Awards. Cheryl is the first international member to be elected an IREM officer and will serve as president in 2020. In addition to her work with IREM, Cheryl is Head of Special Projects, Operational Excellence, with QuadReal Property Group in Toronto, Canada, providing strategic leadership and support of initiatives that help QuadReal achieve its operational goals.

"I'm honored to serve as the 86th president in IREM's history, and the first IREM president from outside the U.S.," says Cheryl. "Those who know me are aware of my work to advance real estate technology, or proptech. But my work with IREM and QuadReal also supports leadership and diversity issues. I want to help ensure that the future of real estate management is in capable and well-prepared hands."

"I attend the Summit
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from a wide range of
inspirational speakers!"

- Anne Lemon, CPM®, ARM®, Managing Principal at U.S. Asset Services in Kansas City, Missouri

And this year it's in San Francisco!

In the words of Rudyard Kipling, "San Francisco has only one drawback: 'tis hard to leave."

If you're in real estate management, you need to be at the IREM Global Summit. You never know who you might meet. Maybe your next mentor, your next boss or someone you build a life-long friendship with. It happens every year!

The 2019 IREM Global Summit will take place at the Hilton San Francisco Union Square from September 23-26. For more information, and to register for the event, visit irem.org/globalsummit.





Global Summit by the Numbers

800+ attendees expected



19 hours of education sessions



12 engaging speakers



15 networking events



25 business meetings



400+ volunteer leaders



30+ exhibitors in Summit Central



What's New?

Opening Premier Party

Join industry professionals at the historic Bently Reserve on Tuesday, Sept. 24 from 6:30-9:30 p.m. Nashville-based Chris Weaver Band will provide the entertainment with their country sound inspired by rock, soul and blues while guests catch up with old friends and make new ones over cocktails and appetizers.

Yoga Class

Get Fit with the Foundation

Take a break, relax your mind and join a yoga session on Wednesday, Sept. 25 and/or Thursday, Sept. 26 from 6:30-7:30 a.m. All donations go to the IREM Foundation.

Summit Central (formerly known as IREM Live!)

Visit Summit Central and discover more than 30 exhibitors offering solutions to the challenges real estate managers face every day. Relax in a Summit-inspired lounge, check your messages, fuel up on snacks or color on the Activity Wall. Open from 7 a.m. to 5 p.m. every day.



Keynote Speakers



Erik Qualman

Wednesday, Sept. 25 11 a.m. – noon

Erik Qualman, also known as Equalman, is to digital leadership what Starbucks is to coffee. He's helped organizations from Cartier to Google harness the power of social media to entertain, build relationships, educate and engage their audiences. In his words, "We don't have a choice on whether we do social and mobile, the choice is in how well we do it."

He's spoken in over 50 countries and is the author of five bestselling books on digital leadership. Equalman's Socialnomics work has been noted in the media from 60 Minutes to the Wall Street Journal and used by U.S. government agencies from the National Guard to NASA. His book Digital Leader propelled him to be voted the second most likeable author in the world behind Harry Potter's J.K. Rowling. What Happens in Vegas Stays on YouTube helped Qualman be listed by Forbes and Fortune as a Top 100 Digital Influencer.



John O'Leary

Thursday, Sept. 26 3:15 – 4:15 p.m.

John O'Leary can best be described as resilience personified. In 1987 he was a curious nine-year-old boy. Playing with fire and gasoline, John created a massive explosion in his home and was burned on 100 percent of his body. Given a one percent chance to live, he overcame the odds and emerged inspired.

Journey with John as he powerfully celebrates the possibility of how you can serve, love and impact those around you more profoundly. Learn how personal accountability involves every aspect of our lives — our thoughts, actions, behaviors and values. Ignite the spark inside of you to discover that positive growth in life doesn't come from a better spouse, different job, or new manager — it is only realized from within.







Training Trophies

TWO IREM-ACCREDITED AMO FIRMS RECOGNIZED AS TOP TRAINERS

By Myrna Traylor

In February, *Training* magazine announced the awardees for its 2019 Training Top 125 Awards during a black-tie gala at Disney's Coronado Springs Resort in Florida. The annual awards acknowledge training excellence among companies, corporations and organizations from around the world, with such judgment criteria as financial investment in employee development and how closely training efforts are linked to business goals. Among the awardees this year were two IREM AMO Firms, Alliance Residential Company and Pennrose.

DETERMINING "GRIT"

Rachel Davidson, senior vice president of performance at Phoenix-based Alliance Residential Company was gratified with the nod her company received. "This was the first year we applied. The application to submit was quite extensive—approximately 70 pages long—and we were determined not to be discouraged if we didn't make the list, but we made it!"

In discussing some of Alliance's programs that contribute to employee and organizational success, Davidson cites the company's recent shift in hiring guidelines. The company assessed the qualities that are shared by their top performers and now looks for those same qualities in new hires.

"We worked with Wonderlic to adjust the personality assessment we were previously using to instead measure 'grit.' These 'grit factors,' as we call them, help us find people who are most likely to be able to align their actions with an organization's vision and core values and are most receptive to developing skills," says Davidson.

Alliance's specific training practices also influence employee learning. "All our trainers are Dale Carnegie Certified trainers. Partnering with Dale Carnegie has shifted our sales approach from presentational to more relational sales. This shift to training our associates to better connect to peoples' needs has increased closing ratios or sales by 9 percent."

Alliance's training is also designed to "meet people where they are," Davidson says. "We have roughly 25 hours of training for new associates, but instead of front-loading, we've taken a micro-learning approach." Alliance's newly introduced online Learning Experience Platform (LXP) breaks training, resources and communications into smaller, more digestible chunks-YouTube-style. An employee can log in to communicate with peers and experts, as well as find training videos, tip sheets or pages from the company playbooks. "This way, each employee can learn in the way that is best for that person. Instead of only having a 'top-down' learning environment, they can also learn



AS A RECOGNIZED SYMBOL OF EXPERTISE WITHIN THE INDUSTRY, WE WANT TO MAKE IT EASY FOR OUR ASSOCIATES TO PURSUE [THE CPM DESIGNATION] AND CONTINUE TO SET THEMSELVES APART AS LEADERS IN REAL ESTATE AND WITHIN THE BUSINESS SECTOR AT LARGE.

