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The evolving interview process, organizational culture and expanding the definition of diversity

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The future of professional real estate management rests with the next generation of practitioners who are moving into the management business and up the ranks of their companies. And that future looks bright. Need proof? There's a cadre of IREM Members still in their 20s who already are making names for themselves and have been recognized as IREM's 30 Under 30 for 2018. You can hear directly from them what drives them to succeed in our industry, beginning on P11.

It's especially exciting to see this year's under-30 honorees comprising members not only from the United States but also from Japan, Kazakhstan and South Africa—countries where property management itself is just gaining traction as a profession. Earlier this year I was in Kumamoto, Japan, for the IREM Japan annual meeting and had the extreme pleasure of installing 85 new CPM Members, many of whom fit the "young professional" profile. If you turn to P44, you'll see their names, together with new CPM designees from the U.S., Canada and Korea.

Still others are learning about and moving into the industry as a result of the REstart program, through which IREM chapters are preparing at-risk and disadvantaged adults to gain employment and thrive in property management. Some key players in this initiative have shared their experiences with us, and you'll find their accounts beginning on P24.

In addition to visiting Japan this year, I also represented IREM in Taiwan, where I toured TAIPEI 101 with the building's manager. With 101 stories, this mixed-use property lost the title of the title of the world's tallest building, but it does have the world's fastest elevators. I wanted to share the experience of visiting TAIPEI 101 with our readers, so don't miss the article about the building that appears on P6.

What I've learned as a property manager and company owner—and it's been reinforced numerous times over the last few months—is that our success in managing the assets entrusted to our care depends on having talented, committed people who share our dedication to the profession. That's why a key focus for IREM this year is attracting energetic, enthusiastic talent. This issue of JPM® highlights the progress we are making, and we plan on keeping that momentum going for generations to come.
My main job was developing talent. I was a gardener providing water and other nourishment to our top 750 people. Of course, I had to pull out some weeds, too.”

—JACK WELCH, FORMER CHAIRMAN AND CEO OF GENERAL ELECTRIC

> NO LONGER A STRAIGHT PATH
According to Deloitte’s 2018 Global Human Capital Trends survey, leading organizations are shifting away from straight-line, job-based career development paths for their employees and instead moving toward a prototype that allows employees to “ACQUIRE VALUABLE EXPERIENCES, EXPLORE NEW ROLES, AND CONTINUALLY REINVENT THEMSELVES.” Globally, 84.1 percent of the respondents to Deloitte’s survey rated this trend “important” or “very important.”

It costs an estimated 33% of an employee’s annual salary to replace that employee.

SOURCE: Work Institute, 2017 Retention Report

WHEN DOES TURNOVER OCCUR DURING AN EMPLOYEE’S TENURE?

<table>
<thead>
<tr>
<th>Years</th>
<th>Percentage</th>
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<tr>
<td>1</td>
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</tr>
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<td>12%</td>
</tr>
<tr>
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Of the more controllable reasons for leaving, employees who quit within the first year were more likely to point to reasons related to job characteristics, well-being and work-life balance than those employees who quit after the first year.

SOURCE: Work Institute, 2017 Retention Report

A MORE DIVERSE VIEW OF DIVERSITY
We tend to think of diversity more narrowly than we should, and that could impact our business and employee development. Taylor Griffin, COO of The Miles Group (TMG), which advises executives on talent management, encourages leaders to look beyond the usual diversity categories and recognize others in order to stay ahead of talent trends. Says Griffin, “Diversity must be broadened beyond identity diversity — gender and ethnic differences — to include cognitive diversity, which expresses itself through different personality types or leadership styles or the way people think about solving problems. Companies need this full-spectrum diversity to drive growth.”

SOURCE: PRNewswire.com, The Miles Group, 10 Talent Management Mistakes CEOs Can’t Afford to Make in 2018
RETHINKING THE INTERVIEW PROCESS

The LinkedIn Talent Solutions survey, Global Recruiting Trends 2018, notes that while traditional interviewing approaches are considered effective and still widely used to vet employee candidates, five techniques are emerging that improve on old models such as structured or behavioral interviews. Here are the methods the survey deemed most beneficial.

59% Soft Skills Assessments

Offer a more comprehensive view of the candidate early on, and measure attributes like teamwork and curiosity.

54% Job Auditions

Candidates do the actual work relevant to the position, so employers can see them within the context of the job.

53% Meeting in Casual Settings

Often occurring over a meal, where candidates can be seen informally to gain insight about character.

28% Virtual Reality Assessments

3-D technology is used to put candidates into a simulated environment.

18% Video Interviews

Conducted live or recorded, they offer employers the opportunity to see a wider range of talent within a shorter period.

HOW TO CREATE A POSITIVE ORGANIZATIONAL CULTURE

LEADERS

Allocations of attention and resources

What leaders get rewarded

What leaders are punished

Actions and behaviors of leaders

SOURCE: Lizz Pellet, Fellow in Organizational Transformation, Johns Hopkins University

STATES WITH THE HIGHEST PERCENTAGES OF LONG-TERM EMPLOYMENT PROJECTIONS

for Property, Real Estate and Community Association Managers, for the 2014-2024 period

<table>
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</table>

*new jobs and replacements

SOURCE: projectioncentral.com
TAIPEI 101

The World's Greenest Skyscraper

By Leah Misbin / Photos courtesy of Taipei 101

Special thanks to Woody Jhong, James Liao and Iping Yang of Taipei Financial Center Corp.
Looming over the city skyline of Taipei, Taiwan, is the remarkable TAIPEI 101. Totaling 101 floors above ground and five below, this mixed-use property houses a shopping mall, office space, restaurants and an observatory, all the while boasting the world's fastest elevators—with speeds of 1,010 meters (3,300 feet) per minute. It is estimated that 14,000 tenants and visitors occupy the building every day, not counting the 8,000 tourists who come exclusively to visit the observatory daily.

Although TAIPEI 101 lost its record as the world's tallest building in 2010, Taipei Financial Center Corporation, its management team has made it a priority to stay on top of the latest trends in sustainability. In 2016, TAIPEI 101 earned a record-setting 90 LEED points—making it the world's tallest LEED v.4 Platinum Certified Building—and received the 2016 Performance Award from the Council on Tall Buildings and Urban Habitat (CTBUH).

Structurally designed to look like bamboo shoots with pagoda points, adorned with ornaments of ancient Chinese coins symbolizing wealth and dragon heads signifying authority, TAIPEI 101 is a striking blend of cutting-edge technology and distinct traditional style.

**A CULTURE OF EFFICIENCY AND INNOVATION**

In 2011, TAIPEI 101 first received LEED v2009 Platinum Certification, but that wasn't enough. Continuous investment in upgrading both environmentally conscious systems and digital intelligence has allowed this building to keep evolving and improving its sustainability statistics every year.

To accomplish this task, the structure has over 100,000 detecting points, allowing for building-wide metering though an Energy Management Control System (EMCS).

The EMCS is programmed to set off an alarm whenever energy consumption rises over 5 percent above the expected amount. When this happens, detection points reduce consumption with auto-shutoff and temperature-stabilizing smart technology. On a regular basis, these sensors reduce

"**AT TAIPEI 101, OUR FOCUS IS NOT ON THE HEIGHT OF THE BUILDING, but the depth of its management and service. We work to achieve a balance every day between corporate profits, social responsibility and environmental responsibility."**

—WOODY JIANG
air conditioning in mechanical areas to adjust to lower temperatures, monitor outdoor temperature at different tower heights (then modify indoor temperature accordingly), and regulate lighting throughout the day and night.

