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March 2025

## 2025 Spring Leasing Preview

March 2025

2025 Spring Leasing Preview

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Volume 49 Number 2

**NAA**  
NATIONAL APARTMENT ASSOCIATION



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Rooftop views of Richmond, Va., from Mutual on Main Apartments, managed by Landmark Property Services. Courtesy Adam Goldsmith Photography



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Welcome to the March 2025 issue of *units* Magazine, where we take a moment to stop and smell the roses. Spring is near, and another bright leasing season is here. As the flowers bloom, so too do residents searching for new homes, so it's essential to prepare. The rental housing industry has implemented technology, mainly utilizing artificial intelligence and other software applications, to enhance resident and prospective resident experiences. Employee satisfaction is also paramount for companies as potential adjustments to operations are instituted.

There are numerous options for the customer service workforce. The rental housing industry is competing with other industries such as retail, not just with companies within the industry. Companies are creating packages that include competitive salaries and substantial benefit options. The industry is also crafting career paths to better support employees in leasing and other roles.

Residents are searching for the best location, community and price point that fits their lifestyle, building a wish list of items they want to consider before moving or renewing. Among the wishes are smaller sub-urban markets, safe and secure living and mixed-use options to live, work and play.

I am excited to gather and celebrate the rental housing industry and all the hard work done by the National Apartment Association, state and local affiliates, industry partners and the members on the ground affected by legislation and regulation daily. It is vital that at Advocate 2025 we speak up and build consensus at the federal level for sensible housing policies. I look forward to seeing you all there and meeting new faces in Washington, D.C.

Until April,  
Alan King  
2025 NAA Chair of the Board





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# THE INSIDER

A P A R T M E N T

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“With a big footprint of 25,000 square feet, it’s easy to do the perimeter. But the interior units, unless you carve away and let natural light come through in the middle of the building, it gets very challenging. The columns are in the wrong location; the utilities might not be in the right spot.”

– Geoffrey Glazer, Senior Vice President of National Development, Kimco Realty

Turn  
to  
p. 32

“

**Our focus has been to create a workplace where employees feel valued and supported, which has proven effective in retaining our teams long term.”**

–Theresa Busby, Vice President of Human Resources,  
Western National Property Management

Connect  
on  
p. 28

11,651

The number of actions taken by members and affiliates in 2024 to advocate for the rental housing industry.

Dive  
deeper on  
p. 42

“Where automation may have been a bit rigid in the past, AI is allowing us to have more conversational and natural interactions through these virtual experiences.”

– Kelly Kutach, Chief Marketing Officer, BH

Flip  
to p. 22  
for more

42

**The number of manual hours per month used for back-office operations in 2024.**

Zego 2025 Property Management Operations Report

More  
on  
p. 11

April 14–18

RPM Careers Week will celebrate the industry with daily themes and challenges.

Learn  
more on  
p. 47



# Automation Saves Time and Money

*The use of technology is allowing staff the ability to focus on other tasks.*

Adding technology is one way to save time and money at communities. This is allowing property management companies the chance to focus their attention elsewhere, including staff and resident retention.

The 2025 Property Management Operations Report from Zego, which analyzed survey results from 630 multifamily housing professionals who manage at least 250 units, dives into adding automation into the workforce and its impacts.

The survey reviews how staff and companies are using technology to enhance productivity and the tasks associated with tech. The data shows several tasks have been helped with the addition of technology's use, including automation. The survey compares 2023 and 2024 information, showing the share of tasks that were completed manually has decreased. For example, building access control was completely manual for 29% of respondents to the 2023 report. That has declined to 19% in the most recent report. By contrast, the share of tasks that were completely or partially automated has increased during the year, and the share of tasks outsourced has remained about the same in the 5% range. Overall, onsite tasks with some or full automation are now in the 70% range for nearly all tasks analyzed after mainly being in the high 60% range in 2023. Other tasks reviewed included communicating with residents, lease renewals, managing maintenance requests, utility billing and more.

There were two key takeaways: Fewer tasks are being done

manually and time and money directed toward administrative tasks has decreased. Tasks were broken down into back-office and resident operations. More time and money are spent on resident operations, both significantly less than in the year prior. In 2023, total back-office operations, including managing maintenance requests, billing residents for utilities and collecting and processing payments, hit 67 manual hours per month. In 2024, that dropped to 42 hours. The annual labor cost dropped about \$9,600 as well. Meanwhile, resident operations manual hours declined from 89 hours per month to 53 hours monthly. The annual labor cost sank more than \$12,000.

Resident operations highlighted three areas for automation, including resident communication, flexible rent payments and improved retention rates. Technology can alleviate challenges in back-office operations with automated rent collection, having a process for utility management and billing for renters and outsourcing accounts payable.

The report also reviewed ways to keep staff. Some ways of doing that are with improved leadership and salary growth, along with making employees feel valued.

A third (34%) of respondents manage between 250 and 999 units, while 55% manage between 1,000 and 4,999 units—roughly evenly split between 1,000-2,499 units and 2,500-4,999 units. A majority (80%) manage Class B units, and 55% of respondents have the job title of property manager, with regional property manager and C-suite titles coming in at 12% each.

## Greystar Reveals Amenity Trends

*The new design report from Greystar lists the most desired amenities.*

Space is vital for renters. According to the latest Greystar survey with over 90,000 responses, a walk-in closet was the most desired amenity. The 2024 Design Survey Report evaluated more than 50 amenities from respondents across the nation.

Nearly 90% of those surveyed wanted a walk-in closet, and 37% said it was a must-have feature. Large windows and abundant natural light was a close second with 86% of respondents looking for illumination. Fresh air was also mentioned by 86%, but only 17% of those surveyed reported it being essential for living at that community. Covered parking/garage was a requirement for 33% of respondents, while 84% in total reported it being desirable. High-efficiency appliances are important as

well, but only 12% reported them being necessary for renting.

"The 2024 Design Survey reflects evolving preferences, especially as renters increasingly prioritize sustainability, technology and thoughtful design. Regional differences also stand out, showing the importance of localized strategies when designing and marketing rental properties," said Quinn Eddins, Managing Director of Research & Analytics Services with Greystar, in a release.

Sun Belt markets and those that receive more sunlight throughout the year reported a higher desire for outdoor amenities such as green spaces, grills and pools. Meanwhile, areas in the Pacific Northwest and Mountain West were focused on sustainability and energy efficiency.



# Meet Your Latest Maintenance Legends

## NOVEMBER WINNERS



Leaderboard winner:  
**Brian Solis** of Weidner Apartment Homes and the Apartment Association of Central Oklahoma



Panel winner:  
**Vinny Buele** of JM Development Group and the Apartment Professionals Trade Society of New York

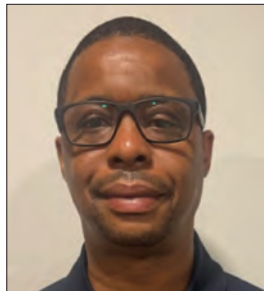


Panel winner:  
**Marcus Pier** of Cushman & Wakefield and the Apartment Association of Kansas City

## DECEMBER WINNERS



Leaderboard winner:  
**Slade Clark** of DTN Management Company and the Property Management Association of Mid-Michigan



Panel winner:  
**Tommie Moore** of Equity Residential and the Atlanta Apartment Association



Panel winner:  
**Michael Parkes** of Berger Communities and the Pennsylvania Apartment Association

The Maintenance Legends winners for November and December 2024 have been announced. The leaderboard winner for November was Brian Solis of Weidner Apartment Homes and the Apartment Association of Central Oklahoma. The November panel winners were Vinny Buele of JM Development Group and the Apartment Professionals Trade Society of New York; and Marcus Pier of Cushman & Wakefield and the Apartment Association of Kansas City.

The leaderboard winner for December was Slade Clark of DTN Management Company and the Property Management Association of Mid-Michigan. The December panel winners were Tommie Moore of Equity Residential and the Atlanta Apartment Association; and Michael Parkes of Berger Communities and the Pennsylvania Apartment Association.

Each month, legendary individuals will earn their respective prize package that can include items ranging from an assortment of sponsored products or high-value gift cards to multi-day vacations or themed escapes. Each prize is valued at \$5,000, totaling \$15,000 in giveaways each month.

Monthly winners will receive a paid trip with airfare and lodging to Apartmentalize in Las Vegas where one monthly winner will also be announced as the grand prize winner and drive away in a brand-new pickup truck. There will be 25 additional winners also selected to receive educational grants for access to free trainings and certifications including CAMT, CPO, EPA and more.

Monthly winners will receive a paid trip with airfare and lodging to Apartmentalize in Las Vegas where one monthly winner will also be announced as the grand prize winner and drive away in a brand-new pickup truck. There will be 25 additional winners also selected to receive educational grants for access to free trainings and certifications including CAMT, CPO, EPA and more.

Visit [naahq.org/maintenance-legends](https://naahq.org/maintenance-legends) to find out more and see past winners.



# MAINTENANCE LEGENDS

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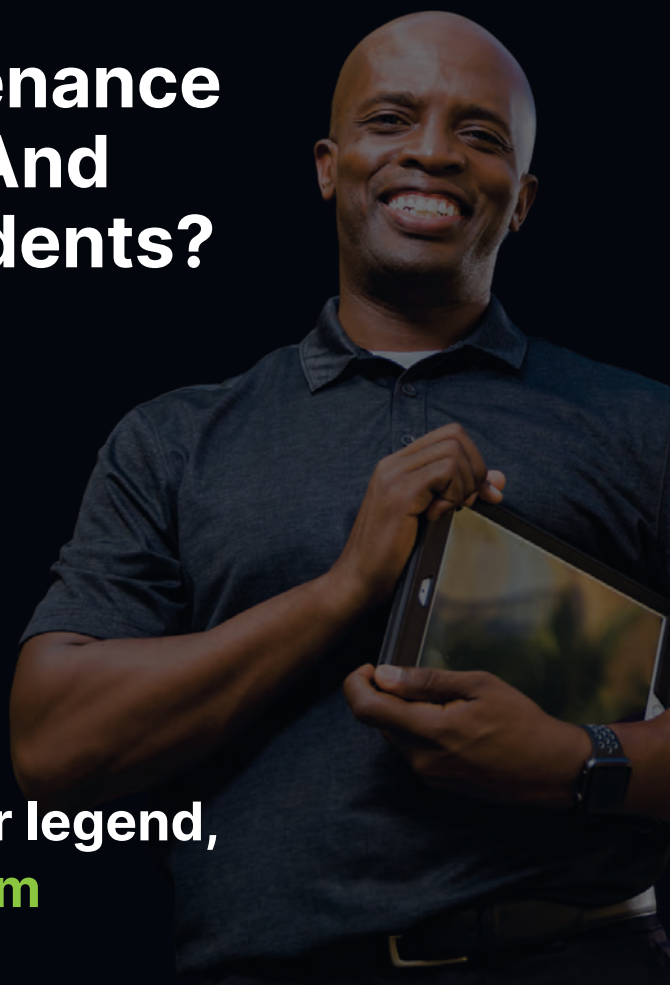
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# Industry Leaders Honored with NAA Lifetime Achievement Awards

*Association honors industry and supplier leaders at Assembly of Delegates.*



Alice Ehn



Angi Pusateri-Downey

The National Apartment Association (NAA) presented the association's most prestigious honors at its Assembly of Delegates in Atlanta this past November.

The 2024 NAA Lifetime Achievement Award was presented by 2024 NAA Chair Rick Snyder (pictured above, left) and 2023 NAA Chair Ronda Puryear (pictured above, right) to former Washtenaw Area Apartment Association Executive Alice Ehn and NAA National Suppliers Council (NSC) Past Chair Angi Pusateri-Downey with CORT. This prestigious award is one of the association's highest honors and is given to association and supplier community leaders who have gone above and beyond in their leadership and service.

An industry veteran dedicated to professional development, Ehn's commitment to rental housing has delivered key advocacy victories and guided countless colleagues toward success over the

years. "Alice has dedicated 30 years of her life to the association, its members and the rental housing industry," said Puryear. "Her unwavering commitment and exceptional leadership have left an incredible mark on the industry, fostering growth, advocacy and professional development."

A trailblazer in the rental housing industry for over 30 years, Pusateri-Downey's impressive career is underscored by her service as Chair of NAA's NSC, as a driver of the Residential Property Management (RPM) Careers Committee and leadership on countless other association committees and endeavors. "A prominent advocate for industry issues and in promoting the industry giving back, Angi never shies away from a challenge and does it all with professionalism and class," Puryear said. "She is an inclusive leader who has a passion for the rental housing industry and shows it at every turn."



# Industry Win: HUD Withdraws Criminal Screening Rule

*Industry advocacy delivers key win.*

BY JOE RITER

Thanks to the industry's strong advocacy against the U.S. Department of Housing and Urban Development's (HUD) proposed criminal screening requirements for HUD-assisted housing, the Department has announced its withdrawal of the Reducing Barriers to HUD-assisted Housing rule on January 16, 2025.