 RACHEL DAVIDSON, ALLIANCE RESIDENTIAL COMPANY, AMO

The Pennrose Class of 2019 Emerging Leader Workshop participants present a break-out activity on their behavioral styles of leadership. from each other in forums and through the LXP."

Alliance's social media-like approach to learning will generate conversations among employees with familiarity on a specific topic. "We always had leaderboards to showcase top performers," Davidson says, "but there was no way to connect them with others dealing with similar scenarios. Now, we have 'communities' set up that are specific to common goals. Associates can pose a question to the forum or watch topics that interest them or they have knowledge about. When real issues come up, they can learn from one another."

With this more organic approach, proficiency is reached more quickly and employees contribute to a constant feedback loop that can be used to pivot faster and make training more relevant. "Best practices are manifesting so much more quickly," Davidson says. "Plus, individuals don't have to wait for acknowledgment from their leadership to be recognized as an influencer."

Alliance also partners with IREM to advance its management team through training and professional development. Last year the company announced plans to invest \$1.4 million toward its regional managers earning the CPM designation, which includes a \$10,000 salary increase

for every regional manager who achieves the designation.

Said Davidson at the time: "As a recognized symbol of expertise within the industry, we want to make it easy for our associates to pursue this distinction and continue to set themselves apart as leaders in real estate and within the business sector at large. We pay the education costs for the CPM designation and make coursework available to associates through our internal learning management platform." Its year-end goal was for 90 percent of its regional managers to have already earned or be on the road toward obtaining the CPM designation.

REPEAT PERFORMANCE

Michael Pico, chief human resources officer, is in charge of the training program at the other AMO awardee, Philadelphia-based Pennrose. He says over the last several years, Pennrose has expanded its training program and it has absolutely become a top priority for top management. "They are truly invested in the development of employees and see why it's valuable," he says.

Employee training must be important at Pennrose—the program is styled the "Pennrose Academy."

"We pride ourselves on our innovative, impactful and business-focused learning practices," continues Pico. "Pennrose's commitment and continued investment in employees has also positively impacted attracting and retaining top talent, even in tough job markets." Pico points to the learning and employee development department's role in achieving business results, as well as in generating positive employee feedback. In private surveys, employees evaluated Pennrose so highly that the company was named as one of the "Best Places to Work" by the *Philadel-phia Business Journal* in 2017 and 2018.

It also wasn't Pennrose's first year to be acknowledged in *Training*'s Top 125. In fact, their ranking rose from 59 in 2018 to 35 in 2019.

"As we continue to evolve our curriculum, one of the biggest advances we





Alliance associates share best practices for relationship selling after completing a series of interactive roundtable activities.

made was directly aligning the training program to the strategic objectives of the organization," remarks Pico. "The key is identifying the measurement and goals of the curriculum in advance. Another important component is employee engagement. While we want to focus on accomplishing business goals, keeping our employees engaged throughout the process is a top priority."

Over the past two years, Pennrose has created an advanced leadership curriculum that includes both front-line and senior leadership workshops, as well

SIGHTS TRAINED **ON SUCCESS**

Training magazine evaluates companies' training programs over several measures based on data provided by the applicants. According to Training, quantitative factors include training budget and percentage of payroll, training technology and infrastructure, innovation, and leadership development, among others. Qualitative assessment is carried out by the magazine's editor-in-chief and a panel of Training Top 10 Hall of Famers.

as high-potential succession planning. Known as the Emerging Leader Workshop, the year-long immersion program incorporates one-on-one career coaching and a series of diagnostic assessments.

All employees, though, have access to training matched to individual development plans by role. "The plans provide them with a training roadmap beginning at onboarding and continuing for multiple years. All employees are required to take relevant curriculum, and it is tied into our evaluation and bonus structure," says Pico. Pennrose pro-

> vides hundreds of courses to any employee, regardless of tenure or job function, that are available via e-learning platforms, such as Yardi Voyager and Grace Hill, or through webinars.

Pico undoubtedly shares Davidson's view of being included among global training standouts like Best Buy, Edward Jones and the Hong Kong Police College: "We really are proud of the fact we made the list, but most of all, we are excited it reaffirmed that we are providing one of the best learning and development environments for our associates."

Myrna Traylor is a contributing writer for JPM°.



PENNROSE'S COMMITMENT AND CONTINUED **INVESTMENT IN EMPLOYEES HAS ALSO** POSITIVELY IMPACTED ATTRACTING AND RETAINING TOP TALENT.

EVEN IN TOUGH JOB MARKETS.

-MICHAEL PICO, PENNROSE, AMO

Green Trailblazers

CELEBRATING LEADERS IN SUSTAINABLE REAL ESTATE

By Todd Feist

IREM recently participated in events that shine a spotlight on leaders in sustainable real estate. These events provide recognition for hard-working teams that have achieved new heights in efficient property performance. They demonstrate that a top-down, leadership-driven approach, strategic planning and a focus on continuous improvement are the keys to success with sustainability programs. ## ## #

The real estate management industry is largely accustomed to sustainability best practices at this point. By recognizing leaders who deploy those best practices, the industry gains outstanding examples of long-term sustainability strategies and the benefits that properties and portfolios enjoy from constantly pushing ahead with new cost-saving efficiency measures.

ENERGY STAR® AWARDS

In April, IREM was honored as an ENERGY STAR® Partner of the Year—Sustained Excellence at the Environmental Protection Agency's (EPA) ENERGY STAR Awards ceremony in Washington D.C. The EPA presents the Sustained Excellence Award to partners that have already received ENERGY STAR Partner of the Year recognition for a minimum of two consecutive years and have gone above and beyond the criteria needed to qualify for recognition.

