

2024 Conference Curriculum

 **Lease Administration (LA)**

LA-1, Breakout, Franchisees (E)
Tuesday 10:30-11:30

LA-2, Breakout, Real Estate Software Processes (E)
Tuesday 1:00-2:00

LA-3, Cotenancy (A)
Monday: 2:30-3:30

This course will introduce you to the concept of Cotenancy (DESIRED TENANT MIX) and its various forms (Possession, Opening, On-going/ Operating clauses - THEY ARE THERE TO PROTECT YOUR COMPANY'S INTERESTS!!) as well as other issues impacting Cotenancy such as prohibitive and exclusive use, hours of operation, continuous operation requirements and marketing/merchants' association obligations. We will be discussing the fundamentals of Cotenancy such as: challenges associated with the enforcement of various Cotenancy Clauses – time, comprehension, research; the difference in conditional statements-how they hurt or help you; intent versus lease language (defined terms); paid and free research resources; and your options when a Landlord will not provide documentation required for proper confirmation including recommended lease and letter writing language OR when your lease does not contain a remedy. Upon completion of this course, you will be armed with tools to help you understand and decipher Cotenancy clauses in today's markets and best practices for confirming and enforcing Cotenancy conditions. And most importantly, this presentation will stress the FINANCIAL IMPACT (BIG \$\$\$\$\$) when retailers fail to implement or maintain an on-going program of monitoring their Cotenancy clauses as well as monitoring center occupancy levels and tenant mix for locations where these protections exist.

LA-4, Breakout, Cotenancy (E)
Tuesday 10:30-11:30

LA-5, Insurance Bootcamp Beginner – No Pain, No Gain; Heads Down and Train (B)
Monday: 2:30-3:30

Is your lease leaving you open to attack? Is your lease offering more support than necessary? Understanding your commitments to your landlord can help preserve your defense budget. This course will familiarize you with coverage and industry terms to help you determine what you should and should not be reimbursing for your landlord's coverage. Learn how to use the correct industry terminology, experience the proper basic training of real-world coverage



examples, and gather intel on appropriate lease requirements and expected costs. You will also be thoroughly debriefed on the state of the insurance market to be able to strategize for what is to come.

LA-6, Understanding Utility Rates, Energy Management Strategies and Carbon Footprint Reporting (I)
Monday: 10:30-11:30

This course will equip participants with the knowledge of managing utility costs effectively, and practical skills that can be introduced into their organization. Designed for both tenants and landlords, this course offers a step-by-step approach to understanding and tracking utility usage and costs, as well as utility bill auditing. Participants will learn how to identify line items on their utility bills and how to interpret them. Explore various strategies to reduce utility costs, such as implementing energy-saving measures. The course provides an overview of utility rate structures, electric supply, and transport gas options in deregulated states. Participants will learn how to conduct a utility bill audit on their facilities to identify potential overages and hidden costs, and how to create a cost recovery program within their organization. This course will conclude by focusing on tracking carbon emissions footprints, aiding attendees in creating reports that contribute to a sustainable future.

LA-7, Breakout, Utility Audit (I)
Monday 2:30-3:30

LA-8, Breakout, Maintenance and Repairs (I)
Monday: 1:00-2:00

LA-9, AI Technology – Removing Barriers to AI Adoption – Case Study (I)
Tuesday: 9:00-10:00

Organizations want to adopt AI, but many face barriers to doing so. This course will show what organizations can do to remove barriers and cross the AI chasm to get the insights they need

faster. You'll also learn insights from a major retailer's journey of overcoming its barriers to technology adoption.

1. Identify barriers: knowledge gaps, disconnected systems, change management, limited infrastructure, legacy systems
2. Understand the critical components and roles in defining a data governance structure
3. Watch for potential failure points in your systems
4. Understand the role of artificial intelligence today and its potential future
5. Establish your AI policy and procedures

LA-10, Estoppels & SNDA's (B)
Tuesday: 10:30-11:30

This course will help anyone involved in lease management and compliance gain an understanding of what lenders, landlords, and tenants are trying to achieve with SNDA and Estoppel documents. The program will address their preparation, review, negotiation, and execution. Real world examples will be provided to demonstrate the due diligence process needed prior to execution, as well as how to avoid inadvertent agreements that arguably modify a lease or impact title.