The proposed rule would have:

- Established a three-year lookback period for criminal activity that covered housing providers could use as the basis for a housing denial;
- Further limited allowable mandatory denials under federal law to a 12-month lookback period as part of the definition of "currently engaged in [criminal activities]";
- Severely narrowed the scope of criminal activity that covered housing providers could evaluate in the screening process; and
- Elevated the standard of proof for evictions based on criminal activity.

In its initial notice of proposed rulemaking, HUD made some acknowledgement of the challenges that covered housing providers would face complying with these requirements, noting that "[m]ost of the changes in the proposed rule would not apply to owners who participate in the Housing Choice Voucher (HCV) program or Project Based Voucher (PBV) program... in order to avoid discouraging owner participation."

NAA, alongside its national coalition partners, led the industry's federal advocacy opposing this significant overreach in ongoing conversations with regulators, its comment letters, and with the help of its valued affiliate partners and members who submitted more than 2,000 individual responses to HUD's request for public comments.

On January 16, HUD also announced its withdrawal of another key fair housing priority of the Biden Administration, its proposed update to the Affirmatively Furthering Fair Housing rule. The industry would have felt indirect impacts if the proposed rule was imposed. It set forth a framework to streamline fair housing evaluations for state and local governments and required them to develop a plan to address perceived fair housing issues with significant community engagement as prerequisite to successful plan development.

While the withdrawal of these proposed rules is welcome news, NAA remains vigilant and will continue its federal regulatory advocacy with the Trump Administration to urge a balanced approach to policymaking.

*Joe Riter is Senior Manager, Public Policy with NAA.*



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## MOVERS AND SHAKERS



**Mike Lacy** (L) • Chief Operating Officer • UDR • Denver  
**Joe Fisher** (R) • Chief Investment Officer • UDR • Denver

UDR announced two executive management promotions to start the new year. Mike Lacy has been promoted to Chief Operating Officer after having served as Senior Vice President – Operations since 2019. President and Chief Financial Officer Joe Fisher has been appointed Chief Investment Officer. Lacy has served in a variety of operations roles since joining UDR in 2006 and has been instrumental in leading the company's operating strategy. Fisher has served as the company's CFO since 2017; however, upon the successful hire of a new CFO, he will relinquish his responsibilities in that capacity and retain the roles of President and Chief Investment Officer.



**Tom Grant** • Central and Western Regional Sales Manager • Wooster Products • Wooster, Ohio

Wooster Products has added Tom Grant as the Central and Western Regional Sales Manager. He will manage the Canadian Territory as well. In his new role, Grant will work with sales channel partners to promote the entire line of Wooster Products safety stair nosings and treads, anti-slip tapes and coatings to architects, specifiers, contractors, OEMS and end-users within states west of the Mississippi River. He joins Wooster from a career in landscape contracting, planning, and managing hardscape installations. Erin Miller, who formerly managed the Central and Western Region will take over the Southern Territory and Puerto Rico.



**Barry Tomlin** • Vice President of Customer Service and Marketing • The Breeden Company • Virginia Beach, Va.

The Breeden Company announced the return of Barry Tomlin, who is coming out of retirement to serve as Vice President of Customer Service and Marketing. Tomlin previously served in various leadership capacities at The Breeden Company, where he was instrumental in driving growth and innovation within the property management division. In his new role, Tomlin will focus on developing and implementing innovative strategies to enhance customer satisfaction and engagement. He will also oversee the marketing initiatives aimed at strengthening the division and community-specific brand presence.



**Jennifer Wu** • Chief Financial Officer • EAH Housing • San Rafael, Calif.

EAH Housing has added Jennifer Wu to its executive leadership team as Chief Financial Officer. Wu's strategic leadership will help drive financial sustainability and advance the organization's mission to create more affordable housing and healthy, thriving communities. Wu's appointment reflects EAH Housing's continued effort to grow its executive leadership team, meet its financial goals and increase its presence. Most recently, she served as Vice President and Controller for MidPen Housing. Previously, Wu led corporate finance and international-based accounting teams at Meta and Digital Realty Trust.

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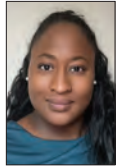


## MOVERS AND SHAKERS



**James H. Simmons III** • CEO & Founder • Asland Capital Partners • New York

Asland Capital Partners announced CEO & Founder James H. Simmons III has been appointed Chair of the Board of Directors for the Real Estate Executive Council (REEC), a professional trade association dedicated to advancing the interests of minority executives in the commercial real estate industry. Simmons has served as Vice Chair of the organization since 2019. Simmons currently leads Asland Capital Partners' investment committee and oversees the firm's operations. He launched Asland in 2019 after more than 20 years in senior real estate investment management roles at Ares Management, AREA Property Partners and Apollo Real Estate Advisors. Previously, he led the Upper Manhattan Empowerment Zone Development Corporation.



**Nathassia Carter** • Resident Service Coordinator • Peabody Properties • Braintree, Mass.

Peabody Properties, an affiliate of the Peabody Companies, recently held a "Grab & Go" continental breakfast at its Tent City and Warren Avenue Apartments communities in Boston to welcome new Resident Service Coordinator Nathassia Carter. In this role, Carter builds and maintains relationships with residents and offers support and guidance to enhance the quality of residents' lives. She assesses service needs, provides resources, creates programs to support wellness and advocates for residents to build support networks. Carter joins Peabody with an extensive background in the human resources field.



**Darren Pierce (L)** • Chief Executive Officer • ZRS Management • Orlando, Fla.  
**Steve Buck (R)** • Board of Directors • ZRS Management • Orlando, Fla.

ZRS Management has announced that company President Darren Pierce has been promoted to the role of Chief Executive Officer. He succeeds Steve Buck, who has led the company for the past 30 years. Buck will remain actively involved with ZRS as a member of the Board of Directors and in an advisory capacity. Buck joined the firm, then ZOM Residential Services, in 1994 when it managed only a few properties. Under his leadership, Buck transformed the small, independent company into a portfolio that grew to more than 30,000 units in 2016 when Pierce joined ZRS as Vice President. Promoted to President in 2022, Pierce has played a pivotal role working alongside Buck and the executive team in expanding the firm's assets under management, tripling its portfolio to over 90,000 units.



**Jackie Wint-Gaehwiler** • Executive Vice President of Sales • Tour24 • New York

Tour24 announced that Jackie Wint-Gaehwiler has joined the company as Executive Vice President of Sales. Wint-Gaehwiler is a seasoned professional whose career began at Rent., where she excelled in sales before spending more than 15 years as a sales leader serving the Midwest. She then embraced a change by stepping into the world of startups, joining the team at Knock CRM in 2020 where she worked for several years.

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## MAINTENANCE DIY

**Q** I reorganize my maintenance garage at least once a year. However, truth be told, the garage turns into a disorganized mess in less than a few months. I am constantly buying new parts, because I cannot find the parts I know are there. This is very frustrating and costly. Do you have any suggestions?

**A** The problem with most maintenance supply and tool storage areas is that the items do not have a home of their own. The supplies are placed in bins, drawers, cupboards or just left on the bench. In the course of using the supplies or tools, things get moved, tools get misplaced, new supplies are put on top of old supplies, etc. Nothing goes back to the same place and soon a pile starts to form.

What has worked for us is giving every maintenance item a home by putting them in a clear container and labeling the contents. For example: if you need a light switch, look in the container labeled light switches. When you return the unused switches to the storage area, put them back in the container. If a pile does accumulate, finding a home for the pile will be much easier with everything labeled. Get out of the habit of storing an item "naked" in the drawer or cabinet. A lot of space is wasted by putting individual items in a cabinet or storage unit. The use of a container with a lid gives you the ability to stack containers. This could double the amount of space for storage. Using a labeling machine, list the contents. That way if the bin is empty, you will know what lives there.



**Q** My New Year's resolution was to reduce my building's expenses by doing as much of my own maintenance work as I can. Do you have any ideas on how I can keep a closer eye on my maintenance expenses?

**A** Maintenance savings begins at the time of the initial service request. When a maintenance call comes in, try to extract as much information as possible from the caller. For example: The resident calls in with a leaking sink problem: Is the sink leaking at the faucet spout or at the incoming hot water line under the sink, or is the sink overflowing because of a stoppage? You might be able to handle the first two issues, but the stoppage might require a plumber. It would be very expensive to send a plumber to replace a flex line under the sink or repair a drippy faucet, but it is appropriate to send the plumber to snake the line. Ask residents enough questions to determine whether the problem is an emergency or not or if a professional is needed or it is something you can fix. Be aware of the fake emergency, it almost always involves water or leaking gas. The caller will describe, for example, a stopped up overflowing drain. However, the plumber shows up at overtime rates and it turns out to be a clogged sediment screen on the faucet spout. Or the resident just needs their wall heater pilot lit. So, ask as many questions as you can to get to the bottom of the problem.

*Do you have DIY maintenance questions? Send them to [DearMaintenanceMen@gmail.com](mailto:DearMaintenanceMen@gmail.com).*

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# NAA Closes 2024 with Section 8 Roundtables in Boston, Tampa

*Enhancing the program is vital to supporting local communities.*

In collaboration with its affiliate partners, the National Apartment Association (NAA) continues its pioneering national roadshow with the U.S. Department of Housing and Urban Development (HUD) focused on the Section 8 Housing Choice Voucher (HCV) program. During these industry roundtables in seven cities, rental housing industry leaders met with HUD and local officials, toured member communities and explored ways to meaningfully improve the housing provider and resident experiences with the program.

“The quality of housing we’ve seen in Boston, combined with the support for individuals and families served through the Housing Choice Voucher program by the Boston Housing Authority, demonstrates the promise of the voucher program in the hands of truly committed

partners,” said Steve Lucas, Chief of Staff for HUD’s Office of Public and Indian Housing, during the Nov. 27, 2024, stop hosted by the Massachusetts Apartment Association (MAA),

Alongside Lucas, the Boston Roundtable discussion benefitted from insights by Adrienne Maley, EVP of MAA, Greg Vasil, Greater Boston Real Estate Board CEO, Deputy Assistant Secretary Danielle Bastarache of HUD’s Office of Public Housing and Voucher Programs, Boston Housing Authority CEO Kenzie Bok, Peabody Companies CEO Melissa Fish-Crane and MAA President Cecelia Bolognia.

On Dec. 3, 2024, Bay Area Apartment Association leadership had earnest conversations with local public housing agency executives in the Tampa, Fla., area about administrative burdens and discussed strategies to improve housing provider participation in the HCV Program

with Richard Monocchio, Principal Deputy Assistant Secretary of HUD’s Office of Public and Indian Housing.

In line with its strong support for the Choice in Affordable Housing Act, NAA continues its advocacy with federal lawmakers and regulators to encourage adoption of meaningful improvements to the Section 8 HCV program and incentivize greater housing provider participation in the program. NAA is thrilled to continue this work with its affiliate partners and HUD to offer these roundtables to industry leaders.

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*To learn more about this partnership between NAA and HUD, contact Nicole Upano, NAA’s AVP of Housing Policy and Regulatory Affairs, at [nupano@naahq.org](mailto:nupano@naahq.org) or to listen to PDAS Monocchio on the NAA Apartmentcast at [naahq.org/naa-apartmentcast](http://naahq.org/naa-apartmentcast).*



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# ‘Rent-Free Holidays’ Program Spreads Even More Joy

*BH helps residents with over a quarter of a million dollars in ‘gifts.’*

BH’s “Rent-Free Holidays” program shined even brighter in its second year, bringing joy and relief to residents who needed it most. In 2023, BH created happy holiday moments for eight BH resident families by covering their December rent and associated monthly expenses. This past holiday season, BH dreamed even bigger. With the partnership of its clients, the company was able to help 138 resident families by covering a total of \$284,000 in rent and expenses.

This large-scale effort has positively impacted the lives of many deserving residents in their communities, during a time of year that can sometimes feel burdensome.

## **Personal Stories Deserve Personal Care**

BH received over 200 heartwarming nomination stories from its onsite teams this year – a strong testament to how well people know their residents. These thoughtfully written submissions were touching and powerful.

Among the awardees were residents fighting health battles – and the financial and emotional toll those can take. Others were single parents trying to support their families, wanting the best for their children. Some faced hardships from being displaced from their apartments after an extreme weather event. Another awardee was selected for his heroism in rescuing animals during a dangerous apartment fire.

For each of the 138 resident families who were awarded a “Rent-Free Holiday,” teams went the extra mile to deliver the good news. Awardees were presented with oversized checks, balloons, confetti and flowers. These moments turned “Rent-Free Holidays” into

memorable events for both residents and team members.

## **Giving Back**

“Giving back to our communities is at the core of what we do at BH, and ‘Rent-Free Holidays’ is quickly becoming one of our favorite ways to do that,” said Joanna Zabriskie, BH’s President & CEO. “We’re grateful to have amazing employees and client partners who really leaned in to make this year even bigger and better than last year.”

