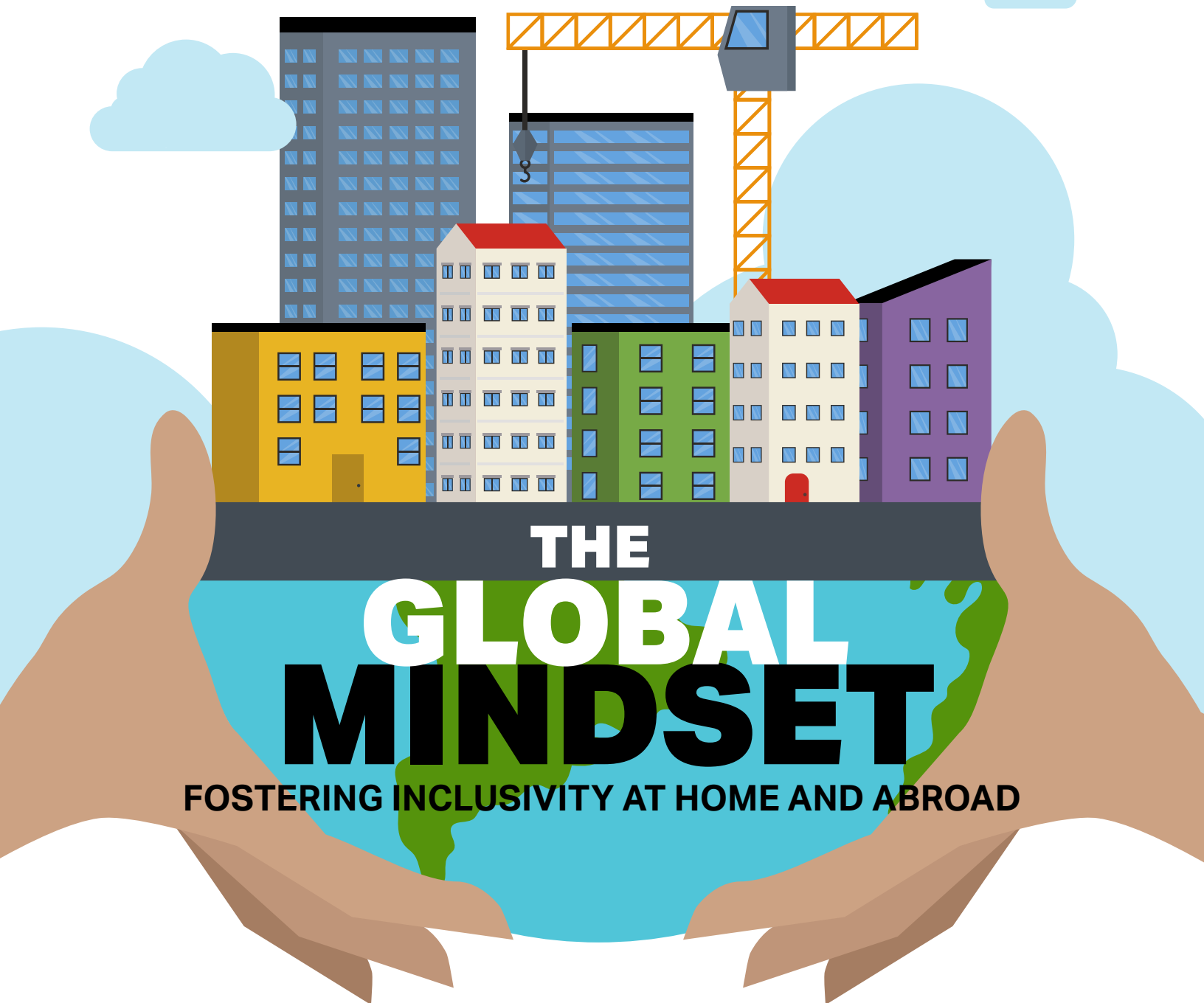


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PRESIDENT'S LETTER

In so many ways, the world in which we live is getting more expansive while also becoming more intimate. Advancements in travel and communications allow us to easily reach across oceans to other parts of the globe, at the same time pulling those parts closer to our area of the cosmos. So, as property management professionals, we often find ourselves in situations that require us to be aware of the practices of other cultures outside of our own and maybe shift course to address them sufficiently. Whether it's investing in property in other countries (such as Italy, where the property management field is in the earlier stages of taking hold, as you can read about in the Global Practices article on P32), or managing tenants from other countries who bring with them different cultural norms, a global mindset is necessary to succeed. In this issue's feature on P14, some of our members offer their experiences with the effects of globalization on their business practices and what needs to be considered when accommodating different ways of life.

We here at IREM are in the midst of experiencing a special instance of globalization—installing our first president from outside the United States. I am honored to hand the reins of the organization over to Cheryl Gray, CPM, who hails from our northern neighbor, Canada (Toronto, to be exact). This allows her to look at the Institute from a different angle, and with that bring a fresh eye to what directions should be taken to keep IREM evolving and growing. She'll be leading initiatives with the support of her fellow officers, Chip Watts, CPM, and George Griffin, CPM, and you can read all about this trio and the activities they're undertaking in the feature on P8.

And how could I talk about "global" without talking about the 2019 IREM Global Summit that took place in September? It was a true global experience, with members from around the world converging on San Francisco to exchange information about the many aspects of property management and how they're approached similarly and differently from region to region. Starting on P26, you can read about and see some of the highlights



On behalf of the IREM Governing Council, Immediate Past President Michael T. Lanning, CPM, (right) presents outgoing President Donald B. Wilkerson, CPM, a plaque at the Global Summit as thanks for his leadership of the Institute.

and meet the leadership of the Institute for the coming year, inducted during the annual event.

Finally, as it's time for me to pass the IREM presidential torch on to its new leaders, I'd like to say how honored I am for having had the opportunity to serve our membership and our industry in my role as president. I'm proud of the work that's been accomplished under my guidance and excited to see the progress the Institute will continue to make under Cheryl's. I close this chapter with thanks to IREM and its members for their contributions to the organization's success, and I open the next looking forward to seeing the role they'll play in the ongoing transformation of property management.

DONALD B. WILKERSON, CPM
IREM PRESIDENT



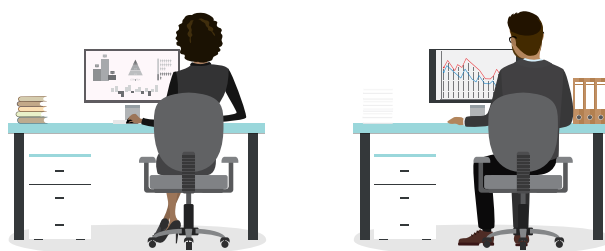
“The most dangerous worldview is the worldview of those who have not viewed the world.”

—ALEXANDER VON HUMBOLDT, GERMAN EXPLORER

WORKPLACE DEMANDS

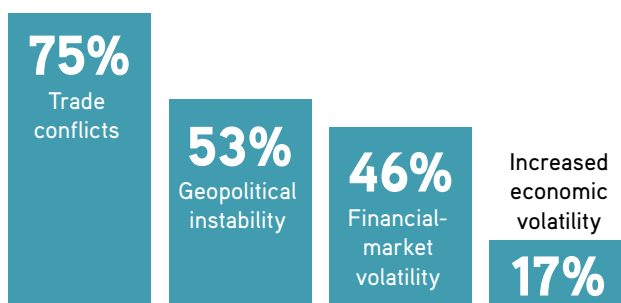
Office space in the U.S. continues to be a strong force, with both rents increasing and vacancy rates decreasing. In addition, 26.5 million square feet of office space has been delivered since the beginning of the year, with another 174.7 million square feet under construction.

Source: Yardi Matrix, U.S. Office Property Pipeline Stays Strong



GLOBAL ECONOMY CAUTION

In a recent McKinsey & Co. survey, 1,188 executives from around the world revealed what they viewed as the top risks to global economic growth over the next year.



Source: McKinsey Global Survey results, Economic Conditions Snapshot, June 2019

THE SECRET TO D&I

Leaders need both a diverse workplace AND an inclusive workplace culture to get the full business benefits of diversity and inclusion, according to a recent Gallup paper. So what does an inclusive work culture look like?

- 1 Everyone treats everyone else with respect.
- 2 Employees are valued for their strengths.
- 3 Leaders do what's right.

Source: Gallup.com, Dan Grafstein, *The No.1 Strategy for True Inclusion in the Workplace*



MEMBERS OF THE WORLD

The best of the best can be found in 46 countries around the globe. Here is a breakdown of where in the world you can find IREM members.

COUNTRIES	CPM MEMBERS	ALL OTHER INDIVIDUAL MEMBERS	TOTAL
United States	6,886	9,392	16,278
Canada	713	347	1,060
Japan	602	0	602
China	124	8	132
Russia	63	1	64
Brazil	11	52	63
Korea	59	2	61
South Africa	18	28	46
Bulgaria	8	0	8
Ukraine	8	0	8
Poland	7	0	7
Kazakhstan	4	1	5
Other countries	207	268	475
TOTAL	8,710	10,099	18,809

Source: IREM

PLENTY OF ROOM

The U.S. continues to lead the globe in retail space area. To compare, here are some retail space figures from around the world.



U.S.: 23 square feet per person



Canada: 17 square feet per person

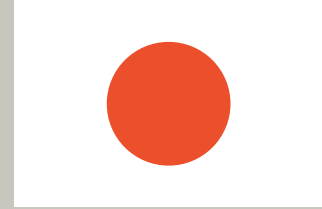


U.K.: 5 square feet per person



France: 5 square feet per person

Source: Payments Journal, Raymond Pucci, U.S. Still Faces a Glut of Retail Space



VIRTUAL VISITS

About 4,000 real estate agencies in Japan have introduced virtual reality services for rental properties, allowing potential tenants to view the property from a remote location without anyone from the agency present. The Land, Infrastructure, Transport and Tourism Ministry also now allows important details and rental contracts matters to be explained over video conference instead of face-to-face. As of the end of March, this method was used in about 37,000 contracts.