IREM was recognized in the Energy Efficiency Program Delivery category for integrating ENERGY STAR tools and resources into the IREM Certified Sustainable Property (CSP) program. This program includes the new medical office building and senior housing programs, as well as research and education initiatives—funded by the Yardi

INTERESTED IN RECOGNITION FOR YOUR COMPANY, PROPERTY OR PORTFOLIO?

The ENERGY STAR Awards and LABBC Innovation Awards are annual programs. Other recognition programs for sustainable real estate achievements include:

- > IREM REME Awards
- > ENERGY STAR Canada Awards
- > GRESB Global Sector Leaders
- > Retrofit Chicago

Energy Efficiency Grant—that include ENERGY STAR.

Accepting the award on behalf of IREM was Angela Aeschliman, CPM, CCIM, LEED AP ND, senior vice president of asset and property management for The Missner Group and 2019 IREM Sustainability Advisory Board chair.

Others in the IREM community were also honored at the ceremony for their excellence in energy management using ENERGY STAR tools and resources. Included in this group were CBRE Group, Inc., AMO, and Cushman & Wakefield, Inc., AMO, as well as IREM CSP Volume Program participant companies Bentall Kennedy (U.S.) Limited Partnership, Principal Real Estate Investors, LLC, and Welltower Inc. IREM Industry Partner Yardi Systems, Inc. was also honored in the Service and Product Provider category.

LOS ANGELES BETTER BUILDINGS CHALLENGE (LABBC) INNOVATION AWARDS

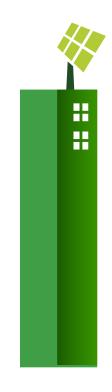
I had the pleasure of serving as a judge and award presenter for the 2019 LABBC Innovation Awards, which recognize energy and water efficiency accomplishments in properties and portfolios in Los Angeles.

NBCUniversal carried the top prize in the energy efficiency category for a series of projects at 10 Universal City Plaza. Marriott International's Westin Bonaventure won the water efficiency award, and Brookfield Properties won best portfolio. Other outstanding finalists included Equity Residential, AvalonBay Communities, CommonWealth Partners and Paramount Studios.

As a market and community, Los Angeles is forging new ground in sustainability, as explained by keynote speaker Lauren Faber O'Connor, chief sustainability officer for the city—and sustainable real estate innovators are key to its pursuit of becoming a cleaner, greener metropolis.

Todd Feist (*tfeist@irem.org*) is sustainability program manager at IREM Headquarters in Chicago.

[6] IREM was recognized in the Energy Efficiency Program Delivery category for integrating ENERGY STAR tools and resources into the IREM Certified Sustainable Property (CSP) program.





01 / Dyson CSYS Task Light

How particular are you when it comes to task and desk lights? If your answer is "not very," maybe you should be. Sure, you look for that ENERGY STAR® rating, or make sure the lamp is LED to help with your electricity costs or to save the environment—but what about your health? Dyson wants to make sure your 20/20 evesight gets a few more years with its latest CSYS task light product. Using the same heat pipe cooling technology found in satellites, Dyson draws the heat away from the LEDs, making them even more long lasting and avoiding discoloration, which results in less flicker and thus less eye strain. Its bubble optic lens ensures perfect uniformity and shadow quality, displaying colors very close to daylight. The light is something of a cost investment, but isn't your health worth it?

PRICE: \$499 dyson.com



for you, but what if you also want to have a visual display of all smart home operations right there on your wall? And what if you want to go one step further and control them all from one spot—say, from where your wall switch is? For that level of command, call on Brilliant. By creating a wall plate capable of not only being your command center, but also a visually stunning functional design element, Brilliant puts you in the driver's seat for all your smart automation. Adjust light levels, control music, lock the front door, even adjust your thermostat temperature—all from one little LED device. The smart control panel comes in 1- to 4-switch wall plate styles and will make a living space look even smarter than it already is.

PRICE: \$299-449 brilliant.tech

03 / Grippy Floor Mats

When you walk into one of your properties on a wet, rainy day, what will you see? Odds are, you'll see yellow caution cones warning people about slippery spots. They serve an important purpose, but they don't have a particularly inviting aesthetic. And those anti-slip rugs that cover your shiny clean floors? Sure, they look nice touting your monogrammed building logo, but they always tend to shift or ripple or, worse, flip over, upping the chance of visitors tripping and getting injured. NPC (New Pig Corporation) has got your floors, well, covered. Safely covered. With NPC's Grippy Mat, the world's first adhesive-back floor mat, your floor coverings will stay in place, so you might not need to set up those industrial-looking cones. Tested and certified by the National

Floor Safety Institute, Grippy Mat will reduce your slip-and-fall rates by up to 90 percent in your high traffic areas.

The mat is absorbent and fast-drying, and it costs 50 percent less than an average rental contract.

PRICE: \$109-380 newpig.com



04 / Luna Display

There are times when you are on the go and you need to refer to multiple documents at a glance all at once, but your MacBook and iPad only have so much combined screen real estate to help you out. Going back and forth between disconnected gadgets can be cumbersome, so how can you increase your productivity and get your devices to work together harmoniously? Luna Display wants to alleviate your problems. With the aid of a USB/USB-C thumb drive and a Luna app, you can extend your iPad into a secondary display and input device for your shiny MacBook. Move programs, documents and windows from screen to screen or even use the iPad to interact with your

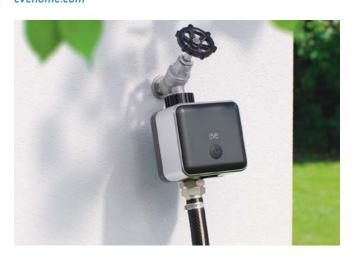
Mac programs. PRICE: \$79.99 lunadisplay.com



05 / Eve Aqua

Eve Aqua is proof that even your outdoor faucet can be smart. It's a device that attaches to your outdoor spigot, and with the help of Apple HomeKit devices like iPhone, iPad, AppleTV, HomePod and even Apple Watch, you can remotely schedule your sprinkler to turn on exactly when needed. Talk to the device with Siri or just set it and forget it on a routine schedule. Have an old irrigation system? Eve Aqua can make it cloud-connected. And if you want to know more about your water consumption the knowledge of which can give you the power to adjust for cost and sustainability improvements—the Eve Aqua app will track usage over time, making your grass and wallet greener.