One BH Community Manager said: “At times, we do not realize the simplest gift we are able to bless someone with can be so impactful. We cannot take away the battles and pain [our residents] endured over the past year but blessing them with a month of financial relief is priceless. We could not be prouder to work for a company that is able to provide this end of the year gift to residents in need.”

To learn more about charitable efforts, visit [naahq.org/NAAGives](http://naahq.org/NAAGives).







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# 2025 Spring Leasing Preview

Maintaining the personal  
approach and balance  
when adding technology,  
artificial intelligence.

BY MICHAEL MILLER

Residents and prospective residents are doing their homework when it comes time to find a place to live. Business operations have changed drastically over the past several years due to many factors, mainly the black swan pandemic event that has led the rental housing industry to its current state.

Gone are the days of property tours solely in-person, and potential residents are more knowledgeable than ever with the information they can gather on their own about the specific locations and communities they'd enjoy living.

Artificial intelligence (AI) has been a game-changer for the industry as well from components within to what some might consider science fiction.

"AI was the hot, hot, hot buzzword in 2024," said Kelly Kutach, Chief Marketing Officer, BH. "Almost every tech company promised it, and some were thoughtful in how they implemented it. AI is here to stay."





Rooftop views of Richmond, Va., from Mutual on Main Apartments, managed by Landmark Property Services.

Courtesy Adam Goldsmith Photography

Last year was also a partial return to normalcy, said Ronda Puryear, President, Landmark Property Services. “Online leasing came to stay; leasing teams returned to the office. Resident and prospect payments are made through resident and leasing portals; receiving payments in the office is in the past. Fraud detection is being widely embraced, producing better qualified applications.”

Also in 2024, Bozzuto explored additional leasing strategies including expanding the shared staffing model. “This approach allowed us to optimize resources while maintaining the tailored, high-touch experiences our residents expect,” said Caroline Berry, Senior Vice President, Operations. “Our teams

also leaned heavily into hyper-localized marketing campaigns, customizing efforts to reflect the unique interests and demographics of each community we serve.”

The company has implemented an on-demand approach to customer experience and service, allowing for 24/7 engagement, said Annie Wildasin, Vice President, Marketing, Bozzuto. “This system allows us to respond to inquiries within minutes – regardless of the time of day – empowering prospects to access real-time information on pricing, availability and schedule tours, all before a leasing representative begins their day.”

Maryland-based CAPREIT is using a centralized leasing program, which launched three years ago. “This initiative enables





Courtesy Adam Goldsmith Photography



Courtyard setting at Mutual on Main Apartments.

our off-site leasing specialists to handle all incoming leads and phone calls,” said Katie Nelson, Vice President of Marketing. “These specialists, who are dedicated CAPREIT employees, are trained to excel in managing leads and converting prospects into leases.” This initiative has “increased conversion rates by 20%-30% compared to the onsite team,” as well as schedule follow-up appointments and focus on resident experience.

“We found that having a common, specialized team dedicated to the screening task resulted in faster, more

accurate application processing,” said Kutach of the centralized application screening team and process. “This team was able to more easily spot application fraud, minimizing future non-payment issues and bad debt.”

## Challenges

One of AI’s biggest potential setbacks is its biggest benefit. While automation can churn out content and technology can be used for process efficiency, the art of not losing the human touch is vital to resident experience. “While technology can help us improve operational efficiency, we have to ensure that it is not creating experiences that feel impersonal, ingenuine or robotic,” said Kutach. “People value human interactions in building trust with brands, so we have to be mindful of how we balance technology with human experiences.”

Maintaining this balance of human touch and digital, tech experience will create meaningful interactions with prospects and residents, and according to Bozzuto, it begins at the initial interaction. “We prioritize transparent communication, which builds trust and confidence,” Berry said. “Self-scheduling tools, automated follow-ups and clear, upfront pricing have streamlined the leasing process, making it easier for prospects to take the next step.”

Some human experiences are often hard to find as





Courtesy BH



(Above) Buffalo at Desert Shores Apartments in Las Vegas.

(Right) The Kavista Apartments in Miami.

recruiting and retaining staff was another top priority for the industry last year and moving forward. Bozzuto expanded its Employee Resource Groups to foster connection, trust and belonging. “These groups provide leadership opportunities, foster networking and host events that celebrate cultural observances, helping us attract and retain exceptional team members who bring their best to our communities,” said Berry.

Economic uncertainty is also on the horizon, which has the potential result of renters being cautious of their spending. “Striking the right balance between offering competitive rates and maintaining profitability will be essential in driving value for residents and clients alike,” Berry said. Inflation, rent caps and regulation are also among the top-of-mind challenges in 2025.

## Making Technology Adjustments

As we travel further into the year, companies will be searching for ways to continue a successful path, navigating challenges along the way. More advanced technology is allowing the rental housing industry a way to smooth the edges of business and leasing operations. This isn’t always done by adding the latest and greatest either, but rather a sensible approach.

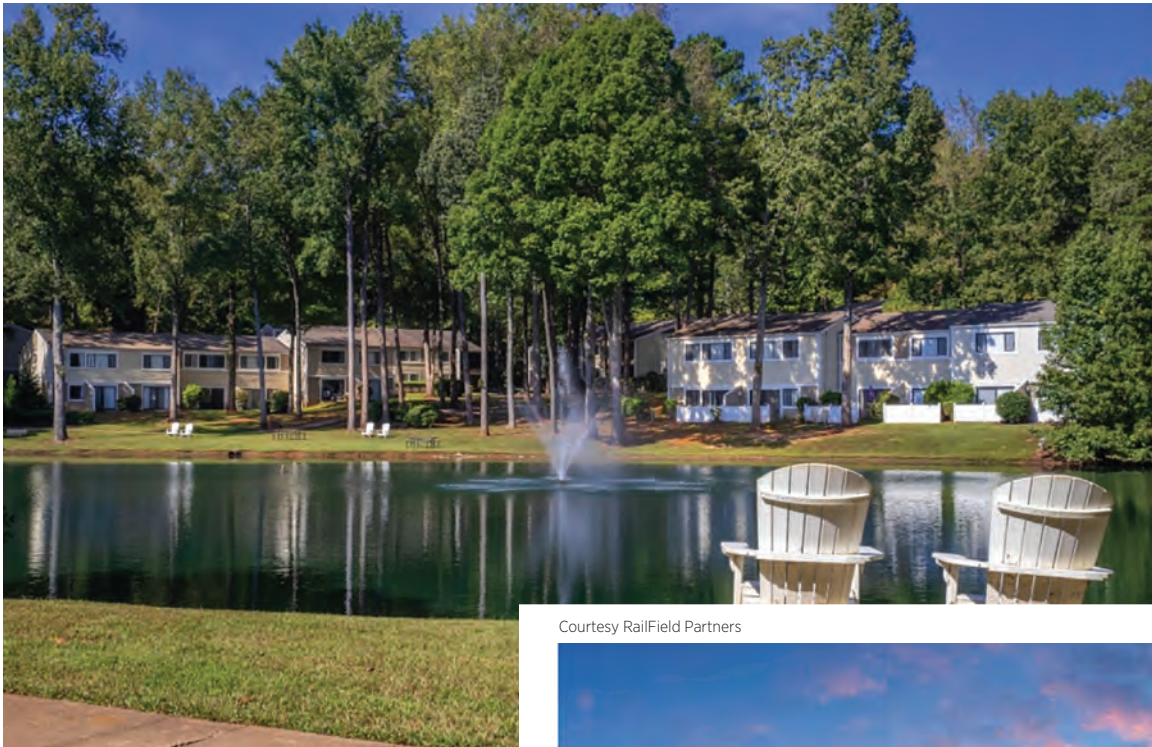
“While we’re not necessarily looking to implement something new, we are focused on refining our customer

experience through the technology we already have in place, like virtual leasing agents, virtual and self-guided touring and nurturing programs,” said Kutach. “Where automation may have been a bit rigid in the past, AI is allowing us to have more conversational and natural interactions through these virtual experiences.”

Companies are now utilizing technology and AI to focus on other onsite aspects. “Technology is integrated through all aspects of the leasing process,” said Puryear. “From prospect inquiry through move-in, we are using technology partners to streamline our processes leaving time for our site teams to focus on the customer experience.”

The rental housing industry is also using AI and pairing it with data analysis for better customer interactions. Companies are using these tools to connect residents and the community as a way to create meaningful moments in time rather than





(Left) Pinewood Station in Hillsborough, N.C.

(Below) Cromwell at Plum Creek in Kyle, Texas.

Courtesy RailField Partners



a transaction. Technology has become a difference maker when looked through the lens of customer experiences. Companies are able to gather large swaths of information and compile that data for practical use.

Greystar is using three main tools to help streamline the resident experience, according to Scott Berka, Senior Managing Director, Brand & Customer Experience. Resident apps for easy rent payments and maintenance requests; property websites to convert a higher percentage of prospects into residents; and consumer insights, including data, analytics and trends on residents' needs.

The use of AI is omnipresent and continues to grow in functionality. Nelson says, "an AI-first approach is at the forefront of our initiatives as we understand AI plays a critical role in the prospect experience and content creation, among other things."

CAPREIT is also casting a wider net digitally, using AI to create additional short-form and live-stream video content to reach the larger portfolio. The added use of technology and

automation has also allowed CAPREIT the benefit of exploring more time connecting with prospective residents. "It provides analytics that helps us make better-informed decisions, and AI has machine learning to speak to our prospects more effectively," said Nelson.

RailField Partners is using "a program that allows the leasing staff to send personalized videos as part of their customer interactions," said Chief Operating Officer & General Counsel, Todd Watkins. Initial feedback is positive, but it is a little too early to be certain how the videos will be received in the long term.

"Leasing is evolving rapidly, and while technology is



(Right) CAPREIT's Baldwin Chase in Simpsonville, S.C., offers three- and four-bedroom detached homes for rent.

(Below) CAPREIT's Provence Apartments in Burnsville, Minn., offers studio, one- and two-bedroom units.



Courtesy CAPREIT



integral to enhancing the experience, the human element remains at the heart of what we do,” said Berry. “As we navigate economic uncertainty, rising competition and shifting renter expectations, our focus stays on building trust and creating a genuine sense of community. From personalized service and

transparent communication to leveraging data and technology in innovative ways, every effort is designed to deliver exceptional experiences for our residents and prospects.”

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*Michael Miller is NAA's Managing Editor.*

## Meeting Residents' Expectations

According to Greystar data, residents are searching to stay in their homes for a longer period of time, and external reports confirm residents are staying in their units longer now than in past years. Residents are looking for agreements between 15 and 22 months. “We’ve responded by offering flexible lease options that not only meet the evolving needs of our residents but also help position us for continued success in a competitive market,” said Berka.

Resident expectations and satisfaction are paramount, so Greystar personalizes its approach by reaching out to residents after negative feedback. In part to curtail that and strengthen the connection to residents, a monthly appreciation renewal event is held at each community. “These in-person gatherings provide an opportunity to connect with residents

on a deeper level, gain insights into their living experience and understand the factors that would encourage them to renew. By blending real-time feedback with personalized engagement, we can stay competitive and deliver an exceptional resident experience.”

Adding technology to the leasing process is helping BH meet and exceed resident expectations. “Fast, convenient, easy: That’s no longer a nice to have, it’s the expectation. ... While technology can make the leasing process faster, easier and more convenient, it’s important to ensure we’re not forgetting that our customers are people who value personalized, authentic interactions to build trust,” Kutach said. “We are clear that our experience requires us to balance the efficiency that comes with technology with the humanness that our teams can deliver.”







# Good Employees Are Hard to Find, Hard to Keep

Unemployment has leveled over the past couple of years, but employee retention is still a challenge.

BY BENDIX ANDERSON

**A**partment companies have struggled for years to attract and keep employees like leasing agents and maintenance staff. Qualified applicants have a lot of other options: The U.S. economy has been at “full employment” since 2021, according to economists. Over that time, wages have risen sharply.

“It is increasingly difficult to hire and retain employees,” says Elie Rieder, founder and CEO of Castle Lanterra, based in Suffern, N.Y.

Competitive salaries and benefits are just the beginning of what companies need to offer potential employees in this hiring environment. The best workers won’t stay long in a dead-end job, even if it pays well. Many apartment companies also offer perks to their employees like discounted rent to live at their communities.

“Many companies are focusing on offering more perks and benefits, flexible work arrangements and professional growth opportunities,” says Janet Baildon, Vice President of People and Culture at RADCO, based in Atlanta.

## Potential employees have lots of choices

The national unemployment rate was 4.2% in November 2024, according to the U.S. Bureau of Labor Statistics. That’s up a little from a low of 3.4% in April 2023, but it’s still below the 5% unemployment rate that many economists consider to be “full employment” in the U.S.

A lower unemployment rate simply means that fewer potential job applicants are looking for work. “Maintenance technicians and property managers are some of the toughest positions to hire and keep filled,” says Baildon.

New hires often expect to earn significantly more than they would have earned just a few years ago. “They want more flexible work from home schedules and larger compensation packages,” says Rieder.

