

EMILY GOODMAN SHORTALL, CPM[®], ARM[®]

Property Management Expert Witness & Litigation Consultant — Commercial and Multifamily
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EXPERT PROFILE

Property-management executive, licensed real estate broker, Certified Property Manager (CPM[®]), and Accredited Residential Manager (ARM[®]) with 23 years of commercial and multifamily operating experience. Cumulative career responsibility for more than 12,000 residential units, \$200M+ in multifamily, office, and retail assets, and 2 million+ square feet of commercial space, with roughly 25–30 acquisition due-diligence reviews.

Expert-witness work focuses on whether property-management organizations used reasonable, reliable, and documented operational systems to identify, assess, assign, communicate, escalate, and resolve property conditions. The review is document-first: policies in force at the time, actual decision authority, inspection and maintenance records, work orders, communications, and whether daily practice matched the organization's stated standard. Opinions remain within property-management operations and organizational systems; legal, engineering, medical, accident-reconstruction, and other specialized technical questions are reserved to qualified professionals in those fields.

AREAS OF ANALYSIS

- Premises safety and common-area hazards (multifamily and commercial)
 - Negligent security, access control, and incident response
 - Inspections, maintenance administration, and work-order systems
 - Vendor and contractor qualification and oversight
 - Landlord–tenant practices, leasing, and lease administration
 - Staffing, training, supervision, and management structure
 - Policies and procedures; acquisitions and management transitions
 - Habitability and resident/tenant communication systems
 - Swimming-pool and amenity operations
 - Owner-side demolition and redevelopment oversight
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PROFESSIONAL EXPERIENCE

Founder & President

2015 – Present

Harvey Goodman Property Management · Ohio

- Founded and scaled the property-management and asset-management division of a multigenerational real estate organization established in 1957
- Senior operating executive for a mixed portfolio of multifamily, office, retail, and mixed-use assets — operations, leasing, maintenance, accounting coordination, compliance, and client relations
- Direct capital planning, reserve management, and forecasting; led HVAC, roofing, infrastructure, tenant-improvement, and mechanical-replacement projects
- Implemented EOS companywide (accountability charts, KPI scorecards, meeting cadence); built standardized owner reporting, executive dashboards, and variance-reporting tools; launched a corporate-housing division and a 24/7 owner and client portal
- Owner's representative and lead developer on a 16-unit ground-up multifamily community (2025 – present), from site selection and entitlements through vertical construction

Regional Vice President

2008 – 2015

CORE Realty Holdings Management, Inc.

- Multi-state multifamily portfolio of 6,000+ units across 10+ communities with full P&L accountability exceeding \$75M in annual revenue
- Led and mentored a regional team of 70+ employees across multiple states through bi-weekly portfolio calls and quarterly site visits
- Directed multimillion-dollar capital-improvement programs — unit renovations, mechanical replacements, exterior upgrades — including budgets, schedules, and draw processes
- Standardized operating procedures, preventive-maintenance programs, and financial controls across the portfolio; supported acquisition due diligence, physical inspections, market benchmarking, and asset transitions
- Delivered quarterly investor presentations and lender reporting

Associate General Manager

2006 – 2008

General Growth Properties · Four Seasons Town Centre, Greensboro, North Carolina

- Senior operational leadership for a 1.5-million-square-foot super-regional shopping center
- Daily operations including facilities management, maintenance coordination, security operations, and vendor management
- Annual budgeting, CAM reconciliations, rent collections, and capital projects exceeding \$20M annually; led compliance reviews and corporate audits against national operating standards

Early-career property management

2003 – 2006

Commercial and multifamily operations

Property-management experience preceding the leadership roles above. Additional employer and property details available on request.

ADVISORY & ACADEMIC APPOINTMENTS

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

2018 – 2025

Avanath Communities

Provided executive-level guidance to a national affordable and workforce-housing organization with more than \$4 billion in assets under management: brokerage strategy, compliance oversight, and operational integration across a multi-state portfolio.

