Outlook 2021
Preparing for the uncertainty

› Highlights from Virtual IREM Summit—inspire 2020
› The highs and lows of managing condos and HOAs
› The future of talent management
Focus on What Matters Most

Say goodbye to complicated, multipoint solutions, and hello to seamless, intuitive technology. AppFolio Property Manager Plus streamlines your entire business, giving you more time to focus on delighting residents and owners.

AppFolio Property Manager Plus

- Streamline workflows & ensure consistent business practices
- Automate repetitive tasks with advanced AI technology
- Generate, qualify, and convert more leads into residents
- Capture real-time data & insights to grow your business
- Enhance your customer experience with mobile, self-service tools

appfolio.com/plus
Access to the latest Technology, Trends, & Hot Topics whenever you need it.

IREM® Accelerators: ON-DEMAND
Curated, convenient learning to accelerate your career success.

Visit irem.org/ondemand to learn more and register today!

Prefer real-time interaction? Check out our upcoming ACCELERATORS: Live Webinars schedule at irem.org/webinars

President’s letter

Cheryl Gray, CPM

2020 has been a year to remember. In March, businesses across the United States and throughout much of the world closed their doors due to the COVID-19 pandemic, and with that came the need quickly to adapt to an increasingly virtual world. The new reality of the real estate industry is changing dramatically, and IREM members and staff have been working tirelessly to help ensure the real estate management profession stays ahead of the curve. As the current year draws to a close and we all prepare to hit the ground running in 2021, this issue of JPM gives an in-depth look for the year ahead.

With such an abrupt interruption to our normal way of life, the entire world has been looking to our leaders in government for guidance on how to navigate these extraordinary times. IREM members across the globe have stepped forward in our industry to provide guidance whenever possible. For example, in the U.S., questions of how commercial and residential tenants alike can continue paying rent put IREM in a critical position to advocate on behalf of property managers and owners. You can read more about IREM’s U.S. advocacy initiatives throughout this tumultuous year in the government affairs column on P32.

IREM members are leaders in the real estate management field, and the disruptions to business as usual in 2020 have presented us with opportunities to rise to the occasion. As you might expect, IREM headquarters was ready to adapt. Check out the Virtual IREM Summit Recap feature on P12 for a look at how we reinvented our annual event. But as you might expect, IREM headquarters was ready to adapt. Check out the Virtual IREM Summit Recap feature on P12 for a look at how we reinvented our annual event. And though we couldn’t celebrate together in person, the outstanding achievements of our members could not be overlooked. We raised a glass (albeit virtually) to the winners of the 2020 IREM Foundation Awards and the REMI Awards with our “Cheers to Your Peers” live event. Read more starting on P34.

My tenure as IREM president has certainly been an eventful one, and I would be remiss if I didn’t acknowledge the work that we’ve done to move toward a more equitable future for all. We’ve furthering our commitment to core values of diversity and inclusion by engaging a diversity expert to implement a strategy in partnership with IREM’s Diversity Advisory Board. Looking ahead to next year, JPM will begin featuring a rotating column on Diversity, Equity & Inclusion.

Anticipating what comes next is always a tall order in an industry as dynamic as real estate management. Read ahead to discover what trends our experts say you should expect in property management heading into 2021 on P6. As for my own outlook, I know that the Institute will be in the best of hands under the leadership of the incoming president, Chip Watts, CPM, CCIM, and the rest of the executive leadership team. My term as president may be coming to a close, but the honor of serving IREM during a time of such uncertainty will stay with me forever. Best of luck to the new leadership team, and we all look forward to what IREM has in store for 2021.
Open the office doors

Work-from-home fatigue is setting in and productivity is dipping, according to a recent survey from architect and design firm Vocom. The nearly 50 companies that participated in the survey employ a combined 443,895 people in industries that include technology, legal services, advertising, finance, insurance, and the real estate sector. Highlights include:

40% of companies have started to see decreases in productivity as staff work remotely. This is a contrast from April, when 56% of companies rated productivity as “excellent.”

25% said their employees were feeling exhausted working from home every day.

Source: Commercial Observer, “Productivity drops as work-from-home fatigue sets in”

Ahead with proptech

Despite a decrease in the funding of proptech startups earlier this year, the second quarter saw a rebound, with investment in proptech companies growing by more than 100% year over year.

80% of multifamily owners and operators reported up to a 10% operating expense increase for remote employee equipment, HR consultants, and additional overtime since the COVID-19 pandemic.

Washable walls

Efficient sanitization and decontaminated surfaces are of the utmost importance, now more than ever, and Wallcovering Association member companies are testing wallcoverings with the newest cleaning and disinfecting practices and are developing guidelines. Here are two wallcoverings that can withstand rigorous cleaning:

Type II vinyl wallcoverings, produced specifically for high-traffic commercial environments like retail stores, offices, hospitality, and other spaces, are shown to be able to withstand UV exposure and use of disinfectants from the EPA’s List N, a list that includes disinfectants expected to kill COVID-19. These wallcoverings are also washable/scrubbable, resistant to stains and abrasions, and treated with antimicrobial technologies.

Type III wallcoverings and semi-rigid wall protection systems also can be cleaned with many of the EPA’s List N disinfectants. These wallcoverings are generally chemically resistant to tough stains such as mustard, ketchup, ink, and iodine. Designed to be tear and abrasion resistant, they can withstand impact from housekeeping and medical carts, rolling luggage, desk chairs, wheelchairs, and more.

Source: Buildings, “Creating sanitary walls with wallcoverings engineered for cleanability”

Prepare for next time

Waiting for disruption to end isn’t the best response to weathering a storm. Rather, the key is getting ready for the next period of tumult. A recent Gallup article highlighted four strategies to building business resilience:

1. Reimagine your customer experience
2. Reshape your culture to ensure it is an ally to disruption
3. Refresh your leadership development and rededicate to core leadership values
4. Continuously reignite your workforce

All of these strategies can be applied across the many industries that have been hit by economic disruption in the past few months. Though the exact nature of the recovery varies by sector, all will be faced with lessons learned from the crisis.

Source: Gallup, “4 strategies to build business resilience before the next disruption”

“The trouble with the future is that it usually arrives before we’re ready for it.”

—Arnold H. Glasow, American author
The great unknown

A dicey 2020 makes for a cloudy ’21 outlook

By John Salustri

Does the following scenario ring a bell?

“Our company had one of our best years ever in 2019, and 2020 looked to be much the same in terms of all our divisions—leasing, land sales, and development—as well as within our own property management group. We were expecting more of the same, and then everything changed.”

That’s how Brad Ashley, CPM, describes the turn of events driven by COVID-19 that virtually every IREM member faced this year. As managing director of Newmark Grubb Zimmer, AMO, in Kansas City, Missouri, Ashley oversees 10 million square feet.
of local commercial property, including office, industrial, and retail. His “best year” scenario was made even more bittersweet by the fact that the Kansas City Chiefs had just won their first Super Bowl in half a century. "There was a citywide euphoria in early February that would be gone by mid-March."

Super Bowl wins aside, Ashley wasn’t alone. “The U.S. economy was performing exceptionally well even when COVID-19 appeared,” says Lawrence Yun, chief economist for the National Association of REALTORS® (NAR) in Washington D.C. “Then, almost overnight, ‘the whole U.S. was on lockdown.’”

Amy D. Martin, CPM, went through the same directional shift. “Our sights were set on securing new opportunities in Denver, Utah, Arizona, and, where possible, California,” says the senior property manager for the Los Angeles-based Fuller Company. Martin manages Westwood Medical Plaza, a 155,000 square-foot medical office complex in Los Angeles.

“Our company’s longer-term strategic plan was to increase our real estate profile with the purchase of several properties,” she explains. The pandemic threw a monkey wrench into those plans, and while she says that the long-term goals remain, much of the emphasis turned to “properly overseeing our financial health while continuing to manage our current holdings.”

But creating value isn’t always easy, especially as building upgrades are put on hold by owners. “Each owner is a little different,” says Ashley. “Some are sticking to their model and their budget.” Others, not so much.

He tells of one client who charged ahead with plans for a large solar array on the roof, “because he was a long-term holder and knew the project’s value.” On the flip side, he tells of institutional and private owners alike who have pulled back on the reins, pending a solid sign of upturn. “If it’s not broken, don’t fix it” seems to be the more common approach.” However, he adds that whatever the firm has saved on the capital side has gone into cleaning, health, safety, and other COVID-19-related operational protocols.

Different strokes

One of the many peculiarities of the current pandemic is its changing nature and the regionality of its impact. Just as certain sectors are faring better than others (industrial remains robust, says Yun, while retail is taking a major hit), so too does the story vary from locale to locale. NAR’s recent 2020 Market Recovery Survey underscores those variables.

Of the more than 2,300 responses, 45% reported that their locale was “slowly entering recovery,” while 36% hadn’t tasted any recovery yet. Interestingly, 28% say their local markets are hotter than ever.

“Many in California have had to shut down their businesses with no real definitive reopening time frame,” says Martin. “To top it off, our state’s governor and our mayor are contradictory in their directives and management.” This inconsistency has led to suffering and lost revenue for employers and employees alike.

Kansas City, on the other hand, “tends not to experience either the high-hills or the low-los that bigger coastal cities do,” says Ashley. What it does experience is inconsistency from state to state, straddling Kansas and Missouri as it does. While there are efforts to align politically, “Kansas approaches business and the concerns of COVID-19 differently than Missouri. We believe we’ll rebound well, but it’s definitely been a slow go.”

Canada, too, has seen regional variances in terms of its return to normal, says Winnie Chan, vice-president of sales development for Tridel, a condominium developer in Toronto. In fact, in Ontario, while the province moved through its increasingly open stages of recovery, it was hit in mid-June with a slight uptick in daily COVID-19 cases—just over 200—enough to raise concern over a relapse and a return to stronger public messaging about proper care. (Chan was also 2018–2019 president of the Real Estate Institute of Canada, IREM’s partner to the north.)

“Daily case growth is now over 200, a clear warning sign that our hard-won progress is slipping away,” said Ontario’s Provincial Association president and CEO Anthony Dale in a press release in September. “It is the responsibility of each of us to take steps immediately to halt this alarming trend.”

The good with the bad

Of course, with crisis comes opportunity, and all the IREM members interviewed used the time in lockdown to advance their strategies or redefine their operations. That ability to make oncalls out of broken eggs would help their collective outlook for the coming year (more on that shortly).

Despite the capital challenges Ashley describes, the creation of value during the downturn is still any property manager’s most important goal. “In the past you always heard how important it is for us to create and drive value,” he says, “and value always meant saving money. In downturns it’s even more important. But value also comes in making our tenants feel safe and comfortable, all while operating our buildings efficiently.”

In what Chan describes as a “frozen economy”: his firm found “the opportunity to fast-forward platforms we had before, such as virtual meetings.” Packaged as Tridel Live, the meetings continue what he says his sales team does best: “meeting with customers and showcasing our homes.” It also represents the tip of the iceberg in terms of accelerating the firm’s broader technology platform to make the entire process more efficient.

Martin sees her corporate glass as half-full as well, and she attests to the same adaptability: “Our team has been able to adapt and adjust. We’ve learned new ways to interface with a variety of online communications, allowing us to more effectively manage our projects.”

“Our team has been able to adapt and adjust. We’ve learned new ways to interface with a variety of online communications, allowing us to more effectively manage our projects. Our company has been exceedingly adaptable, which has afforded us the ability to become an even more effective property management firm.”

Going forward

That’s the spirit, and it’s one that shifts the emphasis from crisis to recovery.

Of more than 2,300 responses, 45% reported that their locale was “slowly entering recovery,” while 97% haven’t tasted any recovery yet. Interestingly, 28% say their local markets are hotter than ever.
control, especially set against the backdrop of an economy that seems to be cooperating overall. By all accounts, economic projections for 2021 are neither bell ringers nor handwringers. Overall, the Congressional Budget Office, in its July Update, saw the recovery as doing better than generally expected.

