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Journal of Property Management

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INSTITUTE OF REAL ESTATE MANAGEMENT

May/June 2020

Safe & secure

Modern approaches for protecting properties

- 
- > Stopping sexual harassment in the workplace
 - > Advice for keeping your pool healthy and accident-free
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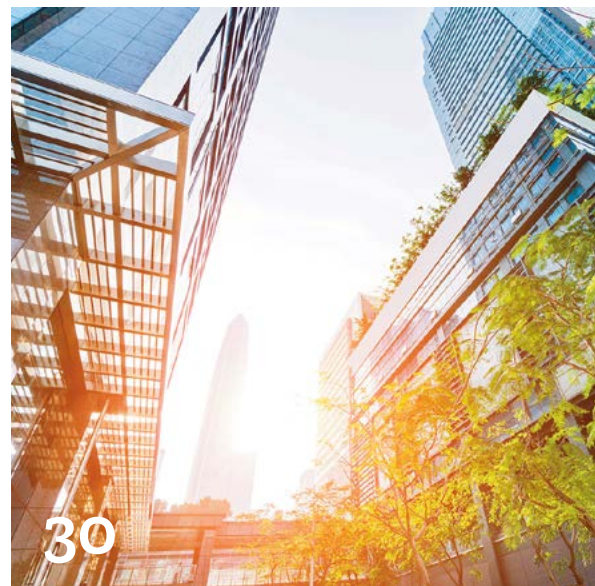
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President's letter

Safety first, safety always

Last year, when JPM decided its May/June 2020 issue would focus on safety, it was done with the outdoor season in mind; summer would be approaching, and people would be more active, making use of outdoor spaces and coming and going more often from their properties as the weather improved. Stories were planned that speak to those topics—features about maintaining pool safety and property security, for example—and production got underway.

It's an understatement to say that circumstances have changed. The onset of COVID-19 shines a blinding spotlight on safety in ways that are paramount now but seemed far less so months—or one month, even a week—ago. It's a disruptor of immense scale, affecting almost every aspect of our lives and livelihoods, including property management. It's become critical for us to exercise agility in our jobs, re-evaluate our processes to adapt to the present situation and adjust, for our safety and the safety of the people in our care—our tenants, residents and staff.

IREM is helping property management professionals face the challenge head-on, with new offerings like a **coronavirus resource page** on irem.org, containing a wealth of information updated regularly. We have also launched a **Community Room** where members can virtually gather and share ideas and stories with others in the IREM community.

Realizing that most people are currently working from home and not in their offices, where the print edition of JPM is most often delivered, we are providing the May/June 2020 issue in digital format only. Rest assured, it's the same great content, and it's accessible online wherever you may be. You'll find the pool safety and property security features I

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It's become critical for us to exercise agility in our jobs, re-evaluate our processes to adapt to the present situation and adjust, for our safety and the safety of the people in our care—our tenants, residents and staff.



mentioned, as well as columns about how owners and property managers are addressing climate change in their investment and operating strategies, and how insurance concerns vary in different regions around the globe. And exclusively at jpmonline.org, you'll also find a selection of IREM members' experiences and responses to the COVID-19 crisis.

As the world's response to COVID-19 continues to evolve, so will IREM's, and so will JPM's. We'll be here supporting property management professionals as you address the rapidly changing conditions that come with this deadly virus. And we'll get through it together.

On behalf of IREM and JPM, I wish you well. Be safe.

A handwritten signature in black ink, reading "Cheryl Gray".

Cheryl Gray, CPM
IREM President



Data state

Adding free Wi-Fi to your lobby or building can be a welcome upgrade. But public networks can also expose users' personal information, putting them at risk of having data stolen, and you at risk of losing trust or business.

To make Wi-Fi usage safer, require a login page where users must accept the terms and conditions that state the network is not secure. Let users know that they shouldn't share personal data, such as social security numbers or credit card details, on the open network.

Source: *Broadband Communities Magazine*, Matt Matlack, "There Has Never Been a Better Time to Invest in Multifamily Technology"



A multifamily danger

According to the National Fire Protection Association and the Federal Emergency Management Agency, **70%** of the losses from fires in the United States are from residential fires, with **one-third** of those losses coming from blazes in multifamily housing residences.

Source: Multifamily Executive, Ralph E. Bless, "Multifamily Residence Fire Safety: Don't Skip Individual Unit Inspections"

"At the end of the day, the goals are simple: Safety and security."

— Jodi Rell, former governor of Connecticut

Harassment report

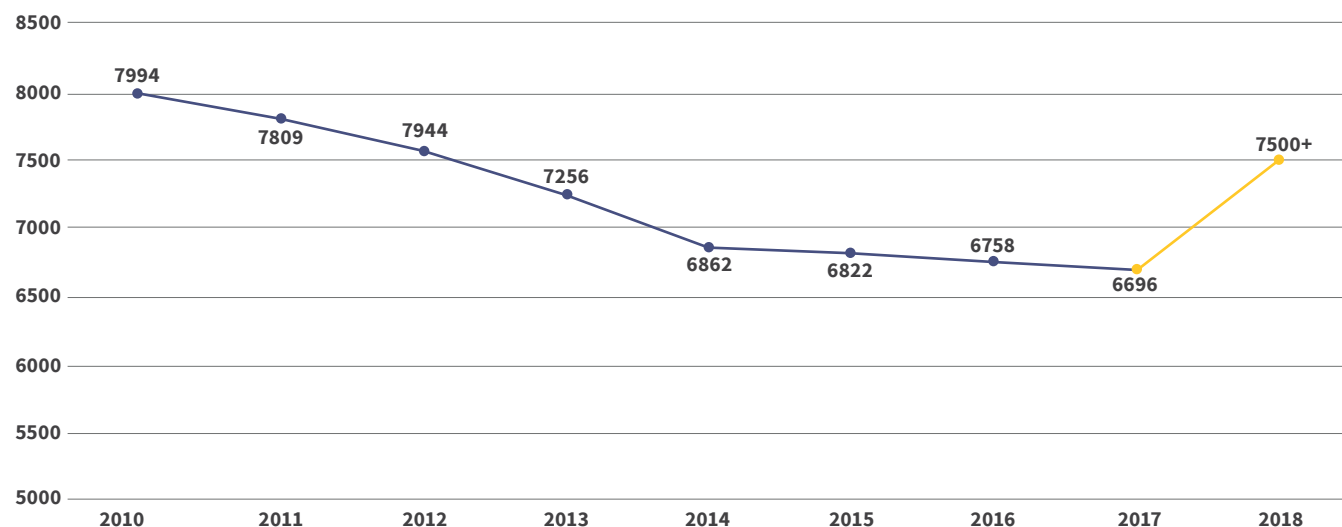
The U.S. Equal Employment Opportunity Commission (EEOC) works to prevent discrimination—like sexual harassment—in addition to recording charges of the offenses. Below is sexual harassment data from the last decade.

Source: eeoc.gov

 For more information

on how to combat sexual harassment in the workplace, turn to the talent management column on p6.

Sexual harassment claims received by the EEOC 2010 through 2018



Package deal

While renters prefer packages delivered directly to the front door, smart lockers are the second favorite option, according to a recent Software Advice survey. However, only **15%** of property managers use smart lockers, despite **66%** of renters finding them valuable.

Source: Software Advice, Collin Couey, "Solve Apartment Package Management Problems with Smart Lockers"





Image: Stock.com/PeopleImages

Stop the cycle

Sexual harassment occurs unchecked in many workplaces. But property managers have a chance to break the chain.

For statistics on sexual harassment claims filed, turn to dashboard on p5.

Conversations about consent—and what's over the line—have become more common with the emergence of the #MeToo movement.

It could be an off-color joke. It could be a question, a look or a touch. It could even be a compliment. The fact is, sexual harassment comes in many forms—and it's not always easy to spot. Something considered friendly banter by one person may be intimidating or offensive to another.

"You can debate about, 'How offensive is it? Should it be a big deal or should you just brush it off?' That's really each person's own comfort level," says Gregory Tall, director of learning and development for JB Training Solutions in Chicago, Illinois. "The big thing that every law takes into consideration is, 'Is the conduct or the comment unwelcome?' If the answer is yes, then you say, 'That person crossed the line here.'"

Conversations about consent—and what's over the line—have become more common with the emergence of the

#MeToo movement. High-profile sexual harassment and assault cases have kept attention on the unwanted encounters people have to navigate in the workplace. And negative experiences are far from uncommon. In 2016, the U.S. Equal Employment Opportunity Commission (EEOC) found that 60% of women had experienced unwanted sexual attention, sexual coercion, sexually crude conduct or sexist comments in the workplace. And a survey by the Trades Union Congress found that seven in 10 LGBT people have been sexually harassed at work.

But the tides may be turning. Rather than just ticking a box on a compliance checklist, leaders are looking for ways to elevate the conversation about respect in the workplace.

"I think there has been a dramatic shift," Tall says. "Those who are doing it are doing it more as an integral part of their work around inclusivity and having an equitable workplace."

Start the conversation

Because harassment can be so subjective, stopping it often requires seeing things from another person's point of view.

"I think most people want to come to a great workplace and have an equitable, inclusive environment," Tall says. "That said, they might not always have the tools to behave in such a way to do that."

Clearly communicating what type of behavior is expected, and why, can help leaders create a safe environment that promotes high employee morale. Formal training on how to respond to problematic situations can also help teams create healthy strategies for dealing with harassment—and avoid emotionally charged confrontations.

"Training that is more of an open conversation is always beneficial," says Wendy Christie, HR specialist at EmployerESource.com in Bozeman, Montana.

This is especially helpful in the world of property management, where people often work alone or in small teams at on-location offices, without direct oversight. Open communication also helps people understand their options for dealing with harassment when it comes from a client or resident—without harming important business relationships.

A healthy response

As these conversations become more acceptable in the workplace, more people are coming forward to discuss their experiences. The number of sexual harassment claims filed with the EEOC jumped 14% from 2017 to 2018. However, research from the University of Massachusetts Amherst Center of Employment Equity found that more than 99% of workplace harassment still goes unreported.