In regards to water consumption, this metering combined with other initiatives has allowed the building to continue reducing its impact. Initially when TAIPEI 101 applied for LEED, all faucet valves were replaced. For LEED v.4, the building further fine-tuned its water conservation by installing a water treatment mechanism in the cooling tower, which allowed water to be recycled a minimum of 10 times. The building also collects and reuses rainwater for mall restrooms and landscaping. As a result of all the water conservation activities, consumption decreased by 54,000 tons a year, equivalent to the annual water consumption of 140 families of four, according to Michael Liu, vice president of TAIPEI 101 Tower.

There are 26 categories of recycling in the building, bringing about a daily waste recovery rate of over 70 percent. The building’s occupant engagement policy encourages all tenants, employees and visitors to be environmentally conscious and educates them on the green initiatives at their disposal while on the premises.

“Our double-decker elevators are truly innovative,” says Iping Yang, marketing manager of TAIPEI 101 Tower. “We optimized elevator efficiency by making 34 of the 50 elevators double-decker. This means that elevators can stop at two floors at once, doubling capacity for each trip and saving energy.” Automated messaging inside each elevator informs guests if the elevator is stopping to fill or release passengers on its second deck.

A STRUCTURE OF STRENGTH AND SAFETY

TAIPEI 101 was constructed with an eye on the types of natural disasters that affect the area. It can withstand major earthquakes and Category 17 gale force winds with speeds up to 60 meters (approx. 197 feet) per second.

To maintain the systems of such a complex building—and ensure safety—TAIPEI 101 has a mechanical floor with two “refuge rooms” every eight floors. Refuge rooms are designed to protect individuals trapped inside the building during an emergency and contain water and other emergency supplies.

The control room, located in the basement, houses the control areas for the EMCS system. A staff of approximately 12 is employed by the management team to regularly check and maintain the control areas on a round-the-clock basis. Fire drills are held twice a year, alongside other training programs for emergency teams.

THE DAMPER—HOLDING SWAY

An unusual feature of the building is its wind damper, the world’s heaviest and largest, weighing 660 metric tons and made of 41 layers of riveted steel boards. It is the first operational wind damper in the world that is exposed for public viewing. The damper is an important structure for wind and earthquake resistance, countering the effects of wind and seismic activity on a skyscraper to reduce the motion of the building by swinging in the opposite direction, dissipating the vibrational energy.

LEADING THROUGH SUPERIOR MANAGEMENT

TAIPEI 101’s management team prides itself on employing individuals who are always forward-thinking and looking for ways to improve and implement new strategies that keep the building’s cutting edge. “We are always trying to progress,” says Woody Jiang, manager and head of the Tower Property. “At TAIPEI 101, our focus is not on the height of the building, but the depth of its management and service,” he adds. “We work to achieve a balance every day between corporate profits, social responsibility and environmental responsibility.”

Leah Misbin (lmisbin@irem.org) is director of international programs at IREM Headquarters in Chicago.
TAIPEI 101’S PROGRAMS ENGAGE THE COMMUNITY YEAR-ROUND:

As a Taiwanese landmark, TAIPEI 101 hosts several annual events that started soon after the building opened to the public.

If you have watched New Year’s Eve festivities around the world, you have undoubtedly seen the fireworks display presented by TAIPEI 101. The firecrackers shoot out from balconies constructed around the mechanical floors. The end result is mesmerizing, as the building seems to erupt like a huge firecracker, choreographed to music, at midnight. As the main feature of Taiwan’s annual New Year celebrations, planning for next year’s show starts immediately after the current year’s show ends. “Each year, we pick a new theme and try to make it even better,” says James Liao, project manager. “It takes us months of planning and about two months of construction to mount all the fireworks.”

The Run Up race to the top of TAIPEI 101 is an athletic feat not for the faint-hearted and involves sprinting up 2046 steps. In 2005, the first year the race was held, the winner, an Australian competitor named Paul Crake, set a record of 10 minutes and 29 seconds to finish the race. Participants have been trying to beat that record ever since.

TAIPEI Financial Center Corp. sponsors an annual International Photography Contest, offering a prize of NT $100,000 (about 3,500 USD) to the Gold Medal photo. This year, photographs can be submitted in two themes: TAIPEI 101 and Taiwan’s Ocean and Islands.

Ongoing education programs on sustainability and LEED certification, as well as green tours, take place on a regular basis as part of the building’s initiative to extend the public’s green awareness and practices. In October 2018, TAIPEI 101 is going to host the Smart Trend Exhibition and Forum, showcasing the latest trends and technologies in sustainable development, as well as the TAIPEI 101 Property Management Academy, which will serve as a platform for industry leaders to exchange ideas and experiences.
Proudly Congratulates:
Cory Colbert & Erica McNamara!
30 Under 30 Winners 2018!
JPM is excited to introduce IREM's 30 Under 30, a group of exceptional next-generation leaders committed to the real estate management industry and already making a name for themselves.

This year's class features individuals from 30 companies, four countries, four types of IREM memberships and more. These young professionals have made notable contributions to the industry through their career success, professional leadership and community involvement.

IREM STRIVES TO ENGAGE THE NEXT GENERATION OF REAL ESTATE MANAGEMENT PROFESSIONALS through programs such as 30 Under 30, and to celebrate the drive and dedication of its members. The program intends to showcase these talented individuals to the industry, which in turn will likely open doors and present new opportunities in their professional careers.

BEING NAMED TO IREM'S 30 UNDER 30 IS A GREAT ACCOMPLISHMENT. The following excerpts demonstrate what it means to 2018's honorees to be recognized and what they love most about working in property management.

Turn the page to read about our 30 up-and-coming leaders, in their own words. And to learn even more about them, please visit irem.org/30under30
I feel incredibly grateful and honored to be considered among some of the most promising and inspiring young professionals in our industry. A career in property management allows me the opportunity to combine my education in financial management with my entrepreneurial drive, to essentially manage a large-scale business—one that requires a skill set comprised of many aspects of the real estate industry.

I was incredibly flattered to even be nominated, so to have been selected is an absolute honor. Words truly cannot express my gratitude for this recognition and the support I've received along the way to make my achievements possible. Property management is a platform to serve others and play a key role in the success of your customer, which is very rewarding.

I feel like after years and years of hard work growing my company, this is a humbling confirmation that we are moving in a positive and influential direction. This award is an amazing validation of my dedication to the industry and hopefully will inspire others to take a leap of faith in themselves and their dreams.
I cannot wait to see what the future holds in our industry and plan to do my part to see it flourish.

—RACHEL CONNER, ARM

I believe that meaningful relationships are invaluable for building and sustaining a culture of excellence, because they create the trust and support that people need to push each other to do great things. This award builds recognition of a community of young professionals that strive to impact the industry in which they work.

There are so many wonderful leaders in this community, and I am proud to stand next to them and continue growing. I cannot wait to see what the future holds in our industry and plan to do my part to see it flourish. I have a passion for helping people reach their true potentials, and in this industry we are connecting with people on a very personal level.

This recognition means that all of my hard work in this business is starting to pay off, and it serves as a motivating force. This recognition goes to show that it does not take a lifetime to make a name for yourself in this business. If you put in the necessary time, learning and effort, you truly will succeed quite quickly.

It is an honor to be recognized. It is also motivation to continue to challenge myself to take my career to the next level and to be a leader for the next generation of property managers. Property management excites me because of the constant challenges that arise. This field has allowed me to learn about a wide variety of industries, and I know that I’ve only scratched the surface.
"I feel proud knowing that I have helped the companies and tenants within those buildings get started or expand for their future.
—ALEXANDRA PARRISH, ASSOCIATE MEMBER"

MATTHEW LADERMAN, CPM CANDIDATE
Vice President of Operations
mem property management
Ridgefield Park, N.J.

