

Jpm

Journal of Property Management

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Feedback welcome

How property managers can turn complaints into resident satisfaction

- › A Q&A with 2026 IREM President Mindy Gronbeck, CPM[®], CCIM
- › A look at Saudi Arabia's Westfield Riyadh by Cenomi
- › What's new in multifamily management

Sneak peek

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Leadership means seeing the bigger picture and making decisions that consistently reflect integrity. It means leading with empathy for the people around you and having clarity of purpose about where you're headed. ^{P8}



Image: iStock.com/supersizer

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What has always been true, and will always be desired, is a safe and well-lit community. ^{P25}



Image: iStock.com/Jawharrat Riyadh

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Westfield Riyadh by Cenomi represents not only an architectural feat but also an economic catalyst, aligned perfectly with Vision 2030's objectives of diversifying away from oil dependency through tourism-driven growth initiatives. ^{P22}

We view all feedback as a gift. We may not love the wrapping paper the gift is in, but it's a gift. ^{P10}

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Publication Management



President's letter



Mindy Gronbeck, CPM®, CCIM

As I begin my year as IREM President, I see an extraordinary opportunity: to elevate property management as a profession that shapes communities and drives progress worldwide. Our

time is now to unite under shared standards and ethics while honoring the realities of local markets.

On **P6**, I share my focus for 2026—empowering chapters to create meaningful member experiences, expanding mentorship opportunities, and celebrating the everyday wins that define our profession. Leadership, to me, means trust, empathy, and purpose—turning strategy into action that strengthens people and outcomes.

One of those wins happens when residential property managers transform tenant complaints into opportunities for

connection and trust. On **P10**, we explore how managers can turn potential conflicts into long-term resident satisfaction.

On **P24**, we dig a little deeper to look at how multifamily property managers are rethinking what residents expect today—introducing new amenities, practical sustainability, AI plus human solutions, and continuous staff training—to attract and retain tenants.

Expanding our global presence remains a priority. On **P20**, we spotlight Westfield Riyadh by Cenomi—a groundbreaking

development redefining guest experiences in the Kingdom of Saudi Arabia. As we grow globally, we'll align on ethics and education while honoring local realities to keep our quality and credibility intact.

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Leadership, to me, means trust, empathy, and purpose—turning strategy into action that strengthens people and outcomes.



IREM President Mindy Gronbeck, CPM®, CCIM, (Executive VP | HAWKINS, AMO®), center of photo, gathers with IREM members and attendees from around the world in the lobby of the Hilton Palm Jumeriah, Dubai, UAE. The group is getting ready to depart on an excursion to the Dubai Expo City, as part of the 2025 UAE Celebration Event, during which IREM welcomed over 60 new CPM®, ARM®, and ACoM® members.

The talents, dedication, and innovation of IREM members are the bedrock of the association, and members who step up to become mentors and leaders will guide IREM to even greater success. Starting on **P16**, we highlight the slate of IREM officer nominees for 2027, followed by the Regional Vice President nominees, and then the 2026 leaders of IREM's standing committees, advisory councils, and ethics panels. These members continue to balance being good stewards of their properties with sharing their expertise with all members to make IREM even stronger.

The next generation of IREM leaders is supported in part by IREM Foundation scholarships. On **P28**, we highlight the results of the 2025 Impact Icon Challenge, which had a goal of raising \$130,000 to support 130 IREM scholarships.

Together, we're not just managing properties—we're building a future where property management is a sought-after career, and IREM is the global standard for excellence. Our time is now—and it belongs to all of us.

Mindy Gronbeck, CPM®, CCIM, CSM, CRX
IREM President



Image: iStock.com/skynesher

Affordable housing firms face staffing crunch

IREM members who are residential property managers are acutely aware of the shortage of affordable housing in every part of the country. But property management firms with affordable housing properties face a talent crunch.

The 2025 AHTA Staffing Survey reveals that the size of a firm amplifies turnover in affordable housing operations. Large firms (100+ employees) report severe churn—43% face 26%+ turnover, and 14% exceed 50%, compared to zero in smaller firms. Scale creates fragility through wider spans of control, policy complexity, and cultural distance.

Smaller operators succeed with mentorship, fast feedback, and flexibility. Big firms can adapt by creating regional onboarding pods, empowering field coaches, simplifying the first 90 days, and tracking retention by region. Turnover isn't just costly—it's operational risk. Borrowing small-firm strategies can stabilize teams and improve performance.

43%

face 26%+ turnover

14%
exceed 50% turnover

In this episode, Ashkán Zandieh from the Center for Real Estate Technology and Innovation (CRETI), explores how investor-led, operations-first proptech is driving measurable NOI, as well as where capital is flowing—electrification, fintech infrastructure, and applied AI—and the KPIs and guardrails property managers need to evaluate real ROI. Listen in at irem.org/learning/from-the-front-lines. To learn more about CRETI, visit creti.org.

Podcast



Resident must-haves

Reducing resident complaints and increasing renewals are goals of every multifamily property manager. To achieve these goals, understanding residents' needs and wants is essential. Zego's 2025 *Resident Experience Management Report* reveals residents' most important aspects of an apartment living experience:

1. Maintenance and repairs
2. Community security
3. Community appearance/cleanliness

Source: Zego, 2025 Resident Experience Management Report

For actionable advice on navigating resident feedback, check out the feature on **P10**.



Image: iStock.com/Peter_vizual

Flashback: 1989

The peak of shopping centers—and advice on managing them—were highlighted in the July/August 1989 issue of JPM in the column "The Shopping Center: How Is It Different?" by Richard Muhlebach, CPM®, CSM, and Alan Alexander, CPM®, CSM.

"In many communities, the shopping center has replaced the downtown retail area and has become a focal point of community life. 'I'm going to the mall' is a common household expression. The courts have recognized this and have extended the public rights to free speech to include shopping centers' common areas.

Many shopping centers provide a community booth as an area for the groups to gather signatures on petitions and to disseminate information.

"The shopping center is a primary resource for entertaining and educating the community. Promotional activities range from Santa's arrival, to arts and crafts shows, merchandising events, health fairs, and bridal shows. Many malls provide a community room for groups to meet. These activities are designed primarily so the community will accept and patronize the shopping center ...

