

# Event Session

## Proptech & AI

Date: February 25???26, 2025

00:00:00 --> 00:00:02: Well, it's good to see all of you here, and  
 00:00:02 --> 00:00:05: I certainly hoped you enjoyed the general session and the  
 00:00:05 --> 00:00:06: earlier session.  
 00:00:06 --> 00:00:10: We're here to talk really about, well, prop tech and  
 00:00:10 --> 00:00:13: AI, and I've been doing this for quite some time.  
 00:00:13 --> 00:00:16: My name is Tom Toomey, and I can tell you  
 00:00:16 --> 00:00:20: from our early discussions about this panel and what we're  
 00:00:20 --> 00:00:23: going to cover, I have found 4 great panelists that  
 00:00:23 --> 00:00:26: I think have a lot of applicability to the topic.  
 00:00:26 --> 00:00:29: We'll give you ideas about where to go, what works,  
 00:00:29 --> 00:00:30: what doesn't.  
 00:00:31 --> 00:00:33: And so given the size of the audience, it's going  
 00:00:33 --> 00:00:35: to be a very intimate session.  
 00:00:35 --> 00:00:39: Don't stop, interrupt us and we'll keep covering the topics  
 00:00:39 --> 00:00:40: together.  
 00:00:40 --> 00:00:42: OK, so we've got about an hour and I want  
 00:00:43 --> 00:00:45: to get into it very quickly out of the gate.  
 00:00:45 --> 00:00:49: So the question we were propose is why innovation and  
 00:00:50 --> 00:00:50: housing.  
 00:00:51 --> 00:00:51: OK.  
 00:00:51 --> 00:00:54: And I want to thank Sheba for furnishing this slide  
 00:00:54 --> 00:00:57: because I could never have done that, although I could  
 00:00:57 --> 00:01:00: give it to my grandchildren and they could probably tell  
 00:01:00 --> 00:01:01: me what it really means.  
 00:01:02 --> 00:01:03: But it's extraordinary.  
 00:01:04 --> 00:01:06: And and so I wanted to kick it off and  
 00:01:06 --> 00:01:09: and instead of the normal me tried to read BIOS.  
 00:01:09 --> 00:01:11: I think one of my panelists said that sounds like  
 00:01:11 --> 00:01:12: obituaries.

00:01:13 --> 00:01:15: Why don't I turn to them and give them a  
00:01:15 --> 00:01:16: chance to introduce themselves?  
00:01:16 --> 00:01:18: So I'll start at the far end and Sheba, if  
00:01:18 --> 00:01:20: you will introduce yourself to the audience.  
00:01:22 --> 00:01:23: Thank you so much, Tom.  
00:01:23 --> 00:01:26: I actually used AI for that, so I have to  
00:01:26 --> 00:01:27: give credit where it's due.  
00:01:28 --> 00:01:29: Good afternoon, everyone.  
00:01:29 --> 00:01:33: I'm Sheba Ross, I'm a partner and global practice director  
00:01:33 --> 00:01:33: at HKS.  
00:01:34 --> 00:01:36: So we're a team of architects and I lead our  
00:01:36 --> 00:01:38: cities and communities practice.  
00:01:38 --> 00:01:42: And cities and communities is a fundamentally hinged  
actually in  
00:01:42 --> 00:01:45: urban design, but we look at urban planning and geospatial  
00:01:46 --> 00:01:49: analytics, immersive engagement, and it's really interesting.  
00:01:49 --> 00:01:52: My background is architecture.  
00:01:52 --> 00:01:57: I, I finished my architecture in India and very interestingly,  
00:01:57 --> 00:02:00: it was my visit to rural India that got me  
00:02:00 --> 00:02:02: very interested in urban design.  
00:02:03 --> 00:02:06: And since then it's just been a, a beautiful journey  
00:02:06 --> 00:02:09: of looking at the space between buildings.  
00:02:09 --> 00:02:12: And so today I sit at this panel.  
00:02:12 --> 00:02:16: I'm just an urban designer looking at a city that  
00:02:16 --> 00:02:21: needs housing and asking that perhaps design could actually  
be  
00:02:21 --> 00:02:22: the answer.  
00:02:25 --> 00:02:27: Hi everyone I'm Abe Krueger.  
00:02:27 --> 00:02:29: I'm the Co founder of SK Collaborative.  
00:02:29 --> 00:02:33: We are green building healthy housing and building  
enclosure consultants.  
00:02:34 --> 00:02:37: So we're third party verifiers making sure buildings are built  
00:02:37 --> 00:02:37: well.  
00:02:38 --> 00:02:41: About half of our work is affordable, half is market  
00:02:41 --> 00:02:44: rate and we have active projects in 14 states, US  
00:02:44 --> 00:02:46: Virgin Islands and Puerto Rico.  
00:02:46 --> 00:02:48: So we kind of go wherever and everywhere.  
00:02:49 --> 00:02:51: About 90% is multifamily.  
00:02:51 --> 00:02:53: So that's the space we tend to play in the  
00:02:53 --> 00:02:56: most though 10% is going to be single family.  
00:02:56 --> 00:02:57: It's like commercial.  
00:02:57 --> 00:02:58: It's the other stuff, yeah.  
00:03:01 --> 00:03:02: Hi, everyone.

00:03:02 --> 00:03:05: I'm Jay Richard, you Vice President.

00:03:05 --> 00:03:10: Of tech and innovation with Jamestown headquartered here in Atlanta

00:03:10 --> 00:03:16: where design focused vertically integrated management, investment and service provider

00:03:16 --> 00:03:18: with over 40 years of experience.

00:03:19 --> 00:03:23: Some of our noteworthy projects that you all have might

00:03:23 --> 00:03:26: have visited or heard of include One Time Square and

00:03:26 --> 00:03:30: Chelsea Markets in New York City, Industry City in Brooklyn, NY, Ghirardelli Square in San Francisco, Ponce City Market

00:03:30 --> 00:03:35: right here in Atlanta.

00:03:35 --> 00:03:36: here in Atlanta.

00:03:37 --> 00:03:41: We also have the innovation and design buildings in Boston

00:03:41 --> 00:03:45: and Lisbon and Groot, Handel's Good Bow and Rotterdam in the Netherlands.

00:03:45 --> 00:03:46: the Netherlands.

00:03:46 --> 00:03:48: I'm so really excited to be here.

00:03:49 --> 00:03:52: Our team has done a lot of amazing projects in

00:03:52 --> 00:03:56: this space, ranging from pilots and deployments, as well as

00:03:56 --> 00:03:59: our own instance internally in our company with our chat.

00:04:00 --> 00:04:04: JT from Open AI is ChatGPT, which is really exciting.

00:04:04 --> 00:04:06: So I'm really excited to be here with the panel

00:04:06 --> 00:04:08: and talk shop and get to know you all and

00:04:09 --> 00:04:09: everyone here.

00:04:10 --> 00:04:10: Thank you for having me.

00:04:12 --> 00:04:13: I'm Atticus LeBlanc.

00:04:13 --> 00:04:16: I'm the founder and CEO of a company called Pad

00:04:16 --> 00:04:16: Split.

00:04:16 --> 00:04:19: We are A2 sided marketplace that creates access to private

00:04:19 --> 00:04:22: rooms and shared rentals for the 50% of people who

00:04:22 --> 00:04:23: can't afford the rent.

00:04:24 --> 00:04:26: And then on the other side you have generally owner

00:04:27 --> 00:04:30: operator rental property owners who make more money by

00:04:30 --> 00:04:32: renting out those rooms to people who wouldn't be able to

00:04:33 --> 00:04:34: qualify for anything.

00:04:34 --> 00:04:37: So making housing both more affordable and more profitable simultaneously.

00:04:37 --> 00:04:40: Think like Airbnb for permanent affordable housing.

00:04:42 --> 00:04:43: Tom Toomey, I'm your host.

00:04:44 --> 00:04:48: Let's see Chairman and CEO of United Dominion, so our

00:04:48 --> 00:04:53: UDR Inc, if you will, about 60,000 apartment homes across the nation.

00:04:53 --> 00:04:54: the nation.

00:04:55 --> 00:04:58: And I've been investing in tech for probably about 25

00:04:58 --> 00:04:59: years.

00:04:59 --> 00:05:02: So I can tell you good and bad ideas about

00:05:02 --> 00:05:05: it, innovation, we'll get into some of that and what

00:05:05 --> 00:05:07: I see on the horizon and some of the questions

00:05:07 --> 00:05:10: we have to face in the opportunities and challenges.

00:05:11 --> 00:05:14: But before I do that, you've met us, let me

00:05:14 --> 00:05:17: take a moment and see if I can discern from

00:05:18 --> 00:05:19: the group who you are.

00:05:20 --> 00:05:22: Now, I can't pass around a mic and give each

00:05:22 --> 00:05:24: of you 5 minutes to introduce yourself, but if you

00:05:24 --> 00:05:27: could tell me a little bit about your professional background.

00:05:27 --> 00:05:29: So if you would raise your hand if you're one

00:05:29 --> 00:05:32: of these things or multiple of these things, who in

00:05:32 --> 00:05:33: the audience is developers?

00:05:36 --> 00:05:39: Who is in charge of their tech for their company?

00:05:42 --> 00:05:42: Hire them.

00:05:47 --> 00:05:48: Let's see beyond that.

00:05:48 --> 00:05:53: Government officials, former football players.

00:05:56 --> 00:05:58: Let's see investors.

00:06:00 --> 00:06:01: No investors.

00:06:02 --> 00:06:04: Let's go next door and see who we can find.

00:06:04 --> 00:06:06: Let's see property management.

00:06:07 --> 00:06:09: So if you didn't answer your question, you have to.

00:06:09 --> 00:06:11: Now tell me who you are.

00:06:11 --> 00:06:13: Do you want to go through the list again?

00:06:14 --> 00:06:14: Let's not do that.

00:06:14 --> 00:06:17: So seriously, let's move on to this question.

00:06:17 --> 00:06:19: Why innovation and housing?

00:06:19 --> 00:06:20: Why is it important?

00:06:21 --> 00:06:23: What is the you can see from the diverse group,

00:06:23 --> 00:06:25: we each have a different perspective.

00:06:25 --> 00:06:29: So I think as people go through that question, and

00:06:29 --> 00:06:32: I'll start with Abe to give us that and then

00:06:32 --> 00:06:35: we'll turn to Atticus J and then Sheba.

00:06:36 --> 00:06:38: Each of them have some slides they want to go

00:06:38 --> 00:06:40: through to try to answer that question.

00:06:40 --> 00:06:44: Don't hesitate to just raise your hand and we'll stop

00:06:45 --> 00:06:46: and field questions.

00:06:47 --> 00:06:49: So with that, when I kick it off to Abe

00:06:49 --> 00:06:51: and why innovation in housing?

00:06:51 --> 00:06:52: Yeah, great question.

00:06:52 --> 00:06:55: So what we see in kind of when we're talking

00:06:55 --> 00:06:58: to developers, you know, the biggest issues are, you know,  
00:06:58 --> 00:07:01: there's a housing shortage, there's a housing affordability crisis in

00:07:01 --> 00:07:04: the US So we need more supply, we need more  
00:07:04 --> 00:07:04: housing.

00:07:05 --> 00:07:06: So that's one issue.

00:07:06 --> 00:07:08: The other is just the cost of the housing, right,  
00:07:09 --> 00:07:11: whether it's the labor of the material cost, the land  
00:07:11 --> 00:07:13: cost, the cost of housing is very high.

00:07:14 --> 00:07:17: The other thing here in Atlanta, so we're based here,  
00:07:17 --> 00:07:20: is we have, you know, the unfortunate distinction of being  
00:07:20 --> 00:07:22: one of the cities in the country with the highest  
00:07:22 --> 00:07:23: rates of energy burden.

00:07:24 --> 00:07:28: So our population is spending a very high percentage of  
00:07:28 --> 00:07:30: their income on utility bills.

00:07:31 --> 00:07:34: And just like the rental burden is percent of your  
00:07:34 --> 00:07:37: income going towards your housing, energy burden is the percent

00:07:38 --> 00:07:41: of your income going towards your energy bills, whether that's

00:07:41 --> 00:07:42: electric or gas.

00:07:43 --> 00:07:44: And so we're in the top five.

00:07:44 --> 00:07:46: And depending on how you slice and dice the data,  
00:07:47 --> 00:07:48: we might be the top 1.

00:07:49 --> 00:07:51: And so, you know, that math is pretty easy.

00:07:51 --> 00:07:55: It's increase the income or reduce your utility bills.

00:07:55 --> 00:07:58: So we spend a lot of time working with developers  
00:07:58 --> 00:08:01: and property owners on how do we reduce the energy  
00:08:01 --> 00:08:05: bills and advising municipalities on things like weatherization programs to

00:08:05 --> 00:08:07: improve the energy efficiency of homes.