LA-11, Breakout, Lease Administration Best Practices (I)
Tuesday: 9:00-10:00

LA-12, AI Technology – Gain a Competitive Edge in the Retail Landscape with AI (I)
Monday: 2:30-3:30

The retail landscape is changing. AI and technology investments for the evolving retail landscape are critical to gaining a competitive advantage. This course will show a real-world use case for how AI models enable faster and more accurate contract negotiations with stronger results. Additionally, we'll highlight AI technologies organizations should be aware of / considering that could make a big impact on their businesses.

LA-13, Breakout, Best in Class Property Management (I)

Tuesday: 10:30-11:30

LA-14, Managing Third Party Consents (I)

Monday: 1:00-2:00

This course provides an overview of identifying, managing, and obtaining third-party consents (e.g., when an entity or individual that is not a party to your agreement holds a documented development, construction, and/or design approval right over your proposed project). We will review the various documentation giving rise to third-party consent rights. We will also discuss approving parties, identify the depth, breadth, and scope of an approving party's approval rights, and strategies for navigating the same to ensure your project stays on track!

LA-15, Nailing Down Responsibilities: Who Does What and Where is the Money (I)

Monday: 2:30-3:30

The old adage "Measure twice, cut once" certainly applies to the importance of getting Work Letters and/or Lease language in the lease right, including the details of plan submittal and approval, the description and performance of Tenant's Work, and the payment and application of Tenant Improvement Allowances. In this interactive session, we will use real world-based hypotheticals and draw on actual landlord and tenant experiences to explore pitfalls and best practices in negotiating, interpreting, and implementing Work Letter/Lease provisions on these key topics.

LA-16, Breakout, Managing Amendments and Renewals (E)

Tuesday: 9:00-10:00

LA-17, AI Technology – Demystifying the AI Journey from Data to Action (B)

Tuesday: 2:30-3:30

Real estate tenants create data – LOTS of it. It's the foundation of making AI work in any organization. But how do you organize and manage your data to activate a more effective AI strategy? This course takes you on a journey through the critical steps of building a successful data governance framework that supports current AI technology in our industry. You'll learn the basics of understanding your current data, documenting your business needs, and creating an AI-first technology roadmap. Attendees participating in this session will be able to:

1. Understand key data terms such as source system, system of record, and reporting system
2. Understand the critical components and roles between AI and data
3. Watch for potential failure points when defining a data governance framework
4. Create an AI-first technology roadmap

LA-18, Breakout, Better Lease Language for CAM and CAM Audits (I)

Tuesday: 2:30-3:30

Despite the best efforts of tenants, NNN (Triple Net Lease) costs appear to be spiraling out of control. Here are some ideas to bring back to your teams to advocate for better CAM (Common Area Maintenance) and CAM Audit language in your commercial leases, aligning with the following learning objectives:

- Holding Landlords Accountable to Initial Estimates
- Strengthening Caps on Controllable Expenses
- Identifying Disagreeable Language in CAM Provisions
- Establishing Audit Provisions to Protect Tenants
- Negotiating CAM and CAM Audit Language

LA-19, PANEL – Mission Possible: Conquering Top Lease Administration Challenges (E)

Wednesday: 9:00-10:00

We invite you to collaborate with subject matter experts and industry peers to exchange experiences and ideas, brainstorming solutions to overcome the foremost challenges in the world of real estate lease administration.

LA-20, Mission Possible: Conquering Top Artificial Intelligence Challenges (E)

Wednesday: 9:00-10:00

We invite you to collaborate with subject matter experts and industry peers to exchange experiences and ideas, brainstorming solutions to overcome the foremost challenges in the world of Artificial Intelligence (AI).



Legal Lessons (LE)

LE-1, Basics of the Commercial Lease (B)

Monday: 10:30-11:30

This presentation, geared towards non lawyers as well as lawyers new to the profession, will explore the key legal concepts found in the commercial lease.

Attendees will learn the practical implications of these legal concepts and the "competing interests" driving negotiations between landlords and tenants in the selected lease provisions.

LE-2, Updates in Real Estate Law (I)

Tuesday: 10:30-11:30

Senior attorneys will review recent developments in real estate law as it relates to retail and commercial leasing. They will identify key

takeaways and trends emerging from the most notable cases over the last year, with an emphasis on best practices and tips for negotiations, administration, and conflict resolution. This course is for attorneys, paralegals and others familiar with legal concepts related to real estate law.

LE-3, Legal Ethics – The Times They Are a-changin' (I)

Tuesday: 2:30-3:30

This course will explore how the legal profession and the rules of professional conduct are adapting to address the current and emerging ethical issues facing the legal profession as we deal with the evolving realities and challenges of AI, remote work and other technological and societal changes.