These potential employees may also be considering positions in retail or as a leasing agent for another apartment company. The average retail employee earned a mean hourly wage of \$17.64, or \$36,690 a year, as of May 2023. That’s up 15% from just

two years before in 2021, according to data from the Bureau of Labor Statistics.

“Our teams have to adjust based on the local market,” says Jerry Perezchica, Director of Marketing for Decron Properties, based in Los Angeles.

Apartment companies also can’t afford to skimp on benefits. Some firms pay 100% of the employee-portion for medical and dental insurance and also offer a 401(k) match of 100% up to 6% of gross pay, in addition to paid maternity and paternity leave. “A robust personal time off package” is also important, says Rieder.

Bonuses — including holiday bonuses — are important to potential hires. Many apartment companies also reward community and facility managers with bonuses for lease renewals.

### **Free, live free!**

Many apartment companies offer certain employees a discount on rent — or even free rent. For example, Decron offers employees like managers and maintenance supervisors a discount on rent of up to 20%. “I do know some competitors do up to 50% or up to 100%,” says Perezchica.

Other companies offer even more for some maintenance roles. “Onsite apartment caretakers receive a free apartment to live in,” says Theresa Busby, Vice President of Human Resources for Western National Property Management (WNPM), part of Western National Group, based in Irvine, Calif. Other kinds of employees can also receive discounts. WNPM offers a discount of at least 20% to onsite employees who choose to live at the community where they work.

Apartment companies do their best to stay aware of the perks offered by peers that are active in their area. RADCO offers tuition reimbursement and cellphone bill reimbursement, among other items.

To hold onto their best employees, apartment companies also clearly spell out the opportunities for advancement.

“People want to move up,” says Perezchica. “If there is just not that ability, they’ll move on.”

Many apartment companies invest in training and education for their employees. They reimburse employees for the cost of tuition for qualifying course work.

“Our employees are motivated to stay because we’re committed to their success,” says Busby.

WNPM offers “hundreds of world-class professional training courses offered in-house to help employees advance over their career,” she says.

New hires at WNPM also benefit from a peer-to-peer mentoring program for their first 90 days.

“We find that if new hires do not receive a strong onboarding experience, they are twice as likely to leave in the first 90 days,” says Baildon.

### **New career paths for leasing agents**

Apartment companies are also creating new career paths for employees like leasing agents to gain experience.

“Historically, the role of leasing agent has been a high turnover position — and it still is,” says Perezchica. “Why don’t we pay them more and give them more responsibility — give them a career growth path?”

In the past, the only career path for leasing agents was to be eventually promoted to become the assistant manager and then the manager of a property, roles that include operational tasks such as accounting work and managing maintenance crews. “We still have leasing consultants who have the aptitude not just for sales but for operations, and we encourage that,” says Perezchica.

More recently, Decron is developing new, advanced jobs for experienced leasing agents who specialize in sales.





Technologies like customer relationship management systems (CRMs) allow leasing agents to work with apartments at more than one property. These leasing agents can access and update information on potential customers gathered from all the communications the company has with them — from in-person visits to emails and conversations with artificial intelligence chatbots.

“They could manage or support a larger number of locations — three to five buildings,” says Perezchica. “We can pay them more and they can have more responsibility.”

Technology has also allowed apartment companies to allow certain employees to work from home.

“Everyone’s figured out that a lot of these jobs could be done remotely 100% of the time,” says Perezchica. “We have some key roles at corporate where somebody works in Florida and someone else works in the Midwest.” This flexible approach has helped Decron keep some employees on their payroll after they have had to move because of other changes in their lives.

Apartment companies can also attract and keep employees by “fostering a culture of belonging,” says Busby.

“Many of our employees have been with us for several years and even decades,” says Busby. “Our focus has been to create a workplace where employees feel valued and supported, which has proven effective in retaining our teams long term.”

WNPM recognizes the “employee of the month” at the onsite and corporate levels with its “You Rock” awards. Winners get a trophy, a personal mention on the company’s social media and a monetary gift. The company also celebrates work anniversaries, such as five, 10 and 15 years of service. Honorees receive a personalized plaque, a monetary gift and a formal luncheon in their honor with fellow recipients.

Employers can also create stronger connections with their employees by simply remembering and celebrating personal

employee events such as work anniversaries, birthdays or the recognition of the birth of a child or grandchild. They can foster friendly competitions and have a little fun with contests and prizes.

“It is harder to leave a job when you enjoy the people you work with and feel like you matter,” says Rieder. Castle Lanterra also shows employees that they matter by fostering open door policies where employees feel they can share ideas on how the community or company can improve, says Rieder.

Decron also plans regular events for its workers. “We have an employee engagement committee with members from different departments and different regions,” says Perezchica. “They make sure that we have a regular cadence of recurring events: Big, core yearly events and then monthly events.”

Decron regularly posts to social media about its events for employees like its summer picnic. “When the time comes that I need a position filled, we sprinkle that in between,” says Perezchica.

Decron also encourages its team members to post to social media sites. “They are our brand ambassadors,” says Perezchica. “That has been a really successful way to recruit people.”

WNPM also found ways to help its employees during the pandemic.

“Some of our employees were facing significant personal, medical and financial challenges,” says Busby. WNPM offered its employees zero-interest, short-term, personal loans of up to \$2,000. Many employees took advantage of the company program during the pandemic. “We were committed to finding a concrete way to show them that they are not alone and have our support,” she says. “These moments of genuine caring make employees feel like they’re part of a family, and that sense of belonging is a big reason people stay.”

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*Bendix Anderson is a freelance writer for units.*





Conshohocken Ridge outside of Philadelphia.

# Adaptive Reuse Projects Fill a Niche

*The frontier of building conversions from nonresidential to residential use continues to expand.*

BY ED FINKEL

**D**ownsizing of office spaces during and after the pandemic, the ongoing decline of non-high-end shopping malls, the continued rusting out of former factory and warehouse spaces and the need for more affordable housing in bustling urban and suburban areas have combined to create opportunities for developers who want to undertake adaptive reuse projects.

In 2023, former nonresidential buildings were converted into apartments at a rapid pace, with more than 12,700 created, up 17.6% from 2022, according to RentCafe.com. Of these, 36% were in former hotels, 28% in offices and 15% in

factories. New York City accounted for nearly 6% of all converted apartments nationwide in 2023 with 733 – all of them in former hotels – followed by Richmond, Va., with 662.

By the end of 2024, another 55,000 conversions were expected, with offices at 38%, followed by hotels at 24% and “other” buildings like schools and shopping malls at 20%. Washington, D.C., has had the most office-to-apartment projects, followed by New York, Dallas, Chicago and Los Angeles.

The International Association of Plumbing and Mechanical Officials (IAPMO), in a white paper titled, “Adaptive Reuse: Converting Offices to

Multi-Residential Family,” notes that the U.S. has 3.8 million fewer houses than it needs, according to Freddie Mac, while a combination of underbuilding since the mortgage crisis of the late 2000s and higher interest rates also are “contributing to the supply crunch.” Nearly half (46%) of renters are paying more than 30% of their income on rent, while nearly one-quarter (24%) are paying more than 50%, IAPMO notes.

But office space alone could never meet the needs of the housing crunch, says Christoph Lohr, Vice President of Technical Services and Research for IAPMO. “There’s no such thing as a silver bullet,” he says. “It’s going to





Courtesy BET Investments

take a portfolio of solutions.” Lohr says office conversions can be part of the solution to at least start chipping away at affordability issues. “It’s going to cost you a lot less than ground-up,” at least for the right building, he says.

Older office buildings are more likely to work both because they tend to be more elongated – with less windowless space in the middle – and their windows are more likely to be openable. “If you’re having to add ventilation with fans bringing in fresh air from the outside, that costs more money,” Lohr adds.

Local governments need to be willing to rezone properties for conversions to work, and in some cases, state tax abatements are necessary to make the financials work out, Lohr says. “You’ve got to make the numbers work, in the real world,” he says. “And then the buildings themselves, some of them are complex in terms of systems. Flexible mechanical and plumbing codes are important.... You want to have flexibility so you improve the feasibility of the project.”

Especially in a high-rise project, the

“There’s no such thing as a silver bullet. It’s going to take a portfolio of solutions.”

– Christoph Lohr

nature of existing plumbing systems is a key variable, Lohr says. “Having to add bathrooms and kitchens and laundry spaces into different apartments, and the water coming in and sewer going out, and the size of that can lend itself to potential costs. Especially if you’re having to rip up everything going toward the street,” he says.

Cincinnati-based Village Green Apartments has worked with developers on several adaptive reuse projects in the Midwest and South, according to Melissa Joy, Senior Vice President, who notes that such projects tend to move forward more quickly but vary in terms of expense, vis-à-vis ground-up developments.

Among these projects has been a conversion of two commercial office buildings in Cincinnati to apartments, with very large floor plans because the footprints lent themselves, to which townhomes were added in the courtyard area; pent-up demand led to very rapid lease-up of the 228 units with an average footprint of 1,333 square feet, Joy says. Another example was a conversion of

three buildings in St. Louis that had been a historic hotel, with as many as 40 different floor plans among its 300-plus units. “When you take a historical building, you have to get very creative to maximize the space,” she says.

A third redevelopment in which Village Green was involved, in downtown Cincinnati, is called The Mercantile Apartments because it’s in a historic building that continues to house the still-operating Mercantile Library; the space converted into 172 units that average 790 square feet most recently had been offices, Joy says.

“That’s another one with unique floor plans. It’s a prominent building – everyone knows where it is, it’s a staple of the downtown area,” she says. “When

“When you take a historical building, you have to get very creative to maximize the space”

– Melissa Joy

a building is built for something other than residential, there’s often not a parking plan associated with it. In an urban environment, that’s the first challenge to solve. We’ve been able to procure several parking options, including many spaces in the building and in the immediate vicinity of the building. The building is currently leasing and has its very first residents.”

To ensure the success of adaptive reuse projects, a management company like Village Green starts by partnering with an operator that’s well-versed in its sub-market, Joy says. “Knowing the market is critical,” she says. “Have a partner that you can digest data with, and slice it up in a way to make sure you’re getting the story.... That’s the demographic that can afford the rent. That’s why these people with this income would want to live there. And also being realistic for the timeline in absorbing units.”

Adaptive reuse projects often run into unpredictable problems, Joy notes. “I’ve heard of projects finding things they had to abate, finding walls they weren’t expecting to move that did have to be moved,” she says. “You pre-lease units, and you want to get people excited about living there, but you have to manage expectations. It’s critical to have ongoing communication between the people doing the building and the people renting the apartments.”

BET Investments, based outside of Philadelphia in Dresher, Pa., focuses on mixed-use developments that include a blend of apartments, retail and offices, in 11 mostly Eastern states, says Michael Markman, President. “We feel they have great synergies,” he says.



The Mercantile Apartments in Cincinnati.

Courtesy Village Green



Among the company's conversions have been the Granite Run Mall in Media, Pa., known as the Promenade at Granite Run, in which BET tore down a significant chunk of existing retail space and built 192 residential units and 843,000 square feet of retail; another 208 units are under construction. In Horsham, Pa., the company bought a 100,000-square-foot office building, tore it down and built 256 apartments on the 10-acre site. In Blue Bell, Pa., BET will convert a 130,000-square-foot office building with parking underneath to 100 apartment units and add another 80 units on an existing parking lot.

BET Investments has undertaken projects that involve at least partial teardowns, Markman says, adding that probably only about 20% to 30% of office buildings make sense for conversion. "The conversions are so expensive," he says. "They can be profitable, but they're not highly profitable. Older office buildings, between the systems and electrical, and dividing the space up, they're a lot of work. The ceiling heights are never where you want them to be.... You have to find the right location where the rents are going to be high enough to justify the cost."

Another challenge with conversions tends to be zoning, which often doesn't match what the developer has in mind, so they need to work with the municipality and make concessions such as off-site improvements, Markman says, although those concessions have been somewhat abated in recent years. "People are going back to work, but not in the way they were pre-COVID," he says. "Tax bases are shrinking, and communities



**Above & Below:** The Residences at The Promenade in Dresher, Pa.



realize they have to figure out other uses for these pieces of land. There's a higher receptivity lately."

For example, BET Investments recently bought a property called Conshohocken Ridge in Conshohocken, Pa., at a substantial discount. It's an eight-office-building property with a high vacancy rate, and the company plans to tear down three of those buildings and put up 20,000 square feet of retail and 200 apartments, Markman says.

"We will end up having well-leased office space, retail with a high-end grocer and apartments above it. It makes for kind of an interesting symmetry," he says. "Office buildings will start to fill up more because they realize they can walk to retail. Apartments always do better when you have a grocery store. The three uses benefit from each other."

BET Investments always looks for highly visible locations on busy roads in putting together these mixed-use

**“You have to find the right location where the rents are going to be high enough to justify the cost.”**

*— Michael Markman*

conversion deals, same as a shopping center might, Markman says. "We pick locations for apartments, even if they're not mixed-use, that would otherwise be good for retail," he says.

