

JUMPING TO A COMPETITOR FIRM? HERE'S WHAT YOU SHOULD KNOW

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Real Estate
Forum

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**WELCOME TO
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FEATURING**

**HOW CRE FIRMS HANDLE HYBRID WORK
LANDLORD AMENITIES FOR EMPLOYEES
BEST BOSSES**



BEST BOSSSES

The last year has not been easy for the head of a commercial real estate company. Inflation and the Fed's response, as well as trends that emerged from the pandemic, have clearly had an impact on the industry across all of the sectors. Besides the effect of, say, ongoing remote work on the beleaguered office asset class or the slowing pace of rent increases in multifamily, these executives have also had to navigate an increasingly difficult capital markets environment. I have some bad news for this group: the near-term future doesn't look any easier. Enter our selection of Best Bosses this year. This year's picks were made at least in part based on their resiliency and ability to position their companies for future growth, whenever that might occur. We are confident these strengths will see them through what could be choppy waters ahead.

INDIVIDUALS



IAN BEL

Olive Tree Holdings' mission statement revolves around increasing the quality of life for its residents and helping others. Managing principal and CEO Ian Bel embodies that mission. Bel leads the private investment firm with candor, transparency and a relentless pursuit of excellence while maintaining a people-first approach, a positive attitude and a willingness to listen to a variety of ideas. He oversees

the company's activities, which include acquiring and repositioning underperforming multifamily assets in high-growth markets, and guides all of the firm's underlying brands, including a PropTech/contech venture investment arm and an affordable housing affiliate. Under Bel's leadership, Olive Tree Holdings has acquired and transformed 16,000 units of workforce and affordable housing communities across eight states and it has deployed more than \$250 million in capital expenditures to enhance the lifestyles of the company's residents. One employee describes Bel as a mission-driven, thoughtful leader who maintains a people-first approach to leadership, prioritizes personal relationships with employees and cares about their well-being. This is exemplified through initiatives like circle, which organizes team members across the company to talk about anything going on personally, both in the office and outside the office, to provide support. Bel also emphasizes team building through golf outings, corporate retreats and an annual holiday party. Employees say that Bel has created a work environment that is culturally gratifying, intellectually rewarding and economically stimulating. He has instilled a focus on philanthropy into the company's mission by supporting a paid volunteer day for all employees and creating a philanthropy committee where employees can suggest event ideas for company-wide implementation. Outside of the office, Bel serves as a co-founder and board member of Pay Away the Layaway, a nonprofit that pays off layaway balances for low-income families.



ROBERT BELLINGER

Robert Bellinger has been instrumental in developing a collegial, collaborative culture at ASB Real Estate Investments by encouraging all employees to contribute ideas to inform decision-making and by building a highly diverse organization committed to community service. A 34-year industry veteran, Bellinger serves as president and CEO of the firm and he has completed more than \$15 billion in real estate capital

transactions during his career. He has been with ASB Real Estate Investments since 2002, where his focus has been growing the Allegiance Real Estate Fund into a leading core vehicle and operating under a tenant-centric strategic approach. Early on, Bellinger created an office setting with no interior walls and an open-door policy to foster airing ideas and encourage greater collaboration and transparency. Monthly all-hands meetings keep team members informed and allow for discussions, while regular off-site meetings are held for strategic thinking, planning and team-building exercises. Bellinger created ASB University to help develop and enhance the technical knowledge of junior team members and provide a wider career path for them. He also encourages ASB employees to give back to their communities and he fosters a corporate culture of social outreach. A long-time co-worker of Bellinger says that his enthusiasm is contagious; pointing to his vision to grow the firm and his ability to leverage his real estate insight, business acumen and experience to inspire members of the team from top to bottom. Another long-time associate described Bellinger as having a decidedly humane value system that demonstrates that it is okay for employees to be human and prioritize their families, while remaining committed to the success of the company and focused on delivering exceptional investment performance for the benefit of investors.



DARYL J. CARTER

Daryl Carter is described as a hands-on and personal leader, which is reflected in his commitment to the more than 400 professionals who work for him, as well as residents, investors and community partners. Carter has spent his entire 41-year industry career investing in underserved communities and challenging others to see the value in doing the same. The former University of Michigan basketball player

now serves as founder, chairman and CEO of Avanath Capital Management, an institutional fund manager that owns more than 15,000 affordable housing and workforce housing units across the US, totaling more than \$3.5 billion in assets under management. Carter is a past chairman of NMHC and he currently serves on the board of Bridge Housing, one of the largest affordable housing nonprofit organizations in the US, and he is a global trustee of ULI. He was also recently inducted into the Multifamily Executive Hall of Fame. Carter directs the overall strategy and operations for Avanath Capital Management, where he has created a unique environment that is focused on bringing about real change and sets the tone for a company of professionals who want to do the same. A hard-working professional who desires to leave communities and individuals better off than he found them, Carter has created a company culture that encourages doing better along with continued learning about the issues that impact the industry. He also amplifies the diverse voices among his team. The theme of

Avanath Capital Management's 2022 annual investor meeting was the Next Generation, with speakers and panelists consisting of up-and-coming leaders in the firm.



BRANDON CHASEN

Always thinking of ways to do things better and make an impact is the compass that guides Brandon Chasen and influences how he makes decisions about building, hiring and giving back to the community. Chasen's real estate career began nearly a decade ago when he and his business partner opened several CrossFit gyms and flipped single-family homes in the Baltimore area. He saw an opportunity in multifamily properties in Baltimore, which had an abundance of properties ripe for transformation into 10- to 60-unit properties, and he began identifying charming historic properties that could be turned into boutique luxury apartments that offer the same amenity access as luxury high-rises but more affordable rent. The success of Chasen's vision has resulted in exponential growth for Chasen Cos., which he founded in 2017. He has successfully scaled the business to more than 75 properties and more than 1,300 residences worldwide in five years. As CEO, Chasen oversees the growth and strategy of the vertically-integrated company, while managing the entire development process, including acquisitions, finance, development, construction, marketing, leasing and property management. One colleague says that Chasen leads by example and never asks something of someone that he wouldn't do himself. As an extremely driven executive, he sets a high standard for himself and everyone around him and he is a team player who is willing to help employees succeed. Chasen prioritizes collaboration and breaking down silos through regular, company-wide meetings that welcome participation from employees at every level of the company.



SHAWN H. CLARK

Shawn Clark serves as president of Chicago-based CRG, a privately-held national real estate development and investment firm that has developed more than 10,000 acres of land and delivered more than 210 million square feet of commercial assets totaling more than \$13 billion in value. Under Clark's leadership, CRG expanded out of parent company Clayco's vertically-integrated design-build platform

and he oversaw the growth of the firm to more than 75 employees, eight regional offices and more than \$1 billion of annual development activity. As a hands-on leader, Clark prioritizes engagement

with the communities in which CRG develops by donating time, funds and resources to building playgrounds, installing public art, enhancing community spaces and participating in charitable events. He spends much of his time advocating for underserved demographics and communities, including serving as co-chair of the associate board for the Greater Chicago Food Depository, which supports a local network of 700 food pantries, soup kitchens, shelters and programs to end hunger. Clark implemented a diversity program at CRG in which the firm partners with developers of color to provide access to the resources and networks of the broader Clayco enterprise; breaking down barriers and creating a pathway for success in the real estate development industry. Clark is also committed to collaborating with diverse artists to design and create significant elements within CRG's projects. Separately, Clark is dedicated to finding a cure for Retinal Vasculopathy and Cerebral Leukodystrophy, a rare genetic disease from which his mother passed away. He created Illumination, a unique Chicago fundraising event that has raised more than \$8.6 million to date in the search for a cure.



