

NRTA's Annual Conference



*We're
Back!*

Here & Now

Tenants In Common

**SEPTEMBER
11-14, 2022**

Sheraton Grand at Wild Horse Pass
Phoenix, Arizona

**Experience three career-changing days
with top professionals from the
commercial real estate management field!**

**This is the premier forum
for education, networking
and a trade show dedicated
to commercial real estate
management professionals!**



**A conference for property managers, asset managers, analysts,
auditors, administrators, attorneys, paralegals and other
real estate professionals responsible for managing
commercial property portfolios**

SEPTEMBER 11-14, 2022

Sheraton Grand at Wild Horse Pass
Phoenix, Arizona

Conference courses are specifically designed with tenants in mind. If you want an electrifying experience that can propel you past the challenges you currently face at work, **THIS IS THE PLACE TO BE.**

Why you should go:

NRTA is your premier “how to” resource for real estate property management best practices. This important 3-day educational event *explores the role of real estate property management in managing finances, reducing costs and establishing appropriate controls*—no doubt something all business executives expect as a given. We also offer glimpses into various industries and how similar tasks may be addressed differently.

Key education areas covered:

- Creating Value by Numbers
- Dealing with Change
- Legal Lessons
- Strategy & Collaboration
- Technology & Innovation

Who needs to attend?

Real estate management professionals responsible for strategy, processes and technology.

YOU NEED TO BE HERE!



ONE POWERFUL CURRICULUM:

We have developed 40+ innovative presentations for tenants of all types. These courses will appeal to both new and experienced professionals.

40+
**Interactive
Presentations**



16
**Idea
Exchanges**



Always a conference favorite, our Idea Exchanges are an opportunity for peers to meet in an informal setting to share ideas and experiences.

CONFERENCE HIGHLIGHTS:

This NRTA education program is a *career-changing experience* and can be a whole lot of fun! Bet on yourself and go all-in for comprehensive, competency-based training, high-quality connections, and the celebration of personal and professional development.



[Click to watch video.](#)

Visit with Conference Keynote Speaker and business guru, *David Avrin:*

“You need to be there to learn. You will walk away with a head full of new ideas, new relationships, new strategies.”



Becoming a leader in your field *isn't* luck!

The best in the business nurture and develop their skills. Successful people work at it. This conference allows you to make time for professional growth.

Premier Industry *Trade Show*

The hottest vendors and resource companies will participate in NRTA's trade show. Review the latest tools, technology and support services available to the real estate management industry.

CONFERENCE HIGHLIGHTS:

Multiple courses designed for retail, commercial, office and industrial tenants.

Conference program consists of more than 40 course offerings and over 16 idea exchanges and focus groups—all geared toward developing talent by sharing today's most effective industry strategies. Courses are led by carefully selected experts who have demonstrated their expertise in the field.

PANEL *Landlords and Tenants: Why can't we be friends?*

An interactive panel discussion with industry leaders from various disciplines.

NRTA'S *Subject Matter Expert Speed Dating*

An opportunity to address your specific concerns in a small group setting facilitated by subject matter experts/industry leaders where facilitators will rotate tables and openly share their similar experiences, ideas, concerns and solutions on current subjects.

TUESDAY NIGHT *Celebrate the Industry: Tenants Neighborhood Block Party*

Relax and enjoy a special Dinner Event for all participants hosted by NRTA. Take in the resort's breath-taking views of the desert's natural evening beauty. Informal, buffet style menu—let's catch up! Great food, fun, networking and more with all our Tenant Neighbors. Cash bar.

BONUS *FREE Professional Photography Service*

Take advantage of NRTA's complimentary, on-site professional photographer. Dress to impress and walk away with your new professional head and shoulder photo.

REGISTRATION (Online only)

CONFERENCE ATTENDEES

Early Bird
As of 8/1
Note: Any changes after 8/1

MEMBER

\$1,199
\$1,299
\$100.00

NON-MEMBER

\$1,799
\$1,899
\$100.00

**REGISTER EARLY
AND SAVE!**

Cancellations are non-refundable. Substitutions are permitted.
Course selections may be changed until September 6th.

[Register online](#)



Conference Program

Conference theme reflects adaptation,
growth and transformation:

We are all Tenants in Common

Real estate developments have evolved with a new mix of Tenants, including retail, industrial, commercial, and office. NRTA reflects this trend, offering education suited for the entire tenant occupier community.

This is a conference for all commercial tenants.

A Word About our Curriculum, and what is in it for YOU...

**If you're in the real estate management community,
THIS IS THE PLACE TO BE.**

Grow your talent by focusing on key areas of concentration:

Realizing people want to grow, NRTA provides courses to help members take their careers to the next level. We have developed courses that focus on leadership and communication in areas such as Strategy and Collaboration, Technology and Innovation, Legal Lessons, Creating Value by Numbers, and Dealing with Change.

Developing critical thinking skills:

For 27 years NRTA has educated its members on the basic skills and tools needed to perform their jobs and add value to their companies. With new people entering the profession every day, NRTA continues to provide this much needed resource. Our industry leaders and subject matter experts can teach you how to identify an obstacle in your performance and overcome it.

Creativity boosts and teamwork:

NRTA's real estate management education develops innovative thinking. We encourage original ideas while cooperating with peers. Our education program encourages teamwork that can be greatly beneficial. We have long held the belief that interaction among members is crucial and we are excited to be able to return to our in-person format for 2022.