PRICE: \$99 evehome.com

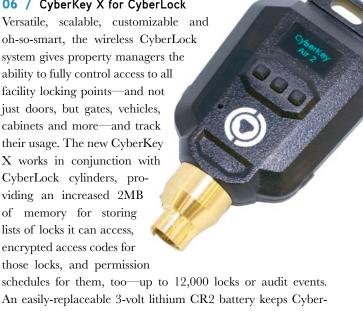


06 / CyberKey X for CyberLock

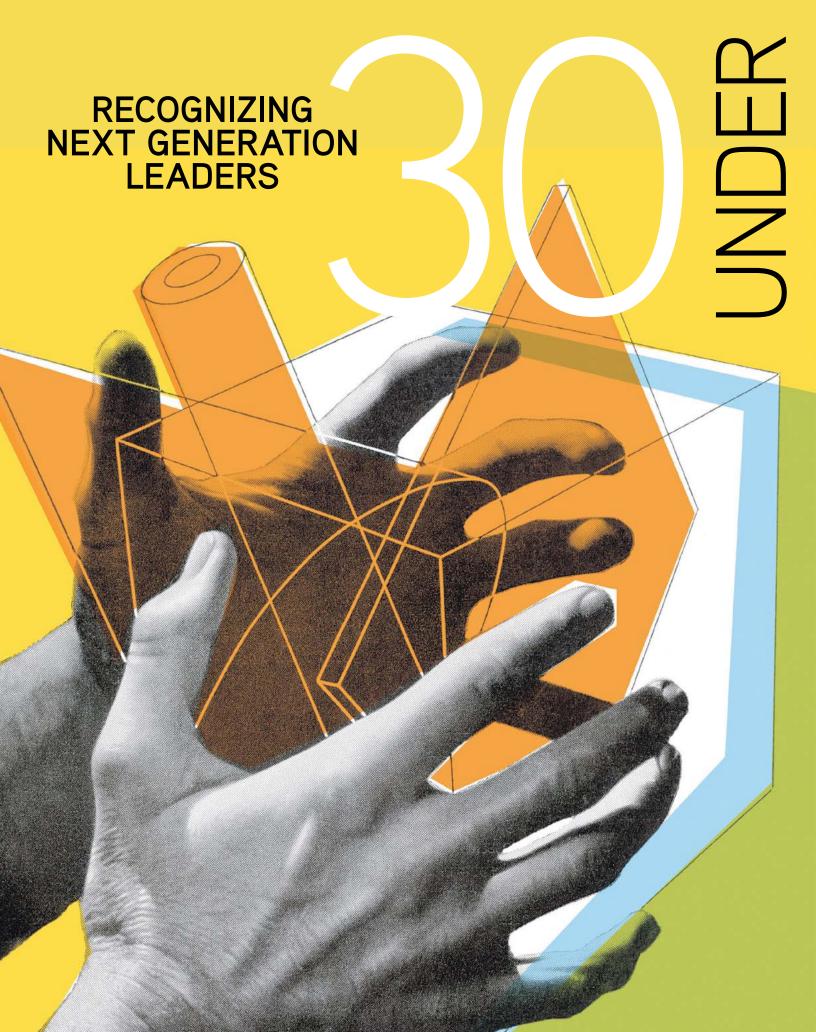
oh-so-smart, the wireless CyberLock system gives property managers the ability to fully control access to all facility locking points—and not just doors, but gates, vehicles, cabinets and more-and track their usage. The new CyberKey X works in conjunction with CyberLock cylinders, providing an increased 2MB of memory for storing lists of locks it can access, encrypted access codes for

schedules for them, too-up to 12,000 locks or audit events. An easily-replaceable 3-volt lithium CR2 battery keeps Cyber-Key X functioning, and its use of infrared technology keeps data transfer speedy and secure. Talk about control in the palm of your hand.

cyberlock.com



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





IREM's 30 under 30 for 2019 are proving that the next generation of real estate management professionals are ready to lead and make a difference for their employers and clients, their residents and tenants, and their communities. Together they:

- > Manage multifamily communities, student housing, office buildings, shopping centers, homeowners associations, industrial property and mixed-use developments
- > Hail from Japan and South Africa as well as the United States
- > Lead professional organizations and are engaged in neighborhood groups
- > Work with large companies and small, provide third-party management services and work for owner/operators
- > Hold the CPM designation (5), ARM certification (6), ACoM certification (4), CPM Candidate status (15), and Associate membership (5)

Learn more about IREM's 2019 30 under 30 at www.irem.org/30under30.



YOICHIRO ARAI, CPM Director CSO Rease Co., Ltd. Shinjuku-Ku, Tokyo

Since earning his CPM designation in Japan, Yoichiro has shared his successes through seminars and articles, gaining more exposure and credibility in his career and, just as importantly, conveying his experiences to other up-and-coming professionals in the real estate management industry.



EUGENE
BALLANTINE, CPM
Senior Financial
Analyst
Cresa Global Inc.
Chicago

Eugene is working towards his master's degree in real estate from Georgetown University while also working full time, where he combines his financial acumen, property management experience and client services expertise to build relationships and provide excellent industry support.



NATALIE BELL, CPM
CANDIDATE
Director of Operations
Seattle Apartment
Managers
Seattle

Her position at the young and fast-growing company Seattle Apartment Managers gives Natalie the chance to wear many hats, ensuring the company's portfolios perform to their full potential while simultaneously balancing the needs of residents, owners and vendors.



CPM CANDIDATE
Property Manager
Draper and Kramer,
AMO
Chicago

Lindsay co-founded DK Elevate, a professional development program designed to foster high-performing and high-potential talent at Draper and Kramer. She is also part of IREM's Next-Gen CPM Leaders 2018–2019 cohort.