It is a great privilege to be recognized by the Institute of Real Estate Management as one of the top young professionals in the property management industry. **Every day has the opportunity to be different** when working in property management, and it's an exciting field that always keeps you on your toes.

ROSEANNE LONG, CPM, ARM
Portfolio Manager & Executive Assistant
Access Property Management, LLC
Flemington, N.J.

Being nominated is an honor in its own right, let alone making the list. I think this program is amazing because it recognizes people who may not get the same exposure as some of the industry vets. I'm proud to be part of an organization that looks to the future and recognizes their "Next Generation" leaders. Every day is something new; a new law, a new industry standard, a new problem to solve.

NANDI MALINDI, CPM
Asset Manager
Dijalo Asset Management (Pty) Ltd
Johannesburg

Young people are part of the bouquet of a society. They are an integral and essential part. We have a duty to do better—be honest, genuine and of good values, use our skills, strength and creativity. These are some of the values that IREM believes in. I believe that the life of ethical property professionals, success of the property industry, and the future lies in the hands of the young leaders of today.

ERICA MCNAMARA, CPM
Property Manager
Hallkeen Management, AMO
Norwood, Mass.

IREM is an elite institute that has provided me with the opportunity to attended trainings, network and earn my ARM designation. I'm proud of my accomplishments and incredibly grateful that IREM is acknowledging my success. I'm enthusiastic about continuing to develop my skills and expand upon my experience so that I can advance along a career path in property management.

CARTER MILLER, CPM
Senior Vice President
The Webb Companies
Lexington, Ky.

In some ways, I think this recognition is a new way of thinking and energy in an industry that is evolving by the hour. I also think it's a reflection of what our company has been able to accomplish in our market as a team, and a direct result of learning from seasoned real estate veterans that have put me in the position to be successful.
Property management is a highly diversified field. The most exciting thing is that it requires you to be professional in all types of management, whether it is financial reporting, technical maintenance or commercial and leasing. You have to be very flexible in order to keep everything balanced and managed properly.

It’s an honor to be part of this group of up-and-coming real estate management professionals. Additionally, I appreciate the recognition of my success in my career thus far but especially look forward to future progress and opportunities in the real estate industry. Being a property manager demands that you are constantly innovating, recognizing that no two problems can be solved the same way and no two tenants are the same, either.

I love what I do because I feel like I am making a difference for people. This industry has allowed me to become the dedicated career woman I have always wanted to be. Every time I pass a property I am responsible for, I feel proud knowing that I have helped the companies and tenants within those buildings get started or expand for their future.

I am honored to be selected. It is a culmination of my hard work, the organizations I have worked for and the friends and family that have supported me. This is a recognition of all of the years of studies and experience that I have gathered since I entered the profession.

2018 30 UNDER 30
I’m thankful to have had the support and belief of all those at IREM from the chapter and national levels, in addition to the continued support of my employer, Weidner Apartment Homes. What I love most about property management is the variety that every day brings, whether it be working with our maintenance teams, writing budgets or finding opportunities to ensure our residents’ satisfaction.

This recognition means that I am committed to the real estate management profession long-term. I want my recognition to inspire others to go after their dreams and goals. What I find most exciting about property management is that every day there is something new; new problems to solve and new opportunities to take advantage of.

The number of people whose lives I get to impact, even in the smallest ways, every day, truly makes this career worthwhile.

—MICHAEL A. TESTA, ARM
Being recognized is truly humbling and empowering. As a young mother of two, wife and founding partner in a primarily male-dominated industry, this honor emboldens me to work harder, break more boundaries and lead the way for the next generation of ambitious young people who are ready to work hard, make a difference and achieve great things no matter age, gender or background.

**Rachel Teller, CPM Candidate**

Chief Operating Officer

Winstar Properties

Los Angeles

**Michael A. Testa, ARM**

Commercial/Residential Property Manager

Wangard Partners, Inc., AMO

Milwaukee

I'm a people person. I absolutely love people. Whether it be networking at an event where I don't know anybody or heading into a room full of peers and co-workers. The number of people whose lives I get to impact, even in the smallest ways, every day, truly makes this career worthwhile. I'm certainly a better person and professional for my experience in property management!

**Jaron Torain, CPM Candidate, ARM**

UNC Charlotte Student

M.S. in Real Estate

Raleigh, N.C.

I am honored to be recognized among my peers for such a great achievement. I remember reading *JPM* and hoping to one day be a part of this. I find there are always new challenges and changes every day in every unique market, and I am constantly presented with new processes and technologies that improve our ways of providing the best service for our clients.

**Neil Werner, CPM Candidate**

Property Manager

Cushman & Wakefield, AMO

Alexandria, Va.

It gives me happiness knowing my hard work is recognized and appreciated by the Institute of Real Estate Management. To me, the most exciting aspects of property management are the professional relationships and the chance to learn something new each day.

**Nicholas White, CPM Candidate**

Asset Manager

Lost Tree Village Management Company

Palm Beach Gardens, Fla.

Being recognized is a great honor, and I find it humbling to be recognized alongside so many other fantastic young real estate professionals. Real estate management is a 24/7 job, and the daily challenges can be immense and broad in nature. I'm grateful for the opportunity to be a part of the next generation of real estate leaders helping to influence the direction of this industry.
Congratulations to our own
ASHLEY SIMIEN
on being recognized as
IREM’s 30 Under 30

www.cousins.com

IREM Western Washington would like to say
CONGRATULATIONS
to three distinguished individuals selected
for IREM’s
“30 Under 30” Program

Grant Burton ARM®
Allied Residential, AMO®

Mick Newell CPM® Candidate
Washington Holdings

Ben Rearick CPM®
Weidner Apartment Homes
Congratulations to our own
ASHLEY BROWNE
on being recognized as
IREM’s 30 Under 30

Jennie graduated from the University of Wisconsin-Stout with a degree in Real Estate Property Management in 2016. While there, she served as co-president of UW-Stout's IREM student chapter. Jennie's tenacity and professionalism hightailed her career. She now works at Piedmont Office Realty Trust and serves as the APM at US Bancorp Center, a high rise Class A office building downtown Minneapolis. Jennie is on track to obtain her CPM in 2019. Jennie, we are so proud of you!
Congratulations to our own for being recognized as IREM's 30 Under 30

ROSEANNE LONG, ARM, CPM
Access Property Management LLC

EVAN PIMENTAL, CPM CANDIDATE
Ironstate Development

MATTHEW LADERMAN
mem Property Management

www.irem1.org

Neil Werner, Cushman & Wakefield
NORTHERN VIRGINIA CHAPTER
IREM 30 UNDER 30 RECIPIENT

CONGRATULATIONS, NEIL!

The Webb Companies would like to congratulate Carter Miller, CPM®, CCIM on being named to IREM's 30 Under 30!

For more information about our properties, please visit www.thewebbcompanies.com or contact us by phone at 859-253-0000.

The Webb Companies
"The Venture Team and I would like to congratulate Co-Principal Steven Rice, CPM® on being named as one of IREM's 30 Under 30!"

- Matthew Henderson, CPM®

Co-Principal

For more information about our company and career opportunities, please visit www.VentureRealEstateCompany.com or contact us at 513-407-9123.

VENTURE REAL ESTATE CO.

CONGRATS

Ben Rearick

Ben, your dedication to leadership and customer service sets you apart. Congratulations on being a 30 under 30 award recipient. We look forward to seeing your continued growth and success!

- Team Weidner

Congratulations to Rachel Teller on your much deserved 30 Under 30 recognition.

Looking forward to many more years of shared success.

With Admiration,

Your Winstar Team
Connie,

congratulations on receiving the honor of being recognized as one of IREMs Top 30 Under 30! Your leadership and work ethic have elevated you beyond your years. There are so many reasons why you make Fort Worth and Hillwood proud!