That's not surprising, with retaliation still a problem. The University of Massachusetts study found that nearly two-thirds of sexual harassment charges are associated with job loss. Organizations that want to create a safe working environment have to eliminate the fear and stigma associated with coming forward, Tall says.

"You have to make it easy to report harassment," he says. "You want employees to bring things to you sooner, when they first notice something, before it's become a systemic issue."

Christie says that having a third-party reporting system can make people feel comfortable reporting harassment,



“*You can debate about, 'How offensive is it? Should it be a big deal or should you just brush it off?' That's really each person's own comfort level.*

—Gregory Tall, JB Training Solutions

especially if their harasser is in a position of power. "They have somebody they can call who isn't part of the company."

Once a complaint is made, Christie recommends asking the accuser how they would like to see the problem handled. While an organization can't always comply with the employee's request, this keeps the lines of communication open and gets the affected team member involved in finding a productive solution. Otherwise, managers could end up making the situation worse.

Christie cites an instance involving one of her restaurant clients. A server complained about being sexually harassed by a customer. After she made her complaint, her managers moved her to a different section where



Image: iStock.com/PeopleImages



“
Just doing something
can leave you with
more problems. So
you need to say [to the
person who made the
complaint], ‘Well, how
would you like to see
this handled?’”

—Wendy Christie,
EmployerESource.com

she said she made less money—which led her to sue for damages.

“Just doing something can leave you with more problems,” Christie says. “So you need to say [to the person who made the complaint], ‘Well, how would you like to see this handled?’”

From the ground up

Top-down policies are a necessary piece of the puzzle, but they can only take a company so far. Building a more respectful organization must also involve a shift in culture.

“We’ve all been at a team meeting where someone has expressed something that was clearly over the line,” Tall says. “Typically, there is an awkward moment of silence where everyone realizes, ‘They shouldn’t have said or done that.’ Then they all try to press through and pretend like nothing happened.”

To make that scenario the exception rather than the rule, teams should

make a habit of calling out encounters that make people uncomfortable. Aggressive confrontation is not necessary. Simply stating when someone has acted inappropriately will normally be enough to discourage that behavior in the future.

“If everyone does it, and everyone does it consistently, then we start to normalize that,” Tall says.

And that’s going to be important to compete in the talent marketplace of the future. Organizations that don’t take harassment seriously will have a hard time attracting high-performers, who are powerful engines of the economy.

“If you don’t fix the toxicity and the culture, what eventually happens is, people leave,” Tall says. “If you don’t have an organization that is welcoming and inclusive, you’re not going to have access to the top talent.” ▀

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"You don't know what you don't know." So Tim Kramer, CPM, ARM, sums up the challenge of configuring a safety and security system for your buildings. "You can't assume because you're not hearing anything from your residents that there's no problem. If people don't feel comfortable, they don't feel comfortable."

And it's the comfort and protection of your residents or commercial tenants, as well as the protection of the asset itself, that must be uppermost in a property manager's mind. The creation of a (literally) bullet-proof safety configuration must be done on a case-by-case basis.

"That's why it's incumbent upon us as property managers to not rely solely on what our neighbors are doing as far as safety and security go or to invest in the latest and greatest device," says Kramer, who is vice president and director of management operations for Draper & Kramer, AMO, in Chicago. "You have to put in the time and effort to understand what your residents need."

Choosing the best options
for your building's needs

By John Salustri

Image: iStock.com/sinology

g curity



Which is why the apartment management firm conducts resident surveys after they take over an asset and periodically thereafter. "I would be very cautious about applying too many assumptions as to what does or doesn't make my residents comfortable," he says. Initial surveys are "a quick and easy way to find out what might have been lacking previously, to fill any gaps and, frankly, to score some quick points." After that, the ongoing polls keep management and residents in sync while inviting engagement.

Folding in the tech factor

Increasing the options—and therefore the potential challenges—of providing a customized access configuration is the growing number of technical solutions on the market. These can range from relatively familiar applications such as keyless access systems (fobs and cards) and their later-generation development, phone-based access, up to biometrics (the measurement and analysis of unique physical and behavioral characteristics), robots and artificial intelligence (AI).



Biometrics such as eye- and voice-recognition aren't totally here yet.

—Sean Miller, PointCentral

These too are a matter of comfort level and ROI as much as effective protection. And, as we will see, under the theme of "tenant experience," there is still an argument to be made for relatively low-tech solutions.

So, not surprisingly, not all of these new technologies are making it to our doorsteps. Not yet, at least. For instance, "Biometrics such as eye- and voice-recognition aren't totally here yet," says Sean Miller, president of PointCentral, a subsidiary of Alarm.com. The firm is a provider of property automation solutions that, according to its website, help "residential property managers deploy IoT technology to more efficiently protect assets, reduce operational costs and provide an in-demand resident amenity all from their desktop or mobile device." While there are specific applications where such cutting-edge technologies are making inroads, "they're not overly common in general residential or commercial properties yet," he says.

Big data and AI are starting to make their presence known, Miller explains. "A few years ago everyone thought big data was the next big thing," he says, "and then they got their first data download and realized what they really want is actionable information."

"Increasingly, AI is helping managers make sense of the data so that they can monitor devices and notice when one starts misbehaving," he continues. Not only do such predictive analytics save money and time, in so doing, "they allow the landlord to deliver better service. Today, it's less about scrambling to respond quickly to a resident's service request and more about how you can take care of problems before the resident is ever inconvenienced."

Ted Low, senior vice president of business growth and development for Bethesda, Maryland-based Datawatch Systems, Inc., a provider of access control technologies,



“I would be very cautious about applying too many assumptions as to what does or doesn't make my residents comfortable.”

—Tim Kramer, CPM, ARM, Draper & Kramer, AMO



Image: iStock.com/Pellic

agrees that biometrics has its place but—at least in today’s applications—in more specific, high-security environments, such as in healthcare organizations and financial institutions.

And robots? Powered by AI, they “can come in different forms,” he says. “They can roll around on wheels or take the form of a lobby panel that looks more like a kiosk. But something like that rather than a smiling security officer could be a drawback in terms of occupant comfort levels.”

In addition to need, the issue is cost. “There are two costs to consider,” Low says. “First is the cost to purchase, which is the obvious cost, and then there’s the cost to own it, which can be less obvious. We put a life cycle of five years on traditional access-control systems, which is generally how long they last before they need to be upgraded. Then you’ll incur software upgrade and licensing costs. Ultimately, you have to look at the value technology brings to the building and the cost/benefit analysis set against the impact on tenant experience. If it checks all of the boxes from a property manager’s perspective, it’s probably a go.”

But the further out we crawl on the tech limb, the more adoption begins to wane. “There are some providers that are on the bleeding edge,” says Kelly Tang, CPM, president of IEC Property Services Corp. in Los Altos, California. “But adoption at that point is rather low. Ultimately, of course, the industry will get there, and we are becoming more



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Increasingly, AI is helping managers make sense of the data so that they can monitor devices and notice when one starts misbehaving.

—Sean Miller, PointCentral

high-tech in terms of security. But it is a matter of time and acceptance."

Technology to fit the need

"A common misconception is that there's one solution that fits all types of applications," says Kramer, whose mid-states portfolio stretches from Illinois to Texas. "What works well in one property might not in another." The age of the building, the nature of the tenant or resident and how big a staff there is all come into play.

They certainly do for Tang, who puts the lie to the belief that the only good security system is a high-tech one. "We're probably considered relatively low-tech," says the operator of garden-style apartments throughout California. "We operate in the value-add space, so our assets don't come with all the bells and whistles of a Class A high-rise. Besides, the majority of our residents aren't up to speed on those technologies yet."



“*The value that any technology brings to the building has to be measured in terms of the positive impact on the tenant and the value vs. cost.*

—Ted Low, Datawatch Systems, Inc.

Tang, who like Kramer is an instructor for IREM courses, says prospects looking for a garden-style apartment know what they're looking for. "It's an interesting dynamic," he says. "Probably every resident has an iPhone, and they'll shop and bank online, but for some reason when it comes to rents and security issues, for instance, they become really low-tech."

The expectations for security are a presupposition in IEC-type settings, which, beyond the presence of human security teams (no rolling robots here), involve a mix of descending gate arms or roller gates to limit vehicle access, and all-encompassing fences ("We try to make wrought iron look as nice as we can," says Tang). Access codes are linked to the property management software system.

"Everyone has their own opinions of what that safety and security might be," says Tang. "Our experience says that expectations are different in garden apartments. It's a different audience." He adds that differences in those expectations are not generational.

However, in the certification courses Kramer teaches, he emphasizes "understanding generational differences. The good news is that there are identifiable trends within the different generations that you can use to help shape policy, in this case [in the areas of] safety and security. The bad news is that those are generalities, and the only true way to understand what works is through those surveys."

Like Kramer and Tang, Low is a big believer in security operations that reflect the nature and positioning of the property. "The value that any technology brings to the building has to be measured in terms of the positive impact on the tenant and the value vs. cost," he says. The receptivity of tenants and residents to gee-whiz technologies is also a matter of exposure. For example, anyone of any age who has stayed in a hotel in the past 20 years probably knows how to work a card key.

"It always comes down to tenant experience," Low says. "The main reason for a property manager's existence is to manage the asset and create ROI. And you drive revenue primarily through managing costs and ensuring that experience."

Choose your partner

Adoption also comes with trust. We've mentioned providers of systems. Actually, Miller prefers the term "partner. The first thing we ask owners and operators is what problem they want to solve and who the internal champion will be.

You can't look just at the hardware. Look at the partnership. You want to vet providers as you would any other service, because there's a lot of money in proptech and a lot of start-ups. But developing new concepts isn't cheap. So do your homework, because the best ROI is nothing if your provider goes belly-up."

