

EMILY GOODMAN SHORTALL, CPM®, ARM®

Multifamily Property Management Expert Witness & Litigation Consultant

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EXPERT PROFILE

Certified Property Manager (CPM®) and Accredited Residential Manager (ARM®) with more than 20 years of institutional and regional real estate operating leadership across multifamily, office, retail, mixed-use, and commercial portfolios. Cumulative career experience includes management responsibility for more than 12,000 residential units and participation in acquisition due diligence on approximately 25–30 acquisitions.

Applies direct operator experience — staffing and supervision, training and documentation, common-area safety governance, vendor oversight, inspections, incident escalation, and resident communications — to the analysis of multifamily property-management practices in litigation. Retained in 2026 as an expert and litigation consultant in a multifamily property-management matter, where work included analysis of sworn testimony and documentary evidence and preparation of a detailed expert report for counsel review.

Opinions are confined to property-management and multifamily operating practices and customary industry standards; legal, engineering, medical, and security-engineering questions are reserved to qualified specialists in those fields.

AREAS OF EXPERT ANALYSIS

- Institutional multifamily operations
- Acquisition due diligence and ownership transition
- Property and asset-management practices
- Staffing, supervision, and site accountability
- Training programs and operational documentation
- Common-area safety governance
- Swimming-pool operational oversight
- Barrier and access-control practices
- Renovation-transition operating controls
- Vendor selection, contracting, and oversight
- Inspection and preventive-maintenance programs
- Incident escalation, reporting, and recordkeeping
- Resident communications and notice practices
- Cameras and access systems (operator perspective)

QUALIFICATIONS AT A GLANCE

Unit scale	Cumulative career responsibility for management of more than 12,000 residential units
Acquisitions	Due-diligence participation on approximately 25–30 acquisitions across her career
Portfolio scale	Directed portfolios exceeding \$200M in assets, including 6,000+ residential units and more than 1 million square feet of commercial space
Leadership scope	Executive and regional leadership of multi-state operations; regional teams of 70+ employees
Property types	Conventional multifamily, affordable and workforce housing (advisory), office, retail, mixed-use, and super-regional retail
Geographies	Ohio Valley base with multi-state and national advisory experience; licensed real estate broker in six states

LITIGATION CONSULTING & EXPERT-WITNESS EXPERIENCE

REPRESENTATIVE MULTIFAMILY PROPERTY-MANAGEMENT ENGAGEMENT

Retained Expert & Litigation Consultant — Property Management Operations 2026

Engagement status: retained. Work performed includes litigation consulting, record analysis, and expert-report preparation for counsel review. No testimony history is represented in this résumé. Matter identifiers are omitted from this résumé.

- Retained by counsel in a multifamily property-management matter involving acquisition diligence, common-area swimming-pool operational oversight, renovation-transition controls, and access-control change-management practices.
- Analyzed sworn deposition testimony, operational and vendor records, inspection and maintenance documentation, staffing records, and policy and training materials.
- Evaluated site staffing levels and supervision, training and documentation practices, inspection cadence, and incident-escalation and communication practices against customary multifamily operating practices.

- Prepared a detailed expert report for counsel review summarizing the operating record, the practices evaluated, and the bases for each analytical conclusion.

Analytical Approach

- Reconstructs the operating record from documents, testimony, vendor files, and site records before forming any view.
- Compares documented operator conduct with customary institutional practices for staffing, training, inspection, vendor management, and escalation.
- States assumptions, identifies gaps in the available record, and distinguishes operating-practice analysis from questions reserved to other disciplines.

RELEVANT PROFESSIONAL EXPERIENCE

HARVEY GOODMAN PROPERTY MANAGEMENT — Ohio Valley Region

Founder & President

2015–Present

- Founded and leads the property management and asset-management division of Harvey Goodman Realtor, a real estate organization established in 1957.
- Directs operational, financial, leasing, maintenance, compliance, and asset-management functions across a multifamily, office, retail, mixed-use, and commercial portfolio.
- Establishes site staffing structures, supervision expectations, standard operating procedures, reporting cadence, and documentation standards used by on-site and maintenance teams.
- Oversees vendor and contractor selection, scope definition, permitting compliance, and performance oversight, including capital work on roofing, HVAC and mechanical systems, façade, parking, and structural systems.
- Coordinates with contractors, engineers, counsel, municipalities, lenders, and ownership groups on operational and construction-related risk.
- Built owner-reporting frameworks, KPI scorecards, and variance-reporting systems; implemented an enterprise accountability framework (EOS) and technology modernization across divisions.