Cultivating communication skills:

Group projects require excellent communication skills. You may need to be persuasive, introduce a winning idea, or draft an appropriate response to an ongoing issue—all these tasks require the art of communication. Real estate property management often encompasses collaborating with business partners from various backgrounds, diverse views and experiences that will challenge yours. To succeed you will need to be able to examine the situation, respond to conflicting opinions in a diplomatic way, learn from others, and assert your point of view.

Becoming more determined:

Another benefit of NRTA training is that it helps to develop "grit"... grit may be the main factor in one's success overall. In the learning process, grades, intellect, and socioeconomic status don't equal grit, which ensures success. Grit involves strong interest and constant persistence devoted to a long-term goal. The business world is demanding and uncertain, that's why one of the aims of NRTA's business education is to teach persistence and determination.

Managing various projects:

Project management is a necessary skill in any sector. Many of the conference courses touch on industry challenges shared by tenants and offer solutions on how to take an analytical approach, solve problems, and prioritize resources.

Idea Exchange

A unique networking experience to benchmark with your business peers.

Why you should attend.

Idea Exchanges are a favorite part of the NRTA conference experience. Peers interact on topics related to their jobs or career paths. Experience a unique networking and benchmarking opportunity to connect with like-minded professionals.

The number of participants is limited to assure a meaningful, interactive experience. Expect to hear new ideas and explore best practices that are important to you and your company.

Bring your ideas and questions. Plan to participate. This is not a time to sit and listen. It is an opportunity for peers to meet in an informal setting, with a facilitator to guide the exchange of ideas and experiences around an important topic of common interest.

IDEA EXCHANGE GROUPS LIMITED TO 25 PEOPLE OR 45 PEOPLE

Monday

CVN-19, Utilities
Monday 1:00-2:00

DWC-16, What You Need to Know
about Medical Office Leasing
Monday 1:00-2:00

LL-3, Follow-up Discussion on Key
Elements of the Commercial Lease
Monday 1:00-2:00

CVN-5 / DWC-1, Lease Administration and
COVID and How That Has Changed
Our Roles
Monday 2:30-3:30

DWC-2, Sales Audits
Monday 2:30-3:30

Tuesday

CVN-20, Tax Appeals
Tuesday 9:00-10:00

DWC-3 / LL-8, Exclusives and Prohibitive
Uses - Are They As Important As They
Were Before?
Tuesday 9:00-10:00

DWC-13 / LL-6, Surviving the Pandemic -
Legal Lessons Learned
Tuesday 10:30-11:30

T&I-5, Let's Talk about Our Real
Estate Software
Tuesday 10:30-11:30

CVN-7 / DWC-5 / S&C-6, Maintenance
and Repairs - Who Is Responsible?
Tuesday 1:00-2:00

DWC-7 / S&C-2, Strip vs Mall vs Outparcel
Tuesday 1:00-2:00

CVN-10, Base Year, Gross-ups and
Load Factors
Tuesday 2:30-3:30

DWC-12 / LL-10, Alternative Customer
Channels: Curbside, Drive through and
Outdoor Dining
Tuesday 2:30-3:30

DWC-14, The Future of Office Space
(and Real Estate)
Tuesday 2:30-3:30

LL-11, Going Dark
Tuesday 3:30-4:30

S&C-8, New Store Development
Tuesday 3:30-4:30

Join Our Golf Tournament!

Sponsored by American Landmark Companies, Inc. (ALC)

Sun., September 11

Tee Time 8 am – Grab & Go Breakfast 7:30 am

Whirlwind Golf Club – The Cattail Course

\$120 (credit card only)

[Register online.](#)

Rental clubs are available through
the golf pro at an additional fee.



ALL NEW Conference Program

NRTA announces an all-new conference curriculum. Presenters will tackle *new lease obligations, legal issues, occupancy cost* and *strategic lease administration best practices*. Choose courses from one concentration, or mix it up! Due to the evolving nature of the industry, some key topics cross-over and appear in multiple disciplines. **Learn what you need most right now.**

Creating Value by Numbers

- CVN-1, Intensive Course on Utility Rates & Energy
- CVN-2, The Great Renegotiation: When to Renew, Improve, or Exit!
- CVN-3, International Lease Administration for Commercial Tenants
- CVN-4, Optimize Excess Property Portfolios & Other Creative Programs That Produce Incremental Value
- **CVN-5, Idea Exchange**
- CVN-6, Operating Expenses and Mixed-Use Properties
- **CVN-7, Idea Exchange**
- CVN-8, Understanding Operating Expense Base Year and Gross-ups
- CVN-9, Ongoing FASB/Accounting Compliance - Lessons Learned & Best Practices
- **CVN-10, Idea Exchange**
- CVN-11, Help! I Need Somebody!
- CVN-12, The ABC's of CAM - A Guide to Understanding the CAM Language in Your Leases
- CVN-13, Prorata Share and Co-Tenancy Workshop
- CVN-14, An Auditor's Guide to CAM Caps and CPI Calculations
- CVN-15, Best Practices Audit Processes Panel
- CVN-16, Post-COVID Challenges of CAM Audits
- CVN-17, Real Estate Taxes - The Key to Understanding Tenant's Obligations
- CVN-18, To Reimburse or Not to Reimburse - Understanding your Insurance Requirements
- **CVN-19, Idea Exchange**
- **CVN-20, Idea Exchange**
- CVN-21, Subject Matter Expert Speed Dating