"When we're vetting a security-system partner," says Tang, "we want to know how the product will integrate with our existing property management software. How does this make safety and security more reliable and still easier—not just for us, but for our residents as well?" With that, he goes back to a primary theme: "After all, it's all about their experience."

And watch for those who promise the moon. As everyone we interviewed confirmed, regardless of your thirst for tech solutions, each building has its own unique fingerprint, "especially when we're talking about something as important as security," says Kramer. "Every property has different needs. I would be very cautious of anyone who claims to have the solution for all of your properties." ▀

John Salustri is a contributing writer for JPM.



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When we're vetting a security-system partner, we want to know how the product will integrate with our existing property management software.

—Kelly Tang, CPM, IEC Property Services Corp.

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ool primer



Maintenance and safety tips from the Pool & Hot Tub Alliance

By Nicole Tropp, MMC

Residents and guests

may see a pool as the fun, recreational asset that it is. But for property managers, pools require diligence when it comes to safety, health and maintenance. Commercial pools are specialized systems and require trained professionals to maintain the mechanical function, chemical integrity and biological safety. Defined as any pool other than a single-family residential pool, commercial pools are broken down into six classifications, one of which includes pools intended for use by apartments, condominiums, homeowners associations and other residential properties. Pools operated solely for, and in conjunction with, lodgings such as hotels and motels are also included.

"Pools are complex systems," says John Mason, Pool & Hot Tub Alliance (PHTA) Certified Pool OperatorSM, instructor and registered environmental health specialist at Deschutes County Public Health in Bend, Oregon. "It would be hard to hire someone off the street to come in and run these pools with pumps, heaters and filters."

Education is key

With all of the complexities in keeping residents and guests safe and healthy, maintaining the property's reputation and reducing liability risk, Mason says the key is to educate the workforce, and property managers need to empower their pool operators with the necessary tools and skills. When educated pool operators have the means to accurately test the facility and the ability to close the pool for safety purposes, everyone is better off.

In the same way that a new driver wouldn't be given keys to an old, poorly maintained car and expected to maneuver the vehicle without danger, a pool operator shouldn't be given expired test kits or chemicals and be expected to maintain a safe pool, Mason explains. Dated equipment can compromise the integrity of the pool's chemistry, leading to the erosion of its foundational and mechanical aspects, and potentially to health hazards.

"We want the managers to set some boundaries for the pool operator and determine the standards for their facilities," Mason says. "This

Pools are a popular and attractive amenity. Proper operation, such as educated pool service providers, can mitigate safety and liability risks.

“

It should not be the property manager's job to get into the granular details of the inner workings of the pool system. They must trust that the pool contractor, operator or service provider is doing the job correctly.

— Jason Schallock, Anderson Poolworks

information is readily available through the public health department. Give your pool operator the tools to maintain a safe facility. Provide your operator with a quality test kit."

Jason Schallock, COO of Anderson Poolworks in Oregon and PHTA Commercial Council co-chair, emphasizes the importance and value of hiring knowledgeable, qualified people. A safe pool requires a good design, quality installation and proper commissioning—and well-trained operators and service professionals.

"It should not be the property manager's job to get into the granular details of the inner workings of the pool system," Schallock says. "They must trust that the pool contractor, operator or service provider is doing the job correctly. It boils down to hiring a professional company that is trained properly, has the right licenses, accreditations and certifications and is asking hard questions. Most important to a



Image: iStock.com/Cebollaa4

property manager is to hire the right people to operate the pool and invest in quality training.”

Ease with automation

Property owners, managers and pool operators are all ultimately responsible for maintaining water quality and chemistry, and verifying the operation system is functioning properly. There are several tools that will help with these tasks. It's becoming increasingly popular to have automated systems that sense the water quality and feed sanitizer or other chemicals into the pool. These systems have tremendous value but should be properly installed, maintained and operated.

“Chemical automation has now become a widely used tool to log data in real time,” Schallock notes. “It's easy to view trends in how your pool is performing, water quality conditions, temperature, flow rates and filter status. If a controller is installed, operated and maintained correctly, it can be extremely reliable in maintaining a constant sanitation and pH level.”

The automated systems help reduce liability, increase operational efficiency, regulate safety, improve the experience of residents and guests, and maintain quality and staff proficiency. For instance, if there is a particularly busy day at the pool, the automated system tests and adjusts the chemicals accordingly in real time, with the goal of preventing water-borne illnesses. The system will log time stamps of the tests and note any chemical or water quality changes.

“Not only is there the safety aspect, [automated systems] also prevent your water from scaling or getting too corrosive, which can damage the pool interior finishes, the equipment—everything,” says Schallock. “You could be saving money down the road on replacing equipment or refinishing the pool interior. There's a huge hidden ROI that comes with these automated systems. They're second to a quality pool operator or quality service provider.”

Avoiding the energy drain

In the vein of return on investment, property managers have been focusing on energy efficiency in their aquatic facilities. Pools can be one of the largest energy consumers on commercial properties. Schallock says it doesn't have to be that way.

“Improperly installed equipment or improperly sized equipment leads to huge upticks in energy consumption,” he notes. “A pool that is properly designed with properly installed and commissioned energy-efficient equipment can use up to an eighth of the power and water of a pool that is not.”

Risk management and maintenance checklist

1. Gate and fence

- Are they in good working order?
- Is there a natural element (bushes, trees, foliage) that would allow people to climb over the fence or barrier?
- Does the gate latch? Does it open and self-close?

2. Signage

- Is it visible from all points of entry?
- Is it still legible, or is it faded and damaged?

3. Pool

- Is the water crystal clear?
- Who is supervising children?
- Are there depth markers? Are they clean?
- Are “No Diving” signs present?
- Are the handrails in place and secure?
- Are there contrasting tiles for pool depth on the pool floor where the depth transitions from shallow to deep water?
- Is there a rope across the pool where the depth transitions from shallow to deep water?
- Do the lights turn on in the pool and on the pool deck?

For additional information on standards, codes and more, visit phta.org. For healthy swimming resources, visit cdc.gov/healthywater/swimming.

As properties build, update or renovate aquatic facilities, Schallock recommends asking questions about the energy efficiency rating, finding out if there are incentives for using energy-efficient equipment, and ensuring the equipment is properly sized, installed, commissioned and programmed. ANSI/APSP/ICC Standards address proper hydraulic design and energy efficiency guidelines in pools and spas.

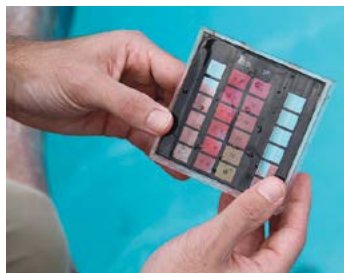


Maintaining balanced water chemistry is a vital part of keeping pools safe.

Clean, healthy and accident-proof

Among the biggest concerns for property owners with aquatic features are water quality and waterborne illness. Schallock advises making filtration and water quality top priorities. Maintaining consistency and quality can help protect properties from spreading disease.

"It's important to make sure the operating system is functioning well and that there's proper turnover in the pool—which is how many times the water passes through the filtration and chemical treatment system each day," Schallock says. "You need to make sure your filtration system is up and running without issues, and you need



to make sure your water chemistry is on point."

If there are questions or concerns about the status of a facility, Mason encourages property managers to reach out to the local health inspector, who will be able to explain the rules and boundaries for safe pool operation.

"My job is to protect the public health, but I am not actually adjusting the chemistry or monitoring the water quality," Mason notes. "I have to empower the pool operators to do that. I invest time in them; making sure they know what they're doing, making sure they know how to use the equipment and resources they have so that they can do a good job and protect the public health."

We try to empower them with education."

Protecting public health goes beyond water chemistry and water quality. Commercial pools are also expected to have physical safeguards in place.

In 2007, the U.S. Congress passed The Virginia Graeme Baker Pool and Spa Safety Act (VGBA) to promote pool safety and reduce the risk of drowning incidents, entrapment injuries and death in aquatic facilities. This law requires all public pools and spas, both new and existing, to be equipped with compliant suction outlet fitting assemblies (SOFA). The federal mandate originally took effect December 19, 2008.

Under the federal VGBA, product components certified on or after November 24, 2020 are required to comply with PHTA's ANSI/APSP/ICC-16 2017 Standard for Suction Outlet Fitting Assemblies (SOFA), which serves to define VGBA compliance. Maintaining updated and VGBA-compliant drains is essential to pool safety. There are several ways to remain in compliance when it comes to drains and drain covers.

Schallock says the key is to verify the drain cover has been updated within the allotted time for that particular cover based on manufacturer specifications. The only way to know when a drain cover was updated is from the invoice, the installation proposal or contract, or the drain cover informational paperwork.

“
My job is to protect the public health, but I am not actually adjusting the chemistry or monitoring the water quality. I have to empower the pool operators to do that.

— John Mason, Pool & Hot Tub Alliance

Along with proper water chemistry, pools must have physical safeguards in place.

Image: Scott Nelson Photography 2019



"If the property manager is unsure of when the drain cover was updated, then they just need to update them and retain the paperwork," Schallock advises. "We see a lot of paperwork lost during turnover."

Over time, activity and possible chemical degradation can affect the hardware on a drain cover. Schallock says it's imperative to keep the grate secure and in place, using the hardware provided by the manufacturer assembly. Every component of a SOFA needs to be one system from the same manufacturer.

When the drain cover is being replaced, property managers need to verify the cover matches the drain sump and is rated for the depth of the sump. Additionally, the grate cover must

match the total maximum flow rate of the system that it is a component of. This includes recirculation, filtration and therapy jet or water features. In a two-suction outlet system, the SOFAs should be rated so that if one is blocked, the other is able to handle the entirety of the system flow. If there are three fittings, two should be able to handle the flow rate if one is blocked and so on. Another good option is using an unblockable SOFA system.

Says Schallock, "The key things I see when I visit a property: One, the drain covers have not been updated, or nobody knows anything about them. Two, the drain covers haven't been properly secured or not secured at all in some cases. Three, the grate does not match the sump depth. Four, the grate or grates do not match the rated flow of the system."