Source: The Japan News, Rental Agencies Adopt VR to View Apartments



No Doc Drama

TIPS FOR MASTERING DOCUMENT MANAGEMENT

By Nancye Kirk

When was the last time you spent hours hunting for a management agreement in a file cabinet, tracking down the most recent version of a report on a company's shared drive or found yourself painstakingly searching through past emails to retrieve a vendor's proposal? Have you ever sent an email to a client with a document attached that at best deserved confidential treatment and, at worst, could have wreaked havoc if the wrong people saw it?

If so, you are not alone. And perhaps that's why, when IREM members were asked in a survey earlier this year which of 24 pain points were causing them the

most angst, No. 1 on the list was managing documents. With 513 members from the U.S. and Canada responding, this was true whether the company's primary business was residential property management or commercial management and across small and large companies alike.

Given all of the documents that pass through a property management operation or need to be referenced on any given day—and the fact that some companies still haven't gone paperless—perhaps this is not surprising. It's consistent with the findings of a 2018 survey of 1,000 full-time employees across all industries aimed at uncovering corporate America's most broken processes. Conducted by Nintex, a technology company focused on workflow and content automation, the survey found that 49 percent of the respondents said they have trouble locating documents, 43 percent have trouble with document approval requests and document sharing, and 33 percent struggle with document versioning.

ONE SYSTEM, MULTIPLE FUNCTIONS

One solution: a user-friendly document management system that serves as a central repository, eliminates misfiled items, retrieves records faster and enables secure sharing of documents. A system that makes it easy to find information from indexed content can reduce the amount of time lost looking for information, lead to quicker and improved decision making, enhance the general flow of work processes and increase organizational efficiency, not to mention reduce the amount of physical space and number of file cabinets devoted to document storage.

Investigating and deciding on a solution for managing and sharing documents can take time and could lead to an unbudgeted expense. But there are simple things that can be done while working toward a longer-term solution, according to James Scott, IREM innovator-in-residence and lead researcher for the M.I.T. Real Estate Innovation Lab (REIL). At the very minimum, says Scott, “companies can begin the process of maintaining a consistent

file folder structure in their shared drives, put in place a convention for naming documents, establish version control protocols, and restrict access to confidential documents.” Of course, in order for any of this to work and for the company to save time and create structure, Scott notes, “every member of the team must be working together, rules and procedures must be put in place from the top, and those rules and procedures must be followed and applied consistently across the organization.”

PROPERLY DIAGNOSING THE DILEMMA

Ultimately, the key is to clearly identify what problem you are trying to solve. For Jesse Holland, CPM, of Albany, N.Y., a former IREM regional vice president currently serving on the IREM Technology Advisory Board, a growing concern about transmitting documents without proper security was what drove him to look for a tech-based solution. After hearing many hacking horror stories, Holland decided he needed to do something to avoid a similar occurrence at Sunrise Management & Consulting, AMO, where he is president.

His initial focus was on the reports he sends to clients every month, which was being done through email. After searching the internet for better ways to do this, he came across SmartVault, which offered a client-friendly solution and “fit the bill best based on both price and design,” says Holland. Now, “instead of sending statements by email, we post statements in secure client portals and send a simple email telling clients that their statements are available.” The portal offers up the current statement as well as functions as a repository for all prior statements and other pertinent documents. Holland launched the program with a beta test involving a single client, who gave it two thumbs up, before rolling it out across his portfolio. ■



“INSTEAD OF SENDING STATEMENTS BY EMAIL, WE POST STATEMENTS IN SECURE CLIENT PORTALS AND SEND A SIMPLE EMAIL TELLING CLIENTS THAT THEIR STATEMENTS ARE AVAILABLE.”

—JESSE HOLLAND, CPM,
SUNRISE MANAGEMENT &
CONSULTING, AMO



“COMPANIES CAN BEGIN THE PROCESS OF MAINTAINING A CONSISTENT FILE FOLDER STRUCTURE IN THEIR SHARED DRIVES, PUT IN PLACE A CONVENTION FOR NAMING DOCUMENTS, ESTABLISH VERSION CONTROL PROTOCOLS, AND RESTRICT ACCESS TO CONFIDENTIAL DOCUMENTS.”

—JAMES SCOTT, IREM
INNOVATOR-IN-RESIDENCE

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



EYES *on the* FUTURE

IREM'S INCOMING OFFICERS CHART A PATH OF ENGAGEMENT AND IMPROVEMENT

By Myrna Traylor

As they begin their terms, the senior leaders of IREM have plenty on their plates. Each of them plays a critical role in their professional lives, yet each has answered the call to serve the Institute as well.

As the saying goes, “experience is the best teacher.” The leadership experience coming into the positions of president, president-elect and secretary/treasurer is deep and varied. *JPM* spoke with each officer to learn about how they will be using their experiences inside and outside of IREM to move the Institute forward.

THE 2020 SENIOR OFFICERS:

- › **President Cheryl Gray, CPM,**
QuadReal Property Group, Toronto
- › **President-Elect Chip Watts, CPM,**
CCIM, Watts Realty Co., Inc., AMO,
Birmingham, Ala.
- › **Secretary/Treasurer George D.**
Griffin III, CPM, CCIM, Houston
Housing Authority, Houston

PRESIDENT CHERYL GRAY

JPM: What do you see as the main goals for your term as president?

CHERYL GRAY: The underlying premise for my presidency is ensuring that the foundation of IREM as an association is strong so we can support all of the initiatives that we are undertaking in the near term and long term. We need a holistic view of the Institute to understand its sustainability and viability in terms of how we govern ourselves, how we select our

leaders and how members are served through our chapters and regions around the world.

To do that, we launched three task forces at the Global Summit in September, each comprising various stakeholder groups who have a vested interest in having their voices heard to help us shape where we will go.

The first task force will cover governance. It will look at our bylaws, statement of policies, committees, boards and structure. Second is the leadership development task force, which will look at how we select our leaders, what attributes we are looking for, what experience those volunteers should have and what we should do to encourage and engage the right leadership in the future to make it meaningful for them and for the Institute. Last will be a task force on our chapters and regions, particularly with a U.S. focus because that is where we have the most chapters in a regional structure. The question we must ask ourselves is, “Are we doing the right things the best way we can, given where we are today?” This isn’t only an inward focus with members populating the task forces, but also with external assistance so we have a view of what other [associations] are doing. Once we determine the best practices, we can change our policies or practices—not for the sake of change, but because when we ask, “Why do we do it this way?” we can answer with conviction that there was a better way. Anybody who knows me knows that I think the worst answer is, “Because we’ve always done it that way.”



President-Elect Chip Watts, CPM, CCIM; President Cheryl Gray, CPM; and Secretary/Treasurer George D. Griffin III, CPM, CCIM

JPM: Who will you be enlisting in the effort to manage this analysis?

CHERYL GRAY: It's a very aggressive agenda, but I am challenging the stakeholder groups, our past presidents, our RVPs, our executive committee and nominating committee to examine and validate what we are doing, how we're doing it and why.

On top of all the other great things that we are doing with new staffing, education, content, marketing and branding, this overview will put us in a much stronger position going forward. I haven't been able to find out the last time the Institute has done this kind of holistic review such as the one I'm proposing for 2020.

JPM: This sounds like a huge undertaking. Will you be able to get most of this under way before your term ends?

CHERYL GRAY: That's an important question. This is why this isn't being done in isolation. Some things that might be proposed out of these groups might be short-term, and some may not be, so those projects will be supported by the leaders who follow me. Chip and George will have input and support throughout this process; in fact, Chip is the chair of the group with the most important task, governance. So they are equally committed to seeing that we don't lose the benefit of the work that gets done this year. Even though we might not accomplish it all in 2020, they can carry it through their leadership years.

JPM: Why is this effort necessary? Has there been a particular failure that needs to be addressed?

CHERYL GRAY: The reason is because I'm the first international member to become president of the Institute. Because all of my predecessors who served as officers or presidents had the experience of coming up through the American system and I didn't, I found I have often asked the question, "Why?" or "How do we do something?" in order to get information that others had learned. I am also an avid reader, so when I got a report from the executive committee, I would go digging into the bylaws or ask a lot of questions because I didn't have the benefit of the American member experience.

So, those questions sparked some discussions around how and why things were done. Maybe that is the right way to do it, but maybe it's not. You know, property management is in constant evolution. We don't manage buildings in the same way or with the same tools that we used 10 or 15 years ago. And similarly, an association, like a business, needs to have its methods validated. I think we have a great strategic plan and we are on the right trajectory, but the foundation on which that plan gets executed is our governance.

I don't want to say that there is anything wrong—we could discover, for instance, that we have been doing these 10 great things, but three of them could be done better. Over the years, we have tweaked some things, committees have

made recommendations and things changed, but we have never taken this thoughtful, holistic look from a high level with a really good lens.

JPM: What would you like to share from the "30,000-foot view" of the organization?

CHERYL GRAY: IREM has been my professional career partner from the earliest days of my career. It has been an incredible honor to

be the first international member to serve in the role of president. IREM is an association that has opened doors for me; I was able to get peer information on areas of the business that I wasn't familiar with at the time. Fundamentally, it has been an organization that supports one of the most difficult jobs in real estate.