GIDI COHEN

When one of his employees broke his collarbone while mountain biking, CGI+ Real Estate Investments' founder and CEO Gidi Cohen made sure that he got treatment from one of the best doctors in Los Angeles, not because he wanted to ensure a quick return to work, but because he wanted him to be able to continue living a full and active life. This example illustrates the culture that Cohen

has built at CGI+ Real Estate Investments of family and well-being. Cohen is also interested in helping his employees thrive in their work. One employee describes Cohen as the opposite of a micro-manager; allowing all employees the opportunity to navigate projects the way that they see fit, while always being there to provide guidance and understanding. When Cohen founded the company, his goal was to capitalize on opportunities missed by others. Leveraging Cohen's construction track record, his eye for unrecognized potential and a unique sense of aesthetics, CGI+ has grown into a multifamily investment and development firm with more than \$1.6 billion in assets under management. During his 27 years in the industry, Cohen has proved to be an outside-the-box thinker who is willing to invest in assets that other investors might avoid by taking calculated risks on untapped potential in distressed assets to grow his company's business and providing successful returns for investors. Notably, Cohen and CGI+ were among the first developers to focus on the "toothbrush-ready" living trend that is popular among millennials. One colleague describes Cohen as an inspirational leader, a willing teacher and a mentor, who has an open mind about making changes to keep the firm at the top of the field, and who explains his thought process and asks for feedback from everyone involved.



BRENNEN DEGNER

Like many great leaders, Brennen Degner believes in team success over personal accomplishments, and that success can only be achieved when every team member is pulling in the right direction. Degner was just a year out of college when he was thrust into a leadership role at MJW Investments. He recognized that he wasn't prepared for such a role but he refused to let his lack of experience keep

him from excelling. Degner successfully coordinated the growth of the company's existing portfolio and increased company earnings, which led to his promotion to COO. This success gave him the confidence to strike out on his own and co-found DB Capital, a diversified investment group with allocations in value-add real estate, bridge lending and venture capital. Degner's leadership skills were put to the test again when the pandemic hit and he had to make the difficult decision to walk away from a large amount of non-refundable earnest money as a result of the collapse of the debt fund market. Despite seeing his company take such a hard hit, Degner's leadership allowed the company to not only weather the setback but also regroup and come back stronger. Degner is deeply appreciated as CEO of DB Capital, where he leads by example, is accountable, hardworking and always willing to listen to his team's input. One employee notes that Degner is adept at communicating the end goal to his team and getting the whole team moving in the right direction without confusion. "Brennen's best quality is his willingness and ability to act as a leader rather than a boss. He will lead by example when it comes to hard work, he is always willing to step in and provide support to staff where it is needed and do everything possible to provide the best outcomes for clients, investors and tenants."



MARC DELUCA

Marc DeLuca serves as CEO and regional president of the eastern region at KBS Realty Advisors. He has 28 years of industry experience including nine years in his current role. As the leader of one of the largest investors of premier commercial real estate in the nation, DeLuca directs business activities and oversees all KBS Realty Advisors operations, including the acquisition and management of individual

investments and portfolios of income-producing real estate assets. In addition to continuing to grow the company's investments in the Eastern US, DeLuca successfully streamlined the creation of KBS Realty Advisors' green team to further the company's ongoing commitment to health and wellness initiatives both internally and at its

properties. DeLuca ensures that the company is truly walking the walk of ESG and he understands that these concepts directly impact society and the environment. He is well-respected within the company and in the broader industry. Team members say that DeLuca emulates professionalism and expertise and holds a high degree of integrity with employees, clients and vendors. "Marc is the type of leader whom everyone at KBS Realty Advisors admires and aspires to become," one employee says. "He strikes the perfect balance of cool confidence and genuine, open-minded curiosity that encourages each team member to contribute their best every day."



ANDREW DENARDO

When asked how he became the CEO of First National Realty Partners, Andrew DeNardo tells people that he has done every job at the firm, which gives him a deep understanding of the organization and how it works. DeNardo joined FNRP, a retail-focused, vertically-integrated real estate investment firm, in investor relations shortly after it was formed in 2016. The company was young and growing, and

DeNardo's responsibilities changed often over the years from property management and leasing to HR, accounting, legal and marketing. He was appointed to CEO in 2022 and he now guides the firm's executive leadership in strategy and execution, drives company scalability and efficiency through FNRP's operating system, and works to help the company scale and grow. FNRP has expanded from 30 employees in early 2020 to more than 150 people today, and DeNardo is dedicated to ensuring that the organization provides appropriate, streamlined and user-friendly resources for its team to be efficient and adaptable to evolving organizational needs. "From the challenges of navigating the COVID-19 pandemic to managing enormous growth, Andrew has been a strong leader," one employee says. "He has established an incredible culture within a company that operates completely remotely. He never hesitates to 'get in the foxhole' and roll up his sleeves within all functions throughout the company." Other colleagues describe DeNardo as positive and friendly, a good listener and an inspiration to the FNRP team. He is committed to leading by example and fostering a collaborative environment built on honesty, trust and respect. A recent employee survey revealed that more than 75% of employees say that FNRP's culture and people are what they love most about the company.

JOE DERHAKE

Known as a talented storyteller, Joe Derhake knows how to motivate people on an individual basis as well as inspire and mobilize an entire company to work toward a shared vision. Derhake serves as CEO of Partner Engineering and Science Inc., which provides engineering, environmental and energy due diligence consulting for the commercial real estate industry. He founded the firm in 2007 with eight employees and the company has since evolved to more than 1,300 employees throughout North America and



Europe. Within his role, Derhake is responsible for steering the mission, direction and strategic growth of the company. While steering Partner through COVID-19, he prioritized transparency and communication with his weekly “Cup of Joe” podcast and by sacrificing his salary for many months and choosing furloughs over layoffs to save as many jobs as possible. A long-time co-worker of Derhake says that he has the unique ability

to give the right amount of guidance and mentorship without stifling independence and creativity. He has fostered a company culture that attracts top talent by providing a values-driven, collaborative and entrepreneurial environment that is committed to work-life balance. One employee describes Derhake as a visionary. “He thinks big and sets big, hairy audacious goals for himself and for the company. His vision reaches out and grabs hold of you – as he explains the goal, you get it and want in on the ride, owing to his incredible talent as a storyteller. Whether pitching a new idea, his vision or leadership advice, he always starts with a story. His energy is contagious and effective in motivating people. People want to be in his presence.”



NATALIE DIAZ

Given her unique position not only as one of Time Equities Inc.’s youngest executives, but also as a Black woman, Natalie Diaz remains focused on emotional intelligence for leadership and prioritizing diversity at the firm. Diaz joined TEI as an executive assistant to the CEO and director of public relations in 2011, and she now serves as the company’s chief of staff. Within her role, she oversees the firm’s non-real

estate and non-financial functions including human resources, public relations, and marketing and communications. Diaz has led a multi-pronged DEI strategy for TEI, including founding the firm’s Change Committee in 2016, which works to implement company-wide initiatives that will improve efficiency, communication, collaboration and productivity and increase employee health and happiness. The Change Committee led to spin-offs including TEI’s wellness committee, which creates positive, wellness and health-focused event offerings; TEI connect, the company’s first internal mentorship program; and the women’s equity committee, which serves as the body through which TEI’s policies, ideas and commitments to diversity become reality. Described as kind, personable and hard-working, Diaz leads by example and finds time to answer questions from new employees and help fellow employees despite her ever-expanding workload. Diaz played a critical role in

helping the firm weather the pandemic – from setting COVID-19-related policies that affected staff both in and outside of the office, to complying with local, state and federal laws. She also took strides to address the challenges of the pandemic with soft skills by creating “The Bright Side,” a weekly newsletter that shared positive, feel-good news company-wide.