Pools have both obvious and hidden dangers. They are complex and require specific skills and knowledge to properly maintain. Relying on individuals with experience and expertise can aid in keeping aquatic facilities open and enjoyable, while giving property managers solid peace of mind. ▀

Nicole Tropp, MMC, is a public relations specialist with the Pool & Hot Tub Alliance.

Complying with VGBA

The Virginia Graeme Baker Pool and Spa Safety Act (VGBA) requires all public pools and spas to be equipped with compliant suction outlet fitting assemblies (SOFA). When it comes to noncompliance with the act, Jason Schallock shares the four most common issues he encounters:

1. The drain covers have not been updated, or nobody knows anything about them.
2. The drain covers haven't been properly secured or not secured at all.
3. The grate does not match the sump depth.
4. The grate or grates do not match the rated flow of the system.



Birmingham, Ala., home of 2021 President W.A. "Chip" Watts IV, CPM, CCIM

Image: iStock.com/Sean Pavone

Revised slate of 2021 IREM officer nominees

The election of IREM Officers will take place at the Governing Council meeting, which is held in conjunction with the IREM Global Summit.

In the March/April 2020 issue of JPM, the IREM Nominating Committee announced its slate of nominees for 2021 IREM Officers to serve with 2021 President W.A. "Chip" Watts IV, CPM, CCIM. This slate included George D. Griffin III, CPM, CCIM, as the 2021 President-Elect. George's increased responsibilities as vice president of housing operations for the Houston Housing Authority, AMO, make it impossible for him to devote the necessary time to meet the demanding requirements to serve both the Housing Authority and the office of IREM Secretary/Treasurer. As a result, he has stepped down as the 2020 Secretary/Treasurer, and therefore, as the 2021 President-Elect nominee.

In compliance with the IREM Bylaws, 2020 President Cheryl Gray, CPM, on recommendation by the Nominating Committee, has appointed Barry Blanton, CPM, to fill the vacant office of 2020 Secretary/Treasurer. As such, the new 2020 Officer team is as follows:

- President: Cheryl Gray, CPM
- President-Elect: W.A. "Chip" Watts IV, CPM, CCIM
- Secretary/Treasurer: Barry Blanton, CPM
- Secretary/Treasurer Nominee: Renee Savage, CPM, CCIM

Mr. Blanton is the chief problem solver and a founding principal of Blanton Turner, AMO, based in Seattle, Washington. He entered the industry in 1980 and has become one of the most influential property management professionals in the Pacific Northwest. He has served as an IREM Senior Vice President on the 2019 and 2020 Executive Committees and has been involved in many leadership capacities within the organization, including Regional Vice President. Most recently, Blanton was selected as the 2021 Secretary/Treasurer nominee, which was announced in the March/April 2020 issue of JPM.

Given these changes in the Institute's leadership, the Nominating Committee withdraws the original slate of Officer nominees as published in the March/April 2020 issue of JPM and puts forth a new slate of 2021 Officer nominees to serve with 2021 President W.A. "Chip" Watts IV, CPM, CCIM. The election of IREM Officers will take place at the Governing Council meeting, which is held in conjunction with the IREM Global Summit.

For the one-year term (2021) that begins at the conclusion of the 2020 annual IREM meeting through the conclusion of the 2021 annual IREM meeting, the nominees are:

2021 President-Elect

Barry Blanton, CPM

Blanton Turner, AMO
Seattle, WA

2021 Secretary/Treasurer

Renee M. Savage, CPM, CCIM

Capital Growth Properties, Inc., AMO
La Jolla, CA

IREM Bylaws provide for additional nominations for Officer positions. Any additional nominations must be made by a petition signed by at least fifteen members of the Governing Council delivered to IREM CEO/Executive Vice President at least ten days in advance of the date set for the election.

To fill the vacant position on the 2020 IREM Executive Committee, President Gray has appointed Sidney Ingelson, CPM, to serve as an At-Large Member for the remainder of the term. Sidney is an asset manager in the real estate division of Northern Trust's office in Pasadena, California, and previously served on the Executive Committee in 2018 and 2019. She is also the 2020 chair of the Next Gen Advisory Board.



**W.A. "Chip" Watts IV,
CPM, CCIM
2021 President**



**Barry Blanton, CPM
2021 President-Elect
Nominee**



**Renee M. Savage,
CPM, CCIM
2021 Secretary/
Treasurer Nominee**



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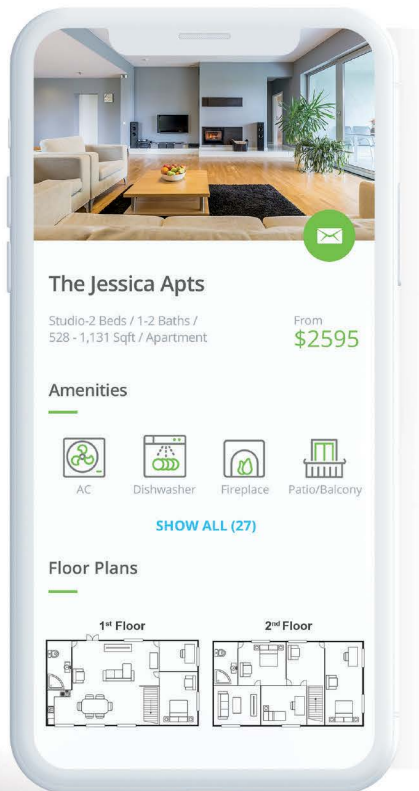
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Online maintenance	✓	✓
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Owner payments & reports	✓	✓
Live chat support	✓	✓
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Resident screening*	✓	✓
Corporate websites*	✓	✓
Property websites		✓
Online state-based lease documents		✓
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2019 REME
Awardees bring
a spark to the
profession

On fire

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In its 2019 REME (Real Estate Management Excellence) Awards for CPM of the Year and ARM of the Year, IREM selected individuals with not only great vision, but intelligence and drive. Both individuals are outstanding players within their respective firms, and their dedication to the real estate management profession in general—and IREM in particular—is highly noteworthy.

CPM of the Year

Shannon Longino, CPM

Truist Community Capital (formerly SunTrust Community Capital), Atlanta, GA

Shannon Longino has been in the real estate management profession for more than 25 years and served as the 2018–2019 IREM Georgia Chapter president. As expected for a professional with that degree of longevity, she's built a network of partners to call upon for a variety of activities, but she wants more. She wants to bring more faces and more voices into the industry.

Longino recently served on the advisory board for the University of Georgia's (UGA) College of Family and Consumer Science, which offers a program in residential property management in its department of Financial Planning, Housing and Consumer Science. Along with other chapter members involved in the program, Longino became a major supporter. "I thought that if the IREM chapter president was involved with the students, the organization would have more impact. If they could see me, they would know that we're very interested in their career development—plus, we could pair them up with mentors to help them begin their careers."

"When I looked at our chapter membership," Longino adds, "I realized we needed to recruit new members and new leaders, but property management is not widely taught: UGA and Virginia Tech are a couple among a limited number of



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If they could see me, they would know that we're very interested in their career development.

—Shannon Longino, CPM



2019 CPM of the Year, Shannon Longino, CPM (center), accepts her REME Award from 2019 IREM President Don Wilkerson, CPM (right) and Michael Finelt, VP of sales for REME founding sponsor ABM (left).

schools that teach property management. To keep our industry growing, we have to teach the coursework and develop personal relationships. I went on behalf of IREM and Truist to teach an affordable housing class. It was a great platform from which to hold an industry roundtable with other companies and show our interest in our young professionals."

Even before she was chapter president, Longino chaired the Corporate Outreach committee and worked to re-engage companies that hadn't been active in IREM for a while. Longino says those companies might have held back because "there wasn't a lot of data to see what our successes were. I used my 27 years of relationships with CEOs and presidents of companies and invited them to IREM meetings, and I asked to speak with them at their offices to let them know of some new ideas we were implementing and remind them of the benefit of investing in their employees."

Longino has also injected extra spirit into chapter activities, scheduling meetings and launching new events to keep members energized. One of her

To keep our industry growing, we have to teach the coursework and develop personal relationships.

—Shannon Longino, CPM

favorites was a superhero party, where attendees were encouraged to don hero/heroine costumes that exemplified "what we aspire to be and the qualities we have, like courage, strength, vision and tenacity. We got outside the box with that one."

Some events took members to parts of Atlanta they hadn't known about, including the neighborhood where Longino grew up. Her grandmother was an outstanding community activist in the Eastlake neighborhood, and Shannon works hard to maintain her legacy. "I was raised in an environment of public service. My grandmother was an advocate for low-income families, and I was recruited to help at an early age. I've been taught how to pull people together, go in and build on their expectations, not what we expect of them."

Longino feels that philosophy meshes easily with IREM's mission, especially when it comes to attracting and mentoring young professionals. "IREM is trying to build on their talents by teaching them ethics, finance, management, maintenance and so on. Ethical practices will give them the right foundation and business acumen to go anywhere. [IREM education] stands for itself; for a person who wants to invest in themselves, it's a natural fit."

ARM of the Year

Jesse Miller, ARM, ACoM

Greystar, AMO, Portland, OR

Jesse Miller is definitely a man with a vision. He fully embraces looking ahead to see what trends will affect the real estate management industry in the coming years.

One area that's caught Miller's attention is a need for training on mixed-use property management. He's been working with IREM to establish education that allows those with a background in residential property management to cross-train in office/retail management, and vice versa. Miller backs up the need for this training with numbers. "Of the \$1.328 trillion spent on commercial construction in 2017, about 80% of that was some version of mixed-use. So, having professionals trained in both sides of that is important."

One way in which IREM has met this need, according to Miller, is by converting the online version of the Managing Commercial Properties course into a live version. "We hosted the first-of-its-kind, live, in-person version of Managing Commercial Properties for mixed-use managers here at Greystar in Portland, and it was a great success." Miller is proud of IREM for the foresight and flexibility in launching the new program, which was adopted by some other Greystar offices and will be available for IREM chapter delivery in U.S. locations as well.