"Real (inflation-adjusted) gross domestic product (GDP) is expected to grow at a 12.4% annual rate in the second half of 2020 and to recover to its pre-pandemic level by the middle of 2022," the report enthuses.

Further, Yun sees more leasing next year in both apartments and office space, although office will have a tougher time of it, due to greater work-from-home options. "Even as jobs are created," he says, "office leasing will be subpar compared to the employment recovery."

Yun doesn’t put too much stock in such specific dates, particularly as we drill down into specific sectors, such as commercial real estate. "Whenever there’s a job dislocation, it takes some time to regain those jobs," he says.

"In all, I would characterize the economy as recovering," Yun says. "But how long will it take? Maybe another 12 months to fully get us back. Naturally, a vaccine discovery would quicken that pace."

Then there’s retail, the perennial poster child for economic upheavals. While online sales have traditionally battled the much-touted “experience” of in-person shopping, the coronavi-rus-induced preference to leave your mask hanging on the doorknob and shop from home has tipped the scales.

CNBC states that online sales in Q2 hit $321.5 billion, a massive 31.8% jump over the first quarter.

It’s a dynamic that’s bound to linger into 2021 and not just because of the safety of ordering online. "Retail in downtown areas especially will see a long struggle simply because fewer people are coming to downtown than before," Yun adds.

Making their way

Of course, 2020 was not simply the Year of COVID-19. Other news as well will impact the outlook for the coming year. Until November, at least, the uncertainty of the presidential election looms large, and the civil unrest witnessed in many U.S. cities is having an impact as well.

On one hand, Yun voices confidence in the election process. "America understands the process," he says, "and it will respect the outcome, especially if there are clear-cut results."

In addition, both industrial and multifamily have remained relatively robust. And given the current low interest rates, ditto for single-family home sales. Taken together, the tea leaves indicate an upward trajectory, even if the tea is a little weak.

The looming threat of social unrest causes a bit more concern. "One component of that is people became uncomfortable with the possibility of violence, and the appeal of the suburbs grew," he says. "Social unrest solidifies people’s view of the trend to work from home."

"In a presidential year, it seems like the economy naturally backs up a little as we wait and see what the outcome of the election will be," says Ashley. "No matter who you vote for, knowing who’s next will provide some direction," even if it’s not the direction you hoped for.

Ashley agrees with Yun on the impact of social unrest, and he attests that Kansas City saw its fair share of it. But he also voices confidence in the messaging and handling of the situation by Mayor Quinton Lucas.

Outside forces aside, Ashley remains focused on the goal at hand—value creation. "Next year will be a swing year," he says. "There continues to be a lot of money on the sidelines, and as conditions open up, the task remains to help our owners and investors place that money well. Once COVID-19 is under control and a vaccine is discovered, we can all get back to what we know how to do: manage, build, and sell real estate."

Yes, COVID-19 affected all of us negatively, but as Chant states, it also “gave us all the opportunity to become better managers, challenge ourselves, and become better at what we do. As long as everyone does their part in keeping the virus under control, the outlook for next year will be very positive indeed.”

John Salustri is a contributing writer for JPM.

Even as jobs are created, office leasing will be subpar compared to the employment recovery.

—Lawrence Yun, National Association of REALTORS®

(The COVID-19 pandemic) gave us all the opportunity to become better managers, challenge ourselves, and become better at what we do.

—Winson Chan, Tridel

control, especially set against the backdrop of an economy that seems to be cooperating overall. By all accounts, economic projections for 2021 are neither bell ringers nor handwringers. Overall, the Congressional Budget Office, in its July Update, saw the recovery as doing better than generally expected.

"Real (inflation-adjusted) gross domestic product (GDP) is expected to grow at a 12.4% annual rate in the second half of 2020 and to recover to its pre-pandemic level by the middle of 2022," the report enthuses.

Further, Yun sees more leasing next year in both apartments and office space, although office will have a tougher time of it, due to greater work-from-home options. "Even as jobs are created," he says, "office leasing will be subpar compared to the employment recovery."

Yun doesn’t put too much stock in such specific dates, particularly as we drill down into specific sectors, such as commercial real estate. "Whenever there’s a job dislocation, it takes some time to regain those jobs," he says.

"In all, I would characterize the economy as recovering," Yun says. "But how long will it take? Maybe another 12 months to fully get us back. Naturally, a vaccine discovery would quicken that pace."

Then there’s retail, the perennial poster child for economic upheavals. While online sales have traditionally battled the much-touted “experience” of in-person shopping, the coronavi-rus-induced preference to leave your mask hanging on the doorknob and shop from home has tipped the scales.

CNBC states that online sales in Q2 hit $321.5 billion, a massive 31.8% jump over the first quarter.

It’s a dynamic that’s bound to linger into 2021 and not just because of the safety of ordering online. "Retail in downtown areas especially will see a long struggle simply because fewer people are coming to downtown than before," Yun adds.

Making their way

Of course, 2020 was not simply the Year of COVID-19. Other news as well will impact the outlook for the coming year. Until November, at least, the uncertainty of the presidential election looms large, and the civil unrest witnessed in many U.S. cities is having an impact as well.

On one hand, Yun voices confidence in the election process. "America understands the process," he says, "and it will respect the outcome, especially if there are clear-cut results."

In addition, both industrial and multifamily have remained relatively robust. And given the current low interest rates, ditto for single-family home sales. Taken together, the tea leaves indicate an upward trajectory, even if the tea is a little weak.

The looming threat of social unrest causes a bit more concern. "One component of that is people became uncomfortable with the possibility of violence, and the appeal of the suburbs grew," he says. "Social unrest solidifies people’s view of the trend to work from home."

"In a presidential year, it seems like the economy naturally backs up a little as we wait and see what the outcome of the election will be," says Ashley. "No matter who you vote for, knowing who’s next will provide some direction," even if it’s not the direction you hoped for.

Ashley agrees with Yun on the impact of social unrest, and he attests that Kansas City saw its fair share of it. But he also voices confidence in the messaging and handling of the situation by Mayor Quinton Lucas.

Outside forces aside, Ashley remains focused on the goal at hand—value creation. "Next year will be a swing year," he says. "There continues to be a lot of money on the sidelines, and as conditions open up, the task remains to help our owners and investors place that money well. Once COVID-19 is under control and a vaccine is discovered, we can all get back to what we know how to do: manage, build, and sell real estate."

Yes, COVID-19 affected all of us negatively, but as Chant states, it also “gave us all the opportunity to become better managers, challenge ourselves, and become better at what we do. As long as everyone does their part in keeping the virus under control, the outlook for next year will be very positive indeed.”

John Salustri is a contributing writer for JPM.
An event reimagined

Simply put, the Virtual IREM Summit 2020 was the next best thing to being there. This year’s event delivered on (virtually) all counts, with a nonstop menu of in-depth keynote presentations and educational sessions targeting issues top of mind for most property managers as well as interactive events emphasizing social networking. Peppered throughout were personal accounts of CPMs on topics ranging from diversity to decompressing.

Keynote speakers strike hopeful tone

The Virtual IREM Summit was formally themed “inspire 2020,” but the subtext, of course, was management through the ongoing pandemic and carving a path for the future. Given that, the tone of the conference was simultaneously frank but hopeful. This year’s IREM President Cheryl Gray, CPM, set that tone to words with introductory remarks at the start of Day One: “I know how difficult it is to manage through uncertainty. If you are exhausted, you are not alone.” And she ended on the positive note that defined the conference: “You all have the knowledge that your tenants, residents, and owners need, and you strive in an ever-changing world.”

Exactly how much change we’re striving through—both good and challenging—was underscored by keynote speaker Spencer Levy, chairman of Americas Research and senior economic advisor for CBRE, AMO, in a session appropriately entitled, “The Way Forward.” From the macro view: “Notwithstanding that we’ve been in some version of social distancing or lockdown much longer than expected, the macro still has some good news,” he said. He indicated predictions of a “strong and rapid” recovery and a GDP that will stretch from 2020’s -5% to a +5% next year. He also cited the jobs, stock market, and consumer confidence pictures. “Yes,” he said, the “macro economy is stronger than people feel in their gut.”

However, that doesn’t erase the challenges of the real estate sector, and Levy set a course of sorts back to recovery for all the major “food” groups—one that included a solid, if very different, office sector (thank in large part to work-from-home options) and hope for our cities. “The death of office and big cities has been over-told,” he stated. “Both have a bright future,” even if that future is a ways off.

Breaking the return of the food groups into what he called yearly “buckets,” he put industrial and multifamily in year one, office into year two, and (not surprisingly) hotel and retail into bucket three.

Given the economic and market disruption wrought by the pandemic, there’s little wonder how much stress it has caused for individuals, sometimes to the point of depression. In sessions that exploded the webinar chat box, keynote speakers John Register and Ben Nemtin shared their personal stories of overcoming hardship to achieve personal and professional success. “The new normal is not a destination,” said Register, a Paralympic silver medalist. “It’s a platform from which we grow.”

Nemtin’s pressure to succeed led to anxiety and depression. Making a strong case for mental health advocacy, he told the more than 1,000 Virtual IREM Summit attendees, “You are the architect of your own inspiration.”

Bringing those concepts to the workplace, keynote speaker Sara Riss noted that the three biggest stresses are excessive workload, difficult people, and the inability to balance work with the rest of life. Stress can be a good thing, she noted, but for it to be helpful, “we must have the opportunity to disconnect.” The brain, she said, has a two-part structure: emotional and logical, “and only one can be in the driver’s seat.” She advocated for a “rest ethic” in addition to a work ethic: “If you

The Virtual IREM Summit charts the path forward

By John Salustri

Image: iStock.com/shironosov
always put yourself last on the list; there’s no way for you to be of service to the people who need you.”

Lesson learned: where from here?
In that context, it’s important to note the importance of reasoned compassion. It’s a favorite theme for 2021 IREM President-Elect Barry Blanton, CPM, and one he raised again during the Summit. Blanton moderated “Lessons Learned From COVID-19,” in which listeners learned the steps that IREM is taking to activate that compassion.

One clear way is through active legislative outreach designed to support both occupants and managers alike. Ted Thurn, IREM’s director of government affairs, talked listeners through the legislative milestones of the past six months and encapsulated three prime IREM initiatives:
- Exploring the legal aspects of the Centers for Disease Control’s eviction moratorium executive order, a move the Institute is mounting with its coalition partners
- Concern about the immediate rollout of the American Rescue Plan, which Thurn emphasized as an example of a lack of adequate preparation and planning
- Advocacy on the part of members

“The pandemic has brought people together, whether it’s on a personal or professional level,” Thurn said. “And these, of course, translate into enhanced job prospects for property managers.”

An unsearing statistic she offered was that people are 50% less likely to get a job interview if they have an ethnic name. And yet, it’s been proven that diversity can positively impact productivity, creativity, recruitment, and retention. “If people don’t want to work for you, it will affect your bottom line,” she said.

Kelly Charles-Collins, Esq., NBA

Calling the pandemic “the most sustained event I can remember,” Gray saluted the members around the globe for leveraging the IREM network and bringing tools and resources together for the support of one another.

Life beyond COVID-19
While the pandemic touches all of our lives in many ways, not all of the sessions were focused primarily on the changes of the past few months and how, to use a term popular throughout these two days, property managers had to “pivot.” There were numerous sessions that were more focused on essential best practices that transcend the immediacy of COVID-19.

In “Disrupting Unconscious Bias,” attorney Kelly Charles-Collins, Esq., MBA, made a strong business case for awareness, noting that bias was in a sense much more insidious than racism. She defined unconscious bias as “snap judgments and stereotypes: it’s not intentional,” but rather is driven by instinct and preferences.