In some cases, department stores or other large users might want to stay, and you need to build around and work with them, Markman says. "You have to have lots of conversations," he says. "There's less flexibility than with a greenfield, but it gives you well-located dirt.... We'd probably do it again for the right mall location. They generally have restrictions on the property, and you have to work with them to release the restrictions, with reciprocal easement agreements. If you can't find mutual benefits, it won't work."

Kimco Realty, headquartered in Jericho, N.Y., with over 550 properties across the country, has been building new multifamily developments on its existing retail properties where the company has excess parking and can create appropriate density given community zoning, says Geoffrey Glazer, Senior Vice President of National Development. "There's a tremendous synergy between multifamily use and retail use," he says.

At the Pentagon Centre development in Arlington, Va., Kimco tore down 6,500 square feet of existing retail space (329,000 remains) and modified and moved some of the parking structure. The company then built two new residential towers — one called The Witmer, with 440 units, and the other dubbed The Milton, with 253 units — both of which have retail on the first floor.

"You come home, you get to walk out and go to the grocery store, walk out to get other soft goods," Glazer says.



The Witmer in Arlington, Va.

Courtesy BET Investments



“You have the entertainment of movies... and other things we add to our centers.... It plays off well for retailers who have a core group of residents who love to eat at the restaurants, go shopping at the grocery store or drug store; they’re very complementary to one another.”

Adaptive reuse conversions more typically occur in Class B office buildings, most often in major cities like New York or Washington, D.C., Glazer says. “People have done retrofits and turned them into hotels or multifamily,” he says. “Retail-wise, with big boxes or malls, if you have a vacant [department store], it’s very challenging to convert that into multifamily. You’re putting a new structure in and getting more height so you can have a layout that actually works.”

Retrofitting office buildings is not easy either, Glazer says. “The footprints of those floorplates are not very suitable for multifamily,” he says. “With a big footprint of 25,000 square feet, it’s easy to do the perimeter. But the interior units, unless you carve away and let natural light come through in the middle of the building, it gets very challenging. The columns are in the wrong location; the utilities might not be in the right spot.”

On the plus side, reusing existing buildings might gain quicker sign-offs from the municipality and local community, especially in the context of historical facades, Glazer says. “People don’t like to see abandoned buildings in their communities,” he says. “If you’re able to reuse, it might turn around [approvals] quicker than ground up.”

Lohr says the U.S. will continue to see an increase in adaptive reuse as the

“People have done retrofits and turned them into hotels or multifamily.”

— Geoffrey Glazer

population grows and as office space leases signed before the pandemic continue to expire in the next few years. “Certainly, some companies are going back, but even the office environment itself is shifting from individual offices to more collaborative spaces, and were doing so before the pandemic,” he says. “So, there’s likely going to be more office space available in the near future.”

Adaptive reuse also drives sustainability, given that the most sustainable building is one that’s already been built, Lohr notes. “Many Americans enjoy walkable cities,” he says. “Converting offices in a large metropolitan area to residential or mixed-use helps promote more of a many-things-in-one-area walkability that brings people together.”

*Ed Finkel is a freelance writer for units.*



The Milton in Arlington, Va.



# Resident Wish List: Part I

BY BARBARA BALLINGER

**A** new year begets wishes for many residents, and those cited most often these days are low maintenance and services to help simplify living, strong internet connections, safety and security, fitness facilities and pet-friendly rules and spaces to pamper them. Including several or all can make a difference in attracting residents and retaining them as many now stay longer than they once did due to mortgage rates and prices

remaining high, says Meghann Van Dorn, IIDA LEED AP ID+C, Director of Interior Design for The Architectural Team (TAT). Many also seek residences that reflect the latest design trends seen in model homes, magazines and design sites, and on TV. “They don’t want to live in a property that looks out of date,” Van Dorn says. Here’s more of that was heard, which can help guide companies in their decision-making capabilities. Part Two of this article will be featured in the next issue of units.



Courtesy Larken Associates

The pool and playground at The Reserve at Crosswicks in Bordentown, N.J.

120-unit community in a location that has the advantage of being across the Delaware River from Pennsylvania. “While it’s a non-traditional market for multifamily development, the location offers renters a luxury living experience at a fraction of the cost compared to areas closer to Philadelphia and New York City,” she says.

## Smaller suburban markets.

Developers are turning to smaller suburban markets underserved by modern multifamily buildings, says Jillian Dorell, Director of Design, Larken Associates, Branchburg, N.J. Lower development costs and favorable demographics make it possible to construct large amenity-rich communities in such areas, she says. At Monte View at Pohatcong in Pohatcong Township, N.J., the company is building a



## Easy, convenient, sustainable living.

How to lower maintenance and make life easier manifests itself in multiple ways. TAT extends quartz countertops along the back walls in kitchens for a seamless, easier-to-maintain surface than painted gypsum board. “Many residents also like the look since it connotes a higher-end finish,” says Van Dorn. The desire for easier living also leads to more hardwood flooring and luxury vinyl planks in bedrooms rather than carpet, which is harder to clean and not as hypoallergenic, she says. Good, basic appliances with stainless steel fronts are another option residents are searching for, according to John Carroll,

Principal with Charleston, S.C.-based Lakeland Capital. Granite countertops may be more expensive than laminate but the company, which focuses on value-add properties, finds that it’s a worthwhile upfront investment, along with dishwashers and tackling deferred maintenance. Easy living also means that property management responds quickly to residents’ needs, says Chris Fletcher, Executive Vice President, Development with Atlanta-based Cortland. Some will pay a slight premium for that extra ease-of-living lifestyle. Also desired is reliable internet service throughout a property. “This matters more than flashier features,” he says. Easy living also shows up in sustainable materials, systems and choices that last, a request especially among younger renters, who want access to transit, groceries, walking trails, smoke-free buildings, car sharing and even water bottle filling stations, says Brad Mawhinney, Vice President of Operations, GMH Communities, a Newtown Square, Penn.-based developer.

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The kitchen and living area of a unit at The Cove by TAT in Worcester, Mass.

## Security and safety.

How this translates depends on the property, its price point and design, but many set up gates to enter with a code to input and an app to operate a smart lock in a unit so they don’t have to worry about keys for themselves, guests and outside maintenance staff. Garages may be enclosed and well-lit and also require codes to enter. For outside lots, buildings try to ensure safety with good illumination, gated digital access, CCTV security cameras and fencing, says Jeff Klotz, founder and Chief Executive Officer of The Klotz Group of Companies. The goal is to use systems that aren’t complicated, says Fletcher, who adds that for more of his company’s new builds, it incorporates EV stations, which make it easier for drivers to avoid searching for a charging system outside their property. At more urban luxury properties, GMH Communities staffs buildings with a concierge, Mawhinney says.

Courtesy GMH Communities



Torre student living by GMH Communities in West Campus, Austin, Texas.





The gym at 1900 Broadway in Oakland, Calif.

© Brian Kitts Visuals 2024

## Mixing uses.

One of the newer trends is for more mixed-use within a community so residents need to leave a building less often, what Behring Co. terms “full stack.” In the company’s 1900 Broadway tower and adjacent 1950 Franklin office building – which Behring recently acquired to create a connected “urban campus” – there are offices and co-working, access to mass transit and

private EV car share fleets to avoid needing a car, plus restaurants, retail and a gym, a concept the firm hopes to roll out in other gateway high-tech markets. Larken has added EV charge stations for residents, retailers and customers coming to shop. “We’ve had great success doing this,” says Dorell.



A rendering of the Tenmile River Master Plan by Cooper Robertson.

Courtesy Cooper Robertson

## Themed planned communities.

Residents seek a sense of community and one way for them to gain this is by living in a master-planned community where a mix of styles and price offer choice and large swaths of land set aside permanently for active and passive use, says architect Mike Aziz, AIA, LEED AP, Partner at New York City-based Cooper Robertson. Among the newer trends is to encourage those who live nearby but outside the community to make use of the open space and resources. “In generations past, there was no investment in the community

spaces and little desire to make each unique, but that’s changed,” Aziz says. In an indication of how that approach has changed, Aziz points to examples from around the country including the Avalon development in Alpharetta, Ga., where the town center bisects open space where movies, yoga classes and other activities take place. “The developer wants to make public spaces come alive to draw in people from the outside,” he says. The Tenmile River Master Plan transforms a decommissioned state psychiatric campus into a vibrant new Hudson Valley, N.Y., community. Many are also now designed with a theme to unify parts, especially if different builders design different housing. Some themes reflect “agrihood” and New Urbanism similar to Serenbe near Atlanta or those found in Catskills, Hudson Valley or Adirondack living in New York. Or they may be designed for second home living, the case with Silo Ridge near Amenia, N.Y., with trout fishing. Many also include a retail/commercial component with experiential uses, and sometimes loft living above “stores.” More are adding hotels, inns and restaurants to meet demand, as Serenbe did. The overall aesthetic varies, often inspired by an area’s architectural vernacular and landscaping, Aziz says.



## Integrated communities, outside and inside.

Even when there isn't an overall master plan, many developers work to integrate their buildings into the community and neighborhood more seamlessly, says Dorell. Larken tries to do this by reflecting the environment whether rural or urban. It also seeks ways for residents to engage more with peers through events that foster neighborly connections. Diana Pittro, Executive Vice President with Chicago-based RMK Management Corp., pegs the change to life after COVID-19 and residents wanting to feel less isolated. Her property management firm organizes a comprehensive schedule of creative events, from game nights to yoga by the pool, get-to-know-you dinners and holiday parties but varies them by location, type of community and demographic. "High-rise buildings sometimes do social events on site but can also host at a nearby restaurant," she says. Events that work well are kid-, pet-, wellness-related and seasonal. Also popular are free coffee bars and refreshment centers. What's faded in popularity, Pittro says, are door drops, since the giveaways proved wasteful and didn't foster face-to-face interactions, and on-the-go breakfast events. Also, more underused amenity spaces are repurposed based on trends such as racquetball into pickleball courts or open common areas into private conference rooms.

*Barbara Ballinger is a freelancer for units. She is the co-author of 20 books; her latest is Kitchen Conversation: Sharing Secrets to Kitchen Design Success (Images Publishing).*



Courtesy RMK Management Corp.

A get-to-know-you dinner organized by RMK Management.

## A Developer's Wish List

The goal remains to make a profit but it's become harder with upward pressure on operating and construction costs due to increases in labor costs, capital and interest rates and the downward pressure by residents to lower rents, says developer Jeff Klotz. "More tend to be happy to break even on projects they started a few years back before interest rates rose," he says. And there's also the pressure to keep amenities up to date by addressing and changing them every two to five years, he says. "A pool is still a pool but styles change and wear and tear occurs, and we need to change the finishes, tile, furnishings," he says. Keeping your property and its amenities fresh, updated, clean and ready to use is a requirement that is often overlooked, Klotz says.





# The Value of Advocacy: Responding to the White House Blueprint

A review of advocacy wins, industry impacts and a look at what's next.

BY NICOLE UPANO

Over the past few years, Biden Administration activities touched all aspects of owning, managing and developing rental housing, most prominently through its Blueprint for a Renters Bill of Rights (the Blueprint). Released in early 2023, the Blueprint intended to:

- Unveil five nonbinding principles to guide future policymaking at all levels of government;
- Propose more than 20 federal agency actions intended to increase fairness in the rental market and further principles of fair housing; and
- Launch its Resident-Centered Housing Challenge, a call-to-action for housing providers and stakeholders to improve the quality of life for renters.

Over the past two years, the National Apartment Association (NAA) responded at every turn to relevant federal regulatory activity and proactively inserted the industry's perspective in national policy conversations. As the rental housing industry navigates 2025 — and a changing federal landscape in Washington —

NAA is revisiting former President Biden's policy priorities across federal agencies, sharing how the industry has been impacted and touching upon our federal advocacy thus far to advance sensible rollbacks from the Trump Administration.

## NAA's Blueprint Advocacy

In response to the growing importance of advocacy, NAA quadrupled its capacity for engagement with federal agencies charged with carrying out the Blueprint, including the:

- Consumer Financial Protection Bureau (CFPB)
- Department of Justice (DOJ)
- Department of the Treasury (Treasury)
- U.S. Department of Housing and Urban Development (HUD)
- Federal Housing Finance Agency (FHFA)
- Federal Trade Commission (FTC)
- Government-Sponsored Enterprises (the GSEs)  
Fannie Mae and Freddie Mac





NAA responded to nearly 40 agency actions related to the Blueprint directive, including 34 comment letters to agency officials to help them understand impacts to housing markets and rental communities. NAA worked together with its coalition partners to further amplify the industry's perspective with regulators contemplating major changes to federal policies. Every step of the way, its efforts were amplified by countless member and affiliate actions – 11,651 in 2024 alone – that provided critical state, local and industry perspective.

With equal enthusiasm, NAA answered the call to the White House Resident-Centered Housing Challenge by promoting the industry's top resident service programs, highlighting practices that prioritize the needs of residents, and encouraging rental housing cost transparency. NAA made significant waves to increase fee transparency among the users of its national lease program, NAA Click & Lease.