TAYLOR BRITTAIN, CPM CANDIDATE Assistant Property Manager Ciminelli Real Estate Services of Florida, AMO Tampa, Fla.

In addition to overseeing the day-to-day operations of a 700,000-square-foot portfolio that includes retail, industrial, office and medical office assets, Taylor has spearheaded special projects within Ciminelli, such as the implementation of technology to improve departmental efficiency.

UNDER



MEGAN BRYANT, ACoM Asset Manager Virginia Housing Development Authority Henrico, Va.

Megan's entry into property management was through the Virginia Tech Residential Property Management program. Highly engaged in the IREM Central Virginia Chapter, she now serves as vice president of public relations and received the chapter's ACoM of the Year Award in 2018.



CASSIE CAROTHERS. **ASSOCIATE MEMBER Regional Commercial Property Manager** Red Tail Acquisitions, LLC Carmel, Ind.

Cassie manages seven company-owned industrial and flex office buildings, totaling 717,217 square feet across three states. Her colleagues applaud her for the high levels of personal ethics and integrity that she instills into all her business projects, transactions and relationships.



KATIE CIECHANOWICZ, **CPM CANDIDATE Property Manager** Chano Real Estate Partners, LLC Indianapolis

An energetic leader within the IREM Indianapolis Chapter, Katie now welcomes newcomers to IREM in her role as new members chair. She also has contributed to her community by serving on the Heroes for the House 5K committee, benefiting the Ronald McDonald House of Indiana.



ARIANA DASHER. **CPM CANDIDATE Property Manager FirstService** Residential, AMO Tenafly, N.J.

Ariana has full operational accountability for a multisite portfolio of 538 units and has maintained an average portfolio occupancy of 96 percent or better. Colleagues describe her as hard-working, dependable and dedicated to the industry.



JARED FINK, ARM Development Project Manager Cardinal Capital Management, Inc. Milwaukee, Wis.

Not only is he a proud member of the IREM Milwaukee Chapter executive council, but Jared is also extremely passionate about student engagement, serving on the national IREM Student and Academic Advisory Board and working closely with local universities such as the University of Wisconsin-Stout.

SHE IS A TRUE TEAM PLAYER AND ALWAYS MANAGES TO BRING OUT THE BEST IN HER TEAM AND PRODUCE RESULTS. -ACCOLADE FOR ARIANA DASHER, CPM CANDIDATE



ALEXANDRA
HARPOLD, CPM
CANDIDATE
Commercial Property
Manager
Arcadia Management
Group, Inc., AMO
Phoenix

Alexandra manages a portfolio comprising approximately 500,000 square feet of commercial property while supporting more than 200 tenants and 10 owners. She is on the path to the CPM designation through IREM's Next-Gen CPM Leaders program.



BREANNA HEMPLE, CPM Regional Manager Alliance Residential, AMO Draper, Utah

Breanna is responsible for maintaining seven lease-up and stabilized communities comprising 1,800 units across a range of garden-style, midrise and mixed-use properties. She is a certified coach for the Alliance ELEVATE Program, hand-selected to train in the assistance of associates in their professional development.



BRIAN HILL, CPM
CANDIDATE
Property Manager
Cushman &
Wakefield, AMO
Charlotte, N.C.

Brian effectively combines immersion in industry activities—he's on the IREM Legislative and Public Policy Committee and chair of Cushman & Wakefield's Future Leaders Program—with managing a diverse 1-million-square-foot portfolio of Class A downtown and suburban office and industrial assets.



AMY-NICOLE
JOHNSON, CPM
CANDIDATE
Assistant Property
Manager
Brookfield
Houston

Amy-Nicole effectively mixes industry involvement with work obligations. She is an active member of the IREM Houston Chapter, having served on its Community Involvement and Young Professionals Committees, among others, while being part of the Brookfield property management team.



MACKENZIE
JONES, ASSOCIATE
MEMBER
Director of Operations
Redstone
Residential, AMO
Provo. Utah

As the director of operations for Redstone Residential, Mackenzie has the opportunity to participate in a broad scope of activities. He recruits and trains regional managers and directly oversees three of them and their portfoliostotaling 7,322 beds in student housingwhile also managing the relationships of some of the company's largest clients.



66 IT IS INCREDIBLE TO WITNESS SUCH A YOUNG INDIVIDUAL SO GROUNDED YET YOUNG AT HEART AND IN SPIRIT.

-ACCOLADE FOR BRIAN HILL, CPM CANDIDATE

UNDER



ULA JUN, CPM CANDIDATE. **ARM Property Manager** Blanton Turner, AMO Seattle

Ula has leased up and managed The Publix Seattle, a 131-unit mixed-use property in Seattle's Chinatown/ International District, managed Alley 111 (259 units/mixed-use) in downtown Bellevue, and now is managing Arrivé, a brand new 41-story residential high-rise with adjoining boutique hotel and restaurant in downtown Seattle.



LARISSA LAITI, **ASSOCIATE MEMBER Senior Property** Manager Kettler, AMO Fairfax, Va.

After graduating from Virginia Tech, Larissa joined Kettler's Manager in Development Program and has continued to grow within the company ever since. She is a 2018 winner of Delta Associates' award for Best Adaptive Reuse Lease-Up Community for her work at Legacy West End.



DEVIN MATTHIJSSEN, **ARM Property Manager** Capodagli Property Company, LLC/ Meridia Living, LLC Bound Brook, N.J.

Devin comes to his current role as property manager having started as a leasing agent and working diligently to develop his skills and advance in the industry. He currently is directing the completion and lease-up of a 106unit luxury building while also maintaining a 240-unit luxury building that is at 98 percent occupancy.



MIRANDA MCARTHUR, CPM **CANDIDATE, ARM** Regional Manager Roscoe Properties, **AMO** Austin

Miranda supervises eight properties, a diverse portfolio of distressed Class B and student housing communities totaling 1,061 units. She relocated temporarily to Florida from 2018 to 2019 to assist in the creation of a presence for Roscoe Properties in a new market.