"The property manager needs to develop a working rapport with each tenant. This is critical in promoting the center, evaluating the tenants' contribution to the tenant mix, monitoring the tenants' performance, and developing the leasing plan."



IREM published the 3rd edition of the textbook *Managing and Leasing Commercial Properties*, written by Alexander and Muhlebach, in 2024. It can be ordered on the [IREM website](#).

Explore Saudi Arabia's next-gen shopping experience in the Global practices column on **P20**.

2026 IREM
President Mindy
Gronbeck, CPM[®],
CCIM, shares
her plans to lead
IREM into 2026
and beyond

Our time is now

2026 IREM President

Mindy Gronbeck, CPM[®], CCIM, shares how trust, connection, and purpose guide her leadership as she works to strengthen member engagement, expand global reach, and elevate the property management profession worldwide. Gronbeck serves as executive vice president of property operations for HAWKINS, AMG[®], a full-service real estate firm specializing in real estate development and management headquartered in Boise, Idaho.





How did you get into property management?

Mindy Gronbeck: Like so many of us in this profession, I didn't set out to build a career in property management; I fell into it.

At the time, I was working at a retail outlet mall when the mall manager encouraged me to apply for the general manager role he was vacating. I had zero formal real estate training and honestly had no idea what I was walking into. But he clearly saw something in me, and that moment opened the door to an industry that has become an incredibly rewarding career path.

Did you have a mentor, either in your PM career or in your life overall?

MG: Throughout my career, I've been fortunate to have had leaders who believed in me and pushed me to grow long before I saw my own potential. After settling into my first real estate position, I told my manager I didn't have enough to do. He took that as a challenge and started giving me the different pieces of real estate management: leasing, budgeting, marketing, events, and operations. He really handed me everything I needed to know to learn about our industry. Once that property was sold, I found HAWKINS and have been there for 23 years. Our owner was a CCIM instructor and told me to find the best education for a property manager, which led me to IREM and eventually to this current leadership journey after getting my CPM designation.

What does it mean to be a leader, either in your real estate company or within IREM?

MG: To me, leadership is based on trust, in developing people, and in creating an environment where employees can truly thrive—whether that's within our properties, our companies, or within IREM. Leadership means seeing the bigger picture and making decisions that consistently reflect integrity. It means leading with empathy for the people around you and having clarity of purpose about where you're headed.

I've been with HAWKINS for more than two decades, and with such a long-tenured team, traditional advancement opportunities were naturally limited. I turned to IREM as my pathway for leadership development. I grew through chapter roles, stepped into the RVP position, served as chair of the Legislative and Public Policy Committee, joined the Board of Directors, and now have the privilege of serving this organization as an officer. It's been a journey shaped by learning, service, and the belief that leadership isn't a title, it's how you show up for others.

As an IREM leader, what have you learned about what property managers need to know and how IREM can fill that gap?

MG: What I've learned over the years is that property managers are relationship-driven. They crave community, connection, and ongoing education that sharpens their skills and helps them be the best versions of themselves. And they want to know they're not alone, especially in an industry where the challenges can feel constant and overwhelming.

Right now, IREM fills that need in many ways. It not only delivers exceptional education, but also provides advocacy, community, and a true sense of belonging. Through my own leadership journey, I've seen firsthand that IREM members are eager for mentorship, practical tools, and a voice that genuinely represents their needs. As leaders, our responsibility is to ensure they feel supported, empowered, and equipped to thrive in today's demanding environment.

What are IREM's strengths as we enter 2026, and what will you be focusing on throughout your tenure to make it even more vital by year's end?

MG: Well, first and foremost, we have a solid strategic plan focused on professional development, membership, and community. IREM's greatest strength has always been its people: our members, volunteers, and the staff who bring passion and expertise to what we do every single day.

My theme for this year is "Our time is now." I want to elevate the property management profession as a sought-after career path and spotlight that an IREM education will give you everything you need to be the best property manager and a leader in our industry.

And as we move into 2026, our key strengths are credibility and commitment to growth. We are the global standard for ethical and professional real estate management. We never stop evolving to ensure we're meeting our members' needs.

My theme for this year is "Our time is now." I want to elevate the property management profession as a sought-after career path and spotlight that an IREM education will give you everything you need to be the best property manager and a leader in our industry.

This includes expanding our global presence and connecting members across our borders, elevating our voice, and pursuing advocacy to influence the issues that affect our profession. Also, we will strengthen our member engagement through membership, technology, telling our stories, and reminding everyone that this is their professional home.



What are your top priorities for strengthening member engagement this year?

MG: Member engagement starts with that connection piece, and one of my priorities is encouraging local chapters to create meaningful experiences for our members, and expanding mentorship opportunities by connecting new members with experienced professionals.

Then, celebrate the successes our members achieve every day by highlighting their impact on our industry. I strongly believe that when people feel connected to something bigger than themselves, engagement naturally follows.



How will IREM's new strategic plan guide your work over the next year?

MG: Our new strategic plan, as I mentioned earlier, is the road map for how we'll lead the institute over the next five years. With professional development, membership, and community at its core, the plan has a clear focus on innovation in our industry and the needs of our members woven throughout. It's about turning strategy into action, making sure that every initiative strengthens our members' careers and elevates the value of professional real estate management.

We're aligning our goals with measurable outcomes and expanding partnerships, growing our membership domestically and globally, and ensuring that every decision reflects our mission to empower ethical, knowledgeable leaders in our industry.



In recent years, IREM has made significant strides in expanding its international presence. How do you see this continuing in 2026?

MG: I'm super excited about the momentum we're seeing internationally, and I only see that energy continuing in 2026. We will focus on strengthening relationships with the existing chapters while supporting new ones in emerging markets where real estate management is rapidly evolving. I think this expansion isn't just about geography; it's about sharing the same standards, ethics, and education that unify property managers across different cultures. Our global community reminds us that property management is a universal language built on trust, expertise, and that human connection piece.



When you first meet an IREM member or visit a chapter, do you have an ice-breaker question that helps you quickly understand how IREM can support their work?

