**Afi Edim, CPM, NSA**

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**RETIRED AND LOOKING TO MAKE A DIFFERENCE**

**Senior Property Management Leader** with demonstrated success driving high performance in large, multi-unit rental properties across multiple jurisdictions. Outstanding communicator known for championing concepts, gaining active support from management, and inspiring teams to deliver highly profitable outcomes. Develop and execute new revenue and resident programs.

**Executive & Investor Leadership:** Build trusted relationships with executives and property owners, research and develop financial pro forma, craft revenue and occupancy programs, and drive efforts to deliver profit.

**Revenue Enhancement:** Leverage financial acumen to identify opportunities to grow properties, increase values, and create new revenue streams. Deliver dramatic cost reductions contributing $millions to bottom line.

**Organizational Strategy:** Create strategic vision to re-invent internal operations. Define policies and processes and establish systems, infrastructure, and programs to deliver on revenue projections and prepare for rapid expansion.

**Recognition:** Recipient of **IREM Chapter 8 “W. Donald Calomiris Humanitarian Service Award,”** 2015 **|** **Certified Property Management (CPM) of the Year** 2014 **|** **IREM Chapter 8 “Distinguished Service”** award, 2013

**• Executive & Investor Engagement • Business Development / Revenue Generation • Portfolio Strategy, Planning & Execution**

**• Project, Program & Operations Mgmt. • Market Research & Competitive Analyses • Policy, Systems & Standards Development**

**• Budget Development & Forecasting • Contract Negotiations / Vendor Sourcing • Team Development & Motivation**

**Professional Experience**

**THE JBG COMPANIES |** Northern Virginia 1993 – 2022

**VP, Residential Operations** (**2006 – 2022**) **|** **Dir., Property Mgmt.** (**2003 – 2006**) **| Portfolio Manager** (**1993 – 2003**)

Developed strategic plans, created systems, and implemented infrastructure to support business operations and growth. Led 6 direct reports managing 60 employees in operational functions to support $24M regional portfolio of 1,500 multifamily housing units in 5 fee-managed buildings for 2 private property owners and numerous investors. Recruited, onboarded, and directed employees and teams.

* **Financial Performance:** Developed and administered operations/capital budgets and quarterly forecasts. Oversaw financial performance of units to deliver investor/owner distribution of up to $6M annually.
* **New Business, Acquisition & Negotiations:** As Point of Contact (PoC), established trusted relationships with 3rd-party owners. Conducted research and developed data informing executive decisions and served as key contributor in acquisition negotiations.
* **New Property Integration:** Stabilized new properties and integrated them into JBGS processes.
* **Newly Acquired Property with High Delinquency Rate:** At closing of 245-unit property, recognized high delinquency balances of 30 units, some up to 18 months in arrears, due to COVID eviction moratorium. Researched **US Govt.** rental assistance program that had only 4 months till program close and initiated action to enroll residents. In 4 months, converted 24 units into program to obtain rental assistance of $250K – huge win-win for property and residents.
* **30-Day Bid Timeline:** Mobilized 12-person team to conduct unit-by-unit inspections, engineering studies, environmental studies, contract reviews, and lease audits correlating paper with property management system. Created 12-month proforma budget, established profitability, and delivered/presented bid in 5 business days.
* **Housing Affordability Program:** Took charge to launch communication program building trust with existing residents at 2 Conventional properties and convincing them new “Affordability Program” was not a euphemism for “Section 8” housing. Persuaded owners to address existing issues immediately; lost no residents out of 1150 units and maintained occupancy above 95%.
* **Messaging:** Authored messaging, trained staff, and set up/attended weekly “meet the management” events.
* **Social Impact Program:** Created social impact program, motivated onsite team, and invited leadership participation of residents to set up community events and programming.
* **Portfolio Revenue Enhancement:** Studied industry trends and ideas, conducted research and analyses, and initiated/led multiple programs delivering improved property services and driving revenue.
* **Utility Allocation Program:** Developed business case separating rent and utility payments, overcame objections, and sourced service providers to successfully roll out Utility Allocation Program. Secured $6M+ in new revenue across portfolio.
* **Contract Cleaning Services:** Transitioned to contract cleaning service improving services and reducing costs $1.1M.
* **Nonrefundable Fee Program:** Implemented nonrefundable fee program to eliminate security deposits reducing administrative costs and capturing $1.6M in added revenue.
* **Tenant Commercial Vehicles:** Adjusted lease agreement to allow tenants’ commercial vehicles onsite for a fee, creating new revenue stream.
* **Cable & Laundry Services:** Successfully negotiated cable and laundry services from 50% to 70% **JBG** revenue share, increasing laundry revenue 34% ($1.2M) across portfolio.
* **Delinquencies:** Decreased month-to-month delinquencies from double digits to less than 3%.
* **300% Portfolio Expansion in 12 Months:** Completed pre-purchase budgets validating transaction and influencing underwriting proforma to successfully lead acquisition of 4400-unit, 11-property company increasing number of units 3X.
* **Transition Manuals:** Prepared and implemented policy and procedures manuals for training, marketing, operations, takeover, and assimilation of employees of the newly acquired properties.
* **Pandemic Emergency Leadership:** Developed plans, adjusted staffing structures for remote work, revised operational procedures enabling continued delivery of services, created new leasing process with virtual tours and/or unguided tours, and crafted plans to bring employees back onsite. Maintained high-performing property portfolio.
* **Rent Relief Programs:** Studied rent relief programs and launched efforts to assist residents and site-assigned team members to apply for funds. Drove significant reductions in rent collection activities.
* **Budget / Forecast Templates:** Designed budget/forecast templates and variance reports introducing systematic and documented approach to property budget preparation.
* **Data-Based Business Approach:** Analyzed new processes and procedures and evaluated industry software applications to develop and implement business-based approaches to operations. Gained buy-in and implementation dept. by dept.
* **Marketing:** Analyzed market and competition to craft marketing strategies, including email marketing campaigns to attract tenants. Represented **JBG** during community tours and built relationships with tenants and owners to maintain 95% occupancy rate.
* **Vendor Sourcing & Negotiations:** Sourced and vetted tech, service, and capital repair/rehabilitation vendors; led negotiations.
* **Manual to Online Leasing:** Transitioned **JBG** from manual lease processes to online transactions from apartment searches to lease signing and online payment processing.
* **Jurisdictional Regulations:** Researched **Blue Moon** lease, created by the **National Apartment Association (NAA)**, to update every custom lease agreement and related addenda with every jurisdictional change for 10K+ units spread across seven (7) city/state jurisdictions.

**Education, Certification and Membership**

**Post-Graduate Studies,** University of Rhode Island, Kingston, RI

**MS,** Western Illinois University, Macomb, IL

**BS,** University of Nigeria, Nsukka, Nigeria

Certified Property Manager (**CPM**)

Certified Virginia Title Producer

Certified Notary Signing Agent (**NSA**)

Commonwealth of Virginia Notary Public

**IREM Washington, DC Metropolitan Area, Chapter 8,** Board Member, current; National Committee Member, Current, Chapter President, 2014; Managed Inaugural Building Excellence Award Program; Taught Residential Budgeting, 2014, 2015, and **IREM** Ethics, 2015, 2016

**Member – National Notary Association, Virginia Land Title Association**