BRUCE FORD

The high employee retention rate in Bruce Ford’s region at Transwestern Real Estate Services reflects the value he places on personal and professional growth. He understands the importance of continuous learning and cultivating an environment where people feel protected, supported and challenged as they grow. Ford is president of the east region at Transwestern Real Estate Services. He holds 35 years of

industry experience including 14 years within his current role, where he is responsible for operational excellence, client service delivery and business development initiatives for the commercial services business across 11 offices. Ford also serves on Transwestern’s executive committee and board of directors. Under his leadership, Transwestern’s Atlanta office has been consistently recognized as a best place to work by the Atlanta Business Chronicle and the Atlanta Journal-Constitution. One employee describes Ford as a leader rather than a boss and that employees work with him, not for him. He sees employees as people first and employees second, and he always keeps the team moving forward despite obstacles. Ford is adept at putting people into projects that play to their strengths so that they are able to succeed and advance. “Though he’s juggling multiple tasks and goals throughout any given day, he is available for people who want the time. One only has to ask,” says one employee. Beyond being a great boss, Ford is a good human. “He is kind, compassionate, selfless and understanding, which flows directly into our work environment,” one colleague states. “Whether you are starting as an intern with us or on the executive team, Bruce takes the time to get to know who you are and supports any dreams you have for yourself.”



KEYVAN GHAYTANCHI

In addition to being a motivating leader at BEB Capital, Keyvan Ghaytanchi is also known as a prankster in the office, and he makes a point to engage with everyone in the company while also lightening the mood. As chief investment officer at BEB Capital, an investor and developer of industrial, office and multifamily assets throughout the East Coast, Ghaytanchi

oversees and manages the firm's day-to-day business activities and oversees all transactions and operations, including asset management, developments, legal affairs, leasing, reporting, due diligence and risk control. He also serves as president of BEB Lending, the firm's finance platform, which he launched together with BEB Capital CEO Lee Brodsky in March 2020 at the onset of the pandemic. Ghaytanchi values each team member's contributions and makes an effort to recognize their achievements. While previously serving as the firm's general counsel, Ghaytanchi revamped the legal department's culture, from one based on individual accomplishments to one based on teamwork. His transformation of the department created a model for the rest of the company. Ghaytanchi encourages employees to take on tasks and projects outside their comfort zone, and he also gives them the necessary tools to succeed in their roles. "Keyvan's knowledge in all aspects of the business, from law to acquisitions to lending and finance, makes him a valuable asset to all team members," one employee says. "He is a strong believer in the collaborative model of working and strives to make sure everyone involved in a project is aware of the goal and their part in it, as well as encouraging members to assist others and impart their knowledge."



ED HANLEY

Inspired by the Navy SEAL code, Hanley Investment Group Real Estate Advisors' core values include loyalty and commitment to the team and clients. Founder and president Ed Hanley strives to live out those core values every day. Hanley holds 33 years of industry experience advising clients on acquisition and disposition strategies. In 2021, Hanley led the HIG team to achieve a record number of closings and

sales volume, completing 221 deals totaling nearly \$1.1 billion in 27 states, including completing 90 transactions in Q4 2021, which equates to closing one transaction per day. In 2004, Hanley founded HIG on the principles of teamwork, collaboration and the importance of an open, shared database. He holds weekly company meetings and Zoom calls to share the latest market data and trends and discuss buyer and seller needs, best practices and comparable listings and sales. He welcomes new ideas and supports continuing education. Hanley is dedicated to supporting both local and national philanthropic efforts, especially those that benefit men's health programs in memory of his father who died of prostate cancer. EVP Bill Asher, who has worked with Hanley for more than two decades, suggests that what makes him a great boss is the careful thought he puts into every relationship at the company. "Ed genuinely cares about each person's success, whether you just started at the company a week ago or have been working with him for decades. Ed implemented company core values several years ago that he exemplifies every day – 'we always add value' and 'we invest in relationships' – which are some of the values that resonate daily throughout the company."



ANDREY HARMATY

Andrey Harmaty has a passion for helping others achieve their goals, which is exemplified by his love for leading and coaching sports teams. He developed those skills as a training coordinator at a library service company and later as an HR manager at publishing firms, where he built out a variety of HR functions. Harmaty then brought that experience to international real estate investment and

management company Time Equities Inc. three years ago, when he joined the firm as human resources director. Harmaty has worked toward a holistic vision for the department, one that is a service provider to employees, while also adding value to the firm. His efforts have led to higher retention rates, improved manager and employee experiences via a virtual HR platform, an upgraded benefits program, improved recruitment and selection, increased representation of women and other protected classes through DEI efforts, and improved leadership through managerial training. Staff members say that he leads by example, consistently builds teamwork and trust, and pushes them to grow individually and in their roles. He uses proven techniques, such as specific, measurable, attainable, realistic and time-based goals to make progress toward his vision and to set his staff up for success. Harmaty's managerial style entails continual communication that includes openness and honesty with regard to both positive encouragement and constructive feedback. "Andrey is one of the most effective communicators I have worked with, and his interpersonal skills and ability to be neutral and fair, but empathetic, are unmatched," says one employee. "In addition to these skills, I believe his attitude and his core desire to truly support employees as our most valuable asset is what sets him apart, and what makes him an effective leader and an even better boss."



DAVID HARRINGTON

Dave Harrington is known for having an infectious personality and making people laugh while also having a unique way of making business enjoyable and inspiring those around him. Harrington, president of Matthews Real Estate Investment Services, emcees all of the company's events, specifically the annual Christmas party, and takes this time to share a laugh, highlight company wins, and

encourage different departments to forge deeper business relationships. Commencing his commercial real estate career more than 20 years ago, Harrington initially worked in business underwriting and debt processing for multifamily assets before transi-

tioning to the sales side and ultimately becoming one of the most active multifamily agents in the industry. In his current role, which he assumed in October 2022, Harrington is responsible for the overall growth and strategy of Matthews. He trains new hires by leveraging his years of experience to show them the ins and outs of the industry. He is passionate about inspiring Matthews agents to do their research, forge relationships and keep moving forward. Matthews CEO and founder Kyle Matthews says he and Harrington pushed each other to succeed for years. “We sat across from each other in the cubes for years, competing daily to see who would get in the office earliest, stay the latest, make the highest number of cold calls, or generate the most proposals. We pushed each other to make sacrifices to achieve success in the business that, at times, felt impossible.” One employee says that his entire approach to the brokerage business and sales style is completely modeled off of Harrington. “Those skills and attributes are what have largely led to my own personal success as well as the success of the entire multifamily division.”

ANNE HOLLANDER

Lobby CRE CEO Anne Hollander leads with a philosophy rooted in supporting and developing the unique talents and creativity of every individual on her team. Her expertise in strategic planning, partnership development, go-to-market execution and venture investment focused on real estate, technology and financial services enables Hollander to offer unique perspectives on real estate management, investment and the poten-



tial of technology in commercial real estate. Hollander’s responsibilities as CEO include leading strategic planning, partnership development and overseeing Lobby CRE’s clients. She is described as a patient and clear communicator and is effective in conveying her vision in a way that is inspiring and welcomes input. She recognizes the potential in people and supports them in developing their unique

strengths. “At the end of the day, she makes my job easier and motivates me to deliver the best work,” says one employee. Team members describe Hollander as a motivating leader and mentor, and they say she is the first to step up and model the behaviors, attitudes and work ethics that she expects from her entire team. Hollander promotes a culture and workplace environment that keeps employees engaged, inspired and productive. As a result, her team is loyal and enthusiastic, which also appeals to recruits. Hollander is a devoted advocate for change—ensuring diversity and equality internally, helping prospects and clients embrace digital disruption, and dedicating company and employee time to community service initiatives.