00:08:08 --> 00:08:10: And unfortunately, people are always like, well, what's the new

00:08:10 --> 00:08:11: tech?

00:08:11 --> 00:08:12: How do we do this?

00:08:12 --> 00:08:15: And it's like, yeah, there's no silver bullet, but it's  
00:08:15 --> 00:08:19: really exciting to see all the innovations that is happening  
00:08:19 --> 00:08:24: around different construction technologies, whether we call it contact or

00:08:24 --> 00:08:25: real tech or prop tech.

00:08:26 --> 00:08:28: And so that's the space like we'd love to play  
00:08:28 --> 00:08:31: in, but a lot of the time it's not glamorous  
00:08:31 --> 00:08:31: things.

00:08:31 --> 00:08:35: It's just build it right and then get it verified.

00:08:35 --> 00:08:39: So one of our mantras is trust but verify.

00:08:40 --> 00:08:44: So unfortunately, there's a lot of just quality of construction

00:08:44 --> 00:08:48: issues out there, whether it's poor code enforcement or just

00:08:49 --> 00:08:50: poor oversight in general.

00:08:52 --> 00:08:54: I always invite the panelists to question each other.

00:08:54 --> 00:08:56: Is there anything from the group?

00:08:57 --> 00:08:58: So let me ask 1.

00:08:58 --> 00:09:02: So you mentioned energy bills and then so give me

00:09:02 --> 00:09:04: a little bit if I said 10 years ago rent

00:09:04 --> 00:09:08: was 1500, what was the corresponding utility bill and where

00:09:08 --> 00:09:11: has it gone in the last 10 years?

00:09:11 --> 00:09:13: So it's going to really depend on where you are.

00:09:13 --> 00:09:14: You are.

00:09:14 --> 00:09:16: So like in Georgia, we used to be one of

00:09:16 --> 00:09:20: the states with some of the lowest electric rates in

00:09:20 --> 00:09:21: the country.

00:09:21 --> 00:09:24: People would always hold up Atlanta and say, or Georgia

00:09:24 --> 00:09:27: and say, like Georgia Power's rates are so low.

00:09:27 --> 00:09:30: And over the last five years, Georgia Power, sorry if

00:09:31 --> 00:09:34: they're saying from the utility here, has made a very

00:09:34 --> 00:09:37: concerted effort to get our rates into the top ten

00:09:37 --> 00:09:38: in the nation.

00:09:38 --> 00:09:41: And so we've built a new nuclear power plant and

00:09:41 --> 00:09:45: every single year, sometimes multiple times per year, our

00:09:45 --> 00:09:47: rates

00:09:48 --> 00:09:51: have been increasing steadily.

00:09:51 --> 00:09:56: And when you look at who that is impacting, it

00:09:56 --> 00:09:56: is lower income, it's minority communities disproportionately

00:09:57 --> 00:10:00: being impacted by

00:10:00 --> 00:10:04: that.

00:10:04 --> 00:10:08: So that story of escalating utility rates isn't the same

00:10:08 --> 00:10:08: everywhere around the country, but in Georgia, especially

00:10:09 --> 00:10:12: Georgia Power

00:10:13 --> 00:10:15: customers, you're talking about over 40% increase in rates

00:10:16 --> 00:10:18: for

00:10:19 --> 00:10:21: many people.

00:10:21 --> 00:10:24: 40% over that window of time, Yeah, we've done some

00:10:25 --> 00:10:28: work at UDR and you take Dallas as a market

00:10:28 --> 00:10:31: that we have some concentration in.

00:10:32 --> 00:10:35: And I would tell you the rents 10 years ago,

00:10:36 --> 00:10:39: we're averaging 1300 now average about 1900.

00:10:40 --> 00:10:43: But the utility bills gone from \$90.00 a month to

00:10:29 --> 00:10:29: 220.

00:10:30 --> 00:10:34: And if you don't think the 220 represents A headwind against your rent potential, you're wrong.

00:10:34 --> 00:10:37: And we see that pressure from our residents.

00:10:38 --> 00:10:41: But what we haven't found in the industry as a transparent way to communicate that.

00:10:41 --> 00:10:43: And I've even tried crazy things like I'll guarantee your utility bill and of course then I get the hot water heater burner of lifetime.

00:10:43 --> 00:10:45: I'm like, you have to literally be taking 27 hours

00:10:46 --> 00:10:51: a shower to get your AC bill on that or your power.

00:10:51 --> 00:10:55: So.

00:10:55 --> 00:10:57: Where just on that note, like there are some developers who are one, looking at including the utility bills in the rent one just from a simplicity standpoint, 2 also just to make sure that they're helping the residents, but also with the solar incentives that may or may not still be here tomorrow.

00:10:57 --> 00:11:00: A lot of developers are looking to doing master meter electric because of the way the tax credits are now getting structured around electricity.

00:11:00 --> 00:11:03: So there is really great incentives to just Max out on the property as much as on site renewables.

00:11:03 --> 00:11:03: So we're seeing some really creative business models and business

00:11:03 --> 00:11:04: cases for actually going back to like master metered, whereas

00:11:04 --> 00:11:08: the trend for the last couple decades has been going to everything sub metered.

00:11:08 --> 00:11:12: Attic.

00:11:12 --> 00:11:15: Guess you were.

00:11:15 --> 00:11:19: Going to ask.

00:11:19 --> 00:11:23: Yeah, I was just going to say, I mean, so

00:11:23 --> 00:11:24: we have 18,000 units now on the platform, medium and income is \$27,600 a year for our residents.

00:11:26 --> 00:11:29: Utilities are required to be included.

00:11:29 --> 00:11:31: And that was something that I set out very early as a requirement for anyone who listed on the platform simply because of the alignment of incentives.

00:11:31 --> 00:11:33: And a tenant never has the capacity to make energy infrastructure investments, right.

00:11:33 --> 00:11:36: And So what I saw at a lot of facilities

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00:12:18 --> 00:12:21: over my 20 year career managing housing was, was pretty  
00:12:21 --> 00:12:25: common to see apartment operators put in incandescent 60  
Watt  
00:12:25 --> 00:12:28: bulbs, even though a nine Watt LED would ultimately be  
00:12:28 --> 00:12:30: much more cost effective.  
00:12:30 --> 00:12:32: But if they weren't paying the bill, there was no  
00:12:32 --> 00:12:35: real incentive alignment for them to make that very simple  
00:12:35 --> 00:12:38: cost effective improvement, much less something like solar.  
00:12:39 --> 00:12:42: And so I think the transparency and pricing is, is  
00:12:42 --> 00:12:43: a key element.  
00:12:43 --> 00:12:45: It's not just about housing supply.  
00:12:46 --> 00:12:48: And oh, by the way, like quick note, we have  
00:12:48 --> 00:12:50: more housing supply on a per capita basis than we've  
00:12:50 --> 00:12:52: had at any point in U.S.  
00:12:52 --> 00:12:52: history.  
00:12:53 --> 00:12:56: And by that I mean like if you divide population  
00:12:56 --> 00:12:59: by square footage, what you'll find is we're using way  
00:13:00 --> 00:13:03: more square foot per person than we did 10/20/50 a  
00:13:03 --> 00:13:04: hundred years ago.  
00:13:05 --> 00:13:08: And in doing so, like we don't think just about  
00:13:08 --> 00:13:10: the supply aspect.  
00:13:10 --> 00:13:11: It's also the access part.  
00:13:11 --> 00:13:14: And when I say access, I mean inclusion of utilities  
00:13:14 --> 00:13:16: so that people don't have to pay security deposits or  
00:13:16 --> 00:13:18: utility deposits to be able to get into properties.  
00:13:18 --> 00:13:21: We don't require any security deposits in order to move  
00:13:21 --> 00:13:25: in, but including Wi-Fi, laundry, we provide access to  
telemedicine  
00:13:25 --> 00:13:28: for all of our residents who who might need it  
00:13:28 --> 00:13:30: on time, rent reporting to credit bureaus so we can  
00:13:30 --> 00:13:32: see an increase in FICO scores.  
00:13:33 --> 00:13:37: But bundled into one very simple, transparent payment that  
ultimately  
00:13:37 --> 00:13:41: doesn't just address the supply problem with taking  
advantage of  
00:13:41 --> 00:13:45: that space that's already out there, but making payments  
much  
00:13:45 --> 00:13:47: more simple for the the residents themselves.  
00:13:49 --> 00:13:50: Question for the audience.  
00:13:50 --> 00:13:54: How many of you are facing some ESG carbon tax  
00:13:54 --> 00:14:00: fine penalties standards in your portfolio, so you're aware to  
00:14:00 --> 00:14:06: the sensitivity of the nature that they're coming for us,  
00:14:06 --> 00:14:06: OK.



00:14:07 --> 00:14:09: And it started out on the West Coast, but it's

00:14:09 --> 00:14:11: in Boston, NY, Colorado.

00:14:11 --> 00:14:15: This aspect of your carbon footprint costing the owners money,

00:14:15 --> 00:14:16: it's coming.

00:14:17 --> 00:14:20: And then you look at the real dollars and the

00:14:20 --> 00:14:22: real fines, your assets just got devalued.

00:14:22 --> 00:14:24: If you don't think about that element.

00:14:25 --> 00:14:27: So why don't we move on and Atticus, why don't

00:14:27 --> 00:14:30: you tell us a little bit about your your question,

00:14:30 --> 00:14:32: the question and a little bit about the answer?

00:14:32 --> 00:14:33: Yeah.

00:14:33 --> 00:14:36: Well, I, I will be clear that I am not

00:14:36 --> 00:14:38: the the hero of of this story.

00:14:38 --> 00:14:39: We are a marketplace.

00:14:39 --> 00:14:41: So we set up the rails for people to really

00:14:41 --> 00:14:43: create their own stories and make their own choices.

00:14:43 --> 00:14:45: If you could go ahead and start the start the

00:14:45 --> 00:14:45: video.

00:14:49 --> 00:14:50: Sorry I caught you off guard.

00:14:50 --> 00:14:58: We don't have sound.

00:15:04 --> 00:15:05: One more time.

00:15:06 --> 00:15:09: I am born and raised, My name is my name

00:15:09 --> 00:15:11: is Amber Bailey and we are here in my home.

00:15:12 --> 00:15:14: I am born and raised from Atlanta, GA, raised by

00:15:14 --> 00:15:15: my grandparents pretty much.

00:15:15 --> 00:15:17: So that's where my wisdom comes in.

00:15:18 --> 00:15:20: We end up moving and basically I'm out on my

00:15:20 --> 00:15:20: own.

00:15:21 --> 00:15:23: Not too long ago I ended up losing my grandfather.

00:15:24 --> 00:15:25: Losing him was really hard.

00:15:26 --> 00:15:29: Somehow I wanted to do something for him.

00:15:29 --> 00:15:32: You know, he always, he always pushed me no matter

00:15:32 --> 00:15:32: what.

00:15:32 --> 00:15:34: I stayed working.

00:15:34 --> 00:15:36: I always was able to get to work and handle

00:15:36 --> 00:15:38: my business, but I didn't really have an exact place

00:15:38 --> 00:15:38: to stay.

00:15:39 --> 00:15:41: So every other day, maybe 2-3 days, I'll sleep in

00:15:41 --> 00:15:43: my car and then sometimes I'll ask a friend to

00:15:43 --> 00:15:44: stay over just to scratch out.