To illustrate, she bulleted six forms of bias:
- Affinity—the trait of seeking out those just like you
- Confirmation—the tendency to seek out information that confirms our beliefs
- Conformity or Group Speak—the trait of going along to get along
- Halo and Horn biases—attributing all good or all bad traits to a person
- Prototype bias—the images that set the standards for our actions, such as assuming all CEOs should be white males

An unsearing statistic she offered was that people are 50% less likely to get a job interview if they have an ethnic name. And yet, it’s been proven that diversity can positively impact productivity, creativity, recruitment, and retention. “If people don’t want to work for you, it will affect your bottom line,” she said.

So how do we disrupt unconscious bias? Charles-Collins laid out five steps:
- Awareness
- Acceptance of the fact
- Concern about its impact
- A willingness to change
- Taking actions to make those changes

Accountability is also key to this disruption. “Bias awareness must be intertwined with the bottom line,” she said.

COVID-19 did reappear, indirectly at least, in two other sessions. In “Accelerating Smart Buildings,” Tânia Lambrinos, vice president of smart building technology and digital innovation at QuadReal Property Group, indicated that COVID-19 brought technologies to the forefront of our consciousness, whether it was the ramped-up use of video-conferencing or the installation of more touchless devices to stem the spread of disease.

Whatever the motivation, “89% of investors say COVID-19 would accelerate adoption of technology in real estate,” he explained.

Lambrinos noted that smart buildings carry a specific financial value for your tenants, including a 3% productivity increase, a 5% retention increase, and 30% fewer sick days. And these, of course, translate into enhanced building value, as does an almost 12% increase in lease value, and a potential hike in sale price by as much as 25%. “There is significant value for the landlord, whether the asset class is office, residential, or others.” Tech may have once been considered a luxury. Today, she said, “it’s mission critical.”

Getting social

COVID-19 also underlined the importance of a strong social media platform, but this, too, transcends the needs of the property manager. Lance, CEO and founder of Katie Lance Consulting, talked attendees through the ins and outs of various programs, urging listeners to “stop random acts of social media.”

Noting that “relationships are king, and content is queen,” Lance urged members to be both intentional and strategic in their social media campaigns. She called LinkedIn one of the most important social media sites for business, but also urged us to leverage our Facebook profiles and add videos and blogs. She also described the benefits of Instagram and the use of hashtags and various other apps and tools to enhance your social media presence.

“People do business with people they like and trust,” said Lance, noting that social media is a great way to build that trust and stay in front of your intended audience. She also urged attendees not to wait. “Done is better than perfect,” she concluded.

Despite the virtual nature of the 2020 Summit, there were ample opportunities to get social and connect with fellow members and vendors. Certainly, the virtual trade show was one of them, as was an interactive “book review” with John Register at the end of Day One.

There was also a tribute to Bob and Gladys Beal. For half a century, Beal served in executive positions at RPM Management, AMO, in Little Rock, Arkansas. An active IREM member, he served at both the local and national levels, including positions as an IREM regional VP and an IREM Foundation board member. He also received the 2008 Arkansas Chapter Man of the Year award. The IREM Foundation is a named beneficiary of the Beal Trust.

Still managing to make a difference

On Day Two, newly installed IREM President Chad Watts, CPM, CCIM, offered his thoughts on the current environment and the way forward, and in doing so, encapsulated the theme and the mission of the Virtual IREM Summit, if not the Institute itself:

“There’s no playbook for the current environment. Even though we had to be alone in a physical sense, it’s clear that in order to get through the challenges of the last few months, we as property managers need each other. We can learn a lot from each other, even though we’re divided by distance.

“So, as we move forward, it will be important for us to maintain that togetherness and continue to connect with one another, whether it’s on a personal or professional level. The more we can learn on each other and collaborate, the more successful we’ll be in managing to make a difference.”

John Salustri is a contributing writer for JPM.
Taking up the banner

In a year that’s seen so many challenges, a new leadership team is ready to help the IREM membership marshal its resources and move forward.

IREM Senior Executive Officers 2020–2021

President: W.A. “Chip” Watts IV, CPM, CCIM
Watts Realty Co., Inc., AMO
Birmingham, AL

President-Elect: Barry G. Blanton, CPM
Blanton Turner, AMO
Seattle, WA

Secretary-Treasurer: Renee M. Savage, CPM, CCIM
CFI-Capital Growth, Inc., AMO
San Diego, CA

President Chip Watts
JPM: What have you planned for the Executive Committee this coming year?

Chip Watts: We are going to continue the initiative that 2020 President Cheryl Grey started this past year to look at our governance. We’re trying to make sure we’re as flexible as possible, especially in these times of COVID-19. If our governing council accepts our recommendations in October, we will be focusing on the governance taskforce. We will also work to make sure that we’re supporting our members in the ways they want us to support them through their chapters and regions. We’ve really upped our game when it comes to providing resources this year, and we hope to continue that.

JPM: What are some of the resources you’ve put in place to adjust to the pandemic?

Chip Watts: None of our members have ever had to deal with a pandemic or maybe even knew what a pandemic was until we got into the middle of one. We have tried to lend help from the perspective of being in the real estate management industry, providing a lot of COVID-19 survival resources. Through various webinars, we’ve shared tips and tricks about topics like energy management and re-opening your property. And we created a podcast series, “From the Front Lines” with stories and tips from industry professionals. We launched chapter leadership retreats via Zoom. And for the first time, we held virtual membership town halls that were open to all members who wanted to join us for a live meeting. Because of COVID-19, we had to tweak what we were planning for 2020. These are options we should continue providing as a service to our members in 2021 and beyond.

JPM: Do you feel confident that chapters are able to continue their business through this pandemic?

Chip Watts: Yes. Our chapters are actually able to expand some of their offerings, especially our smaller chapters that are in large areas. Take my home chapter in Alabama, for example. We only have one chapter in the state, but Alabama extends 650 miles from top to bottom and takes eight hours to traverse. In a large area like this, being able to tweak the process and move to
Zoom meetings will help more people stay involved. Of course, people miss face-to-face contact, but we do what we can.

JPM: Beyond governance, is there another program area where you’re looking to make changes or progress this year?

CW: I really would like to see our legislative opportunities be expressed to our membership in a more simplified way. We participate under the umbrella of the National Association of REALTORS® (NAR), which has huge advocacy power. We work through the REALTORS® Political Action Committee (RPAC), which advocates not only for residential properties, but a broad range of real estate interests, including property management. That’s where IREM comes in. What most of our membership doesn’t realize is that the money IREM members give to RPAC individually, almost 60% comes back to our industry in the form of advocacy efforts in DC, state capitols, and local realty boards. I look forward to framing that message—making it as straightforward as possible so members understand just how important it is for us to participate in this advocacy.

JPM: What are some benefits IREM members have gotten from legislative advocacy?

CW: Right off the bat, the CARES Act. We participated with the REALTORS® PAC to back that legislation, and we were successful. And now we are trying to pressure Congress to provide rental assistance packages, so renters can pay their landlords and prevent another housing crisis.

President-Elect Barry Blanton

JPM: Can you start by telling us how you got involved in the industry?

Barry Blanton: I grew up in southern Oregon and went to the University of Oregon in Eugene. I soon applied for a job with a landscaping crew for a small property management company. On the fourth interview (I was very impressive, as you can tell...), the guy interviewing me forgot we had an appointment and stood me up. Rather than rescheduling, I decided to wait for him to come back (which ended up being two hours later)! I guilted him into giving me that job... and, as it turned out, I was terrible at landscaping! I soon focused on what I wouldn’t be terrible at, and I worked my way up through the ranks. That’s how I got into the industry. I ended up being a partner in that company (with the same guy that stood me up), and I have never let him forget it! We’re still close friends to this day... over 40 years later!

JPM: Thinking about your IREM experience, what has had a lasting impact on you, and where do you see IREM headed?

BB: IREM’s local chapters matter. Were it not for my involvement at the chapter level, I wouldn’t be involved with IREM today. And I think most IREM members can identify with that.

IREM has grown to become an international organization, and we will continue to grow as a global leader. If we can connect the dots and take some of the anonymity out of networking, we can make the world a little smaller. Right now, I think we need the world to be a little smaller and a little less anonymous. IREM as a global leader can help with that.

There are silver linings to the challenges we face today. Recently, I had the opportunity to sit on a virtual chapter event in South Africa. The next day I got to sit on a virtual chapter meeting in Japan. A few days later, I had a Zoom call with one of our incoming vice-chairs from Spain. I have been able to attend a virtual happy hour in Houston, another in Atlanta and another virtual event in Columbus... all within a 24-hour period. Nine months ago, we wouldn’t have had the opportunity to connect that way. Being able to network with property managers around the world has tremendous benefits.

JPM: As a leader in your company, how have you shared the IREM experience with your team?

BB: Since the day we opened Blanton Turner in 2011, IREM education and membership has been offered as an employee benefit. We knew that people new to this industry could be educated through IREM, and we decided our employees should have the appropriate education and certification necessary to do their jobs really well. We believe IREM membership and education is an employee benefit that the employer should pay for. As far as I’m concerned, I would love to see IREM education and membership as an employee benefit promoted throughout our industry.

JPM: What’s your top of mind for you as we say so long to 2020 and embark on 2021?

BB: For me, DE&I (Diversity, Equity, & Inclusion) is front and center, and it needs to be. As I see it, DE&I can’t be just a committee activity; but instead needs to be woven through everything we do, just as NextGen is. Understanding how we can expand opportunities and what everyone can gain by succeeding in these initiatives (beyond simply helping individuals, which is good, but not nearly enough) will help us be the strongest organization possible. DE&I is a cornerstone of that.

JPM: What are you excited about that IREM will be focusing on in the upcoming year?

BB: I think it will be important for our longtime members to rediscover what IREM is today. There is a lot to be proud of as an IREM member, including things you might not be aware of—from new websites to virtual education; from researching the latest technologies to becoming connected at an international level, and everything in between. We are working hard to keep our members current and relevant. Each of the initiatives that IREM is engaged in is led by dedicated volunteer leaders working on behalf of our members. The IREM HQ team is truly exceptional, and I couldn’t ask for a better officer team to work with.

Secretary-Treasurer: Renee M. Savage

JPM: How did you get involved in the real estate management industry?

Renee Savage: I graduated from the University of San Diego with a degree in business administration and got a position as an assistant property manager with a company called Capital Growth Properties, Inc., AMC. In those months, I was promoted to a regional property manager, then director of property management, and a couple of titles later I ended with a senior vice president position. I was with Capital Growth for about 30 years. We just sold the company, and I am now the president of CFI Capital Growth, AMC.

JPM: What prompted you to become active with IREM?

RS: I was about 10 years into my career when someone asked me to serve on a committee. I started working with Cherrie Giles, and probably a year or two later, she and another real estate manager, Elizabeth Bachmann, were at an event and—no joke—trapped me in the bathroom and said, “We want you to serve on the IREM Board in San Diego.” So, I started by chairing different committees and eventually went through the leadership track in San Diego.

JPM: What aspect of IREM were you first excited about?

RS: I have always been really passionate about working with our young professionals. I worked with the student outreach team visiting the major colleges in San Diego. My alma mater, the University of San Diego, has a master’s program in real estate, and I think it took me six or seven years to get them to add a property management course to that program, because I kept telling them: “This is not a well-rounded program. You’re missing one key piece of real estate, and that’s property management.”

This might fall under the “be careful what you ask for” heading, because now I am teaching that course. But it’s part of promoting the importance of our industry and making sure we have the next generation trained well.

JPM: Do you have a wish list of things you’d like to see happen for IREM?

RS: I have zero agenda. And I don’t think a leader going into an organization necessarily should have an agenda because our job is to look at the strategic plan that’s been put in place and continue to move that strategic plan forward until the time it needs to change.

JPM: What do you think might be important for the next couple of years for the organization?