Congratulations to Rob Singh on being recognized as one of the industries Best Bosses!

Rob is an exceptional leader who practices CONAM core values and service standards in everyday communications and interactions with others—setting an example for all to follow. As the President and Chief Executive Officer of CONAM, Rob conducts business in a manner that builds trust and relationships with our clients, residents, and our associates. He delivers and supports best-in-class performance across the entire organization.

From everyone at CONAM, we want you to know that we are proud to have such an outstanding leader. Thank you for all that you do! Congratulations on being recognized for this great honor!



Rob Singh
PRESIDENT & CEO

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ANDREW JOBLON

Andrew Joblon's leadership style is built on honesty, integrity and purposeful relationships, beginning with his team's culture and dynamic. He has created and supported a diverse group of professionals with experience across the real estate development, institutional investment, finance and construction industries by building a platform that encourages new perspectives and fosters creativity. He is the

founder and managing principal of Turnbridge Equities, a real estate investment and development firm that focuses on commercial opportunities in high-growth and high-barrier-to-entry markets. Joblon's primary responsibilities include overseeing overall operations and management, as well as leading the origination, structuring and asset management of all Turnbridge investment activities. The company's social and environmental efforts include the implementation of 25 megawatts of solar power/development within its current or under-developed assets – enough to power more than 20,000 homes with clean energy – and engaging with civic organizations and community leaders to create and enhance shared spaces and cultivate community development. One employee suggests that Turnbridge Equities has brought something special to the commercial real estate investment and development sector, and that this is a direct reflection of Joblon's leadership style and the culture that he has cultivated within the company. "The way Andrew fosters and supports our team of diverse and driven professionals has sparked a culture of passion, tenacity and creativity and I believe these three elements are what distinguish Turnbridge from its competition," she says.



TAMMY K. JONES

Basis Investment Group's success is driven by an emphasis on diversification across its portfolio and team composition. When founder and CEO Tammy Jones established Basis Investment Group in 2009 during the height of the Great Financial Crisis, she sought to create an alternative lending platform focused on diversification, not just across the company's portfolio, but among team members as well. The certified

Minority and Woman-Owned Business has closed more than \$5 billion in commercial real estate debt and equity transactions since its inception. The firm is composed of 77% women and minorities and it actively promotes opportunities and education in real estate with underrepresented groups through the BIG Foundation. Employees describe Jones as a respected and admired leader within the industry and the company, who guides with

tenacity, vision and strong business acumen. Jones is a particularly inspiring leader and mentor for women. "It's rare to see a woman CEO in the commercial real estate industry, let alone a woman of color," says one employee. "Being a woman of color myself, it is so important and encouraging to see someone that looks like me break through the glass ceilings in an industry that has historically excluded us. It's even more important once you get to a place of influence to help others get to your level, which is what Tammy has done countless times. I feel lucky to have Tammy within arm's reach, whenever I need career advice."



DAVID JOSKER

David Josker has devoted his career to being a servant leader; a value he developed while serving in the U.S. Marine Corps. Josker's efforts and success in creating a progressive environment for diversity, equity and inclusion are widely recognized at Colliers, where he serves as president of the southwest region, and throughout the broader community. With more than two decades of

industry experience, Josker brings a wide range of expertise to his role, having served in leadership capacities across multiple business lines, including brokerage, property management, project management, debt and structured finance, investment sales and valuation. He is responsible for the performance and entrepreneurial initiatives of all offices in Southern California, Utah, Nevada, Colorado, Arizona, Texas and Hawaii. Under Josker's leadership, the southwest region has doubled annual revenue and increased total brokerage headcount across each service line. His approach to advancing organic growth objectives is rooted in developing a robust enterprising culture and empowering professionals. Under his leadership, 80 brokers have been inducted into Colliers' Everest Club, which recognizes the firm's top producers. One employee says that Josker is the most inspirational boss she's worked with. She describes him as a leader with an infectious positive attitude who welcomes fresh ideas and takes time to mentor members of his team. "David's stamp is all over our current southwest region leadership team," says another employee. "Most of us are all people who have worked with him previously and wanted the opportunity to do so again. He was able to recruit us directly from other employers because he's the kind of leader who will take chances on his people. He trusts us to reach bold goals."

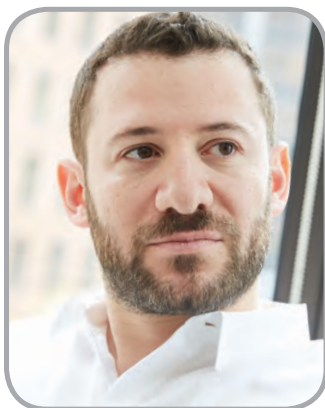
MARK KAPLAN

Under president Mark Kaplan's leadership, RIPCOCO Real Estate's market presence has increased from three offices to eight offices with locations in Manhattan, Queens, Brooklyn, New Jersey, Long Island and Connecticut, and in 2021, the firm expanded to Florida as well. Kaplan brings 17 years of industry experience to his role at RIPCOCO Real Estate. He has helped grow the firm's brokerage team from 33 professionals in 2017 to more than 100 brokers, and he



launched additional service lines including investment sales, property management, debt/equity and structured finance divisions. Kaplan also led the company through its first-ever merger and acquisition deal with its recent acquisition of BCD, a premier restaurant real estate brokerage. Employees describe Kaplan's communication and management style as open and approachable. He is an active and thoughtful listener. "Mark

is always positive even in the face of adversity and is always finding relatable commonalities with employees to build trust," states one employee. "Mark is the first one to listen with an open mind. He is also willing to change course and reverse a decision when met with meaningful and thoughtful opposition." Each year, Kaplan participates in the Sleep Out with the Covenant House where he sleeps outside and raises money to help New Yorkers in need of housing.



JONATHAN KAUFMAN IGER

Sage Realty CEO Jonathan Kaufman Iger takes the time to meet one-on-one with every new hire and maintains relationships with all employees whether they are a department head, an associate or an assistant. Kaufman Iger holds 18 years of industry experience, including eight years in his current position. His responsibilities include developing, implementing and overseeing

the company's corporate strategy, operating strategy and investment initiatives, while providing leadership and guidance across the organization. Within the commercial real estate community, Kaufman Iger serves as chairman of the board of the Meatpacking Business Improvement District, a board member of the Downtown Alliance and a member of the advisory board for the Center of Real Estate and Urban Analysis at George Washington University. Kaufman Iger employs an open-door policy and welcomes all Sage Realty team members to his office. When managing an initiative, he involves most if not all employees so that everyone is involved in some capacity. He offers thoughtful advice and forward-thinking ideas and is extremely patient. Team members say that he promotes cross-departmental collaboration and structures departments to ensure that they are all intertwined with the goal of promoting creativity and productivity. For example, when the firm was ideating Sage Services—a responsibility that technically falls under the tenant experience department—the property operations and marketing team worked closely with tenant experience to define several services and bring them all to life. Seeing multiple departments collaborate on an important corporate initiative is one of

the functions of being CEO that Kaufman Iger is most proud to lead and oversee.