Still, housing and residential property management have their own challenges.

"We should be having constructive conversations among all parties to find worthwhile solutions to create more housing for everybody," says Miller. "This time last year, according to the numbers from the U.S. Bureau of Labor Statistics, there were 430,000 job openings in construction," says Miller. With construction costs, taxes and utility expenses all on the rise, "it's a perfect storm to discourage future construction in some markets."

Miller has been working locally to build coalitions that can address these concerns in a way that involves all stakeholders—both in the public and private sectors.

Property managers can also be affected by these shifts in the labor pool, Miller says. "People tend to move where the jobs are, and if a lot of construction is going on at the same time or place, you're going to have high demand for the trade positions. We understand this connection in our industry, and have seen some maintenance professionals transition into the trades to meet that demand."

This leads into another area of interest for Miller: What are the millennials doing? "I've seen many millennials entering university programs instead of the trades, which has further impacted the important need for skilled trades professionals," he says. "Speaking of millennials, I also started a lecture series a couple of years ago called 'Confessions of the Millennial Mind' and, as a millennial myself, I feel like I'm licensed to speak to that, to a degree. What drove me was U.S. Census Bureau data that says by 2025, 75% of the workforce will be millennials, while every day about 10,000 baby boomers reach retirement age. So, even beyond the workforce demands, a massive percentage of our future clients, managers, customers and residents will be millennials."



2019 ARM of the Year, Jesse Miller, ARM (center), accepts his REME Award from 2019 IREM President Don Wilkerson, CPM (left), and Michael Finelt, VP of sales for REME founding sponsor ABM (right).



“*What drove me was U.S. Census Bureau data that says by 2025, 75% of the workforce will be millennials.*”

—Jesse Miller, ARM, ACoM

Miller advocates developing an understanding of how millennials operate, and learning to bridge the generation gaps among millennials, baby boomers, Gen X and Gen Z, so everyone can benefit from each generational cohort's strengths. Miller has studied how his generational cohort works—everything from how its members want to customize their office space to why their job retention rates aren't as high in comparison to those of other generations. He wants to communicate that information to all the generations, so they understand millennials' skillsets and expectations.

Miller has taught classes on this topic in Washington state, Oregon, Colorado and even at an event at the Renmin University of China in Beijing, where he was working with students to promote the field of real estate

management. "In China, the field is really in its infancy in terms of the build-to-rent model, instead of build-to-own. So, there's a lot of interest in establishing a foundation and aligning best practices in property management across the country," Miller reports.

Miller is undoubtedly a great ambassador for IREM's vision of the future. ▀

Visit irem.org for more information on the IREM course Managing Commercial Properties, referenced in this article.

Facing climate change

How companies are protecting their properties against its dangers



Image: iStock.com/baona

JPM asked representatives of four institutional owners/investment managers about climate change, the risk it poses to their investments and how they are responding to that risk through sustainability and resilience measures in their portfolios. Each company offers a different perspective on an issue that continues to evolve and shape the investment real estate market, but they share some common themes, including keeping a view toward long-term value protection and taking meaningful action now to mitigate the risk posed to their investments.



“Greystar increasingly receives inquiries from investors and clients as to both the impact of climate change as well as our strategies around recognition of that risk. They are not just looking at what we are doing now or what we have done in the past, but how we are considering the future impacts of the decisions we make today. To

address this, we focus on collecting actionable environmental data and then use that data to not only identify risks but develop strategies to mitigate those risks. Data and the quality of that data are key to taking meaningful action.”

—Chris Laughman, LEED AP O+M, CFM

Director, sustainability
Greystar, AMO
St. Louis, MO

“Sustainability is integral to everything we do at Taubman. By focusing on sustainability, we are better prepared to address risks from climate change both now and in the future. Our long-term approach to investment means resilience is top-of-mind and a core component of any investment decision. We are investing across our portfolio to address these issues, including three large solar projects, multiple LED lighting projects and a number of other efficiency and upgrade projects to improve our assets for the long haul.”

—Steven Moore

Director of facilities, energy and sustainability
The Taubman Company
Bloomfield Hills, MI





“Climate change risks from new investments—including both physical risks, such as increased frequency of extreme weather, and transition risks like regulations on carbon emissions—are regularly evaluated by our sustainability and risk management teams and incorporated into our investment diligence.

In addition to managing risk by owning a geographically diverse portfolio, last year Ventas set two annual climate risk goals: the first, to limit our exposure to assets in high-flood-risk zones to less than 10% of NOI (currently 4%), and the second, to ensure that we have written emergency plans in place at 100% of our operating assets [which was achieved in 2019].”

—Kelly Meissner,
Member of IREM Sustainability
Advisory Board
Director, sustainability
Ventas, Inc.
Chicago, IL

“Climate risk is like any other investment risk; it needs to be properly assessed and integrated into the acquisitions process. We require a holistic view of the potential risks of every investment, and climate risk is an integral part of this strategy. As an investment manager, implementing a robust climate resilience

strategy is part of our fiduciary duty to mitigate potential risks and ensure long-term value creation for our clients.”

—Brian Trainor

IREM Associate member

Senior associate, global ESG strategy

Heitman LLC

Chicago, IL



Each company offers a different perspective on an issue that continues to evolve and shape the investment real estate market.

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From Army drab to fab

Private-sector managers bring modern upgrades to military housing

By John Salustri

“

The military came to IREM because they knew we had the best training.

—Mary Jayne Howard, CPM

Mention the phrase “military life” and an image of bare barracks with rows of cots might come to mind. Nothing could be further from the truth for today’s military service members, whether they be lone service people or family members. In fact, according to Mary Jayne Howard, CPM, accommodations in military bases around the country could rival Class A rental housing.

“They’re top shelf,” says Howard, whose history with military housing dates back to 1996, when Congress established the Military Housing

Privatization Initiative (MHPI) to attract private-sector financing and expertise to upgrade living conditions. In fact, Howard was one of the initial trainers of the military’s housing personnel, which included civil servants, when the military first approached IREM to assist in education on best management practices. Today, she consults on individual base initiatives.

Each branch of service has its own version of MHPI. The Navy and Marine programs are referred to as Public Private Ventures; the Air Force program is called Housing Privatization; and

the Army calls theirs the Residential Community Initiative. Each service is responsible for evaluating the housing needs of its service people; determining which of its installations should be privatized; establishing the program's policies and procedures; carrying out the private developer solicitation process; and monitoring its projects.

Indeed, new approaches to military housing are bringing the homes from Army drab to fab. The Wi-Fi-enabled, comfortable and often technologically smart accommodations that represent military housing today are a far cry from conditions before privatization.

"Many of the base homes were over 100 years old," Howard explains. In addition, "the service people did their own maintenance, so over a century you could imagine how homes provided for families could deteriorate." Issues that are top-of-mind for professional property managers, such as mold, mildew, lead paint and bedbugs, "would not be as apparent to them as to us."

Major upgrades

The initiative has not been without its hitches, and today further improvements are being enacted. But as Robert H. McMahon, assistant secretary of defense for sustainment, told a recent gathering of representatives from all the military branches and private-sector partners, there have been "tremendous improvements to on-base housing as a result of the initiative. Over the course of the first 20 years of the program, \$32 billion was invested in the housing, with more than 125,000 homes either built new or receiving a major renovation."

Post-privatization, "The military came to IREM because they knew we had the best training," Howard says. Her first experience, as one of several IREM instructors working across the



The Wi-Fi-enabled, comfortable and often technologically smart accommodations that represent military housing today are a far cry from conditions before privatization.

The accommodations provided by today's military housing, seen in the images on these pages and the previous one, could rival those of Class A rental housing.



country providing the training, was with some 125 students in North Carolina. Today she estimates her own tally at more than a thousand in camps nationwide.

If it's hard to distinguish between a Class A apartment in the private sector and today's military accommodations, there are notable differences—if not in design, certainly in reporting and communication structures. While the specific reporting trail might vary from base to base, typically, "A private equity firm will come in and buy the facilities," says Howard. "They basically set up a program with the military to replace or renovate the existing housing or leave it as is."

Much like a private-sector asset manager, the private equity firm will engage the property manager, essentially "to serve as the equity firm's eyes and ears and to interact with the base housing manager and staff." They in turn report to the base commander and ultimately to the inspector general.

The decision to build or renovate housing is made jointly by the private equity firm and its military team, and upgrades are penciled out in an operating budget, just like you would for any business, Howard explains. "The property manager and the military housing people get together and do the budget based on past occupancies." If the housing spend exceeds the budget, it's back to the drawing board for the team. As in the private sector, the equity firm is looking for ROI, but, as Howard points out, "that return can come long after the housing is built and occupied, depending on how the deal was structured."

“

You’ve budgeted a certain occupancy and expect a certain income and a certain return that you plan to reinvest into new buildings. And all of a sudden, 3,000 residents are gone [on deployment].

—Mary Jayne Howard, CPM

And therein lies another major departure from the private sector to the military. It’s not unusual that service people numbering in the thousands could ship out at virtually a moment’s notice, wreaking havoc on those occupancies.

“You can have a full housing facility,” she says. “You’ve budgeted a certain occupancy and expect a certain income and a certain return that you plan to reinvest into new buildings. And all of a sudden, 3,000 residents are gone [on deployment].” Clearly, military housing is not for the faint of heart.

Often, they leave behind families, a consideration that underscores another difference between the sectors, one that also emphasizes a greater understanding of personal needs in the new military. “Sometimes, when the service person ships out, the family is left with no support, and it becomes a one-parent household,” says Howard. Issues abound, from maintaining a sense of home to childcare.

“We put together teams that can assist,” she continues. “Our group will go and hang pictures, move furniture, do the things that aren’t part of a typical property manager’s responsibilities. We even have people who will help with homework.”