PATTIE MCCLEAN, CPM
Senior Property Manager, Hillwood
2018-2019 President, IREM Fort Worth
IREM Study: Multifamily + Green Certification = Higher NOI

By Todd Feist

Research sponsored by IREM has found that green-certified multifamily communities have higher net operating incomes (NOI) than conventional properties. Analysis shows that NOI is higher by $4.61 per square foot and $4,260 per apartment unit in certified communities compared to non-certified ones.

For the average-sized apartment community in the study, this translates to an NOI increase of approximately $1.1 million. The net present value (NPV) of this increased NOI over the building cycle is approximately $13.2 million, assuming a 7 percent discount rate.

The Analysis

Erin Hopkins, Ph.D., assistant professor of property management at Virginia Tech, conducted statistical analysis on financial data for over 1,100 multifamily communities submitted by two large AMO companies to the IREM Income/Expense Analysis® program.

IREM worked with the companies and through certification databases to verify green certification status of their communities. Certifications represented in the study include LEED®, ENERGY STAR®, Green Globes®, GreenPoint Rated, National Green Building Standard™, Austin Energy Green Building® (AEGB) Rating System, and Florida Green Building Coalition (FGBC).

Hopkins worked with IREM to establish the parameters of the study and identify variables of interest on both the income and expense sides of the income statement. Based on the data available, she applied several control variables, including age, building type, building mix and average apartment size. Hopkins presented the findings to IREM this spring.

Higher Income and Expenses

The study showed that certified communities have both higher income and expenses. On an apartment unit basis, green certification increased total rents collected by $5,581, total actual collections by $5,720, maintenance and repairs by $129, property insurance by $102, and total of all expenses by $2,347.

The finding that certified communities show higher operating expenses was unexpected. It is often assumed that green buildings have lower operating expenses. Previous research on the impact of sustainability on the operating expenses of office buildings has generally shown those expenses to be lower in green-certified properties, mostly from lower energy costs. Little research had been done on multifamily communities.

The increased income is encouraging. Tenants want green space and will pay a premium for it—or so the argument goes—and studies have indeed shown higher tenant revenues for office buildings. Like the expense side, though, research was lacking for the multifamily sector.

While additional studies are needed, IREM has sought to fill this gap in research on the financial impact of sustainability on multifamily communities. IREM hopes that the multifamily sector can use these findings to better understand property financial performance and include in a business case for sustainability.

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

Giving Back
How often in our lifetimes can we know we’ve had the opportunity to change the trajectory of another person’s life?

With its simple yet profound mission to “give back,” the REstart program provides property management professionals and companies that opportunity. This year, inspired by the work of the San Diego Chapter’s success since 1998, and supported by IREM Headquarters, the Western North Carolina and Sacramento Chapters adopted the REstart program. Separated by 2,680 miles, both chapters began their work to help break the cycle of poverty and disadvantage by engaging committed volunteers, giving back to their communities and preparing disadvantaged adults to gain employment in property management. Following are their stories, as experienced by the chapter members who participated.

IREM SACRAMENTO’S RESTART STORY

Paula Nicholas, Sacramento Chapter Board member and senior regional manager for Pinnacle, AMO, in Walnut Creek, Calif., provided leadership to a very talented, professional team of volunteers by creating a partnership with Women’s Empowerment, an organization whose mission is to educate and empower women who are homeless. Nine candidates, identified by Women’s Empowerment, were interviewed, and eight were selected to participate in REstart, each with unique gifts and strengths. All eight women graduated from the program on March 14, 2018, and three were immediately hired.

Julia Freeland, executive director and IAE of the Sacramento Chapter, shared how this industry has so much potential to give back to its communities. She explained, “While supporting existing charities through our chapters is an important and valuable service, this program allows our members to pay forward their education, experiences and knowledge in a way that deeply resonates with each volunteer.”
One such volunteer for whom the REstart program had a tremendously positive impact was Beth Smith, CPM, of Sunrise Management, AMO, in Folsom, Calif., and a Sacramento Chapter Board member. “I was overwhelmed with gratitude for having the opportunity to work with the women in the program,” she said. “I was able to share my passion for what we do and the knowledge I’ve gained through my 28-plus years in the property management industry. It was so rewarding to be able to pay it forward and help these ladies begin their journeys, becoming our next property management professionals.”

William Sheridan, CPM, of SF Invest, AMO, in Chico, Calif., and 2018 president of the Sacramento Chapter, expressed what the “giving back” theme means to the Sacramento Chapter: “When you give of yourself to help those in need, you invariably get more back than you put into the effort. That is the case with our REstart program. We have a very strong connection with our graduates, and it is pure joy when we get to see them every couple of weeks.”

IREM WESTERN NORTH CAROLINA’S RESTART STORY

David Martin, CPM, director of management services at Collett in Charlotte, N.C., and 2018 president of the Western North Carolina Chapter, developed his chapter’s partnership with the Charlotte Area Fund (CAF), a community action agency fighting the local war on poverty since 1963. CAF became the generous sponsor of REstart and provided scholarships to 13 students, making it possible for them to complete classroom education and hands-on internships. Said Martin, who was one of four volunteer instructors, “We want to set an example for other industry professionals in our careers. We represent an exemplary organization with the most outstanding code of ethics, and together, we have the opportunity to provide individuals with new hope and a new career.”

Jackie Campbell, IAE for the Western North Carolina Chapter and volunteer instructor, noted how the program was structured to provide a mix of instruction and involvement. “The program comprises 560 hours extending over 16 weeks for up to 15 students,” she said. “This includes four weeks of classroom education and 12 weeks of internship and job shadowing. This combination of classroom education and hands-on experience is vital to the success of the students.”

As part of the classroom education, students learn a property management curriculum based on a modified version of IREM’s course, Managing Residential Properties. This course contains modules on human resources and relationship management, marketing and leasing, maintenance and risk management, finance and ethics. Additional presentations are given on topics such as business etiquette and communications, resume writing and interviewing skills, to name a few.

Campbell loved the opportunity to help people and give back. “It has been a pleasure and an honor to work with each and every one of these students—to learn their stories,” she said. “It has been so rewarding to be part of their personal growth and development. We can change our students’ lives and the
lives of the next generation. It’s most exciting to see how much change we can create. We can, in fact, change their trajectory by creating a whole new trajectory for them."

HOW TO GET INVOLVED
While both chapters agree that this is not a program without challenges, they remain committed to next year’s programs and to inspiring other chapters to join them. The San Diego Chapter provides a comprehensive 70-plus-page manual that outlines in detail each step necessary to structure the program. For more information about REstart, contact Kimberly Holmes, Liaison, REstart Task Force, at (312) 329-6008 or email restart@irem.org.

Veronica Kelso (veronicakelso@gmail.com) is a content strategist and marketing professional based in Charlotte, N.C.

The Other Side of the Story

You’ve now heard from some of the IREM Members who have volunteered their time, knowledge and service to the REstart program. But what about those who have graduated from the program? Here is the story of Cynthia Cuccia, ARM, resident manager at Sycamore Hills Village Apartments in Oceanside, Calif. Cynthia graduated from the San Diego REstart program and was kind enough to share her journey with us:

IN 2006 I FOUND MYSELF A SINGLE MOTHER OF THREE WITH NO CAREER. Due to domestic violence, I had to leave a relationship and move cross-country. I was given the opportunity to take the REstart property management course. The course consisted of three months of property management training, mentoring, internship and possible job placement. After completing and graduating from the REstart program, I was brought on as an intern by Mary Rathburn, ARM (who was a mentor for the program), to Sycamore Hills Village Apartments. After completing my internship, I was offered a position as leasing consultant with the company.