LE-4, Operating Costs and the Law (B)

Tuesday: 1:00-2:00

Senior attorneys will discuss developments in the law governing how landlords charge tenants for lease expenses and how to identify areas where tenants are commonly overcharged. In addition, the presenters will discuss best practices for lease negotiations and dispute resolution when conflicts arise. This course is intended to provoke questions and comments. Discussion will focus on the principles of law that govern parties to the triple net lease, lease interpretation, the right to audit, the application of the law from the administrative perspective, and ways to overcome landlord objections.

LE-5, Office, Warehouse & Industrial Leasing (I)

Tuesday: 2:30-3:30

This course will discuss how leasing issues and concerns vary in office, warehouse, and industrial leasing. Topics to be addressed include environmental concerns, operating expenses, and repair/maintenance obligations.

LE-6, Breakout, Basics of Drafting the Lease (I)

Monday: 1:00-2:00

LE-7, Breakout, Lease Disputes & Resolutions (I)

Monday: 2:30-3:30

LE-8, Breakout, Managing Outside Counsel (I)

Monday: 10:30-11:30

LE-9, ESG Update for Commercial Tenants | What's New and What do Tenants Need to Know? (A)

Monday: 1:00-2:00

In this session, we'll discuss:

- The state of play of ESG (Environmental, Social, and Governance) in the U.S. today, with a focus on the commercial tenant's perspective. What regulations apply? What is going on with ESG in the courts?
- It's all politics: What to know about ESG in the U.S. political environment.
- Practical tips for navigating the ever-changing ESG landscape as a commercial tenant. What actions might commercial tenants take? In reporting, what ESG information to share, and how to share it?
- Plus, opportunity for discussion so we can learn from one another's on-the-ground experiences.

LE-10, Breakout, You are putting WHAT here? Prohibited & Evolving Uses (I)

Tuesday: 1:00-2:00

LE-11, Lifestyle & Mixed-Use Developments (I)

Tuesday: 9:00-10:00

This interactive course will match a seasoned in-house developer/landlord attorney against a veteran outside tenant leasing counsel. They will spar over issues arising from the continuing trend toward new mixed-use developments and conversion of existing retail and office projects to mixed use, with increasingly creative combinations of retail, office, residential, hotel, entertainment, and other uses. Issues discussed will include allocation of pass-through costs, exclusive and prohibited uses, co-tenancy, parking, and control of common areas.



Occupancy Cost (OC)

OC-1, Now That I Have Your Attention – Drafting Effective Demand and Dispute Letters (I)

Tuesday: 9:00-10:00

Collaborate with industry veterans to review best practices in drafting dispute letters and responses to default notices that generate results! This workshop will focus on preparing an organized letter which incorporates the "must have" inclusions and recommended exclusions to compel landlord response and cooperation. Participants will be supplied with sample letters for review and discussion during the session.

OC-2, CAM Bootcamp Beginner – No Pain No Gain; Heads Down and Train (B)

Monday: 1:00-2:00

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

The course will cover the basic components of a CAM reconciliation and the lease language related to them, how to calculate pro rata share, CAM caps, management and administrative charges, current industry issues related to CAM reconciliations and best practices to MAXIMIZE savings! We welcome seasoned auditors to join us for new insights and discussions. Join us to see how your peers have navigated the latest war on Landlord overcharges. This session will be followed by a Breakout Session for follow-up questions and discussion.

OC-3, Breakout, CAM Bootcamp Beginner Follow Up (B)

Monday: 2:30-3:30

OC-4, CAM Masters Class – Continuously Elevating Your Success! (A)

Monday: 10:30-11:30

If you have mastered the basics of CAM Reconciliations and desktop audits, then this course can help you keep improving your skills.

This course will include a brief review of the basics of CAM auditing and how to leverage that basic knowledge in developing a strategy to present and negotiate disputes, dealing with audit rights and restrictions, performing financial analysis to identify risks, discussing current trends, and touching on more advanced topics like ambiguous language, common area taxes, base years, cost pools and others.

Please come prepared to share your best practices and ideas to protect your company's critical assets and improve the bottom line! This session will be followed by a Breakout Session for follow-up questions and discussion.

