

CONNECTIONS

— AVALONBAY ASSO MAGAZINE —

ON SITE TO ANYWHERE

Career
opportunities
within AVB

ALSO:
**COLLABORATION &
COMMUNICATION**

HEAR FROM EXPERTS

**HR BUSINESS
PARTNERS**

PEOPLE LEADING PEOPLE

**GETTING THE MOST
OUT OF MIXED-USE**

RETAIL AND RESIDENTIAL TOGETHER

CONTENTS



4 From On-Site to Anywhere



8 Collaboration & Communication

14 Who are the HRBPs?
And what do they do?

MAKING THE MOST OF MIXED USE

18

20 Off the Clock

We have owned horses for 15 plus years. I began to ride a few years ago and became interested in competing in Reining, a Western riding discipline in which you and your horse perform specific maneuvers during a 4 minute pattern in an arena before judges and score based on quality and speed. You and the horse are to be completely fluid. It's not as easy as it first looked, but it is a lot of fun.

Bill Jorge
VP, PNW Construction

Find out how other associates spend their off-hours.

7 Collaboration Tool: Microsoft Team Sites

12 AVB 101: The Marketing Funnel

16 Partners: The Red Cross & AVB

17 Planning: Environmental Update

MAJOR MILESTONES IN THE THIRD QUARTER OF 2018

35 YEARS

Rene Martinez *Eaves Woodland Hills*

30 YEARS

Shawne Lanez Perez *Eaves Seal Beach*

25 YEARS

Marvin Padgett *Avalon Ballston Square*

20 YEARS

- Abraham Lopez Maciel *Eaves Pacifica*
- Scott Dale *Massachusetts Development*
- Rajiv Verma *Revenue Management*
- Richard Brautigam *Avalon Sunset Towers*
- Erin Armstrong *Avalon at Lexington Hills*
- James Moran *AVA North Point Construction*
- Bonnie Lindblom *AVA North Point Construction*
- Sarah Mathewson *RS National Services*
- Francis Haines *RS - Bellevue*
- Alaine Walsh *Operations & Investment Services*
- Blanca Andrade-Alvarenga *Avalon Dunn Loring*
- Jose Iraheta *Eaves Walnut Creek*

15 YEARS

- Kevin O'Shea *Chief Financial Officer*
- Deborah Coombs *RS National Services*
- Darlene Hazelton *Eaves Quincy*
- Eugene Thompson *AVA Van Ness*
- Carmina Mendez *Avalon Walnut Creek*
- Jonathan Cox *National Development*
- Maria Salvador-Pozo *Eaves Fairfax Towers*
- Isaias Vargas *Eaves Daly City*
- Abraham Longboy *Avalon Hayes Valley*

10 YEARS

- Marion Kennedy *Legal Services*
- Kerry Gutierrez-Haug *Avalon Tinton Falls*
- John Birkhofer *Engineering*
- William Arias *RS - Arlington*
- Enrique Cercado-Yllescas *Avalon Studio 4121*
- Angel Rodriguez *Eaves Woodland Hills*
- Elliott Swygert *Avalon Hayes Valley*
- Janelle Mothersill *Avalon Willoughby Square*
- Ronald Luczak *Internal Audits*
- Kenneth Jordan *Avalon Dublin Station*
- Mauricio Landaverde *Avalon Walnut Creek*
- Eduardo Jimenez *AVA Burbank*
- Salvador Guardado *Eaves Tysons Corner*
- Jennifer Fischer *CCC Loss Mitigation & Recovery*
- Tara Eno *Avalon Alderwood I*
- Kyra Smith *Avalon Station 250*
- Sharyn Hoover *Eaves Peabody*
- Brian Cafasso *AVA Back Bay*
- Margarita Wynn *Residential Services Los Angeles*
- Francisco Rios *Eaves Huntington Beach*
- Monique Amirian *Eaves Woodland Hills*
- Amber McElroy *CCC - Operations Support*

THANK YOU FOR YOUR SERVICE TO AVALONBAY!



FROM ON SITE TO ANYWHERE



FUN FACT:
Every ROM currently in the role used to work on site!

What made you stick with AVB?

Maria Menendez
Former RS Intern, now Development Assistant
AVB was the only company where I felt they practice what they preach. Everything I was told at orientation turned out to be true!

Carolyn Thiel
Former Community Consultant, now Marketing & Social Media Specialist
My managers all made me aware of the talent they saw in me. They coached me through weak areas and reinforced my strengths, so I really felt like AvalonBay was in my corner.

Alicia Black
Former Sales and Service Supervisor, now Learning and Development Facilitator
All the possibilities. I have never been with a company where all the positions and departments were a possibility.

Rachel Valencia
Former Community Consultant, now Regional Operations Manager
People first and foremost. There is no substitute for the great people that we work with. Second would be the willingness my managers had to not keep me in a box and expose me to whatever I was willing to take on.

Karen Thompson
Former Community Consultant, now Senior Telecommunications Manager
I always get a WOW reaction when I tell people I've been at AVB 28 years. It doesn't feel that long! AVB has evolved very well over the years and always embraced change and looked to the future. If the company stayed the same it wouldn't be the great company we are.

FUN FACT:
Debbie Coombs, SVP of Operations, started at Chase Clary, a garden-style community in Columbia, Maryland.

At AvalonBay, your career doesn't have to climb a ladder – no matter where you start. With so many diverse departments, functions and roles, you can follow your passion to fulfilling work, all while staying at AVB. Here are just some of the positions on-site associates have grown into, and their advice on how to get there.

How did you decide to advance to your next department?

Rebecca Harlow
Former Lifeguard, now Manager of Redevelopment & Asset Management (there were some steps inbetween.)
I liked being at communities in lease up or under renovation and was considering going back to school for project management.