The REstart program gave me the tools and knowledge to work in a busy leasing office where I was able to have the confidence and skills to move up in the company.

I have been working here for the past 12 years. During this time I have also acquired my ARM certification and have a current position as the resident manager.

In 2013, I was able to give back to the REstart program by volunteering as a coach. I had the privilege of working with a woman and was able to mentor her through the program and see her graduate.

Thank you for this opportunity to share my story and success.
A CAREER OF CONTRIBUTION

An era ends as Dr. Rosemary Goss leaves her groundbreaking property management program at Virginia Tech.

By John Salustri
On May 31 of this year, Rosemary Carucci Goss, Ph.D., and 15 of her students in the property management program at Virginia Tech returned from a two-week trip to Germany and the Netherlands.

The purpose of the trip was to study sustainable design and property management. Upon her return, when the clock struck midnight, Goss officially retired from her professorship.

The trip was a fitting capstone to a 42-year career that witnessed — and in a very real way contributed to — the growth of property management and its recognition as a professional career path. In fact, the program she founded is considered the first residential property management curriculum in the United States.

The retirement is a huge milestone in the life of the Virginia Tech program, and so for property management. "She's a pioneer in real estate education," says IREM advisor Dustin Read, Ph.D./JD, an associate professor in the program. "She was the first person to say property management is a professional service worthy of training at the university level. She saw early on that the industry was moving in a direction where college-educated people would be necessary. That was a profound observation in 1985. It seems obvious now. It wasn't clear 30 years ago."

Indeed. Early on in the program's life, "I had a student who was accused of lying about his property management degree," says Goss. "The company he was interviewing for didn't believe anything like that existed."

No such challenges remain today. Since 1985, when Goss founded the program, with the assistance of housing professor Dr. Savannah Day and at the urging of the late James Kelly, then director of housing management at the Virginia Housing Development Authority, more than 700 students have graduated from the program. (In 1990, the curriculum would expand to embrace commercial management.)

Among those 700 is Curtis M. Mummau, CPM, CAM, CAM-T, who today is senior vice president of Commercial Property Services at Cushman & Wakefield | Thalhimer, AMO, in Glen Allen, Va. He is also chair of the school's Property Management Advisory Board.

"I arrived at Virginia Tech in 1988," he tells JPM. "Having lived in Orlando, Florida, for a year after high school, I thought I wanted to manage resorts and entered Virginia Tech as a hospitality major. Then I came across the property management major and was introduced to Dr. Goss. She changed my life. I got into the program and during my time as a student met an advisory board member, Steve Brincefield, who was a senior vice president of what was then Morton G. Thalhimer, Inc."

After a short stint managing apartments after graduation, Mummau got a call from Brincefield, who invited him to Thalhimer. "When he retired about six years ago, I was honored to have been given the opportunity to succeed him as senior VP."

It's not an uncommon story among Virginia Tech grads. "There are very few graduates who won't say Dr. Goss is the reason they're in this business," says 13-year advisory board member Cindy Clare, CPM, who recently became COO at Bell Partners in Greensboro, N.C. "They talk to her and they're hooked."

"When we talk about Virginia Tech, we talk about Dr. Goss, and I don't know where I would have been without her," says Jessica Molson, a 2014 graduate of the program who is now director of talent management with Beacon Communities. While Molson started in property management at Beacon, she has since developed into a new position cultivating future talent. (See sidebar on p.32.)
A FIELD IN SEARCH OF RESPECT
That sort of engagement is key in a profession that, much like comic Rodney Dangerfield, doesn’t get a lot of respect, despite its growing complexity and sophistication. “Very few high school kids say they can’t wait to start their property management career,” says Read. “They don’t understand, and oftentimes their parents don’t understand, what it is. They have an antiquated view of what property managers do. It’s just not considered a professional career path.”

As frustratingly inaccurate as that might be, it was worse when the program launched. “It was seen as a mom-and-pop industry,” says Goss.

Then, certain stars started to align. “Things began to change as more institutional investors became involved and companies began looking to hire college graduates,” she says. “Clearly, good management was going to be crucial.”

The early 1980s was also a period of economic softness, when brokerage firms scrambled to add disciplines that were more recession-proof than transactions. The movement from brokerage to full-service shops began at that period in history, and the answer to bleeding revenues was, in most cases, the addition of property management.

“In good times and bad,” says Goss, “somebody has to manage the property, irrespective of the capital markets. It’s been an important part of the rationale for property management as a career path.”

It was also a time when the university was much smaller than it is today, and it was easier in many ways to float a new curriculum. “We couldn’t have done this 15 years later, when there were so many more majors being offered.”

HOW TO BUILD A CURRICULUM
Goss has degrees in housing from Virginia Tech and Florida State, but their focus was from a consumer, rather than owner, perspective. At Kelly’s urging, she took an IREM introductory property management course in Atlanta, and from there began building a cadre of professionals who would form an advisory board to build a curriculum.

“We went to the Dean, Dr. S. J. Ritchey, and said we’re going to run with this thing,” Goss recalls. It certainly helped that some advisory board members came with donations for scholarships.

In 1983, the curriculum, then called housing management, was launched. A major milestone in the program’s evolution, says Goss, was the expansion from pure multifamily to “the whole realm of property management.” This came with the creation of a commercial management course and a course now called Advanced Property Management. This latter program grew out of the industry trend toward institutional ownership and explores the increasingly complex relationship between property and asset management.

“Our students need even sharper skills than they did before, because more work is being pushed down to property managers,” says Read. “Everybody is trying to preserve profit margins and do more with less. Correspondingly, portfolio, asset and property managers are taking on more work than they did 30 years ago.”

That is emblematic of a discipline that long ago put its humble roots behind it. “That a position like mine even exists is a clear indicator of the industry’s sophistication,” adds Molson. “The fact that companies are strategizing about building stronger managers shows that we’ve come a long way from what was a mom-and-pop industry. And the Virginia Tech program plays a large role in that.”

Today, Goss breaks the curriculum into three areas after students complete the university core requirements:

• There are required property management courses that include multifamily property management and operations, commercial property management, asset management and courses dealing with affordable, student, military and...
senior housing.

- In addition, there are business-related courses such as accounting, management and marketing.
- And finally, there are what she calls value-add courses such as energy and the environment, residential design and universal design, that include a focus on topics such as sustainability, fair housing and ADA issues.

**GROUNDED IN REAL LIFE**

The curriculum remains in tune with industry issues and advancements because it remains grounded in the advisory board, where practitioners come to share their input, and because of Goss' own awareness. "She has the advisory board and stays involved in what's happening in the industry," says Clare. "She's made adjustments that keep the curriculum relevant. For instance, on the marketing side, material in courses has been added that looks at social media and digital marketing as well as changes in software."

But the program isn’t limited to classroom or books, as the European trip bears out. As everyone interviewed for this article indicates, the Virginia Tech program is holistic and focuses on developing well-rounded graduates. "A Virginia Tech property management graduate tends to have far more hands-on knowledge than most graduates due to internships, which are such a key part of the program," says Clare. "They allow students to connect the dots between what they learn in textbooks and real-life practice."

And it keeps them grounded in awareness of what they still don’t know. In his time as a student, Mummau had the opportunity to work in three internships. Students who do the same "graduate with almost a full year of practical experience under their belts. They also need to know they won’t be the boss the day they walk out the door, but their future is promising as Virginia Tech property management graduates."

"We’re not training anyone here," says Goss. "We’re trying to expose them to the whole world, to a greater understanding of people. We’re educating our students with the skills and knowledge

**INTERNSHIPS**

"ALLOW STUDENTS TO CONNECT THE DOTS BETWEEN WHAT THEY LEARN IN TEXTBOOKS AND REAL-LIFE PRACTICE."