CHRIS MAGUIRE

Chris Maguire, co-founder and CEO of SRS Real Estate Partners, has helped the firm grow to one of the largest commercial real estate firms in North America that is primarily dedicated to retail services. As CEO and chairman of the board of members, Maguire is responsible for establishing the company's organizational strategy, building the leadership team and demonstrating the core values that make up

the corporate culture. His vision for SRS Real Estate Partners is a culture of achievement generated through integrity, respect, teamwork, balance and leadership. Maguire has worked diligently to introduce diverse team members who bring a fresh perspective and unique point of view to the leadership of the company. Under his leadership, the company achieved a record year in 2021 with nearly 40% growth in the number of closed transactions, as well as the addition of 20 new producers. COO Steve Dawkins has worked with Maguire for more than two decades. "He had the vision to bring an inexperienced commercial real estate executive into a commercial real estate company," says Dawkins. "I had no retail experience and no real estate experience, but I had experience leading a professional services firm in a management consulting environment." Although others questioned his choice, Maguire took time to mentor Dawkins. "He is a leader who sets expectations for the 'what' but rarely intervenes on the 'how.' This has provided an environment for me to experiment and extrapolate prior know-how into real change for SRS. This approach has enabled me and others to contribute greatly to the strategy of the company and to enable continuous change. And when mistakes are made, he is first to support his team, while working with them to shift the 'what' or 'how' as necessary to respond to company or market feedback."



MICHAEL MANDEL

Not only does Michael Mandel have an open-door policy, but he does not have his own office at CompStak. He chooses to instead sit with the rest of the company. Mandel is always open to new ideas and he trusts his employees to provide a fresh perspective. Mandel serves as co-founder and CEO of the real estate data and analytics company, which provides crowdsourced commercial lease and sale transaction data

and property information combined with AI-driven analytics used by brokerage firms and real estate investors to compare properties

and make investment decisions. Since launching CompStak in early 2012, Mandel has helped navigate the company through tremendous growth, with more than \$80 million raised, hundreds of markets launched and a team of more than 100 employees. In addition to overseeing the operations of CompStak and ensuring the company is always representing its values and mission, Mandel helps promote unity and community between departments and team members in the organization. He hosts weekly company meetings where he is transparent about the firm and allows for each team leader to update on their activities, allowing for total transparency within the company and building trust with each team member. Employees say Mandel leads by example, embodies CompStak's core values and pushes employees to do better.



HAYIM MIZRACHI

President and partner of MDL Group, Hayim Mizrahi is proud of his award-winning blog and podcast "Takeaways," where he shares his insights from events that he attends throughout the year and people who have influenced him throughout his life. For the past 10 years within his role, Mizrahi has overseen all brokerage activity including sales and leasing for the Southern Nevada commercial real estate

provider. One employee describes Mizrahi as the most patient, calm, centered, generous and motivating professional that he has met. "Hayim has been integral in helping me define and excel my career to the next level. He meets with me regularly to review my business plan, goals and the activities I'm implementing to achieve such goals. He has introduced me to many key players in the industry and has been the biggest influence to my growth. I have grown more professionally this year under his mentorship than any year in the past 10." With two decades of industry experience, Mizrahi previously served as a managing director of NAI Global Las Vegas, where he oversaw more than 200 unique transactions valued at more than \$90 million annually. Under his direction, the company grew from 10 agents to 18 and fee revenue increased 29%. Mizrahi has also served as president of both Commercial Marketing Group and Commercial Alliance Las Vegas.

MEGHAN NAM

Since joining CA Ventures in August 2018 as senior director of public-private partnerships, Meghan Nam has quickly risen through the ranks and she now serves as COO of the vertically-integrated real estate investment management company that has more than \$16 billion in assets. As COO, Nam oversees all of CA Ventures' corporate operations functions including human resources, technology, marketing and communications, investor relations, sustainability and office administration. Despite her swift success, Nam remains humble and kind and she makes time for anyone and everyone that needs advice or a helping hand, even if that requires her to reorganize her day. During the past few years, Nam's mindset of "no task too big or too small" has allowed



her to become a driving force behind CA Ventures' business growth and infrastructure improvements. "Beyond her sense of humor, intelligence and empathy, I think what makes Meghan a great boss is her 'grab the bull by the horns' mentality," says one employee. "She shoots for the stars, setting the strategic direction for a massive project, but then is the first person to jump in and get her hands dirty. No project is too big or

too complex for Meg!" Despite being exceptionally busy, she always offers a helping hand. This is exemplified in the firm's recent office relocation, which Nam spearheaded. She worked nights and weekends assembling furniture, developing helpful collateral, cleaning all surfaces, and stocking snack cabinets to ensure all employees felt at home upon their arrival to the firm's temporary space.



LAUREN NUNNALLY

Swinerton SVP and chief administrative officer Lauren Nunnally maintains a strong focus on building high-performing teams across the organization, including team-building efforts for more than 30 departments. Among her many accomplishments within her role are implementing five new critical employee development programs, supporting the hiring of more than 1,700 non-craft and

9,000 craft employees, reducing voluntary turnover by 2% and implementing a new companywide manager effectiveness 360 survey with 81% employee participation. Upon assuming her current role in 2022, Nunnally focused on aligning and adapting Swinerton's overall talent strategy to its business strategy, leading and driving continuous improvements to workforce planning; talent acquisition, development and mobility; and succession planning efforts, as well as corporate responsibility. Nunnally has made significant contributions in shaping Swinerton's 2030 vision, strategy and growth goals. In 2022, Nunnally oversaw the development and implementation of the "Builder Six Program," which provides intensive and strategic development opportunities for all employees at every stage of their careers. She also oversaw the creation of Swinerton's first strategic talent partner team, which located a talent management expert in each operating region to assist business leaders, managers and employees. "Lauren's entrepreneurial mindset embodies the competitiveness of a new business owner fighting to keep afloat by pushing the limits all while motivating and empowering others to grow with her," says one team member. "Her ability to break down con-

cepts into tactical, achievable movements makes the impossible possible. She accomplishes this all while coaching her team around her with empathy for how we got to where we are and creating optimism for where we are headed.”



SONU PANDA

During the height of New York City’s pandemic lockdowns, Prescriptive Data team members began to feel isolated, and some reached out to CEO Sonu Panda personally, looking for a friendly voice. He took time out of his nights and weekends to check up on every Prescriptive Data employee. Panda has dedicated his career to using technology to reduce the impact of buildings on the environment. Prescriptive

Data’s flagship product, Nantum OS, provides real estate owners and operators with a sustainability-focused building operations system that ties together existing mechanical technology with cutting-edge AI; optimizing daily processes and leading to lower emissions without sacrificing occupant comfort. Under Panda’s leadership, Prescriptive Data has grown from a handful of full-time employees to nearly 70 team members; doubling the size of the company in the past 12 months alone. Prescriptive Data’s employees look to Panda for leadership and motivation but also as a role model. Employees suggest that Panda’s positive attitude and friendliness help create an inclusive, fun and respectful culture. “Sonu juggles a million things at all times, as every CEO does, but oddly finds time to wish every employee a happy birthday on the exact day itself,” says one employee. “He is not afraid to argue with those below him, even myself at my junior level, but also never passes up the opportunity to tell a joke and make those around him more comfortable. He is relatable and in a lot of ways, that’s what makes him such a great leader—he is authentic, he can be loud, funny, always smart, beyond dedicated and gets things done!”



MARY BETH PARIS

Mary Beth Paris serves as controller of Foundry Commercial, where she specializes in accounting and finance for the firm’s real estate management division. Her responsibilities include property management accounting and reporting for 32 million square feet of office, retail and industrial properties. One employee says that Paris genuinely cares about the personal and professional success of her teammates. “Her

communication and management style are incredibly honest and forthright, but she approaches teaching opportunities as just that ... an opportunity to help those on her team (and even not on her

own team sometimes) learn. She is at the helm of Foundry’s culture with kindness toward everyone.” Paris supports and defends her team members’ decisions. She is an excellent listener and provides empathetic advice regarding critical conversations. The client accounting team is one of the teams whose work needs to be completed in the office, and it can sometimes be difficult for those on her team to see how much flexibility others in the brokerage roles have with their schedules and abilities to be out of the office. Knowing this, Paris intentionally curates and manages off-site team-building events where the team is “out of office” for the express purpose of socializing and fun. Recently, she held a scavenger hunt event for the Orlando accounting team at Disney Springs, where more than 30 people took an entire afternoon to enjoy one another’s company away from their desks.