Travis Jett
Former CM in Boston, now Sr. Manager, Loss Mitigation/SODA/Centralized Lead Management Pilot
I was interested in learning a new part of the business. I'm a proponent of getting out of my comfort zone so I tried anything that became available at certain points in my tenure.

Steve McGorty
Former Maintenance Manager, then Engineering, now Sr. PMD
I joined the Engineering department and had a great opportunity with structuring the RS operations business model.

Angela Keckler
Former Sr. Community Manager, now Sr. Manager, Ancillary Services
I had been managing properties for several years and was looking for a new challenge. My current position allows me to take my previous efforts to add new revenue streams to a community and apply them on a national scale.

Micah Parker
Former Community Consultant, now Senior Regional Director
I have always worked in RS and always wanted to work in RS. During my performance evaluations and check ins, I always seek advice on advancement. Some of the advice I was given wasn't always so easy to follow, but I trusted that it would help me to achieve my goals of advancement.

Sue Pataky
Former Community Consultant, now Sr. Manager of Learning & Development
When my regional manager attended one of my team meetings, she pointed out how much I enjoyed it. She also connected me with opportunities to speak in groups, which turned into sitting in the classroom, which led to being "adopted" as a full-time L&D associate.

Baris Sevinc
Sr. Maintenance Manager now Portfolio Maintenance Director
There wasn't a moment I didn't want to advance in anything I do in my life.

How has your on-site experience served you in your role?

Paul Monterroza
Former Senior Leasing Consultant, now Procurement Manager
I have a better understanding of the uniqueness and nuances of property operations, which in turn has helped me in my current role whenever I establish contracts, statements of work and service level agreements I negotiate the most favorable terms for our communities.

Erin Niemela
Former Community Consultant, now Regional Operations Manager
A lot of what ROMs do involves helping on-site associates with training policies and new initiatives. To be able to have worked on site and carried what I learned there has been invaluable in assisting associates.

Stephanie Ulloa
Former Sales and Service Supervisor, now Portfolio Operations Director
It's my "secret sauce." My experiences connect me to my teams so they know my advice comes from hard-earned experience. I also get to bring that perspective so corporate associates know how decisions they make impact our day to day operations.

Shawna Rizzo
Former Community Consultant, now Learning and Development Facilitator
My on-site experience serves me daily in my current role. From scheduling classes to my wild on-site stories, I've practiced what I preach and that insight into daily life helps me be empathetic to our associates and how to best set them up for success.

Noah Hager
Former Community Consultant, now Sr. Director, Asset Management
It helps me remember that they have many things to do! I am way down the list in terms of importance.

Debbie Coombs
Former Community Consultant, now Senior Vice President of Operations for the West Coast and MidAtlantic
I know that it's more than the knowledge of one person, it takes a small team (most of the communities I was in had 6-7 people) to make the magic happen. I shared on-call with a maintenance manager and relished the opportunity to solve puzzles for people in need. It keeps me humble and focused on the larger picture: taking great care of our residents in their most personal of spaces... home.

HOW DO I GET THERE?

You've seen the possibility out there, and the career paths that have been made by trailblazers before you, but how do you get there? Here's some advice from the experts.

What advice do you have for someone interested in other departments?

Sue Pataky

Former Community Consultant, now Sr. Manager of Learning & Development

Tell someone! Then, tell someone else! Keep talking about it and look for opportunities to assist in the area where you have interest. Try to think of ways you may be able to assist while keeping your “day job.” Learning about the role and developing related skills is the best way to set yourself up for a possible opening. Keep in mind: the role you want may not even exist today, but if and when it does, you don't want to miss the opportunity because you didn't speak up early enough.

Francis Haines

Former Maintenance Tech III, now Portfolio Maintenance Director
Focus on what you would like to do, lay out the steps necessary to get there and take the steps. Seek advice and input from as many associates as possible, preferably in several different departments.

Noah Hager

Former Community Consultant, now Sr. Director, Asset Management
First, always do your best work. Others take notice. When working with people from other departments, represent the company, not your department. Demonstrate that you can represent your department's interests while also accommodating others' goals. Finally, be willing to make a lateral move (maybe even a step down). I did not get promoted when I moved from Operations to Redevelopment and Asset Management. I had to learn and prove myself first.

Kate Brown

Former Financial Analyst, now VP of Property Operations in Boston
Don't hesitate! Say YES to a new opportunity to learn and grow at AVB.

Carolyn Thiel

Former Community Consultant, now Marketing & Social Media Specialist

Be open and honest with your managers regarding where you see yourself. I would not be where I am today if it were not for managers who knew my goals and pushed me to reach them.

Shawna Rizzo

Former Community Consultant, now Learning and Development Facilitator

Don't be shy! Talk to everyone, get your name out there and don't waste an associate event. Pilot programs are also a great way to work with people outside of your team/region. You'd be surprised how many people will take notice and remember the next time your name comes up!

Debbie Coombs

Former Community Consultant, now Senior Vice President of Operations for the West Coast and MidAtlantic

Keep your curiosity high and find a person or two that you can talk to for advice about your career. Trusting your natural interests and mentors/advisors is a powerful combination.

Alicia Black

Former Sales and Service Supervisor, now Learning and Development Facilitator

Know what you are passionate about and then reach out to someone in that department for feedback on what their job really entails. If you can, sit in and shadow them for the day!

Jennifer Beckman

Former RS Administrative Assistant, now Assistant Project Manager in Redevelopment Construction

Be confident in yourself, but open to feedback too. Often times, asking questions can lead to opportunities for growth that you weren't aware of.

Stephanie Ulloa

Former Sales and Service Supervisor, now Portfolio Operations Director

Stay in RS! Just kidding. Take every opportunity to grow in your current role and prove yourself dedicated and capable, even if your long-term passion lies elsewhere. You have to take each step of your career seriously, or you won't make it to the next one.