—CINDY CLARE, CPM
that will allow them to move forward faster as they gain time and experience."

And, with that time and experience, the awareness of property management’s importance can grow. While there are more than 40 commercial real estate programs being offered at institutes of higher learning around the country, the number of degree-granting property management programs can still be counted on the fingers of both hands. Dustin Read charges the general, aforementioned lack of understanding for the low number.

That’s slowly changing, thanks in large part to Goss. She is currently consulting with at least two other universities, and assisted Ball State in Muncie, Ind., in 2002, with getting its property management programs off the ground.

It’s a movement that will serve their students well. Virginia Tech grads with property management degrees, “not only come out with jobs,” says Cindy Clare, “but they often come out with multiple offers. Plus, they can go virtually anywhere in the country to manage apartments or commercial properties.”

There could be no better proof of property management’s viability as a solid career path than that. And it all started at Virginia Tech. 

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John Salustri is a contributing writer for JPM®. If you have questions regarding this article or you are interested in writing for JPM®, please email jpm@rem.org.
The Advantage of Technology in Recruiting Property Management Talent

By Nat Kunes

One the most challenging and vitally important aspects of property management is recruiting highly-qualified talent for your organization. Sometimes retaining those best-fit employees can be more difficult than finding them. Graduates fresh out of college or technical school have grown up in a technology-rich learning environment and are looking for careers that make use of their tech skills. What better way to find a pool of employees with the necessary skill set to run a modern business than by using technology as a draw?

LEVERAGE TECHNOLOGY TO SUPPORT TALENT RECRUITMENT

In the past, the interview process was an opportunity for applicants to present reasons a company should hire them. Today, employers often find themselves trying to convince desirable candidates to join their teams. Technology can help you put your best foot forward.

With a workforce unaccustomed to doing anything manually, modernizing your office may be essential to attract top talent. Stepping into a well-equipped property management environment is far more appealing to today’s job seekers than learning how to manually screen tenants, update paper accounting records and reload the antiquated copier and fax machine with paper.

By now almost everyone knows that automation streamlines everything, from communicating with clients and staff to managing cash flow and issuing financial statements. If you aren’t already up to date on current technology trends, invest some time finding out what is new or upcoming. Don’t limit your research to emerging trends in the real estate sector; check out medical tech, time management tools and other devices that make life easier, more convenient or fun. The more you learn, the more likely it is your talent prospects will see you as a forward-thinking manager who values virtual document management with version control and heightened security.

WHAT DO YOUNG ADULTS EXPECT FROM CAREERS TODAY?

Nine out of ten millennials are looking for work and non-work activities that offer lifelong learning opportunities. Many are willing to invest personal time and money in advanced training. According to the World Economic Forum, learning new skills provides an avenue to move into a new or better job. While you’re using online job platforms and social media to connect with fresh talent, consider building learning opportunities into your business model.

There are many ways to encourage internal professional development and satisfy the thirst for tech-driven job performance.

› Make learning part of the culture by offering industry relevant webinars, conferences and self-guided educational resources to your team.
› Host a monthly learning lunch that allows your staff members to share new tech trends and educational discoveries they find relevant or interesting.
› Encourage employees to access on-demand training, attend vendor workshops and download educational articles from your tech partners.

Technology goes a long way for today’s job-seekers and current employees. Not only does joining a property management organization with state-of-the-art tools and software help them maximize their work time; but it also boosts their confidence in the company’s future as a competitive, modern business.

Nat Kunes is the vice president of product management for AppFolio. AppFolio is an IREM President Level Industry Partner. This article is published in JPM as part of that partnership.
Meeting Your Lawmakers

By Andrew Lomo

Although news footage of Members of Congress nearly always shows them on Capitol Hill, most of them do return to their home districts to connect with their constituents and learn what’s on their minds. IREM’s In-District Meeting initiative was designed with this in mind.

During the 10 days between March 26 and April 6, IREM Members were urged to visit their U.S. Senators and Representatives and conduct face-to-face meetings with them. The key objectives of these meetings were to inform lawmakers about IREM as an organization and to ask for their support on two of IREM’s 2018 public policy priority issues: the Americans with Disabilities Act (ADA) Education and Reform Act (H.R. 620) and the National Flood Insurance Program (NFIP).

The timeline was selected because it coincided with a Congressional recess. Each year, Congress takes several “breaks,” where they work out of their local offices rather than on Capitol Hill. The purpose of these breaks is to meet with their constituents, hold town meetings and keep an ear to the ground for information about what is going on in their districts.

During the 10-day period, 65 meetings were conducted with legislators, with a total of 105 IREM Members educating Members of Congress about IREM and the key issues affecting the real estate management industry.

These face-to-face meetings are one of the most effective ways to influence the legislative process. Legislators are more likely to support positions that their constituents feel strongly about, and there is no better way to communicate an issue than by discussing it face-to-face. Indeed, a 2015 survey conducted by the Congressional Management Foundation showed that in-person visits from constituents were the single most effective means of engaging with legislators.

For those not able to conduct meetings in the spring, August is another ideal time to schedule them. Each year, Congress recesses for the entire month of August, so it is a great opportunity to schedule a meeting or invite legislators to your chapter event or property tour.

Another option is to attend a legislator’s political fundraiser. Remember, 2018 is an election year, so legislators will be very eager to meet with constituents! For more information on how to participate during the upcoming August Congressional recess, be sure to visit www.irem.org/public-policy/in-district-meetings or contact IREM staff at IREMLegislation@irem.org.

THE ISSUES

AT A GLANCE

The ADA Education and Reform Act (H.R. 620)

Title III of the Americans with Disabilities Act (ADA) is intended to make places and opportunities accessible to people with disabilities. IREM has long been an advocate of the ADA and the opportunities and accessibility the policy brings to all people.

Unfortunately, abuse of the ADA has become rampant. In some states, a few unprincipled attorneys have filed lawsuits indiscriminately against commercial property owners on behalf of disabled persons. These suits often target easily-correctible infractions such as signage, soap dispenser heights and transition lifts on ramps. Owners of these properties had a reasonable belief that they were in compliance with the law based on state and local inspections.

The lawsuits are being filed without notice being given to the business own-
ers, who are forced to spend scarce resources on a settlement or in preparation of a defense, rather than addressing and repairing the violation and removing the barrier. When these cases are settled, the bulk of the fees collected are going directly to the attorneys, since the ADA precludes the disabled person from collecting damages for violations.

The ADA Education and Reform Act (H.R. 620) is a bipartisan bill that contains a “notice and cure” provision which would allow business owners the opportunity to rectify a violation within a reasonable amount of time before being threatened with a costly lawsuit or a demand letter for a monetary settlement. It is a commonsense bill that would strengthen the ADA and allow all people the opportunity to access commercial buildings. The bill was passed by the U.S. House of Representatives in February of 2018 but has been met with resistance in the U.S. Senate.

IREM has been actively advocating the passage of H.R. 620 and is in a coalition of industry groups working to protect building owners from onerous “drive-by” lawsuits motivated by financial compensation, while still holding them accountable for ensuring accessibility to all Americans.

The National Flood Insurance Program
The National Flood Insurance program (NFIP) is a partnership among federal, state and local governments that helps mitigate flood risk and provide affordable flood insurance to those who need it most. The program was initially set to expire in September of 2017 but has been temporarily extended through several continuing resolutions. If the program is allowed to expire, flood insurance will become more costly or even unavailable. The NFIP provides over 90 percent of all flood insurance nationwide and close to 100 percent of flood insurance coverage for individually owned properties and small- to mid-size commercial properties.