00:15:45 --> 00:15:47: And she actually invited me over to take a shower

00:15:47 --> 00:15:50: because she knew about all the hard times.  
 00:15:50 --> 00:15:51: And she was like, I got a pass split.  
 00:15:51 --> 00:15:53: I was like, what is that?  
 00:15:53 --> 00:15:56: And then we literally signed up one for me.  
 00:15:56 --> 00:15:57: I mean, that's where it started.  
 00:15:57 --> 00:16:01: And so I walked in the room and immediately felt  
 00:16:01 --> 00:16:04: a sense of like a deep breath, like just being  
 00:16:04 --> 00:16:07: able to like, have somewhere to go, you know?  
 00:16:08 --> 00:16:09: Yeah.  
 00:16:09 --> 00:16:14: And like, after so long, that feeling was just the  
 00:16:14 --> 00:16:19: best feeling just being able to cleaning up.  
 00:16:19 --> 00:16:20: I cleaned up all night.  
 00:16:20 --> 00:16:22: I literally put all my stuff up that same night  
 00:16:22 --> 00:16:24: to get myself comfortable.  
 00:16:24 --> 00:16:26: And so I had to go to work and I  
 00:16:26 --> 00:16:29: just woke up and I was just at peace to  
 00:16:29 --> 00:16:32: experience actually being homeless and to the next day  
 00:16:33 --> 00:16:35: home kind of start thinking about what I want to  
 00:16:36 --> 00:16:38: do and what I need to do for myself in  
 00:16:38 --> 00:16:38: my life.  
 00:16:39 --> 00:16:42: And that's when I said, you know what cleaning and  
 00:16:42 --> 00:16:46: cleaning business Heather came in and I started pointing out  
 00:16:46 --> 00:16:47: everything I do.  
 00:16:47 --> 00:16:49: I said, I realize the batteries, we need batteries here.  
 00:16:49 --> 00:16:52: A couple months later, she gave me my first job.  
 00:16:52 --> 00:16:54: Now I have work.  
 00:16:54 --> 00:16:58: And so now today working for Heather and everything she's  
 00:16:58 --> 00:17:01: pretty much done for me has created my whole business  
 00:17:01 --> 00:17:01: plan.  
 00:17:02 --> 00:17:03: I love to make a difference.  
 00:17:04 --> 00:17:05: I love to help.  
 00:17:05 --> 00:17:07: Unfortunately, I really do love to clean.  
 00:17:07 --> 00:17:09: I can't help it when we clean this Just be  
 00:17:09 --> 00:17:10: in touch with a little love.  
 00:17:11 --> 00:17:12: They need the house to be loved so they can  
 00:17:12 --> 00:17:14: feel how I felt when I was in mine.  
 00:17:14 --> 00:17:18: You know my name is Amber Bailey, so.  
 00:17:24 --> 00:17:27: So I share this story really just to represent like  
 00:17:27 --> 00:17:31: this was a coordinated effort from both Amber and her  
 00:17:31 --> 00:17:32: host Heather.  
 00:17:33 --> 00:17:35: I am very fortunate in my role that I get

00:17:35 --> 00:17:38: to see hundreds and thousands of of these stories play  
00:17:38 --> 00:17:39: out every day.  
00:17:39 --> 00:17:41: But I saw a couple eyebrows raised when I mentioned  
00:17:41 --> 00:17:43: that we have more supply than we ever had.  
00:17:43 --> 00:17:46: Like you don't read that anywhere, but this is what  
00:17:46 --> 00:17:47: I'm referring to.  
00:17:47 --> 00:17:50: As you think about how many dining rooms are sitting  
00:17:50 --> 00:17:52: empty, how many extra bedrooms are available.  
00:17:53 --> 00:17:56: If you think, if you look at the National Income  
00:17:56 --> 00:18:00: Housing Coalition estimate, which is probably the most  
conservative on  
00:18:00 --> 00:18:03: the shortage of 7.3 million homes, the the estimate of  
00:18:04 --> 00:18:08: empty unused bedrooms is somewhere between 32,000,000  
and 113,000,000 across  
00:18:08 --> 00:18:09: the country.  
00:18:09 --> 00:18:12: And so you could effectively solve that access problem or  
00:18:12 --> 00:18:15: that supply problem tomorrow, but the access problem is also  
00:18:15 --> 00:18:15: what we solve.  
00:18:15 --> 00:18:18: And we do that by line incentives and showing how  
00:18:18 --> 00:18:21: it's both more profitable for an investor to rent out  
00:18:22 --> 00:18:25: that formal dining room that's currently derived like creating  
no  
00:18:25 --> 00:18:28: net revenue for the for the property as well as  
00:18:28 --> 00:18:31: removing all barriers entry for people like Amber.  
00:18:32 --> 00:18:35: 8% of our residents actually are moved directly from being  
00:18:35 --> 00:18:38: unsheltered on house situation.  
00:18:38 --> 00:18:42: 16% have been in shelter transitional facilities, and then  
another  
00:18:42 --> 00:18:44: 33% are moving out of families, are moving out of  
00:18:44 --> 00:18:46: living with families.  
00:18:46 --> 00:18:49: And so since 2018, here's basically what we've done.  
00:18:49 --> 00:18:51: This is from last week.  
00:18:51 --> 00:18:54: So we're now at 18,000 and three units, I think,  
00:18:54 --> 00:18:56: but we've housed over 41,000 people.  
00:18:56 --> 00:18:59: Again, median incomes \$27,600 a year.  
00:18:59 --> 00:19:03: They report saving 366 bucks a month, 366 bucks a  
00:19:03 --> 00:19:06: month, so equivalent of \$131 million.  
00:19:06 --> 00:19:09: And then if you look at what it typically costs,  
00:19:09 --> 00:19:11: at least in the Sunbelt for a new unit to  
00:19:11 --> 00:19:15: be built for a one bedroom apartment at \$250,000, it's  
00:19:15 --> 00:19:16: 4 1/2 billion dollars.  
00:19:17 --> 00:19:20: We haven't taken any government funding today and we've  
seen

00:19:20 --> 00:19:21: a number of members that have graduated.

00:19:22 --> 00:19:24: In Amber's case, she lived in her room for four

00:19:24 --> 00:19:26: years before getting her own place and starting her own

00:19:26 --> 00:19:26: business.

00:19:27 --> 00:19:29: But we've also seen members go all the way through

00:19:29 --> 00:19:32: full cycle where they are moving from membership even to

00:19:32 --> 00:19:35: becoming not just homeowners but also operators on on the

00:19:35 --> 00:19:36: platform as well.

00:19:36 --> 00:19:40: And we've been pretty consistent around 90% of residents that

00:19:40 --> 00:19:41: would would refer a friend.

00:19:43 --> 00:19:45: Quite an inspiring story.

00:19:45 --> 00:19:46: Questions.

00:19:48 --> 00:19:49: How did you get started in this?

00:19:49 --> 00:19:51: You mentioned 2018, you, you look like you've been around

00:19:51 --> 00:19:52: a little bit longer than that.

00:19:52 --> 00:19:52: What?

00:19:53 --> 00:19:53: Are you trying to say?

00:19:54 --> 00:19:54: I'm just.

00:19:56 --> 00:19:58: Saying I kind of fell into the the rent by

00:19:58 --> 00:19:59: the rent business.

00:19:59 --> 00:20:03: I actually was a commercial land broker in 2007 when

00:20:03 --> 00:20:06: everything evaporated and I had a newborn son and my

00:20:06 --> 00:20:09: wife who wanted to stop working and I need to

00:20:09 --> 00:20:12: figure out a way to make a living so.

00:20:12 --> 00:20:15: I started buying houses really, really cheaply in around the

00:20:15 --> 00:20:17: Atlanta area and saw these rooming houses.

00:20:18 --> 00:20:21: My degree was in in urban studies, but I've never

00:20:21 --> 00:20:24: heard the term rooming houses outside of like 1920s New

00:20:24 --> 00:20:25: York tenements.

00:20:25 --> 00:20:28: And I saw them everywhere when I was traveling these

00:20:28 --> 00:20:31: neighborhoods and just ended up in a situation where there

00:20:31 --> 00:20:34: was a vacant property that we we purchased that was

00:20:34 --> 00:20:36: next to a rooming house.

00:20:36 --> 00:20:39: They were getting foreclosed and evicted and asked if they

00:20:39 --> 00:20:41: could come to our rooms for me in my house

00:20:41 --> 00:20:43: and was experimenting from 2009 onward.

00:20:43 --> 00:20:47: And this was really the culmination of of that experience

00:20:47 --> 00:20:51: where I wrote an application to an ideas competition.

00:20:51 --> 00:20:54: And yeah, that was 2017.

00:20:54 --> 00:21:00: Amazing story and technology innovating and helping you.

00:21:00 --> 00:21:05: I can only imagine it's able to help connect, so

00:21:05 --> 00:21:09: to speak, the owner and the operator and monitor.

00:21:10 --> 00:21:10: Services, yeah.

00:21:10 --> 00:21:13: I mean, it's important, especially when you're serving people who

00:21:13 --> 00:21:15: are vulnerable to be able to, to serve them super,

00:21:15 --> 00:21:16: super quickly.

00:21:16 --> 00:21:19: So from the time that they apply, application usually takes

00:21:19 --> 00:21:20: just a couple of minutes.

00:21:20 --> 00:21:21: It costs \$19.00.

00:21:21 --> 00:21:22: They moved in within 48 hours.

00:21:22 --> 00:21:25: So 65% of all applicants move in within 48 hours.

00:21:26 --> 00:21:29: And then we give the ability to transfer from anyone

00:21:29 --> 00:21:32: room, whether it's across the street, across town or across

00:21:32 --> 00:21:35: the country, across all 18,000 options and just be able

00:21:35 --> 00:21:38: to do that with that level of speed where our

00:21:38 --> 00:21:40: median time to refill room is 7 days.

00:21:40 --> 00:21:44: So the technology really empowers a lot of that capability.

00:21:44 --> 00:21:46: Then we also collect the payments we're collecting weekly.

00:21:47 --> 00:21:50: But in the example I showed earlier with six rooms,

00:21:50 --> 00:21:53: you're talking about 25 payments per per month per one

00:21:53 --> 00:21:54: house.

00:21:54 --> 00:21:56: And that becomes untenable if you're not left in technology.

00:21:57 --> 00:21:59: And then all the other social roommate issues, Johnny stole

00:21:59 --> 00:22:01: my peanut butter, etcetera.

00:22:01 --> 00:22:04: There's lots of back end technology there as well.

00:22:05 --> 00:22:05: Fabulous.

00:22:07 --> 00:22:10: Anybody want to offer up some units for just?

00:22:12 --> 00:22:12: Come talk to me after.

00:22:13 --> 00:22:14: Philadelphia, I need some help.

00:22:15 --> 00:22:17: Next up, we've got Jay.

00:22:18 --> 00:22:21: Yes, so I just have fancy pictures for you all

00:22:21 --> 00:22:23: for my for my segments here.

00:22:23 --> 00:22:27: But just going back to the question about why innovation

00:22:27 --> 00:22:29: and housing and as a developer, and I have a

00:22:29 --> 00:22:33: lot of experience being on the property management side of

00:22:33 --> 00:22:33: things.

00:22:33 --> 00:22:36: And you know, what I do with on the tech

00:22:36 --> 00:22:41: and innovation side, you know, it's really important for, for

00:22:41 --> 00:22:45: our group that we actually invest in real estate startups

00:22:45 --> 00:22:48: and tech funds and to be able to build a

00:22:48 --> 00:22:53: network of tech partners that support our initiative for thought

00:22:53 --> 00:22:54: leadership.

00:22:54 --> 00:22:57: And a huge, I'm sure you all could agree that's,

00:22:57 --> 00:23:01: you know, one of the important business cases is to

00:23:01 --> 00:23:05: drive NOI and through technology and our partnerships with our

00:23:05 --> 00:23:09: firms and partners that we've been able to be very

00:23:09 --> 00:23:09: successful.

00:23:09 --> 00:23:13: And you know what beautiful way than to layer this

00:23:13 --> 00:23:14: into the multifamily space.

00:23:14 --> 00:23:17: And So what you're looking at here on the screen

00:23:17 --> 00:23:19: is not too far from here over by Pond City

00:23:19 --> 00:23:20: Market is Signal House.

00:23:20 --> 00:23:24: It's a 20 plus story multi family residential with affordable

00:23:24 --> 00:23:26: housing and 168 total units here.

00:23:26 --> 00:23:30: And we integrated technology to make this a totally seamless

00:23:30 --> 00:23:34: experience for our residents where all of the communications and

00:23:35 --> 00:23:39: building access work orders, etcetera are all through an app.

00:23:40 --> 00:23:41: And where does it start?

00:23:41 --> 00:23:44: It starts with internally with the property management team.

00:23:45 --> 00:23:48: As you may know, it's change management is tough, especially

00:23:48 --> 00:23:51: in this day and age with so many technologies in

00:23:51 --> 00:23:51: the marketplace.

00:23:52 --> 00:23:55: But from our perspective, you know, we've been able to

00:23:55 --> 00:24:00: pilot several different initiatives and softwares and such different assets.

00:24:00 --> 00:24:03: And for this particular multifamily asset, the team was just

00:24:03 --> 00:24:07: very excited just given the connectivity and our location and

00:24:07 --> 00:24:10: being by so many different types of businesses in the

00:24:10 --> 00:24:13: tech sector that it was important to be cutting edge

00:24:13 --> 00:24:15: and forward thinking.

00:24:15 --> 00:24:18: And so to get that buy in from the property

00:24:18 --> 00:24:19: to team was incredible.

00:24:19 --> 00:24:22: And from there, you know they were able to easily

00:24:22 --> 00:24:24: adopt this technology.

00:24:24 --> 00:24:27: One of the platforms we use is called Lively and

00:24:27 --> 00:24:31: that's an opportunity there for integrating your access control, you

00:24:31 --> 00:24:33: know on boarded the concierge team as well.

00:24:34 --> 00:24:36: And this gets you, you know all the access to

00:24:37 --> 00:24:40: the amenities and meeting room spaces in this building as

00:24:40 --> 00:24:43: well as communication for in the work orders for the

00:24:44 --> 00:24:45: engineers and so forth.