## Top Blueprint Priorities & Outcomes

- **Evictions** – On December 13, 2024, HUD issued its final rule requiring at least 30 days' notice prior to filing for eviction due to nonpayment of rent at Project Based Rental Assistance (PBRA) properties. During the Biden Administration, HUD maintained that a COVID-era eviction notice

requirement for covered housing remains in effect despite Congressional intent that the requirement was a temporary, emergency measure. NAA continues its advocacy to eliminate any ambiguity, both legislatively and regulatorily, that this CARES Act-derived requirement ended in 2020.

- **"Junk Fees"** – Thanks to the tireless advocacy of NAA and its industry partners, the Federal Trade Commission (FTC) notably excluded the rental housing industry from its final "junk fees" rule, Trade Regulation Rule on Unfair and Deceptive Fees. It is an acknowledgment that the landlord-tenant relationship fundamentally differs from the single-point transactions ultimately regulated in this rule.
- **Inspections** – As HUD rolled out its National Standards for the Physical Inspection of Real Estate (NSPIRE), which standardizes required inspection protocols for public housing and HUD-assisted housing like units utilizing Section 8 Housing Choice Vouchers, NAA facilitated multiple virtual and in-person opportunities for hundreds of its members to learn more about the changes to their compliance responsibilities and to provide real-time feedback to HUD leaders. Recognizing the importance of these events, NAA will continue these offerings under the Trump Administration.

## “NAA answered the call to the White House Resident-Centered Housing Challenge by promoting the industry’s top resident service programs...”

- **Landlord-Tenant** – The Federal Housing Finance Agency, Fannie Mae and Freddie Mac announced new landlord and tenant requirements for Enterprise-backed housing: 30-day notice of rent increase; 30-day notice of expiration of lease and a five-day grace period for late fees. Because of the industry’s advocacy efforts, housing providers avoided the possibility of rent caps for Fannie- and Freddie-backed properties. Evaluating the feasibility of rent control was a priority of the Biden Administration.
- **Rent-Setting** – As part of the Blueprint, DOJ committed to host a workshop on the impact of modern methods of information-sharing in consumer-facing markets to inform potential guidance on the issue as it relates to anti-competitive practices. While a workshop was never held, the DOJ joined by the Federal Trade Commission pivoted to issuing antitrust compliance guidance for housing providers. Notably, the DOJ filed Statements of Interest in industry-related antitrust lawsuits with the FTC joining one. These statements challenged the use of algorithms and revenue management software in industry operations. While this area of antitrust law evolves, NAA remains a trusted source of information for the industry.
- **Resident Screening** – In light of the industry’s strong advocacy against HUD’s proposed criminal screening requirements for HUD-assisted housing, the Department has announced its withdrawal of the Reducing Barriers to HUD-Assisted Housing rule. It would have established a three-year lookback period for criminal activity that covered housing providers could use as the basis for a housing denial; severely narrowed the scope of criminal activity that covered housing providers could evaluate in the screening process; and elevated the standard of proof for evictions based on criminal activity.
- **Resident Screening and AI** – As part of its commitment to protect renters from housing discrimination and keep them informed of their rights, HUD issued fair housing guidance addressing the use of tenant screening algorithms and advertising on online platforms in ways that may violate the federal Fair Housing Act. NAA reinforced

the importance of resident screening as a risk mitigation tool and the business cases in rental housing for artificial intelligence with HUD officials and the U.S. Government Accountability Office, which expressed

interest in publishing research on this issue.

- **“Source of Income”/Section 8 Mandates** – To align with its Blueprint commitment to explore ways to require housing provider participation in the Section 8 Housing Choice Voucher program, HUD announced its one-stop shop on source of income enforcement, including a memo stating that Fair Housing Assistance Program (FHAP) recipients may use HUD funds to design source of income testing projects to detect discrimination that may violate the federal Fair Housing Act, despite “source of income” not being a federally protected class. HUD’s website also clarifies that Low-Income Housing Tax Credit (LIHTC) properties are “expressly prohibited from discriminating against voucher holders.” Owners are required to certify annually that they are adhering to this requirement, while state housing agencies must monitor compliance. Despite these efforts, NAA maintains that the best ways to spur housing provider participation in the HCV program are through meaningful program improvements and streamlined administration by public housing agencies, not source of income mandates. Throughout 2024, NAA facilitated opportunities for industry leaders and affiliate partners to share feedback and speak directly with HUD officials during our innovative, seven-stop roadshow, an important collaboration between NAA and HUD.

### What’s Next?

NAA continues to explore all avenues to defend the industry against adverse housing policies. For example, Biden Administration rulemaking activities that were submitted to Congress after August 1, 2024, are subject to review and potential rollbacks during the current session of Congress that began January 3, 2025. NAA urges Congress and the Trump Administration to pursue a balanced and sustainable approach to policymaking.

*Nicole Upano is NAA’s AVP, Housing Policy & Regulatory Affairs Government Affairs.*



# NSC Insider

## Driving Resident Interaction with Genuine Stories

*Creating meaningful interactions with social media and the digital atmosphere.*

BY STEPHANIE ANDERSON

In today's hyper-connected world, authenticity is the currency of trust – and that's earned through the voices of real people. User-generated content (UGC) is a cornerstone of effective storytelling, offering a unique blend of relatability and impact. The importance of resident-driven narratives in fostering vibrant, connected communities cannot be overstated. From building trust to sparking engagement, UGC empowers residents to shape their community's story, creating active participants rather than passive observers. When strategically integrated into platforms like social media, blogs and websites – and amplified by cutting-edge AI – UGC strengthens current resident relationships and attracts prospective ones by showcasing the community's authentic culture. Harnessing the transformative potential of UGC can enhance resident engagement and overall property performance.

### Using Social Media to Engage

Social media can offer a dynamic space for engaging residents with the right strategies. Regularly sharing resident stories and community events on social platforms can create a vibrant online presence. Engaging residents with interactive content, such as polls or live Q&A sessions, encourages participation and strengthens connections. Additionally, showcasing the community's vibrant culture through user-generated content not only retains current residents but also attracts potential new ones, making it a vital organic tool in community engagement.

### The Importance of Blogs and Websites for UGC

Blogs and websites serve as critical platforms for residents to express their unique experiences and viewpoints. Sometimes underestimated and overlooked, these digital spaces allow for more comprehensive storytelling, highlighting the community's culture and core values. By dedicating a specific blog or section on the community website, residents can contribute articles, testimonials or even creative works, simultaneously creating a sense of community and a valuable marketing tool. It showcases the community's diverse voices and builds a lasting digital repository of shared memories and insights. Furthermore, a well-maintained presence acts as an invaluable resource for prospects, offering them an in-depth look into the community's atmosphere and lifestyle.

### Applying AI for Optimization

Using AI tools can significantly enhance resident engagement by

optimizing content for maximum impact. A significant percentage of companies, around 77% according to National University, are already using or considering the use of AI to improve their business strategies. These tools help communities personalize content to align with resident preferences and interests, making stories more relevant and engaging. AI analyzes trends and provides insights into the types of content that resonate the most, allowing for more targeted storytelling. Additionally, AI can help automate content curation and distribution, ensuring the right stories reach the right audience at the right time. This targeted approach not only enhances the resident experience but also maximizes engagement by catering to individual interests and preferences.

### Evaluating Success and Engagement

Evaluating the effectiveness of resident engagement and UGC efforts involves examining specific metrics that reflect interaction and interest. On social media, tracking metrics such as likes, shares and comments helps identify the types of content that resonate with the community. For blogs and websites, monitoring page views, bounce rates and behavior flow offers valuable insights into the content's appeal and relevance. Utilizing AI tools can further refine this analysis by identifying patterns and enabling more tailored content creation. Conducting periodic surveys provides direct feedback from residents about their engagement levels and content preferences. This feedback loop is crucial for understanding the community's evolving interests and ensuring that the content remains fresh and engaging. Real-time analytics tools help monitor engagement trends, allowing for quick adjustments to strategies as needed. It's also beneficial to examine qualitative data, such as the nature of comments and direct messages, to gain deeper insights into residents' sentiments and experiences. This data reveals underlying themes and issues that might not be evident through quantitative metrics alone. Regularly analyzing these metrics and feedback ensures that the community remains responsive and adaptive to residents' needs, fostering a dynamic and interactive environment.

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*Stephanie Anderson is Senior Director at Grace Hill, an NAA National Suppliers Council (NSC) member company. Visit <https://nsc.naahq.org/directory> to quickly find the suppliers, products and services you need through both location and category-specific searches.*

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*The National Suppliers Council (NSC) is a prestigious network of suppliers within the National Apartment Association (NAA) that serves as the expert voice and advocate for all apartment industry solution providers. This NSC Insider column is new and dedicated to offering a unique, service provider view of the industry via insight and trendspotting for units' readers.*

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## DAILY THEMES

April 14

### MONDAY

Leadership & Support Services

April 15

### TUESDAY

Maintenance & Service Professionals

April 16

### WEDNESDAY

Apartment Onsite Teams Day

April 17

### THURSDAY

Super Supplier Collaborator

April 18

### FRIDAY

Why I Love My RPM Career



# RPM Careers Week 2025 Preview

## *An inside look at the weeklong celebration of residential property management.*

BY TERRELINE (SHELLIE) SIMS

It's just about the time of year when the National Apartment Association (NAA) and the National Apartment Association Education Institute (NAAEI) get excited – as they have the fortunate opportunity to celebrate and honor the dedication and commitment of employees who support the rental housing industry. Residential Property Management (RPM) Careers Week is coming up, being celebrated this year from April 14–18.

NAAEI has maintained the tradition of commemorating RPM Careers Week with a five-day offering of daily themes and challenges, and this year, new and enhanced prizes.

"We are excited to celebrate this year's RPM Careers Week as we explore new ways to inspire and engage our incredible industry professionals," said Crystal Dukes, RPM Careers Committee Vice-Chair, and Director of Training, Education and DEI Strategies with Salt Lake City-based RealSource Properties. "By sharing their stories and successes, we can encourage them to recruit and mentor the next generation of multifamily leaders. A career in our industry is not only dynamic and rewarding but also life-changing for those who may not yet realize the opportunities available."

The themes for RPM Careers Week 2025 include "Leadership and Support Services," celebrated on Monday, April 14. This theme is being brought back for the second year with the hope to remain on the schedule. Traditionally, this category of employees is not ordinarily identified as active contributors to the success of an apartment community, but they make things happen. These staff maintain roles in departments such as office administration, human resources, information technology, marketing, training, professional development, legal services and finance. They perform critical tasks such as responding to prospective resident inquiries, hiring and training qualified employees, managing the company's technology footprint and handling payroll and the company's legal affairs.

Maintenance and service professionals will be showcased on Tuesday, April 15 to praise them for their significant need in the upkeep and safety of communities. They ensure properties and residences are in good working order and meet the satisfaction of residents. Often, they serve as first responders for communities in scenarios of flood, fires, power outages and other safety hazards. Their presence, knowledge and immediate action contribute to the overall well-being of communities and protect and maintain communities' property values.

"Apartment Onsite Teams Day" returns for the sixth straight year after it was established in 2020 to recognize onsite teams

of professionals doing essential work during the pandemic. This year, we'll celebrate onsite teams on Wednesday, April 16. During the pandemic, these employees spent time at properties daily and had to reconceptualize their operations to cater to residents who were spending considerably more time than before sheltered in place. NAA has endorsed Apartment Onsite Teams Day as an important day in history for the multifamily community and designated it as one that will continue annually to "give our industry a boost for the grassroots onsite teams, and [help] with the frequent changes we are making in how we run our businesses," said Rick Graf, 2021 NAA Board Chair.

Communities and residents receive a lot of support and provision from suppliers, a robust component of the industry that provides some of the most necessary goods and services to support staff and residents, such as financial services, locksmiths, security, pest control and trash valet services – just to name a few. These relationships are valued in the rental housing industry; our "Super Supplier Collaborators" will be celebrated on Thursday, April 17.

Rounding out the week on Friday, April 18 and ending on a high note, hear testimonials from industry professionals about why they enjoy working in the multifamily housing industry. "Why I Love My RPM Career" day allows anyone – be it newcomers to the industry or those that have found a home in residential property management – to acknowledge the joy of working in rental housing. NAAEI RPM Careers Committee Chair Ishea Shephard, Executive Vice President with AMC Delancey Group in Philadelphia said: "Many people find themselves in the residential property management industry by accident, essentially 'falling into the industry,' only to fall in love with it. I am passionate about RPM Careers Week because it allows us to spread awareness and highlight the range of roles available. I am hopeful... we will increase the size of the talent pool for hiring and find more people who choose our industry for a career."

Industry-wide celebrations for RPM Careers Week will be displayed on social media and in person across the nation, and we want you to help share the love! Throughout the week, be sure to share your photos, videos and shout-outs on social media using the hashtags #RPMCWeek, #RPMMoments, #RPMJourneys or #ResidentialPropertyManagement.