Angela Keckler

Former Sr. Community Manager, now Sr. Manager, Ancillary Services

Keep an eye on the job descriptions in various departments, especially those that allow you to leverage your on-site experience. If there's something you particularly like doing, you never know — there may be a job that does that full-time!

Bob Grannan

Former Front Desk Supervisor, now Marketing and Communications Manager

Build momentum. AvalonBay is great at promoting from within, but that doesn't mean they ignore the external candidate who's been trying to do this their whole life over the person who woke up one day and decided to apply for a different department. They need to see that this is something you really want, and that you have the skills to get the job done.

The more you can give examples of times you've gone above and beyond to move in that direction, the more you'll get consideration for internal roles. Also, focus as much on what you want to do as what department you want to be in. There may be many ways to find fulfilling work within your passion, and if you limit yourself to one department, you're limiting your opportunities, too.

Microsoft Teams



Tools for collaboration in the Digital Age

When we migrated to Outlook, we also gained a whole suite of Microsoft Office tools as a part of Office365, including Microsoft Teams, a collaboration app designed to make it easier for people to work together on a project. It'll help you keep organized, share resources and communicate seamlessly — it may even save you a few meetings along the way.

Every associate with an email address already has access — from myAvalonbay.com, click the box on the top left corner on the screen, then click “Teams.”

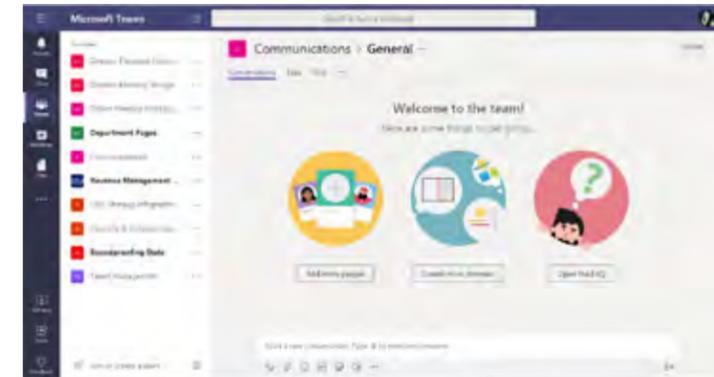
CREATING A Team

You don't have to wait on your manager — anyone with access can create a team for any reason. Some “teams” may only last for a month, for a specific group task — some may last for years as a way to share best practices or information. In a business like ours, with associates spread across the country in over 250 locations, this tool makes collaboration seamless even without face to face meetings.

At AvalonBay, some successful collaborative teams have included:

- **Ongoing cross-functional groups:** when associates are spread across departments, and people come and go, it's especially helpful to have a central resource, making it easier to bring new people up to speed.
- **Similar positions, different places:** when associates have the same kind of responsibilities but rarely get to interact, Teams offers the ability to share best practices — or ask questions to a panel of natural experts!
- **One-time task:** Even if the task is temporary, it's helpful to keep all the information in one place.

To create a team, simply click the button near the bottom left of the Teams screen:



CHOOSING YOUR Channels

Information on a Microsoft Team site is broken into “Channels.” Each channel is optimized for a different function — making it easy to share and collaborate on something different. Here are just a few of the options:

Conversations

The conversations channel takes all those disparate email threads and gathers them together into one thread that can easily be tracked. No more trying to look up some month-old email. Plus, when new people join the team they can read back into what's been done before!

Files

The files channel lets you keep and organize any type of file into one easy-to-use resource. These files are then easy to access from anywhere — and if they're Word, Excel, or Powerpoint files, you can even make basic edits online. With one central resource, everyone's editing the same file and you can see each other's comments — no more reconciling three different versions.

Planner

This channel is the ultimate group to-do list. It keeps your team's tasks organized, reminds people when they have due dates coming, and lets you see how far along each person is in their work. No more meetings where you just sound off everyone's status!

and more!

There are an incredible number of options available, and the list continues to grow as Microsoft develops and partners with more companies.



To browse all currently open positions, go to:

jobs.avalonbay.com



Communication & Collaboration

Pro Tips from Fellow AVBers

Effective collaboration is vital to how we do business. It's about solving problems together in the best interests of all AvalonBay stakeholders - our customers, associates, shareholders and communities. To collaborate, you must be able to communicate. And, effective communication has to be two-way - listening to others and sharing your perspective and knowledge. Easy, right? Not always, and our APS results show that.



There is effective communication between departments at AvalonBay.



There is effective collaboration across departments at AvalonBay.

% of associates who agree/strongly agree **XX%** vs. High Performing Companies vs. 2015 survey

So, how can we get better at collaborating and communicating and getting out of our silos?

Creating Effective Collaboration

Maintain open lines of communication and build relationships with partners in other groups - simple things like grabbing lunch with someone in another department or popping in to their office to ask how their weekend was or what they're working on. This builds comradery and respect with your partners. Show a genuine interest and appreciation for the work they do. Even if you're not working on a project with them now, they may become a partner in the future and having that foundation built is extremely helpful for successful collaboration.

Katie Nyberg

Senior Manager Redevelopment & Asset Management, 6 years with AVB

Often our workgroups are split up across departments, communities and regions. Pick up the phone or stop by to discuss something in person. Not only will you build a better relationship with that person, you'll get things done more efficiently compared to sending hundreds of emails back-and-forth. Also, we often leave meetings with 10 new things to do; more stressed than when the meeting started. I find that scheduling work sessions with team members - versus just meeting in person to have a status update - is a great way to open communication channels, brainstorm, and get work accomplished rather than simply piling things on to your to-do list.