00:24:45 --> 00:24:48: And so it's a very successful pilot and has now  
00:24:48 --> 00:24:51: been instituted as you know the norm for our residents  
00:24:51 --> 00:24:54: that live in this space and with the connection to  
00:24:55 --> 00:24:58: the Beltline and what we've built here is just phenomenal.  
00:25:01 --> 00:25:05: Secondly, this is another asset that we have here in  
00:25:05 --> 00:25:09: the Tribeca neighborhood 88 Leonard's same situation here  
where we  
00:25:09 --> 00:25:13: also adopted Lively and another tool called highly as well  
00:25:13 --> 00:25:14: for our lease up.  
00:25:14 --> 00:25:15: You know from a Gen.  
00:25:16 --> 00:25:19: AI perspective, there are new platforms out there that  
leverage  
00:25:19 --> 00:25:22: this technology to really take away the heavy lifting.  
00:25:22 --> 00:25:25: I think normally when we think from a multi family  
00:25:25 --> 00:25:28: and leasing perspective, when you talk to prospects and they  
00:25:28 --> 00:25:30: want to book a tour, the chat bot on the  
00:25:30 --> 00:25:33: bottom right hand of the screen is their form of  
00:25:33 --> 00:25:33: AI.  
00:25:33 --> 00:25:36: But these tools like highly take it a step further  
00:25:36 --> 00:25:40: where we're actually digging deeper and we're doing  
automated drip  
00:25:40 --> 00:25:41: campaigns.  
00:25:41 --> 00:25:44: When the prospect is interested in touring, there's a carefully  
00:25:44 --> 00:25:47: curated e-mail that is being sent or text message to  
00:25:47 --> 00:25:49: that prospect about their experience of the tour.  
00:25:49 --> 00:25:52: What questions did they have even all the way through  
00:25:52 --> 00:25:55: the process of when they become a resident of the  
00:25:55 --> 00:25:58: apartment community where we follow up through the  
platform?  
00:25:58 --> 00:25:59: Just asking.  
00:25:59 --> 00:26:00: Them, you know.  
00:26:00 --> 00:26:02: About their experience, what more can we do better?  
00:26:02 --> 00:26:06: I think having those touch points from a resident perspective  
00:26:06 --> 00:26:08: is key, especially in this day and age.  
00:26:08 --> 00:26:10: I know we want to talk to a human, but  
00:26:10 --> 00:26:12: not humans are available 24/7.  
00:26:12 --> 00:26:16: So this is another platform to sort of fill that  
00:26:16 --> 00:26:18: void and be available for that guest.  
00:26:19 --> 00:26:23: And especially when it comes to renewal periods where you  
00:26:23 --> 00:26:27: want to keep that retention and that resident utilizing these  
00:26:27 --> 00:26:31: platforms are paramount to keep your occupancy as high as  
00:26:31 --> 00:26:32: possible.  
00:26:35 --> 00:26:38: And last but not least, just the screenshots of three

00:26:38 --> 00:26:41: of the platforms here that we used the two again  
00:26:41 --> 00:26:44: for the multifamily perspective, Lively and highly AI are two  
00:26:44 --> 00:26:48: that we've rolled out all across our multifamily assets.  
00:26:48 --> 00:26:51: And in the third instance, we actually built our own  
00:26:51 --> 00:26:54: instance, as I mentioned in my intro called Chat JT,  
00:26:54 --> 00:26:57: which is our own internal ChatGPT instance.  
00:26:57 --> 00:27:00: We spent a lot of time, money and energy with  
00:27:00 --> 00:27:04: our tech and innovation team in collaboration with our digital  
00:27:04 --> 00:27:08: transformation and data teams to really curate our own  
instance  
00:27:08 --> 00:27:10: where we integrated our own style guide.  
00:27:11 --> 00:27:13: And so as rudimentary as it sounds, I use this  
00:27:13 --> 00:27:16: everyday just to craft emails, right?  
00:27:16 --> 00:27:18: And then you can go a step further of creating  
00:27:18 --> 00:27:22: LinkedIn articles and posts and then going another deep  
layer  
00:27:22 --> 00:27:23: deeper.  
00:27:23 --> 00:27:26: We're going in our next iteration to be able to  
00:27:26 --> 00:27:30: update or upload lease abstractions and spreadsheets to be  
able  
00:27:30 --> 00:27:34: to help us decipher more information better, faster and  
smarter  
00:27:34 --> 00:27:37: and more collaborative across the organization.  
00:27:37 --> 00:27:41: So this is a huge initiative that we started two  
00:27:41 --> 00:27:42: or three years ago.  
00:27:42 --> 00:27:45: And I'm happy to share with you all that our  
00:27:45 --> 00:27:48: adoption rate has increased year over year and we netted  
00:27:48 --> 00:27:53: over triple digits in utilization last quarter, which is fantastic.  
00:27:53 --> 00:27:56: And so it just proves that, you know, through the  
00:27:56 --> 00:27:59: processes that we implemented and structure that we put in  
00:27:59 --> 00:28:02: place that this was a huge value add for our  
00:28:02 --> 00:28:03: organization.  
00:28:03 --> 00:28:05: So I know this is going to become a key  
00:28:05 --> 00:28:07: topic and as we dive a little bit more into  
00:28:07 --> 00:28:10: the AI piece that we have this experience here for  
00:28:10 --> 00:28:12: us and it's been, it's been great.  
00:28:13 --> 00:28:15: So excited to learn more about that and share that  
00:28:15 --> 00:28:15: as well.  
00:28:15 --> 00:28:15: Well.  
00:28:17 --> 00:28:17: Thanks.  
00:28:18 --> 00:28:18: Yes.  
00:28:50 --> 00:29:05: No, thank you that.  
00:29:05 --> 00:29:07: That's a really great question and I'm happy to talk



00:29:07 --> 00:29:08: offline more about that.

00:29:08 --> 00:29:10: But I would love to take that as a personal

00:29:11 --> 00:29:13: take away to our ESG team, especially because we do

00:29:13 --> 00:29:16: have partners that help us throughout that process.

00:29:17 --> 00:29:19: And I too am curious if they have leveraged a

00:29:19 --> 00:29:23: form of, of AI, whether it's through our partners platform

00:29:23 --> 00:29:26: or a third party that has helped, you know, find

00:29:26 --> 00:29:30: those answers through scouring those multitude of documents.

00:29:30 --> 00:29:33: Because it can be very overwhelming on one person, right?

00:29:33 --> 00:29:35: Or the team to be able to, you know, discover,

00:29:35 --> 00:29:38: you know, are we getting the right tax incentives or

00:29:38 --> 00:29:40: whatnot from reviewing these documents?

00:29:40 --> 00:29:43: And so I don't have an exact answer, but I'm

00:29:43 --> 00:29:45: happy to take that as a take away for us

00:29:45 --> 00:29:45: you.

00:29:45 --> 00:29:47: Should check with Pronto if you haven't already.

00:29:48 --> 00:29:48: Pronto.

00:29:48 --> 00:29:49: OK, there you go.

00:29:51 --> 00:29:51: Perfect.

00:29:52 --> 00:29:54: Already in the in the house.

00:29:58 --> 00:30:01: I'm sorry, could you stand and explain to the audience?

00:30:01 --> 00:30:01: Because we.

00:30:22 --> 00:30:23: I'll speak louder for that.

00:30:24 --> 00:30:27: We we basically automate and create the AI for affordable

00:30:27 --> 00:30:31: housing compliance, which includes tax credit but also Section 8

00:30:32 --> 00:30:32: local programs.

00:30:33 --> 00:30:36: And our bread and butter is making it exactly the

00:30:36 --> 00:30:37: way your agency or.

00:30:37 --> 00:30:38: Company likes it to be.

00:30:40 --> 00:30:41: I'm so glad you were here when I gave that.

00:30:42 --> 00:30:42: Out.

00:30:42 --> 00:30:42: That's awesome.

00:30:44 --> 00:30:46: That's spearfishing to the excellent degree.

00:30:47 --> 00:30:49: And I think we all have a lesson to learn

00:30:49 --> 00:30:50: from this.

00:30:50 --> 00:30:52: There is a solution to your problem.

00:30:53 --> 00:30:56: And one of my questions later will be asking panelists

00:30:56 --> 00:30:58: what are theirs challenges.

00:30:58 --> 00:31:00: And I hope you're thinking about what are your challenges

00:31:00 --> 00:31:02: and maybe we have some of those answers.

00:31:03 --> 00:31:06: We can't always beam in the vendor to solve it  
00:31:06 --> 00:31:09: right on the spot, but we'll do our best.  
00:31:09 --> 00:31:11: So last up is Sheba, if you will.  
00:31:16 --> 00:31:19: You know, when Tom was asking this question to us,  
00:31:19 --> 00:31:22: I was reminded, I'm not sure whether you've seen this  
00:31:22 --> 00:31:25: cartoon where somebody proclaims, you know, did you know  
that  
00:31:25 --> 00:31:26: oxygen was discovered?  
00:31:27 --> 00:31:29: Does anyone know when oxygen was discovered?  
00:31:30 --> 00:31:31: You don't think about that stuff, right?  
00:31:32 --> 00:31:35: But oxygen was discovered in 1774.  
00:31:35 --> 00:31:38: And so there's this cartoon that says, did you know  
00:31:38 --> 00:31:39: that oxygen was discovered in 1774?  
00:31:40 --> 00:31:42: And then another person is like, whoa, what did they  
00:31:42 --> 00:31:43: breathe before that?  
00:31:45 --> 00:31:46: There's a flaw, right?  
00:31:46 --> 00:31:53: And that the discovery of something doesn't indicate its use  
00:31:53 --> 00:31:54: or need, right?  
00:31:54 --> 00:31:56: We were always breathing in oxygen.  
00:31:56 --> 00:31:57: We just didn't know it.  
00:31:58 --> 00:32:01: And when we think about housing again, like as you  
00:32:01 --> 00:32:04: think about the evolution of housing or housing today, is  
00:32:04 --> 00:32:08: there's a huge difference between what was happening even  
50  
00:32:08 --> 00:32:10: years back, 10 years back versus now.  
00:32:10 --> 00:32:14: But it's just our discovery, our awareness, our change in  
00:32:14 --> 00:32:19: behaviour, our change in perception, the definitions of family  
has  
00:32:19 --> 00:32:22: changed and hence housing has changed.  
00:32:22 --> 00:32:25: So what can we as designers and what can we  
00:32:25 --> 00:32:29: do with technology that could get us to this future?  
00:32:29 --> 00:32:33: For my case is a group of, you know, courageous,  
00:32:33 --> 00:32:35: curious ideators.  
00:32:36 --> 00:32:39: I can think of this artificial intelligence piece of it  
00:32:39 --> 00:32:40: hinged on intelligence.  
00:32:40 --> 00:32:42: And so the first thing is to zoom out and  
00:32:42 --> 00:32:43: think about the system.  
00:32:43 --> 00:32:47: Intelligence is actually to understand at the macro level what  
00:32:47 --> 00:32:49: are the patterns.  
00:32:49 --> 00:32:53: It's not just about how big should the housing be,  
00:32:53 --> 00:32:57: it is what should the housing be, right?  
00:32:57 --> 00:32:59: Like where, why?  
00:32:59 --> 00:33:01: And so one of the first things we do here

00:33:01 --> 00:33:04: is actually understand our livability index.

00:33:05 --> 00:33:06: And that's been really interesting.

00:33:06 --> 00:33:10: Our curiosity is tapping into technology to save the different facets of livability.

00:33:10 --> 00:33:11: Livability is not just about having a place where you

00:33:11 --> 00:33:15: can stay that it is about community.

00:33:15 --> 00:33:17: It's about connectivity, it's about access, it's about opportunity and

00:33:18 --> 00:33:22: even about the environment.

00:33:22 --> 00:33:24: When you map that and say, where can we thrive,

00:33:24 --> 00:33:28: we take on a different role when the charge is

00:33:28 --> 00:33:32: to place housing in real estate.

00:33:32 --> 00:33:35: And then when you think about the outcome you want,

00:33:35 --> 00:33:38: if you want to start with the end in mind,

00:33:38 --> 00:33:40: what is the outcome?

00:33:40 --> 00:33:41: You don't want to just offer a place to stay.

00:33:41 --> 00:33:44: You want communities to thrive.

00:33:44 --> 00:33:46: You want to have a sense of belonging.

00:33:46 --> 00:33:48: And then you backtrack and say, then what should design

00:33:49 --> 00:33:52: do?

00:33:52 --> 00:33:52: And I think that's why I'm in this panel because

00:33:53 --> 00:33:55: the big question is what can design do?

00:33:55 --> 00:33:57: So that first thing is systemic intelligence and then I

00:33:57 --> 00:34:00: want to take you through this second intelligence, which is

00:34:00 --> 00:34:03: adaptive intelligence.

00:34:03 --> 00:34:05: And this is where the magic begins in terms of

00:34:05 --> 00:34:09: tapping into automation.