*Terrelaine (Shellie) Sims, MS, is NAAEI's Director of Workforce Development and Career Awareness.*

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- **Dominique Walker**, Sr. Property Manager

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Dominique  
has to say:**





# 10 Affordable Housing Key Takeaways from the 2024 Voice of the Property Manager

The insights in this article are drawn from the 2024 Voice of the Property Manager report from the National Apartment Association and sponsored by MRI Software. Affordable housing plays a critical role in addressing the nation's housing crisis, but how does its operations as it relates to property managers' experiences compare to conventional multifamily housing? These 10 takeaways uncover unique working conditions, training gaps, technology trends and future opportunities in affordable housing.

**1 Workload:** Both sectors report significant concerns regarding workload, indicating a high demand work environment. 26% of affordable housing participants reported being “far too busy,” compared to 11% in conventional multifamily housing.

**2 Work-Life and Workplace:** Participants in both sectors feel positive about their work environment – most agree their roles are secure, they enjoy their workplace, have the necessary tools to perform effectively, appreciate their colleagues and take pride in their place of work.

**3 Health Impact:** A plurality of respondents in both sectors indicated that their work had no impact on their physical health. However, mental health impacts were notable, with 51% of affordable housing and 36% of conventional multifamily participants reporting high levels of mental health impact.

Visit  
[naahq.org/voice-property-manager-2024-edition](https://naahq.org/voice-property-manager-2024-edition)  
 for the full report.

**4 Career Mobility:** A higher percentage of affordable housing participants (26%) reported plans to leave for another industry, compared to the 15% of those in conventional multifamily housing.

**5 Training Received:** Over the past year, participants in both sectors reported receiving training in similar key areas: Legal and compliance, existing products or services, and diversity, equity and inclusion.

**6 Training Lacking:** Both sectors identified gaps in training, with notable similarities and slight differences in ranking. Affordable housing participants expressed the highest degree of training deficiencies for mental health and wellness, whereas conventional multifamily respondents felt legal and compliance training was insufficient. Artificial intelligence (AI) stood out as the most significant training gap for both groups.

**7 Technology Adopted:** In the last 18 months, affordable housing participants emphasized adoption of resident portals and mobile apps, while conventional multifamily participants focused more on social media and online leasing, highlighting a notable disparity in technology adoption priorities.

**8 Usability of Current Solutions:** Usability ratings revealed minor differences in intuitive solutions but similarities in challenging ones. Affordable housing participants found resident portals and property management/accounting solutions most intuitive, while conventional multifamily participants favored online/digital leases and resident portals. Both sectors agreed that AI/process automation and fraud prevention/ID verification solutions were the most challenging.

**9 Property Management Software:** Affordable housing participants showed a higher likelihood of switching property management software, with 28% expressing a willingness to switch, compared to 16% in conventional multifamily.

**10 Future of Property Management:** There are differing views on the future. While 27% of conventional multifamily housing operators expect more tech enabled property managers, only 9% of affordable housing operators foresee this trend.

*Erioreoluwa (Eri) Bajomo is NAA's Industry Research Analyst.*

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**JAY SHETTY**  
● ● ● ● ● ● ● ● ● ●  
Author, Podcast Host and Entrepreneur

● ● ● ● ● ● ● ● ● ●  
**REACH FOR GOLD**  
**Friday General**  
**Session**



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Please join the NAA Education Institute in congratulating these individuals who earned their credentials in November and December 2024.

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### CERTIFIED APARTMENT LEASING PROFESSIONAL (CALP)

|                          |                        |                  |                              |                               |               |    |
|--------------------------|------------------------|------------------|------------------------------|-------------------------------|---------------|----|
| Stephanie Adegbule, CALP | Hanover                | MD               | Evelyn Gonzalez, CALP        | Grady Management              | Centreville   | VA |
| Shiane Anthony, CALP     | Carnegie               | PA               | Morgan Gray, CALP            |                               | St. Louis     | MO |
| Tabatha Arbogast, CALP   | Cathcart Management    | Charlottesville  | Cedric Hendrix, CALP         | Barrett and Stokely           | Charlotte     | NC |
| Stephanie Balcazar, CALP |                        | Houston          | Amanda Hernandez, CALP       |                               | New Orleans   | LA |
| Madeline Baldwin, CALP   | RKW Residential        | Granite City     | Taylor Hoard, CALP           |                               | Greensboro    | NC |
| Michelle Barrett, CALP   |                        | Oak Park         | Amanda Hoffner, CALP         | Investors Mgmt. and Marketing | Minot         | ND |
| Olivia Bietz, CALP       |                        | Port Matilda     | Mayra Veronica Holguin, CALP |                               | Chula Vista   | CA |
| Christine Biriatic, CALP | Cornerstone Properties | Pontiac          | Ava Ingegneri, CALP          | STOA Group                    | Hammond       | LA |
| William Boyce, CALP      |                        | Menomonie        | Ashley Jackson, CALP         |                               | Detroit       | MI |
| Angela Brienza, CALP     | Kaplan Companies       | Edison           | Michael Jones, CALP          |                               | The Woodlands | TX |
| Afia Cannie, CALP        | Winn Residential       | Virginia Beach   | Alicia Jones, CALP           | TAMC                          | St. Charles   | MI |
| Rebecca Cavanaugh, CALP  | Princeton Properties   | Lowell           | Karl Kramer, CALP            | St. Regis House Holdings      | Canton        | MI |
| Angelina Connuli, CALP   | Morgan Properties      | Philadelphia     | Austin Leahy, CALP           |                               | Centennial    | CO |
| Jakima Crudup, CALP      | Blue Ridge Companies   | High Point       | Ashley Liggins, CALP         |                               | Detroit       | MI |
| Madison Davis, CALP      | Olympus Property       | Peoria           | Brandon Liljestrand, CALP    |                               | Plano         | TX |
| Madeline DePalma, CALP   | Hudson Companies       | Monroeville      | Katrece Lomax, CALP          |                               | Florissant    | MO |
| Travis Drolet, CALP      |                        | Philadelphia     | Bridgett Maddox, CALP        | Madera Residential            | Houston       | TX |
| Lyndsay Fitzgerald, CALP |                        | Glen Allen       | Kennedy Majid, CALP          | Olympus Property              | Katy          | TX |
| Nicole Fraser, CALP      |                        | Laurel           | Angela Mayes, CALP           |                               | St. Louis     | MO |
| Emily Frye, CALP         |                        | Edinboro         | Ashley Mayo, CALP            | Berger Communities            | West Mifflin  | PA |
| Gabriela Gagnon, CALP    | PRG Real Estate        | Chester          | Gabriela Medina, CALP        | Princeton Properties          | Worcester     | MA |
| Tianna Gaines, CALP      | ModLi Management       | Sterling Heights | Taylor Miragliotta, CALP     |                               | Turtle Creek  | PA |
| Ramon Gardner, CALP      | Hunt Club (MD)         | Gaithersburg     | LaDasia Morris, CALP         |                               | Washington    | DC |
| JJ Garrett, CALP         |                        | Lake Waukomis    | Kamilah Munford, CALP        | Russo Development             | Hicksville    | NY |
| Sarah Garvey, CALP       | CMG Leasing            | Radford          | Eboney Myers, CALP           |                               | Montgomery    | TX |
| Annette Giosa, CALP      | Morgan Properties      | Marlton          | Tyler Nelson, CALP           |                               | St. Louis     | MO |
| Shayla Gladden, CALP     | Reserve at the Knolls  | Omaha            | Brandie Pair, CALP           | BSR REIT                      | Little Rock   | AR |
| Jordan Gnoose, CALP      | Oakwood Mgmt. Company  | Columbus         | Katrina Rosa Parker, CALP    | Anthos Gardens Apartments     | Detroit       | MI |

## CERTIFIED APARTMENT LEASING PROFESSIONAL (CALP) CONTINUED

|                         |                               |               |    |                        |                        |                  |    |
|-------------------------|-------------------------------|---------------|----|------------------------|------------------------|------------------|----|
| Rayshaun Phillips, CALP |                               | Bingham Farms | MI | Mikala Shields, CALP   | MAA                    | Kansas City      | MO |
| Alexis Pusateri, CALP   | Monroeville Apartments        | Monroeville   | PA | Jewelina Sims, CALP    | CIP Communities        | Lincoln          | NE |
| Brandi Ramm, CALP       | Morgan Properties             | Annandale     | NJ | Chandler Small, CALP   | Arrive Streeterville   | Chicago          | IL |
| Dinah Redd, CALP        |                               | Overland Park | MO | Marissa Stakeley, CALP |                        | Moundsville      | WV |
| Madeline Redden, CALP   | Cushman & Wakefield/Thalhimer | Richmond      | VA | Jade Taylor, CALP      |                        | Washington       | DC |
| Travis Riggins, CALP    |                               | Houston       | TX | Madisyn Tolles, CALP   | PRG Real Estate        | Liberty          | MO |
| Bayan Roustom, CALP     |                               | Matthews      | NC | Erin Turner, CALP      | 2B Residential         | St. Louis        | MO |
| Kim Scherber, CALP      | Bay Management Corp.          | Stoughton     | MA | Kristy Weatherly, CALP | 2B Residential         | St. Louis        | MO |
| William Schwartz, CALP  | Bernstein Mgmt Corporation    | Washington    | DC | Hannah Winther, CALP   | Harbor Cove Apartments | Hamburg Township | MI |
| Kayla Scoggins, CALP    | GHC Living                    | Hartville     | OH | Nakeysha Wisdom, CALP  |                        | Novi             | MI |
| Scott Selby, CALP       |                               | Littleton     | CO | Jonathan Aldridge, CAM |                        | Tampa            | FL |

## CERTIFIED APARTMENT MANAGER (CAM)

|                         |                              |              |    |                        |                      |                |    |
|-------------------------|------------------------------|--------------|----|------------------------|----------------------|----------------|----|
| MShaerri Abernathy, CAM |                              | Douglasville | GA | Lenaya Bailes, CAM     | Cameron Brothers Co. | Santee         | CA |
| Casey Akin, CAM         |                              | Biloxi       | MS | Anna Baker, CAM        |                      | Ft Lupton      | CO |
| JaKobe Alexander, CAM   | Berger Rental Communities    | Wayne        | PA | Mariana Barchetti, CAM |                      | Westminster    | CO |
| Hannah Alzamzami, CAM   | M. Shapiro Real Estate Group | Canton       | MI | Madalynn Barr, CAM     |                      | Mechanicsville | VA |

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## CERTIFIED APARTMENT MANAGER (CAM) CONTINUED

|                         |                             |               |    |                      |                               |               |    |
|-------------------------|-----------------------------|---------------|----|----------------------|-------------------------------|---------------|----|
| Stephanie Bell, CAM     | Highmark Residential        | Kissimmee     | FL | Kaleb Cervantes, CAM | Weidner Apartment Homes       | Oklahoma City | OK |
| Sierra Benedetto, CAM   | Beacon at Waugh Chapel      | Gambrills     | MD | Lisa Chapin, CAM     | Valley View Apartments        | Tucson        | AZ |
| Rashad Beverley, CAM    | Sage Ventures               | Laurel        | MD | Krystal Chase, CAM   |                               | Tyler         | TX |
| Jesickah Bills, CAM     | Indigo Living               | Johnston      | IA | Justin Church, CAM   |                               | Portland      | OR |
| Justin Bishop, CAM      | Campbell Property Solutions | Westminster   | MD | Tina Cianciulli, CAM | Bet Investments               | Malvern       | PA |
| Kelly Boehm, CAM        | Brookview Manor Apartments  | Stratford     | NJ | Michelle Clark, CAM  | Meridian Management Group     | Cumming       | GA |
| Keylee Borden, CAM      | WAK Management              | Fort Worth    | TX | Leanna Cobb, CAM     | Billingsley Property Services | The Colony    | TX |
| Jordan Boucher, CAM     |                             | Tacoma        | WA | Queen Collins, CAM   | Royal American Management     | Orlando       | FL |
| Brandy Britton, CAM     | Avenue5 Residential         | Tucson        | AZ | Heather Condon, CAM  | KMG Prestige                  | Lansing       | MI |
| Tiffany Brown, CAM      | Bradley Company             | Columbia City | IN | Lauren Cox, CAM      | The Woods of Cherry Creek     | Overland Park | KS |
| Khadeejah Brown, CAM    |                             | Scottsdale    | AZ | Corey Cox, CAM       |                               | Kansas City   | MO |
| Shauna-Gaye Bryant, CAM | WinnCompanies               | Stamford      | CT | Fawn Dahl, CAM       | LI Combs & Sons Mgmt. Co.     | Valparaiso    | IN |
| Brian Burkhart, CAM     |                             | Richland      | PA | Rachel Darling, CAM  |                               | Millford      | OH |
| Leia Bush, CAM          | Timberland Partners         | Kansas City   | MO | Mallory Darre, CAM   | Wimmer Communities            | Milwaukee     | WI |
| Angela Capossela, CAM   | Northland Investment Corp.  | Tucson        | AZ | Jessi Davenport, CAM | Lombardo Companies            | Warren        | MI |
| Breanna Caskey, CAM     |                             | Edmond        | OK | Braden Davis, CAM    | Weidner Apartment Homes       | Tulsa         | OK |
| Amy Castaner, CAM       | WinnCompanies               | Fitchburg     | MA | Kasey Davis, CAM     | Summer Cover Apartments       | Emory         | TX |
| Crystal Cates, CAM      | RangeWater Real Estate      | Atlanta       | GA | Kayla Dean, CAM      | Crosswinds Condominiums       | Lebanon       | TN |