Property managers have responsibility for multimillion-dollar assets and all the people in them, taking care of our respective countries and cities, the people who live, work and shop in our buildings—there isn't anything in the built environment that we don't have some responsibility for. We make a difference. It's our IREM tagline, and it's true. We may be behind the scenes in many cases, but we are the first on site when there is an emergency. Think of things that have happened in the past—the people who run those buildings, they are there first.

I am proud to be part of this industry. I am proud of the work that we do. We don't always get the credit we are due, but we all have a passion for it. IREM has enhanced that experience for me.

PRESIDENT-ELECT CHIP WATTS

JPM: Please share a little about your background in the industry and how you became involved with IREM.

CHIP WATTS: I represent the fourth generation in our family business and I am a third-generation CPM, following my grandfather and father. I tried not to get



President Cheryl Gray, CPM



**President-Elect
Chip Watts, CPM,
CCIM**

into the family business. I got a degree in wildlife science from Auburn University and worked for the Alabama Fish & Wildlife Service for a few years, until my grandmother called to say that my grandfather wasn't able to work any longer, and my dad offered me a position, so I took it.

I have been involved with volunteer organizations like the Y since I

was a kid, so once I got into real estate I wanted to work with organizations focused on the industry. I joined the Alabama Board of REALTORS® and volunteered with CCIM Institute [Chip earned his CCIM designation in 2002] and the Alabama chapter of IREM. It was a natural fit for me to go into the leadership roles in the chapter, so I became a chapter president in 2008. I was CCIM chapter president in 2009 and Birmingham Association of REALTORS® president in 2014, but I decided that IREM was where I wanted to focus my energy.

JPM: What would you like to accomplish during your term?

CHIP WATTS: Like the previous team of me, Cheryl and Don, the new team—George, Cheryl and I—are great collaborators. Our overarching goal for the next two to three years is to make IREM one of the best organizations in our industry. Cheryl is putting forward some task forces, and if their work isn't complete in the first year, I look forward to following up in my year, and George can carry on in his year, if necessary.

JPM: Is there a particular area that you will be focused on to improve the organization for the membership?

CHIP WATTS: My specialty is in governance: bylaws, policies and procedures. There's nothing sexy about it, but it's the backbone any organization has to have in

order to work. We are looking into how our regions and chapters are structured, how leadership is developed and how our governance processes are shaped. We want to make sure that what we are doing follows best practices, and if something doesn't, we're going to work to change it so we can best serve our members with the education, technology and opportunities to utilize tools in their daily lives as real estate managers.

JPM: What training opportunities are you planning for leadership development?

CHIP WATTS: In the past few years we have had leadership development at the four regional meetings, and we have encouraged chapter leaders to join us there. The meetings have been very robust with wonderful speakers. They were very well received by membership, and in response to that feedback, next year we are going to combine that training into one leadership development conference in Chicago to give a more consistent training experience for chapter presidents and institute association executives.

JPM: How would reorganizing chapters and regions help members?

CHIP WATTS: IREM is all about its members. The stronger we can make the chapters and regions, the better we can serve the membership nationally and internationally. We are also about ethics and best practices. Ethics is the foundation of our Institute and the best practices are the tools that we provide to members so they can make themselves better.

Now, we have to go through our assessments first to figure out which chapters and regions are working well as they are and which need a little help. Then we will move forward over the next two to three years to reinforce what needs to be reinforced and move others toward best practices.

This is our year of listening to members to see what they want or need from us.

SECRETARY/TREASURER GEORGE GRIFFIN

JPM: What would you like to accomplish with the office of secretary/treasurer?

GEORGE GRIFFIN: First, I would like to say what an honor and privilege it is to serve the thousands of people around the world who make up IREM, and I'm proud to serve as the 2020 secretary/treasurer. In that office, I want to ensure financial stability for IREM; it's already there, all I have to do is add water. I want to continue to act in a strategic manner that adheres to IREM's 2020 operating plan and budget. The budget is forward-thinking and realistic, with a healthy stretch focused on our eight business lines.

I plan to focus on key financial issues as well as policy development; specifically, IREM's operating reserve policy, to ensure that it is sufficient to sustain the Institute during a potential downturn in the economy. With the talk out there about a potential recession, it will be my goal to keep the Institute in reserve compliance

and to make sure that IREM's capital expenditures are invested in the key areas to move the Institute to the next level.

JPM: What are some of those key areas that will receive investment dollars?

GEORGE GRIFFIN: We are looking at a second phase of the website redesign and some marketing automation platforms, which will get investment from capital expenditures.

JPM: I understand that there will also be a major initiative on governance within the Institute. Will you have a role to play in that effort?

GEORGE GRIFFIN: Yes, I will definitely be working with Cheryl on these initiatives that align with our strategic goals. I will be looking primarily at the financial and operating policies and protocols as they relate to these initiatives to be sure that they are in line with our budgeted goals. Cheryl is an outstanding leader with extraordinary vision, and my goal is to help her and Chip and the rest of the leadership make a tremendous impact focused on the best-in-practice governance, providing outstanding leadership development and meaningful chapter services and experiences for our members.

JPM: How does your work with the Houston Housing Authority inform your work as an officer for IREM?

GEORGE GRIFFIN: My leadership role with the agency has given me a framework for serving multiple constituents, including tenants, elected board commissioners and the citizens of Houston at large. So, I believe that serving as vice president of housing operations has given me an understanding of being a good steward of public funds as well as the public trust. My experience working with elected officials served me very well when I attended IREM's Fly-In on Capitol Hill in Washington D.C. last March when we discussed policy with members of Congress. ■



Secretary-Treasurer
George Griffin, CPM,
CCIM

Myrna Traylor is a contributing writer for JPM®.

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THE CULT





URALE

By John Salustri

we need

AND
HOW TO
CLOSE IT

No surprise to anyone in business, the foreign presence in the U.S. economy is on the rise. In fact, the U.S. Bureau of Economic Analysis reports that “Expenditures by foreign direct investors to acquire, establish or expand U.S. businesses totaled \$296.4 billion in 2018, up 8.7 percent from 2017.”

What’s more, border wars aside, Pew Research reveals that the foreign-born U.S. population hit a record 44.4 million two years ago. With so many businesses and workers coming to America, virtually every aspect of property management is impacted. And with that influx come very specific challenges and, possibly more important, major teaching moments.

IMAGE: ISTOCK.COM/RAWPIXEL



“WE AS MANAGERS CAN MAKE ONLY CERTAIN ACCOMMODATIONS, BECAUSE WE’RE BOUND BY OUR FISCAL AND LEGAL RESPONSIBILITIES. BUT RESPECT IS ALWAYS KEY.”

—BRIAN JENNINGS, CBRE, AMO

“In the past couple of years, we’ve seen more foreign investment, especially in the major markets,” says Los Angeles-based Brian Jennings, managing director of U.S. property management operations for CBRE, AMO. “We’re seeing a lot of Asian and German capital in particular.” In addition, he notes, tenants from a variety of countries are signing leases. “It’s a diverse group.”

THE CHALLENGES OF DIVERSITY

With that diversity comes the challenge of blending U.S. and foreign cultural norms and expectations as well as explaining local regulations that, for many immigrant tenants, are themselves foreign. “From a cultural standpoint,” says David Petersen, CEO of NAI Hiffman Commercial Real Estate in Oak Brook Terrace, Ill., “each country has a slightly different approach to business, lifestyle and how they want to be communicated with.”

On the ownership side, he notes, cultural differences extend from the negotiation table to the payment process. “Foreign investors bring their cultural and religious approaches to negotiations,” he says. “Take a Saudi investor/owner we worked with. There are Sharia laws they follow that provide guidance on who they can lease to. Then there are countries that take different approaches to paying bills. Some cultures dictate payment in 90 days. Others say 10 days.”

Needless to say, cultural divides can make themselves known on the tenant side as well. “We’ve shown space to potential tenants from a specific country that needed to be sure the entry door was facing east,” he says. “We’ve also served tenants that have a hierarchical structure dictating how the space is laid out and where the company chairman will sit relative to staff.”

“The cultural divide can be wide,” Jennings says, a fact that can extend to “how to use the restrooms. We’ve had tenants that require hand and foot washing, and another U.S.-based tenant complained.”

Jennings also relates the tale of an office building tenant of his “that was cooking food and brought burners into their space, setting off smoke alarms. It was a practice that, again, was totally accepted culturally in other parts of the world but not in ours. Besides, it went against regulations about cooking and open flame within the office space.”

Skeleton crews on religious holidays can also befuddle tenants who might not recognize Christmas or Hanukkah. “Foreign tenants working those holidays have asked why they don’t have full janitorial services or why these services are all at once costing them in overtime charges.”

For Benjamin Wickham, CPM, director of affordable housing at the Sonoma County Community Development Commission in Santa Rosa, Calif., the obvious emphasis is on homes. But he has shared many of the same challenges Jennings and Petersen relate from the commercial side.

“Much of my experience with housing people from foreign cultures comes from when I was vice president of operations for a third-party management firm in Portland, Ore.,” he explains. “There’s a vibrant immigrant community in Portland, with significant Somali and Vietnamese communities and growing communities from Cambodia and China. Many of the residents we dealt with were refugees.”

The cultural divide made its presence known in “one property we managed that had refugees from Somalia,” he notes. “In a traditional setting, they normally cook food over an open fire with big cooking pots for stews and the like. One family set up this arrangement with a gas burner in the middle of the living room. They didn’t have a concept of the fire hazard or the fact that it’s a code violation.”

In addition, there’s the simple fact of language barriers. “You always face that challenge,” says Wickham. “You can have so many different cultures and languages to deal with in a diverse

market like Portland that it's often difficult for management staff to even tell which language is being spoken."