Dealing with Change

- **DWC-1, Idea Exchange**
- **DWC-2, Idea Exchange**
- **DWC-3, Idea Exchange**
- DWC-4, Reducing Space and Sublease Management
- **DWC-5, Idea Exchange**
- DWC-6, Introduction to Industrial Real Estate
- **DWC-7, Idea Exchange**
- DWC-8, Cannabis & Retail
- DWC-9, Help! I Need Somebody!
- DWC-10, Mixing It Up Over Mixed-Use Projects
- DWC-11, Identifying CAM and Operating Expense Overcharges in the Aftermath of the COVID-19 Pandemic
- **DWC-12, Idea Exchange**
- **DWC-13, Idea Exchange**
- **DWC-14, Idea Exchange**
- DWC-15, Building a Hybrid Team - Cultivating the Perfect Balance between In-House and Outsourcing
- **DWC-16, Idea Exchange**

Legal Lessons

- LL-1, Key Elements of the Commercial Lease/Commercial Leasing
- LL-2, Top Five Issues and Developments in Commercial Leasing Law
- **LL-3, Idea Exchange**
- LL-4, Dispute Resolution: Letter Writing for Results
- LL-5, Legal Ethics
- **LL-6, Idea Exchange**
- LL-7, Operating Costs and The Law
- **LL-8, Idea Exchange**
- LL-9, Mixing It Up Over Mixed-Use Projects
- **LL-10, Idea Exchange**
- **LL-11, Idea Exchange**
- LL-12, Restaurant Leasing

Technology & Innovation

- T&I-1, Digital & Cyber Security in the Workplace
- T&I-2, PowerPoint Workshop
- T&I-3, Excel Workshop
- T&I-4, Lease Administration Technology for Commercial Tenants
- **T&I-5, Idea Exchange**
- T&I-6, Help! I Need Somebody!

Strategy & Collaboration

- S&C-1, The Great Renegotiation: When to Renew, Improve, or Exit!
- **S&C-2, Idea Exchange**
- S&C-3, Help! I Need Somebody!
- S&C-4, State of Retail Real Estate Market
- S&C-5, Lease Portfolio Valuation and Negotiations
- **S&C-6, Idea Exchange**
- S&C-7, Strategies for Reducing Surplus Property Risks
- **S&C-8, Idea Exchange**
- S&C-9, Driving Negotiation and Settlement
- S&C-10, Understanding and Defending Against Poor Audit Rights and Restrictions
- S&C-11, Managing through the Generations (Communication Styles, In-office Expectations)
- S&C-12, Goal Setting - How to Get the C-Suite's Attention (Crafting Performance + Behavior Goals That Catch Attention)
- S&C-13, Got the C-Suite's Attention - How to Continue to Manage Expectations (Keeping the Attention of the C-Suite)



PLEASE NOTE:

To assist you in planning your agenda, a full Curriculum Schedule is available to download on our website. All Idea Exchange Topics are listed by day/time on page 6.

[Click to download the schedule.](#)



CVN-1, Intensive Course on Utility Rates & Energy
Monday 10:30-11:30

This course is intended to provide an energy overview for anyone who manages or helps manage utility costs. It will provide explanations of line items found on energy bills and insights to track energy usage and costs.

How does the average tenant with minimal utility experience become knowledgeable and comfortable with its direct and landlord billed utility charges? During this class we will cover fundamental understandings. The utility audit checklist provides protocols for auditing utility bills, utility rebates, government tax credits and utility saving options for your organization through rate comparisons, transport gas & electric choice and waste removal.

Case studies of successful utility adjustments and cost reductions for tenants will be reviewed. These success stories and their annual expense reporting will show cost reductions and adjustments on the utility billing ledgers. Additionally, the course will provide steps on creating protocols and areas within your organization to produce results within utility bill management and cost recovery programs by implementing a pathway to identifying overages. We encourage you to “uncover” lost profits hiding within your current utility expenses.

CVN-2, The Great Renegotiation: When to Renew, Improve, or Exit!
Monday 1:00-2:00

This course explores the processes and strategies behind managing lease renewals, the conditions that may trigger renegotiation of lease terms, and how and when to elect to terminate a lease or allow the term to expire. How effective is your team’s management and tracking of renewal dates contributing to your business’s decision to renew or not? How can you leverage a lease renewal or lease extension to improve and/or renegotiate lease terms (e.g. exclusives; co-tenancy; CAM; additional options; force majeure impacts including health crises.) Ultimately, the decision may be made to terminate or close your business on lease expiration, but you can be sure the necessary due diligence will be performed using the tools provided in this course.

CVN-3, International Lease Administration for Commercial Tenants
Monday 1:00-2:00

Evaluating and understanding international markets for leasing is complex and nuanced. Tenants face global issues as they expand overseas. There are different currencies to deal with, different laws pertaining to real estate to navigate, and different terminology to learn, just to name a few. This highly interactive course offers attendees the opportunity to discuss the international expansion of the lease administration/lease management role with experienced leaders. Participants will be sharing their personal experiences, including benefits and challenges they have faced throughout their expansion into international markets. In this class you’ll learn how to develop, implement and train “global” best practices and standards.

CVN-4, Optimize Excess Property Portfolios & Other Creative Programs That Produce Incremental Value
Monday 2:30-3:30

Your company has taken all the proper steps to move forward with an excess property disposition program, including identifying stores to close and the applicable financial planning and impact of such a program. Now what? Discover the methodology and process implemented by national and regional retailers to build the industry’s most successful disposition programs.