Flood insurance is required for a mortgage in more than 20,000 communities nationwide. While there is a growing private market for flood insurance, millions of small business and home owners currently depend on the federal program to protect their properties against flooding, the most costly and common natural disaster in the United States. Without the NFIP, more property owners could become uninsured and turn to the federal government for taxpayer-funded disaster relief and rebuilding assistance after major floods.

House Resolution 2874 (H.R. 2874), which passed the House of Representatives in November of 2017, would provide for a five-year reauthorization of NFIP; enable property owners to move to the private market while maintaining continuous coverage; and remove the federal mandatory purchase requirement for commercial and multifamily rental properties.

H.R. 2874 better aligns NFIP rates to flood risk, particularly for lower risk and value properties inland of the coast, and enables communities to develop more accurate and granular flood maps while streamlining the map appeals process.

IREM supports this legislation, as we are very concerned about the availability and affordability of property insurance. The bill will ensure its ongoing sustainability, encouraging cost-effective private flood insurance options and long-term reauthorization of NFIP so that it remains a viable choice for property owners.

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

"H.R. 620 is a commonsense bill that would strengthen the ADA and allow all people the opportunity to access commercial buildings."
Diplomat Beach Resort & Spa
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IREM Global Summit
September 26–29, 2018
CONNECT. COMPETE. CHAMPION. The IREM Global Summit is the ultimate networking and education conference experience for commercial and multifamily property and asset managers. This year's event, in stunning, sunny Florida, promises to break new ground with more and better ways to improve your job performance and build a broader, brighter network.

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CHAMPION the new ideas you've uncovered and the new contacts you've made when you're back in the office. And be hailed as a returning champion by your colleagues, employer and clients for being on the cutting edge and helping lead the way forward.

THE SUMMIT SIX The six things you can't miss this September...

The keynotes. IREM's featured speakers always bring the house down, and this year will be no exception.

Ryan Estis, the former chief strategy officer for the McCann Worldgroup advertising agency NAS, is known for his innovative ideas on leading change, improving sales effectiveness and preparing for the future of work. He was recently recognized as one of "the best keynote speakers ever heard" by Meetings & Conventions magazine, alongside Tony Robbins, Bill Gates and Colin Powell.

Vinh Giang, the CEO of Luminary Productions, left his pursuit of a commerce and law degree to become an online magic teacher. He'll help you understand how to impact your career by focusing on the art of performance, not the art of presentation.

Education sessions about topics that matter, that will give you tools you can put into practice immediately.

THE SUMMIT BY THE SEA

Home for the Summit this year, The Diplomat Beach Resort was voted “Top Florida Resort” by Conde Nast Traveler readers. A playground by the sea, this stunning resort is tucked between Ft. Lauderdale, Fla., and Miami, along Hollywood’s Gold Coast. Summit attendees receive a special group rate.

Booking by August 1 is strongly suggested.
Networking, networking, networking. Connect with old friends. Make new ones. Find that one key contact who can unlock doors to career and business opportunities. Find new vendors who can save you money and make you look like a hero. The Summit provides a platform for all that and more with events like the IREM Foundation Deep Sea Fishing Excursion, hospitality receptions and young professional meet-ups.

The prospect of helping lead the way forward. If you’re interested in learning more about IREM leadership and volunteer opportunities, which can burnish your resume and give you valuable high-level experience, the Summit is your chance to learn how the cake is made. Experience committee meetings and council sessions, where decisions are made that set industry standards for years to come.

The chance to give back with the IREM community, with Coastal Cleanup. Summit attendees can partake in the unique experience of helping to clean up this beautiful and critical stretch of the Atlantic Ocean. Join us as IREM comes to the aid of our environment.

The Inaugural Gala Dinner and REME Awards. Celebrate the inauguration of 2019 IREM President Donald B. Wilkerson, CPM, from Reno, Nev., and be among the first to learn the secret the whole industry is dying to uncover: Who is taking home a coveted REME Award, highlighting the people and companies who are managing to make a difference, this year?

Why the Summit?

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➢ "The keynote session in Chicago last year was the best motivational session that I have ever attended at this conference or any other. The speaker was exciting and gave simple takeaways that could be easily implemented for a big impact."

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What Would You Do?
By Toni R. Harris, CPM, ARM

Let’s face it, employee turnover in any industry is inevitable. Any IREM Member involved in hiring has a complete understanding of how costly it can be for our businesses. When faced with employee turnover, it is important to adhere to IREM’s Code of Professional Ethics when both recruiting and hiring.

Here are some talent management scenarios that could arise while doing standard business. How would the Code apply to them, and how could you change your approach?

DILEMMA 1
Seeking New Opportunities

THE SCENARIO: Your current employer has been having a difficult time meeting a huge client’s expectations, and the dissatisfaction has been made known to a few team members. Given that there is a possibility of your employer losing the contract, several colleagues have decided to leave, resulting in quite a few open positions. When the client asks about the high turnover, you voluntarily explain that due to the lack of trust in your employer’s ability to keep the contract, everyone has begun seeking new opportunities—including you. After that discussion, you send the client an unsolicited copy of your resume with a cover letter indicating your availability as an independent property manager.

THE RISK: Creating an atmosphere of uncertainty between the client and employer can be considered a violation of Article 1. Loyalty to Client, Firm, and/or Employer which states that a member shall not engage in any activity that could reasonably be construed as contrary to the interests of the client or employer. By continuing to entrust the management of its assets to a firm that appears operationally unstable, the client may feel its cash flow could be impacted and choose to sever its business relationship with your employer. It is also important to remember that soliciting employment opportunities from a client through slanderous discussions is an unethical business practice and could also be found to violate the Code.

CONSIDER THIS: You can confidently tell the client that your employer is currently working through turnover challenges by personally vetting new talent to keep up with the demands of a changing industry. Share the client’s feedback with the employer, too. By doing so, you demonstrate loyalty to the client, who has expressed a valid concern, and your employer.

DILEMMA 2
Word-of-Mouth Recruiting

THE SCENARIO: During a recent IREM Chapter meeting, you mention to another member that there is a property manager position open at your company, which is an AMO Firm, but your employer is “shady” and is only looking for people who fit the “look.” After making this statement, you decide to leave it there and change the subject. Unknown to you, the member spoke to applied for the position, but because of your comments decides to rescind her application. The position remains open for an unusual amount of time, creating an unexpected hardship on operations at an already challenging asset.

THE RISK: As a member of IREM, you must be careful not to mislead potential team members of a firm with unsubstantiated comments. Your statement could result with your being found in violation of Article 5. Relations with Other Members of the Profession, which states that a member shall not make, authorize or otherwise encourage any false or misleading comments concerning the practices of IREM Members. While you may think your comments are harmless, remember that individual experiences with employers in our industry may vary. The statement about the firm being “shady” also could be seen as a lack of loyalty to the employer and a potential violation of Article 1, referenced in Dilemma 1.

CONSIDER THIS: As an IREM Member and industry leader, your presentation of information is also a catalyst for how others see you. When telling others about an opportunity at your company, leave any negative emotions or experiences out of the discussion. Tell the potential team member that while all organizations have their challenges, you would strongly encourage them to pursue this opportunity based on the qualifications they present.

Toni R. Harris, CPM, ARM (tharris@avanathrealty.com), is regional vice president of the East Coast portfolio for Avanath Realty in Bethesda, Md.
01 / Rachio Smart Water Sprinkler System

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Price: $149.99
www.rachio.com

02 / Carrier Ductless Systems

Ducts, for heating and cooling—who needs ’em? Not you, if you invest in Carrier’s ductless system. The outdoor compressor, which can power up to nine indoor heating and cooling units, uses variable speed inverter technology to maintain a more even temperature level, which in turn results in more energy savings, powerful dehumidification and an overall quieter experience.