MG: When I first meet an IREM member, I like to start by learning where they are in both their IREM and career journeys. I ask a few questions to understand their goals, experiences, and what they hope to achieve. At some point, I try to ask them what keeps them up at night. That question usually elicits a conversation about what IREM can do to support them. It gives me an idea of whether I can lead them down an educational or advocacy path, or just connect them with a network they can use to solve their issues. Every answer reminds me of why we exist: to celebrate wins they may have, strengthen their skills, or just let them know that someone is here they can rely on when times get tough. ▶

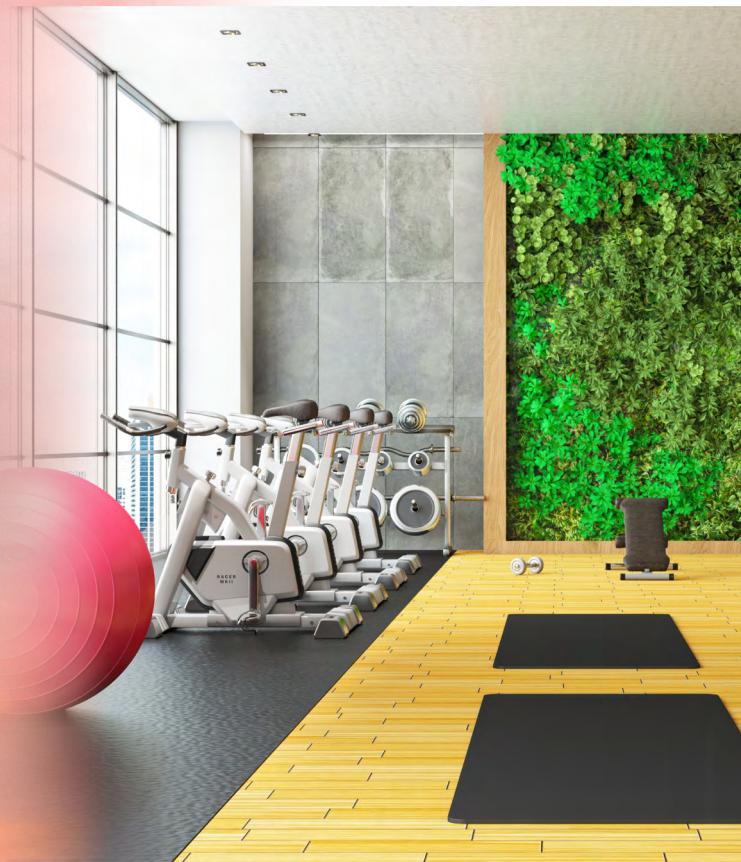
How property managers can turn complaints into resident satisfaction

Feedback welcome

Every property manager knows the call: a resident upset about noise upstairs, a barking dog, a broken treadmill, or a rent increase. How professionals handle these moments can determine whether they build stronger connections or lose residents entirely.

Because complaints are an unavoidable part of residential management, property managers can benefit from adopting a "lemonade out of lemons" mindset.

"We've changed the word 'complaint' to 'feedback,'" says Megan Orser, CPM® Candidate, CEO and business strategist at Smart Apartment Solutions. "We view all feedback as a gift. We may not love the wrapping paper the gift is in, but it's a gift. The more feedback we get, the more comfortable



Images: iStock.com/CHEBOTKEVICH; BjelicaS; asbe; DNY59

the team becomes receiving it and taking action on it. And when residents see that we're acting on their feedback, they know we're listening—and that's never a bad thing. We want more feedback, because it helps us build better communities."

With this mindset and by preparing for the most common types of feedback, property managers can turn potential conflicts into opportunities for connection, trust, and long-term resident satisfaction.

Turning down the volume

While complaints can be about anything and everything, a few are more common than others.

Noise tops almost every list of resident grievances. In Rochester, New York, Heather Cook, community manager at Larkin Creek, begins every case with documentation.

"Even if it's just one person reporting or complaining about the noise level of someone else, I send a lease violation to the resident being accused," she says. "Our leases have quiet hours stated within them, so if excess noise is reported during those hours, the violation goes out." Cook also ensures the resident in question has an opportunity to respond.

"They can contact us to dispute it," she explains. "Depending on what they say, sometimes I'll make a note in their file and close it if it's resolved. If it's not, they keep getting lease violations."

Because eviction can be a legally complex action to take, Cook often works toward compromise, even offering the



Image: iStock.com/Ivan Rodriguez Alba

Usually residents don't realize they're being loud, and once they're made aware, it improves.

complaining resident the option to move without penalty if all else fails. "Usually residents don't realize they're being loud, and once they're made aware, it improves," she says.

Kelly Tang, CPM®, president of IEC Property Services Corp., approaches noise complaints and similar conflicts with patience and a little detective work.

"So much of this comes down to being an active listener," he says. "Try to understand what's actually happening, and then start to sort out the facts from the fiction." As the company's president, Tang exercises caution when providing immediate solutions himself. "Even if I have the answer, I won't offer it because I want the on-site manager to be the hero," he says. "They are the ones who will rebuild the relationships. If I resolve an issue right away, the resident will just come to me for everything."

And stay calm when discussing the issue with the resident. "If you get more excited, the resident gets more excited," Tang says. "Keep a neutral tone. Listen, breathe, and don't make a



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At one property, our maintenance team has a picture of each technician with a phrase such as 'I take care of this area; scan the QR code to leave compliments and complaints.' —Cindy Clare, CPM®, Bell Partners, Inc.



“

If something breaks, don't just slap on a sign. Put a date on it—'This will be fixed by Friday'—and send a text update to residents. If it changes, tell them again. People appreciate transparency.

—Megan Orser, CPM® Candidate, Smart Apartment Solutions

decision right there—buy yourself time to respond thoughtfully." He says having a mirror in the office can help because people don't like seeing themselves get upset.

Pet-friendly—yet firm

Pet-related issues—barking, waste, or aggression—can also cause friction and lead to negative feedback. Many managers are finding ways to enforce policies while preserving their pet-friendly appeal.

Orser says that guiding pet owners is a more productive strategy than policing them. "We talk about it before they move in: Here's the waste receptacle, here's the dog station. Everyone shares responsibility," she says.