Lindsay Gallagher

Director of Marketing, 8 years with AVB

Ask questions to understand what is important to each team member and why. If we can work to find common ground in varying goals supporting the AVB mission, the process of getting a mutually desired and impactful outcome is more likely. Create an environment of trust for debate and understanding. When people feel they are part of the decision making process or that their voice and viewpoint are being heard, collaboration is more successful. Give thanks, praise, and appreciation openly. This ranges from positive call outs in asset team meetings to writing personalized thank you notes at key milestones. We all work hard and a little recognition goes a long way.

MaryKate Daly

Senior Manager Redevelopment & Asset Management, 3 years with AVB

Act like an owner - be willing to share concerns, ideas and observations. Think not only about your vested stake, but everyone's in order to consistently make the best business decisions. Whether it's design, construction or operations, value must be placed in each group's approach or you'll be battling yourselves more than the unavoidable challenges of any given project.

Joshua Connor

Senior Portfolio Operations Director LA Region, 12 years with AVB

Open communication and setting expectations!

Patrick Lewis

Portfolio Operations Director MidAtlantic Region, 4 years with AVB

Transparency and communication. I really believe that you have to over compensate for both. Be totally open about what's going on and communicate early and often. Do what you say you are going to do. Follow through on your commitments. If you focus on transparency, communication and follow through, you will build the bedrock of good collaboration which is trust.

Michael Feigin

Chief Construction Officer, 4 years with AVB

Face time with the teams. Whenever possible, bringing groups together at least at the start of a shared project or for key milestones helps to establish relationships and accountability.

Tricia Plantan

Portfolio Operations Director Northern California, 10 years with AVB

Consider how your actions and decisions impact others. Seek people, ask questions and listen! Don't take people for granted and respect their time. If you need help, give people advanced notice. Think win-win. Look for mutually agreeable solutions. Leverage your colleagues' talents. Find their native genius and use it! Offer your native genius to others. Give people credit for their contributions.

Nina Prescott

Sr. Manager Learning & Development, 5 years with AVB

Always ask the hard questions, immediately. Never wait for an answer, never wait to ask. Pick up the phone, write an email or text. Be resourceful, take responsibility. Act like the owner. Own it! Keep learning and teaching.

John Watkins

Sr. Director of Construction, Southern California, 4 years with AVB

With an engineering project, it is quite common to need to collaborate across departments. When the need arises, I will reach out to the individual directly, usually in person if it's the first time, and be sure we both understand the "why" and that our common needs are met. In addition, all affected parties need to be kept informed all along the way, especially through periods where their participation is not active, but still "need to know."

Mike Howell

Sr Director of Engineering - Mid-Atlantic/NJ, 33 years with AVB

Get to know my peers - our common interests and experiences, and not just the work we are involved in. Welcome and share knowledge and experiences. Share responsibility for results.

Lilo Chan-Hom

Sr. Director Internal Audit, 5 years with AVB



You know collaboration is working when...

It isn't a struggle to work through the tough times. By building a supportive and collaborative relationship from the start, you can easily maneuver through challenges that may arise.

Katie Nyberg

Senior Manager Redevelopment & Asset Management, 6 years with AVB

You achieve more than your original goal prior to collaboration – the sum of the parts is greater than the whole. A result was achieved that benefited and helped the organization and others, not just yourself. Your personal as well as professional relationship with others has been strengthened.

David Hutchins

VP Internal Audit, 14 years with AVB

You're checking things off the project list! We don't work in silos at AvalonBay, so when we are working together and truly integrating with other teams, that's when we are actually getting productive, meaningful work accomplished.

Lindsay Gallagher

Director of Marketing, 8 years with AVB

There is great communication when you can disagree, but still like each other at the end of the day.

Joshua Connor

Senior Portfolio Operations Director LA Region, 12 years with AVB

Deadlines are met, positive feedback on team members from other departments is shared. The team also feels like one group, sharing wins and challenges as opposed to separate groups working in silos and just completing their portion.

Tricia Plantan

Portfolio Operations Director Northern California, 10 years with AVB

There is a sense of “one company”, even with differences of opinions, because the teams are working towards common objectives and goals.

Lilo Chan-Hom

Sr. Director Internal Audit, 5 years with AVB

Rolling out an initiative/change, all key impacted parties report that they are, being included and equipped, and willing to explain the change.

Nina Prescott

Sr. Manager Learning & Development, 5 years with AVB

You can celebrate the successes of a project. So many of our big projects take the hard work of several different groups working together, whether it be a development deal, a lease up or an acquisition. Celebrate those successes!

Patrick Lewis

Portfolio Operations Director MidAtlantic Region, almost 4 years with AVB

Team members are openly committed to helping someone else on the team meet their goals, not just their own.

MaryKate Daly

Senior Manager Redevelopment & Asset Management, 3 years with AVB

Projects are safe, on time and on budget, and finished to AvalonBay's quality standards. You receive or make a “heads up” call from another department before something becomes a problem or an issue. There are no surprises at meetings.

Michael Feigin

Chief Construction Officer, 4 years with AVB

Development and construction are on the same team striving for the same goal. It's a partnership and has to be that way for AVB's success. RS/new construction asset team meetings are productive and any and all issues are being resolved in a timely manner. Early collaboration is a key component to the success between RS and construction.

John Watkins

Sr. Director of Construction, Southern California, 4 years with AVB

All parties are actively involved, all understand each other's roles and, most importantly, all actually do what they say they're going to do!

Mike Howell

Sr Director of Engineering – Mid-Atlantic/NJ, 33 years with AVB

When the team has a high level of engagement: they feel like they can bring creative new ideas to the table and that other team members will be welcoming and encouraging, even when opinions differ. Then ultimately, we achieve our goal.