RS: My passion right now is really about the member experience. How do we serve our members? They have chosen to be part of IREM, and I believe we need to listen to them and help them have consistent experiences with IREM so they stay with us. IREM has done so much for me professionally and personally that I just want our members to have those same kinds of positive experiences and grow through IREM. That’s where my focus is. ∆
2021 Leadership

Executive Committee

W.A. Chip Watts IV, CPM, CCIM
President
Watts Realty Co., Inc., AMO
Birmingham, AL

Barry Blanton, CPM
President-Elect
Blanton Turner, AMO
Seattle, WA

Renee M. Savage, CPM, CCIM
Secretary/Treasurer
CFI-Capital Growth, Inc., AMO
Houston, TX

Brad Ashley, CPM, RPA
At-Large Member
Neversnark Group/Zimmer, AMO
Kansas City, MO

Michael Brown, CPM, ARM
At-Large Member
GVA Property Management
Austin, TX

Gregory Cichy, CPM
At-Large Member
Colliers International, AMO
Washington, DC

Kim Collins, CPM
At-Large Member
CSRE, Inc., AMO
Indianapolis, IN

Toni R. Harris, CPM, ARM
At-Large Member
Avanzah Realty, AMO
Bethesda, MD

Sidney Impelson, CPM
At-Large Member
The Northern Trust Company
Pasadena, CA

Shaneice Sanford, CPM
At-Large Member
Cushman & Wakefield, AMO
Washington, DC

Cheryl Gray, CPM
Immediate Past President
QuadReal Property Group
Toronto, ON, Canada

Donald B. Wilkinson, CPM
IREM Representative to NAR
Gaston and Wilkinson Management Group, AMO
Baton, NV

Julie L. Scott, CPM
IREM Foundation President
Fortress Property Management
Trottsdale, OR

Denise DeLuc-Froomening, CAE, MBA, CPA
CEO/Executive Vice President
IREM
Chicago, IL

US Regional Vice Presidents

Region 1 (CT, ME, MA, NH, RI, VT)
Peter Lewis, CPM
Schochet Companies, AMO
Braintree, MA
2020–2021

Region 2 (DE, NJ, NY, PA)
Christine Lacy, CPM
CELL Solutions
Lawnside, NJ
2020–2022

Region 3 (MD, VA, DC)
Jae Riu, CPM, ACoM
The RMG Group
Norfolk, VA
2020–2021

Region 4 (FL, GA)
Dr. Deborah R. Phillips, CPM
The Guardian
St. Cloud, GA
2020–2021

Region 5 (AL, AR, LA, MS)
Debbie Prejean, CPM
Latter and Blum Property Management, AMO
New Orleans, LA
2020–2022

Region 6 (IN, KY, MI, OH, WV)
Anne Ficeli, CPM
PURE Real Estate Management Services
Grand Rapids, MI
2020–2022

Region 7 (OK, TX)
Jessica Warrior, CPM, RPA
Grande Properties
Dallas, TX
2020–2021

Region 8 (AZ, CO, NV, NM, UT)
Angela Saraccoi, CPM
Colliers International, AMO
Las Vegas, NV
2020–2022

Region 9 (IL, WI, MI)
Kris Cramer, CPM
Colliers International, AMO
Rosemont, IL
2020–2021

Region 10 (IA, KS, MO, NE, ND, SD)
Ryan Huffman, CPM
Cohen-Enrey Apartment Investors
Kansas City, MO
2020–2021

Region 11 (CA, HI)
William Sheridan, CPM
Silvertop, AMO
Chico, CA
2020–2022

Region 12 (AK, ID, MT, OR, WA, WY)
Jason Jackson, CPM, ARM
Kamie Hagood
Spokane, WA
2020–2022

International Vice Presidents

IREM Canada
Chyrstal Saud, CPM, ARM
Clear Stone Asset Consulting Inc.
Edmonton, AB, Canada
2019–2021

IREM Japan
Hidetani Sakihara, CPM
Owner’s Agent, Inc.
Tokyo, Japan
2020–2022

IREM Foundation

Board of Directors

Julie L. Scott, CPM, President
Fortress Property Management
Trottsdale, OR

Karen L. Pharr, CPM, Vice President
Cushman & Wakefield PIESIS Intl
El Paso, TX

Clark F. Lindstrom, CPM, Ex Officio Member
Peterson Properties, Inc.
Wichita, KS

Denise DeLuc-Froomening, CAE, MBA, CPA, Executive Director
IREM
Chicago, IL

Anshu Bera, CPM
Wharton, IL

Walter J. Crumpler, CPM
Waltrower, Inc.
Charlotte, NC

Torell T. Edwards, CPM
Blanton Turner, AMO
Saat, WA

Benjamin R. Forsyth, CPM
Western Corp.
Bountiful, UT

Kaci B. Hancock, CPM, ACoM
IREM Associates
Houston, TX

Shawn P. Harvey, CPM
Les Associates
Houston, TX

Byrdy L. Kelley, CPM, ARM
REAME LLC
Hano, TX

Christopher E. Mellen, CPM, ARM
Dedham, MA

Jo D. Miller
IREM Houston Chapter
Houston, TX

Regina (Reggie) Taylor Mullins, CPM
Cushman & Wakefield, Inc., AMO
Arlington, VA

Renee M. Savage, CPM, CCIM
CFI-Capital Growth, Inc., AMO
San Diego, CA

Regina (Reggie) Taylor Mullins, CPM
Cushman & Wakefield, Inc., AMO
Arlington, VA

IREM Japan
Hidetani Sakihara, CPM
Owner’s Agent, Inc.
Tokyo, Japan
2020–2022

IREM Foundation

Board of Directors

Julie L. Scott, CPM, President
Fortress Property Management
Trottsdale, OR

Karen L. Pharr, CPM, Vice President
Cushman & Wakefield PIESIS Intl
El Paso, TX

Clark F. Lindstrom, CPM, Ex Officio Member
Peterson Properties, Inc.
Wichita, KS

Denise DeLuc-Froomening, CAE, MBA, CPA, Executive Director
IREM
Chicago, IL

Anshu Bera, CPM
Wharton, IL

Walter J. Crumpler, CPM
Waltrower, Inc.
Charlotte, NC

Torell T. Edwards, CPM
Blanton Turner, AMO
Saat, WA

Benjamin R. Forsyth, CPM
Western Corp.
Bountiful, UT

Kaci B. Hancock, CPM, ACoM
IREM Associates
Houston, TX

Shawn P. Harvey, CPM
Les Associates
Houston, TX

Byrdy L. Kelley, CPM, ARM
REAME LLC
Hano, TX

Christopher E. Mellen, CPM, ARM
Dedham, MA

Jo D. Miller
IREM Houston Chapter
Houston, TX

Regina (Reggie) Taylor Mullins, CPM
Cushman & Wakefield, Inc., AMO
Arlington, VA

Renee M. Savage, CPM, CCIM
CFI-Capital Growth, Inc., AMO
San Diego, CA

Regina (Reggie) Taylor Mullins, CPM
Cushman & Wakefield, Inc., AMO
Arlington, VA

IREM Japan
Hidetani Sakihara, CPM
Owner’s Agent, Inc.
Tokyo, Japan
2020–2022

IREM Foundation

Board of Directors

Julie L. Scott, CPM, President
Fortress Property Management
Trottsdale, OR

Karen L. Pharr, CPM, Vice President
Cushman & Wakefield PIESIS Intl
El Paso, TX

Clark F. Lindstrom, CPM, Ex Officio Member
Peterson Properties, Inc.
Wichita, KS

Denise DeLuc-Froomening, CAE, MBA, CPA, Executive Director
IREM
Chicago, IL

Anshu Bera, CPM
Wharton, IL

Walter J. Crumpler, CPM
Waltrower, Inc.
Charlotte, NC

Torell T. Edwards, CPM
Blanton Turner, AMO
Saat, WA

Benjamin R. Forsyth, CPM
Western Corp.
Bountiful, UT

Kaci B. Hancock, CPM, ACoM
IREM Associates
Houston, TX

Shawn P. Harvey, CPM
Les Associates
Houston, TX

Byrdy L. Kelley, CPM, ARM
REAME LLC
Hano, TX

Christopher E. Mellen, CPM, ARM
Dedham, MA

Jo D. Miller
IREM Houston Chapter
Houston, TX

Regina (Reggie) Taylor Mullins, CPM
Cushman & Wakefield, Inc., AMO
Arlington, VA

Renee M. Savage, CPM, CCIM
CFI-Capital Growth, Inc., AMO
San Diego, CA

Regina (Reggie) Taylor Mullins, CPM
Cushman & Wakefield, Inc., AMO
Arlington, VA
A refreshingly simple way to manage your properties

Discover what you can do with intuitive & powerful property management software

<table>
<thead>
<tr>
<th>Feature</th>
<th>Breeze</th>
<th>Breeze PREMIER</th>
</tr>
</thead>
<tbody>
<tr>
<td>Easy setup</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>Property accounting</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>Vacancy &amp; prospect tracking</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>ILS posting</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>Online applications</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>Online payments</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>Online maintenance</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>Email &amp; text communications</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>Walk-in payments with PayNearMe</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>Vendor payments</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>Owner payments &amp; reports</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>Live chat support</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>Renters insurance</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>Resident screening</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>Corporate websites</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>Property websites</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>Online lease execution</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>Customer relationship management</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>Job cost tracking</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>Rent deferral</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>Rent control</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>Invoice approval &amp; processing</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>Corporate accounting</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>Customizable financial statements</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>Multi-level security</td>
<td>✔</td>
<td>✔</td>
</tr>
</tbody>
</table>

RENTCafé
- Create premium property websites with customizable templates
- Process online applications faster with prospect portals
- Execute leases online with e-signature

VendorCafé
- Maximize efficiency with self or full-service invoice processing
- Pay vendors via ACH, credit or debit card
- Allow vendors to upload and track invoices
- Reduce risk with VendorShield insurance and compliance

Investment Manager
- Streamline investment management and investor communication
- Track capital commitments, contributions and distributions
- Provide access to key metrics and documents via investor portals
- Improve investor relations with CRM tools

Get your personalized demo
See why thousands of companies choose Breeze.
Call for add-on or mixed portfolio pricing.

YardiBreeze.com | (800) 866-1144
In this time of extraordinary challenges, it’s good to know that real estate managers have risen to the occasion with creativity, innovation, and commitment to professional excellence. IREM celebrates this year’s best of the best with the REME Awards, recognizing exceptional performance by companies and individuals.
Brody Sheets is the Region Chapter president in 2019. With a primary goal of being a born leader, he was described as charismatic, approachable, patient, and a natural team player. DiGiacomo is vice president of student affairs, and senior housing management systems specialist with United Plus Property Management, LLC (UPPM), and senior housing management specialist with Pelcor Management Corporation in Carmel, Indiana.

His motto, “We work where you live,” is meant to give the residents under his management comfort—he believes their homes should be safe, happy, and comfortable, and they should be proud to call their community home.

In his professional role, Sheets and his team have developed and implemented an online resident portal that allows residents to update their personal information and emergency contacts, submit maintenance requests, and view and pay their balances. The project was a massive undertaking for the company, and one that was met with overwhelming success. By the end of the year, residents were already joining IREM under his leadership. He brings his experience and enthusiasm for IREM to industry events, seminars, and conferences, and he always mentions the boost in energy and enthusiasm for IREM to industry events, seminars, and conferences, and he always mentions the importance of ethical practices and elevated customer service satisfaction.

As an IREM member, Sheets believes ethics are an integral part of both personal and professional practices. Real estate managers are trusted with a wealth of property and data, and tasked with managing investor assets, owner property, tenant businesses, and resident homes. But if these key stakeholders are successful and well served, then so are their property managers.

With ethics training high on the list of priorities, all staff members rate the company’s success in each of the four categories of IREM’s Real Estate Management Service Best Practices. Room for improvement was found in the following areas, with corrective action taken to address employee concern:

- **Strategic planning:** Management has strengthened the company’s strategic plan and communicates updates regularly.
- **Management planning, financial budgeting/forecasting, and reserve fund planning:** In-house training sessions have been implemented for impacted employees.
- **Site emergency preparedness plans:** A standard template to individualize emergency preparedness plans for each site is now available.
- **Tenant and resident insurance requirements:** New leases have incorporated insurance requirements.
- **Code of ethics:** All new hires must sign an agreement to adhere to the AMO code of professional ethics, along with other proprietary ethical codes.