00:34:09 --> 00:34:11: You know, you know, us architects, all our softwares as

00:34:11 --> 00:34:14: part of the animal Kingdom.

00:34:14 --> 00:34:15: We have the rhino, we have the grasshopper, we have

00:34:15 --> 00:34:18: the ladybug I introduced to you Giraffe.

00:34:18 --> 00:34:21: Giraffe is one of our most the latest technology that

00:34:21 --> 00:34:25: we tap into where we're taking geospatial data, where we're

00:34:25 --> 00:34:29: thinking about the trends at play, you know, like your

00:34:29 --> 00:34:33: access to open space, what what are your natural assets?

00:34:33 --> 00:34:36: What's the synergy of land use?

00:34:36 --> 00:34:39: And then you start building your scenarios.

00:34:39 --> 00:34:42: Because as architects and designers, we can no longer just

00:34:42 --> 00:34:46: be sitting behind our screens thinking just about a snapshot

00:34:46 --> 00:34:50: of time.

00:34:50 --> 00:34:50: We have to be designing for a dynamic future.

00:34:51 --> 00:34:55: And softwares like Giraffe help us simultaneously to say, you

00:34:55 --> 00:35:00:

00:35:00 --> 00:35:03: know, if we change this from a mix of 80%,  
 00:35:03 --> 00:35:07: I'm making these numbers up 80% two-bedroom.  
 00:35:07 --> 00:35:10: And then the rest is, you know, 3 bedroom with  
 00:35:10 --> 00:35:13: sprinkle in someone bedroom and you want to shift that  
 00:35:13 --> 00:35:16: and say, no, our definition of family is changing.  
 00:35:16 --> 00:35:18: We need to have more 1 bedrooms and we have  
 00:35:19 --> 00:35:21: to change the number of three bedrooms.  
 00:35:21 --> 00:35:25: Dynamic modelling helps us to do that without having to  
 00:35:25 --> 00:35:27: go back to our drawing boards.  
 00:35:27 --> 00:35:29: And then on the side, you see that we are  
 00:35:29 --> 00:35:33: capturing and layering GIS data because again, we don't  
 want  
 00:35:33 --> 00:35:36: to go only by what happened, you know, 10 years  
 00:35:36 --> 00:35:36: back.  
 00:35:36 --> 00:35:38: We want to be able to adapt.  
 00:35:38 --> 00:35:43: So that's that aspect of adaptive intelligence.  
 00:35:44 --> 00:35:48: And then that brings me to a different scale, which  
 00:35:48 --> 00:35:52: is if this will cooperate, but maybe you could just  
 00:35:52 --> 00:35:53: click next.  
 00:35:55 --> 00:35:57: This is a different scale, right, With coming back from  
 00:35:57 --> 00:36:00: urban planning and going to something as intimate as your  
 00:36:00 --> 00:36:00: home.  
 00:36:00 --> 00:36:06: We are currently working with the FDA on imagining your  
 00:36:06 --> 00:36:09: home as your healthcare hub.  
 00:36:10 --> 00:36:13: So this is, again, the redefinition of the fact that  
 00:36:13 --> 00:36:16: home is not just where you stay, it is where  
 00:36:16 --> 00:36:17: you can actually stay healthy.  
 00:36:18 --> 00:36:22: And I'm not sure whether you're familiar with this statistic,  
 00:36:22 --> 00:36:25: but 60% of your health outcome depends on your zip  
 00:36:26 --> 00:36:26: code.  
 00:36:28 --> 00:36:32: And what that's saying is that your zip code is  
 00:36:32 --> 00:36:36: more important for mortality than your genetic code.  
 00:36:36 --> 00:36:41: So all the vegetables you're eating very good, but that's  
 00:36:41 --> 00:36:45: not really going to determine like where you live could  
 00:36:45 --> 00:36:47: mean that you have a longer life.  
 00:36:47 --> 00:36:50: And those of us in this room have the power  
 00:36:50 --> 00:36:51: to influence that.  
 00:36:51 --> 00:36:54: So when we get into this conversation of looking at  
 00:36:54 --> 00:36:58: our homes beyond, you know, just their primary need as  
 00:36:58 --> 00:37:01: we're working with the FDA today, we are looking at  
 00:37:01 --> 00:37:02: real life scenarios.  
 00:37:02 --> 00:37:06: What you see there is US using 3DS Max and

00:37:06 --> 00:37:12: Blender to simulate the environment of someone who's fighting, having

00:37:12 --> 00:37:17: diabetes and their home is less about where you stay

00:37:17 --> 00:37:21: and it's more about prevention or treatment.

00:37:21 --> 00:37:25: Look at the boxes of all the different medication, right?

00:37:25 --> 00:37:30: And using this technology to actually imagine the next layer

00:37:30 --> 00:37:32: of design intervention that's needed.

00:37:32 --> 00:37:35: How do we design not just for an ideal state,

00:37:35 --> 00:37:36: but for an everyday state?

00:37:37 --> 00:37:40: And that's where my friends, I know we're talking about

00:37:40 --> 00:37:44: artificial intelligence, but that's where human intelligence comes into play.

00:37:44 --> 00:37:48: Artificial intelligence doesn't hold a candle to our lived experiences

00:37:48 --> 00:37:50: like, you know, to what we have to hear.

00:37:51 --> 00:37:54: And you see there that we develop personas and we

00:37:54 --> 00:37:58: connect personas and using our technology, we connect them to

00:37:58 --> 00:38:02: understand what the environment it really has to be.

00:38:02 --> 00:38:06: So this is how we tackle the different scales of

00:38:06 --> 00:38:13: adopting artificial intelligence, looking at the natural context, but always

00:38:13 --> 00:38:17: asking what can design do Thoughts, questions.

00:38:19 --> 00:38:21: I'm trying to figure out how she got a picture

00:38:21 --> 00:38:21: of my apartment.

00:38:24 --> 00:38:26: Then I looked at it and I said, I don't

00:38:26 --> 00:38:27: see an empty tequila bottle.

00:38:27 --> 00:38:30: So that's must be my neighbors not buying so quite

00:38:30 --> 00:38:34: impressive, I mean extraordinary all of you and I'm very

00:38:34 --> 00:38:35: grateful for that.

00:38:35 --> 00:38:39: So I didn't I'll tell you about UDR, how many

00:38:39 --> 00:38:44: people in the room have over 20,000 apartment homes, apartment

00:38:44 --> 00:38:47: homes under their domain portfolio.

00:38:47 --> 00:38:50: So it's probably not the same scalability.

00:38:50 --> 00:38:54: I have about 60,000 and one time managed 387,000.

00:38:55 --> 00:38:59: So I've always been interested in operating acumen and and

00:38:59 --> 00:39:03: a UDR in about 2017, which you know, you've been

00:39:03 --> 00:39:06: doing it as long as I have.

00:39:06 --> 00:39:08: You get to ask really tough questions of your team.

00:39:09 --> 00:39:12: And I asked him the tough question said what if

00:39:12 --> 00:39:13: nobody showed up?

00:39:13 --> 00:39:16: What would it take for us to become a fully

00:39:16 --> 00:39:18: self-service business model?

00:39:19 --> 00:39:19: Why?

00:39:20 --> 00:39:23: You can see it the airlines, the auto, all the

00:39:23 --> 00:39:29: other industries have moved farther and farther into automation slash

00:39:29 --> 00:39:30: self-service.

00:39:31 --> 00:39:33: And if we can figure out how to make the

00:39:33 --> 00:39:36: customer happier quicker, which is a lot of the answer

00:39:36 --> 00:39:39: is, is can we anticipate and meet their needs before

00:39:40 --> 00:39:41: they become an issue.

00:39:41 --> 00:39:45: So we started on that journey in 2017 and concluded

00:39:45 --> 00:39:50: the first was our leasing staff were actually not needed.

00:39:50 --> 00:39:54: In fact, our customer didn't like our leasing staff saw

00:39:55 --> 00:39:58: of them in the light of similar to a used

00:39:58 --> 00:39:59: car salesman and.

00:40:00 --> 00:40:03: Everybody's like you can't get rid of the leasing staff.

00:40:04 --> 00:40:05: I said, well, let's just put it out to a

00:40:05 --> 00:40:05: test.

00:40:06 --> 00:40:11: Let's offer to a customer, here's a map, there's a

00:40:11 --> 00:40:15: key go tour or you can go with the leasing

00:40:15 --> 00:40:18: agent, 95% pick the map.

00:40:19 --> 00:40:22: OK, like game over, let's figure that out.

00:40:22 --> 00:40:23: And it started us on a journey of self-service.

00:40:24 --> 00:40:30: And along that we've uncovered a different aspect of self-service.

00:40:30 --> 00:40:31: There are three levels of it.

00:40:31 --> 00:40:34: The first, most businesses look at it and your banks

00:40:34 --> 00:40:36: are the first to line up.

00:40:36 --> 00:40:39: They just look at it as a cost cutting measure.

00:40:40 --> 00:40:45: More advanced companies, Southwest Airlines, some more advanced.

00:40:46 --> 00:40:50: Amazon really looked at it and said, no, it's customer

00:40:50 --> 00:40:51: service.

00:40:52 --> 00:40:54: Can we advance customer service?

00:40:54 --> 00:40:58: In our industry, 50% turnover is the norm.

00:40:58 --> 00:41:00: What's customer service really worth?

00:41:01 --> 00:41:03: And the truth is I have the data to prove

00:41:03 --> 00:41:03: it.

00:41:04 --> 00:41:06: Normal turnover should be 25%.

00:41:07 --> 00:41:09: The other 25% is our fault.

00:41:10 --> 00:41:15: Failures on our part do the cash flow that for

00:41:15 --> 00:41:20: us as an enterprise is the equivalent of about 140

00:41:20 --> 00:41:23: million in cash flow got times 20.

00:41:23 --> 00:41:25: You can do the math, it's a lot of money.

00:41:26 --> 00:41:29: So we've been focused on that a great deal and

00:41:29 --> 00:41:33: what we found and we're now at over 800 miss

00:41:33 --> 00:41:36: 800 million pieces of data on our customers.

00:41:37 --> 00:41:40: And you can ask, we track people from the day

00:41:40 --> 00:41:42: they contact us on the website to the day they

00:41:42 --> 00:41:42: move.

00:41:43 --> 00:41:46: And every given day, we're collecting about a million data

00:41:46 --> 00:41:49: points off our customer base, traffic base, etcetera.

00:41:51 --> 00:41:52: You can go now.

00:41:52 --> 00:41:55: Computing power is capable of predicting outcomes.

00:41:55 --> 00:41:58: It's just simple machine learning and patterns.

00:41:58 --> 00:41:59: I'm like, it's not that hard.

00:41:59 --> 00:42:03: When somebody sends you a text, text message in all

00:42:03 --> 00:42:04: caps, they're pissed.

00:42:05 --> 00:42:06: You ought to do something.

00:42:07 --> 00:42:11: But seriously, we figured out the right wording, the right

00:42:11 --> 00:42:15: sequencing and then by individual asset, we look at our

00:42:15 --> 00:42:19: patterns on a 3D spatial element and we can figure

00:42:19 --> 00:42:21: out where our issues are.

00:42:22 --> 00:42:26: And surprising enough, it's the tenant that doesn't complain.

00:42:27 --> 00:42:31: And many times is the person who is the problem,

00:42:31 --> 00:42:33: noise, dog, etcetera, etcetera.

00:42:33 --> 00:42:37: And the eight people around them say I've had enough

00:42:37 --> 00:42:40: and you lose 8 people when you should have had

00:42:40 --> 00:42:40: one issue.

00:42:41 --> 00:42:44: So we're in the what I call the 5th inning

00:42:44 --> 00:42:45: of that.

00:42:45 --> 00:42:49: Where does it lead ultimately the business model if 50%

00:42:49 --> 00:42:53: turnover were to become 30%, how many more units do

00:42:53 --> 00:42:57: I need to leave, what pricing mechanism do I have?

00:42:57 --> 00:43:01: What's my throughput life cycle of cash flow and profitability

00:43:01 --> 00:43:02: per customer?

00:43:03 --> 00:43:07: And and I think the industry will eventually move to

00:43:07 --> 00:43:12: profitability margin per customer, OK, which can be very

00:43:12 --> 00:43:16: high,

00:43:16 --> 00:43:20: can be enhanced on a service level as well.

00:43:16 --> 00:43:20: So that's where we're playing a lot with I don't

00:43:20 --> 00:43:25: call it All, call it simple common sense and constituent

00:43:25 --> 00:43:28: service and trying to find the optimal point.

00:43:29 --> 00:43:33: But we operate on a different scale, doesn't apply to

00:43:33 --> 00:43:36: this audience, but it gives you some breath of we're

00:43:36 --> 00:43:40: just five people exploring this question of why should we  
00:43:40 --> 00:43:45: care about innovation and housing and what are the opportunities?