OC-5, Lease Audit Workshop (B)

Tuesday: 1:00-2:00

Geared toward professionals new to the world of Lease audit. This workshop will focus on Desktop Audit Techniques. This class is designed for beginner to intermediate auditors who manage or participate in the desktop audit function. It will help participants design processes to manage workflow and completion of audits, give practical examples for conducting the audit, and tools for presenting findings. The session will include hands-on examples and discussion to help improve attendees' understanding of the materials presented. Topics will include CAM reconciliation process; desktop audit tools and techniques; and effectively presenting and resolving findings.

OC-6, Breakout, Lease Audit Workshop Follow Up (B)

Tuesday: 2:30-3:30

OC-7, RET Bootcamp Beginner – No Pain No Gain; Heads Down and Train (B)

Tuesday: 9:00-10:00

Back by popular demand for new and returning recruits! It's your duty to arm yourself with knowledge and serve your company! This course will help explore the review of real estate tax reimbursement invoices received from landlords from a "trainee" perspective. Tenants may overlook real estate tax savings because they view governmental real estate tax bills as non-negotiable or perceive leases as onerous. Various topics will be deployed to interconnect the invoice, lease, and third-party support allowing tenants to soldier through, correct billings and reduce real estate tax reimbursements to landlords. The presenters will attack various year end reconciliations with tips and techniques to demonstrate how to keep your tax savings from going MIA!

OC-8, Breakout, RET Bootcamp Follow Up (B)

Tuesday: 10:30-11:30

OC-9, Breakout, CAM Issues: Standalone/Shopping Center/Mall/Lifestyle (E)

Tuesday: 10:30-11:30

OC-10, PANEL, Teamwork Makes the Dream Work – Collaborating to Optimize Success (E)

Tuesday: 9:00-10:00

Want to learn how to work together with other teams to become more efficient? This is the course for you! This panel discussion is intended for everyone to bring all aspects of your company together to develop processes to help each other and therefore MAXIMIZE savings! Join seasoned veterans from Legal, Lease Administration, Lease Accounting, Auditing, Real Estate, and Deal-Making who will share their experiences and ideas to help you bridge the gap between departments to collaborate and become "Tenants In Common". Please bring your questions and ideas to join the conversation with our panel.

OC-11, PANEL, Breaking Audit Barriers – Driving Negotiation and Settlement (E)

Tuesday: 2:30-3:30

We Are Breaking Audit Barriers! Have your multiple requests for CAM support gone unanswered? Reached out multiple times to follow up with a landlord regarding an audit dispute? What is the secret in getting landlord's cooperation? Hear directly from our guest landlords and witness an insider's perspective on how! We are excited to host a panel of landlord experts who have spent years in the trenches of the audit world. Take advantage of this can't miss opportunity to ask questions from the folks who have the answers you seek!

OC-12, Peer-to-Peer Lease Audit Hypotheticals (A)

Monday: 1:00-2:00

The rapid pace of change in today's business landscape significantly impacts various aspects such as CAM, Cotenancy agreements, shopping center utilization, tax implications, and more. Deciphering your lease rights to safeguard your business has become increasingly intricate. In this class, we will address these challenges and explore the complexities of lease auditing. Through interactive discussions and real-life case studies, we will navigate through the audit challenges and hurdles, collectively developing approaches to resolve them. This peer-to-peer learning environment encourages participants to share experiences, expertise, and solutions, fostering collaborative problem-solving.

OC-13, International Lease Audit (A)

Monday: 2:30-3:30

Description unavailable at time of publication. Will be forthcoming.

OC-14, Property Tax Appeals – From Challenge to Opportunity (E)

Monday: 10:30-11:30

Do you rely on landlords to reduce your property tax expense? Do you feel like you have little or no control over the increase in expenses? Do you feel like you should challenge your landlord but don't know how? If you answer yes to any of these questions, this presentation is for you. During this presentation we will provide insight on:

- The retail real estate market – where is it at and where is it headed
- Different approaches to valuing property and when each is considered/used
- How to make sure landlords are on top of appealing their properties
- What to look for and question regarding appeal opportunities
- How to track and analyze pending appeals, resolved appeals and refunds

OC-15, Accounting for Shrinking Real Estate Footprints (I)

Tuesday: 10:30-11:30

Almost every organization is evaluating brick and mortar office utilization and layout, and many retailers are rightsizing or relocating leased spaces. This session will cover the accounting treatment most often observed in practice when real estate footprints need to be adjusted.