Her company uses a pet-screening platform that requires residents to complete an application for each animal, detailing its behavior and history. She says that step sets expectations early and avoids surprises. "You can ask about barking, previous damage caused, or even aggression," she says. "It starts a proactive conversation." If an incident occurs, Orser looks for solutions that make everyone feel comfortable.

"One of our properties had a dog who was reported to have shown aggression during a medical procedure," she says.

Whether it's a broken elliptical machine or a packed pool deck, damaged or overcrowded amenities can spark frustration.

"So our workaround was requiring the owner to avoid bringing the dog into common areas and muzzling the dog when it had to come into common areas. It doesn't always need to be an extreme solution."

Cook takes a more traditional approach. Lease violations are issued for barking or waste, and repeat offenders risk "pet eviction"—something she says she has never had to enforce. But she stresses that communication—often just reminding residents of the rules—resolves most issues.

Out-of-order amenities

Whether it's a broken elliptical machine or a packed pool deck, damaged or overcrowded amenities can spark frustration. But Orser says the simple solution is over-communication.

"If something breaks, don't just slap on a sign," she advises. "Put a date on it—'This will be fixed by Friday'—and send a text update to residents. If it changes, tell them again. People appreciate transparency."

She uses community-wide text messages and portal alerts to keep residents informed. "Their rent pays for those amenities," she says. "They deserve to know what's going on."

Tang encourages managers to view these moments as opportunities to demonstrate responsiveness, increasing resident satisfaction.

Preparing for rent increase backlash

Rent increases and the complaints that can come with them require equal parts honesty and empathy. Orser says communication is also the key here.

"Price is only an issue in the absence of value," she says. "If people feel they're being charged too much, it's usually because they don't see the value. So show them what they're getting."

Her team explains expected annual increases—typically 3% to 5%—up front during lease signings. When rates must rise more sharply, she shares the underlying reasons.

"If taxes went up 11%, we would tell them," Orser says. "We're not hiding it. That honesty builds trust."

Cook handles rent complaints by citing market norms. "I remind residents it's industry standard," she says. "I show them that our increase is on the lower side and explain that our costs are going up, too."

Maintenance transparency

Delayed or incomplete maintenance requests are another top source of irritation. To get ahead of these complaints, Orser emphasizes the importance of a systemized workflow.

Work orders should be handled in the order they're received, unless it's an emergency.

"Work orders should be handled in the order they're received, unless it's an emergency," she says.

In her experience, she has learned that some maintenance teams close tickets early because bonuses are tied to turnaround time. "That creates confusion and anger," she says. "Residents get an email saying their issue's fixed when it isn't. We, as leaders, need to be mindful and understand that if we're putting pressure on them to close out a work order when it's not truly closed, it's causing frustration for the resident and the office.

"And when parts or work are delayed, communicate that with the residents. I had a case where a flood on the second floor of a building completely caved in the ceiling on the first floor. The gentleman in the first-floor unit was displaced from his apartment for about 10 months of his 12-month lease, having to live in a lesser apartment. But he renewed and stayed with us because he said we continually followed up and gave him updates on what was happening in his apartment."

She says that sometimes the update was as simple as "No one was in your unit today," but he had the right to know what was happening in his apartment.

Cook agrees that personal contact goes a long way. "If there's a delay," she says, "we call or email right away and apologize. Most people are understanding if they know what's happening."

She adds that they use a paper backup system to ensure residents always know what's been done in the apartment. "Our techs leave a carbon



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You have to meet residents where they are ... Some want to text, some want to call, and some want the portal. The important part is that they know you're reachable and responsive.”

—Kelly Tang, CPM®, IEC Property Services Corp.



Image: iStock.com/SDI Productions

copy of the work order in the unit," she says. "It tells residents what was fixed or if we'll be back."

Encouraging open channels for feedback

Finding a manageable, constructive way for residents to leave feedback is essential. Digital tools are one solution. Orser's company uses an app called TextBox that allows the team to message individuals or entire communities.

"Residents don't have to make an uncomfortable phone call," she explains. "They can just text us. It feels conversational, and everyone on the team can see the exchange."

Push notifications through resident portals help communicate non-urgent news, while newsletters are great for sharing reminders and community updates. "Each channel has a distinct purpose," Orser explains. "Texts are for immediate issues, like water shut-offs. The portal is for ongoing updates. The newsletter is for education and connection."



“
Our leases have quiet hours stated within them, so if excess noise is reported during those hours, the violation goes out.

—Heather Cook,
Larkin Creek

For Cindy Clare, CPM®, chief operating officer at Bell Partners, the properties she works with use a mix of surveys and QR-code feedback forms.

"At one property, our maintenance team has a picture of each tech with a phrase such as 'I take care of this area; scan the QR code to leave compliments and complaints,'" she says. "By having an open-door policy, it invites the good comments to come as well."

Orser agrees with this approach. "We ask for feedback all the time," she says. "Every time we close a work order or give a tour, we solicit reviews. When residents see you act on their input, they keep sharing it—and that's how you get better."

The best complaint is the one that never arrives. For all four managers, proactive education is the strongest preventive tool.

Cook finds that some residents still prefer traditional communication. "They like walking into the office," she notes. "Whatever makes them comfortable, we meet them there."

Tang agrees that flexibility matters most.

"You have to meet residents where they are," he says. "Some want to text, some want to call, and some want the portal. The important part is that they know you're reachable and responsive."

Preventing complaints before they start

The best complaint is the one that never arrives. For all four managers, proactive education is the strongest preventive tool.

For Cook, this strategy begins before move-in. "When residents sign a lease, I sit down and go over the sections they're most likely to have questions about," she says. "Things that people complain about a lot—noise, parking, pets. It helps prevent issues before they happen."

Tang's method revolves around team consistency and training. His on-site staff are coached to listen actively, stay calm, and communicate clear next steps. "Role-playing and talking through various scenarios helps," he says. "You build that muscle before the conflict happens. You can't take it personally. Remember, it's not an attack on you. They're frustrated with their situation. You just have to listen, be human, and work through it."

Clare says fostering a sense of community can prevent many issues from escalating.