The company hopes that launching these initiatives, which have worked out so well for them, will elevate the professionalism of the property management profession and advance the real estate industry overall.

**Innovators of the Year:**

Cortland, AMO, and Ohio Capital Corporation for Housing

Cortland, AMO, strives to please residents from day one, and that means ensuring a pest-free environment. One particularly elusive pest is the bedbug. They can go undetected for long periods of time and have been reported not only in homes, but in hotels, cars, theatres, and even on airplanes. The issues related to bed bugs can affect all aspects of life and business, and cases will only continue to increase due to:

- Limitations and the cost of effective remediation processes.
- International travel from regions with limited or negligible remediation resources.
- The stigma that surrounds the reporting of bedbug issues.

Until now, bedbug remediation was a costly and difficult process. But Cortland studied the natural triggers that cause bedbugs to feed—a radiant temperature of 98.6 degrees Fahrenheit, CO2 production and the expression of human pheromones—and set out to exercise these demons. Armed with new knowledge on the ways of the bedbug, a device was designed for use in vacant units, before a new resident moved in.

Results have been so positive that the device has been patented and is currently in use. Cortland has revolutionized pest control and the real estate industry beyond apartment living.

Ohio Capital Corporation for Housing (OCCH) anticipated and responded to residents needing just as the country’s stay-at-home orders took effect. The company promptly decided to commit $1 million from retained earnings to provide rental assistance, and reached out to investor partners to see if these organizations wanted to join this initiative. An additional $800,000 was raised from investors for a total of $1.8 million committed to a Resident Impact Emergency Fund.

But OCCH’s response to COVID-19 did not stop there. A COVID-19 committee was established to innovate and respond to this fast-developing landscape. This committee raised awareness of funds available to families with children who were on free or reduced-cost school lunches, and also drew attention to local agencies that are offering rental and other assistance during the pandemic. Operating reserves were made available immediately for properties with an urgent need. OCCH’s response to the pandemic has helped many families stay in their homes and provides security and stability when they need it most.

In this time of historic turmoil and uncertainty, IREM is honored to recognize these exceptional companies and individuals as the best of the best in real estate management. They raise the bar on excellence and elevate our colleagues everywhere.
Cheers to Your Peers

In this year of social distance, new more than ever is the time to celebrate and elevate young, talented, and diverse leadership within the IREM community. On Oct. 5, we raised a (virtual) glass to IREM’s 2020 award recipients, who are managing to make a difference in the real estate management industry.

Diversity & Inclusion Succession Initiative (DISI) Leaders Program
Recognizes IREM members from underrepresented groups in the real estate management profession. These dynamic professionals demonstrate exemplary leadership skills at the chapter level and have shown interest in advancing their careers using the IREM networking and resources.

2020 DISI Leaders
Jacqueline Knight, CPM, Ackerman, Minneapolis, MN
Whitney Lane, Weingarten Realty, Houston, TX
Dee Wilson, Freeman Webb, Nashville, TN
Shanicka Sudler, PropertyWize, Lutherville-Timonium, MD
Karoline Peralta, ARM, Virtue Properties, Boston, MA
Chianon Mutsiwegota, Texas Capital Partners, Phoenix, AZ
Vickie Gaskill, CPM, ARM, MPM, of the University of Alabama’s Culverhouse Real Estate Society. She has taught courses in many states across the country, including her home state of Washington. In 2012, Vickie became the first person to receive the Western Washington Chapter’s Lifetime Achievement Award and remains the only person to receive the honor. She has also been named Western Washington’s ARM of the Year, CPM Candidate of the Year, and CPM of the Year, and her firm has twice been selected as the AMO of the Year: “All in all, I love education.”

Student of the Year
This award is given to an outstanding college/university student enrolled during the 2019–2020 academic year who demonstrates a record of academic achievement and interstudent enrolled during the 2019–2020 academic year who demonstrates a record of academic achievement and interest in pursuing a career in real estate management.

Allison Grube of Tuscaloosa, Alabama, is a scholar student who earned academic recognition at the University of Alabama’s Culverhouse College of Business, both for her many semesters on the Dean’s List, with a 3.9 GPA, as well as for being a member of the university’s chapter of Alpha Sigma Gamma Sigma, a nationwide real estate honorary society. Allison graduated in August with a Bachelor of Science in Finance and a minor in Real Estate. Her academic advisor, Graysun Glaze, J.D., CPM, CCIM, said, “Allison is committed to both academic and professional excellence and is a contributing member of the Culverhouse Real Estate Society.” She is currently working on her ARM certification and hopes to earn CPM certification after that, further distinguishing herself in the industry. “Being recognized as IREM Student of the Year is the best way to elevate my education, broaden my networking potential, and kickstart my career.”

Lloyd D. Hanford Sr. Distinguished Instructor Award
This award is presented by the IREM Foundation to an IREM Instructor for exceptional commitment to the advancement of professional real estate management education.

Vickie Gaskill, CPM, ARM, MPM, has been an IREM instructor since 1996 and was inducted in 2008 to IREM’s Academy of Authors. Vickie says that “with IREM, my first love is the RES201 [Managing Residential Properties] course,” and it shows, having assisted with several updates to the course during her years of teaching it. As an instructor, she has taught courses in many states across the country, including her home state of Washington. In 2012, Vickie became the first person to receive the Western Washington Chapter’s Lifetime Achievement Award and remains the only person to receive the honor. She has also been named Western Washington’s ARM of the Year, CPM Candidate of the Year, and CPM of the Year, and her firm has twice been selected as the AMO of the Year: “All in all, I love education.”

Louise L. and Y. T. Lum Award
Recognizes individuals who have made distinguished contributions to the knowledge and practice of the industry.

Fred Prassas, CPM, is a founding member of PMC Management Group, overseeing multifamily, litigation support, and association planning and management. He has authored numerous publications and is a true fixture in IREM education. Fred also serves as the real estate property management program director at the University of Wisconsin Stout and is dedicated to his students’ success. Since beginning in real estate management, he has devoted a portion of his time to the advancement of professionalism in the industry. In the latter part of his career, he has devoted even more time to the next generation of real estate managers through course development and teaching at professional and academic levels.

Eric Storey, CPM, is sadly no longer with us, but his legacy lives on through the success of his students and his many contributions to professional education. He loved to share his knowledge with others and see them succeed. Eric taught courses in China, Russia, Canada, Bulgaria, and throughout the United States, and he was awarded the Lloyd D. Hanford Sr. Distinguished Instructor Award in 2017. Eric was instrumental in extending the reach of IREM, accentuating the organization’s mission and standards on a scale which is incalculable. His instructing was his true legacy to property management.

J. Wallace Paletou Award
Presented to a CPM who has contributed to the betterment of society as a whole through the role of real estate manager.

Dr. Deborah Phillips, CPM, is a 32-year industry veteran with a history of industry research, legislation, education, and publication. She has spearheaded property management programs at the University of Georgia, Georgia Tech, and Piedmont Technical College and has taught more than 15,000 students in real estate related courses. Dr. Phillips has served on various boards and task force committees focused on affordable housing, workforce development, design, and construction issues related to fair housing, land use, and sustainable growth. She also founded the Real Estate Career Academy, a nonprofit that pairs talented individuals with careers in real estate management. “Every day I wake up looking for someone to tell about the great opportunities that exist in the real estate industry.”

Chapter Innovation Awards
Recognizes IREM chapters for the development and delivery of innovative chapter programs.

Columbus Chapter, Clean up Columbus
In the midst of a tumultuous 2020, the Columbus Chapter wanted to make a positive impact. They came up with the slogan, “Clean up Columbus,” and have already held multiple cleanup events. They were the first in the city to offer such a program and forged new industry partnerships as a result.

Houston Chapter, IREM Houston Future Leaders Program
The Houston Chapter launched a new initiative aimed at engaging emerging professionals in the local real estate market through further education and increased connections with industry peers. Already, they have had 15 professionals complete the one-year program.

Funds raised during the Cheers to Your Peers event will support the IREM Foundation scholarship program, IREM’s Student Scholars, and IREM’s Diversity & Inclusion Succession Initiative (DISI) Leaders program, all of which were highlighted during the virtual celebration. Other groups recognized during the event include REIMI Award winners, IREM’s 30 under 30, Next-Gen CPM Leaders in the 2020 and 2021 cohorts, and the lifetime achievement of Robert K. and Gladys M. Beal.
Multifamily potential in Latin America
A promising asset class
By Carlos Rousseau

At its core, the multifamily market in Latin America is a story of changing demographics. As millennials and Gen Z age into their 20s to 30s, the demand for multifamily units located in dense urban areas has grown. There are challenges in many countries throughout the region, but multifamily properties in particular represent a newly developing market and an attractive investment opportunity.

U.S. multifamily market performance
To understand how demographic changes will affect the Latin American market, it can be helpful to frame the discussion with the state of the market in the U.S. The American market has continued to grow for 10 years and is expected to grow into a deficit of four to seven million units. Latin American demographics
It is safe to say that the Latin American real estate market will see similar trends. For example, according to an article in IPI Real Assets, in Brazil, around four million people enter into the middle class every year, creating the demand for 1.5 million new housing units annually. This is compared with a supply of only 300,000 to 500,000 new housing units. Overall, the Latin American market consists of roughly 500 million people and is expected to run into a deficit of four to seven million units.

What sort of housing are they looking for? A recent survey of Mexican millennials revealed that 41% of them want to buy their own apartment, 21% wish to rent on their own, and 38% wish to rent with a roommate to share expenses. The survey also suggests that buying a home may still be out of reach for many. It shows 34% plan to pay between $550 and $800 per month. Only 14% plan to spend $800 or more per month. To put this in context, a monthly payment of $800 per month would be more realistic to purchase a home. All of these figures provide solid ground for the growth of multifamily assets in Mexico.

Until recently, multifamily housing as an investment was a concept alien to Mexico. Eviction laws strongly favored the tenant; in some cases, it could take years to evict. There is also a large shadow market of condos that have been converted into rentals. Combine this with a lack of institutional knowledge and an underdeveloped secondary market, and the multifamily segment was not an ideal investing environment. But this has now started to change with the government relaxing rent control regulations as well as eviction laws, thus favoring the landlords.

The state of management companies in Latin America
Gauging the mood of the market, many institutional players have been staking their ground in the market. I can speak from my experience working with Orange Investments’ multifamily platform. We have a range of experience managing multifamily assets in the region. We are expecting others to join us in the coming years.

Advantages of a multifamily asset class
There are various reasons the multifamily asset class is gaining popularity in Latin America, including:

- Cash flow
Multifamily properties generate a predictable cash flow each month. If your property is located in highly sought-after area, it is easy to turn over your units and enjoy a stable cash flow year in and year out.

- Valuation potential
Casting aside a few dark events, a multifamily real estate property generally appreciates over time and is more resistant to economic downturns.

- Product type diversity
While multifamily is often referred to as a single type of real estate asset class, the sector offers investors a range of product types to invest in. From small duplexes and triplexes to newly renovated properties and apartment buildings, there are various options for investors to explore.

- Scalability
Multifamily helps diversify an asset portfolio. An investor can invest in two properties at a time. This is not possible when you are interested in properties with higher barriers to entry, like malls and hotels.

Growing popularity
The multifamily asset class is in full swing in the U.S. and Latin America. This trend is, to a large extent, influenced by urban demand.

Carlos Rousseau is the founding partner and president of Orange Investments in Helicon, Mexico, and is the author of Piezas (Real Estate Investment: Putting Together the Pieces), published by Monterrey Tec Press.

The wrap-up
The future looks bright for the multifamily sector, but there are a few associated downsides. Management intensity is one strong limitation. A multifamily property requires dealing with various individual leases. You need to handle maintenance and repair requests from different tenants, and a lack of institutional management experience persists in the region.

Depending on the area, multifamily properties can be capital-intensive and time-consuming. A new project for an apartment building in Mexico City, for example, could take more than three years to begin construction thanks to onerous regulations, and getting the right financing terms can be challenging.