DARREN PIERCE

ZRS Management’s president Darren Pierce has a strong belief that every success is a team success, and he has cultivated an environment of collaboration. Pierce welcomes input from those around him and is open to new ideas and thinking. Prior to assuming the role of president two years ago, Pierce served as VP for six years, during which time he used his past experience with real estate investment firms to

nearly double the number of units under the firm’s management to 60,000. He believes a key element of the firm’s future success is having the right team in place to not only grow the firm but also keep its culture in balance where employees understand clients’ motivations, end goals and definitions of success. Pierce has created an environment of meritocracy where people can be rewarded for a job well done. One employee says one of Pierce’s most admirable qualities is his responsiveness and willingness to get in the trenches and assist others. She says Pierce pushes each team member outside of their comfort zone and creates an environment where they are all challenged and inspired daily to take risks and move the company forward. “He is an excellent teacher/mentor and always takes the time to assist others and share his knowledge. He is also very supportive of his colleagues and believes in treating people fairly and decently.” Pierce takes pride in the number of property managers that have been promoted to the regional manager level under his watch and enjoys seeing the next wave of associates take on leadership roles, helping sustain and perpetuate the ZRS Management culture.

CAMILLE RENSHAW

B+E co-founder and CEO Camille Renshaw believes crisis builds culture. This was exemplified during the pandemic when she created “Quarantini Hour” to bring the firm’s employees together to play games and talk weekly during the worst of the fear and closures. Renshaw worked hard to ensure the firm would make it through the crisis with zero layoffs. Under her leadership, B+E has grown from an upstart with three employees to a leader in the net



lease space. Renshaw has been unwavering in her vision for the company and turned her dream of matching top-notch brokers with best-in-class technology into a reality. Prior to B+E, Renshaw was head of sales for Ten-X, an online marketplace for commercial real estate with products such as Auction.com. She also founded the Stan Johnson Company's New York office where she led their sales team as its top producer for five years. Renshaw is currently an

executive in residence at NYU Stern School of Business and an advisory board member for Rutgers University's Big Data Program. Under her leadership, B+E brokered the largest commercial real estate transaction by a digital platform with the \$324 million Cabela's sale-leaseback. "Within B+E, Camille is laser-focused on company culture and always has her pulse on how the brokers and staff are feeling. She is quick to ask 'how can I help?' and truly takes a personal interest in every broker's business," says one employee. "Her hands-on approach allows brokers to scale their business much quicker than other, larger shops. She views her employees like family and gets us together as much as possible, whether at conferences or on company retreats and weekly calls."



REUBEN ROBIN

Concord Cos. founder and CEO Reuben Robin is a positive, can-do person who infuses that spirit throughout the entire company and wants each of his associates to have that same belief in getting the job done. Under his guidance, Concord has grown from a one-person operation to a group consisting of more than 80 employees. Since its inception, Concord has acquired more than \$1 billion in real

estate including more than 500,000 square feet of commercial space and 5,500 units of residential and student housing throughout the US. As CEO, Robin oversees virtually all aspects of the company's activities, including sourcing new assets and recruiting investors, and he is the driving force behind the firm's continued growth and expansion. Robin happily shares his knowledge and experience with newcomers to both the firm and the industry. One employee, Sam Valensi, who began working with Robin while he was in high school, states, "He is extremely willing to help people like me with his knowledge and insight. He's not just a mentor, he is like a father." Robin also took an interest in helping Valensi improve his health five years ago. "He marched me down to the gym and signed me up and said he was going to meet me there at 5:30 each morning." Another colleague states that Robin has built

a culture centered on family and a work environment where employees work hard but also have fun. He empowers people to succeed and is quick to praise those who do. "Reuben knows how to quarterback things very well. When the game is on the line, Reuben will move heaven and earth to make sure everything works out and we come out on top."



SUSAN K. ROUNDS

As the sole woman on BKM Capital Partners' executive team, managing director of operations Susan Rounds works to promote changes and initiatives that address the evolving needs of today's workforce. She is quick to say that people, not industrial real estate, are the firm's most important asset, and she backs up this belief with employee-friendly initiatives such as influencing the executive team

to absorb the increase in the cost of healthcare benefits to help offset the impact of high inflation felt by each team member in 2022. Rounds has championed efforts to invest in retaining and developing the BKM team through a leadership, development and coaching program and an emerging leaders training program. She also spearheaded a new parental leave policy based on feedback from employees. Rounds' primary responsibilities at BKM include compliance, recruiting, retention, development, performance management and coaching. She also chairs the compensation committee, where she ensures pay equity across all positions and has crafted total compensation reward programs to retain and attract top talent. Rounds is encouraging and fosters an environment where employees feel comfortable collaborating. "Susan is truly a partner when it comes to managing her people," says one employee. "She has a lot of knowledge and is willing to openly share this knowledge, while asking what we think and potentially learning from us as well. Her support and genuine thoughtful nature are evident in her warm and approachable manner." Rounds is known in Santa Ana, CA as the neighborhood teenage mentor and is proud to say that she has mentored several young adults through starting up their own successful business ventures. Rounds was also the first woman in the world to break the 200 mph barrier on an open-wheeled motorcycle at El Mirage in California, as well as at the world-famous Bonneville Salt Flats in Utah.

PREET SABHARWAL

SAB Capital managing partner and co-founder Preet Sabharwal holds 16 years of commercial real estate experience, spanning single- and multi-tenant net lease assets to facilitating portfolio transactions, working with REITs, extensive advising on 1031 exchanges, and sale-leaseback advisory. One of his many responsibilities includes crafting processes that ensure the company's success and the personal and professional growth of all agents within SAB Capital. Sabharwal's strategically curated training procedures ensure that if you put the work in, you will obtain results. Under his leadership, SAB Capital has facilitated more than \$4 billion of



transaction volume and has placed more than \$650 million in financing across 45 states. Team members say that Sabharwal's leadership capabilities and management style remind them that they work with him, not for him, and that he provides constructive and concise feedback and recognizes hard work. Since Sabharwal has done almost all jobs that have to do with a real estate transaction, he is keenly aware of what it's like to be in

someone else's shoes within the industry, which allows him to offer valuable insights. His management style is hands-on and he guides team members rather than giving them answers. SAB Capital's office life is crucial to Sabharwal and he strives to guarantee an environment that he and his agents can truly enjoy. He also emphasizes innovation by giving team members ownership over their roles in exploring new business opportunities and projects. "Throughout my seven-year career as a marketer, Preet has been the most influential and positive leader I've been able to work and grow with," says one employee.



ROB SINGH

Rob Singh purchased CONAM with a group of investors during the height of the COVID-19 pandemic when the entire nation went into lockdown. He worked hand-in-hand with all aspects of the organization to ensure that CONAM could keep everyone employed. Not only was Singh able to keep every position in the company intact, but he ensured annual merit increases were paid. As president and CEO of the

CONAM Group, Singh is responsible for all aspects of the company, including planning and execution of overall strategy and leading investment, operational and financial activities. Previously, Singh served as SVP of the Investment Group for 18 years and acquired more than 16,000 multifamily units throughout the US. Singh has decades of commercial real estate investment experience. He is an executive committee member of the board of directors of NMHC and an active member of ULI. He is described as an extraordinary leader and mentor who believes in driving excellence by first setting an example. He makes time to understand employees' points of view and always acknowledges the success of his team. "Rob understands that his team will make mistakes and approaches these mistakes as learning opportunities — opportunities to make us stronger," says one team member. "I admire and appreciate his work ethic, kindness and outstanding ability to set the best example for all."