More work ahead

MHPI has made numerous advancements in the quality of housing and



communication over the last 20 years. However, as amenities and technology in military housing continue to evolve, military branches and industry partners seek program improvements. In the above-mentioned meeting, Robert McMahon concluded the proceedings by promising more such gatherings in the future, “to ensure everyone is on track and making good progress.”

“We’re partners,” McMahon told the private sector and military brass at the meeting. “We’re teammates. We have to do this together. We have to do the right thing.”

Howard is in complete agreement. “The cooperation of all involved is paramount to the program’s success, and communication is the key,” she says. “I believe the program has been successful, and the housing has been upgraded as the funds allow. The training of military and private personnel remains the key to its continued success.” ▀

John Salustri is a contributing writer for JPM.



Next generation IREM members—30 Under 30 recipients, DISI Leaders, Student Scholars and Next Gen CPM Leaders—are recognized at the 2019 Global Summit

Connecting with a new generation

IREM's young professional initiatives give rise to the Next Gen Advisory Board

By Sidney Ingelson, CPM

The more next gen leaders show their potential and strength, the more people are out there listening and observing. A perfect example of who listens: IREM. IREM recognizes the importance of next gen voices to the discussion of where property management is headed. As such, the Institute launched a program to celebrate the contributions of young professionals—which prompted even more opportunities for them to become active in the association.

Recognizing young leaders

On an annual basis, IREM identifies 30 next gen leaders, known as IREM's 30 under 30, who are selected from all over the world within the real estate management industry, and brings them together to seek their contributions and facilitate connections. IREM uses this platform to showcase the many talents of these young professionals who contribute to the real estate management profession

in extraordinary ways. Exhibiting the accomplishments of these forward thinkers shows how they're able to make an impact in the field.

I know, because I was recognized as one of IREM's 30 under 30 recipients in 2017. Receiving this distinction has been an extremely rewarding experience. Not only was it a huge honor, it marked the beginning of my journey with IREM. Thanks to this recognition, I have been able to forge connections with fellow recipients, grow my network on a much larger scale than I could have ever anticipated and provide leadership as IREM moves into the future.

One next gen program leads to another

After being named to 2017's 30 under 30, I was asked to join the Young Professionals Presidential Task Force (YP Task Force), which was established by 2017 IREM President Mike Lanning, CPM, to initiate and focus on IREM's strategic priority of engaging young

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I have been able to forge connections with fellow recipients, grow my network on a much larger scale than I could have ever anticipated and provide leadership as IREM moves into the future.

—Sidney Ingelson, CPM

professionals. Fourteen members, all stakeholders representing different geographic areas, met regularly over the course of three years. One of the incredible resources that our task force had was direct contact with the Executive Committee, where I was privileged to have a seat as an at-large member and could represent the task force and its perspective. Following group think-tank sessions, the YP Task Force identified several innovative proposals, and I presented them directly to the IREM Executive Committee. With these recommendations in hand, IREM took action.

One of the YP Task Force recommendations was to develop an advisory board to aid in creating initiatives and programs that speak to younger members of our industry. After Executive Committee approval in 2019, the Next Gen Advisory Board was formed, solidifying representation in IREM's governance structure. The board—of which I'm honored to be the inaugural chair—comprises 12 diverse leaders from a variety of property types who will provide guidance and direction to the Executive Committee, to ensure the Institute remains relevant and appealing to the next generation of real estate management professionals. We challenge ourselves to leave no stone unturned in this effort. Our

purpose is to serve as a sounding board and provide feedback on long-term member engagement for current programs, advise on innovative ways for IREM to engage next gen professionals, and provide guidance on new products and services. The board will continually look at how IREM is positioned with next gen professionals and take a 50,000-foot view to analyze the landscape on an international level. Connecting a group of forward thinkers is a perfect formula to make an impact in real estate management. IREM is investing in the future, and this board will work toward priorities and areas of focus that will help IREM pivot to meet the needs of the next generation, an effort consistent with IREM's strategic direction.

A new board ready to bring new ideas

My journey with IREM has been extremely fruitful. I've had the opportunity to sit in rooms that I never thought I would be in, and I have IREM to thank for that. I know that IREM will continue to cultivate the community of emerging industry professionals, who add value to both local and international circles. I, too, look forward to growing alongside IREM for the long run! After all, it is a marathon—not a sprint. I'm excited to lead the Next Gen Advisory Board and, with its members, bring to others what IREM has brought to me: the opportunity to connect with colleagues and generate growth and new ideas in our industry. ▀



Sidney Ingelson, CPM, speaks at the YP Task Force meeting during the 2019 Global Summit (also below)



Sidney Ingelson, CPM, is inaugural chair of IREM's Next Gen Advisory Board, and was selected as one of IREM's 30 under 30 in 2017. She currently serves as a second vice president and asset manager in the real estate division at The Northern Trust Company in Pasadena, California.

A servant at heart

How one IREM Foundation scholarship recipient is making a difference

By Jo D. Miller

Property management, at its core, is a service industry. And for many people, to serve is the entire point of being a part of the industry, going much deeper than facilitating a lease transaction or hiring maintenance contractors.

CPM Candidate and IREM Foundation scholarship recipient Cheryl Rivers is one such person; she has devoted her career to assisting populations with complex social challenges. Her story is an example of how the Foundation furthers the education of real estate professionals through scholarships that benefit recipients at any stage of their careers—which in turn benefits those whose lives they set out to change for the better.

The path to service

The desire to support the underserved started a long time ago for Cheryl. “I was exposed to community service at an early age,” she says. She witnessed her mother and grandmother make a difference in the lives of others through care and compassion, so it was natural for her to select a career that positively impacts people’s lives. “I receive the greatest joy from helping restore peace and independence to someone’s turbulent life,” she adds.

For over 22 years, Cheryl has held senior- and executive-level leadership positions within public service



“*I was exposed to community service at an early age. I receive the greatest joy from helping restore peace and independence to someone’s turbulent life.*”

—Cheryl Rivers

organizations, including the YWCA (director of programs), Interfaith Ministries (director of senior services) and Hester House (executive director), a community service nonprofit that provides help to over 1,500 Houston families. Her background in providing support for those in affordable housing ultimately led her to work at the Houston Housing Authority (HHA).

Leading by serving

In 2007, Cheryl accepted her first position with HHA as director of client services. She held this role for nearly 10 years, responsible for programs related to education, financial literacy, resident engagement and community development. With an operations mindset, a propensity for analytical thinking and a drive to improve processes, Cheryl also developed innovative strategies to address emerging needs and trends within housing.

Her boots-on-the-ground experience was a great base of understanding for resident needs, but her immediate supervisor saw other qualities that made her a good candidate for higher-level management. In 2017, she

accepted a one-year interim role as director of asset management, overseeing a portfolio of nearly 6,000 units at 26 multifamily sites. She is now deputy director of housing operations, alongside HHA vice president—and former IREM Foundation scholarship recipient—George D. Griffin III, CPM, CCIM.

The IREM journey begins

George, who was already deeply involved with IREM, encouraged Cheryl to join IREM and begin working toward her Certified Property Manager (CPM) designation. Cheryl was no stranger to professional development, holding multiple college degrees and four other certifications. Yet Cheryl recognized the value of IREM education.

So, with George’s urging, Cheryl applied for an IREM Foundation scholarship in January of 2019 and was awarded funds to begin her first three courses. “The course curriculum re-energized me with new ideas and concepts that I know will benefit the Houston Housing Authority in its current climate,” says Cheryl. “I can better see the performance vision of



the upper directors, beyond reports and financial statements.”

“From my own experience,” adds George, “I knew that the IREM Foundation could provide Cheryl with valuable assistance in her pursuit of an IREM education. And it was obvious that she’d be a good candidate for a scholarship because she was such a valuable employee of HHA. Her dedication to service and her IREM education position her to make an impact as HHA moves into the future.”

New model calls for broader skillset

Funding challenges, an aging housing stock and increased housing demands have led public housing agencies like HHA to adopt private-sector property and asset management practices. This trend requires a diversification of services and real estate practices, and portfolios increasingly consist of mixed-income housing that may include housing, commercial and retail components.

Housing authorities are also leveraging private capital to finance property rehabilitation and development and converting assistance to project-based affordable housing with private ownership. These new loan commitments and private-sector partners mean that now more than ever the portfolios placed in Cheryl’s care will be held to higher standards. With the support of the IREM Foundation and its scholarship program, Cheryl will be well-equipped to navigate the shifts that are taking place and continue to assist those people who inspired her to enter the property management field in the first place.

Going forward

Cheryl has now completed all her required education and is preparing to sit for the Capstone Track, her final step to becoming a CPM. She believes

The door to possibility

In 2019 alone, IREM Foundation scholarships covered 788 course registrations for members pursuing CPM, ARM and ACoM certifications. Of those scholarships:

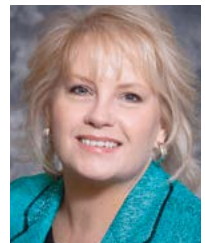
77%
of 2019 scholarship recipients were pursuing a CPM designation

18%
of 2019 scholarship recipients were pursuing an ARM certification

5%
of 2019 scholarship recipients were pursuing an ACoM certification

And as Cheryl’s story shows, a scholarship can benefit anyone, at any point on their career path.

 **For more information** about eligibility requirements and how to apply, or to make a donation, visit iremfoundation.org.



Jo D. Miller is celebrating her 20th year as the executive director of the IREM Houston Chapter and has been a board member of the IREM Foundation since 2018. She believes a huge part of her role at IREM is encouraging and inspiring members’ career growth through IREM education, certification and volunteer leadership.

that IREM coursework has given her the tools to provide greater help to those in need. The IREM Foundation has empowered Cheryl to move her properties forward and ensure stable communities. Her long-term goals include investment management and economic revitalization for the portfolio in her care—and her IREM education positions her for success. ▀

Evolving protections

Insurance strategies adapt around the globe



Image: iStock.com/shapechange

Insurance as a risk management strategy is hundreds, if not thousands, of years old, but developments in the economy, the environment and legal codes are changing the way insurance is handled in the property management industry.