All of these factors call for some strong reforms in the industry. Property management and improvements in operations are some measures that must be considered. Regulations and banking finance should catch up with the strong demand. A secondary market for project sales should be facilitated; as of now, no multifamily REIT exists for Mexican properties.

Although multifamily rentals are highly popular in the U.S. and are not adequately present in Mexico as of now, the future looks hopeful. Consider the shifting demographics, growing middle class, and absence of institutional-quality housing. Further, rental housing poses a lower risk when compared to other asset classes. This provides a solid foundation for investors to experiment with entering the market. All in all, the multifamily asset class is a rapidly emerging sector that could provide a high return on capital, considering the growing demand.
The CARES Act also included a 60-day moratorium on servicer foreclosure actions, including evictions and sales of federally backed mortgage loans. The legislation stated that borrowers could submit requests to their mortgage loan servicers for up to 180 days of forbearance on federally backed mortgage loans (including HUD, Fannie Mae, Freddie Mac, and Ginnie Mae) if they experienced financial hardship because of the COVID-19 emergency. In addition, any landlord who received forbearance on a federally backed mortgage could not evict any tenants from their property based solely on nonpayment of rent, nor could they charge tenants any late fees or other penalties due to nonpayment of rent.

CDC eviction moratorium

On Sept. 1, the Trump administration announced that the Centers for Disease Control and Prevention (CDC) issued an order under Section 366 of the Public Health Service Act to halt residential evictions through Dec. 31 to prevent the further spread of COVID-19. The order will halt residential evictions if the tenant provides the landlord with a document in writing that indicates:

1. They have used all efforts to obtain government assistance for rent;
2. They earn no more than $99,000 in income (or $198,000 if filing jointly);
3. They are unable to pay the full rent due to loss of income, work, or extraordinary medical expenses;
4. They are making best efforts to make a timely payment;
5. That eviction would render them homeless or used to move into a new residence shared by other people who live in close quarters because of having no other available housing options.

In response, IREM joined the National Association of REALTORS® (NAR) in meeting with White House officials on the eviction ban. 2020 IREM President-Elect Chip Watts, CPM, IREM Past President Donald B. Wilkerson, CPM, and past IREM Legislative and Public Policy Committee Chair Amy Hedgecock, CPM, joined a group of NAR representatives, led by NAR President Vince Malta in a meeting with officials from President Trump’s administration. Watts communicated to White House officials the ‘basestancy on the part of some property owners to now put their properties into the rental market.” In addition, Watts stated, “the industry has already observed significant differences in interpretation by courts around the country.”

Hedgecock informed White House representatives of small property owners who are struggling to pay upcoming taxes and make needed repairs. She also explained the long-term impact of bad credit reports for tenants and future need to increase the reserve deposits for future tenants to cover property owner losses.

Wilkerson reminded White House officials that housing relief funds, which were included in the CARES Act and other federal relief efforts, are mostly targeted to low-income families. However, the CDC order covers individual renters making up to $99,000 a year or $198,000 jointly.

IREM also joined NAR in a statement urging immediate congressional action on rental assistance. We also encouraged members to participate in our Call to Action asking for rental assistance for property owners and managers. Furthermore, IREM signed onto a letter with our coalition partners, which include NAR, NAA, NMHC, NAHB, and Mortgage Bankers Association, stating that the action taken by the Trump administration enacting a federal residential eviction moratorium through Dec. 31, without rental assistance, will ultimately harm the very people it aims to help.

IREM Advocacy initiatives

Although the following does not capture all of the initiatives the team has been conducting, it provides a brief overview of the actions achieved.

- Over 7,000 call-to-action messages to federal legislators in 2020 for COVID-19 relief. The Calls to Action is our digital platform, which allows our members to engage with legislators and is critical at all levels of government.
- 2020 Capitol Hill Fly-In. At our 2020 Fly-In, held March 10–11, over 50 members attended and conducted over 100 meetings with legislators to discuss the importance of rental relief and reforming the National Flood Insurance Program (NFIP) and supporting the Secure and Fair Enforcement (SAFE) Banking Act (H.R. 1595, S. 1200).
- Over 100 meetings on Capitol Hill
- Over 50 letters sent through Congress and federal agencies. IREM has signed onto letters to Congress and other government agencies advocating for relief for the real estate industry.
- Working with over 400 industry organizations such as NAR, NAA, NMHC, and BOMA, to amplify our voices and affect change.
- Public policy webinars. It is important for our members to stay informed. Recordings are available on IREM’s Public Policy Webinars page on IREM.org.

Advocacy will continue to be a top priority for our members, their businesses, and their clients.

The IREM Government Affairs team has a number of initiatives planned for 2021 including the Capitol Hill Fly-In, Congressional Briefing, quarterly webinars, and in-district meetings. We will also continue providing members with valuable resources such as the Public Policy Priorities, policy statements, Government Affairs Digest, and our Advocacy Action Center.

2020 election

The 2020 election was a campaign like Americans had never seen before. Seats contested in the 2020 election included all 435 seats in the U.S. House of Representatives, 35 of the 100 seats in the U.S. Senate, and the presidency of the United States.

While each state establishes a deadline for election results to be certified, former Vice President Joe Biden is the presumptive winner of the 2020 election. Although it is still undetermined what his top political priorities will be, during the campaign, Biden did release several policy positions addressing the real estate industry.

Regarding taxes, Biden has stated that he would reinstate the top 25% federal individual income tax rate from its current 37% to 39.6% and impose a 12.4% Social Security payroll tax on earned income above $400,000. Biden recently suggested eliminating 1031 exchanges for real estate investors with annual incomes of more than $200,000 in order to help pay for a 10-year, $775 billion plan that would create universal preschool, eliminate home care waiting lists for those on Medicaid, and create tax credits for low-income and middle-class families to help pay for childcare, among other initiatives.

On the affordable housing front, the presumptive president-elect plans on expanding the Section 8 housing choice voucher program, the largest federal housing program for low-income renters. Biden would make Section 8 an entitlement, thus ensuring vouchers to all eligible people.

More specifically, Biden would require states to receive federal funds through Community Development Block Grants or Transportation Block Grants to incorporate inclusionary zoning into their planning, which requires that a portion of new construction be set aside for affordable housing.

However, as stated earlier, his political agenda could change over the next several weeks. His top priorities as president will come into focus as we get closer to Inauguration Day on Jan. 20th, 2021.
Community first
Condo and HOA management brings both challenges and rewards

Around 73.5 million people live in communities governed by HOAs, according to the HCPB. This is a major segment of the industry, and it can be very lucrative, Randall says.

"If you have other ancillary sources of revenue in your company—such as a maintenance division, a real estate brokerage, or a property management division for single-family homes—you can develop other revenue streams from HOAs that can be really profitable if they're looked at properly," he says.


"I don't think people realize that it's a great profit center," says Gaskill, who's an instructor for the IREM Managing Condominium and Homeowners Associations (CID201) course. "Many people in property management avoid community associations, but I think there's a lot to be said about what it can do for your company.

Gaskill's brokerage manages 57 HOAs comprising 5,400 units. She believes HOA management can—and should—be a meaningful part of one's business.

"There's a need out there," she says. "Nothing is being built today that isn't some form of a community association, be it a commercial association with medical office buildings or a multiuse building with retail on one floor and residential on another.

Tackling new challenges
The COVID-19 pandemic ushered in a unique set of challenges for condominium and HOA property managers. For one, many condominiums with shared spaces like pools and fitness centers had to enact new cleaning and safety protocols.

Another noticeable shift came from residents being at home rather than working when they would have previously been at work.

"We saw a dramatic uptick in work orders, as well as complaints, once we got about two weeks into quarantine," Randall says. "Residents wouldn't have necessarily been bothered by a landscaper nicking the edge of their bush normally, but when they're watching it happen, suddenly it's the biggest deal.

Another major challenge has been some residents' ability to keep up with their monthly assessment payments, says Kacirk, who also teaches the Managing Condominium and Homeowners Associations (CID201) course. Nationwide, there's been an increase in government restrictions regarding action against delinquencies, which has further complicated the issue.

On the horizon
In the past year, technology has changed the face of condominium and HOA property management. Annual and quarterly meetings, as well as board of director voting, often have been held virtually.

"I think that as we go into the next year, the need to provide more and more technological offerings for communities is going to continue to increase," Randall says. "There's going to be more need for virtual meetings and virtual votes.

Gaskill believes this new emphasis on technology will change the face of condominium and HOA management in 2021. In many states—like Gaskill's state of Washington—HOA meetings must be open, meaning the board of directors must allow community members to attend meetings (not necessarily in person, but to watch); this allows an increase in virtual meetings that will lead to more participation from residents.

Kacirk says property managers shouldn't be intimidated by the unique learning curve that accompanies condominium and HOA management.

"Don't write off this segment of the property management industry because of things you've heard," he says. "It can be a profitable and fulfilling area of the business to work in."

In the past 50 years, the prevalence of condominiums and homeowners associations (HOAs) has grown exponentially. In 1970, there were just 10,500 HOAs in the U.S. In 2018, there were nearly 350,000, according to data from the Homeowners Protection Bureau (HCPB).

Many property managers eschew working with condominiums and HOAs because of their reputation for being complex and stress-inducing. However, Brad Randall, CPM, owner and operator of Welch Randall Real Estate and Property Management in Ogden, Utah, says the highs often make up for the lows.

"I have never yelled at more than when working with HOAs," says Randall, whose company manages 15 HOAs.

"But there are some beautiful moments that come from working with HOAs. You can really develop some incredible relationships managing them."
Upside down
In 2020, talent and property management took an unexpected turn

Like so many things in 2020, what companies focused on in talent management in the early part of the year went topsy-turvy with the pandemic. As we rang in the new year, most sectors were fighting to attract good employees in the midst of a job seeker’s market. The unemployment rate in the U.S. had fallen in February 2020 to 3.5%, the lowest it’s been since 1969, according to data from the Federal Reserve Bank of St. Louis. There were still concerns around wage growth and underemployment—but, especially for skilled workers in commercial real estate—things were humming along.

The job market was “very robust—[for] all property types, all positions, entry-level to C-suite,” says Jana Turner, CPM, principal of RETS Associates, a recruitment firm in Newport Beach, California, that focuses on the real estate industry.

For most asset types, development was running at a fervid pace, Turner says. Positions were available along the supply chain, from design and construction to tenancy, and talent was scarce.

This tight labor market impacted property management companies in staffing their own firms and properties. Markets varied somewhat in the types of talent and asset types in demand, but generally, property management firms were competing among themselves, sometimes fiercely, for good employees.

Evolving skills
The competitive labor market also impacted the industry and the skills needed to carry out the property management function. For example, in 2019 and early 2020, property managers and their tenants were making headway in catching up with the coworking craze by adding new building and office amenities.

Companies used those amenities—modern fitness centers, in-suite coffee shops, hoteling fit-outs—to attract and keep talent. Tenants were also deep in the talent wars, and their office spaces were becoming a bigger part of their pitch to prospective employees.

Amenities were the name of the game on the multifamily side, too, as communities competed for residents with ever-more creative offerings and services—wine cellars, movie theaters, recording studios, and sustainability features are just a few examples. Industrial saw intense growth and tenants with high-tech warehousing and logistics systems.

These dynamics shaped property management. Companies needed adaptable managers who could keep up with the changing demands of tenants and residents as well as the rush of new technologies and services. Even though the property management industry and its job market were robust, things seemed to be in a constant state of flux. But in a good way—the property management industry seems to be at its best and healthiest when some degree of change is a constant.

Everything changes
Then COVID-19 came along. The economy hit a standstill as the world shut down. Most companies had to shuffle resources and go into revenue-rescue and cost-cutting modes. Too many had to take the unfortunate step of thinning their workforces. By April 2020, the unemployment rate had shot up to 14.7%.

