

# RELATED PROPERTY MANAGEMENT, AMO

An exclusive interview with the president of a team of “impact players”

**SNAPSHOT**

**CORPORATE HEADQUARTERS**  
New York

**EXECUTIVE CPM**  
Jeffrey I. Brodsky, CPM  
(pictured)

**NUMBER OF EMPLOYEES**  
2,000+

**COMPANY WEBSITE**  
[www.related.com](http://www.related.com)

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Formed almost 40 years ago, Related Property Management, AMO, is a fully-integrated, highly diversified industry leader with experience in virtually every aspect of real estate development, acquisitions, management, finance, marketing and sales. Since developing one of the nation's first LEED Gold residential buildings, Related has also been a market leader in environmentally conscious real estate development and operations. Headquartered in New York City, Related has offices and major developments in Boston, Chicago, Los Angeles, Las Vegas, San Francisco and South Florida and boasts a team of more than 2,000 professionals.

The following is the perspective of Jeffrey Brodsky, CPM, president of Related Management, AMO.



*How do you align internal corporate practices with your vision of sustainability?*

We view sustainability in the light of three core business imperatives:

**First:** We are never satisfied with the status quo. We can always do more, but we are pleased with the progress that has been made. We implement dozens of low VOC products, provide training programs for our maintenance staff in sustainable best practices, employ energy auditing, benchmarking and reduction strategies, implement smoke-free initiatives at more than 100 of our locations nationwide and invest billions of dollars in the construction of LEED certified buildings.

**Second:** Sustainability is the norm, not the exception. We believe that sustainably built and operated buildings are simply a representation of best practices among best-in-class real estate companies. Our commitment fits in easily with the decades of clear vision and encouragement to “do the right thing” by Stephen Ross, CEO and founder.

**Third:** Sustainability builds long-term value. Regardless of asset class, we believe that buildings that are not executed with a commitment to sustainability will soon lose value and ultimately become obsolete. Our clients expect the effort from us and are willing to choose our products over others who do not execute to our standard.

*You describe finding/retaining employees as “talent acquisition.” What distinguishing characteristics do you look for in your employees?*

If you will excuse the sports metaphor, we look for “impact players.” We are not trying to simply fill job openings; our recruiters and hiring managers understand that, while experience in a field may be helpful, it is in no way sufficient. What is more important to us is the ability to work and thrive in a culture where excellence is demanded. We look for team members who will excel in an entrepreneurial, opportunistic environment filled with enthusiasm, initiative and flexibility.

In return for their dedication, we provide our employees with lifelong learning through educational reimbursement programs, participation in dozens of industry groups and access to an hundreds of courses and learning options available through an online learning management system.

*Describe your hybrid-building concept and some of the challenges and opportunities involved.*

Related was one of the first developers to create hybrid buildings, which incorporate both luxury rentals and condominiums in the same building, using shared amenity spaces. Mixed-use developments allow us to integrate our diverse program groups into a master development plan—each module benefiting from the others and adding value to the whole—exceeding the sum of its parts.

There were some initial concerns that condominium buyers would be reluctant to purchase in a building with renters. Once we were able to educate the market on the demographics of our rental portfolio, buyers were pleased to invest side-by-side with Related in our hybrid developments. Due to our financial stability, well-known commitment to long-term operational and service excellence, and aligned interest in developing long-term value for the asset, owners receive a unique value proposition. They also receive more expansive amenity packages than traditional buildings—at a more affordable price.

*What is the “Expect More at Home” service platform?*

Through the coordinated efforts of our on-site service delivery teams, we provide an urban luxury experience to our residents, and our resident surveys indicate that we succeed at the highest professional standards. Every facet of our buildings’ execution, amenities and finishes is exceptionally designed. We also believe in the luxury of choice, and seek to offer our residents multiple options as well as the ability to move within their portfolio of options at any time. Through offering various rent payment preferences, cable and internet options, paperless leasing and a suite of personal assistant services, and many others, Related provides our residents with the best.

We challenge our employees to not simply fulfill—but to exceed—resident expectations at every interaction. Building staff and managers attend customer service training sessions to enhance their ability to respond personally and effectively to requests, communicate clearly with residents and other staff members and achieve positive results.

We know that our competitors can build similar buildings to ours, but they cannot manufacture the environment created by our exceptional team. ■

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*To earn the ACCREDITED MANAGEMENT ORGANIZATION (AMO) accreditation from IREM, a company must demonstrate a high level of performance, experience and financial stability, and have a CPM in an executive position. AMO Firms must meet high ethical standards and other stringent requirements, proving their value to the industry.*