This session will focus on the process and marketing strategies required to build a best-in-class excess property disposition program for your company. The goal of these programs is to maximize the mitigation of leasehold liability associated with closed stores and do so in the shortest time possible. Moreover, these strategies will help your company recognize the value of underutilized fee-owned property as a great way to raise capital. Finally, this course will touch on creative ways retailers can generate incremental revenue that will further assist with optimizing portfolio value.

CVN-5, Lease Administration and COVID and How That Has Changed Our Roles
Monday 2:30-3:30

Idea Exchange. Limited to 45 people.

CVN-6, Operating Expenses and Mixed-Use Properties
Monday 2:30-3:30

Properties and their expenses are growing increasingly complex. How does a retail/restaurant tenant share expenses with big box, office, residential, and other types of tenants? In this course we will discuss what is a fair allocation of expenses and what lease language to avoid limiting a landlord’s calculation errors of tenant reimbursements. The learning objectives are:

- Overview of why tenants pay Common Area Maintenance/Operating Expense charges and how they benefit tenants
- How landlords have turned Operating Expenses into profit centers
- Ways mixed-use property leases actively penalize retail and restaurant tenants
- What tenants and organizations can do to negotiate better Operating Expenses to reduce risk and improve their bottom line

CVN-7, Maintenance and Repairs - Who Is Responsible?
Tuesday 1:00-2:00

Idea Exchange. Limited to 25 people.

CVN-8, Understanding Operating Expense Base Year and Gross-ups
Tuesday 9:00-10:00

Who loves Gross-ups? Who benefits from a Base Year? Who even understands these provisions and their calculations? In this course we will discuss why these provisions are used in leases and how they can either save or crush tenants. The learning objectives are:

- Overview of why some leases have Base Years/Gross-up provisions and others do not
- Learn the basic calculation for a Gross-up and when they are used
- How landlords make errors in Base Year and Gross-up provisions
- What tenants and organizations do to negotiate better Base Year and Gross-up provisions to reduce risk and improve their bottom line

CVN-9, Ongoing FASB/Accounting Compliance - Lessons Learned & Best Practices
Tuesday 10:30-11:30

Find out what we are still learning around lease compliance post adoption and hear what approaches your colleagues may be taking to

make it easier to meet compliance in the eyes of their auditors. This presentation looks at the changes that ASC 842 brought to lease compliance, how it was implemented and adopted by firms, and what changes they (you) may still be making around processes.

We will look at what they wish they had done, as much as what they are now doing, to make the ongoing management easier and faster. Please bring your questions as well as your ideas!

CVN-10, Base Year, Gross-ups and Load Factors

Tuesday 2:30-3:30

Idea Exchange. Limited to 25 people.

CVN-11, Help! I Need Somebody!

Tuesday 3:30-4:30

Are you stumped? Stymied? Frustrated? Don't feel comfortable asking questions in front of a crowd of 50 of your "closest" colleagues? Then this opportunity is for you! We have a group of seasoned portfolio professionals who will be happy to work with you one-on-one on any and all work-related issues. You have a particularly prickly landlord who won't answer your questions? You're not exactly sure how to handle an audit? Or you simply need a sympathetic ear? We've got you covered. We are all Tenants-In-Common!

CVN-12, The ABC's of CAM - A Guide to Understanding the CAM Language in Your Leases

Monday 10:30-11:30

Want to learn how to save your company money and become a rising star? This is the course for you! This introductory course is intended to help newer auditors become more comfortable doing CAM Reconciliations and "desktop" audits, discussing the basic concepts involved and how to review them.

The course will cover the basic components of a CAM reconciliation and the lease language related to them, how to calculate pro rata share, CAM caps, management and administrative charges, current industry issues related to CAM reconciliations and best practices to MAXIMIZING savings!

We welcome seasoned auditors to join us for new insights and discussions. The past two years have brought significant changes! Join us to see how your peers have navigated the latest challenges.

CVN-13, Prorata Share and Co-Tenancy Workshop

Monday: 1:00-2:00

Geared toward professionals new to the world of Lease audit, this Prorata Share and Co-Tenancy Workshop course will focus on desktop audit techniques. This basic class is designed for beginning to intermediate auditors who manage or participate in the desktop audit function. Presenters will discuss techniques and insights for understanding the development of prorata share ratios and Co-tenancy review, presentation and resolution. This interactive session will include hands-on examples designed to help improve attendees' understanding of the materials presented.

CVN-14, An Auditor's Guide to CAM Caps and CPI Calculations

Monday: 2:30-3:30

HISTORY, MATH, AND ENGLISH LANGUAGE...No, you're not back in high school! But you might get that impression after sitting through this course!

We will take you on a journey through time exploring the HISTORY of CPI and how an index created by the Bureau of Labor and Statistics in the early 1900's became the most widely used escalation tool in the private sector.

We will dissect the MATH utilized in performing the escalation function in static terms and then we will transcend into the enigma that the ENGLISH LANGUAGE presents when interpreting the escalation clauses. Unlike what you learned in high school, the knowledge and tools you will gain from this course will enable you to ensure lease compliance; recover past over charges and establish the proper billing methodologies for future billings! Join us as we go Back In Time on this CPI's and Caps journey!