Amy Rawlings

Sr. Portfolio Operations Director, 25 years with AVB

Creating effective communication

Try to reach people in person, or at a minimum over the phone, if you are dealing with a challenging situation. Things like context, body language and tone can get lost in email, and it can be read the wrong way which can lead to a communication breakdown. Also, don't wait for issues to arise to communicate with people in other departments. Talk when things are going well too. If you only go to people with problems that you need their help in solving, they may feel less inclined to help. Build relationships.

Katie Nyberg

Senior Manager Redevelopment & Asset Management, 6 years with AVB

Show up for meetings/calls. Seems simple, but the more often you miss scheduled meetings the greater the opportunity for communications to break down. Encourage this among all stakeholders during a project. Acknowledge others' concerns and address them. They're valid and shouldn't be summarily dismissed before being discussed. Compromise - you won't always get your way, but often there is a solution that helps address concerns about spend, time, and results. Similarly, pick your battles. Understand when you need to dig your heels in and push back hard and when you should be more flexible.

Joshua Connor

Senior Portfolio Operations Director LA Region, 12 years with AVB

Build rapport with team members from across the company. It is much easier to communicate with someone that you know! And don't be afraid to follow up and check in. Are you working on a project and something is past due or a deadline is coming up? Shoot them a friendly note of inquiry to keep the process moving along.

Patrick Lewis

Portfolio Operations Director MidAtlantic Region, almost 4 years with AVB

Always try to be respectful of others' time. Meeting deadlines, being responsive (within reason) to calls and emails, and not setting calendar invites without checking the schedules of the key stakeholders. A feeling of “my schedule is not any more important than your schedule” goes a long way.

Tricia Plantan

Portfolio Operations Director Northern California, 10 years with AVB

Pick up the phone, visit someone in person or schedule a work session (not just a status meeting)!

Lindsay Gallagher

Director of Marketing, 8 years with AVB

Consult with functions that are impacted by the changes I plan. Check scheduled meetings to avoid conflicting dates. Keep people updated.

Nina Prescott

Sr. Manager Learning & Development, 5 years with AVB

Know my audience, be truthful, honest, and as transparent as possible to build and sustain trust, and always listen, and listen well.

Lilo Chan-Hom

Sr. Director Internal Audit, 5 years with AVB

I truly believe in the Rule of 3 when it comes to communication. To communicate high level topics effectively, you need to do it three times and try to do it using three different ways. For example: email, phone call, in person.

Michael Feigin

Chief Construction Officer, 4 years with AVB

I make it a point to borrow from GREAT — when it comes to communication, what works for our customers works for associates too. I ask and listen first and foremost, make sure that my appreciation shows whenever accomplishments are made, and check in before things hit a critical point.

Amy Rawlings

Sr. Portfolio Operations Director, 25 years with AVB

Listen more than you talk. As a friend of mine says – no one has ever learned anything from talking.

David Hutchins

VP Internal Audit, 14 years with AVB

Actually communicate and it's always better to over inform than to under communicate. Keep participants actively involved, as needed. Ask for their opinion. Be sure when your help is needed, you deliver. It's always easier for your collaborator to reciprocate when they know you've done the same for them in the past.

Mike Howell

Sr Director of Engineering – Mid-Atlantic/NJ, 33 years with AVB

Explain the why. Being able to appeal to both rational and emotional interests with an open and honest “why” helps create a better foundation of understanding and commitment. It highlights the possibilities and counteracts constraints.

MaryKate Daly

Senior Manager Redevelopment & Asset Management, 3 years with AVB



THE MARKETING/SALES FUNNEL

When we're marketing to our prospective customers, we align our thinking to their experience, looking step by step at how they shop — and how we can convince as many people as possible that we're the right option, while spending as little as possible to recruit new customers.

TALK LIKE A MARKETER

Marketers have a somewhat deserved reputation of talking in buzzwords and technical terms. Here's an explanation of a few to know so you can talk like a marketer (or at least understand one).

Forms of Advertising:

SEO — Search Engine Optimization is every company's attempt to turn up at the top of search results when customers go looking. Companies fiddle with their website (often in ways customers don't directly notice) so Google is more likely to send people their way.

PPC — Pay Per Click advertising is when companies bid to jump to the top of search results as an ad, and pay each time a customer clicks on their link (hence the name.) When advertising this way, we closely monitor the **CPC** (Cost Per Click) as well as conversion on down the line.

ILS — Internet Listing Sites are websites that have so much share of search engine traffic they can charge other companies to be listed on their page, much like the Yellow Pages from the old days. In our industry, these are sites like Apartments.com or Zillow.com.

Metrics:

Conversion Rate allows us to track the rate at which people enter the next stage of engagement.

Leads/Visits/Leases Per Available: because our inventory of available apartments fluctuates, we use these metrics to normalize especially when comparing to the past.

AWARENESS/INTEREST

At this stage, prospects are beginning their search, and it's our job to make sure they know we're available in a way that entices them to contact us. This happens entirely online, so we measure it with pageviews — basically a count of each time a community's page was seen on a device.

WHAT ARE WE DOING TO CREATE CONVERSIONS?

GETTING THE WORD OUT

Here, we need to do two things:

1 GET LISTED IN ALL THE RIGHT PLACES

Prospects look for apartments in a variety of ways — we need to be where they are.

2 LOOK AS ATTRACTIVE AS POSSIBLE

We need to make sure we're listed accurately and attractively.

LEADS

At this stage of interest, prospects have decided to share their information with us — sometimes just to ask quick, qualifying questions, or sometimes as they are creating the list of communities they are considering. We record that information onto a guest card and begin to follow up to find out how we can help.