VIVIAN MCLEOD. **CPM CANDIDATE Associate Property** Manager LeFrak Organization Pompton Lakes, N.J.

Vivian initially thought she wanted to go into law until she discovered the property management industry and realized she loved it so much she wanted to be a part of it. Since then, she has thrived in her work and now manages 18 employees and 605 units in four buildings.



66 SHE KNOWS SHE DOESN'T KNOW HOW TO DO SOMETHING, BUT TRIES IT ANYWAY, WITHOUT FEAR.

-ACCOLADE FOR ULA JUN, CPM CANDIDATE, ARM





ASHLEY MOORE, CPM, ARM Senior Property Manager LumaCorp Inc, AMO Denton, Texas

Her first position at LumaCorp was that of leasing agent, and thanks to her passion and skill, Ashley has been promoted through the years to her present role of senior property manager. Ashley pays it forward by peer mentoring new or recently promoted assistant managers and property managers to help them succeed.



AMY MUNOZ, CPM CANDIDATE Assistant Property Manager Stream Realty Houston

In 2018, the IREM Houston Chapter awarded Amy with its Breakout Member of the Year distinction. She recognizes how vital it is in business to build and maintain strong relationships, so she strives always to anticipate and accommodate customers' needs and continually works to enhance tenant relations.



EKATERINA
MURAVEVA,
ASSOCIATE
MEMBER
Assistant Property
Manager
Colliers International,
AMO
Norfolk, Va.

While working full time at Colliers International (formerly known as CBRE Hampton Roads), Ekaterina earned her Bachelor of Science degree in business administration. In 2017, she was also the recipient of the company's Hampton Roads region Rookie of the Year Award.



MEGAN NAGEL,
CPM CANDIDATE,
ACOM
Real Estate Manager
Hendricks
Commercial
Properties, LLC
Indianapolis

Hendricks has recognized Megan's potential via promotion within its ranks, and now she's managing the mixed-use Bottleworks District project in Indianapolis. She also participates in regional residential work and technological rollouts, all while keeping active within her community.



SHAMIL PORTO, CPM, ARM Property Manager FirstService Residential-Cityline Division Bronx, N.Y.

Colleagues describe Shamil as hardworking, ethical, diligent and caring when it comes to his work in property management and his involvement in the community. With solid knowledge in both team and building management, he's gained a reputation as someone who goes above and beyond to ensure everyone, fellow workers and the tenants of the properties he oversees alike, are taken care of to the highest possible standards.

HER COMMITMENT TO HER CLIENTS IS UNMATCHED, AS SHE HOLDS CUSTOMER SERVICE AND SERVING OTHERS IN THE HIGHEST REGARD.

-ACCOLADE FOR AMY MUNOZ, CPM CANDIDATE

JNDER



SARAH SHEZI, CPM **CANDIDATE** Junior Estate Manager **Broll Property Group** Johannesburg

Thanks to her hard work and great potential, Sarah was selected to participate in Broll's Future Leaders Program, where she worked closely with the executive management of the Occupier Services division and restructured its internship program. She is the chairperson for the Liberty Building body corporate, located in Johannesburg, and performs the role of secretary for the IREM South Africa Gauteng Chapter.



BRITTNY SOVICH. ASSOCIATE MEMBER Senior Property Manager Worthe Real Estate Group Burbank, Calif.

In her current role, Brittny is responsible for managing property operations for 623,411 square feet of Class A office and retail space in Burbank. Formerly she was at CBRE, which recognized her with its Asset Services Young Professional of the Year award in 2014 and its Team Player of the Year for Greater Los Angeles/ Orange County in 2013.



ELIZABETH TAYLOR, ACoM **Training Director & Assistant Portfolio** Manager, Commercial **Property Services** Griffis Blessing, Inc., **AMO**

Colorado Springs, Co.

Griffis Blessing sees Elizabeth as a standout contributor and gave her its Team Player of the Year award last year. She has been the recipient of two IREM Foundation scholarships and serves on the board for the IREM Southern Colorado Chapter.



BRITTNEY WACASEY, CPM CANDIDATE, ACoM General Manager **BIG Shopping** Centers USA Euless, Texas

Brittney oversees all daily operations and communications for the Shops at Vineyard Village center in Euless. She worked with other newcomers to the business as chair of the IREM Fort Worth Chapter's Young Professionals Committee in 2018 and has maintained an active role within the chapter.



ROBBY WALDROP. **CPM CANDIDATE Area Operations** Manager The Scion Group Northport, Ala.

More than 4,000 bedrooms across six student communities in two tier-one universities are under Robby's oversight. Robby was IREM's Student of the Year in 2013 and today is actively involved in the IREM Alabama Chapter, now serving as its Student and Academic Outreach Committee chair.

HE ROLLED UP HIS SLEEVES FOR THE BETTERMENT OF OUR COMMUNITY AND CAMPUS. ROBBY HAS A SERVANT-HEART WHICH IS DISPLAYED IN ALL THAT HE DOES—BOTH AT THE PROPERTY AND COMMUNITY LEVEL. -ACCOLADE FOR ROBBY WALDROP, CPM CANDIDATE



JULY

7/8 - 9

IREM Nominating Committee Meeting

Location: Chicago
Visitor(s): All Officers

7/9-12

IREM Officers/SVP Meeting

Location: Chicago
Visitor(s): All Officers

<u>AUGUST</u>

8/12-13

NAR Leadership Summit
Location: Chicago
Visitor(s): Cheryl Gray, CPM
Denise Froemming

8/13

IREM Operating Plan and Budget Meeting

Location: Chicago
Visitor(s): Cheryl Gray, CPM
George Griffin, CPM

8/22

Central Virginia Chapter Visit Location: Richmond, Va. Visitor(s): Don Wilkerson, CPM

AD INDEX

ABM	ABM.com/Moments	Back Cover
Arizona State University	pdt.engineering.asu.edu	43
IREM Accelerators	irem.org/ondemand	2
IREM Foundation	iremfoundation.org	15
IREM Global Summit	irem.org/globalsummit	24-27
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Arizona State University

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CPM Emeritus GEORGE ALLEN is making a career move that is a little different from many of those taken by our members. He's stepping away from his firm, Indianapolis-based GFA Management, Inc. (dba PMN Publishing) to go into semi-retirement and spend more time writing about land lease communities (aka manufactured home communities), a property type he's quite familiar with, having owned and managed fees for properties in this category for over 40 years. The first book he wrote, Mobile Home Park Management, has been retitled Manufactured Housing &CommunityManagement, and is now in its eighth edition; his most recent, Swan Song (2017), traces the history of the realty asset class and is the industry's first official record of manufactured housing shipments from 1955 to present day.