CVN-15, Best Practices Audit Processes Panel

Tuesday 9:00-10:00

Join our panel of Lease Audit veterans as they share knowledge, experiences, tools, and tricks to performing more organized, effective, concise and results-driven compliance reviews. The group will discuss popular topics including audit prioritization, Post-COVID audit challenges, audit strategies and negotiation techniques. The session format will be an open discussion and network forum.

CVN-16, Post-COVID Challenges of CAM Audits

Tuesday 10:30-11:30

The approach to a CAM audit has significantly changed over the past few years. This course will focus on techniques to address Post-COVID audit challenges including the reset of CAP starting points, the changing face of the retail center, pandemic specific charges, insurance coverage and managing audit processes remotely. Designed for intermediate auditors who manage or participate in the desktop audit function, this collaborative session will include hands-on examples designed to enhance the attendees' understanding of the materials presented.

CVN-17, Real Estate Taxes - The Key to Understanding Tenant's Obligations

Tuesday 3:30-4:30

The real estate tax reimbursement requirement in a tenant's lease is typically one of the most significant expenses, with the exception of base rent. How much time does your team dedicate to understanding and reviewing these billings before payment? This course is designed to provide the basic fundamentals necessary to review and validate that your real estate tax bill is in accordance with your lease.

The presentation will include the analysis of case studies and variations of lease language to provide attendees with the tips and techniques necessary to confirm the taxes are billed in compliance with the lease. Attendees will learn the basic skills necessary to recoup current and previous overcharges and establish the proper billing methodology for future real estate tax billings.

CVN-18, To Reimburse or Not to Reimburse - Understanding Your Insurance Requirements

Tuesday: 2:30-3:30

Pop Quiz: True or False - Umbrella Coverage is a form of Property Coverage?

Liability, Property, All Risk, Wind Deductible Buy Back, Flood, Earthquake, Blanket, Terrorism, Employee Theft Insurance Coverage...

We've all heard these terms, but do we all really know what these terms mean; which types of insurance coverage are needed or required by the Lease; and which types the Leases are requiring reimbursement for?

If you answered True to the Pop Quiz, then you might need to brush up on your insurance knowledge! Join us as we walk you through the different types of Insurance coverage and examples of lease language while highlighting ways you can obtain savings for your company.

CVN-19, Utilities **Monday 1:00-2:00**

Idea Exchange. Limited to 25 people.

CVN-20, Tax Appeals **Tuesday 9:00-10:00**

Idea Exchange. Limited to 25 people.

CVN-21, Subject Matter Expert Speed Dating **Tuesday 1:00-2:00**

The Need for Speed! This opportunity is designed to address your specific concerns and offer a more intimate networking experience! Each group will be facilitated by a subject matter expert where participants will rotate tables and openly share their similar experiences, ideas, concerns and solutions in small, 15-minute discussions for a total of three rotations. Space is limited to the first 60 participants who sign up, so be sure to register today!

- Post-COVID Audit Issues
- Post-COVID Audit Issues (intentionally repeated due to demand)
- Co-Tenancy
- Department Structure/bench
- CAM Audit
- Real Estate Tax Audit
- Technology
- Property Management Issues
- Partnering with Landlords for Settlements
- Lease Accounting



Dealing with Change (DWC)

DWC-1, Lease Administration and COVID and How That Has Changed Our Roles **Monday 2:30-3:30**

Idea Exchange. Limited to 45 people.

DWC-2, Sales Audits **Monday 2:30-3:30**

Idea Exchange. Limited to 25 people.

DWC-3, Exclusives and Prohibitive Uses - Are They As Important As They Were Before? **Tuesday 9:00-10:00**

Idea Exchange. Limited to 45 people.

DWC-4, Reducing Space and Sublease Management **Tuesday 3:30-4:30**

Vacancies are more and more common, and tenants are being forced to sublet some of these locations in order to mitigate their lease liability. This course will help those responsible for lease administration to organize and manage subtenant leases, looking at a variety of issues, from collecting rent to property turnover.

Topics covered will include, how to switch hats from being a tenant to being a landlord on a daily basis, sublease provisions needed to protect interests and minimize future headaches, subtenant maintenance and repairs, and subtenant delinquencies.

DWC-5, Maintenance and Repairs - Who Is Responsible? **Tuesday 1:00-2:00**

Idea Exchange. Limited to 25 people.

DWC-6, Introduction to Industrial Real Estate **Tuesday 10:30-11:30**

As a by-product of pandemic shelter in place policies and other macro-factors, the “hottest” real estate asset class today is industrial (i.e. warehouses, distribution centers, etc.). As organizations look to expand their warehousing and logistics’ capacity, demand is significantly outpacing supply creating a dynamic and, often challenging, environment for occupiers of this type of space.

In this session, JLL’s Executive Managing Director, Dan McGillicuddy, will provide expert commentary on the national industrial real estate market including the foundational elements of industrial real estate, current state of the market, trends, opportunities, challenges, and thoughts on what the future may hold.

DWC-7, Strip vs Mall vs Outparcel **Tuesday 1:00-2:00**

Idea Exchange. Limited to 25 people.

DWC-8, Cannabis & Retail **Tuesday 1:00-2:00**

This course will inform attendees on the dynamic and growing cannabis market and how it will impact the retail real estate market in the foreseeable future. Presented by an expert in the field with more than 12 years working with cannabis licensees, and property owners, attorneys, CPAs, and REITs specialized in the cannabis industry, this course will explore:

- Managing the various laws regulating cannabis by state
- Recent developments in cannabis law
- Zoning regulations and strategy when it comes to retail, office, and industrial space
- Implications for non-cannabis retail tenants

DWC-9, Help! I Need Somebody! **Tuesday 3:30-4:30**

Are you stumped? Stymied? Frustrated? Don’t feel comfortable asking questions in front of a crowd of 50 of your “closest” colleagues?