Price: Contact Dealer

03 / Ecovacs Winbot X

Think Roomba™, but for Windows. This cordless robot attaches to any window and creates a cleaning path to make sure every spot is covered. It’s got a four-stage cleaning process to guarantee that you are satisfied with the results. And cordless means more flexibility, since the range in which it works isn’t limited by the reach of a power cord. One charge of the Winbot X battery lasts about an hour—plenty of time to get your windows gleaming.

Price: $349.99
www.ecovacs.com

by Alex Levin, director of information technology at IREM Headquarters in Chicago (alevin@irem.org)
04 / HiMirror Plus+
Yes, it's a smart mirror, and there are others. This one, however, is primed to be a personal beauty consultant. It's got the capacity to conduct a skin analysis based on eight factors, suggest regimens and products for your complexion, and then track not only those products you opt to use but also their results. Since Alexa is built in, it does all these things at your voice command. Of course, it also does all those other things Alexa does, like create shopping lists, play music, or schedule a car to pick you up for a night on the town.
*Price: $269*

05 / Onelink Safe & Sound Smart Smoke + Carbon Monoxide Alarm and Speaker with Amazon Alexa
First and foremost, Onelink Safe & Sound enhances your home by protecting it from smoke, fire and CO, sending you alerts via your mobile device about what and where the danger is so you can address it promptly. Then, it further enhances your home by allowing you to listen to pleasantries like music and audio books, with the help of its multidirectional speaker and built-in Alexa Voice Services. And since you have Alexa up there on your ceiling, you can also enlist her and your Onelink Safe & Sound to command your other smart home devices.
*Price: $247*
[www.firstalert.com/product/safe-sound](http://www.firstalert.com/product/safe-sound)

06 / Nebula Alarm Clock
Gamification is used for so many things these days, so why not use it to help you wake up? Set the alarm, and while you sleep, Nebula grows a star. When the alarm goes off, you can collect the star—but not before you complete a challenge designed to wake up your brain. If you don't complete the challenge in time, or if you decide to snooze for a little longer, your star will explode. Collected stars can be used to create constellations. You also get to control how gently, or not so gently, Nebula wakes you.
*Available on: Android*
*Price: Free, with options to pay for additional alarms; $2.49 for a no-ad version*

07 / Awair Omni
As more and more businesses strive to obtain certifications that denote high standards of health for their workspaces, managing indoor air quality has become critical. Moreover, research supports the idea that better employee wellness results in higher productivity, and even revenue of up to $15,500 per employee per year. Awair Omni was created with such concepts in mind. It's an enterprise solution that uses sensors to track the key factors of air quality—temperature, humidity, CO2, chemicals and fine dust. Using multiple Omnis to monitor this data via the system's dashboard means you'll have a better handle on what's going on with the air in specific areas of your facility, putting you in a better position to address imbalances when and where they take place.
*Visit www.awairbusiness.com for more information.*
Did you know the IREM Foundation recognizes contributors whose cumulative giving totals $2,500 or more? You could be closer than you know to being a part of an exclusive group of contributors who believe in giving and who support what they believe in.

Contributors reaching a cumulative giving level of $2,500, or more receive special recognition as having demonstrated an extraordinary commitment to the mission of the IREM Foundation—to be a resource for people and organizations seeking to advance the profession of real estate management.

Major contributors are invited to attend an exclusive, invitation-only reception held in conjunction with the IREM Global Summit. The reception is the Foundation Board of Directors’ opportunity to personally celebrate and honor its most loyal and generous supporters. During the reception, all contributors are acknowledged, while new and next-level contributors receive customized, recognition lapel pins as tokens of appreciation.
Check your giving history online at www.irem.org. Four simple steps put you well on your way to finding out how close you are to being a major contributor!

- Step 1 – Log in to myIREM with your username and password
- Step 2 – Scroll to the “My Activities” section
- Step 3 – Select “Foundation Contributions”
- Step 4 – Enter your IREM member ID number

If you are close to being a major contributor and would like to gain access to the Major Donors reception in September, make your necessary donation no later than August 1, 2018, to receive your invitation. Here are three easy ways to give:

» Text “IFOUND” to 444999
» Set up a one-time or recurring donation online www.irem.org
» Mail a check to IREM Foundation, 430 N. Michigan Avenue, Chicago, IL 60611

Don’t forget, you can potentially double your gift to the IREM Foundation by utilizing your employer’s matching gift program. Many companies offer such programs to encourage employees to contribute to charitable organizations. Some programs match contributions dollar-for-dollar, and some will even double or triple the amount of your gift! You could be a major contributor sooner than you think.

Every gift you make is used to help change someone's life or to secure the future of the real estate management industry. The Foundation provides thousands of dollars in scholarships for IREM courses to those who are seeking IREM credentials. It also provide critical resources through grants for initiatives developed or endorsed by IREM that increase diversity, the engagement of young professionals, and expansion of industry knowledge.

If you are in a position to increase your level of support, please consider doing so today. You can be a part of a noteworthy and unique group.

Have questions about making a donation online or accessing your cumulative giving history? Contact the Foundation at foundation@irem.org or (800) 837-0706, ext. 6008.

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CAREER MOVES & RECOGNITIONS

Michael C. Brown, CPM, ARM, has been appointed president of Steadfast Management Company, in Irvine, Calif. Mr. Brown, who also serves on IREM’s Executive and Legislative Public Policy committees, will oversee the management of Steadfast’s 36,000-unit portfolio, which has properties in 19 states. A 30-year veteran of the industry, he previously was divisional vice president for the western U.S. at Camden Property Trust, AMO, in Mission Viejo, Calif.

CPM Candidate Edward Chandler received a promotion to senior property manager at Levin Management Corporation (LMC), in North Plainfield, N.J. Chandler joined the commercial real estate services firm in 2007. Said LMC vice president of property management, Gilbert Bankston, “Advancing into the senior property management position reflects Edward’s experience, hard work, professionalism and dedication, as well as his contributions to the ongoing success of our property portfolio.”

Housing company CAPREIT, based in Rockville, Md., has promoted Danielle Cooney, CPM, to its vice president of operations. As part of her new assignment, Ms. Cooney will focus on developing strategies to improve business performance, in addition to overseeing a portfolio of properties. She previously served as an assistant vice president at CAPREIT, where she concentrated on multifamily property management.

Tasha Green, CPM, ARM, and owner/president of Green Titan Management in Detroit, was elected to the city council of Westland, Mich. The city’s first African-American councilwoman, Ms. Green told RollingOut.com that her goal is “to help bring change to many of the archaic policies that do not promote transparency within city government or allow the council to do its job of being the checks and balances piece of our city.”

2017 IREM President Michael T. Lanning, CPM, has started a new company, US Asset Services, which has acquired the property management portfolio of US Federal Properties (USFP), based in Kansas City, Mo. US Asset Services will assist with managing USFP’s Class-A portfolio of 35 properties, representing more than 2 million square feet, in 14 states. Working on this new venture with Lanning is Anne Lemon, CPM, ARM, who is serving as managing principal.

Texas Diversity magazine recently announced its inaugural Houston Power 50 award, honoring C-Suite female leaders from top companies. One of the honorees is Stephanie Swanson, CPM, ACoM, president of IREM Houston Chapter and vice president at Transwestern, AMO. This award honors the hard work and progressive careers that have helped reduce the gender gap in upper management. Criteria for the award include a dedication to community service, empowering other women to achieve success, holding significant power within their organizations, and possessing exceptional leadership skills.
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...elevators can stop at two floors at once, doubling capacity for each trip and saving energy.”  P8

HOW OFTEN IN OUR LIFETIMES CAN WE KNOW WE’VE HAD THE OPPORTUNITY TO CHANGE THE Trajectory OF ANOTHER PERSON’S LIFE?”  P25

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