00:43:45 --> 00:43:47: And so hopefully we can learn from each other.

00:43:48 --> 00:43:49: And so I'm a learning topic.

00:43:49 --> 00:43:52: I wanted to ask each of our panelists first give  
00:43:52 --> 00:43:55: you a chance to ask questions, but then I wanted  
00:43:55 --> 00:43:58: to ask a question and, and 1st up, I'm always  
00:43:58 --> 00:44:01: about what's next and where's the future.

00:44:02 --> 00:44:05: And so the question I would propose is tell me  
00:44:05 --> 00:44:08: where do you where, if you had to place a  
00:44:08 --> 00:44:11: bet on innovation technology over the next 5 to 10  
00:44:11 --> 00:44:14: years, where would you lean into I?

00:44:17 --> 00:44:19: Mean, I, I like to say the room is the  
00:44:19 --> 00:44:20: new apartment, right?

00:44:20 --> 00:44:24: I mean, I, we're, we're here at an affordability conference.  
00:44:24 --> 00:44:29: We've talked a lot about supply shortages, especially now in  
00:44:29 --> 00:44:33: the current federal paradigm that we're in.

00:44:35 --> 00:44:38: I think most people recognize that the funding is not  
00:44:38 --> 00:44:40: there to, to create the supply and fill the gap.

00:44:41 --> 00:44:44: And with all the technologies that are out there, you  
00:44:44 --> 00:44:47: still don't have the funding to be able to meet  
00:44:47 --> 00:44:48: that gap.

00:44:49 --> 00:44:51: And so the answer to me becomes pretty straightforward.  
00:44:51 --> 00:44:53: And it's a technology problem, right?

00:44:53 --> 00:44:55: How do you, how do you build trust in a  
00:44:55 --> 00:44:58: community to the point where we were 100 years ago  
00:44:58 --> 00:45:01: where it was pretty normal for people to take in  
00:45:01 --> 00:45:01: borders?

00:45:03 --> 00:45:05: And I've been on that train for the last 10  
00:45:05 --> 00:45:08: years, whether it's, and that's involved a lot of technology,  
00:45:08 --> 00:45:09: right?

00:45:09 --> 00:45:13: We're completely automated for move insurance, no  
showings and I

00:45:14 --> 00:45:17: just think we're going to continue to see that trend  
00:45:17 --> 00:45:19: push in that direction.

00:45:21 --> 00:45:24: But when I ask, I'll ask the the room here,  
00:45:24 --> 00:45:27: OK, well, for those of you who have extra space  
00:45:27 --> 00:45:31: in whatever your living condition is, how many people want  
00:45:31 --> 00:45:35: to move in a stranger to that space like nobody,  
00:45:35 --> 00:45:36: right, nobody.

00:45:36 --> 00:45:39: OK, now how about if I said your sister or



00:45:39 --> 00:45:42: a family member or the son or daughter of one  
00:45:42 --> 00:45:44: of your best friends or the little old lady who  
00:45:45 --> 00:45:46: sits in the front Pew at church?  
00:45:47 --> 00:45:50: Like all of a sudden just removing the stranger element  
00:45:50 --> 00:45:52: is a new form of underwriting.  
00:45:52 --> 00:45:53: Completely right?  
00:45:54 --> 00:45:56: Not FICO, not how much do you earn?  
00:45:57 --> 00:45:58: Nothing else.  
00:45:58 --> 00:45:59: But it's the relationship.  
00:45:59 --> 00:46:02: And so where I think like there's real power in  
00:46:02 --> 00:46:04: technology is when you go on LinkedIn and you can  
00:46:04 --> 00:46:07: say, oh, I have a connection and these 5 or  
00:46:07 --> 00:46:08: 10 or 50 people are related.  
00:46:08 --> 00:46:11: All of a sudden you like that person's not a  
00:46:11 --> 00:46:11: stranger.  
00:46:12 --> 00:46:16: And when you can start making those connections and  
building  
00:46:16 --> 00:46:19: that trust as an underwriting tool, I think that absolutely  
00:46:19 --> 00:46:23: changes the game in a way that doesn't require anyone  
00:46:23 --> 00:46:26: to build new with modular or 3D printing or require  
00:46:26 --> 00:46:28: Litec for new construction.  
00:46:28 --> 00:46:29: Like any of those things.  
00:46:29 --> 00:46:31: Because you've just built a new relationship and the only  
00:46:31 --> 00:46:33: thing that you needed to prove was you have a  
00:46:33 --> 00:46:34: connection to this person.  
00:46:37 --> 00:46:38: You like his thesis?  
00:46:38 --> 00:46:38: Yes.  
00:46:40 --> 00:46:41: Raise your hand.  
00:46:43 --> 00:46:43: Yeah.  
00:46:43 --> 00:46:44: I mean, it's extraordinary.  
00:46:44 --> 00:46:48: I mean, you've said 32,000,000 empty bedrooms and I'm  
thinking  
00:46:48 --> 00:46:50: through vacancy that I already have second.  
00:46:51 --> 00:46:54: Yeah, some occupied unit and some numbers a winner and,  
00:46:54 --> 00:46:58: and just the capacities already there and for cities that  
00:46:58 --> 00:47:02: don't have the dollars or time to build lovely neighborhoods,  
00:47:02 --> 00:47:04: you can solve a lot of the problems.  
00:47:04 --> 00:47:07: So I, I, I I've got to figure out a  
00:47:07 --> 00:47:09: way to get you a bigger platform.  
00:47:10 --> 00:47:12: Yeah, appreciate it, capital.  
00:47:14 --> 00:47:14: So.  
00:47:15 --> 00:47:21: Fellow panelists, I think for me, data and data governance  
00:47:21 --> 00:47:22: is huge.

00:47:22 --> 00:47:24: We're working through this challenge right now.

00:47:24 --> 00:47:28: And as we adopt more of the technologies and generative

00:47:28 --> 00:47:33: AI continues to evolve, I think the first step, especially

00:47:33 --> 00:47:37: those that are thinking about leaning into leveraging AI for

00:47:37 --> 00:47:41: their business or for your departments, data is paramount.

00:47:41 --> 00:47:43: You know, we have data everywhere.

00:47:43 --> 00:47:47: It's on your desktop, it's on your phone, it's drive,

00:47:47 --> 00:47:49: it's a multitude of laces.

00:47:49 --> 00:47:51: And how are we going to be able to take

00:47:51 --> 00:47:53: all of this and make sense of it if it's

00:47:53 --> 00:47:55: living in all these different places?

00:47:55 --> 00:47:58: And so, you know, it's, it's something to take back

00:47:58 --> 00:48:01: to the team and with leadership and to discuss, you

00:48:01 --> 00:48:04: know, having these really tough and challenging

00:48:05 --> 00:48:07: know, if we want to get into this game and

00:48:07 --> 00:48:09: be set up for success for the future, you know,

00:48:10 --> 00:48:12: we have to understand what is our data?

00:48:12 --> 00:48:13: Where is it coming from?

00:48:13 --> 00:48:14: How is it being distributed and communicated?

00:48:14 --> 00:48:16: And what is the end goal?

00:48:16 --> 00:48:18: And so with all of these data and data points

00:48:18 --> 00:48:21: and all of these things everywhere, it's important to really

00:48:21 --> 00:48:23: take that step back and understand, you know, who can

00:48:23 --> 00:48:25: we work with to be able to sort of audit

00:48:25 --> 00:48:26: and inventory.

00:48:26 --> 00:48:29: And then be able to this sort of like funnel

00:48:29 --> 00:48:31: so that we can eventually have this sort of single

00:48:32 --> 00:48:34: source of truth and then be able to make those,

00:48:34 --> 00:48:38: you know, better, faster, smarter decisions with the

00:48:38 --> 00:48:42: technologies, plural, because there's so many that is either

00:48:42 --> 00:48:45: going

00:48:45 --> 00:48:46: to not only impact your department, but the organization as

00:48:46 --> 00:48:48: a whole.

00:48:48 --> 00:48:51: So I think, you know, when I think about the

00:48:51 --> 00:48:54: future near term and what we're doing right now in

00:48:54 --> 00:48:57: our organization is really looking at the data a lot

00:48:58 --> 00:49:01: more closely and understanding also the external data that

00:49:01 --> 00:49:03: we're

00:49:01 --> 00:49:03: receiving, whether we're reading, you know, the blogs and

00:49:01 --> 00:49:03: looking

00:49:01 --> 00:49:03: at GIS data and so forth like that.

00:49:03 --> 00:49:05: It's a very important there.

00:49:05 --> 00:49:07: So a lot of homework to be done and it's

00:49:07 --> 00:49:10: not going to be done overnight, but it's going to

00:49:10 --> 00:49:11: take some time.

00:49:11 --> 00:49:14: But you know, gratefully, if there's a team that's motivated

00:49:14 --> 00:49:16: to champion this with leadership and to take that next

00:49:16 --> 00:49:19: step, you know that'll be in the right path for

00:49:19 --> 00:49:19: success.

00:49:20 --> 00:49:22: How many have had problems with their data, finding it,

00:49:22 --> 00:49:24: collecting it, controlling it?

00:49:27 --> 00:49:30: I'll tell you one of our early endeavors was the

00:49:30 --> 00:49:33: failure to recognize we weren't capturing all of it.

00:49:34 --> 00:49:37: And then so I think 1 vendor helped us lot

00:49:37 --> 00:49:40: called Omni Channel, which if you look at any given

00:49:40 --> 00:49:43: way, we were looking at a community and say how

00:49:43 --> 00:49:46: many different channels can a customer interact with us.

00:49:47 --> 00:49:51: And then Oh well, if you miss four or five

00:49:51 --> 00:49:55: of them in any given community, it's 30 plus different

00:49:55 --> 00:49:59: ways of capturing data rather than that's a tour the web,

00:49:59 --> 00:50:00: etcetera, etcetera.

00:50:01 --> 00:50:04: And so we found that vendor to help us collect

00:50:04 --> 00:50:05: it.

00:50:05 --> 00:50:09: Then what we found, the next problem was who owned

00:50:09 --> 00:50:12: the data and then trying to get it back from

00:50:12 --> 00:50:17: the vendors who are capturing it became an interesting

00:50:17 --> 00:50:20: negotiation.

00:50:17 --> 00:50:20: OK, Then we finally said we're going to just set

00:50:20 --> 00:50:23: up our own, so to speak, data cube and pump

00:50:23 --> 00:50:26: everything through there and wave our hand.

00:50:26 --> 00:50:29: And you can imagine which finger at the people who

00:50:29 --> 00:50:31: didn't want to give us something we thought we owned.

00:50:32 --> 00:50:36: And and then that gave us the capability of saying

00:50:37 --> 00:50:41: now we know and somewhere that along the question is,

00:50:41 --> 00:50:44: do you know too much, OK.

00:50:44 --> 00:50:47: And then how do you create a balance of what

00:50:47 --> 00:50:50: you know and what you should act on?

00:50:51 --> 00:50:55: And that's created an interesting dilemma in some cases, in

00:50:55 --> 00:50:57: a lot of cases, so.

00:50:59 --> 00:51:02: Yeah, I'm going to take it in a totally different

00:51:02 --> 00:51:04: direction and that is for our on site inspections and

00:51:04 --> 00:51:05: verification.

00:51:05 --> 00:51:08: So we get asked all the time, like is it

00:51:08 --> 00:51:10: enough just to design it to earn lead?

00:51:11 --> 00:51:13: Can we just design it to achieve Energy Star or

00:51:13 --> 00:51:15: the green building program?

00:51:16 --> 00:51:18: And we're like that that's kind of step one is

00:51:18 --> 00:51:19: design it, right?

00:51:19 --> 00:51:20: But Step 2 is the verification.

00:51:21 --> 00:51:23: And because of this pushback, we actually went back and

00:51:23 --> 00:51:26: looked at 30 projects that we provided green building certification

00:51:26 --> 00:51:27: on.

00:51:27 --> 00:51:30: And we ultimately wrote a white paper looking at the

00:51:30 --> 00:51:32: value of the third party verification process.

00:51:32 --> 00:51:35: And we found that of the 30 projects, 29 we

00:51:35 --> 00:51:39: identified failures on site that had to be corrected and

00:51:39 --> 00:51:40: we're corrected.

00:51:40 --> 00:51:44: There was that one Unicorn where everything was perfect, but

00:51:44 --> 00:51:47: the other 29, there was some issue that we found.

00:51:47 --> 00:51:50: And in most cases, it was around a dozen issues

00:51:50 --> 00:51:55: that we found on the building enclosure or waterproofing consulting

00:51:55 --> 00:51:56: side.

00:51:56 --> 00:51:59: We looked at 25 projects and of those, every single

00:51:59 --> 00:52:02: one we found an issue that needed to be corrected.

