

**NMHC Spring Board of Directors Meeting  
May 18-20, 2022  
Four Seasons Resort & Club Dallas at Las Colinas, TX**

**Preliminary Agenda**  
*(As of May 12, 2022)*

**Wednesday, May 18, 2022**

- 9:45 a.m. – 2:30 p.m. Leadership Forum Registration *(Atrium)*
- 9:45 a.m. – 7:00 p.m. Health Check-in/Testing *(Trinity River)*
- 10:30 a.m. – 2:30 p.m. 2022 NMHC Leadership Forum on Diversity, Equity & Inclusion *(Separate registration required)*
- 2:00 – 7:30 p.m. Spring Board of Directors Meeting Registration *(Atrium)*
- 3:00 – 4:00 p.m. Committee Meetings
- Emerging Leaders *(Fairway Ranch)*
  - Finance *(Carpenter)*
- 4:15 – 5:15 p.m. Committee Meetings
- NMHC PAC *(Gallery)*
  - Supplier Partner Alliance *(Carpenter)*
- 5:30 – 7:00 p.m. Networking Reception *(Pavilion)*
- 7:00 p.m. NMHC PAC Donor Dinner *(All 2022 NMHC PAC Donors are welcome. RSVP required.) (Las Colinas East/West)*
- Speaker: **Amna Mawaz**, Chief Correspondent, PBS NewsHour

**Thursday, May 19, 2022**

- 7:30 a.m. – 7:00 p.m. Registration *(Ballroom Promenade)*
- 7:30 a.m. – 7:00 p.m. Health Check-in/Testing *(Trinity River)*
- 8:00 – 9:00 a.m. Breakfast Social *(Four Seasons Ballroom Foyer)*
- 9:00 a.m. – 12:00 p.m. General Session *(Four Seasons Ballroom)*
- **Making Smarter Tech Decisions in a Tech-Accelerated World**  
In the past two years, we witnessed the fastest pace of technology adoption in our lifetimes. Technology that normally would take years to roll out took weeks. Necessity truly became the mother of invention. But how do you make the right decisions and investments now to maintain a competitive edge in this new landscape? With brand new data from the NMHC/ One11 Advisors Technology Benchmarking Survey, industry technology leaders will tell you how they are making smarter tech decisions in the new tech-accelerated world that has emerged from the pandemic.  
Moderator: **Scott Wesson**, Senior Vice President – Chief Digital Officer, UDR

Speakers: **Cara Athmann**, Chief Technology Officer, Cardinal Group  
**Joe Fracchia**, EVP, Chief Technology & Innovation Officer,  
MAA  
**Ray Thornton**, Senior Director, One-11 Advisors

- **Debunking the Myths of Development**

Public misconceptions about multifamily development abound. As the sector faces the market challenges before us— from labor shortages, supply chain issues, volatile commodity prices, zoning, and NIMBYism—it can seem that developers are going down a water slide without water. In this session, we'll face those challenges head-on with an expert panel of diverse viewpoints that will provide insights and solutions that may be applicable in your market here. Hear from these leaders about the creative strategies they have employed to bring their projects to fruition.

Moderator: **Dr. Debbie Phillips**, President, The Quadrillion

Speakers: **Yewande Fapohunda**, Senior Vice President, High Street Residential, Trammell Crow Company

**Kimberly Grimm**, Chief Development Officer, Continental Properties

**Taylor Hawke**, Vice President, Development, 360 Residential

**Mia McKinney**, Development Manager, RangeWater Real Estate

- **ESG – Opportunities and Challenges**

Whether you are an investor or an owner, documenting your environmental, social and governance (ESG) endeavors has become an increasingly important part of your corporate story. Early on, the real estate sector adapted to sharing sustainability metrics as represented by green building labeling and building performance benchmarking, but activities of social responsibility and governance are less evidently quantified. Measuring climate-related risk with science-based targets is helping to guide investment decisions in resilient properties but how companies build a framework for delivering and reporting outcomes for broader social responsibility needs clear direction to support standard disclosures of corporate values and to measure success. As the industry looks ahead to opportunities to expand access to quality housing and to align corporate citizenship goals with business operations, we will hear from multifamily industry leaders as they chart their organization's path through ESG reporting and the challenges they see ahead.

Moderator: **Sue Ansel**, CEO, Gables Residential

Speaker: **Philip Carmody**, Head of ESG & Corporate Programs, GID

**Daryl Carter**, Founder, Chair & CEO, Avanath Capital Management, LLC

**Karen Mahrous**, Senior Vice President, Head of ESG,  
Clarion Partners

12:00 – 1:15 p.m.

**Networking Lunch** (*Pavilion*)

12:00 – 1:15 p.m.

**DEI Committee Lunch** (*Las Colinas East/West*)

1:15– 2:15 p.m.