Add to that the problem of illiteracy, especially in poorer refugee communities. "Many of the Somali refugees we worked with were illiterate, largely due to constant war and upheaval in Somalia," he notes. "So even if you publish something in Somali, many wouldn't be able to read it." For this and many other reasons, including plain decency, "You can't just slap a 90-day notice on a door."

Clearly, how managers deal with foreign communities reflects not only on management style, but reputation as well. And every professional we interviewed said the same thing: Care and sensitivity are the keys to making foreign occupants feel at home.

TEARING DOWN WALLS

"Such issues pose delicate situations, necessitating a very diplomatic and respectful approach," says Jennings. "Granted, we as managers can make only certain accommodations, because we're bound by our fiscal and legal responsibilities. But respect is always key."

So is understanding. Unless a manager knows firsthand the sting felt at the receiving end of prejudice (see sidebar on P18), sensitivity training is a vital part of professional growth.

"We do our best to educate our managers," says Jennings. "A lot of property management is common sense, but we do have a

lot of resources within the organization to assist anyone who comes across a difficult or sensitive situation."

Petersen agrees: "It's necessary to be extra sensitive and do a lot of homework focused on the various cultures as you try to build relationships with both investors and tenants."

Not surprisingly, bridging the cultural divide is a lot easier when tenants and residents are dealing with someone of a similar background. But creating a perfect cultural match can itself be a challenge for personnel-strapped management departments.

"As a large company, sometimes we can do that," says Jennings. "Sometimes, frankly, we can't. But we certainly try to align the most appropriate managers for a specific cultural balance."

"We conducted a broad outreach effort to recruit site-based employees who represented all of our different communities," Wickham explains. "It wasn't easy to do

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NEW PERSPECTIVES

Brian Jennings and Benjamin Wickham share more than building occupants with interesting cooking styles. Both did stints in China and returned with opened eyes.

For Jennings, the revelation came in the form of a greater appreciation of U.S. property management styles. “My biggest revelations were how much they invest in building new real estate and that management in the U.S. is a much more mature discipline. That’s one of the reasons we were hired—to implement Western management standards.”

Given the U.S. penchant for reverencing the old with classic architecture in refurbished buildings, Jennings expressed surprise at what he noticed was the Chinese approach to older assets. Namely, when a building has reached the end of its useful life in China, “They tear it down and rebuild.”

The two years Wickham spent with his family in China had many more personal ramifications. “The biggest cultural shock was being the people everyone stared at—we were the unusual ones. My wife and daughter have blue eyes and light hair, and there weren’t a lot of other Americans in that area. So we were a constant object of interest, curiosity and occasionally even negativity. We had never been in that kind of situation before, and it took us quite a while to get over our own initial negative feelings. It was a real eye-opener.”

And it informed his professional role when he came back to the U.S. “It helped us better understand some of the challenges that folks from different countries face, challenges they have to deal with all the time. It definitely gives you more compassion.”

because we also needed specific skill sets. In affordable housing, you need people who can do income certification and understand the tax credit program as well as the landlord-tenant laws.”

Fortunately, he adds, they found college-bound immigrants, “who had been in the U.S. long enough to be 100 percent bilingual and bicultural. It’s imperative to have someone on staff who can communicate and understand the culture.”

Hiring carefully was only one part of Wickham’s strategy to bridge the culture gap. “The other part of the strategy was to connect with nonprofit organizations that can work with these communities,” he explains. There are nonprofits that deal with such matters as culture and legal issues. You may have to dig to find them—the homework Petersen referenced. The results are worth it.

Creativity and the ability to reach compromises are also important soft skills. The case of the cooking pot in the apartment

is a perfect example. “If there’s an outdoor space, a balcony or patio, tenants we’ve managed have gotten close to what they were used to doing by utilizing an outdoor grill,” he says. “Everybody will have to give some ground, as long as we continue to comply with code and fire safety requirements.”

The same approach worked in Jennings’ bathroom dilemma, in which, “I had to meet with the immigrant tenant to explain to them what was and what was not acceptable in a U.S. office environment. Thus, what they were doing was not acceptable, and they were asked respectfully to stop the practice.”



“YOU CAN HAVE SO MANY DIFFERENT CULTURES AND LANGUAGES TO DEAL WITH IN A DIVERSE MARKET LIKE PORTLAND THAT IT’S OFTEN DIFFICULT FOR MANAGEMENT STAFF TO EVEN TELL WHICH LANGUAGE IS BEING SPOKEN.”

—BENJAMIN WICKHAM, CPM,
SONOMA COUNTY COMMUNITY DEVELOPMENT COMMISSION

IMAGE: ISTOCK.COM/QVASIMODO

And what about the foreign tenant who questioned the odd holidays Americans recognize? There's always the fallback of the lease, says Petersen. But there's plenty of ways to ease the frustration short of that resort. "We all need to be more sensitive to how our memos are written and—even though it's an overworked term—be more politically correct."

HARD NUMBERS, SOFT SKILLS

The soft skills mentioned above also come into play when dealing with the hard reality of regular rental payments. Wickham notes that this was especially true when dealing with refugees, whose financial situations were often volatile.

Interestingly, they were particularly diligent about rents due. "I didn't notice many problems with paying rent," he says. "Even folks who were in rescue situations prioritized payments."

"At one property, we worked with a refugee family from Sudan with nine

children," he recalls. "For them the financial situation was such that if one thing went wrong in their lives, they wouldn't be able to pay their rent. So we worked with a service coordinator who was also from Africa. He didn't speak their native language, but he connected with them culturally, and together we created a small-loan program with a local community development financial institution."

The program not only helped the family meet its regular obligation but also helped them avoid "predatory lenders who'd charge 35 percent compound interest. We gave them peace of mind."

Language, dress and menus may all change. In this melting pot, there are only two constants. First, people are people, wherever they're from. And second, as David Petersen says, "Respect is everything." ■

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

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THE 2019 REME AWARD WINNERS

IMAGE: ISTOCK.COM/EONEREN



BLAZING INDUSTRY TRAILS

The REME (Real Estate Management Excellence) Awards celebrate the extraordinary contributions real estate managers make in their communities and for their clients and companies every day. This year's winners include industry practitioners and companies from around the world who have elevated the profession through innovation and leadership.

"Our profession has so much talent, and I'm so proud of the spectacular work that each of these winners is doing every day," notes IREM President Don Wilkerson, CPM. "We're thrilled to celebrate their accomplishments and the ways they have impacted our industry for the better."

Without further ado, here are this year's REME recipients. >>

CORPORATE INNOVATION

For innovative, transformational programs related to technology, customer service, sustainability or marketing

SHENZHEN UNOVA COMMERCE MANAGEMENT (Shenzhen, China) created a new business model that changed the way people work. By renovating an existing commercial annex, they increased interaction between retail and office spaces, as well as added value to existing commercial properties. Their hope is that this new business model can serve as a blueprint for future sustainable and profitable coworking spaces and that they can duplicate this model in cities globally.



CORPORATE AND SOCIAL RESPONSIBILITY

For exemplary corporate responsibility programs and contributions to the community

CAHEC (Community Affordable Housing Equity Corporation), (Raleigh, N.C.) believes in giving back to the low-income residents who live in the properties they've helped finance and manage. Beyond providing a safe and affordable place to call home, they offer a series of wellness and educational grants and initiatives designed to help residents thrive.



SOUTHWEST CLINICAL CENTER (Brasilia, Brazil) removed and recycled seven tons of polycarbonate from the Centro Clinico Sudoeste building, a 13-year-old health complex housing 97 healthcare companies and serving more than 4,000 people a day. The building was updated with tensioned textile, creating better air circulation and acoustics, more natural light and better protection against rain, dust and sun. The improved air circulation prevents diseases, especially respiratory ones, from spreading.



ARM OF THE YEAR

For demonstrating outstanding leadership and a commitment to advancing the residential management profession

JESSE MILLER, ARM (Greystar Management, AMO, Portland, Ore.), has a passion for real estate management—and it shows. He has an unquenchable thirst for learning and growth, and he's an advocate of education. His mission is to build tomorrow's leaders in order to advance the real estate management profession. He not only makes an impact professionally but is committed to making a lasting impact on others around him.

EMPLOYEE AND LEADERSHIP DEVELOPMENT

For exemplary, transformational practices related to employee engagement, leadership development and succession planning

THE RMR GROUP, LLC (Denver) offers an entrepreneurial environment committed to attracting talent, inspiring employees and driving innovation. They also focus on the well-being of their people, both personally and professionally. Several RMR practices demonstrate these principles, including their Leadership Development Program, bonus programs, LiveWell Employee Wellness program, Managing with Impact workshop and their tuition reimbursement program. Their unique environment has increased employee engagement and enriched careers.

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AMO OF THE YEAR

For outstanding performance in advancing the real estate management industry through customer service, employee support and ethical practices

UNITED PLUS PROPERTY MANAGEMENT, LLC, AMO (Troy, N.Y.), provides a dynamic place for their employees to grow, continually promotes their unique vision for the industry, and offers a friendly and comfortable place for residents to call home. They provide employees with resources including leasing advice and marketing strategies to help them grow and succeed in the industry.



CPM OF THE YEAR

For demonstration of exceptional commitment to client and tenant service, community service, leadership and ethical practices

SHANNON LONGINO, CPM (SunTrust Community Capital, Atlanta), has infectious energy and passion for our industry that are clear to anyone who meets her. With Shannon, the CPM designation doesn't just mean ethical leadership and a well-managed property; it also signifies a caring volunteer helping her community, a superior businesswoman providing exceptional service to her clients and a trailblazer innovating chapter activities. She serves as a human reminder that while the real estate management profession is a hard business, we can find joy in serving others every day.