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## CERTIFIED APARTMENT MANAGER (CAM) CONTINUED

|                         |                                                 |                 |    |                          |                               |                  |    |
|-------------------------|-------------------------------------------------|-----------------|----|--------------------------|-------------------------------|------------------|----|
| Brandi Dixon, CAM       |                                                 | Charlotte       | NC | Dustin Johnson, CAM      | Lofts at Willow Creek         | Cincinnati       | OH |
| Natalie Dixon, CAM      |                                                 | Camden          | NJ | Kristin Johnson, CAM     |                               | Rockford         | MI |
| Osyus Dorely, CAM       | Asset Living                                    | Montclair       | NJ | Quenesha Johnson, CAM    | Elmington Property Mgmt.      | Madison          | AL |
| Ashley Douglas, CAM     | The Vue at West Park                            | Tar Heel        | NC | Micheux Jordan, CAM      |                               | Warminster       | PA |
| Kahri Douglas, CAM      | Peppertree Village Apartments                   | Lakeland        | FL | Angelina Juarez, CAM     | Highmark Residential          | Wellington       | FL |
| Sierra Dunken, CAM      | Greystar                                        | Westminster     | CO | Scott Karchner, CAM      | Sig Ep National Housing       | San Antonio      | TX |
| Mindy Dunne, CAM        |                                                 | Houston         | TX | Michelle Kavanaugh, CAM  | Avenue5 Residential           | Tucson           | AZ |
| Janice Easley, CAM      |                                                 | West Bloomfield | MI | Alison Kreitz, CAM       |                               | Philadelphia     | PA |
| Elizabeth Eastman, CAM  | Arlo Luxury Apartments                          | Little Rock     | AR | Chastity Kyle, CAM       | Highmark Residential          | Charlotte        | NC |
| Jazzmine Eisen, CAM     | Insite Property Solutions                       | Edmonds         | WA | Craig Ladines, CAM       | MAC Property Management       | Kansas City      | MO |
| Zarah Elliott, CAM      | J.C. Hart Company                               | Indianapolis    | IN | Nicole Lamas, CAM        | Indigo Living                 | Johnston         | IA |
| Susan Evans, CAM        | Drucker + Falk                                  | Virginia Beach  | VA | McKenah Larson, CAM      |                               | Canton           | GA |
| Dylan Ferguson, CAM     | Indigo Living                                   | Sioux Falls     | SD | Kristen Lehrmann, CAM    | Greystar                      | Cleburne         | TX |
| Mariah Flick, CAM       |                                                 | Madison         | AL | Brandi Lewis, CAM        |                               | Hubert           | NC |
| Brandy Flowers, CAM     | Harbor Group Management                         | Raleigh         | NC | Tiana Loader, CAM        |                               | Indianapolis     | IN |
| Mark Fortunato, CAM     |                                                 | Cranford        | NJ | Tania Lopez, CAM         | Sweetwater Property Mgmt.     | Charlotte        | NC |
| Marvin Foster, CAM      | Drucker + Falk                                  | Charlotte       | NC | Ana Lugo, CAM            |                               | Orlando          | FL |
| Carolina Fraile, CAM    |                                                 | Dallas          | TX | Angela Lugo, CAM         |                               | Winter Springs   | FL |
| Jeffrey Frederick, CAM  |                                                 | Bowie           | MD | Monique Maddox, CAM      |                               | Bethlehem        | GA |
| Breyanna Funchess, CAM  | Augusta Rental Homes                            | Augusta         | GA | Charles Manter, CAM      | Holladay Properties           | Lombard          | IL |
| Renee Fykes, CAM        |                                                 | Rockville       | MD | Christian Marin, CAM     |                               | Sanford          | FL |
| Moshe Gabay, CAM        | M and M Limited Partnership Management          | Havertown       | PA | Tonia Martin, CAM        |                               | Laurel           | MD |
| Marlee Gagnon, CAM      | Highmark Residential                            | Charlotte       | NC | Kimberly Massengale, CAM | MC Companies                  | Marana           | AZ |
| Kaylene Gall, CAM       | Indigo Living                                   | Johnston        | IA | James Matta, CAM         |                               | Orlando          | FL |
| Candice Gandy, CAM      | DTN Management                                  | Lansing         | MI | Megan May, CAM           | Bell Partners                 | Elkin            | NC |
| Hope Ganske, CAM        |                                                 | Sioux Falls     | SD | Andrea McCain, CAM       |                               | Sumner           | WA |
| Yessenia Garcia, CAM    |                                                 | Arlington       | TX | Kelly McCarter, CAM      | Cornerstone Residential Mgmt. | Knoxville        | TN |
| Jesus Garcia, CAM       | Guardstone Property Mgmt. & Investment Services | Houston         | TX | Kiralyann McChesney, CAM | Towne Properties              | Cardington       | OH |
| Makenzie Garcia, CAM    | Southern Dunes                                  | Indianapolis    | IN | Affany McClain, CAM      |                               | Bryan            | TX |
| Tameka Gay, CAM         | Summerwell Deerhaven                            | Union City      | GA | Hayley McFayden, CAM     | Manhattan on the River        | Dayton           | KY |
| Shanekia Glenn, CAM     | TGM Communities                                 | Indianapolis    | IN | Colleen McGrath, CAM     | AMP Residential               | Grand Rapids     | MI |
| Casey Gonzales, CAM     | Cameron Brothers Company                        | Santee          | CA | Rebecca McGrath, CAM     |                               | Lake Stevens     | WA |
| Jessica Gonzales, CAM   |                                                 | LaBelle         | FL | Selene McKnabb, CAM      | Eighteen Capital Group        | Kansas City      | MO |
| Esther Goodpasture, CAM |                                                 | Kirkland        | WA | Rebecca McLendon, CAM    | Forest Royale Apartments      | Brooklyn         | MS |
| Jeff Graham, CAM        |                                                 | Washington      | MI | Jessica Meder, CAM       | MAA                           | Zephyrhills      | FL |
| Ivy Graham, CAM         | MLP Management                                  | Kansas City     | MO | Lori Meier, CAM          | VBC                           | Sioux Falls      | SD |
| Krishonya Greer, CAM    | Block Multifamily Group                         | Overland Park   | KS | Alexcius Melton, CAM     |                               | Grand Haven      | MI |
| Lorena Guthrie, CAM     | City Space                                      | Roanoke         | VA | Connor Mennis, CAM       | VBC                           | Volga            | SD |
| Jennifer Hamilton, CAM  | Friedman Realty Group Inc                       | Shamong         | NJ | Hajontaie Mercado, CAM   | Insite Property Solutions     | Bothell          | WA |
| Ebony Hardin, CAM       | Vantage Naperville Apartments                   | Naperville      | IL | Cody Mertz, CAM          | Indigo Living                 | Johnston         | IA |
| Angell Harris, CAM      |                                                 | Monroe          | NC | Tiffanie Mervil, CAM     | Westdale                      | Stafford         | VA |
| Cassia Harrison, CAM    | Agorazo Property Mgmt.                          | Irving          | TX | Courtney Metcalfe, CAM   |                               | Summerfield      | FL |
| Sari Hawkins, CAM       | Timberland Partners                             | Huntsville      | AL | Kathleen Miller, CAM     | Cross Lakes                   | Anderson         | IN |
| Andrea Helke, CAM       |                                                 | Knoxville       | TN | Martha Mocerri, CAM      | Montclair at Partridge Creek  | Clinton Township | MI |
| Priscilla Hill, CAM     | Hilltop Equity Management                       | Missouri City   | TX | Amanda Momperousse, CAM  | ZRS Management                | Buford           | GA |
| Lamekia Hines, CAM      | Boyd Homes                                      | Hampton         | VA | Carey Monday, CAM        |                               | Cincinnati       | OH |
| Stacy Hirtz, CAM        | Barrett and Stokely                             | Greenwood       | IN | Gabriela Montano-        | The Bella Group               | Tucson           | AZ |
| Jermal Hooker, CAM      | Harbor Group Management                         | Zebulon         | NC | Hoepelman, CAM           |                               |                  |    |
| Akira Houston, CAM      |                                                 | Atlanta         | GA | Brittany Nelson, CAM     | Churchill at Golden Triangle  | Fort Worth       | TX |
| Alyssa Hunt, CAM        | Druck + Falk                                    | Charlotte       | NC | Yulia Nikitina, CAM      | Coastal Ridge Real Estate     | Savannah         | GA |
| Victoria Jack, CAM      |                                                 |                 |    | Angel Norman, CAM        | Cumberland Towers             | Fayetteville     | NC |
| Ashley Jannetti, CAM    | J.G. Petrucci Co.                               | Asbury          | NJ | Jamie Nowak, CAM         |                               | Dutton           | MI |
| Daren Jeruzal, CAM      | Krimson                                         | Ludington       | MI | Terrell Owens, CAM       |                               | Dallas           | TX |
|                         |                                                 |                 |    | Kimberly Pace, CAM       | Bristol Urban                 | Portland         | OR |
|                         |                                                 |                 |    | Andrew Pandiscia, CAM    | Altman Companies              | Ft. Washington   | PA |





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SCAN ME

## CERTIFIED APARTMENT MANAGER (CAM) CONTINUED

|                            |                                         |                 |    |                           |                               |                   |    |
|----------------------------|-----------------------------------------|-----------------|----|---------------------------|-------------------------------|-------------------|----|
| Leah Parker, CAM           |                                         | Philadelphia    | PA | Epifanio Silva, CAM       |                               | Apopka            | FL |
| Suzanne Peloquin, CAM      |                                         | League City     | TX | Kelsey Simmons, CAM       |                               | Overland Park     | KS |
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# Adaptive Reuse in the Heart of Suburbia

**333 North Broad Street, in Doylestown, Pa., is managed by Maryland-based Bozzuto and consists of 235 units spread between two buildings connected by a skywalk for ease of access and private, in-building parking for the residents. The community opened for leasing in November 2024, and first residents took occupancy in December 2024. The project is slated for completion in March 2025.**

## **What are some of the more unique aspects of the community, having been the former home of The Intelligencer newspaper?**

The most unique and irreplaceable aspect of 333 North Broad Street is its location in the heart of historic Doylestown. Cornerstone Tracy brought together a team of experts to design and build a community that would continue the great tradition of The Intelligencer, Doylestown's oldest newspaper. The interior design team at Core States Group drew inspiration from the rich history of the building as the former home of The Intelligencer, seamlessly blending modern industrial aesthetics with elements that celebrate the site's legacy. Artifacts, both original and inspired, such as letterpress prints in the mailroom, vintage typewriters as decorative accents and original newspapers from the 1800s integrated into furniture are thoughtfully placed throughout the space. Large-scale typewriter keys feature prominently in the wallcovering and lobby design, paying homage to the building's origins. Set within an authentic warehouse-style environment, this design creates a moody, creative atmosphere that engages residents of the multifamily amenity space, offering them a place to live, work and play.

## **How is mixed-use driving resident interest in the community and surrounding area?**

Cornerstone Tracy is the leading developer of luxury mixed-use communities located in walkable, transit-oriented locations in the Philadelphia suburbs. Residents of all ages and incomes appreciate the convenience and amenities provided by retail uses within the building and the local neighborhood. Mixed-use communities allow residents to live close to shopping, dining, entertainment and essential services without needing to drive



long distances. 333 North Broad Street has a wealth of top-tier fine and casual dining options, cinemas and parks all close at hand. The walkability of such areas enhances the quality of life and makes 333 North Broad Street even more attractive as a place to live with access to amenities at their front door.

## **Describe some of the featured amenities leading to resident satisfaction.**

The stunning amenities include thoughtfully designed spaces with two airy, landscaped courtyards for relaxation and pleasure, while inside expansive areas offer options for socializing, working out, collaborating and entertaining. The indoor amenities include a library, media center, private dining, gaming area, golf simulator and state-of-the-art fitness center. Outdoor amenities include a resort-style pool, rooftop bar/dining area and walking trails.

## **Just off Main Street in the heart of Doylestown, Pa., how does the community fit within the greater Borough suburban lifestyle?**

333 North Broad Street blends seamlessly into the downtown Doylestown neighborhood, located adjacent to the new Borough Park and community center. The building's proximity to wide sidewalks, ground floor retail and a wooded park area foster a sense of community while encouraging interaction among residents from various walks of life. Social spaces within the community weave perfectly into the threads of historic Doylestown Borough and encourage a more integrated lifestyle.

*Julie Earp is SVP of Operations with Bozzuto.*



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