ANJEE SOLANKI

Anjee Solanki is a champion for the underdog and is dedicated to the success of people in groups that are underrepresented in commercial real estate. Solanki holds 32 years of industry experience and brings strategic retail advisory services expertise to her role as national director of retail services and practice groups at Colliers. Within her role, Solanki provides leadership to more than 500 retail profes-

sionals and she supports Colliers' workforce by helping team members build skills and gain confidence. Solanki helped launch Colliers' emerging retail leaders group, a national, internal program that provides a platform for new retail professionals to expand their skills. She is also an active supporter of the firm's employee resource groups. One colleague describes Solanki as an approachable role model and a capable spokesperson, blogger and podcaster who understands commercial real estate issues from the perspectives of a consumer, a broker and a client. When the pandemic hit, Solanki guided team members in creating webinars and town halls to help calm client fears and navigate challenges. "It was so inspiring to be on the team that made a huge difference around the world," says one employee. Another colleague describes Solanki as uplifting and says she always gives credit where credit is due. "Whenever anyone on the team does a good job, even at an event, she'll pause to highlight their contribution. She shares the spotlight in ways that have boosted my confidence."



TIM SPECK

Under Tim Speck's leadership, Marcus + Millichap's Dallas office has grown into one of the firm's top offices nationally — closing more than 1,500 transactions valued at more than \$18.5 billion during the past two years alone. Speck joined Marcus & Millichap in 1993 as a sales assistant and he now oversees the firm's Texas division, which includes offices in Austin, Dallas, Fort Worth, Houston, San Antonio and

The Woodlands. Through his dedication to ongoing agent development, Speck works side-by-side with top agents as well as newer agents. He plays a key role in the firm's agent training and development programs by facilitating training classes annually and working closely with agents and financing professionals of all levels to help them successfully launch and advance their careers. Speck is described as an outstanding motivator and a leader who listens and provides advice to team members. His management style is communication driven, and he maintains an open-door policy that

allows for transparency. One employee describes Speck as the ultimate coach. “Each conversation that we have, I’m being coached, taught and pushed to fulfill my potential. Tim has a way of teaching in a thoughtful manner that most traditional bosses don’t exhibit.” Another employee says that he admires Speck’s track record of producing top-level agents. “He has hired and trained No. 1 teams across the state in multifamily, industrial, retail, manufactured housing and hospitality. Not only has he hired and trained the best in the business, but he also inspires those to give back to the community.”



CAMERON STEELE

Cameron Steele brings more than 30 years of experience in software, equity and business to Prophia, which he launched in 2018 to address inefficiencies in the commercial real estate market and to offer a single source platform for data abstraction, analysis and insights. As CEO, Steele wears many hats. He serves as a trusted resource for his employees and oversees all areas of the company from

software development to financial management. Under his leadership, Prophia has more than doubled its customer base and maintained 100% customer retention. “Cameron Steele has been a guiding light for all of us here at Prophia,” says one employee. “His success growing stable tech businesses inspires trust, but I believe it is his human touch that has been essential for sustaining a healthy business.” Team members describe Steele as an understanding and empathetic leader that focuses on people before product — a leader who empowers employees to take risks, make decisions and exert influence. “As with many early-stage companies, and especially with the pandemic, frequent temptations to stray into new areas in search of faster/easier growth are ever present, but Cameron has held the course in our core offering,” says another employee. “That being said, he is always open to new ideas and listens intently to the feedback of his team to guide decision-making.” Steele established “the five C’s” by which he leads the company: customer power, community orientation, consequential work, candid communication and curiosity. “Most notably, his ability to be candid and transparent about our position in the market and his vision for how the company will transform has cultivated an open and honest culture across the board.”

MIKE TINGUS

Mike Tingus is president of Lee & Associates - LA North/Venture, where he oversees more than 45 agents in the company’s Sherman Oaks, Oxnard and Westlake Village offices. Tingus has ranked as one of the firm’s top-producing brokers in the region each year, while fulfilling his responsibilities as president. His expertise includes the sale and leasing of industrial, office and retail properties, as well as land development throughout Southern California. He is one of the region’s highest-producing



brokers specializing in land, development and industrial properties, as well as city and government surplus property. Tingus has transacted more than 1,500 acres of development land sales and has sold or leased properties valued at more than \$5 billion during his career. One associate says that team members are grateful for Tingus’ leadership, noting his supportive and encouraging style. He encourages team cooperation and

participation, shares insights gleaned during his many years of experience, and helps agents achieve success. He also promotes individual thought, education and empathy. Tingus is always willing to help and takes the time to acknowledge hard work while providing tools that help elevate brokers to their optimal potential.



RENE VELASQUEZ

Maintaining a positive company culture is what makes Rene Velasquez stand out. He goes the extra mile to promote team-building activities, and one way he does this is by taking employees out on the water on his personal boat in Newport Beach, CA to promote team camaraderie. Always presenting a positive spirit, Velasquez has also shown himself to be a good sport — always volunteering

as a water tank “dunkee” at team-building events. Velasquez is managing director of asset and property management at BKM Management Co., where he oversees the asset, construction and property management departments. He also oversees the cross-collaboration of various internal departmental teams to standardize, improve and automate real estate and facilities processes. Team members describe him as a natural leader and supportive mentor who encourages employees to reach their full potential. With much of his team working in different regions of the western US, Velasquez’s ability to delegate duties in a direct and straightforward way has reflected his trust in his team, which in turn has led to their respect for him. He makes regular trips to BKM’s regional offices to not only give his teams important facetime but to better mentor and work on new company strategies together. “Rene is a genuinely kind human being. He cares about people on a fundamental level that transcends normal workplace interactions,” says one employee. “He shows up for his employees in a way that we all feel we can go to him with any challenge we may be facing and he will be there to support and mentor us through the experience. Rene is someone I’m proud to work alongside.”



KYLE WALDREP

Kyle Waldrep founded Dottid in 2018 soon after graduating from Southern Methodist University, when he realized that the commercial real estate leasing process was highly antiquated and mired in administrative tasks that could be easily solved with the right technology. Dottid aims to revolutionize commercial real estate through the use of technology and streamlining the leasing transaction process, allowing

owners, brokers and tenants to close more deals faster and with lower costs. In just three years, Waldrep has built a team of world-class software developers, technologists and industry experts — all determined to develop the most effective way for the commercial real estate industry to conduct business. As CEO, Waldrep leads the charge at Dottid with a goal of disrupting the industry. He is described as a strong and enthusiastic leader who holds the ability to walk into any room and connect with anyone. While tenacious and relentlessly focused on his vision, at the end of the day he cares about people. He is hands-on and invested in the growth of his employees. He always works with purpose and aims to convey this to his employees, while encouraging them to do the same.



COLLEEN WERNER

Learning early on that the only qualification for being an entrepreneur is a willingness to fail, Colleen Werner embraced determination while remaining humble enough to continue learning along the way. Prior to founding lulafit, Werner was a professional ballet dancer for more than a decade. When an injury forced her to take a break from dancing professionally, Werner found her way

into the commercial real estate industry. She launched a health and wellness company teaching fitness and wellness classes at luxury condo buildings and offices throughout Chicago; an endeavor that was the impetus for lulafit. As CEO, Werner has focused her business on building amenities that employees need to boost their physical, mental and social health. Her leadership style is described as motivated, pragmatic and thoughtful. “Colleen has cultivated a workplace where fear of failing has been eliminated, radical candor with each other is encouraged, acknowledging individual and team successes is prioritized, personal development is highly encouraged, and self-care is expected,” says one employee. Werner is transparent about the company’s situation, which sometimes results in her showing vulnerability in front of the team. “Her actions constantly demonstrate the immense care, appreciation and trust she has for our team,” says another employee.