The goal is to explain and illustrate through examples the most frequently used accounting terms and show the financial statement outcome. Broad topics will include termination, abandonment, and impairment accounting. We will provide information that real estate professionals can use to perform initial assessments of transaction impact on financial statements and prepare for conversations with their accounting counterparts. Real estate professionals may also be able to use the information presented to craft suggestions to improve financial statement presentation.

OC-16, Breakout, Accounting for Shrinking Real Estate Footprints Follow Up (I)

Tuesday: 1:00-2:00

OC-17, PANEL, Mission Possible: Conquering Top Occupancy Cost Challenges (E)

Wednesday: 9:00-10:00

We invite you to collaborate with subject matter experts and industry peers to exchange experiences and ideas, brainstorming solutions to overcome the foremost challenges in the world of real estate occupancy costs.



Office & Industrial (CO)

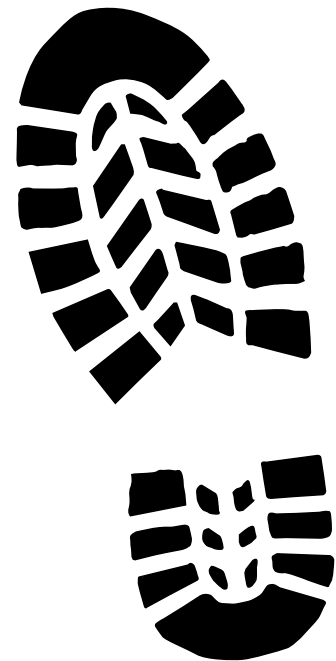
CO-1, International Lease Administration Bootcamp, Part 1 – International Principles (A)

Monday: 10:30-11:30

Embark on a journey into the complex world of International Lease Administration with our three-part immersive Bootcamp program.

This intensive course is tailored for professionals seeking to master managing leases on a global scale. Throughout the Bootcamp, participants will explore the nuances of international lease agreements while learning the complexities of cross-border transactions, and gain proficiency in lease compliance and administration, ensuring adherence to legal and regulatory requirements.

Our International Lease Administration Bootcamp promises to empower professionals with the tools and knowledge to excel in global leasing through interactive sessions, practical case studies, and expert insights.



CO-2, International Lease Administration Bootcamp, Part 2 – Lease Payments (A)

Monday: 1:00-2:00

Continue the discussion with a deep dive into international payments. Navigating the international payment process involves more than simply transferring funds across borders. It requires a deep understanding of various factors, including tax implications, regulatory compliance, and currency fluctuations. This course delves into the fundamentals of international payments, taxation and transfer pricing implications, supplier challenges, payment instructions and systems, and regulatory compliance. Currency considerations will be covered in Part 3.

CO-3, Gross Ups & Base Years (I)

Monday: 10:30-11:30

Who loves Gross Ups? Who benefits from a Base Year? Who truly comprehends these provisions and their intricate calculations? In this course, we will delve into why these provisions are incorporated into leases and how they can either serve as lifelines or stumbling blocks for tenants. Additionally, we will explore the correct methodology for calculating Gross Ups and their impact on the base year. The learning objectives are as follows:

1. Understanding the Purpose of Base Years and Gross Ups
2. Learning the Fundamentals of Gross Up Calculations
3. Examining Landlords' Use of Base Year and Gross Up Provisions
4. Visualizing the Application of Gross Up Provisions in Retail Leases
5. Negotiating Better Base Year and Gross Up Provisions

By addressing these learning objectives, participants will develop a deeper understanding of Base Year and Gross Up provisions, enabling them to navigate lease negotiations more effectively and safeguard their interests in commercial real estate transactions.

CO-4, Breakout, Understanding REA and OEA Agreements and How They Affect Your Cost (A)

Monday: 1:00-2:00

CO-5, International Lease Administration Bootcamp, Part 3 – Currency Impacts (A)

Tuesday: 1:00-2:00

Ever pondered the repercussions of having lease obligations in one currency but making payments in another? Gain clarity on this and delve into the pivotal role of currency dynamics in International Lease Transactions.

Join us for an illuminating session where we dissect how currency fluctuations impact your leases, payments, and your company's bottom line. Arm yourself with the knowledge to educate deal makers and leaders about currency impacts, thus mitigating risks throughout your company's portfolio.

This interactive session forms a key component of the International Lease Administration Bootcamp, offering valuable discussions and actionable insights.

CO-6, Breakout, Revenue and Sublease Management (I)

Tuesday: 9:00-10:00

As vacancies become increasingly prevalent, tenants are often compelled to sublet some of their spaces to offset lease obligations. This course is designed to assist lease administrators in efficiently managing subtenant leases, addressing a range of concerns from rent collection to property turnover.