Then this opportunity is for you!

We have a group of seasoned portfolio professionals who will be happy to work with you one-on-one on any and all work-related issues. You have a particularly prickly landlord who won’t answer your questions? You’re not exactly sure how to handle an audit? Or you simply need a sympathetic ear? We’ve got you covered. We are all Tenants-In-Common!

DWC-10, Mixing It Up Over Mixed-Use Projects **Tuesday 10:30-11:30**

This interactive course will match a seasoned in-house developer/landlord attorney against a veteran outside tenant leasing counsel. They will spar over issues arising from the continuing trend toward new mixed-use developments and conversion of existing retail and office projects to mixed use, with increasingly creative combinations of retail, office, residential, hotel, entertainment and other uses.

Issues discussed will include allocation of pass-through costs, exclusive and prohibited uses, co-tenancy, parking and control of common areas.

DWC-11, Identifying CAM Operating Expense Overcharges in the Aftermath of the COVID-19 Pandemic

Monday: 10:30-11:30

Find out what types of charges and overcharges may show up on your CAM (retail), Operating Expenses (commercial office) and real estate tax reconciliations resulting from COVID-19 pandemic. This presentation looks at the changes in the commercial real estate landscape resulting from the COVID-19 pandemic and other external pressures, and how they may affect Occupancy Cost for both landlords and tenants. We will then look at how these changes may increase landlord's reconciliation billings to the tenant. Lastly, we will talk about the types of possible overcharges tenants will see from these changes and what to look out for when performing a lease audit or desk top review. Please bring your questions!

DWC-12, Alternative Customer Channels: Curbside, Drive through and Outdoor Dining

Tuesday 2:30-3:30

Idea Exchange. Limited to 45 people.

DWC-13, Surviving the Pandemic - Legal Lessons Learned

Tuesday 10:30-11:30

Idea Exchange. Limited to 25 people.

DWC-14, The Future of Office Space (and Real Estate)

Tuesday 2:30-3:30

Idea Exchange. Limited to 25 people.

DWC-15, Building a Hybrid Team - Cultivating the Perfect Balance between In-House and Outsourcing

Tuesday 3:30-4:30

This highly interactive panel will discuss the growing trend toward integrating external consultants and third-party service providers with in-house teams to optimize resource expertise and efficiency. The discussion will explore the topics to consider when making the decision to outsource finance, lease accounting, administrative and audit functions and encourages attendees to share their experiences, challenges and best practices.

DWC-16: What You Need to Know about Medical Office Leasing

Monday: 1:00-2:00

Idea Exchange. Limited to 45 people.



Legal Lessons (LL)

LL-1, Key Elements of the Commercial Lease/Commercial Leasing

Monday 10:30-11:30

This basic presentation, geared towards nonlawyers as well as lawyers new to the profession, will explore the key legal concepts found in the commercial lease. Attendees will learn the practical implications of these legal concepts and the "competing interests" driving negotiations between landlords and tenants in the selected lease provisions.

LL-2, Top Five Issues and Developments in Commercial Leasing Law

Monday 1:00-2:00

A lot has happened since we last gathered. In this advanced presentation, an experienced attorney will summarize and analyze recent court decisions and legal developments that have impacted commercial leasing and lease administration. This course is for attorneys, paralegals and others familiar with legal concepts related to real estate law.

LL-3, Follow-up Discussion on Key Elements of The Commercial Lease

Monday 1:00-2:00

Idea Exchange. Limited to 25 people.

LL-4, Dispute Resolution: Letter Writing for Results

Monday 2:30-3:30

Collaborate with industry veterans to review best practices in drafting dispute letters and responses to default notices that generate results! This workshop will focus on preparing an organized letter which incorporates the "must have" inclusions and recommended exclusions to compel landlord response and cooperation. Participants will be encouraged to email letters prior to the conference (details will be provided after course registration!) for review and discussion during the session.

LL-5, Legal Ethics

Monday 2:30-3:30

The presentation will discuss ethical issues for in-house and outside counsel with a particular focus on issues that may arise in real estate transactions, corporate representation and real estate litigation including landlord/tenant litigation.

LL-6, Surviving the Pandemic - Legal Lessons Learned

Tuesday 10:30-11:30

Idea Exchange. Limited to 25 people.

LL-7, Operating Costs and The Law

Tuesday 9:00-10:00

Senior NRTA attorneys will lead this year's survey of the law governing the manner in which landlords may charge tenants for lease expenses and ways tenants can best protect their interests. In addition, the presenters will highlight elements of legal rulings spanning more than 30 years.

This basic presentation is intended to provoke questions and comments. Discussion will focus on the following: the principles of law that govern parties to the triple net lease, lease interpretation, the right to audit, the application of the law from the administrative perspective, and ways to overcome landlord objections. Join the discussion. There will be no hiding in the corners.

LL-8, Exclusives and Prohibitive Uses - Are They As Important As They Were Before?

Tuesday 9:00-10:00

Idea Exchange. Limited to 30-45 people.