Companies just aren’t hiring entry-level. They’re deciding, ‘We’ll make do with what we have.’—Jana Turner, CPM, RETS Associates

Millions of square feet of office space stood empty as companies moved to virtual environments. Shopping centers closed, except for essential services. While multifamily and industrial properties remained occupied, for the most part, the needs and concerns of residents and tenants drastically changed. Residents stayed put during the lockdown, and warehouse and logistics tenants dealt with pandemic-stressed supply chains.

Property managers hunkered down with the rest of the world, while they responded to vastly different concerns, compared to the beginning of the year, on the part of their owners, tenants/residents, and teams.

And we all waited. Waiting has been a big part of pandemic life and work. Waiting for things to open back up. Waiting for our jobs to return to prepandemic conditions, to what we knew before. Waiting both at home and in the workplace, even as the home became the workplace, and even as we’re now accepting that we aren’t,
talent management

Overall, COVID-19 has not inhibited us from hiring exceptional candidates, and our applicant pool has remained very strong.

—Marla Maloney, CPM, Cushman & Wakefield, AMO

The key is getting the right people for the right situation and property circumstances. “Cushman & Wakefield’s Asset Services platform is being very intentional with proactively hiring and recruiting people who meet the specific needs of owners and each asset’s unique tenant base,” says Maloney, CPM, president of Asset Services at Cushman & Wakefield, AMCO, in St. Louis.

For this reason, a generally high unemployment rate and motivated job seekers in other industries don’t result in plenty of new, cheap talent in the property management field. “There is not a plethora of A-level talent out there,” says Turner. “Employers think they can get [new employees] at a reduced price. However, for key talent, you have to pay the market rate.”

A sea change in hiring and interviewing

With property managers still in demand because of new owner and tenant/resident needs, your recruitment game has to be on point. And you have to hire the right way for the times.

Maloney explains how Cushman & Wakefield Asset Services is proactively hiring as we move into 2021: “The majority of our interview processes are completely virtual via video conferencing platforms that allow us to gauge a candidate’s presence, personality, and whether they are the right fit for our team, firm, and clients.”

She says that candidates for some positions, like engineering and maintenance roles, need to come in to work environment is critical. “The onboarding process has worked well. “Our employees are grateful for the flexibility,” Maloney continues. “Whether it’s saving them commute time, allowing them to support their children in their new school models, or helping keep them safe with staggered or split work schedules.”

Property management is also changing

Just as the robust labor market changed property management and the skills required for the job, our new COVID-19 normal is changing properties and the management they need.

Turner explains how the office sector will change. “We’ll see much more flex-office,” Turner says. “Landlords will be offering more flexible lease terms and layouts that can easily be changed.” Additionally, it is predicted that less office space will be required in the future due to the large increase in remote work environments. However, that story is still to be told.

Flexibility, in fact, is the name of the game, and employers and employees will have to adapt. “The key lesson is flexibility,” Maloney concludes. In your companies, properties and people. “As long as we have our people’s trust and well-being at top of mind, we will continue to succeed in this new normal.”
It is so much easier to do nothing than to do something. However, shortly after my hiring at Blanton Turner, AMO, chief problem solver and owner of the company, Barry Blanton (aka Barry B, aka Hero), strongly encouraged me to take my ARM classes. His name was on my shirt, so I didn’t argue.

I earned my ARM certification in 2015. I could have had it in 2014, but one stipulation for receiving it was actually being present—physically present—as in coming into a room of mostly strangers to be “acknowledged.” As in small talk with strangers and being pelted with questions I didn’t have any answers to (read: my complete exasperation and disdain). I actively avoided furthering my career, making connections, involving myself, and investing in my future. The unknown made me feel so uneasy, and the glow of my television was so comforting. As it turns out, most things worth doing are difficult.

“Ease is a greater threat to progress than hardship.” (Sadly, that was Denzel Washington, not me.)

I relented at some point and attended the ARM certification classes, and it went as anyone would expect—fine. Pleasant, even. People were nice. I got fed; I had good conversations. The room, which I assumed would be filled with important and daunting figures, was filled with just people. Regular people.

After that, my IREM journey unfurled as follows:

1. I started taking CPM classes (with some more nudging from Barry B).
2. I fulfilled the minimum number of in-person events.
3. I was asked to be on the scholarship committee for the Western Washington Chapter—pew, it only meets online—fine. OK. Found it interesting. Liked reading the applications…hey, I’ve got ideas about this; that, and the other thing!
4. I was asked to attend/assist with this event or that one—well, OK. A teacher (and fellow person of color) talks about their involvement with IREM and traveling around the world to teach—I like that! How do you do that? Start with joining a national committee? OK!
5. I applied to the national committee during the lunch break, wrapped up my classes, CPM interview—that was surprisingly pleasant—hey, I got a position on that board, a coworker and current president of my chapter asked me to be on the chapter’s Executive Council, WHAAAT??!

From time to time, we are faced with a choice that asks us: “What type of person do you want to be?” That choice prompted this actual conversation with myself:

Me: Terrell, are you going to sit here doing nothing—

Also me: THAT SOUNDS GREAT!

Me: Let me finish!—doing nothing, or are you going to get your [apologetic] together and succeed in this life?

Also me: (Stares into metaphorical mirror doing the same heavy breathing freedivers do) …

Also me: Let’s do this.

And that was it. One thing leads to the next.

Now I am very involved in IREM. I am on committees, I teach workshops, I interview CPMs, and I am the incoming president for my chapter, and I am on the board for the IREM Foundation. But mostly, now I am a different person in a different position with a different outlook. Change begets change.

Building something new is not easy. It is work. But it is necessary for growth.

I did not seek out opportunity—it was given to me. I was invited, pushed, supported, told, encouraged, and mentored. My employer made the time available to me to pursue those opportunities. I received two scholarships from the IREM Foundation, on whose board I now sit.

I had never heard of IREM three weeks before my first class with them. Should I have done the research, investigated it further, and been prepared to bootstrap myself into my future, better Terrell? Probably! But I didn’t. People—and I would venture to guess many people—do not work that way. Not until I earned my first credential, attended several events, sat on a committee, and saw someone I admired and who resonated with me in a position at IREM that sounded interesting did I truly buy into IREM. Status begets status.

In 2017, I pitched the idea to Blanton Turner that we create a department to oversee our affordable housing work; I also pitched that I should be that department. Since 2017, I have managed our Compliance Department, a fiscally self-sustaining addition to our area of expertise, client offerings, and employee resources (with a sprinkling of risk management). Plainly put, without the experience, support, and success I gained within IREM, I would not have championed myself the way that I did. Confidence begets confidence.

As a board member of the IREM Foundation, I find myself in a position to assist others in their efforts to become more fulfilled. And as an organization, we are doubling down on our efforts to support IREM, our coworkers, and our own future. Those efforts look like:

- Engaging with IREM’s Diversity Advisory Board and Diversity & Inclusion Succession Initiative (DISI) to increase the impact of our Diversity Scholarship and our organization
- Partnering with IREM to fundamentally change our approach to inclusion with the help of a diversity strategist
- Exploring our opportunities to partner with other real estate leaders to effect change in our industry

It’s true that change comes from within, but the incentive to change is recognized from the outside when people come together to show one another what is possible and to lead one another. I hope that IREM and my employer feel their investments in me are worthwhile. If they don’t yet, they will—I’m not done. Care begets care.

I would push you to look around your spaces, whatever they may be. Do you have enough perspective to see what others have missed? Do you have the array of experience needed to handle what you have not yet faced? Do you understand cultures such that when a culture shifts, you shift with it? Do you have a strong enough voice to speak your dreams into reality, no matter who is listening?

Do you look like the future?
Mooroectown Ecumenical Neighborhood Development, Inc. (MEND) of New Jersey recently announced Eileen Wirth, CPM, as its new president and CEO. Building off of more than 32 years of experience, Wirth joins MEND as the first woman to serve as president and CEO in its more than 50 years in operation. “Her industry knowledge and property management expertise will be a strong asset as we continue to grow and expand our reach,” said MEND Chairperson Terrance Huettl.

Moorestown Ecumenical Neighborhood Development, Inc. (MEND) of New Jersey recently announced Eileen Wirth, CPM, as its new president and CEO. Building off of more than 32 years of experience, Wirth joins MEND as the first woman to serve as president and CEO in its more than 50 years in operation. “Her industry knowledge and property management expertise will be a strong asset as we continue to grow and expand our reach,” said MEND Chairperson Terrance Huettl.

Moorestown Ecumenical Neighborhood Development, Inc. (MEND) of New Jersey recently announced Eileen Wirth, CPM, as its new president and CEO. Building off of more than 32 years of experience, Wirth joins MEND as the first woman to serve as president and CEO in its more than 50 years in operation. “Her industry knowledge and property management expertise will be a strong asset as we continue to grow and expand our reach,” said MEND Chairperson Terrance Huettl.

Moorestown Ecumenical Neighborhood Development, Inc. (MEND) of New Jersey recently announced Eileen Wirth, CPM, as its new president and CEO. Building off of more than 32 years of experience, Wirth joins MEND as the first woman to serve as president and CEO in its more than 50 years in operation. “Her industry knowledge and property management expertise will be a strong asset as we continue to grow and expand our reach,” said MEND Chairperson Terrance Huettl.

Moorestown Ecumenical Neighborhood Development, Inc. (MEND) of New Jersey recently announced Eileen Wirth, CPM, as its new president and CEO. Building off of more than 32 years of experience, Wirth joins MEND as the first woman to serve as president and CEO in its more than 50 years in operation. “Her industry knowledge and property management expertise will be a strong asset as we continue to grow and expand our reach,” said MEND Chairperson Terrance Huettl.
New certification recipients

New CPMS

Alabama
Erica E. Trapp, CPM, Huntsville

Arizona
Kathleen Beas, CPM, Phoenix
David Edwards, CPM, Scottsdale
Samantha E. Walsh, CPM, Fountain Hills

California
Janne Cordova, CPM, Newport Beach
Mili Fernandez, CPM, Northridge
Marian K. Jackson, CPM, El Segundo
Michael N. McNally, CPM, San Diego
Sarah Y. Medren, CPM, Santa Ana
Marya A. Ramirez, CPM, Newport Beach
Guy Winters, CPM, San Diego

Colorado
K. D. Lobis, CPM, Denver
Jennifer L. Records, CPM, Denver

Florida
Laurie Boaz, CPM, Stuart
Darin J. Rotbers, CPM, Wesley Chapel

Georgia
Rosemarie A. Ashton, CPM, ARM, Lithuania
Jonathan G. Kirn, CPM, ARM, Atlanta

Illinois
Zachary Daniels, CPM, Skokie
Kristina Gehrke, CPM, ACM, Chicago
Angelica Ponce, CPM, Chicago
Kristina Grbavac, CPM, ACoM, Chicago
Zachary Daniels, CPM, Waukegan

New ARMs

Arizona
William Weeman, ARM, Phoenix

California
Katharine B. Carter, ARM, Inglewood
Shawn Conrad Haugen, ARM, Irvine
Linda Cooper, ARM, Irvine
Tiera Daniels, ARM, Irvine
Matt Del Campo, ARM, Camarillo
Hubert Kim, ARM, La Habra
Melissa Mattaer, ARM, Irvine
Shirlee Paradies, ARM, Phoenix
Christina Romero, ARM, Stevenson Ranch
Gisele Saurig, ARM, Irvine

Maryland
Michael Alexander, ARM, Rockville
Joe Riekh, ARM, Windsor Mill
Angela Dingott, ARM, Rockville
Tarik El Allame, ARM, College Park
Sharon Floyd, ARM, Annapolis
Cheeris Jones, ARM, Rockville
Jakob Lewis, ARM, Reisterstown
Jordan E. Marx, ARM, Jessup
Alexa Rice, ARM, Cherry Chase
Kathy Ruhi, ARM, Lutherville
Sharonne Stanley, ARM, Cockeysville
Dawn Williams, ARM, Potomac