STUDENT OF THE YEAR

To an outstanding college/university student enrolled full-time during the 2018–2019 academic year who has demonstrated a record of academic achievement and interest in pursuing a career in real estate management

OLIVIA GARBER, VIRGINIA TECH, Blacksburg, Va., was named to the dean's list for every semester of her college career. During her tenure, she participated in projects that focused on affordable housing, sustainability and the effect of aging architectural control guidelines on home values within a homeowners association. She's especially passionate about contributing to the greater good by finding solutions to the affordable housing crisis, not just in the U.S. but throughout the world. Garber believes that the recognition of Student of the Year "means that you are a representative of the future of the real estate management industry and everything it has to offer society. This person plays a vital role in the success of the global real estate market because they have the platform to advocate for the positive changes we can all make through this profession."

Several additional awards were given out at the Global Summit, recognizing outstanding contributions our chapters and members—both seasoned veterans and up-and-coming young professionals—have made to IREM, their communities and the property management industry.



LLOYD D. HANFORD SR. DISTINGUISHED INSTRUCTOR AWARD

Presented by the IREM Foundation for exceptional commitment to the advancement of professional real estate management education as an IREM Instructor

PAUL L. WHITE, CPM, CCIM, CSM, RPA, has a wide range of real estate experience—the many hats he's worn have been in areas from commercial brokerage to construction to expert witness services, among others—and he's been sharing what he knows with students for over 20 years, through participating in the development and administration of IREM education. Active in the Institute (he's a past president of the South Florida Chapter and most recently served as its secretary/treasurer), Paul says his inspiration to educate property management professionals comes from his "desire to elevate the profession. IREM has given me a platform to be able to satisfy the hunger of striving property managers for property management knowledge and to help them become the best they can be."

CHAPTER INNOVATION AWARDS

To IREM chapters for the development and delivery of innovative chapter programs

DALLAS CHAPTER, COLLEGE CASE COMPETITION

Students from three colleges participated in a case competition based on IREM's Management Plan Skills Assessment. Among the post-event outcomes, two students from the winning team were hired by IREM member companies, three students created an IREM Club and two universities asked the chapter to present IREM information to their student real estate clubs.



HOUSTON CHAPTER, IREM "GOLDEN OPPORTUNITY" MIXER

Weaving the theme of "gold" through its marketing and the event itself, the Houston Chapter put together an informative and memorable event to promote all that IREM has to offer. After the event, 55 percent of the attendees joined the chapter, 30 percent joined committees, five attendees started taking IREM courses, and two were awarded spots in the chapter's Future Leaders program.

NEW MEXICO CHAPTER, EDUCATION THROUGH COLLABORATION WITH CENTRAL NEW MEXICO COMMUNITY COLLEGE

Chapter members teamed with the New Mexico Real Estate Commission and Central New Mexico Community College to provide IREM education that fulfills state broker education requirements. The chapter also participated in job fairs, high school career days and other academic initiatives to inspire young professionals and ensure the development of an educated real estate workforce.



WESTERN NORTH CAROLINA CHAPTER, MISSION ACCOMPLISHED: GIVING BACK IN THE DOMINICAN REPUBLIC

A team of 12 individuals traveled to Quisqueya in the Dominican Republic and built a home—with electricity and plumbing—for a family in need, transcending the often local scope of community outreach. They also provided food to the community, and in performing these acts, brought some hope and good will to an impoverished area.



2019 Global
Summit
Premier Party
at the Bently
Reserve in
San Francisco

IREM GLOBAL SUMMIT

BEST FOOT FORWARD

By John Salustri

From the opening general session to the closing gala, IREM fully lived the theme of its annual Global Summit: “Forward.” Indeed, the Summit, held this year in San Francisco, emphasized key issues facing the forward-looking association: diversity, technology and outreach. To prove the point, the Summit kicked off with greetings from members in such far-away chapters as Russia, Canada, South Korea and Japan, all emphasizing IREM’s increasingly global reach.

The opening session also provided a look into the future at how technology will impact all aspects of commercial real estate, a view provided by Realcomm CEO Jim Young. He touched on such advances as space as a service, the further digitization of building performance and tenant records and, of course, cybersecurity.

Throughout the next two days, some 900 attendees from around the world had the opportunity to participate in sessions and discussions that encompassed a wide variety of topics underscoring the “Forward” theme. Topics like:

- › How to break the glass ceiling (“‘Diversity and inclusion’ is not just a statement,” said panelist Nandi Malindi, CPM.)
- › Maximizing employee performance (“Employee turnover in property management is 33 percent, compared to 25 percent in other industries,” said presenter Stacey Holden, industry principal and director at AppFolio.)

- › Using improv techniques to adeptly embrace uncertainties of the future (Second City instructors encouraged participants to practice saying “yes, and” instead of “no, but” at home and work, and see how that change prompts different responses.)
- › Increasing staff engagement (“An enrolled employee says, ‘I like my job,’” said presenter Dr. Debbie Phillips, CPM. “An engaged employee says, ‘I love my company.’”)
- › Dealing with active shooters (“Forty-five percent of active shootings take place in business,” said Tony Casper, a law enforcement veteran and CEO of Safe Passage Consulting.)

There was still plenty of time for networking and social events, where attendees got to experience some of what makes San Francisco special. On opening night, they wine and dined at the Bently Reserve, former home of the city’s Federal Reserve Bank. The next morning, volunteers gave back to the local community by helping feed the homeless at nearby Glide United Methodist Church.

The Summit concluded on a historic note at the annual inaugural gala, where Cheryl Gray, CPM, became the Institute’s first non-U.S. president. W.A. “Chip” Watts IV, CPM, CCIM, moved up to president-elect and George D. Griffin, III, CPM, CCIM, became secretary/treasurer. And now, it’s time to look forward to what they’re going to achieve in the coming year.

2020 LEADERSHIP



IREM Caped Crusaders, aka U.S. Regional Vice Presidents, get ready to fly into the 2020 term.

U.S. REGIONAL VICE PRESIDENTS

(In order of appearance in photo above)

Front row, from left to right:

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Ind., Ky., Mich., Ohio, W.Va.
Chapters 5, 9, 24, 41, 42, 59, 62, 100, 104
2019–2020
Kimberly P. Collins, CPM

REGION 4

Fla., Ga.
Chapters 19, 35, 44, 60, 67
2020–2021
Deborah R. Phillips, CPM

REGION 7

Okla., Texas
Chapters 10, 14, 28, 48, 61, 84, 103
2020–2021
Jessica L. Warrior, CPM

REGION 9

Ill., Minn., Wis.
Chapters 13, 23, 45, 78, 82
2020–2021
Kris Haskins, CPM

REGION 2

Del., N.J., N.Y., Pa.
Chapters 1, 3, 7, 26, 58, 93, 101
2019–2020
James L. Helsel, CPM

REGION 8

Ariz., Colo., Nev.,
N.M., Utah
Chapters 17, 33, 46, 47, 53, 73, 89, 99
2019–2020
Jolene Terry-Phinney, CPM

Vice Chair Kimberley R. Morgan, CPM

Back row, from left to right:

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Alaska, Idaho, Mont., Ore., Wash., Wyo.
Chapters 27, 29, 49, 97, 107
2019–2020
Traci Twitchell, CPM

REGION 5

Ala., Ark., La., Miss.
Chapters 43, 55, 64, 80
2019–2020
Grayson M. Glaze, CPM

REGION 10

Iowa, Kan., Mo., Neb.,
N.D., S.D.
Chapters 11, 12, 15, 63, 65
2020–2021
Ryan M. Huffman, CPM

REGION 11

Calif., Hawaii
Chapters 6, 18, 21, 22, 34, 85, 91, 102, 106
2019–2020
Sam Chanin, CPM

REGION 13

N.C., S.C., Tenn.
Chapters 20, 40, 56, 57, 71, 72, 105
2019–2020
Waddell H. Wright, CPM

REGION 3

D.C., Md., Va.
Chapters 8, 16, 38, 39, 77, 92
2020–2021
Jae A. Roe, CPM, ACoM

REGION 1

Conn., Maine, Mass.,
N.H., R.I., Vt.
Chapters 4, 51, 88
2020–2021
Peter J. Lewis, CPM

Chair Chip Watts, CPM, CCIM

INTERNATIONAL VICE PRESIDENTS

REGION 14

Canada
Chapters 37, 50, 54, 114, 115, 116, 117, 119
2019–2021
Chrystal Skead, CPM, ARM



REGION 15

Japan
Chapters 110, 121, 122
2018–2020
Yasuto Ute, CPM, CCIM



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**Donald B. Wilkerson, CPM,
Immediate Past President**
Gaston and Wilkerson Management
Group, AMO, Reno, Nev.



Sitting, left to right: Mindy Gronbeck, CPM; Lori Tillis, CPM; Cheryl Gray, CPM; Donald B. Wilkerson, CPM; W.A. "Chip" Watts IV, CPM; George D. Griffin III, CPM *Standing, left to right:* Shaniece Sanford, CPM; Sidney L. Ingelson, CPM candidate (2019 Committee member); Michael Brown, CPM, ARM; Greg Cichy, CPM (2019 Committee member); Mel Schultz, CPM; Velda Simpson, CPM, ARM (2019 Committee member); Michael T. Lanning, CPM; Barry Blanton, CPM; Libby Ekre, CPM; Clark F. Lindstrom, CPM (2019 Committee member); Ron Penner, CPM; Branden Barker, CPM; Brad Ashley, CPM; Dawn Carpenter, CPM; Renee M. Savage, CPM.
2020 Committee members not pictured: Cindy Clare, CPM; Toni R. Harris, CPM; Julie L. Scott, CPM

Summit Sentiments *Attendees tell JPM about their experiences at this year's conference*



"I DIDN'T ATTEND CONFERENCES FOR TWO YEARS AND FELT DISCONNECTED FROM THE COMMUNITY. GETTING BACK INTO IT, I REALIZED WHAT I WAS MISSING."