LL-9, Mixing It Up Over Mixed-Use Projects

Tuesday 10:30-11:30

This interactive course will match a seasoned in-house developer/landlord attorney against a veteran outside tenant leasing counsel. They will spar over issues arising from the continuing trend toward new mixed-use developments and conversion of existing retail and office projects to mixed use, with increasingly creative combinations of retail, office, residential, hotel, entertainment and other uses.

Issues discussed will include allocation of pass-through costs, exclusive and prohibited uses, co-tenancy, parking and control of common areas.

LL-10, Alternative Customer Channels: Curbside, Drive through and Outdoor Dining

Tuesday 2:30-3:30

Idea Exchange. Limited to 45 people.

LL-11, Going Dark

Tuesday 3:30-4:30

Idea Exchange. Limited to 25 people.

LL-12, Restaurant Leasing

Tuesday 1:00-2:00

Restaurants and other food tenants are driving traffic for all types of developments. In this intermediate class, two experienced restaurant attorneys will measure, prepare, serve up and discuss issues that are unique to restaurant uses and the opportunities and challenges they pose. The speakers will also cover legal issues affecting restaurants that have arisen because of the pandemic. See what's on the menu as we discuss creative lease solutions for restaurant tenants.



Strategy & Collaboration (S&C)

S&C-1, The Great Renegotiation: When to Renew, Improve, or Exit!

Monday 1:00-2:00

This course explores the processes and strategies behind managing lease renewals, the conditions that may trigger renegotiation of lease terms, and how and when to elect to terminate a lease or allow the term to expire. How effective is your team's management and tracking of renewal dates contributing to your business's decision to renew or not? How can you leverage a lease renewal or lease extension to improve and/or renegotiate lease terms (e.g. exclusives; co-tenancy; CAM; additional options; force majeure impacts including health crises.) Ultimately, the decision may be made to terminate or close your business on lease expiration, but you can be sure the necessary due diligence will be performed using the tools provided in this course.

S&C-2, Strip vs Mall vs Outparcel

Tuesday 1:00-2:00

Idea Exchange. Limited to 25 people.

S&C-3, Help! I Need Somebody!

Tuesday 3:30-4:30

Are you stumped? Stymied? Frustrated? Don't feel comfortable asking questions in front of a crowd of 50 of your "closest" colleagues? Then this opportunity is for you! We have a group of seasoned portfolio professionals who will be happy to work with you one-on-one on any and all work-

related issues. You have a particularly prickly landlord who won't answer your questions? You're not exactly sure how to handle an audit? Or you simply need a sympathetic ear? We've got you covered. We are all Tenants-In-Common!

S&C-4, State of Retail Real Estate Market

Tuesday 2:30-3:30

Are you up to speed on the latest trends in the U.S. retail real estate market? What is happening today and how will it influence the future? What has changed due to the pandemic? What trends are likely "sticky" and what trends may "fade away" with time?

In this fast-paced session, CoStar's National Director of U.S. Retail Analytics, Brandon Svec, gives you an exclusive, insider look at the current state of the retail real estate market and where it may be headed in the future. Drawing on the vast research and market intelligence of CoStar, Brandon will provide expert commentary to help assess market conditions across an array of industry metrics.

S&C-5, Lease Portfolio Valuation and Negotiations

Monday 10:30-11:30

Led by experts in lease restructure advisory, this intermediate course will feature an approach to single tenant lease valuation and extension negotiations that involves analytics and capital markets trends to inform decisions. Lease renewals and extensions are viewed by landlords as crucial investment opportunities and are viewed by tenants as opportunities to control their destiny while reducing occupancy costs. Learn how each party can benefit from understanding the value of their leased assets in an engaging discussion around the key leverage points to consider when negotiating.

S&C-6, Maintenance and Repairs - Who Is Responsible?

Tuesday 1:00-2:00

Idea Exchange. Limited to 25 people.

S&C-7, Strategies for Reducing Surplus Property Risks

Monday 1:00-2:00

A significant number of retail stores closed temporarily at the beginning of the pandemic. Many never reopened. In this panel discussion we will discuss strategies to lower the risk of

financial loss resulting from surplus property. Topics to be covered include: Who should be notified when a property is vacated? What can be done to insure the building? Can you lower your tax obligation for a non-revenue generating facility? How do you protect the property from damage?

S&C-8, New Store Development

Tuesday 3:30-4:30

Idea Exchange. Limited to 25 people.

S&C-9, Driving Negotiation and Settlement

Tuesday 2:30-3:30

This course will focus on preparing attendees to successfully negotiate and settle disputes. Two seasoned executives from the landlord and tenant sides of the business will discuss the importance of analyzing the overall relationship between the parties to isolate what is important to each side and to identify overlapping interests which can accelerate the settlement process.

Attendees are encouraged to share their own experiences and contribute to what is anticipated to be a lively discussion.

S&C-10, Understanding and Defending Against Poor Audit Rights and Restrictions

Tuesday 2:30-3:30

As we move through the everchanging commercial real estate environment, both landlords and tenants are feeling the economic squeeze. As tenants scrutinize their occupancy cost for overcharges, landlords are fighting harder than ever to avoid requests to support billed expenses and lease audits. This class explores the types of landlord defenses commonly used to delay and deflect tenant requests and what options are available to respond to such defenses.