**General Session** (*Four Seasons Ballroom*)

- **Talk of the Town – The Present and Future Role of Debt Funds**

The multifamily industry set records last year that may never be broken—rent growth, occupancy, cap rates, and investment sales. All this translated into record demand for debt which the Enterprises, with their purchase restrictions, were unable to fulfill. Debt funds stepped up in a meaningful way to meet that demand in a record setting year for their platform offering attractive lending terms and proceeds. Are they here to stay and can they continue to deepen their presence or could a market disruption derail their progress? This panel will dive deep into what debt funds offer, why investors chose them and outlook for this important financing source.

Moderator: **Mike McRoberts**, Head of Agency Lending, PGIM

Speakers: **Carolyn Burgess**, Managing Director, Chief Credit Officer,  
Multifamily Investments, Berkshire Residential Investments

**R.J. Richter**, Managing Director, PGIM

**Dan Walsh**, CEO, Citymark Capital

**Jane Wu**, Principal and Founder, Panorama Holdings

2:15 – 3:15 p.m.

**Membership Committee Meeting** (*Invite Only*) (Gallery)

3:30 – 4:30 p.m.

**Workforce Housing Committee Meeting** (*Las Colinas East/West*)

4:30 – 5:30 p.m.

**Keynote Speaker: Peter Zeihan**, Geopolitical Strategist

(*Four Seasons Ballroom*)

5:30 – 6:45 p.m.

**Networking Reception** (*Four Seasons Ballroom Foyer*)

7:30 p.m.

**Executive Committee Dinner at Harlan Crows** (*Invite only*)

- **Trammell Crow, Mill Creek Residential and Wood Partners: The Origin and Evolution Stories**

Hear from two TCR alums (Charlie Brindell and Leonard Wood) about the history of Trammel Crow, the successful spin-offs from the mother ship, the challenges that the Great Recession presented to the health and viability of the company.

Moderator: **Anne Raymond**, Board Member, Crow Holdings

Speakers: **Charlie Brindell**, Executive Chairman, Mill Creek  
Residential Trust LLC

**Leonard Wood, Sr.**, Chief Executive Officer,  
Woodlands Apartment Communities

## Friday, May 20, 2022

7:30 – 11:30 a.m.

**Registration** (*Ballroom Promenade*)

7:30 – 11:30 a.m.

**Health & Safety Check-in/Testing Room** (*Trinity River*)

8:00 – 9:30 a.m.

**Breakfast and Business Meeting** (*Four Seasons Ballroom & Foyer*)

9:30 – 11:30 a.m.

**General Session** (*Four Seasons Ballroom*)

- **Future Demand for Apartments**

Increasing apartment demand has been outstripping new supply for at least a decade. While household formation has slowed considerably – and even stopped during the pandemic, some apartment markets continued to reign in new demand. Come to this session to see which areas are set to be demand leaders in the decade ahead and which will need to be sector focused. This session will unveil the work behind a newly updated study looking at demographics and apartment demand through the years 2035.

Speaker: **Paige Mueller**, Managing Principal, Eigen 10 Advisors

- **Technology & a Shifting Multifamily Risk Landscape**

The multifamily industry is investing in smart home technology and other tech-driven solutions that increase firm competitiveness and meet consumer expectations. The evolution of the industry is leading to millions of connected devices in our buildings, costly broadband infrastructure deployments and a shift to always-on and open networks running our properties and the double-edged sword of opportunity and risk. From the threat of foreign cyber-attacks immobilizing transactions to our increasing reliance on big data for operations and an increasingly costly regulatory landscape at the FCC in Washington, the industry is at a crossroads. Join us for a fast-paced townhall style review of both the risks and opportunities posed by technology and how industry leaders are approaching this challenge.

**Panel 1: Smart Tech & Connectivity Investments: Opportunity & Regulatory Risk**

Moderator: **Kevin Donnelly**, Vice President, Government Affairs, Technology and Strategic Initiatives, NMHC

Speakers: **Chris Acker**, Director, Community Technology Services, LMC, a Lennar Company

**Linda Willey**, Vice President, Business Services, Camden

**Panel 2: An Evolving Cybersecurity Landscape and What it Means for Multifamily**

Moderator: **Julianne Goodfellow**, Vice President, Government Affairs, NMHC

Speaker: **Richard London**, Chief Legal Officer, Avenue 5

**Christopher Thompson**, Special Agent, Federal Bureau of Investigation

- **Converting CRE to Apartments: Strategic Opportunity and Lessons Learned**

The U.S. has a shortage of apartments and a potential surplus of other commercial real estate spaces. Converting these spaces to housing offers several compelling potential benefits: less potential NIMBY opposition, potential rent premiums for unique properties, sustainability credit for reusing an existing property and the potential to secure a site where it might otherwise be too difficult or expensive to find vacant parcels.

But, these conversions aren't necessarily easy and don't always make sense. This session will explore the findings of new research by NMHC and ULI designed to help developers understand the potential risks and returns based on actual projects completed.

Moderator: **Michael Spotts**, Senior Visiting Fellow, ULI

Speakers: **Steve Foutch**, Chief Executive Officer, Foutch Brothers  
**Mark Rivers**, Executive Vice President, Lowe

**11:30 a.m.**

**Meeting Adjourns**

*Note: Agenda is subject to change. Please be aware that photos may be taken at the meeting & posted online.*