—ROSEANNE EVANS, CPM, ARM; AYRE & OXFORD, AMO, EDMONTON, ALBERTA, CANADA



"I'M A JUNKIE FOR EDUCATION. I ENJOY THE DIVERSITY OF EDUCATIONAL OFFERINGS AND REFRESHERS ON BEST PRACTICES."

—KRISTY LAMB, CPM, ARM; NP DODGE MANAGEMENT CO., AMO, OMAHA, NEB.



"THIS IS MY FIRST TIME ATTENDING THE CONFERENCE, AND I AM VERY EXCITED."

—TAKASHI YOSHIMURA, CPM; N-ASSET BERRY CO., LTD., AMO, KAWASAKI CITY, JAPAN



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Costa Smeralda (Emerald Coast) Sardinia, Italy

Benvenuto in Italia

MANAGING PROPERTY IN THE BEL PAESE

By Fulvia Bellocchi and Massimo Reboa

Italy presents a tantalizing challenge for property managers. In general, the country has not yet seen the large conglomeration of property management companies that many other countries have. Yet, at the same time, the rate of homeownership is high and opportunities more limited. Those that do exist have been tested by time.

The reasons to invest in and manage properties in Italy are connected to one of the most fundamental concepts in real estate—location, location, location—and given the history of property management in Italy, timing may be right for IREM members to demonstrate the benefits of professional property management.

PROPERTY MANAGEMENT

Historically, the profession of property manager has not existed in Italy.

The maintenance of major buildings was considered an administrative function for which the owner would have hired a maintenance person or a contractor for extraordinary matters. This effectively makes each owner their own independent management company, but in Italy it is not standard practice to incorporate oneself to do business as a professional.

In general, the real estate market in Italy is very highly parceled, and the rate of homeownership is 72.4 percent, relatively high when compared to the U.S. (64.2 percent) or Canada (66.4 percent). This is why condominium buildings are much more standard than apartment buildings. The role that most resembles that of property manager or site manager is the condominium manager. Usually one of the condominium owners would volunteer for this position or it would be delegated to an external manager.

The goal of an Italian condominium manager has been to find a consensus among the homeowners' assembly on how to divide the common expenses rather than to provide services. It is worth noting that condominium managers have spending power only within what has been approved by the homeowners'

“The goal of an Italian condominium manager has been to find a consensus among the homeowners’ assembly on how to divide the common expenses rather than to provide services.”

assembly. The lack of autonomous power can make it difficult to collect assessments. Condominium managers can request payment of assessments informally, and a reform that allows them to stand in court without the approval of the homeowners’ assembly has only been approved within the last few years.

Perhaps because of the lack of professional property management, there has been a tendency for many properties to be underserved from a maintenance and renovation point of view. Thus, the prices of older homes can be extremely depressed, since buyers are willing to pay far more for a new construction.

ITALIAN PARTICULARITIES

The good news is that thousands of years of history have provided a long chain of data to analyze each area, making the Italian real estate market very predictable if managers are careful about how they choose which properties to add to their portfolios. This is often ignored because statistics easily fail to acknowledge the overperformance of specific areas. Once again, location is of the essence.

These locations are good investments because they are linked to tourism. While the Italian economy (and therefore the Italian real estate market) seems to be falling apart and many enterprises are relocating outside of Italy, the Colosseum, Vatican City and Venice are going to stay where they have been for two millennia, and tourists will keep visiting Italy to see these wonders.

Owners also have the opportunity to switch an investment property to personal use and back. Properties can be rented in certain months and used personally in others. As an example, June and August are typically very good months to lease out beach houses in Italy, while cities perform better during the rest of the year.

ADMINISTRATIVE DETAILS

There are very few limitations on foreigners investing in property in Italy, but there are a number of unique Italian details that must be addressed to ensure that transactions go smoothly.

The purchase of a property in Italy requires obtaining an Italian tax code, known locally as a “codice fiscale,” which serves

as an identification number for tax and administrative purposes. Obtaining one is as simple as bringing your passport to the local tax office and filing a form, but the bureaucratic system is entirely in Italian, so most investors make use of a local consultant for language support.

Once a sale has been made, a notary must help transfer the property by deed. This involves confirming the presence of the parties, certifying the title and then recording the deed. Italian notaries perform duties that go beyond the scope of title insurance and most foreign notaries. The notary will inquire into not only the chain of title and the absence of liens, but also the compliance with zoning laws and the energy efficiency of the property. A minor nonconformity in the property can potentially stop the transaction midway, creating a liability to the seller. Having a trustworthy lawyer and surveyor is critical for the success of the transaction.

THE FUTURE OF PROPERTY MANAGEMENT IN ITALY

Some internationalization has come to the field of Italian property management. Recently, there has been a push to professionalize the management of condominiums. At the same time, the ownership of real estate in Italy is beginning to consolidate; in consequence, property managers are becoming a more prominent, necessary role.

However, the country still needs time to adapt to these changes. Because of the lack of experience with large property management companies and property managers, it will take years for the perception of these two roles to change within society. This creates an opening for property managers to help define their roles through high quality property management in Italy. ■

Fulvia Bellocchi is a real estate broker in Rome, specializing in maximizing property value.

Massimo Reboa is an attorney, currently practicing real estate law at Moris & Associates, a law firm in Doral, Fla.

Sustainable Achievements

FIVE YEARS OF THE YARDI ENERGY EFFICIENCY GRANTS

by Denise LeDuc-Froemming, CAE, MBA, CPA



Since 2014, Yardi® has leveraged its trusted brand and leadership in the real estate software industry for an exciting giving initiative to improve our shared built environment—the Yardi Energy Efficiency Grants. Yardi’s goal with the grants is to reduce energy used in commercial, residential and mixed-use properties through education and technology.

The company enlisted the help of several prominent organizations, including IREM, to develop education

and programs for practitioners on the front lines of real estate management.

“We are pleased that the Yardi Energy Efficiency Grants support new strategies for reducing energy consumption, which, as a major expense for property managers, offers vast opportunities for innovation. The work of IREM and its partners will benefit everybody with a stake in commercial property management including owners, operators, tenants, investors, communities and governments,” said Anant Yardi, the company’s founder and president.

I’d like to close out 2019 by reflecting on five years of IREM Yardi Energy Efficiency Grants. The success IREM has seen with the grants is an achievement we can all celebrate. We also look

ahead to more results-driven work to make energy and water efficiency, recycling and healthy operations standard in the industry.

“The work of IREM and its partners will benefit everybody with a stake in commercial property management including owners, operators, tenants, investors, communities and governments.”

— ANANT YARDI

IREM’S GRANT STRATEGY: LEAD

When IREM first received a Yardi Energy Efficiency Grant in 2014, we knew immediately that making an impact would require more than delivering a series of webinars and writing articles on energy efficiency.

IREM needed to take a leadership role in sustainable real estate through imaginative programs that leveraged our research and insights on real estate management.

In order to use the grant wisely and prioritize sustainability, we created a dedicated headquarters staff position to increase our capacity to focus on related projects. Todd Feist has held the role of sustainability program manager since 2014 and works to highlight and advance the role of real estate management in sustainable real estate through IREM's grant-driven programs.

In 2016, IREM further prioritized sustainability by creating a Sustainability Advisory Board. This board advises on IREM sustainability programs and ensures that we are pursuing grant initiatives that meet the needs of the industry. The board is made up of IREM members and other sustainable real estate experts in academia and consulting.

"In addition to the leadership we provide on sustainability within IREM, the Sustainability Advisory Board makes the Institute's programs accountable to membership and IREM's governance structure," says Lynne Miller, CPM, RPA, LEED AP O+M and 2020 Sustainability Advisory Board chair. "That is important to delivering quality programs. It also ensures that we spend those grant funds on meaningful work that positions IREM as a leader in the industry."

FIVE YEARS OF RESULTS

I am delighted to say that IREM's strategy of pursuing a leadership position in sustainable real estate has generated positive results, as demonstrated by the following:

> **Over 360 IREM Certified Sustainable Properties (CSPs).**

IREM CSPs are conventional and medical office buildings, multifamily and senior housing communities, and shopping centers that have met broad sustainability criteria and established green operations as long-term priorities. The certification is firmly established as an option for owners and management companies seeking an approachable, affordable recognition program for their sustainability accomplishments.

> **Over 15 real estate owners enrolled in the IREM CSP Volume Program.**

Owners like the practicality of the program and its resources to roll out portfolio-wide initiatives. They also use the program to target areas of sustainability performance that need improvement and enhance sustainability reporting to investors through frameworks like GRESB and RobecoSAM's Corporate Sustainability Assessment (CSA).

> **Three subsequent years of an ENERGY STAR® Partner of the Year award.**

The U.S. EPA has recognized IREM for the IREM CSP program, which integrates ENERGY STAR resources and tools, as well as sustainability education and research. For its continued success, IREM earned an ENERGY STAR Partner of the Year—Sustained Excellence nod in 2019.

> **Over 1,350 IREM members and other real estate professionals educated on energy management through**

“We also look to work closely with Yardi in the years ahead to leverage our brands and leadership roles in the industry so we can communicate the business case for sustainability programs, based on grant resources, results and lessons learned.”

online courses. IREM developed courses on benchmarking, smart meter data access and deep retrofits, currently offered through Education@USGBC, USGBC's online course catalog, and as a benefit to companies participating in the IREM CSP Volume Program. IREM has reached thousands more real estate professionals with content on sustainability topics and trends through IREM webinars, the IREM Blog, *JPM*, Real Estate Management News and the IREM Global Summit.