Chicago-based real estate investment holding company CA Ventures has put STEVE BOYACK, CPM, in the role of CEO for its recently formed property management arm, CA Management Services (CAMS), which oversees the company's portfolio of student housing and global residential communities. "I am thrilled to join the CA Ventures team and lead the firm's expansion in property management. I have a high alignment with the values that CA sets forth, including a passion to identify opportunities, move past obstacles and lead the industry in building and process innovation," Boyack said. He added, "Our goal is to remove friction from our residents' everyday lives not only through the amenities they have come to expect from a CA community, but also through cuttingedge service offerings residents didn't even know they needed."

Three IREM AMO Firms are represented on *Forbes* magazine's 2019 list of America's Best Large Employers. Joining 2018 honoree CUSHMAN & WAKEFIELD are CBRE and COLLIERS INTERNATIONAL.

The magazine teamed up with market research company Statista to create the list, based on a survey of more than 50,000 employees in 25 different industries who work for companies with at least 1,000 people employed in their U.S. locations. The evaluation was based on recommendations both direct (willingness to nominate one's own employer) and indirect (willingness to nominate another employer). Cushman & Wakefield received an additional recognition earlier this year when it also appeared on Forbes' Best Employers for Diversity list.



Minneapolis/St. Paul Business Journal has recognized **JENNIFER GORDON**, **CPM**, as one of its 2019 Women in Business Honorees. A 22-year veteran of the real estate industry and past president of the IREM Minnesota Chapter, Gordon is currently president and partner of the multifamily division at The Excelsior Group in Minneapolis, whose press release about the honor had this to say about her: "Jennifer identifies and builds strength into others by championing and serving her growing team of 110+ employees. Whether it's a simple act of compassion or building a future for our upcoming business leaders, Jennifer's focus is to always move others ever-upward so they can achieve their fullest potential."



JOHN LINSCOTT, CPM, CCIM, recently made a move up at Greenleaf Properties in Lincoln, Neb., to become its president and director of asset management. Greenleaf Properties is a full-service commercial real estate company, and Linscott—who has been with the company since 2012 and was made partner in 2018—is involved in all aspects of operations, including property leasing; sales; acquisition and development; owner, investor and tenant relations; and the oversight of the Greenleaf's facility and asset management division.



With an eye on growth and increased property management assignments in Maryland, Northern Virginia and the District of Columbia, EDGE Commercial Real Estate has brought CHRISTINA MARTIN, CPM, CCIM, on board as its new director of property management in Washington D.C. Regarding the move, Martin commented, "The EDGE platform provides property owners with an all-inclusive suite of commercial real estate services, and I was attracted by the opportunity to apply my leadership skills to this division and work sideby-side with a highly respected commercial real estate team that places a high value on teamwork." Prior to this position, she served for 15 years as president of Investment Properties.

IREM MEMBERS

Have you recently been promoted or changed jobs?

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

EMAIL the good news to *jpm@irem.org* so *JPM*® can share it with your colleagues.



The Wisconsin Housing and Economic Development Authority (WHEDA), an independent state authority that provides low-cost financing for housing and small business development in Wisconsin, has appointed VICTORIA PARMENTIER, CPM, to its board of directors. As president of R.E. Management, AMO, in Green Bay, she oversees the management of housing complexes that serve seniors, persons with disabilities and families with dependent children. Parmentier, who has extensive experience with Section 8 and Section 42 housing, said of the appointment, "I believe that good management matters and translates into value and that well-managed properties improve the quality of life for those in our communities. I look forward to serving on the WHEDA board and using my real estate management experience to advance WHEDA's mission."



San Diego-based Sunrise Management, AMO, has added **SHANE ROBINSON**, **ARM**, **CAM**, as its newest regional vice president. Robinson will work from Sunrise's Los Angeles office and take charge of overseeing all property management functions for the firm's rapidly growing Los Angeles County portfolio. "Shane's solid expertise and understanding of financial and operational processes coupled with his long-term career in Los Angeles is exactly what we need to continue to successfully expand our Southern California presence," said Joe Greenblatt, CPM, Sunrise president and CEO. With almost 20 years of experience in the multifamily arena, Robinson's previous role was that of regional manager for GHP Management, AMO, in Los Angeles.