Here, IREM members and insurance industry representatives around the world weigh in to gauge how experts are adapting so their practices and properties are well-positioned to deal with unexpected adversity.



“
No coverage is adequate if it does not cover what you have budgeted for and what you have paid for.

—William McCarthy, CPM

Canada

The ramifications of legal changes in Canada's insurance markets are becoming more evident. Headlines have drawn attention to federal legalization of cannabis for recreational users as of 2019, which has had implications for some commercial insurance, such as host liability for serving cannabis. But William McCarthy, president and Executive CPM at W.P.J. McCarthy and Company Ltd. in Barnaby, British Columbia, notes that managers of strata and residential

units are being “proactive” to ensure smoking policies also restrict cannabis smoking. “Insurers are also questioning landlords and property managers on the intended use, looking for potential violations [by illegal growing operations],” McCarthy says.

The emergence of broad water damage coverage in 2015 has perhaps affected property managers more directly. Flood insurance was only available to commercial properties in the past, but now residential properties can be insured for flood damage. “The residential flood coverage is complex and limited in scope,” notes Greg Mansfield, education department manager at the Insurance Brokers Association of British Columbia. “Insurance brokers must be careful to understand the differences between insurers for this coverage and advise their clients accordingly.”

McCarthy advises property managers and their insurance consultants to read flood policies explicitly, given that the wording is paramount: “No coverage is adequate if it does not cover what you have budgeted for and what you have paid for. You have to study your insurance coverage far more closely than before.”

The issue is not an abundance of new policies, per se, but fluctuations in the types of policies required, according to the risk management team at Oxford Properties in Toronto: “What we are seeing are policies like cyber[-liability] that were not as prevalent in the past are becoming more so. Others may be political risk and credit risk policies.” They also note that a competitive insurance market in Canada has driven rates much lower than other countries, but Canadian properties are seeing more pronounced rate increases due to shifting market dynamics, including consolidation in the industry. McCarthy adds, “It’s hard to find options, in terms of coverage, and get competing bids. There’s a lot more similarity, and prices are going up.”



“
The development of these laws could strengthen the operations of rental management companies.

—Hidekazu “Eddie” Sakihara, CPM



“
The idea of this kind of [rental management liability] insurance hasn’t caught on, and there is nothing compelling property managers to buy it.

—Yoshiaki Kase, CPM

Japan

In Japan, the property management industry is currently unlicensed, which means that management companies can operate freely and are not required to have liability insurance. President and CEO of Shonan Property Partners Co. Ltd. (Kanagawa), Yoshiaki Kase, CPM, notes that rental management liability insurance is available through member associations such as the Japan Property Management Association, but “the idea of this kind of insurance hasn’t caught on, and there is nothing compelling property managers to buy it,” he says. Smaller companies are wary of the cost of application fees and dues, and property owners who are not real estate operators are excluded from this type of insurance.

Japan is also seeing shifts in the insurance business in response to the country’s laws, demographic trends and environmental impacts. General manager at Tokyo-based Owner’s Agent Inc. and IREM Japan President Hidekazu “Eddie” Sakihara, CPM, highlights regulations currently being considered by Japan’s legislature, the National Diet, to regulate the rental management industry: “The development of these laws could strengthen the operations of rental management companies, and insurance policies designed for rental management companies could increase. These insurance policies could become a way for management companies to differentiate themselves in the market.”

Insurance premiums in Japan have increased due to a rise in non-life insurance claims from natural disasters such as typhoons. The advisory rates, which serve as reference calculations for insurance premiums, show two consecutive years of increases: in 2018 the average premium increased by 5.5%, and in 2019 increased by 4.9%.

Japan’s aging population has led to new policies being marketed to property managers. Previously, a renter’s joint guarantor (known as a cosigner outside of Japan) was liable

for damages that occurred after the resident died alone, a phenomenon known as a “lonely death.” “The adoption of revisions to Japan’s Civil Code has been a factor in the increase in lonely death insurance,” Sakihara says. These revisions will reduce the scope of responsibility of guarantors, and the country is expecting an uptick in non-life insurance claims and nonpayment guarantee services.

Brazil

Brazil’s real estate market experienced dramatic booms prompted by the 2014 World Cup and 2016 Summer Olympics, but they were followed by recession as growth and credit expansion slowed. Vice president of Rio de Janeiro-based CIPA Administradora, Maria Teresa Mendonça Dias, CPM, notes that these developments have influenced insurance there: “In both scenarios, we can think of several types of insurance that directly contributed to the balance of possible losses, such as the civil liability guarantee for works, residential and commercial insurance for landlords and tenants, mandatory condominium insurance and guarantees such as the guarantee of lease and capitalization.”

Brazilians have a growing awareness of insurance and are increasingly concerned with protecting assets: Data from the National Federation of Private



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There have been digital transformations, changing the way consumers interact with insurance.

—Maria Teresa Mendonça Dias, CPM



“

Insurance strategies in South Korea are becoming more detailed and diversified as tenants’ needs grow.

—Seok Jin Ko, CPM

Pension and Life (FenaPrevi) shows that overall insurance contracts grew 14.8% from January to April 2019 compared with the same period in 2018.

Condominium insurance became mandatory in 2011, and other trends include the increased acquisition of optional insurance policies, including rental guarantee, civil responsibility and residential insurance that includes both construction and property.

Dias says there have also been digital transformations, changing the way consumers interact with insurance, and a “democratization in the products offered, such as more agile plans, a greater number of interest-free installments, nonstandard rates, and simpler and faster contracting.”

South Korea

Seok Jin Ko, CPM, director of PyungKang PMC in Kwangmyong, South Korea, says insurance strategies in South Korea are becoming more detailed and diversified as tenants’ needs grow.

Most insurance for safety hazards is regulated by the national government and is legally required. “Basic fire, gas safety and personnel injuries are mandatory policies,” Ko says. Any properties with special features, such as elevators and parking spaces, require a separate accidental damage policy as well.

“New types of buildings and businesses will produce new types of risks that are yet to come, and insurance policies are also evolving with the ever-changing society we live in,” Ko says. He notes a few policies that have drawn attention recently in South Korea; for example, the market has seen “down payment insurance where tenants can insure their safety deposits against landlord’s events of default. Also, there are special policies that cover natural disasters, such as earthquakes and hurricanes.”

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.



After 17 years dedicated to building the woman-owned, family-run PMR Companies in Louisville, Kentucky, alongside CEO Deborah Charlton, CPM, **April Charlton Leonardo, CPM**, has been promoted by PMR from chief operating officer to the role of president. The move

was made as part of a larger strategic succession plan for the company, which oversees assets in multiple Midwestern states. Leonardo held the COO position since 2008, and as president, she'll have a more direct hand in the decisions that affect PMR business practices, in full support of the company's philosophy, "Managing Properties is our Business, Building Relationships is Our Goal."



Caton Commercial Real Estate Group has launched a new property management company, Caton Property Management LLC, and has brought on long-time property management professional **Barbara Montes, CPM**, to lead this new division within Caton. The new business will

enable Caton to grow this line of business while continuing to complement the brokerage services already provided by Caton Commercial Real Estate Group, which currently manages retail shopping centers, medical office buildings and light industrial buildings in Chicago's west and south-west suburban markets. Prior to this appointment, Montes, a 27-year industry veteran, founded and ran her own property management consulting firm.



Colliers International | Las Vegas, AMO, moved **Angelina Scarcelli, CPM, CCIM**, up in its ranks with a promotion to

director of operations for real estate management services. In this role, she'll facilitate property management, building operations and maintenance and lead administration and financial reporting activities. Although Angelina has been with the firm since 2013, most recently as senior portfolio manager, she's been contributing to the Las Vegas commercial real estate industry for 19 years. "Angelina continues to provide excellent service to our clients. I am proud to have [her] on our team," said Mike Mixer, executive managing director of Colliers International | Las Vegas.



Lincoln Property Company (LPC), AMO, recently brought industry veteran **Afton Trail, CPM**, on board as director of prop-

erty management for the Desert West region. In addition to directing the region's portfolio of almost 10 million square feet, she is also charged with identifying and pursuing opportunities to grow the LPC brand in the Desert West region states of Arizona, Nevada, Utah and New Mexico. "I'm thrilled to join such a prestigious team and to represent such notable projects," said Trail. "The fact that our portfolio is made up of not only Lincoln-owned assets but also a significant book of third-party management assignments gives us a lot of opportunity to solve complex business needs and drive new business as we continue to uphold Lincoln's focus on quality and customer service."



Rick Zack, CPM, ARM, ACoM, has joined Avison Young as its new director of real estate management services. He brings over 20 years

of experience to his new role, which will call on him to oversee business development for the firm's asset and property management business throughout New Jersey. He'll also spearhead the growth of its real estate development asset services on behalf of institutional owners and local investors. "Rick is a highly respected professional and industry leader who aligns perfectly with our collaborative culture," says Jeffrey L. Heller, principal and managing director of Avison Young's New Jersey operations. "His years of property management and business development skills will support our growth initiatives as we continue to expand our property management service offerings across the region."

Congratulations to our new certification recipients!