> **Three years of the IREM Energy Efficiency Survey from 2016 to 2018.**

The survey asked respondents about their energy efficiency practices and perceptions. Over 1,200 real estate professionals have downloaded two reports based on this research—*Building Performance That Pays* and *Measure What You Manage*. Survey insights continue to inform our programs.

> **Approximately 450 attendees at 10 energy data access workshops.**

IREM delivered these workshops in major markets around the country in 2016–2017, typically with local partners

involved in building energy efficiency, such as utilities and municipalities.

› **Research into the impact of sustainability on multifamily property value.** IREM spearheaded research with an academic partner, using income/expense analysis data from two large AMO firms, that investigates the financial performance of green-certified multifamily properties compared to their conventional peers. While more research is needed, IREM helped to forge new ground in academic research on the value impact of sustainability.

LOOKING TO THE FUTURE

As a leader in sustainable real estate, IREM is positioned to keep making an impact with programs enabled by the grant. We also look to work closely with Yardi in the years ahead to leverage our brands and leadership roles in the industry so we can communicate the business case for sustainability programs,

based on grant resources, results and lessons learned.

“We congratulate IREM and the Yardi Energy Efficiency Grant recipients for their tremendous progress to date. The entire industry will reap the benefits of their work. We look forward to what’s ahead in the next half-decade and beyond, when new generations of property management software will optimize energy consumption with algorithms, machine learning and other innovations,” said Akshai Rao, vice president of energy and procure to pay for Yardi.

IREM is grateful to Yardi for five years of the Yardi Energy Efficiency Grant and our other areas of partnership. Stay tuned for more results, and join IREM and Yardi in this effort by advancing sustainability in your portfolios. ■

Denise LeDuc-Froemming, CAE, MBA, CPA,
is CEO and executive vice president of IREM
Headquarters in Chicago.

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I certify that all information on this form is true and complete. I understand that anyone who furnishes false or misleading information on this form or who omits material or information requested on the form may be subject to criminal sanction (including fines and imprisonment) and/or civil sanctions (including civil penalties).

Wendy Becker, Managing Editor, Vice President, Education & Learning



NOVEMBER

11/6-11

NAR Conference & Expo

Location: San Francisco

Visitor(s): All Officers



DECEMBER

12/5

Oregon-Columbia River Chapter Visit

Location: Portland, Ore.

Visitor(s): Don Wilkerson, CPM

12/11-12

Governance Task Force Meeting

Location: Chicago

Visitor(s): Chip Watts, CPM



IREM thanks the 2019 Foundation Board of Directors for their outstanding service (pictured left to right): *Top row:* Jim Evans, CPM*; Chris Mellen, CPM, ARM; Reggie Mullins, CPM; Dee Headley, CPM; Fred Prassas, CPM; Chip Crumpler, CPM; Vera McPherson, CPM, ARM; Dawn Daffinee, CPM*; Ann Reisch, CPM; Mary Wilken, CPM*; Clark Lindstrom, CPM. *Bottom row:* Cher Zucker-Maltese, CPM; Malcom Bates, CPM; Deborah Westphal, CPM, ARM; Karen Pharr, CPM; Julie Scott, CPM; Jo Anne Corbitt, CPM*; O. Randall Woodbury, CPM. *Not Pictured:* Robert Cuttle, CPM*; Denise Froemming, CAE, MBA, CPA; Jo D. Miller; Chip Watts, CPM*
*Outgoing Directors

Ready to Serve and Support the Industry

By Rebecca O'Brien

The IREM Foundation was founded in 1977 and has been granting scholarships for much of its 42-year history. In addition to scholarships, the Foundation funds several grants throughout the year that help to further the real estate management industry. It is supported by a talented volunteer board of directors and the tremendous generosity of our members, chapters and friends. Take a look at some highlights from 2019:

320+ IREM FOUNDATION SCHOLARSHIPS AWARDED

10

leaders supported through IREM's Diversity & Inclusion Succession Initiative (DISI)

61

college students impacted by funding for university curriculum

21,000+

potential future real estate professionals reached through IREM participation at the 2019 Distributive Clubs of America (DECA) Conference held in April

11

college students sent to the 2019 Global Summit

The newly elected 2020–2022 Foundation Officers, President Julie Scott, CPM, and Vice President Karen Pharr, CPM, are pleased to announce six new additions to the 2020 board: Terrell Edwards, CPM; Benjamin Forsyth, CPM; George Griffin, CPM; Shawn Harvey, CPM; Jonathan Tucker, CPM; and Eileen Wirth, CPM. And the 2020 board of directors is ready to pick up the charge for the coming year, with a passion for property management

and commitment to the mission of advancing the profession.

Make a year-end donation today and support continued academic outreach, diversity initiatives, industry research and Foundation scholarships in 2020. Visit iremfoundation.org to give, or text “ifound” to 444-999.

Rebecca O'Brien (robrien@irem.org) is IREM Foundation director at IREM Headquarters in Chicago.



Now Available: IREM® Maintenance and Risk Management Certificate

Effective building maintenance starts with a skilled maintenance team. And the demand for well-trained maintenance professionals is at an all-time high.

As a leading provider of real estate management education, IREM has expanded its curriculum to include a Maintenance and Risk Management Certificate. By earning this certificate, maintenance staff will learn best practices and action steps for running a comprehensive maintenance and risk management program that reduces potential loss and preserves the owner's investment.

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- Developing emergency and disaster plans

Experience the difference a trained maintenance staff makes to optimize a building's performance.

Learn more at irem.org/MaintenanceCertificate.



The Next Generation of Technology Legislation

By Andrew Lomo

One of the hottest topics in technology right now is the deployment of fifth generation or “5G” networks in the United States. When fully deployed, 5G networks promise a wide array of improvements over 4G networks, including download and upload speeds that are anywhere from 10 to 100 times faster, almost instant connection times and higher reliability.

But with new technology comes new challenges and, in this case, the likelihood of new regulations. To achieve higher speeds and reliability, 5G networks

operate on a much higher frequency radio band than previous generations did. The higher frequency results in a much shorter transmission range and a diminished ability to pass through walls. This means antennas must be placed every few hundred meters throughout buildings.

And it’s where the potential for new regulations enters the picture. In order to help facilitate the deployment of 5G antennas, the Federal Communications Commission (FCC) is proposing expansion of the rules which govern antenna users’ ability to install over-the-air

reception devices, known collectively as the “OTARD” rule. The new rules could have major implications for real estate managers and their clients.

The original OTARD rule was adopted by the FCC as part of the Telecommunications Act of 1996 and has been amended several times since. The FCC wants to amend the rule once more with the coming of 5G. The commission published a Notice of Proposed Rulemaking on May 2 recommending further expansion of the OTARD rule to permit the installation of fixed wireless hubs or



IMAGE: ISTOCK.COM/ALEXSL

relay antennas on leased property without the consent of the property owner.

While many are excited by the widespread benefits that could become a reality when using a 5G network, availability is still quite limited. As of June, 5G networks were live in only 23 cities spanning 14 states. However, these figures are expected to grow quickly, making this proposed rule change all the more worthy of industry attention.

NEW RULES WITH NEW RISKS

According to Megan Booth, director of federal housing, valuation, commercial real estate policy and programs for the National Association REALTORS® (NAR), this proposal could impact the real estate market in two ways. First, it could give apartment residents or commercial tenants the right to install 5G small cells or other wireless infrastructures on their balconies or within their leased space, not only to boost their individual coverage and reception but also to transmit the signal to other customers of the telecom provider by serving as a “hub.” In addition, it may allow a telecom carrier that already leases rooftop space from a property owner (for antennas or other equipment) the ability to attach a 5G small cell or other wireless infrastructure on that existing equipment without amending their agreement with the owner.

This is why, on June 3, IREM joined NAR and a coalition of other industry stakeholders in submitting comments to the FCC urging it to refrain from extending the OTARD rule such that it would permit the installation of antennas or similar devices on leased property without the consent of the owner. IREM supports the deployment of broadband infrastructure

but is concerned that these modifications could harm its expansion. The proposed amendment could increase the risks and costs to property owners, potentially causing them to reconsider leasing space to the telecommunications providers.

MAKING AMENDMENTS

Looking back over its history, it is clear that the 1996 signing of the Telecommunications Act was a major milestone in the continuing development of the nation’s communications infrastructure. The act is very broad in its application and addresses national issues such as universal service guarantees to all individuals; deregulation of local telephone and cable television service to promote competition; reforms to regulations that inhibit access to the internet; and greater access to advanced technologies such as satellite communications.

Though the act’s scope is far-reaching, the issues of satellite dish/antenna placement and telecommunications provider access to interior wiring quickly became important issues for the real estate management industry. They were first addressed by the OTARD rule in October 1996. Originally, the rule prohibited restrictions that impaired the installation, maintenance or use of antennas that received video programming. It only applied to video antennas such as direct-to-home satellite dishes that are less than one meter in diameter (or of any size in Alaska), TV antennas and wireless cable antennas. The rule started by prohibiting most restrictions that:

1. Unreasonably delay or prevent installation, maintenance or use;
2. Unreasonably increase the cost of installation, maintenance or use; or

3. Preclude reception of an acceptable quality signal.

In 1999, the rule was amended to apply to rental property where the renter has an exclusive use area, such as a balcony or patio. A year later, the FCC amended the rule once more to include customer-end antennas that receive and transmit fixed wireless signals. This broadened rule applies to individuals who place antennas meeting size limitations on property they own or rent and that is within their exclusive use or control, including condominium owners and cooperative owners, and tenants who have an area where they have exclusive use. The rule also was extended to townhomes, manufactured homes and single-family homes.