“Whether it is scheduling a one-on-one lunch to personally deliver big news, or voicing praise and recognition in our lulalove Slack channel for even the smallest wins, Colleen always finds time to connect and uplift her team.” Werner formed an internal culture committee to spearhead monthly activities to boost social health. Thus far, these have included visiting the Frida Khalo exhibit at the National Museum of Mexican Art and a local Mexican-owned restaurant and celebrating Earth Day by spending time cleaning up a Chicago Park.



MIKE WOJEWODKA

Mike Wojewodka’s story of personal and professional growth since he joined MRA Group in 2003 is an inspiration to MRA employees because it illustrates how hard work and dedication are appreciated and rewarded. He initially led MRA Realty Inc., the firm’s affiliate responsible for providing real estate advisory and management services. For the past decade, he has been directly involved with the development of more than

four million square feet of life science, healthcare and higher education real estate. Although he is now an EVP and partner at MRA Group, Wojewodka maintains a humble attitude and holds himself to a higher standard. Team members say that his work ethic and accountability encourages others and promotes a productive culture determined to succeed. In the business community, Wojewodka is well-respected and actively involved with several local and regional economic development groups. Most recently, he was appointed by Gov. Tom Wolf to the Commonwealth of Pennsylvania workforce development board. One MRA Group employee describes Wojewodka as a genuine and empowering leader. “I immediately felt a personal bond with him and was encouraged by his attitude and open-mindedness. I respect his ability to provide honest feedback without discouragement and I appreciate how publicly and vocally he distributes praise. His style of leadership makes those under him want to develop professionally and personally while contributing to the company’s success.” As a personable, open-minded and empowering leader, Wojewodka keeps an open-door policy that allows anyone in the company to voice their ideas, concerns or questions directly to him. He takes the time to learn about every employee and engages with them on a personal level. This allows him to establish meaningful relationships where he can provide honest and beneficial feedback to encourage growth and development.

ALEX ZIKAKIS

As the founder and CEO of Capstone Advisors, a diverse real estate investment and development company based in Carlsbad, CA, Alex Zikakis oversees the firm’s investments in commercial properties and residential land acquisitions, land entitlement, commercial property development and operations, asset management and institutional investment strategies. Under Zikakis’ direction, Capstone Advisors has been an equity investor in



more than \$3 billion of home building and residential development ventures, it has purchased and operated five million square feet of commercial properties, and it has overseen third-party asset management services for millions of square feet of retail, industrial and office properties. While everyone was working from home during the pandemic, Zikakis took the opportunity to remodel

the company's corporate offices to create more open spaces where the team could gather once it was safe to return. As the pandemic eased, Zikakis embraced new ideas by obtaining employee feedback for an ideal hybrid schedule and allowed each department to determine its own hybrid schedule. Zikakis' management style is rooted in his confidence of his team. Leading by example and remaining relatively hands-off, Zikakis aims to let his employees flourish in their own arena with his support, guidance and expertise always within reach. "Alex is a forward-thinker, always seeking to provide tools that allow his team to be both effective and efficient in their work," says one employee. "He has continuously adapted to change in the real estate market, while remaining true to his character and the values with which he founded Capstone Advisors." ♦

TEAMS

SUNDIP PATEL & SANAT PATEL



Founded by brothers Sundip and Sanat Patel, Arizona-based AVANA Cos. has developed an ecosystem of comprehensive lending and asset management platforms that serve entrepreneurs and investors around the world. As CEO, Sundip oversees the LendThrive and EqualSeat platforms for lending and investment and focuses on supporting sustainable growth communities, while Sanat, as chief lending officer, oversees credit and risk administration, as well as the origination and syndication of commercial debt. AVANA employs more than 60 professionals internationally, including at its headquarters in Arizona and Bahrain, Middle East. Sundip and Sanat continually guide the firm's culture to reflect its customers and community. With the mission of "capital for a better tomorrow," Sundip and Sanat have worked to develop their company culture to reflect the five main themes of put people first; do the right thing; make an impact; excellence is a journey; and take the lead. The brothers strive to foster trust among team members and build an environment for employees to thrive, grow professionally and challenge themselves. The Patels see success, personally and professionally, as a journey and they lead by example with no task too small or too big to tackle. "The Patels have created a family-first organization, and I honestly feel they care about me

and my family in a very personal way," one employee states. "They created a culture of respect that is reflected in the way they treat all their employees. It's how employees treat one another and it's how we treat our customers, with the mindset that we can do good in the world by building others first and serving others first."

NAOMI LOHNES & DONNA VARGO



For nearly 20 years, Naomi Lohnes and Donna Vargo have together led Johnson & Jennings General Contracting — drawing from their combined backgrounds in construction and shared leadership style to cultivate one of San Diego's preeminent woman-owned businesses. The pair jointly acquired the firm in 2013 and since then, the company's revenues have surged by 50%, and it has expanded into new markets. Lohnes and Vargo guide the firm with a focus on team building, transparency, empowerment and a mission to nurture strong and productive relationships. As Johnson & Jennings' president and CEO, Vargo oversees the company's strategic planning and long-term growth, as well as all day-to-day operations. Vargo leads with enthusiasm, a commitment to the company's core values and a dedication to her employees' growth and well-being. As CFO and COO, Lohnes manages all financial aspects of the business, including both day-to-day transac-



and investments. The company has continued to double in size every year and has grown from a small startup to a 100-person subsidiary. Despite this record growth, Bailey and Cooley have found a way to conserve a kind, dignified, hardworking and respectful corporate culture. Both Bailey and Cooley have different but similar approaches, making them a balanced management team. Team members describe Bailey as more outwardly extroverted, while Cooley can be more cautious. Both are similar in terms of their values, management approach, focus on the mission, and their intelligence. The two professionals make it a point to create a culture of accessibility that is apparent at every level. On each new employee's first day, they receive a handwritten welcome note from Bailey. "As a new employee, who is also new to this field, I was astounded by the welcoming tone and extreme accessibility of the leadership team," says one employee. "Not only did both Ali and Jessica each take time to meet with me one-on-one to explain the business in clear and simple terms — they make it a point to do so with all new employees. The overarching tone and expectation of the company are that people treat each other with respect, civility and kindness."

MICHAEL ZEPPIERI & DANIELLE O'CONNELL

Michael Zeppieri and Danielle O'Connell lead Skanska's emerging technology team, which fosters a tech-oriented culture to shape the future of construction. As VP of emerging technology, Skanska USA Building, Zeppieri leads the exploration, piloting

and scaling of new technologies, while encouraging inventive problem-solving across the organization and expanding career options through development opportunities and nontraditional technology roles. As senior director of emerging technology, Skanska USA Building, O'Connell focuses on engagement and delivering enhanced, project-specific solutions, while also working to address the unique needs of each geographic region and market sector. Zeppieri and O'Connell's leadership across the Skanska organization has fostered a culture of collaboration and teamwork through technology, ensuring the entire company feels supported and knowledgeable to take on challenges with innovative and cutting-edge approaches. With this work comes the need for extensive communication and a hands-on management style. The two professionals place a heavy emphasis on education and leading by example; empowering individuals in both traditional and nontraditional technology roles to engage in innovation and shape their own professional development opportunities and career paths. One employee suggests that the two professionals are about as different as two leaders can be, however, they have a few things in common. "They both want me to succeed and to be happy; they each seek out opportunities to utilize and showcase my strengths, while constructively challenging my weaknesses; they let me keep my spark; they will not let me fail. I sincerely would not be where I am today without their constant guidance and support, and I'm excited to continue my journey with them, whether they like it or not." ♦

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