Key topics covered will include **Transitioning between roles**: Navigating the shift from tenant to landlord responsibilities. **Essential sublease provisions**: Safeguarding interests and preempting potential challenges. **Subtenant maintenance and repairs**: Outlining responsibilities and best practices for ensuring property upkeep. **Managing subtenant delinquencies**: Strategies for promptly addressing late payments and resolving financial issues.

CO-7, Understanding and Auditing Overcharges for Commercial Office Tenants (B)

Tuesday: 10:30-11:30

This class will walk through the basics of reviewing and auditing Commercial Office Operating Expenses. It reviews the types of expenses unique to office leases and shows how to audit the "base year" and "gross-up" clause and the pitfalls that go along with it. Lastly, this class will identify several areas of possible overcharges that may appear in a landlord's true up statement (reconciliation) and why tenants must be aware of them.

Objectives:

- Understanding the lease auditing process for Operating Expenses in an office lease.
- Understand how to audit the Base Years and Gross-ups.
- Identify specific overcharges in Operating expenses that you may be paying.

CO-8, Breakout, Lease Accounting, Diving into Equipment and Other Imbedded Leases (A)

Monday: 10:30-11:30

CO-9, Defending Against Poor Audit Rights and Restrictions (I)

Tuesday: 1:00-2:00

As we move through the everchanging commercial real estate environment, both landlords and tenants are feeling the economic squeeze. As tenants scrutinize their occupancy cost for overcharges, Landlords are fighting harder than ever to avoid requests to support billed expenses and lease audits.

This class explores the types of landlord defenses commonly used to delay and deflect tenant requests and what options are available to respond to such defenses. This presentation will focus on the following areas: Statute of Limitations, Audit Right Restrictions, Non-Disclosure Agreements (NDA's), Estoppels, Doctrine of Latches, Duck and Dive Approach (Silence) and Landlord Sells Property (Who's responsible Old Landlord vs. New).

CO-10, Breakout, Sox Compliance – What's Your Workback Plan (E)

Tuesday: 1:00-2:00

CO-11, PANEL – Mission Possible: Conquering Top International Lease Administration Challenges (E)

Wednesday: 9:00-10:00

We invite you to collaborate with subject matter experts and industry peers to exchange experiences and ideas, brainstorming solutions to overcome the foremost challenges in the world of international real estate lease administration.



Professional Development (PD)

PD-1, Creating a Fearless Team, Part 1 (E)

Monday: 1:00-2:00

Studies show the underpinning of high performance is an environment where people feel safe asking questions, share their points of view, admit mistakes, and speak up when they have a concern. This is called psychological safety. **In part 1 of this workshop, you'll assess the level of psychological safety on your team.**

PD-2, Creating a Fearless Team, Part 2 (E)

Monday: 2:30-3:30

Studies show the underpinning of high performance is an environment where people feel safe asking questions, share their points of view, admit mistakes, and speak up when they have a concern. This is called psychological safety. **In part 2 of this workshop, you'll learn 4 tips to boost psychological safety and improve performance.**

REMINDER:

NRTA Doubleheader Wednesday

Mission Possible Education Sessions

Select from 5 Mission Possible discussions occurring concurrently.

Wednesday: 9:00-10:00

- Occupancy Cost (OC-17)
- Artificial Intelligence (LA-20)
- Lease Administration (LA-19)
- International Lease Administration (CO-11)
- Real Estate (RE-15)

"Whose LEASE is it anyway?" – The REAL ESTATE Version

NRTA's unique Game-Show-Style Closing Panel Discussion Educates AND Entertains.

Wednesday: 10:15-11:30

Plan now to attend National Real Estate Tenants Association's ALL-NEW closing panel interactive discussion "with a twist"!

PD-3, Creating a Culture of Feedback, Part 1 (E)

Tuesday: 9:00-10:00

In part 1 we will explore the mindsets and skillsets that are necessary for a feedback-rich culture.

PD-4, Creating a Culture of Feedback, Part 2 (E)

Tuesday: 10:30-11:30

In part 2 we will reveal strategies for asking for and being open to feedback, as well as a feedback model to share feedback that reinforces positive behaviors and creates buy-in to improve opportunity behaviors.