NEW CPM MEMBERS, AMO FIRMS & CERTIFIED SUSTAINABLE PROPERTIES APRIL & MAY 2019

NEW CPM MEMBERS

ALABAMA

Millanne C. North, CPM, Birmingham

ARIZONA

Glenn D. Wood, CPM, Flagstaff

Sharon K. Cinadr, CPM, Phoenix

CALIFORNIA

Chit Prashar, CPM, Dublin

Travis Gorzeman, CPM, Encinitas

Alfonso Trujillo, CPM, Rosemead

Cathy I. Shanks, CPM, San Rafael

Ronald Nasch, CPM, Wildomar

Jeffrey A. Gould, CPM, Woodland Hills

COLORADO

Andria Grossnickle-Puckett, CPM, Denver

Philip C. Hodgkinson, CPM, Fort Collins

FLORIDA

Priscilla Cruz-Nichipor, CPM, Lake Worth

Ailensy Ortiz, CPM, West Palm Beach

GEORGIA

Sheila J. Teabo, CPM, Atlanta

Chris C. Simon, CPM, ARM, Smyrna

ILLINOIS

Caryn Jacaway, CPM, Downers Grove

Margaret (Meg) Ronayne, CPM, Rosemont

IOWA

Carrie L. Woerdeman, CPM, Ankeny

MARYLAND

Laurie A. Davidow, CPM, Baltimore

MICHIGAN

Mark Baker, CPM, Grand Rapids

MISSOURI

Elizabeth S. Brown, CPM, St. Louis

NEW JERSEY

Krista Bagot, CPM, Cherry Hill

NORTH CAROLINA

Paul C. Cattieu, CPM, Charlotte

Elizabeth Good, CPM, Huntersville

TEXAS

Ron Bordelon, CPM, Dallas

Jacqueline J. Byrd, CPM, Dallas

Nancy Edwards, CPM, Dallas

Amber Retkofsky, CPM, Georgetown

Jacob T. Roberts, CPM, Houston

Gregory W. Johnson, CPM, Pflugerville

Nutan Engels, CPM, Plano

WASHINGTON

Marcie J. Bartlett, CPM, ARM, Bellevue

Christopher J. Hashim, CPM, Kirkland

Tory J. Glossip, CPM, Seattle

Rebecca Samuelson, CPM, Tumwater

CANADA

Cynthia Dedeugd, CPM, Calgary, Alberta

Travis M. Van Den Bussche, CPM, ARM, Winnipeg, Manitoba

Sophia Michelle Pueda-Mandap, CPM, Toronto, Ontario

JAPAN

Norio Konno, CPM, Abiko-City

Norio Hattori, CPM, Aichi

Takuro Sakamoto, CPM, Aichi

Tomi Fujishin, CPM, Fukuoka

Yuta Fukuzawa, CPM, Fukuoka Yuko Komine, CPM, Fukuoka Yasutoshi Kuge, CPM, Fukuoka Hiroki Tadokoro, CPM, Fukuoka Daizen Takeuchi, CPM, Fukuoka Takeshi Taniguchi, CPM, Fukuoka Shunsuke Ueda, CPM, Fukuoka Naoya Nakajima, CPM, Gunma Kenji Aoki, CPM, Hiroshima Hironori Nagahata, CPM, Hiroshima Koichiro Ito, CPM, Hokkaido Tatsuya Konno, CPM, Hokkaido Makoto Tsurugiya, CPM, Hokkaido Katsuhiko Yonenuma, CPM, Hokkaido Iso Inoue, CPM, Hyogo Yuri Yamagata, CPM, Hyogo Shogo Ishii, CPM, Kanagawa Ikuo Ishikawa, CPM, Kanagawa Shinji Matsumoto, CPM, Kanagawa Kyosuke Okamoto, CPM, Kanagawa Tetsuya Yamada, CPM, Kanagawa Noritugu Hidaka, CPM, Kumamoto Emi Ishibashi, CPM, Kumamoto Akio Kawamura, CPM, Kumamoto Kyoichiro Kawano, CPM, Kumamoto Keita Nagasoe, CPM, Kumamoto Mikako Hamanaka, CPM, Miyagi Tomoyasu Nobeyama, CPM, Miyagi Yuji Aso, CPM, Oita Shinji Gamata, CPM, Osaka

Akito Kaji, CPM, Osaka Hiroya Kashihara, CPM, Osaka Hiroki Kawasaki, CPM, Osaka Hiroshi Kawasaki, CPM, Osaka Shingo Naoi, CPM, Osaka Kouhei Ogasa, CPM, Osaka Kenji Yamamoto, CPM, Osaka Shinji Kimoto, CPM, Saitama Kazuhiro Shimoda, CPM, Saitama Takahiro Kitano, CPM, Shiga Naoki Matsunaga, CPM, Shizuoka Ken Fujita, CPM, Tokyo Yoshiki Ishibashi, CPM, Tokyo Hideto Ishii, CPM, Tokyo Masanao Izumoto, CPM, Tokyo Ryota Kasahara, CPM, Tokyo Yutaka Kawahara, CPM, Tokyo Ryota Nagase, CPM, Tokyo Takahiko Oogaki, CPM, Tokyo Seiji Sato, CPM, Tokyo Hikari Takanashi, CPM, Tokyo Setsuya Watanabe, CPM, Tokyo Toshiya Yamagata, CPM, Tokyo Fumie Kasashima, CPM, Toyama Kenji Koyama, CPM, Toyama

PHILLIPPINES

Mototsune Ezoe, CPM, Makati City

REPUBLIC OF KOREA

Choong-Hyo Hyun, CPM, Seoul

RUSSIA

Alexandr Ryumkin, CPM, St. Petersburg

NEW AMO FIRMS

MARYLAND

TM Associates Management, Inc., AMO, Rockville

JAPAN

J. Media Co., Ltd., AMO, Hokkaido Kitami-Shi

Con Spirito Inc., AMO, Tokyo

NEW CERTIFIED SUSTAINABLE PROPERTIES

CALIFORNIA

1010 Pacific Apartments, Santa Cruz

Evelyn Gardens Apartments, Sunnyvale

OREGON

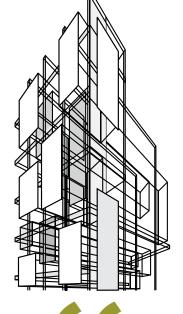
St. Anthony Pendleton MOB, Pendleton





They demonstrate that a top-down, leadership-driven approach, strategic planning and a focus on continuous improvement are the keys to success with sustainability programs.

(PAGE 32)



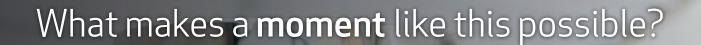
In many cases, only 20 percent of projects in a master development on reclaimed land get completed in five years, and the rest take another 10 years to complete.

YOU WANT TO DISINCENTIVIZE THESE NEFARIOUS CHARACTERS.

PAGE 19

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