"Give residents that sense of community," she advises. "When they feel connected and heard, they'll give you more grace when something goes wrong—and that's what builds lasting trust." ▶

Slate of IREM Officer Nominees

The IREM Nominating Committee announced its slate of nominees for the 2027 IREM Officers to serve with 2027 President, Kim Collins, CPM®, Bradley Company, AMO®, from Indianapolis, Indiana. The election of IREM Officers will take place at the 2026 Governing Council meeting.

For the one-year term (2027) beginning Jan. 1, 2027, through Dec. 31, 2027, the nominees are:



2027 President
Kim Collins, CPM®
Bradley Company, AMO®
Indianapolis, IN



2027 President-Elect
Ryan M. Huffman, CPM®
Hunt Midwest
Kansas City, MO



2027 Secretary/Treasurer
Toni R. Harris, CPM®, ARM®
KAT Professional
Development Services, LLC
Reisterstown, MD

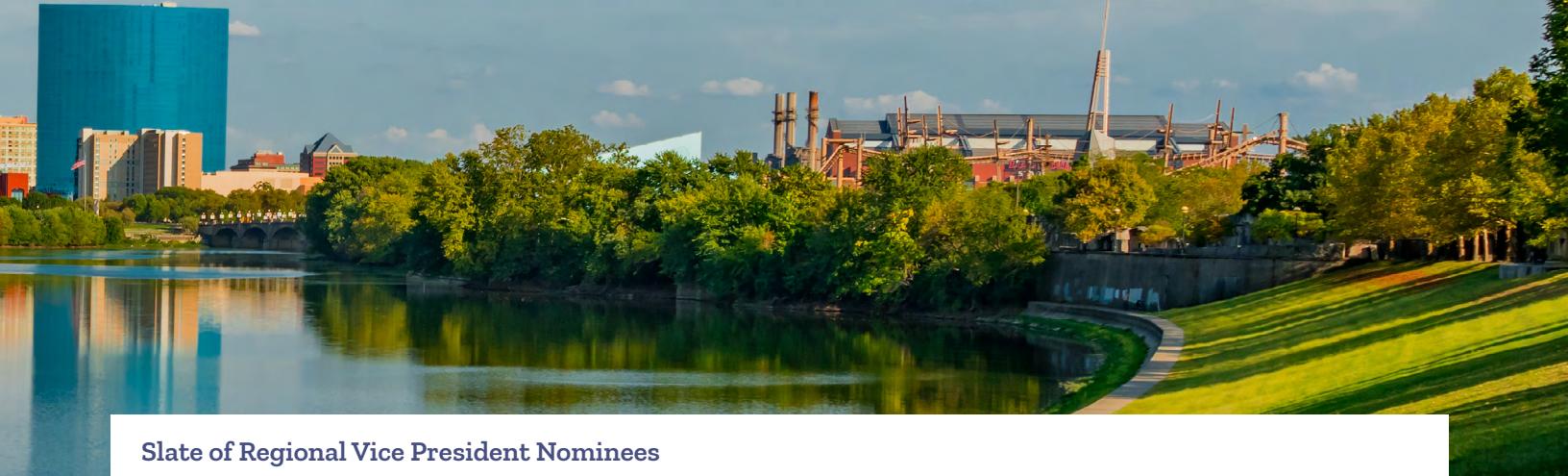


Timothy Kramer, CPM®, ARM®

We are also pleased to announce that the IREM Nominating Committee has chosen Timothy Kramer, CPM®, ARM®, Draper and Kramer, Inc., AMO®, from Chicago, IL, to be the 2027 IREM Secretary/Treasurer Nominee. He will be on the slate of 2028 IREM Officers, as the Secretary/Treasurer, that will be elected at the 2027 Governing Council meeting.

Per IREM Bylaws, any additional nominations for Officer and Regional Vice President positions must be made by a petition signed by at least 15 members of the Governing Council and delivered to the IREM CEO/Executive Vice President at least 10 days in advance of the date set for the election.

Indianapolis, home of 2027 IREM President Kim Collins, CPM®



Slate of Regional Vice President Nominees

The IREM Nominating Committee announced its slate of nominees for 2027–2028 Regional Vice President. The election of Regional Vice Presidents will take place at the 2026 Governing Council meeting.

For the two-year term (2027–2028) beginning Jan. 1, 2027, through Dec. 31, 2028, the nominees are:



Region 2
RaN'ae A. Bacon,
CPM®, ARM®
Perth Amboy, New Jersey



Region 5
Jessica K. Partington,
CPM®
Triad Properties Corporation
Huntsville, Alabama



Region 6
Katie Ciechanowicz, CPM®
Chano Real Estate
Partners, LLC
Indianapolis, Indiana



Region 8
Jennifer N. Stein,
CPM®
Sparks, Nevada



Region 10
Jennifer L. Mesey, CPM®
St. Louis, Missouri



Region 11
Jaymi N. Lacap, CPM®
CBRE
Los Angeles, California



Region 12
Sheena Boone, CPM®
Carnation, Washington



Region 13
Scott A. Anderson, CPM®
Colliers Management
Services, LLC, AMO®
Memphis, Tennessee

2026 volunteer leaders

The time and talent that volunteers offer IREM play an essential role in defining and shaping membership offerings, learning opportunities, and member experiences. Much of this work is done through IREM's standing committees, advisory councils, and ethics panels. Here is a list of the 2026 chairs and vice chairs for these groups.

Advocacy Committee



Chair
Susan Monaghan, CPM®
Cumberland Housing Authority
Cumberland, Rhode Island

Vice Chair



Oscar Rodriguez Aguila, CPM®
Orange, California

Designations & Certifications Committee



Chair
Angie Gabriel, ACoM®
Healthpeak Properties, Inc.
Austin, Texas

Ethics Hearing & Discipline Panel



Chair
Shelby Carey, CPM®
Colliers
Little Rock, Arkansas

Affordable Housing Advisory Council



Chair
Barbara Jaco, CPM®
Prosperity, South Carolina

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Next chapter of success in Riyadh

A closer look at *Westfield Riyadh by Cenomi*

Jawharatt Riyadh
Luxury Entrance



In 2016, the Saudi Arabian government announced Saudi Vision 2030—a national program aimed at increasing diversification across society and the economy. As the Kingdom of Saudi Arabia (KSA) strides confidently toward Vision 2030, Riyadh is set to become the epicenter of future retail, entertainment, and enriched living. At the heart of this transformation is Westfield Riyadh by Cenomi, a groundbreaking development that promises to redefine guest experiences in the Kingdom.