PD-5, Leading Effective Meetings, Part 1 (E)

Tuesday: 1:00-2:00

Spending too much time in ineffective meetings? Learn to lead the most effective meetings. In part 1 we'll start by helping you determine if you really need a meeting.

PD-6, Leading Effective Meetings, Part 2 (E)

Tuesday: 2:30-3:30

Spending too much time in ineffective meetings? Learn to lead the most effective meetings. In part 2 we'll share strategies for effective meeting management and how to ensure follow-through on action items.



Real Estate (RE)

RE-1, PANEL, Disaster Events & Vandalism: Rights & Best Practices (I)

Monday: 10:30-11:30

This engaging and informative panel discussion will provide insights regarding disaster events (hurricane, flood, fire, etc.) and vandalism. Facilitated by a subject matter expert in Property Management, a panel of your peers from the real estate industry will explore challenges and best practices for navigating these intricate proceedings.

This course will equip real estate administrators and managers with practical tips to mitigate vandalism risk and to manage disaster impacts.

RE-2, Build-to-Suit Site Selection (I)

Monday: 2:30-3:30

Ground up, freestanding, build-to-suit development has been the preferred method of new store growth for many organizations looking to expand their footprint throughout the U.S. This course will cover understanding client requirements, market analysis, how to begin the site selection process, and how to review a site on an individual basis.

We'll also discuss specific attributes that can make or break a site depending on client requirements, such as competition in the market, zoning, history of property, and a multitude of physical attributes to look for (or stay away from).

RE-3, The Ins and Outs of Preparing and Negotiating Letters of Intent, Part 1 (B)

Tuesday: 9:00-10:00

The goal of this two-part course is to empower leasing advocates and those otherwise connected to a commercial lease with the ability to make informed and knowledgeable real estate decisions in the preparation and negotiation of a letter of intent.

RE-4, The Ins and Outs of Preparing and Negotiating Letters of Intent, Part 2 (B)

Tuesday: 10:30-11:30

The goal of this two-part course is to empower leasing advocates and those otherwise connected to a commercial lease with the ability to make informed and knowledgeable real estate decisions in the preparation and negotiation of a letter of intent.

RE-5, Breakout, Global Expansion – Is It Time? (I)

Tuesday: 2:30-3:30

RE-6, State of Retail Market in 2024 (E)

Monday: 1:00-2:00

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

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

RE-7, The REIT Perspective (E)

Monday: 10:30-11:30

Description unavailable at time of publication. Will be forthcoming.

RE-8, The Post Covid Customer – How do they Drive Site Selection Today? (A)

Tuesday: 9:00-10:00

Let's take a look at how consumer behaviors have shifted and the dramatic changes we have seen and discuss if these changes will be long lasting. We will also explore how technology and analytics has played a role in those consumer expectations and the data needed for retailers to learn and manage those shifts and leverage the information to inform site selection.

RE-9, Sales Forecasting & Market Planning (I)

Monday: 2:30-3:30

The dreaded "retail apocalypse" is turning out to be something of a retail renaissance and while the role of the physical store has evolved it is still the critical component to the customer's journey and long-term brand success. To be successful, brands need to plan at the market level and have high confidence in sales forecasting at the store level. This discussion looks to explore how brands can leverage sales forecasting and market planning to enhance their physical distribution strategies.

RE-10, PANEL, Today's Landscape - A View from the Top of Real Estate (E)

Tuesday: 1:00-2:00

Join several real estate department leaders for an in-depth panel discussion on current issues in the world of real estate today. Come hear what they are excited or concerned about and how they are attempting to navigate through the new environment we are all experiencing.

RE-11, PANEL, Leases: A Landlord Perspective (E)

Tuesday: 2:30-3:30

Join several of our Landlord colleagues for an in-depth panel discussion on current issues or concerns in our shared world of real estate. Come hear a different perspective on issues that we are all navigating through today and some of the reasons why different decisions are reached and the thought processes behind them. Come prepared to have honest, friendly conversations with our partners in real estate.

RE-12, Template Negotiations: The Good, The Bad & The Ugly (I)

Monday: 1:00-2:00

Join us for a breakdown of the complex lease template negotiation. We will discuss which provisions are the most difficult to articulate and navigate and which ones should be fairly simple. We will discuss the artful maneuvering of reaching compromise without creating leases that are too lengthy, vague, or open to misinterpretation.