PROSPECTS CONTACT AN AVERAGE OF

5 COMMUNITIES*

ENTICING TO TOUR

We use a variety of channels to try and make it to the prospect's next stage of selection:

1 PICK UP THE PHONE

27% of prospects still prefer talking to a person with their questions.

2 FOLLOW UP QUICKLY

Prospects expect swift follow up to their inquiry.

3 ONLINE TOUR SCHEDULING

Scheduling a tour online is easy for prospects (and cheap for us).

VISITS

Here, prospects have generally created a shortlist and we are on it — they physically tour the community to meet our team, "kick the tires" and ensure the community lives up to all the promises our online presence and lead follow up have made.

PROSPECTS TOUR AN AVERAGE OF

3 COMMUNITIES*

27%

24%

LEASES

These prospects are ready to become residents! The final point in the funnel is the end goal from a marketing perspective. From here on out it's up to Residential Services to ensure each resident's move-in (and overall lifetime with us) is a happy one.

CLOSING THE SALE

At this point, since the prospect has met directly with a community consultant and begun to develop a relationship, most communication comes directly from them. But marketing still does a few things to increase conversion:

1 SPECIAL EBLASTS

If a new pricing special has come along, we send emails to all prospects letting them know.

2 ONLINE APPLICATION

We continually finetune the application to make it as easy as possible to lease.

3 AUTOMATED EMAILS

Another series of emails tries to catch stragglers at the right moment.

*Zillow Group Research, 2016

HRBP

To better serve the needs of associates, last year the HR team began to reimagine the way HR supports the business. In conjunction with a third-party consulting group and incorporating extensive feedback from our leaders, we created the HR Business Partner Role (HRBP).

The Position

The HR Business partner is the primary point of contact who works with each designated Executive Officer to understand the unique needs of their departments and assist them in solving organizational problems and identifying solutions. In addition, the HR Business Partner helps them look ahead, anticipate changes, and provide strategic solutions for their departments.

HR Business Partners work closely with business leaders to focus on our most important assets, our people, and help lead efforts to move talent management and succession planning activities forward. The HRBP works with other functional areas within the HR group (i.e., Benefits, Compensation, Talent Acquisition, L&D) to bring additional expertise and support to the organization. In addition, they partner with the existing Regional HR Managers to serve each region.

Who are the HRBPs?



BRAD NEILLEY

Supporting: Tim Naughton,
Bill McLaughlin,
Steve Wilson
AVB Board of Directors,
Development



HEATHER BART

Supporting:
Kevin O'Shea,
Ted Schulman
Finance, Legal



COURTNEY BURSTIN

Supporting:
Leo Horey
IT, Data Analytics, Revenue
Management, Retail
Management, Operations &
Investment Services



DAVID ALAGNO

Supporting:
Matt Birenbaum
Investments, Design,
Market Research, Corporate
Responsibility



SHERYLE GASTON

Supporting:
Michael Feigin
Construction



VERONICA ROBERTAZZI

Supporting:
Sean Breslin
RS, Engineering,
Asset Management &
Redevelopment, Marketing

What about the regional HR manager role?

They aren't going anywhere! Our HR Managers remain a key part of the HR Team. Their regional responsibilities, client groups and reporting relationships remain mostly intact. They continue to provide the great, high-level service they always have, and you can raise the same questions and concerns to your regional HR manager that you always have.

Region(s)

CCC
CT, NY
Los Angeles
MA, RI, and NJ
Mid-Atlantic
Northern California
Orange County/San Diego
Pacific Northwest

HR Manager

Sonia Bulifant
Steve Batchelor
Christina Palmer
Lauren Gill
To be hired
Grace Naylor
Lisa Serratos
Jonathan Knight



American Red Cross

PARTNERSHIP IN REVIEW

In 2015, we entered into a national partnership with the American Red Cross as a Disaster Responder, pledging one million dollars over four years to support their efforts. As we approach the end of 2018, we are looking back at the overall impact of our partnership on both the American Red Cross and AvalonBay. From volunteers to blood donations and even a child's life saved, it's pretty impressive!

FUNDING

\$1,281,567

TOTAL FUNDS FROM AVB TO THE AMERICAN RED CROSS

\$1,000,000
Disaster Responder Partnership Funds



\$208,446
Additional Donations & Sponsorships



\$73,121
CPR Training & AED Purchases



PEOPLE

2

NATIONAL LEADS

12

REGIONAL AVB LIAISONS

1

BOARD SEAT

200+
AvalonBay Volunteers

BLOOD

223

BLOOD DRIVES

+

4,540

TOTAL PINTS DONATED

=

13,620

LIVES POTENTIALLY SAVED

TRAINING



1,064

CPR TRAINED ASSOCIATES



1 CHILD'S
Life Saved with CPR Training



9

AEDS PURCHASED FOR AVB COMMUNITIES

PREPAREDNESS

4

NATIONAL COMMUNITY PREPAREDNESS WEEKS

160,000
Residents Received Preparedness Tips & Resources (annually)

3,000
Associates Received Preparedness Tips & Resources (annually)

5 Preparedness Webinars attended by over **1,000** associates, turned into **1** AvalonBay University Course

RECOGNITION

AMERICAN RED CROSS COMMUNITY HERO AWARD
Bruce Toney
For leading our partnership in the Pacific Northwest Region.



17

AVALONBAY BUILDING STRONG COMMUNITIES AWARD WINNERS

AMERICAN RED CROSS CERTIFICATE OF EXTRAORDINARY PERSONAL ACTION
Nic Robles
For saving a child's life with CPR.



Environmental Update:

Here's how AvalonBay is doing its part in protecting the world around us.