Scheduled to open in 2026, Westfield Riyadh by Cenomi will be a monumental addition to Saudi Arabia's retail landscape. With a gross leasable area (GLA) exceeding 220,000 square

meters, this architectural marvel seamlessly blends heritage with futuristic design and is qualified for gold LEED certification—a first for malls in KSA. It is expected to attract 20 million visitors a year, who will spend 5 billion Saudi riyals (equivalent to \$1.3 billion USD).

Earlier in 2025, Cenomi Centers announced an exclusive, up to 20-year franchising partnership with Unibail-Rodamco-Westfield (URW). The deal grants Cenomi exclusive rights to the Westfield brand in the Kingdom and access to URW's global expertise in leasing, operations, marketing, and retail media. The partnership aims to elevate customer experience, attract top global brands, and support Vision 2030 by enhancing tourism and retail standards, with Westfield Riyadh by Cenomi among the first rebranded malls.

It is expected to attract **20 million** visitors a year, who will spend 5 billion Saudi riyals (equivalent to \$1.3 billion USD).

A myriad of retail options

With more than 300 stores, Westfield Riyadh by Cenomi promises an unparalleled mix of international luxury brands, flagship stores, lifestyle experiences, next-gen experiential dining options,

and world-class entertainment. It aims to set a new standard for consumer centers in the region and become a global shopping destination.

The prestigious luxury precinct within the mall will offer VIP experiences tailored for discerning shoppers seeking high-end products.

A dynamic hub for style, the Fashion District will blend global brands with emerging local talent. Curated to offer the latest trends, it will serve as a premier fashion destination where shoppers can discover exclusive international debuts in KSA alongside cutting-edge local designs. Bringing 30 new brands to the Kingdom across 70-plus flagship stores, this vibrant space offers an immersive, trendsetting retail experience in one central location.

Beyond shopping, lifestyle takes center stage with cutting-edge sports districts and experiential media zones showcasing beloved Saudi shows. The Lifestyle District will pulse with energy, creating a hub that features a cutting-edge sports district, media offerings for the Kingdom's broadcasters, a flagship supermarket, a high-end gym, and attractive co-working spaces.

The Jewel

The Jewel is the beating heart of Westfield Riyadh by Cenomi. Here, visitors can immerse themselves in new worlds every 30 minutes through live shows enhanced by a 20-meter-tall interactive display, atmospheric water effects, and remarkable projections across 3,500 square meters of roof—a first-of-its-kind immersive 3D experience.

Of course, dining is also crucial to such a development. At Westfield Riyadh by Cenomi, four distinct Food Districts

promise to blend entertainment with dining, creating memorable social sensory journeys for all visitors, across premium dining, pavilions in the outdoor promenade, an indoor dynamic holographic dining experience and KSA's premier experiential and social communal food hall.

The Entertainment District offers diverse leisure activities for all ages—from thrilling kids' theme parks and play areas to "sportainment" hubs equipped with digital simulators—and it even hosts KSA's first-ever digital museum. It is also equipped with a 3,000-seat event arena that will host more than 50 of the most exciting and innovative shows in the Kingdom.

The prestigious luxury precinct within the mall will offer VIP experiences tailored for discerning shoppers seeking high-end products.

Offices for the modern worker

The development is designed to include more than 65,000 square meters of Grade A office space with amenities ranging from temperature control and a first-class food hall to a modern gym and wellness facility. With sustainability and quality of life front and center, these spaces are planned to offer dedicated infrastructure for electric vehicles, easy access to public transportation, shaded walkways, and more than 5,000 trees.

These office spaces are equipped to support employees' comfort and well-being at every turn, with easy access to all the facilities that Westfield Riyadh by Cenomi has to offer.

All according to plan

Phase two of the flagship development's construction will deliver up to 1,000 lifestyle and premium hotel rooms, premium-branded residences and serviced apartments, and other commercial spaces.

Westfield Riyadh by Cenomi aligns with Vision 2030 goals by driving economic growth through tourism. Expected to attract



over 20 million visitors annually while creating approximately 4,000 jobs—including significant opportunities for women—it contributes significantly toward socio-economic development within KSA.

Cenomi Centers' CEO Alison Rehill-Erguven says the new development assets are designed to support the Kingdom's ambitions. "We're proud to support Vision 2030," she says. "It's incredibly exciting being part of such a dynamic market, prioritizing both growth through our pipeline but also a keen focus on sustainability, too."

Rehill-Erguven said Westfield Riyadh by Cenomi represents a new type of product for Cenomi Centers, improving upon earlier projects because Cenomi Centers understands the ambitions of shoppers in the Kingdom. "We are the market leader for centers in the Kingdom and have held that position for quite some time, so we know the pulse of the Saudi consumer and what they want," she says.

Innovation remains key as Cenomi Centers integrates technology into retail experiences, aligning global trends



with digitalization and enhancing customer engagement while setting new benchmarks regionally. As property management fundamentals come into play during project completion phases ahead, operational excellence becomes crucial to ensuring the successful realization of large-scale projects like Westfield Riyadh by Cenomi.

Muhammed Jawad UrRehman, IREM UAE chapter president, also expressed excitement. "I'm incredibly proud of our founding partner Cenomi Centers for creating this visionary mixed-use ecosystem. Westfield Riyadh by Cenomi perfectly demonstrates how retail, office, entertainment, and future residential components can create powerful synergies that amplify each other's value. This development will fundamentally reshape Riyadh's landscape and set a new benchmark for integrated mixed-use excellence across the Middle East. It's exactly the kind of transformative project that defines the future of our industry."

Westfield Riyadh by Cenomi represents not only an architectural feat but also an economic catalyst, aligned perfectly with Vision 2030's objectives of diversifying away from oil dependency through tourism-driven growth initiatives. Through reinventing retail excellence and leisure potential, Cenomi Centers is fostering community convergence under one roof. ▶

The Fashion District will showcase both international brands and emerging local talent and promises exclusive debuts that position it as a premier fashion hub, not just locally but globally.