This presentation will focus on the following areas:

- Statute of Limitations
- Audit Right Restrictions
- Non-Disclosure Agreements (NDAs)
- Estoppels
- Doctrine of Latches
- Duck and Dive Approach (Silence)
- Landlord Sells Property (Who's responsible Old Landlord vs. New Landlord)

S&C-11, Managing through the Generations (Communication Styles, In-office Expectations)

Tuesday 3:30-4:30

According to Gallup, Gen Z and millennials now make up nearly half (46%) of the full-time workforce in the U.S. Communicating effectively in an era where multiple generations are working requires self-awareness. This highly interactive workshop is designed for those that want to improve their communication skills. Attendees will explore the communication process and the “how to” of effective communications and evaluate their own listening behaviors. Are there any behaviors practiced that will contribute to or detract from effective listening?

S&C-12, Goal Setting - How to Get the C-Suite’s Attention (Crafting Performance + Behavior Goals That Catch Attention)

Tuesday 1:00-2:00

Your work is important, even critical to your employer’s success, but how do you get (and keep) the attention of the members of the C-Suite who control the resources of the company? Sure, traditional functions of managing finance, reducing costs and establishing appropriate controls are all important, but your executive team expects those as a given. What do the C-Suite members want and how will you deliver? Hear how to capture the attention of your company’s executive team with agile goals that align with business priorities or building leadership.

S&C-13, Got the C-Suite’s Attention - How to Continue to Manage Expectations (Keeping the Attention of the C-Suite)

Tuesday 2:30-3:30

This workshop is for those whose role gives them the opportunity to lead others working towards departmental or company goals. Good leaders make deliberate choices about the best style to use in situations; choices that will influence the behavior of others in positive ways. Their response always considers the task at hand and the relationship with others involved. Workshop participants will identify and assess their own leadership styles and learn how to analyze and respond appropriately to workplace situations calling for leadership.

Technology & Innovation (T&I)

T&I-1, Digital & Cyber Security in The Workplace

Tuesday 9:00-10:00

This course will bring awareness to the digital risks that exist in today’s workplace and will instruct attendees on how their businesses can mitigate those risks in an effort to protect against data breaches and other cyber-attacks. Throughout this presentation, members of the FBI’s Cyber team will explore:

- Today’s dangers: what the risks are and where they exist in today’s digital environment
- Standard business practices for securing data and reducing risk of attack
- Considerations for businesses to prepare an incident response and disaster recovery plans
- What happens when an incident occurs
- Time will be allowed for a Q&A session as well

T&I-2, PowerPoint Workshop

Tuesday 9:00-10:00

For many organizations, utilizing PowerPoint to communicate ideas is a cornerstone for internal discussion. If you are interested in learning and sharing experiences, tips and tricks for effectively building and presenting PowerPoints, this workshop is for you.

This workshop may be different than some other PowerPoint training courses that you have joined in the past. This interactive workshop will not exclusively focus on the technical side of navigating the tool, but,

rather, lean into some practical considerations for building and presenting PowerPoints in a corporate environment...discussing what a “good” PowerPoint looks like by your organization’s definition, how to leverage other resources to take the complexity out of PowerPoint slide building, and, most importantly, interacting with and learning from other attendees in this session.

As charging stations will not be available, please bring fully charged laptops.

T&I-3, Excel Workshop

Tuesday 10:30-11:30

Do you manage large amounts of data on multiple Excel spreadsheets? If so, this workshop is for you!

Bring your laptop and be prepared to participate in this hands-on learning experience. Knowledgeable Excel users will walk you through both commonly used and lesser-known tricks to elevate your Excel skills. Learn valuable shortcuts, formulas, and pivot tables to efficiently manage your data. Impress your co-workers and managers by incorporating Excel dashboard graphics into your next presentation.

There will be content for all levels of experience, so basic to advanced Excel users will benefit from participating in this workshop.

As charging stations will not be available, please bring fully charged laptops.

T&I-4, Lease Administration Technology for Commercial Tenants

Tuesday 1:00-2:00

As an individual responsible for managing space, it is essential that you have a consolidated view of the property and building (floors and suites) you occupy. More importantly, you must have technology that gives you answers to questions like:

Are you tracking occupancy and its effect on the need for new space? Are you able to see at a glance the opportunities for office consolidation and colocation? Do you have technology that puts critical lease dates and information at your fingertips in order to evaluate these issues proactively? How do you manage maintenance concerns in a timely, cost-effective manner? What about retrofits, expansions or other small



construction projects within your spaces? Can you sublease, and if so, are you managing your subtenants effectively? Are you responsible for business-critical systems like HVAC, elevators, escalators or other components of a building management system? Are you monitoring their conditions in real-time? Join us for discussion on finding the right technology to fit your needs and manage it all.

T&I-5, Let's Talk About Our Real Estate Software

Tuesday 10:30-11:30

Idea Exchange. Limited to 45 people.

T&I-6, Help! I Need Somebody!

Tuesday 3:30-4:30

Are you stumped? Stymied? Frustrated? Don't feel comfortable asking questions in front of a crowd of 50 of your "closest" colleagues? Then this opportunity is for you! We have a group of seasoned portfolio professionals who will be happy to work with you one-on-one on any and all work-related issues. You have a particularly prickly landlord who won't answer your questions? You're not exactly sure how to handle an audit? Or you simply need a sympathetic ear? We've got you covered. We are all Tenants-In-Common!



Volunteer Project to Give Back!

Sponsored by Tango

NRTA will host a community involvement morning at the local

**Boys & Girls Clubs in Phoenix
Sun., September 11**

Learn more and [sign up on our website.](#)



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