CARBON REDUCTION

As the cities where we build and operate plan for climate change and its related effects, we are opening dialogues to discuss how AvalonBay can lead the way on resiliency planning and support a low carbon future. In addition, we have joined a number of efficiency and carbon reduction challenges in the following cities:

BOSTON

Joined the Mayor's Carbon Cup in 2015 and are members of the Green Ribbon Commission. As Mayor's Cup participants we are committing 1M square feet of our Boston properties to a 35% reduction in energy use intensity by 2020.

NEW YORK

Committed to cut greenhouse gas emissions by 30% at select buildings as part of the NYC Carbon Challenge. And under the Retrofit Accelerator program two buildings will get an efficiency retrofit to help the city cut emissions 80% by 2050.

LOS ANGELES

Joined the LA Better Buildings Challenge in 2016 with a commitment to reduce our energy consumption of the LA property portfolio.

SOLAR

As of August 2018, AvalonBay has five PV (photovoltaic) systems up and running. **Combined, these systems are producing electricity at 110% of projections.** Four more will be added by early 2019 and we're currently scoping an additional 39 potential sites in California. As more communities add these systems, AvalonBay is tracking towards being one of the top companies in the US to use solar energy (alongside Walmart, Target, Costco, just to name a few).



WASTE

NEW GOAL

We established our first-ever waste goal for AvalonBay: to reduce landfill-bound waste by 20% across our portfolio by 2023.

We plan to report on our progress against this goal annually in the "Goals" section of the CR report.



WANT TO LEARN MORE?

- Check out our videos on [Corporate Responsibility](#), [Environmental Sustainability](#) and [Building Strong Communities](#), as well as our recent [AVBTalk](#).
- Read the latest [CR Report](#).
- AvalonBay is a member of [Boston College Center for Corporate Citizenship](#) and [3BL Association](#) (*CR Magazine*), so check out these resources for more info about CR outside of AVB.
- Want to get more involved with a specific project or initiative? Just reach out to [Mark Delisi](#) or [Christine McElhinney](#).

MAKING THE MOST OF

MIXED USE

In support of our focus on new growth platforms, AvalonBay is expanding its mixed-use pipeline over the next several years. What is mixed-use? Well, first imagine a small town Main Street with apartments over the shops. Then multiply by 100. While technically, mixed-use properties are any community that incorporates some measure of retail space, true mixed-use developments take our search for the ultimate location to its logical conclusion, integrating the walkable lifestyle our residents want (and will pay a pretty penny for) directly in the building as well as into an existing retail center – even a mall!

It's not just great for residents; it's a good business opportunity. The growth of online shopping has led to a corresponding shrinking of retail brick and mortar presence, especially in department stores, traditionally the biggest, "anchor" stores in the mall. That means that retail REITs and other companies have large spaces to fill, and we have just the thing to offer them! An apartment community, above the retail space, offers built-in shoppers to our retail partner – and the opportunity to redevelop the retail into something better suited to the retail clientele of today (and tomorrow.)

Pictured:
Avalon Hunt
Valley

BENEFITS TO US

Easier to find/evaluate locations

Compared to finding available plots of land out in the world, finding a space in a mall may narrow the selection, but it makes it far easier to evaluate locations for development.

Suburban location, established walkability

It's usually a trade off; either build in an established urban neighborhood, or sacrifice walkability to be in the suburbs. These developments offer both.

Less to build

Typically when we build in the suburbs, we have to put down roads, landscaping and utilities all on our own dime. In these environments, those things already exist.

BENEFITS TO RESIDENTS

Everything at their fingertips

Online shopping may continue to increase — but you can't eat out online. Or get a massage. Or try on the new clothes you want to buy. Mixed-use puts everything you can't get online right next door.

An active sense of community

The neighborhood isn't limited to shopping opportunities — it's an active neighborhood with organized events and lively activity, which contributes to a feeling of safety as well.

The ultimate host apartment

With these locations located at public transportation hubs with copious parking and numerous activities, residents can host their friends easily and be the central hub for activity.

QUIRKS AND CHALLENGES

Finding the right partner

Jon Cox, our SVP of mixed-use development, spends most of his time tracking down the right companies to work with, since we're not buying land outright like we usually do. We're open to a lot of possibilities, but the best partners are publicly-traded companies like us with a similar footprint, where a successful development can lead to a long-term partnership.

Compromise, compromise, compromise

As developers, we always have to adjust to what the city and other local authorities demand. But in the case of mixed-use development, we also have a partner with their own interests and expectations, as well as money in the pot. This negotiation works both ways: they have a say in the space we build and how it impacts their development, and we have a say in the kind of businesses they rent to.

Partial ownership

In a traditional multifamily development, we own everything: the land, the building, and everything inside. In mixed-use developments, we often own what's called "condo rights" for a portion of the building. For example, if we tear down a large anchor store and rebuild the space with apartments on top, we don't own the land or even the building; we own the floors with apartments, while our partner retains ownership of everything else. Much like owning a condo instead of a home, this frees us from a lot of direct obligations about the surrounding area, but means we have to pay for those services provided by someone else.

AvalonBay associates are adventurous. Check out just some of what we do after clocking out. for the day.

Off the Clock



"Off The Clock", I'm a Professional Drag Racer in the NHRA series tour. I've been racing since age 12 where I got my start in the Junior Drag Racing League. From there, I've achieved getting my professional license and travel regionally where I compete in a points system throughout the year. For those interested, I reach speeds of 6 seconds at 200 MPH in the quarter mile.

Marty Jones
Senior Maintenance Manager



For me, traveling is a gift. You never know what kind of beauty (or delicious food!) you might find when you get to your destination. Some recent highlights include the Balloon Festival in Albuquerque, being bundled up in beautiful Iceland, a U2 concert in Dublin and most recently La Tomatina (tomato festival) in Spain!