THE RIGHT TO SET LIMITS

Local governments, community associations and landlords are allowed to enforce certain restrictions so long as they do not impair the installation, maintenance or use of the covered antennas. Restrictions needed for safety or historic preservation may also be permitted. Under some circumstances where a central or common antenna is available, a community association or landlord may prohibit the installation of individual antennas. The rule does not apply to common areas that are owned by a landlord, a community association or jointly by condominium or cooperative owners where the antenna user does not have an exclusive use area such as the roof or exterior walls.

Looking ahead, it is vital that Congress, the FCC and the states be cognizant of the potential problems created by regulations preventing building owners and managers from managing access to private rights-of-way and to the outsides of their buildings. For this reason, IREM will continue to monitor this issue as the rulemaking process moves forward. ■

“As of June, 5G networks were live in only 23 cities spanning 14 states. However, these figures are expected to grow quickly, making this proposed rule change all the more worthy of industry attention.”

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



01 / Kindle Oasis

Sometimes too much of a good thing can be a bad thing. Take smart devices—we’ve become so addicted to them that completely disconnecting could be beneficial but also daunting. Instead of foregoing tech all together, you could simply limit what kind of tech you engage with, indulging in just one device that serves just one purpose elegantly well. The updated Kindle Oasis can fulfill that simple wish. With its bigger-than-average 7-inch display, aluminum waterproof body and new screen light that can adjust to cool or warm color temperatures to give eyes a break from the standard harsh blue device light, the Kindle Oasis allows you to read just about anywhere. Why not disconnect by connecting to and getting lost in a good read?

PRICE: \$249
[amazon.com](https://www.amazon.com)

02 / CT1

Many people will never be in a situation where they have to glue two bricks together. The odds are raised, though, if you do any work on physical properties—at least, you’ve likely had a need to securely fuse, if not bricks, then other challenging materials. In that case, having CT1 around could be really helpful. It’s an adhesive sealant that successfully bonds metals, glass, wood, mirrors and even polystyrene. Odorless, highly resistant to chemicals and UV, CT1 can work in wet and dry conditions. The next time your maintenance crew is struggling to work out a plumbing situation or ensure the structural integrity of building patch materials, CT1 could come to the rescue.

PRICE: \$11/290 mL tube
[ct1.com](https://www.ct1.com)



03 / ENERQi

Imagine coming into work, throwing your smartphone on your desk and hearing that all-familiar “ding” that lets you know your device is in charge mode. But you see no wires, no wireless charger reminiscent of a hot plate, just the clean lines of your desk with your phone quietly lying there, charging. Sound appealing? Enter the ENERQi wireless Qi charger. ENERQi mounts under your desk and emits charging signals through surface areas of up to 1.57 inches thick. This minimalistic approach is not only good for the aesthetic, but also speed by bringing 10 watts to your charging needs.

PRICE: \$89
indiegogo.com/projects/the-invisible-fast-wireless-charger-enerqi



04 / B4UFLY

Drones are all the rage, and they can be useful in providing reference images of property that otherwise might be impossible to get. Before investing in a drone (and the license to operate it), make sure the FAA hasn't made your planned flight path a no-fly zone. The B4UFLY app, developed by the FAA and drone software developer Kittyhawk, checks locations and lets amateur pilots and videographers know if there are any such forbidden zones in the area. Interactive maps, information about specific airspaces and links to other FAA drone resources make B4UFLY a valuable app to help operators stay in the clear.

PRICE: Free. Available on Apple and Android.



05 / RIDGID® SeeSnake® Compact Camera Reels

It's difficult to fix what you can't see, but RIDGID's new SeeSnake Compact C40 and M40 camera reels can shed light and perspective on what's ailing your pipes. The easily-transportable snakes level physically (always making sure they're upright) and also even out light and contrast levels, providing broader and clearer viewing both at close range and farther down the pipe. The combination of a SeeSnake Compact camera reel (powered by TruSense™ technology) and a connected SeeSnake CSx series monitor creates a powerful diagnostic imaging tool that offers a high level of detail and visibility, so you can look at the big picture and more efficiently pinpoint where attention is needed.

ridgid.com

06 / Twofold Working Wall

Designed to stow away when not in use, the Twofold Working Wall transforms walls into an adaptable, ergonomic, sit-stand workstation with a built-in task light, power outlets and drop-down seat. Finished using it? It compactly folds into a four-inch stud wall or floor-standing frame. Its ability to efficiently create flexible workspace makes it a natural fit for a number of applications beyond the free address office setting that first comes to mind; it offers a functional amenity for small rental residences; it can be used as a touch-down space in healthcare environments, where space is often at a high premium; and it takes up far less square footage in a hotel room than a traditional desk set. Whether working with a blank slate of a brand new room design or redesigning an environment restricted by legacy furniture and layout, the Twofold Working Wall is made to optimize whatever space is available.

PRICE: starting at \$2,000

twofoldusa.com



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Alicia A. Adame, CPM, Long Beach

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Colorado Springs
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MICHIGAN

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AMO, Livonia

PENNSYLVANIA

SVN | Imperial Realty, AMO, Allentown

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Seacliff Apartments, Pacifica
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FLORIDA

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TEXAS

Arlington Highlands, Arlington



2019 National Grant Contest

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Entrants were invited to answer the following two questions:

"How will you make an impact on the real estate management industry in the next three years?"

"How will having your CPM designation assist you in making this happen?"

UPBEAT proudly presents the 10 winners of the **2019 National Grant Contest for Property Managers**. Each will receive a \$2,000 grant to help fund his or her IREM® tuition. See all ten winning submissions at: upbeat.com/2019PMgrant

CONGRATULATIONS!

FIRST PLACE:

Alexandra Parrish.....Zeller Realty Group

ADDITIONAL WINNERS:

Heather Grant.....Edge Commercial Real Estate
Jeff Faria.....Hall Equities Group
Juliet Hover.....RiverRock Real Estate Group
Michelle Wangler.....NAI FMA Realty
Val Meyer.....KeyBank
Neil Villwok.....CBRE|MEGA
Tavarus Moreland.....PMI
Nicole Salaman.....BH Properties
Scott Bennett.....Weingarten Realty

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Colliers International, AMO, recently promoted **BRAD ABEL, CPM**, to vice president of real estate management services for its New Hampshire assets. Prior to this appointment, Abel held the position of senior property manager for the company since 2003.



There's double the good news to share about **TYWAN ANTHONY, ARM, CPM CANDIDATE**. Not only was he brought on board by Retail Properties of America to serve as a regional commercial property manager for ten of their properties in the Northeast, he was also selected as a top 100 real estate professional by *Top 100 People in Real Estate* magazine.



MICHAEL COLLINS, CPM, has been named vice president of property and asset management for Flaherty & Collins Properties, AMO. Collins will oversee the Indianapolis firm's fee-managed portfolio while also addressing inefficiencies and identifying opportunities in the management process.



Stonemark Management in Atlanta found a new regional vice president in **MELISSA DOSS, CPM, ARM**. Doss, who has over two decades of real estate experience, was promoted to the position from regional manager and will oversee multifamily portfolios in Georgia, South Carolina and Virginia.



Business in Edmonton recently recognized **ROSE EVANS, CPM**, a managing partner at Ayre & Oxford, Inc., AMO, as one of its Business in Edmonton Leaders, who, the publication says, "stand out in our community through their personal integrity, values, business initiatives, community involvement, innovation and philanthropy."



Indianapolis-based AMP Residential has promoted **DENISE HAGGARD, CPM, CAM, CAPS**, to oversee its new client services division (fee management). Haggard has been with AMP for four years as a vice president of operations, and now she'll develop and take charge of this new venture for the company.

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.



SHRUTI KUMAR, CPM, joined The Habitat Company LLC, AMO, in Chicago, as a regional manager for its condominium division. Kumar brings 16 years of industry experience to the position, having most recently served as assistant vice president and property supervisor at Draper and Kramer, AMO.



MEB Commercial Group, AMO, has brought **TYREL WILLIAMS, CPM**, on board as vice president of commercial real estate. Williams has several years of real estate experience that he'll apply to the role and has overseen a wide range of projects in areas such as construction/development and insurance risk management.

WinnResidential in Boston added three IREM members to its roster in vice presidential roles:



Choni Wilcox



Kareem Slater



Kristina Gabehart

CHONI WILCOX, CPM, a 30-plus-year industry veteran has joined WinnResidential as executive vice president of the company's Mid-Atlantic region; **KAREEM SLATER, CPM**, is employing his 20 years of property management experience as senior vice president of the Mid-Atlantic portfolio; and **CPM CANDIDATE KRISTINA GABEHART**, with 22 years in the fields of conventional and affordable housing, now serves as regional vice president in the New York region (excluding New York City).



“ In a traditional setting, they normally cook food over an open fire with big cooking pots for stews and the like. One family set up this arrangement with a gas burner in the middle of the living room.

P16

“ ANYBODY WHO KNOWS ME KNOWS THAT I THINK THE WORST ANSWER IS, ‘BECAUSE WE’VE ALWAYS DONE IT THAT WAY.’

P10



“ The reasons to invest in and manage properties in Italy are connected to one of the most fundamental concepts in real estate—location, location, location.

P32



“ Have you ever sent an email to a client with a document attached that at best deserved confidential treatment and, at worst, could have wreaked havoc if the wrong people saw it?

P6

“ THIS MEANS ANTENNAS MUST BE PLACED EVERY FEW HUNDRED METERS THROUGHOUT BUILDINGS.

P40



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Avi Ben-Zaken, Principal (left); Eric Cress, Principal (right)



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