RE-13, Retail Lease Renewal Strategies and Technology Integration (E)

Tuesday: 1:00-2:00

This course will provide a comprehensive exploration of lease renewal programs tailored for retailers, with a particular emphasis on harnessing technology to enhance efficiency, negotiation advantages, and overall outcomes. In today's rapidly evolving retail landscape, mastering the lease renewal process is essential for sustaining business operations and securing favorable terms to facilitate continued growth. This course delves into the intricacies of lease renewal negotiations, guiding participants through the stages involved, from initial assessment to final agreement.

A significant focus of the course lies in leveraging technology to streamline lease management processes and drive data-driven decision-making. We will explore how the utilization of innovative technology and software solutions are able to automate lease tracking, enhance data analytics capabilities, and provide actionable insights for negotiation strategies. By harnessing advanced analytics tools, retailers can efficiently forecast market trends, assess risk factors, and optimize lease terms to gain a competitive edge in negotiations. Through case studies, real-world examples, and interactive discussions, class participants will gain practical insights into implementing technology-driven solutions to improve operational efficiencies and achieve favorable outcomes in lease renewal agreements.

Upon completion of the course, class participants will be equipped with the knowledge and skills to develop and execute effective lease renewal strategies tailored to the unique needs of their companies, utilizing technology to drive success in negotiations and maximize value for their organizations.

RE-14, Optimizing the Disposition of Your Surplus Properties (I)

Tuesday: 2:30-3:30

Join us for a detailed discussion on the many avenues of the disposition of dark or surplus properties in your portfolio as we face the

challenges of today's market. We will take a comprehensive look at the options and avenues that all types of tenants may have to dispose of their space. Gain tips on vacant property valuation shifts as the retail industry shifts to meet new demands. Participants will learn how to be proactive as they evaluate dark locations as well as ways that they may gain new spaces as others downsize from subject matter experts.

RE-15, Mission Possible: Conquering Top Real Estate Challenges (E)

Wednesday: 9:00-10:00

We invite you to collaborate with subject matter experts and industry peers to exchange experiences and ideas, brainstorming solutions to overcome the foremost challenges in the world of real estate.



Technology (TT)

TT-1, MS Word (E)

Monday: 10:30-11:30

This course will enhance your Microsoft Word expertise by sharpening current skills and mastering new ones. **This course will cover: Fix line spacing options, Navigation tools, Selecting text, Changing font size, Using Auto Correct feature, Using 'Tables' and Automating with macros.**

TT-2, MS PowerPoint (E)

Monday: 1:00-2:00

This course will enhance your PowerPoint expertise by sharpening current skills and mastering new ones. **This course will cover: Starting a new presentation, Choosing slide types, Entering data, Animation, Adjust animation timing, Selecting background and colors and Running slide show options.**

TT-3, MS Outlook (E)

Monday: 2:30-3:30

This course will enhance your Microsoft Outlook email expertise by sharpening current skills and mastering new ones.

This course will cover: Shortcut for new email, Shortcut for sending email, Shortcut for replying/forwarding emails, Using BCC, Changing views for Reading Pane and Message Preview, Using Signatures, Using Quick Parts, Creating and using folders and subfolders, Using categories and Filtering emails.

TT-4, MS Excel – Segment 1 (E)

Tuesday: 9:00-10:00

This course will enhance your Excel expertise by sharpening current skills and mastering new ones. Learn super-amazing keyboard secrets, special formulas and features! **This Excel-Segment 1 course will cover: Introduction, Fundamental concepts, Navigation/Highlighting, Freeze Panes, Formulas/RCR and Fill feature.**

TT-5, MS Excel – Segment 2 (E)

Tuesday: 10:30-11:30

This course will enhance your Excel expertise by sharpening current skills and mastering new ones. Learn super-amazing keyboard secrets, special formulas and features! **This Excel-Segment 2 course will cover: Formatting, Separating data, Super amazing keyboarding secrets and Putting data together.**

TT-6, MS Excel – Segment 3 (E)

Tuesday 1:00-2:00

This course will enhance your Excel expertise by sharpening current skills and mastering new ones. Learn super-amazing keyboard secrets, special formulas and features! **This Excel-Segment 3 course will cover: Conditional formatting (very cool!), Why NOT to use Tables in Excel, Pivot tables and Working with sheet tabs.**

TT-7, MS Excel – Segment 4 (E)

Tuesday: 2:30-3:30

This course will enhance your Excel expertise by sharpening current skills and mastering new ones. Learn super-amazing keyboard secrets, special formulas and features! **This Excel-Segment 4 course will cover: Sorting, Filtering, Find/Replace and IF statements.**



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