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Multifamily's next moves

Residential property managers focus on service, smarter tech, and popular amenities

In the ever-changing world of multifamily, property managers are creating communities built around connection and efficiency. From pet-friendly policies to AI-powered maintenance tools, operators are rethinking and meeting the new expectations of today's residents.

Clear communication

Solid communication skills have always been an important qualification for property managers, but with the various available channels and the fast pace of the residential operating environment, communication now comes with heightened expectations.

Expectations for speed and accessibility have permanently changed, says Cindy Clare, CPM®, chief operating officer at Bell Partners, Inc. "Residents these days are used to instant gratification, quick responses, and being able to find what they need, quickly," she says. She acknowledges that some residents want a quick online response while others want to speak with a person. "You have to offer both," she says.

To prevent missed messages and staff burnout, Jesse Holland, CPM®, president of Sunrise Management & Consulting, has streamlined how residents can reach his teams. "To keep things manageable, we try to have a limit on the number of communication channels," he says. "For example, we have a tenant portal for paying the rent and submitting work orders. Then we have a phone line at the site office, which has an answering service backup,"



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Residents these days are used to instant gratification, quick responses, and being able to find what they need, quickly.

—Cindy Clare, CPM®, Bell Partners, Inc.



Image: iStock.com/irina6888; shuoshu

he says. His team abides by a "no-text-interaction methodology." "We've gotten really strict on this policy because we have young property managers who are all about texting, and they start texting with tenants," he explains. "The next thing they know, they're getting texts at two o'clock in the morning because the resident needs something. So we no longer allow our staff to give out their cellphone numbers."

Kelly Tang, CPM®, president of IEC Property Services Corp., takes a different approach, which is focused on meeting the residents where they are. "We see much more engagement with text messages versus phone calls or emails," he says.

As for mass communications to residents, Holland's software allows the team to communicate routine and emergency updates. "We use that communication quite often," he says. "It can be for events—'food truck event,' or 'We're having a party,'—but it's also used when a storm's coming or a water main breaks, so we can quickly alert everyone. That piece of the puzzle has become really important."

New age of amenities

Amenities continue to evolve, making it easier for residents to work from home, gather with friends, and care for their furry companions. Work-from-home options remain in demand, with Clare noting that residents want variety in where and how they work. "We've added smaller conference rooms and banquettes with dividers to give people more privacy," she says. "Even in more communal spaces, it's important to ensure you have Wi-Fi and enough outlets."

Both Clare and Holland have seen outdoor areas grow in importance. "Even in our properties with a pool, people want to hang out on the deck, so we've moved away from pools in favor of fire pit areas, barbecue space, and picnic tables in the summer months," Holland says. "To foster community, we host food trucks, movie nights, and trunk or treats." At Bell Properties, Clare says the team encourages connection through community service events, such as food drives.

Pet perks are another must-have. "Dog parks are still a huge pull," Clare says. "We used to say 30% of our residents have pets, and I think that number is now closer to 40%." Holland echoes that sentiment. "Pets are members of the family, so we prioritize creating pet-welcoming communities," he says. Clare says her teams build community through small gestures for pets, such as knowing the names of residents' dogs. "And we have dog bones in all of the offices," she says.

Wellness also continues to be a cornerstone of multifamily life. "A more robust fitness room is now in demand—it's no longer a couple of treadmills but rather a variety of machines available," Holland says.

For Tang, service itself has become an amenity—especially as automation grows. "The level of service is an amenity," he says. "Can they log into the portal and pay rent easily? If there's an emergency, can they get a hold of someone?" he says, adding that

he believes having on-site offices where residents can stop in for help is a must.

And while amenities continue to change shape, Holland reminds property managers that the fundamentals will always be important. "What has always been true, and will always be desired, is a safe and well-lit community."

AI plus humans

Property management leaders have been clear that AI can supplement teams and alleviate tasks, but it will never replace the human component of the job.

"Automate the repetitive and personalize the exception," Holland succinctly puts it. His company uses AI to streamline tasks. "We have guided intake for service, collections, and leasing, and we're using natural-language queries to mine data, with human verification," he says.

Overall, Clare describes AI as a time-giver. "We use AI so our teams can spend more time in-person with the resident," she says. For her organization, AI's uses include avatar-based team training tools and videos that can help residents with maintenance. "Those tasks become more consistent, and it leads your people to do the things that need more thought," she says.



“

We've moved away from pools in favor of fire pit areas, barbecue space, and picnic tables in the summer months ... To foster community, we host food trucks, movie nights, and trunk or treats.

—Jesse Holland, CPM

Tang is also using AI to assist tenants with maintenance. "We're using AI to guide residents through easy fixes, such as 'How to reset your garbage disposal' or 'How to check your ground fault circuit interrupter (GFCI) switch,'" he says.



Looking forward, managers are eager to see what else this technology can simplify or improve. Holland's watching closely as tools begin to communicate across systems and expand into uses such as "call coaching"—listening to leasing calls and providing feedback to help teams refine their leasing performance.

Tang says the bottom line is that if you're not using AI, you will fall behind. "It's not going to take your job—it's going to make you more productive. It's going to make you more efficient. And it's going to make the entire experience better for both the employee and the resident."

Practical sustainability

For most property managers, sustainability has become less of a marketing point and more of a strategy to boost operational performance and reduce costs. The challenge lies in implementing measures that save water, energy, and expenses without creating friction for residents or staff.

Clare focuses on practical upgrades that deliver measurable results, such as LED lighting, low-energy windows, and energy-efficient appliances and HVAC systems. She refers to these as "low-hanging fruit" but emphasizes the importance of usability. "When we talk about sustainability, what residents want most is to make sure it's actually easy to use and that it saves them some money," she says. "It can't be so high-tech that it frustrates people."

Submetering and sensors have led to success at Holland's properties. "We've installed individual water meters, and we found that the water usage went down because the residents were seeing how much water they were using," he says, adding that his team also uses technology to minimize risk. "This means we get alerts if conditions show the pipes might freeze."