New CPMs

Alabama

Meredith L. Plains, CPM, Birmingham

California

Lauren E. Allen, CPM, Los Angeles

Katie Jo Collins, CPM, Moorpark

Ryan Conaway, CPM, Chula Vista

Jacob R. Meyer, CPM, San Diego

Clarise Webb, CPM, San Diego

Florida

Ana S. Rivero, CPM, Miami

Christine A. Wood, CPM, Wellington

Hawaii

Daniel A. Turkin, CPM, Honolulu

Lynn B. Uyenco, CPM, Honolulu

Illinois

Louis R. Gouletas, CPM, Chicago

Jeremy W. Lyons, CPM, Vernon Hills

Iowa

Emma M. Deem, CPM, Le Claire

Maine

Travis L. Heynen, CPM, Lewiston

Maryland

Ninette W. Patrick, CPM, ARM,

Annapolis

Massachusetts

Magnolia Gonzalez, CPM, ARM,

Roxbury

Michigan

John C. McGraw, CPM, East Lansing

Minnesota

Stacy L. Ekholm, CPM, Minneapolis

Nebraska

Alicia M. Armstrong, CPM, Omaha

Nevada

Jason E. Ledell, CPM, Henderson

Samantha K. Rupert, CPM, Las Vegas

New Jersey

William S. Och, CPM, ARM, Camden

New York

Ana M. Calcano, CPM, New York

Karl M. Cooper, CPM, ARM, Elmhurst

David L. Holland, CPM, ARM, Albany

Shelby M. Williams, CPM, Rochester

Pennsylvania

Suzanne M. Kratz, CPM, Exton

Tennessee

Merrie C. Beck, CPM, Memphis

Texas

Chaneen M. Coates, CPM, Houston

Jane Ellen Davis, CPM, San Antonio

Timothy Lohrmann, CPM, Tomball

Randall L. Summers, CPM, Weslaco

Marjori Tuomikoski, CPM, San Antonio

Kerra J. Turner, CPM, Houston

Craig Zemmin, CPM, ARM, Colleyville

Utah

Janna L. Allen, CPM, Draper

Washington

Crystal L. Byers, CPM, ACoM,

Liberty Lake

Wisconsin

Dawn M. Hendrickson, CPM,

Mount Horeb

Canada

Jeffrey O. Fitzgerald, CPM, Calgary,
Alberta

Jack C. Liu, CPM, Calgary, Alberta

Destiny L. Parent, CPM, ACoM,

Edmonton International Airport,
Alberta

Oladimeji A. Showande, CPM,

Toronto, Ontario

Japan

Kohei Nakamura, CPM, Gifu

South Africa

James Chitenga, CPM, Gauteng

Sibongile Gumede, CPM,

Johannesburg

Tshegofatso Kamohelo Lethale, CPM,

Masoheng

Mahlatse John Manyane, CPM,

Auckland Park



Image: iStock.com/kate_sept2004

New ARMs

Alaska

Malyn Anderson, ARM, Anchorage
Jacob A. Houser, ARM, Anchorage
Belinda Macintire, ARM, Anchorage
Lidia M. Martinez, ARM, Anchorage
Rebekah E. Martinka, ARM, Anchorage
Jennifer L. Sandey, ARM, Anchorage

Arizona

Nicholas A. Boettcher, ARM, Tucson
Alex Gomez, ARM, Peoria

California

Krystle J. Botwinick, ARM, Camarillo
Jenise M. Brown, ARM, San Diego
Ashley M. Coleman, ARM, Hawthorne
Kimberly Diaz, ARM, San Diego
Cheryl D. Dunston, ARM, Campbell
Nadra Ehrman, ARM, Goleta
Amanda A. Flores, ARM, Calabasas
Crystal Garcia, ARM,
Huntington Beach
Jhoana Y. Gonzalez, ARM, Whittier
Colette Y. Hakimi, ARM, Camarillo
Cortney D. Heath, ARM,
Imperial Beach
Jesse Landry, ARM, Camarillo
Stephen F. Mallon, ARM, Chula Vista
Mayrani Y. Naranjo, ARM, San Diego
Michael R. Newkirk, ARM,
Rancho Cucamonga
Jennifer L. O'Neal, ARM, Camarillo
Carlos J. Perla, ARM, San Luis Obispo
Marko E. Tulcanaza, ARM, San Mateo
Olivia A. Zweber, ARM, Santa Barbara

Colorado

Lisa Archuleta, ARM, Aurora
Joshua T. Bohnet, ARM, Denver
Maja Djurdevic, ARM, Denver
Asina V. Dragomir, ARM, Denver
Mary E. Hermosillo, ARM, Franktown
Jodi McCuiston, ARM, Denver



Image: iStock.com/innovatedcaptures

Sara L. Regalado, ARM, Denver
Nancy A. Van Rikxoord, ARM, Denver
Jodie I. Schenck, ARM, Denver

District of Columbia

Lizann T. Thompson, ARM

Florida

Lauren Garcia, ARM, Apopka

Hawaii

Modesto X. Reyes, ARM, Honolulu

Illinois

David G. Bibo, ARM, Galesburg

Kansas

Gina M. Qualls, ARM, Pratt

Kentucky

Sara K. Just, ARM, Bowling Green

Louisiana

William C. Guthrie, ARM, ACoM,
Shreveport

Maine

Molly E. Duda, ARM, Portland

Maryland

Sonya Y. Gibbs, ARM, Laurel
Lanae Harmon, ARM, Annapolis
Melissa D. Lovell, ARM, Ridgely

Massachusetts

Johanna Andrade, ARM, Braintree
Kristina E. Carter, ARM, Braintree
Romell T. Kidd, ARM, Braintree
Cecilia Landry, ARM, Braintree
Anthony E. Raines, ARM, Boston
Michael A. Ruehrwein, ARM, Taunton
Nicole A. Stewart, ARM, Braintree

Minnesota

Donna A. Jensen, ARM, Burnsville
Tyhler K. Kohn Gallardo, ARM,
Minneapolis

Nebraska

Troy E. Severson, ARM, Lincoln

Nevada

Yessenia V. Cabrera, ARM, Las Vegas
Joshua D. Campa, ARM, Las Vegas
Renee M. Green, ARM, Las Vegas
Alexandra L. Wright, ARM, N Las Vegas

Congratulations to our new certification recipients!



Image: iStock.com/skynesher

New Jersey

Ketechia Sales, ARM, Newark

New York

Annemarie Agnew, ARM, Malta
Justin Alibayof, ARM, ACoM, New York
Elizabeth A. Baker, ARM, Rome
Antonio J. Barone, ARM, Bedford Hills
John F. Bladel, ARM, Merrick
Josh Cohen, ARM, New Rochelle
Alexis K. Ferrara, ARM, Bedford Hills
Maurice G. Robinson, ARM, Bronx
Steffany Rose, ARM, Syracuse

Ohio

Crystal C. Brown, ARM, Westerville
Devin C. Fox, ARM, Columbus
Sean E. O'Neil, ARM, Columbus
Angie Piek, ARM, Reynoldsburg
Candy M. Pritchard, ARM, Westerville
Matthew D. Starrett, ARM, Columbus
Sabrina N. Tejada, ARM, Columbus

Oregon

Jamie H. Bernard, ARM, Wilsonville
Dawn E. Perkins, ARM, Eugene
Stephanie Rivera-Jimenez, ARM, Eugene

Rhode Island

Brittany A. Wigglesworth, ARM, Warwick

Tennessee

Gina Y. Butler, ARM, Smithville

Texas

Kelesia M. Kinchen, ARM, Houston
Anita S. Mixon, ARM, Houston
Berlina W. Washington, ARM, Austin

Utah

Jaren Daniels, ARM, Midvale
Mary Zitzmann, ARM, North Salt Lake City

Virginia

Aseil S. Parker, ARM, Haymarket
Janet Q. Smith, ARM, Woodbridge
Donna L. Wayne, ARM, Alexandria

Washington

Felicity A. Alexander, ARM, Auburn
Kaden Andrews, ARM, Maple Valley
Larry S. Carlson, ARM, Seattle
Kevin Chen, ARM, Renton
Imelda Estrella, ARM, Everett
Amy L. Harmon, ARM, Seattle
Angela Liu, ARM, Seattle
Adam R. McPeak, ARM, Seattle
Abigail L. Taylor, ARM, Kirkland
Megan R. Weishaar, ARM, Bellevue

Wisconsin

Christopher Harrell, ARM, Madison
Devin Lehman, ARM, Madison
Mette L. Thomas, ARM, Verona
Ben J. Tourdot, ARM, Madison

Canada

Amber N. Cabay, ARM, Edmonton, Alberta
Talisa T. Clarke, ARM, Edmonton, Alberta
Matthew J. Murray, ARM, Abbotsford, British Columbia

Matthew Spletzer, ARM, Winnipeg,
Manitoba
Sukrit Syal, ARM, Edmonton, Alberta

New ACoMs

Alabama

Danielle M. Bush, ACoM, Birmingham

California

Mark D. Freis, ACoM,
Rancho Santa Margarita
Lisa P. Schechter, ACoM, Valley Village
Albert O. Stein, ACoM, Larkspur

Nevada

Breanna A. Lara, ACoM, Las Vegas

New York

Justin Alibayof ARM, ACoM, New York

Texas

Jillian M. Anderson, ACoM, Webster
Samantha D. Parris-Hyder, ACoM,
Humble
Amanda M. Rivera, ACoM, San Antonio
Leslie M. Sinclair-Kaye, ACoM,
Houston

Virginia

Sean L. Eichert, ACoM, Chester
Alexandra P. Mitchener, ACoM,
Newport News

Canada

Crystal L. Quibell, ACoM, Oakville,
Ontario

Guam

Odessa M. Martinez, ARM, ACoM,
Tamuning

New AMOs

California

Makai West Inc., AMO, San Diego

Nevada

North American Commercial, AMO,
Las Vegas

New Certified Sustainable Properties (CSPs)

California

Mission Medical Plaza, Mission Viejo

Minnesota

Broadway Place East, Minneapolis
Broadway Ridge, Minneapolis
Broadway Place West, Minneapolis



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Visit irem.org/2020realcomm for more information and to register.



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Typically, there is an awkward moment of silence where everyone realizes, 'They shouldn't have said or done that.' P 8

Probably every resident has an iPhone, and they'll shop and bank online, but for some reason when it comes to rents and security issues, for instance, they become really low-tech. P 14

”



“

Clearly, military housing is not for the faint of heart. P 35



I've had the opportunity to sit in rooms that I never thought I would be in, and I have IREM to thank for that. P 37

”

“

In the same way that a new driver wouldn't be given keys to an old, poorly maintained car and expected to maneuver the vehicle without danger, a pool operator shouldn't be given expired test kits or chemicals and be expected to maintain a safe pool. P 18

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