CORE REALTY HOLDINGS MANAGEMENT, INC.

Regional Vice President — Institutional Multifamily Portfolio

2008–2015

- Directed operations for 6,000+ multifamily units across more than ten communities in multiple states, with full P&L and asset-management responsibility for a portfolio exceeding \$75M annually.
- Supervised regional teams of 70+ employees, including community managers and maintenance leadership; set hiring, training, supervision, and accountability standards at the site level.
- Implemented standard operating procedures, preventive-maintenance planning, and financial controls across the portfolio.
- Directed multimillion-dollar capital and renovation programs, including interior renovations, exterior rehabilitation, infrastructure upgrades, and mechanical replacements, and the operational controls applied during those transitions.
- Supported acquisition due diligence, ownership and management transitions, and market analysis for portfolio expansion.
- Delivered investor and lender reporting, variance analysis, forecasting reviews, and operational KPI reporting.

GENERAL GROWTH PROPERTIES (GGP) — Four Seasons Town Centre

Associate General Manager

2006–2008

- Held senior operational leadership responsibility for a 1.5-million-square-foot super-regional shopping center operated by one of the nation's largest retail real estate owners at the time.
- Oversaw daily operations, facility and maintenance coordination, security operations staffing and vendor management, and common-area oversight for a Class A retail center.
- Led site-level compliance reviews and corporate operational audits; supported operating budgets, CAM reconciliations, and capital projects exceeding \$20M annually.

CONCURRENT ADVISORY & ACADEMIC ROLES

The following roles are held concurrently with the position at Harvey Goodman Property Management.

AVANATH COMMUNITIES

Vice President, Brokerage Services & Property Management | Broker of Record

2018–Present

- Provides advisory support to a national affordable and workforce-housing organization with more than \$4 billion in assets under management, covering brokerage oversight, compliance strategy, operational alignment, and portfolio coordination across multiple markets.

- Advises on operating systems development and on balancing asset-performance objectives with resident-focused operating practices.

LSA MANAGEMENT

Broker of Record & Property Management Consultant

2023–Present

- Advises ownership and executive leadership on operational strategy, compliance oversight, organizational scalability, and systems implementation.
- Develops operating frameworks for leasing, maintenance, reporting, and property-management systems, including technology integration and forecasting accuracy.

BELMONT COLLEGE

Adjunct Professor of Real Estate

2015–Present

- Designs and teaches Real Estate Principles & Practices, with emphasis on ethics, property operations, leasing strategy, and management systems.

CREDENTIALS, LICENSURE & EDUCATION

- Certified Property Manager (CPM®) — IREM
- Accredited Residential Manager (ARM®) — IREM
- Certified Commercial Investment Member (CCIM) — Candidate
- Bachelor of Arts — Elon University (2003)
- Licensed Real Estate Broker — OH, WV, PA, GA, VA, NC

PUBLICATIONS & INDUSTRY CONTRIBUTIONS

Published contributor to the Journal of Property Management (Institute of Real Estate Management) on leadership, workforce development, and multifamily operating strategy: “How to Keep Your Rockstar Employee”; “Telecommuting: Is It Right for Your Business?”; “Crossing the Divide: Be a Boss, Not a Friend”; “The Boomerang Generation: Are They Ready to Rent?”; “Multi-Family is Multi-Cultural.”

HONORS & RECOGNITION

- CPM® of the Year — IREM Piedmont Triad Chapter (2012)
- Professional Achievement Award — IREM (2013)
- Regional Property Manager of the Year — Piedmont Triad Apartment Association (2012)
- Academy of Authors Honoree — Journal of Property Mgmt.

CIVIC & COMMUNITY LEADERSHIP

United Way of the Upper Ohio Valley — Board Member, Finance Committee; Incoming President (2026). St. Clairsville Planning & Zoning Commission — Commission Member. Rotary International, St. Clairsville Rotary Club — Board Member. Ohio Valley Girls & Women in Sports Foundation — Board Member. A Special Wish Foundation — Gala Committee Member.

SCOPE OF OPINION & PROFESSIONAL BOUNDARIES

Analysis and opinions are limited to property-management and multifamily operating practices, including the operational subjects listed above and customary industry practices. Ms. Shortall does not offer opinions on legal duty, negligence, causation, liability, or code interpretation and compliance determinations.

She likewise offers no opinions requiring expertise in engineering, aquatic or pool engineering, medicine, criminology, law enforcement, security tactics, ballistics, or security-system engineering; those matters are reserved to qualified specialists in those disciplines.

This document is an expert-witness résumé summarizing qualifications and experience; it is not offered as a complete disclosure statement.