Sunita Vasisht
Administrative Assistant



Corey Butler
Maintenance Manager

Skydiving was an out of this world experience and gave me a feeling I can't even find the words to explain. We are never promised tomorrow, so if you can, experience as much of this world as you can!

When I'm "Off the Clock" I like to spend time outdoors running and exercising to stay in shape. I recently started participating in Spartan Races and I use the Eaves Columbia gym on site to train.

Natasha Satterfield
Sales & Service Supervisor



Connie Lai
Community Consultant

I have an interest in traveling the world and for the last three years have travelled to Barcelona, Florence, Rome, Bali, London and Amsterdam. It has been the experience of a lifetime and I can't wait for my next set of adventures.



Outside of work, I've been volunteering my time to coach youth sports for 8 years altogether! I've coached baseball, basketball, football and soccer. For the past three years, I have been with the Sykesville Raiders football program. I like to encourage the kids on how to be passionate and competitive but most of all to lead with good sportsmanship.

Michael Pepe
Community Manager



I love making the most of my time off and am a bit of a thrill seeker, so you can typically find me traveling or looking for an exciting new thing to try like skydiving, indoor rock climbing, and trapeze class. AvalonBay has given me the opportunity to connect with adventurous spirits like my own - Connie and I take an international trip every year! (We've been to Spain, Italy, Bali, UK, and the Netherlands in the last 3 years).

Wendy Davis
Community Supervisor



"Charrería" (Rodeo) is the national sport of Mexico. For all of us who practice this, we don't see it like a sport, we see it like a lifestyle. I've been practicing this sport since when I was 5 years of age. It's something that was passed down to me from my heritage.

Antonio Duran
Maintenance Tech II



Abel Cano
Maintenance Tech I

On my time off I enjoy bull riding at "Charreada" Events. Each Charreada consists of 9 events called "Suertes Charras" which means the "lucky cowboy" and the bull riding competition is my passion. I started bull riding when I was 11 years old. The first time I ever rode a bull, I knew that there isn't going to be another feeling like it and I was hooked ever since. I used to ride more than I do now, but I still like to ride as often as I can.



I am a Serbian medical interpreter primarily (but also I am interpreting in medical field for 2 other languages/dialects Bosnian and Croatian) for area hospitals including INOVA Fairfax Hospitals, Georgetown Hospital GUH, John Hopkins, Howard University Hospital, Loudoun Hospital. This is an on-call position, per request, and I have been doing this over 5 years. Personally, it feels amazing to give back to my community, to be there for people from my homeland who are seeking medical attention, and to help them have a better understanding of their medical process, procedures, treatments and recovery.

Dragana Stojic
Community Consultant

I spend my weekends traveling around Southern California (and occasionally even out of state) as the official scorekeeper for my stepdaughter's travel softball team. It's a lot of fun to watch the team bond and succeed over the course of the season; last season they even won the National Championship for their division!

Ashley Cardenas
Operations Analyst



Wayne Thume
Sr. Web Developer

One of my passions outside of work is something that helps me at work: public speaking. I am a member of Toastmasters International, an organization focused on communication and leadership development. One high point of my training was speaking at the Microsoft Technology Center in Times Square, New York City. I've helped start a club at nearby E*TRADE and hope to one day start a club at AvalonBay. I'm currently working on a High Performance Leadership project in Toastmasters and my goal is to achieve the level of Distinguished Toastmaster by the end of the year.



Off the clock, I'm succumbing to my life long addiction to soccer (and still playing competitively at the Masters Level.) I look forward to playing every Saturday morning, year round. Last year, at the World Masters Games in New Zealand, we lost the championship game in a penalty shoot out. Still stings!

Steve Wilson
Executive Vice President, Development



When I am "Off the Clock" I love trying new things. I have always wanted to go skydiving, however, I never thought I would. I am glad I said yes when a friend asked me if I wanted to jump out of a plane with her. It was one of the most thrilling and memorable experiences I have ever had. You should definitely try it when you are "Off the Clock"!

Ashley Esposito
Sales & Service Supervisor



Frank Smith
Sr. Maintenance Manager

After work, when time provides, you can find me at my church playing my trombone in the band. I also work with the youth of the church as a mentor to a group of about 25-30 young people.

I've been involved with the Big Brother Big Sister organization since 2011, and it's truly one of the best decisions of my life. I've had the opportunity to create fun and different experiences with my little sister Isha, whether we're going ice skating or shopping or making slime for hours. It's both a friendship and a mentorship, and I gain just as much from our time together as she does. Bigs are always needed, especially Big Brothers - check out bbbs.org for more info!



Kari Niedrich
Sr. Community Manager

Nick Morrison and I are in a band called Once a Wolf. We play rock music and have been doing so for over 5 years together. I have been playing the drums for almost 15 years and Nick has been singing his whole life so it only made sense to find a guitar player and a bass player and start a band! In the 5 or so years we have been playing together we have been lucky enough to play at some pretty cool venues in Los Angeles including the Whisky a Go Go and the Troubadour and have shared the stage with some pretty awesome bands as well!



Kevin Dunn
Community Consultant



Nick Morrison
Sales & Service Supervisor

Kevin and I write and perform original rock music in Ventura, LA and Santa Barbara counties. Kevin is on drums and I am the lead vocalist. We have been in a band now for about 5 years, we also perform acoustic covers, have a professionally recorded EP, and even have a music video on our YouTube page. All social media is under "@OnceAWolf805".



Jackie Todesco
Vice President - Redevelopment & Asset Management

Other than working at AVB, some of my favorite things to do are hiking, a tough kickboxing workout, and hilly walks with my dog. All of this movement adds steps to my daily routine and helps keep me at the top of the leader board with fellow FitBit-ers such as my sister and good friends.



Every year I make the pilgrimage to my happy place - San Diego Comic-Con!

Denise Evans
Regional Operations Manager