Massachusetts
Lisa Edwards, ARM, Braintree
Shawn Leary, ARM, Waltham
Tanya Reed, ARM, Braintree
Shadah L. Thames, ARM, Hudson
Mark Thayer, ARM, Cambridge

Michigan
Angela E. Burke, ARM, Detroit
Rita A. Villareal, ARM, Detroit
Howard A. Watson, ARM, Detroit

New Hampshire
Alexa Normand, ARM, Goffstown
Lauren Sprague, ARM, Meredith

New York
George Getman, ARM, Rochester
Adam Holland, ARM, Albany
Patrick Lewis, ARM, Brooklyn

Oregon
Brittany Hensel, ARM, Portland

Rhode Island
Lynn Butterworth, ARM, Pawtucket

Texas
Melissa Perez, ARM, Mesquite
Bernardo Rodriguez, ARM, El Paso
Kimberly Rodriguez, ARM, Round Rock

Virginia
Kimberly R. Long, CPM, Chesapeake
Jena Paulenich, CPM, ACoM, McLean
Joe Riviere, CPM, Alexandria
Jan Stoneman, CPM, Rocky Mount

Washington
Phoebe A. Dunbar, ARM, Seattle
Emily Ingram, ARM, Columbus
Jeffrey Smith, ARM, Columbus
Amanda Y. Williams, ARM, Columbus
Drag Williams, ARM, Atlanta

West Virginia
Michelle Esquivel-Salgado, ARM, Chicago

Wisconsin
Jared M. Fink, CPM, ARM, Wauwatosa

Barbados
Ryan Marshall, CPM, Consett Bay

Canada
Fahimah Behrang, CPM, Prince Albert, Saskatchewan
Augustine Fongmong, CPM, Prince Albert, Saskatchewan
Christopher A. Lewis, CPM, Iqaluit, Nunavut
Karen E. Bahal, CPM, North Vancouver, British Columbia
Dora I. Zaharia, CPM, Etobicoke, Ontario

Japan
Yuko Fukagawa, CPM, Tokyo
Kenichi Hidaka, CPM, Kagoshima
Youzou Kaga, CPM, Sapporo

New Zealand
Sharon Wright, ARM, Auckland

New ARMs

Arizona
William Weeman, ARM, Phoenix

California
Katharine B. Carter, ARM, Inglewood
Shawn Conrad Haugen, ARM, Irvine
Linda Cooper, ARM, Irvine
Tiera Daniels, ARM, Irvine
Matt Del Campo, ARM, Camarillo
Hubert Kim, ARM, La Habra
Melissa Mattaer, ARM, Irvine
Shirlee Paradies, ARM, Phoenix
Christina Romero, ARM, Stevenson Ranch
Gisele Saurig, ARM, Irvine

Maryland
Michael Alexander, ARM, Rockville
Joe Riekh, ARM, Windsor Mill
Angela Dingott, ARM, Rockville
Tarik El Allame, ARM, College Park
Sharon Floyd, ARM, Annapolis
Cheeris Jones, ARM, Rockville
Jakob Lewis, ARM, Reisterstown
Jordan E. Marx, ARM, Jessup
Alexa Rice, ARM, Cherry Chase
Kathy Ruhi, ARM, Lutherville
Sharonne Stanley, ARM, Cockeysville
Dawn Williams, ARM, Potomac

Massachusetts
Lisa Edwards, ARM, Braintree
Shawn Leary, ARM, Waltham
Tanya Reed, ARM, Braintree
Shadah L. Thames, ARM, Hudson
Mark Thayer, ARM, Cambridge

Michigan
Angela E. Burke, ARM, Detroit
Rita A. Villareal, ARM, Detroit
Howard A. Watson, ARM, Detroit

New Hampshire
Alexa Normand, ARM, Goffstown
Lauren Sprague, ARM, Meredith

New York
George Getman, ARM, Rochester
Adam Holland, ARM, Albany
Patrick Lewis, ARM, Brooklyn

Oregon
Brittany Hensel, ARM, Portland

Rhode Island
Lynn Butterworth, ARM, Pawtucket

Texas
Melissa Perez, ARM, Mesquite
Bernardo Rodriguez, ARM, El Paso
Kimberly Rodriguez, ARM, Round Rock

Virginia
Kimberly R. Long, CPM, Chesapeake
Jena Paulenich, CPM, ACoM, McLean
Joe Riviere, CPM, Alexandria
Jan Stoneman, CPM, Rocky Mount

Washington
Phoebe A. Dunbar, ARM, Seattle
Emily Ingram, ARM, Columbus
Jeffrey Smith, ARM, Columbus
Amanda Y. Williams, ARM, Columbus
Drag Williams, ARM, Atlanta

West Virginia
Michelle Esquivel-Salgado, ARM, Chicago

Wisconsin
Jared M. Fink, CPM, ARM, Wauwatosa

Barbados
Ryan Marshall, CPM, Consett Bay

Canada
Fahimah Behrang, CPM, Prince Albert, Saskatchewan
Augustine Fongmong, CPM, Prince Albert, Saskatchewan
Christopher A. Lewis, CPM, Iqaluit, Nunavut
Karen E. Bahal, CPM, North Vancouver, British Columbia
Dora I. Zaharia, CPM, Etobicoke, Ontario

Japan
Yuko Fukagawa, CPM, Tokyo
Kenichi Hidaka, CPM, Kagoshima
Youzou Kaga, CPM, Sapporo

New Zealand
Sharon Wright, ARM, Auckland

We help US Multifamily operators improve OPEX margins by outsourcing accounting functions to Mexico professionals.

Please give us a call at:
UK: +44 7710 800 866 / MX: +52 161 1600 1041
<table>
<thead>
<tr>
<th>State</th>
<th>First Name</th>
<th>Last Name</th>
<th>City, State</th>
</tr>
</thead>
<tbody>
<tr>
<td>Utah</td>
<td>Brady Losee-Rupp</td>
<td>ARM, Herriman</td>
<td></td>
</tr>
<tr>
<td>Virginia</td>
<td>Kelly Pincoin</td>
<td>ARM, Alexandria</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Carl L. Helol</td>
<td>ARM, Mansassas</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Casey R. Hickey</td>
<td>ARM, Newport News</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Tathiana Sanchez</td>
<td>ARM, McLean</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Anna Tedoro</td>
<td>ARM, McLean</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Elizabeth Zoccoli-Rodriguez</td>
<td>ARM, McLean</td>
<td></td>
</tr>
<tr>
<td>Washington</td>
<td>Stephen J. Byrne</td>
<td>ARM, Seattle</td>
<td></td>
</tr>
<tr>
<td>Washington, D.C.</td>
<td>Elizabeth Guzman</td>
<td>ARM</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Jonathan Malave</td>
<td>ARM,</td>
<td></td>
</tr>
<tr>
<td>Canada</td>
<td>Valjea Brattland</td>
<td>ARM, Edmonton,</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Divya M. George</td>
<td>ARM, Calgary,</td>
<td>Alberta</td>
</tr>
<tr>
<td>New ACoMs</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Alabama</td>
<td>Matt T. Jaeger</td>
<td>ACoM,</td>
<td>Birmingham</td>
</tr>
<tr>
<td>Kansas</td>
<td>Cari Neuberger</td>
<td>ACoM,</td>
<td>Wichita,</td>
</tr>
<tr>
<td>Massachusetts</td>
<td>Tani Ratar</td>
<td>ACoM,</td>
<td>Dorchester</td>
</tr>
<tr>
<td>Minnesota</td>
<td>Jeffrey C. Huff</td>
<td>ACoM,</td>
<td>Rossville</td>
</tr>
<tr>
<td></td>
<td>Tyiller K. Kahn</td>
<td>Gallardo,</td>
<td>ARM,</td>
</tr>
<tr>
<td></td>
<td>Virginia</td>
<td>ACoM,</td>
<td>Myrtle Beach</td>
</tr>
<tr>
<td>New Hampshire</td>
<td>Andrew Madness</td>
<td>ACoM,</td>
<td>Manchester</td>
</tr>
<tr>
<td>North Carolina</td>
<td>Sion Edwards</td>
<td>ACoM,</td>
<td>Apex</td>
</tr>
<tr>
<td></td>
<td>Beau Patterson</td>
<td>ACoM,</td>
<td>Charlotte</td>
</tr>
<tr>
<td>South Carolina</td>
<td>Brooke Bishop</td>
<td>ACoM,</td>
<td>Myrtle Beach</td>
</tr>
<tr>
<td>Tennessee</td>
<td>Nicholee Maples</td>
<td>ACoM,</td>
<td>Coolsville</td>
</tr>
<tr>
<td>Texas</td>
<td>Rosalind C. Branch</td>
<td>ACoM,</td>
<td>Houston</td>
</tr>
<tr>
<td></td>
<td>Stephanie N. Sides</td>
<td>CPM,</td>
<td>ACoM,</td>
</tr>
<tr>
<td>New AMOs</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Louisiana</td>
<td>Nickolas Pressey</td>
<td>Property Management,</td>
<td>AMO,</td>
</tr>
<tr>
<td></td>
<td>Baton Rouge</td>
<td></td>
<td></td>
</tr>
<tr>
<td>New Certified Sustainable Properties (CSPs)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>California</td>
<td>Antelope Vista Apartments</td>
<td>Antelope,</td>
<td>Port San Francisco</td>
</tr>
<tr>
<td>Colorado</td>
<td>University Park</td>
<td>Highlands Ranch,</td>
<td>Ranches</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Highlands Ranch,</td>
<td></td>
</tr>
<tr>
<td>Connecticut</td>
<td>Westfarms Mall</td>
<td>West Hartford,</td>
<td></td>
</tr>
<tr>
<td>Delaware</td>
<td>B'nai Brith House</td>
<td>Clayton,</td>
<td></td>
</tr>
<tr>
<td>Florida</td>
<td>Dolphin Mall</td>
<td>Miami,</td>
<td></td>
</tr>
<tr>
<td>Michigan</td>
<td>Great Lakes Crossing</td>
<td>Outlets,</td>
<td>Auburn Hills</td>
</tr>
<tr>
<td></td>
<td>Towsley Oaks Mall</td>
<td>Novi,</td>
<td></td>
</tr>
<tr>
<td>Minnesota</td>
<td>510 Marquette</td>
<td>Minneapolis</td>
<td></td>
</tr>
<tr>
<td>New Jersey</td>
<td>Village at Cambridge</td>
<td>Crossing,</td>
<td>Mount Laurel</td>
</tr>
<tr>
<td>Oregon</td>
<td>Kearney Plaza</td>
<td>Portland,</td>
<td></td>
</tr>
<tr>
<td>Virginia</td>
<td>Fair Oaks Mall</td>
<td>Fairfax,</td>
<td></td>
</tr>
<tr>
<td>Canada</td>
<td>Yorkdale Shopping Centre</td>
<td>Toronto,</td>
<td>Ontario</td>
</tr>
</tbody>
</table>

**RENTCafé® Self-Guided Tours**

70% of apartment shoppers would take a self-guided tour.* Make them available today with RENTCafé Reach.

*RENTCafé.com survey of 4,974 apartment shoppers

**Keep business moving:**

- Offer guided or self-guided tour scheduling on your property marketing sites
- Add peace of mind with electronic ID verification and smart digital locks
- Create a comfortable tour experience with automated digital thermostats

Learn with us at yardi.com/webinars
Getting back to **moments** like this requires...

- Janitorial as an Essential Workforce
- Shift towards Health & Wellness
- Enhanced Specifications & Visibility
- Partnership & Respect
- Consistent Alignment on Business Continuity Planning
- Social Distancing Strategies & SOPS
- ABM's Passion to Make a Difference

There is a heightened sense of scrutiny for demonstrating that you are doing your part to provide clean, healthy, and safe environments. As your facilities return to normal occupancy levels, providing peace of mind is vital. ABM is uniquely positioned to help our clients prevent the spread of pathogens through a three-tiered approach to building disinfection.

Visit ABM.com/EnhancedClean to learn more or call us at 866.624.1520.