Tang's properties take a system-wide view, targeting the 24/7 functions that use the most energy. "Lights are on all the time, so can we put a sensor on them, change them to LED, or do both?" His team has also implemented Rachio, a smart water irrigation system that will not turn on if it's raining or about to rain.

Staffing success

Technology may handle more tasks, but the people behind property management remain the foundation. Recruiting, retaining, and supporting those team members—especially maintenance and onsite staff—continues to be an issue.

"Maintenance continues to be the biggest challenge," says Clare. "So we've created a certified Bell Maintenance Technician training program, and we're bringing in folks at that entry level and training them to move up."



“

[AI is] not going to take your job—it's going to make you more productive. It's going to make you more efficient. And it's going to make the entire experience better for both the employee and the resident.

—Kelly Tang, CPM®, IEC Property Services Corp.

Tang says it's important to invest in your employees while still anticipating some turnover. "This industry has always been tough when it comes to people, and you're dealing with a lot of turnover in general," he says. "For some folks, this will be their starter job before they ultimately do whatever they're going to do. For others, this is a career path. You can train, mentor, and create pathways, but you're still going to have those who are only here for a year or two. So you have to build your systems to handle that kind of churn."

Clare adds that training the right candidate can lead to staffing success. "If someone has the right customer-service mindset, we can teach the technical pieces," she says.

Quest for retention

When all of the above are performed well—communication, community, amenities—retention comes naturally. Surveys and opportunities to collect feedback will give property managers an even broader picture of resident satisfaction and areas for improvement. Holland says that it's imperative to routinely ask for resident insights, while remembering that you will never be perfect. "You're going to make mistakes," he says. "What's most important is treating people with respect, responding promptly, and being empathetic. When you do these things, your residents are going to respond in kind."



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Celebrating our 2025 Impact Icons: proof of the power of yes

Every great achievement starts with someone saying one small word: "Yes."

The word "yes" holds great power.
Yes, I'll help.
Yes, I believe in this mission.
Yes, opportunity matters.

That spirit was at the heart of the 2025 Impact Icon Challenge. This year, IREM set out with a bold goal: to raise \$130,000 to fund 130 additional IREM Foundation scholarships. The IREM community showed up in a big way. Supporters came together, shared the mission, encouraged each other, and said "yes" to helping future real estate managers learn, grow, and thrive.

Thanks to 15 incredible competitors who poured their time, creativity, and passion into raising funds and awareness over a 12-week competition, the goal was surpassed. Together, the community raised more than \$160,000. All the people who said yes will change futures.

Leading this incredible effort were the top three finishers:

First Place: Lillie Norton, CPM®, ACoM®, representing IREM Houston Chapter
Total raised: \$35,936.06

Norton, the 2025 Impact Icon Champion, put her heart into this challenge, and it showed. Norton has always believed in helping others rise, and throughout the challenge, she reminded everyone why supporting education and opportunity matters. She is deeply passionate about educating and mentoring real estate professionals at every stage of their careers, paying forward the guidance and support she once received.



Want to join next year's challenge? Reach out to foundation@irem.org to learn how to get involved.

Norton often says, "I'm here because someone once said yes to me." That belief, and her experience as a Foundation Scholarship recipient fueled her efforts. She shared stories, connected personally with supporters, and inspired so many people to join her in giving back. People like loyal local vendors, encouraging colleagues, and her generous IREM Houston chapter all rallied behind her.

Her impressive total reflects her determination, but even more, it reflects her leadership and her belief that a single "yes" can change someone's life.

Norton serves as 2026 IREM Houston Chapter President and a director on the IREM Foundation Board. As managing director for Lee & Associates in Houston, Norton is grateful for the unwavering support of her leadership team and their shared commitment to the mission of IREM and the IREM Foundation.

Second Place: Sheena Boone, CPM®, representing IREM Western Washington
Total raised: \$18,123.76

In second place, Boone brought warmth, enthusiasm, and genuine care to the challenge. She has a gift for bringing people together, and she used that gift to rally support for a mission she truly believes in.



Her approach was simple: show up, share the impact, and invite others into the story. And people responded, not just because Boone asked, but because they could feel her passion.

She shares: "Thank you all for this incredible honor. Competing in the IREM Foundation Impact Icon Challenge was not just a personal achievement; it's a chance to make a meaningful difference in the lives of aspiring professionals through scholarships. I'm grateful for the support of the IREM Foundation and everyone who believes in investing in our future. Together, we can empower the next generation to thrive in this industry."



**Third Place: Mark Brahm,
ARM®, representing IREM
Columbus Chapter**

Total raised: \$16,789.26

In third place, Brahm showed us how far kindness and steady leadership can go. He doesn't seek the spotlight. "I set out to help because I believe one person's effort can spark real change," he says. He simply believes in helping others, and he leads through genuine commitment.

His outreach was thoughtful, personal, and heartfelt. Brahm's "yes" came from a place of service, and it reflects the best of what this challenge represents: supporting people, building opportunities, and giving back to a profession he cares deeply about.

"Sending a very special thank you to Cortland and my IREM Columbus Chapter for their incredible support" he says. "Seeing our professional community come together reinforces why all of this matters. I'm excited for what IREM and the IREM Foundation will accomplish next."

A thank you to all 15 Impact Icon competitors

While we celebrate our top fundraisers, this challenge isn't only about numbers. It's about choosing to say "yes" to lifting up others. Because of you, more people will have access to IREM education, earn credentials, build careers, and find their place in this profession. Your "yes" matters and it will continue to make an impact long after this challenge ends. To everyone who donated, competed, shared, and cheered: thank you. Your generosity helps shape careers, strengthen our profession, and build a future full of leaders who will pay that "yes" forward.

Congratulations to Lillie, Sheena, Mark, and all our competitors who stepped up to make a difference. ▶

To all our 15 competitors: Thank you.
Thank you for sharing the mission.
Thank you for reaching out to friends,
colleagues, and fellow IREM peers.
Thank you for giving your time, your
voice, and your heart.

Thank you to our 2025 Impact Icon competitors!



Katisha Brown
Greater Hartford, CT



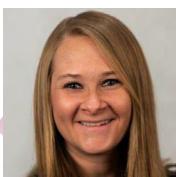
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