00:52:03 --> 00:52:06: And so to where's tech come into this, it is

00:52:06 --> 00:52:08: expensive to get boots on the ground.

00:52:08 --> 00:52:12: And so one of the nice things about COVID was

00:52:12 --> 00:52:16: it actually pushed us to work on remote virtual video

00:52:16 --> 00:52:17: inspections.

00:52:17 --> 00:52:20: And so most of the green building programs came up

00:52:20 --> 00:52:24: with acceptable protocols to follow where you have the project

00:52:24 --> 00:52:27: assistant Superintendent walk around the site.

00:52:27 --> 00:52:30: And sometimes it's as simple as just FaceTime on their

00:52:30 --> 00:52:30: phone.

00:52:31 --> 00:52:35: But we're seeing companies like on three developing headsets, we're

00:52:35 --> 00:52:38: seeing companies work on augmented reality where you're standing there

00:52:38 --> 00:52:41: with your Google glasses or whatever and you can see

00:52:41 --> 00:52:44: the plans, you can see the structural plans and you're

00:52:44 --> 00:52:45: looking at the framing.

00:52:46 --> 00:52:48: And so I would say in the 10 year horizon,

00:52:48 --> 00:52:52: I'm really excited about those kind of augmented reality opportunities

00:52:52 --> 00:52:55: where you can stand there and really see, did they

00:52:55 --> 00:52:58: build this at all of the way it was supposed

00:52:58 --> 00:52:58: to be built?

00:52:59 --> 00:53:02: And then are there ways that you can, you know,

00:53:02 --> 00:53:05: zoom in a remote expert to help verify what was

00:53:05 --> 00:53:06: going on on site?

00:53:08 --> 00:53:13: Shiba yeah, I was thinking that, you know, something that

00:53:13 --> 00:53:18: is really unraveling is about unexpected partnerships.

00:53:18 --> 00:53:21: You know, like I had shared that HKS is working

00:53:22 --> 00:53:22: with the FDA.

00:53:22 --> 00:53:26: I mean, imagine FDA reaching out to an architecture organization,

00:53:26 --> 00:53:26: right?

00:53:26 --> 00:53:32: But bringing in two pieces, health and housing together.

00:53:32 --> 00:53:35: So similarly, right now we're partnering with the Brain Health

00:53:35 --> 00:53:36: Institute.

00:53:36 --> 00:53:37: And why?

00:53:37 --> 00:53:41: Because improving cognitive health is really important.

00:53:41 --> 00:53:45: Like when you think about ROI and you know, Atticus,

00:53:45 --> 00:53:49: you hit on it, that ROI was typically all about

00:53:49 --> 00:53:49: dollars.

00:53:50 --> 00:53:52: Like, you know, and, and today, yes, we are trying

00:53:52 --> 00:53:54: to maximize, we're trying to make the economics work.

00:53:55 --> 00:54:00: But with aspects of data and technology and artificial intelligence,

00:54:00 --> 00:54:03: I think we can in a comfortable way shift the

00:54:03 --> 00:54:08: ROI from dollars to aspects of social well-being, you know,

00:54:08 --> 00:54:10: with equity, health and Wellness.

00:54:10 --> 00:54:14: And those things happen through unexpected partnerships.

00:54:14 --> 00:54:17: So the fact that we can partner with say, Brain

00:54:17 --> 00:54:22: Health Institute, again, you're still solving the fundamental problem of

00:54:22 --> 00:54:25: health, but you're taking on a different lens, a different

00:54:25 --> 00:54:28: point of view with the AARP, right?

00:54:28 --> 00:54:32: We're thinking about longevity cities because again, like I'm keenly

00:54:32 --> 00:54:35: sensitive to the fact that those of us in this

00:54:35 --> 00:54:39: room have the power to influence more than what our

00:54:39 --> 00:54:41: desk job actually demands of us.

00:54:42 --> 00:54:47: And connecting those unexpected dots is where the excitement is

00:54:48 --> 00:54:51: for the future anybody working towards.

00:54:52 --> 00:55:00: Please, I'll just, I'll just go for it anyway.

00:55:03 --> 00:55:04: Love everything.

00:55:04 --> 00:55:06: I've heard about 200 positive points of technology.

00:55:07 --> 00:55:08: What's something you looked at closely?

00:55:08 --> 00:55:09: Very innovative.

00:55:09 --> 00:55:09: And you said no.

00:55:10 --> 00:55:14: To that I said no.

00:55:14 --> 00:55:16: To I, I'll tell you a different story, which is

00:55:16 --> 00:55:17: similar.

00:55:18 --> 00:55:22: What I found and I've been investing in tech for

00:55:22 --> 00:55:26: 25 years and I've done a lot of startups formed

00:55:26 --> 00:55:28: 3-4 funds now to invest in it.

00:55:29 --> 00:55:32: The old adage and we always approach tech from how

00:55:32 --> 00:55:35: is it going to enhance our cash flows, our customer

00:55:35 --> 00:55:36: experience.

00:55:37 --> 00:55:42: And and what I found after 25 years is the

00:55:42 --> 00:55:47: shelf life of the product has not been a 510

00:55:47 --> 00:55:49: year aspect, OK.

00:55:50 --> 00:55:53: Technology is moving so fast that a lot of my

00:55:53 --> 00:55:58: investments got wiped out because somebody chimed up

00:55:58 --> 00:56:02: two years later and did it in the garage and therefore wiped

00:56:02 --> 00:56:03: me out.

00:56:03 --> 00:56:06: And I'd like you know, I've started one of the

00:56:06 --> 00:56:10: nation's first bulk purchasing warehousing aspects.

00:56:10 --> 00:56:15: I've invested in a manufacturing housing company and what I

00:56:15 --> 00:56:20: failed, all of them were out of business within five

00:56:20 --> 00:56:24: years by the disruptive nature of technology.

00:56:25 --> 00:56:29: So what it taught me was an ongoing reliance on

00:56:29 --> 00:56:32: the marketplace and not my business model.

00:56:33 --> 00:56:36: So use what's in the marketplace, bring it in, expect

00:56:36 --> 00:56:39: the shelf life to be about 3 years and then

00:56:39 --> 00:56:40: on to the next.

00:56:40 --> 00:56:45: And don't get married to building stuff that's going to

00:56:45 --> 00:56:45: die.

00:56:47 --> 00:56:51: As you probably know, Michael, I get inundated with emails

00:56:51 --> 00:56:54: every single day and I probably turned down a new

00:56:54 --> 00:56:57: HR management system literally every day.

00:56:59 --> 00:57:01: But I mean, there are plenty examples.

00:57:01 --> 00:57:04: I mean, there's a company called Rentley that comes to

00:57:04 --> 00:57:07: mind that where you you have an automated tour, but

00:57:07 --> 00:57:09: you can go in and put in your information.

00:57:09 --> 00:57:12: Well, lo and behold, a lot of people use that

00:57:12 --> 00:57:13: to squat in houses.

00:57:14 --> 00:57:16: Unfortunately, we we were never on that train.

00:57:17 --> 00:57:19: I get asked a lot of questions given our income

00:57:20 --> 00:57:23: demographic about, oh what about if people can pay at

00:57:23 --> 00:57:25: Walmart or a convenience store?

00:57:25 --> 00:57:29: That technology has existed for a long time, but we

00:57:29 --> 00:57:32: offered it in 2017 and pretty quickly moved on to

00:57:32 --> 00:57:36: fully electronic payments because guess what?

00:57:36 --> 00:57:37: So did the rest of the payment industry.

00:57:37 --> 00:57:39: And even though 40% of our people often don't have

00:57:40 --> 00:57:42: bank accounts, they still have access to electronic payments.

00:57:43 --> 00:57:47: And so I think it's it's probably just a question

00:57:47 --> 00:57:51: of understanding one, what is necessary and aligned with whatever

00:57:51 --> 00:57:54: your vision happens to be because there's a lot out

00:57:54 --> 00:57:57: there and what is a distraction.

00:57:57 --> 00:58:00: But then also what's on the wrong end of the

00:58:00 --> 00:58:02: wave and is just not going to be relevant and

00:58:03 --> 00:58:06: you are going to have real technical infrastructure and depth

00:58:06 --> 00:58:09: built around whatever that solution happens to be.

00:58:10 --> 00:58:13: And it's going to be irrelevant in a year or

00:58:13 --> 00:58:13: two.

00:58:16 --> 00:58:17: Mistakes.

00:58:17 --> 00:58:19: You never made one, so I get it.

00:58:19 --> 00:58:21: We've made fun, I think, on that same topic.

00:58:21 --> 00:58:25: You know, I think about this analogy of like kissing

00:58:25 --> 00:58:28: frogs, you know, when it comes to like let's just

00:58:28 --> 00:58:32: say building management software as an example, You know, in

00:58:32 --> 00:58:36: our experience, I'm not going to throw anyone under the

00:58:36 --> 00:58:39: bus, but you know, it doesn't, it goes back to

00:58:39 --> 00:58:43: you, the objectives and does it align and it's not

00:58:43 --> 00:58:44: a one-size-fits-all.

00:58:44 --> 00:58:46: Of course we'd love to have a one stop shop

00:58:46 --> 00:58:48: 1 throat to choke to be able to roll out

00:58:48 --> 00:58:49: for our entire portfolio, right?

00:58:49 --> 00:58:51: But that's just not the case.

00:58:51 --> 00:58:54: What may work X product at our Los Angeles asset

00:58:54 --> 00:58:56: may not work for our Atlanta assets.

00:58:57 --> 00:58:59: You know, every team is different, the demographic is different,

00:58:59 --> 00:59:00: the market's different.

00:59:00 --> 00:59:03: So, you know, we do our due diligence and we

00:59:03 --> 00:59:06: really heavily involved our teams both with IT legal and

00:59:06 --> 00:59:07: compliance.

00:59:07 --> 00:59:10: We have a checklist that we go through to vets.

00:59:10 --> 00:59:13: You know, what comes into our inbox, Who do we

00:59:13 --> 00:59:16: meet at conferences like these to start that dialogue?

00:59:16 --> 00:59:18: And, you know, if it's worthy, do we then go

00:59:18 --> 00:59:21: through that diligence process to make sure like, OK, is

00:59:21 --> 00:59:23: this going to check all our boxes?

00:59:23 --> 00:59:25: And you know, most of the time it is a

00:59:25 --> 00:59:27: success, but then, you know, you go through that trial

00:59:27 --> 00:59:30: or you roll it out after that first year, things

00:59:30 --> 00:59:30: change, right?

00:59:30 --> 00:59:33: Either somebody ends up buying them out or they go

00:59:33 --> 00:59:34: out of business after a couple years.

00:59:35 --> 00:59:38: There's a myriad of different scenarios that can happen.

00:59:38 --> 00:59:41: But in our past, yet we've, we've had failures and

00:59:41 --> 00:59:45: mistakes with, you know, even with pilots too.

00:59:45 --> 00:59:46: And so the best thing we can do is just

00:59:46 --> 00:59:47: like lessons learned.

00:59:48 --> 00:59:51: We also, you know, rely heavily on our peers, industry

00:59:51 --> 00:59:54: colleagues and going to events like this to to learn

00:59:54 --> 00:59:56: and knowledge share as well.

00:59:56 --> 00:59:59: And so, you know, we have this master document where

00:59:59 --> 01:00:02: we keep tab of all of our meetings and vendors

01:00:02 --> 01:00:06: and all the statuses and stories that go along with

01:00:06 --> 01:00:06: that.

01:00:06 --> 01:00:08: And so, you know, we're an open book there when

01:00:08 --> 01:00:09: it comes to like, well.

01:00:10 --> 01:00:11: You know who do you like for building?

01:00:11 --> 01:00:14: Management and then we're happy to share our stories from

01:00:14 --> 01:00:16: that experience as well.

01:00:16 --> 01:00:18: So, you know, it just depends.

01:00:18 --> 01:00:19: And you know, yeah, you've got to kiss a lot

01:00:19 --> 01:00:22: of frogs to find that perfect one, or you've got

01:00:22 --> 01:00:22: the capital.

01:00:22 --> 01:00:23: Build it.

01:00:25 --> 01:00:29: I think with building products and innovation, it's the

01:00:29 --> 01:00:29: fundamentals

01:00:29 --> 01:00:29: of the why.

01:00:30 --> 01:00:33: And so like making sure you're solving the right problem.



01:00:33 --> 01:00:38: And sometimes there's like the additional benefit is the real driver.

01:00:38 --> 01:00:38: And I'll give the example like Watersons toilets, right?

01:00:38 --> 01:00:41: When low flow toilets first came out, they didn't work

01:00:41 --> 01:00:43: well and so everyone hated them.

01:00:44 --> 01:00:45: And now Watersense, it's got a flow rate.

01:00:46 --> 01:00:49: So there's a performance metric.

01:00:49 --> 01:00:50: So you have to hit a certain flow for your

01:00:50 --> 01:00:52: shower head, your faucet, your toilet.

01:00:52 --> 01:00:54: But then there is also a metric of it's got

01:00:54 --> 01:00:57: to work.

01:00:57 --> 01:00:57: So like for toilets, they had to come up with

01:00:58 --> 01:01:00: a whole bowl evacuation testing procedure of how do you

01:01:00 --> 01:01:04: get stuff out of the bowl?

01:01:04 --> 01:01:05: Tell us more.

01:01:05 --> 01:01:06: And so it's like, lo and behold, like Watersense labeled

01:01:06 --> 01:01:10: fixtures actually perform better than just standard fixtures

01:01:10 --> 01:01:14: because of

01:01:14 --> 01:01:16: this, but at a lower flow rate.

01:01:17 --> 01:01:19: And so it's like those sorts of lessons I find

01:01:20 --> 01:01:22: so interesting or like Huber Zips sheathing where it was

01:01:23 --> 01:01:26: like some of the early adopters were big production single

01:01:26 --> 01:01:28: family builders, very cost conscious.

01:01:28 --> 01:01:30: And you're like, why are you using a premium product?

01:01:31 --> 01:01:34: And they're like, we don't have house wrap flapping in

01:01:34 --> 01:01:37: the wind with potential buyers walking our communities.

01:01:37 --> 01:01:39: Like that was the big selling feature.

01:01:39 --> 01:01:41: It just looked cleaner and better.

01:01:42 --> 01:01:44: And it was like there were all these additional benefits

01:01:44 --> 01:01:44: too.

01:01:44 --> 01:01:46: But like for them it was we want our sales

01:01:46 --> 01:01:50: team happy and the people walking the site thinking this

01:01:50 --> 01:01:51: is a a good product.

01:01:52 --> 01:01:54: Much like paper straws, Actually.

01:01:56 --> 01:01:58: I'm going to actually answer the question outside of this

01:01:58 --> 01:01:58: field.

01:01:58 --> 01:02:03: I think, you know, technology that creates music for me

01:02:03 --> 01:02:07: is a sore spot because I feel that that's very

01:02:08 --> 01:02:10: close to human creativity.

01:02:10 --> 01:02:14: I don't think can be matched with artificial intelligence.

01:02:14 --> 01:02:17: But so if technology can do my laundry so that

01:02:17 --> 01:02:20: I have the time to actually spend on creating music

01:02:20 --> 01:02:22: would be precious.

01:02:22 --> 01:02:26: And when you compare that to the work that we

01:02:26 --> 01:02:30: do, it is about all the tools that under the

01:02:30 --> 01:02:32: name of creativity, right?

01:02:32 --> 01:02:34: Like we've been testing a lot of tools that would

01:02:34 --> 01:02:35: automatically layout.

01:02:35 --> 01:02:38: Like you have 100 acres, you know what units you

01:02:39 --> 01:02:41: want and it'll automatically layout.

01:02:41 --> 01:02:44: But what is it laying out a giant parking lot

01:02:45 --> 01:02:47: with a few buildings around it?

01:02:47 --> 01:02:50: And that is not the kind of communities that we

01:02:50 --> 01:02:51: want to build.

01:02:51 --> 01:02:55: And that's why I have much hope that human intelligence

01:02:55 --> 01:02:56: will prevail.

01:02:58 --> 01:03:00: Another question, please.

01:03:01 --> 01:03:03: And we have one in the back.

01:03:06 --> 01:03:07: Hello.

01:03:07 --> 01:03:07: OK.

01:03:07 --> 01:03:08: Hi.

01:03:08 --> 01:03:09: My name is Isabel Friedo.

01:03:09 --> 01:03:11: I'm a junior at Georgia State.

01:03:12 --> 01:03:16: And I heard earlier about the capital stack and how

01:03:16 --> 01:03:19: there isn't a bridge for that.

01:03:19 --> 01:03:22: And I was wondering if you've explored like defy lending

01:03:22 --> 01:03:26: decentralized finance like through blockchain and like maybe

01:03:26 --> 01:03:28: not in

01:03:26 --> 01:03:28: pertains to or in regards to like.

01:03:29 --> 01:03:32: Affordable housing because there's like a lot of red tape,

01:03:32 --> 01:03:34: but just like the general idea about that, like providing

01:03:34 --> 01:03:35: insights.

01:03:36 --> 01:03:39: For for me less so on the funding side, we're,

01:03:39 --> 01:03:41: we're generally pretty capital efficient.

01:03:41 --> 01:03:44: We need to raise money for payroll at at times,

01:03:44 --> 01:03:48: but thankfully we're, we're in a pretty good position there.

01:03:48 --> 01:03:52: But definitely in terms of just payment rails generally, I'll,

01:03:52 --> 01:03:55: I'll give an example like Stripe for, for those of

01:03:55 --> 01:03:59: you who've heard of the company Stripe, you're charged

01:04:00 --> 01:04:01: effectively

01:04:00 --> 01:04:01: 2.75% on transactions.

01:04:01 --> 01:04:04: Most of our transactions are credit or debit card because

01:04:04 --> 01:04:07: they're instant, because we can't really wait the seven days

01:04:07 --> 01:04:09: under ACH for those payments to clear because so many

01:04:09 --> 01:04:10: of them would default.

01:04:11 --> 01:04:14: Well, that 2.75% is ultimately passed through the consumer.

01:04:15 --> 01:04:17: Now, could you use Zelle?

01:04:17 --> 01:04:19: Could you use cash app, which is actually more expensive?

01:04:20 --> 01:04:22: Or is there a world in which something like blockchain

01:04:22 --> 01:04:23: makes sense?

01:04:23 --> 01:04:24: Yes, absolutely.

01:04:24 --> 01:04:25: I think there is.

01:04:26 --> 01:04:28: I don't know that we're that close to be honest,

01:04:28 --> 01:04:32: either from a cultural acceptance perspective or just from a,

01:04:32 --> 01:04:32: a wired option.

01:04:32 --> 01:04:34: Like if we told people, hey, you have to do

01:04:34 --> 01:04:36: this, then I, I don't really think you'd see it.

01:04:37 --> 01:04:40: The other thing that I'll that I'll point out that

01:04:40 --> 01:04:41: is is helpful.

01:04:42 --> 01:04:46: So for for our residents, we allow them effectively almost

01:04:46 --> 01:04:50: a line of credit up to \$300.00 and we're evaluating

01:04:50 --> 01:04:54: whether or not it makes sense to rather than putting

01:04:54 --> 01:04:57: that on a host or landlord to have to absorb

01:04:57 --> 01:05:00: that potential \$300.00 flexibility stage.

01:05:01 --> 01:05:04: Can we, can we take on that same responsibility as

01:05:04 --> 01:05:08: a company and ultimately create a micro line of credit

01:05:08 --> 01:05:11: for these customers that we know are paying on a

01:05:11 --> 01:05:14: consistent basis even though they have no FICO score?

01:05:15 --> 01:05:18: And so we have data that really no one else

01:05:18 --> 01:05:18: does.

01:05:18 --> 01:05:22: But in in that sense probably more on the decentralized

01:05:22 --> 01:05:28: finance, less on the blockchain, but both are probable

01:05:29 --> 01:05:32: eventualities.

01:05:29 --> 01:05:32: One last question, young man in the back.

01:05:48 --> 01:05:54: Vendors and sorry technology stack, can y'all talk through

01:05:54 --> 01:05:58: some

01:05:54 --> 01:05:58: of your decision making on when you go with the

01:05:59 --> 01:06:04: sort of like typing versus with like partnering with someone

01:06:04 --> 01:06:10: about innovating or considering building your own product,

01:06:11 --> 01:06:16: just what

01:06:11 --> 01:06:16: some of the sort of decision points are for evaluating

01:06:16 --> 01:06:20: that and and when it's a good idea versus?

01:06:25 --> 01:06:25: Yeah.

01:06:26 --> 01:06:28: I mean, I think to something that Abe and Sheba

01:06:28 --> 01:06:31: had said earlier, I mean, it's about outcomes and the

01:06:31 --> 01:06:34: human experience to a large degree as a compass for

01:06:34 --> 01:06:37: making those types of decisions from our perspective.

01:06:37 --> 01:06:39: The only thing I would say is if it's really,

01:06:39 --> 01:06:41: really important and fundamental and your business is going to

01:06:41 --> 01:06:44: die if this thing goes away, invest in boring stuff,

01:06:44 --> 01:06:44: right?

01:06:44 --> 01:06:45: That's where you invest in it.

01:06:45 --> 01:06:49: Like why would you strike and not some slightly cheaper

01:06:49 --> 01:06:53: off the shelf product because we're doing \$120 million in

01:06:53 --> 01:06:57: transactions annually right now and if all of a sudden

01:06:57 --> 01:07:01: that company shut down, we'd be in really, really big

01:07:01 --> 01:07:02: trouble.

01:07:02 --> 01:07:07: So if it's a marginal increase in profitability or value

01:07:07 --> 01:07:12: of the customer, you have to evaluate that against does

01:07:12 --> 01:07:13: everything die?

01:07:13 --> 01:07:16: And if if there's a chance that everything dies, then

01:07:16 --> 01:07:18: you invest in the boring incumbents.

01:07:19 --> 01:07:23: And if there's something so disruptive and better for the

01:07:23 --> 01:07:26: customer that it's worth taking that innovative bet on, then

01:07:27 --> 01:07:29: then I think that's the general framework.

01:07:29 --> 01:07:29: I.

01:07:30 --> 01:07:33: Tell you what I started about six years ago was

01:07:33 --> 01:07:35: a fund called RET.

01:07:36 --> 01:07:40: They're based in Utah and we have about 200 LP's

01:07:40 --> 01:07:44: representing about 3 million units.

01:07:45 --> 01:07:49: And what we create as a forum of products where

01:07:49 --> 01:07:53: of the 200 any given time 10 people are testing

01:07:53 --> 01:07:53: a product.

01:07:54 --> 01:07:58: They share what is working and not working.

01:07:58 --> 01:08:01: And so we make as a decision what are the

01:08:01 --> 01:08:05: test results from those and would we invest or not.

01:08:05 --> 01:08:08: And what we found is of the 200, you can

01:08:08 --> 01:08:10: go any direction you want.

01:08:10 --> 01:08:14: You don't have to, but there is a cooperativeness of

01:08:14 --> 01:08:15: information.

01:08:15 --> 01:08:18: We all share our experiences and our failures.

01:08:18 --> 01:08:21: And then we go and make an investment and say

01:08:21 --> 01:08:24: you need to make these changes or we're not here

01:08:24 --> 01:08:25: for you.

01:08:25 --> 01:08:29: And and so we've created kind of a tech community

01:08:29 --> 01:08:32: to try to wield the power of just trying to

01:08:32 --> 01:08:35: sort through 200 requests a week.

01:08:35 --> 01:08:36: I've got this product.

01:08:36 --> 01:08:37: You should use it.  
01:08:38 --> 01:08:40: So if you ever want to reach out to them,  
01:08:40 --> 01:08:41: please reach out to me.  
01:08:42 --> 01:08:43: I'll put you in contact with them.  
01:08:43 --> 01:08:47: But that's who we've we just got tired of trying  
01:08:47 --> 01:08:50: to sort through all of this to come up with  
01:08:50 --> 01:08:54: answers and that we were losing the leverage of our  
01:08:54 --> 01:08:58: unit count to modify the product and hopefully recover our  
01:08:58 --> 01:08:59: investment.  
01:09:00 --> 01:09:04: So with that, first thanks to all my panelists.  
01:09:10 --> 01:09:11: Two thick quick things.  
01:09:11 --> 01:09:14: I know cocktails are out there, but first, did we  
01:09:14 --> 01:09:14: add value?  
01:09:16 --> 01:09:16: OK, raise your hand.  
01:09:16 --> 01:09:20: That's so I appreciate that feedback when you get your  
01:09:20 --> 01:09:21: evaluation form.  
01:09:21 --> 01:09:24: The second we're always hey, I got to normally I'd  
01:09:24 --> 01:09:27: say I buy drinks, but I already did.  
01:09:28 --> 01:09:32: The other side of that is, is give us ideas  
01:09:32 --> 01:09:36: at you'll lie about what you want to engage with,  
01:09:36 --> 01:09:40: OK, because we're only as good as we are listening  
01:09:40 --> 01:09:44: to the members, the people that show up at these  
01:09:44 --> 01:09:48: conferences to evolve the agenda to give you value.  
01:09:49 --> 01:09:51: You're taking a day of your life, you're spending it  
01:09:51 --> 01:09:52: here.  
01:09:52 --> 01:09:54: You should be able to walk home with some value  
01:09:54 --> 01:09:55: and opportunity.  
01:09:55 --> 01:09:57: And we want to make sure that happens.  
01:09:57 --> 01:10:02: So with that, enjoy cocktails and thank you.

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