Broker of Record & Property Management Consultant

2022 – 2026

LSA Property Management, LLC

Advised ownership and executive teams on operational strategy, compliance oversight, organizational scalability, and performance optimization.

Adjunct Professor of Real Estate

2015 – 2020

Belmont College

Designed and instructed Real Estate Principles and Practices — agency and fiduciary duties, contracts and leases, property management, fair housing, brokerage supervision, trust-account controls, ethics, and regulatory compliance.

EXPERT-WITNESS ACTIVITY

Retained property-management expert

2026

Commercial office-building premises-safety matter

Retention, record analysis, and report preparation on operational standards of care for detection, documentation, referral, and closure of an abnormal common-area condition.

Retained property-management expert

2026

Institutional multifamily habitability and barrier-control matter

Retention, record analysis, and formal report on acquisition, staffing, training, communication, and access-control standards at a large institutional community.

Engagements are presented in de-identified form. A complete matter list and testimony history are provided directly to counsel upon request.

CREDENTIALS & LICENSURE

- **Certified Property Manager (CPM®)** — Institute of Real Estate Management; designation 2008 (examination passed October 27, 2007); active, continuing education and dues current
- **Accredited Residential Manager (ARM®)** — Institute of Real Estate Management; examination passed April 26, 2006; active
- **Certified Commercial Investment Member (CCIM) Candidate** — CCIM Institute
- **Certified Apartment Portfolio Supervisor (CAPS)** — National Apartment Association Education Institute; coursework and examination completed; designation not currently maintained
- **Real estate licensure** — Ohio: Broker, BRKP.2016002557 (issued June 20, 2016; active) · Pennsylvania: Associate Broker, AB069805 (active) · North Carolina: Broker #265357 (issued January 22, 2009; BIC-eligible) · Georgia: Broker #425085 (qualifying broker; active) · Virginia: Broker (active) · West Virginia: Salesperson, WV0029886 (active). Current certificates and status verifications provided to counsel on request.

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EDUCATION

- **Bachelor of Arts** — Elon University, Elon, North Carolina (2003)
 - Ongoing industry education — IREM, NAA, CCIM, and state real-estate continuing education in property operations, maintenance, risk management, supervision, finance, leasing, ethics, and contracts
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INDUSTRY & COMMUNITY SERVICE

Institute of Real Estate Management — national leadership

- Governing Councillor, IREM Governing Council — elected for the 2027–2029 term
- Regional Vice President, Region 13 — Governing Council and Regional Vice Presidents Committee (2015–2016)
- ARM Governing Councillor, IREM Governing Council (2011–2012; 2014–2015)
- Chair, Membership & Credentialing Committee (2013–2014); Vice Chair (2012–2013)
- Vice Chair, ARM Enhancement Committee (2011–2012); Member, Presidential Executive Committee (2011–2012)

- Member, Foundation Scholarship and Grants Committee (2012–2013); Member, Conference Advisory Board (2016–2017)
- President, IREM Chapter 56, Greensboro, North Carolina (2009–2011)

Apartment-industry association service

- Board of Directors, Apartment Association of North Carolina (beginning 2011)
- Education Committee Co-Chair, Piedmont Triad Apartment Association (2008–2015)
- Supporter, IREM Foundation — annual contributor, including 2012, 2016, 2018, and 2025

Civic and nonprofit leadership

- United Way of the Upper Ohio Valley — Board Member and Vice President (2025–2026); Finance Committee; incoming President (2026)
- St. Clairsville Planning & Zoning Commission — Commission Member
- Rotary Club of St. Clairsville (District 6690) — President-Elect; President, 2027–2028
- Chairperson, Capstone Soccer Complex Lighting Committee, St. Clairsville (completed 2022)
- Ohio Valley Girls & Women in Sports Foundation — Board Member; A Special Wish Foundation, Ohio Valley Chapter — Gala Committee

HONORS & RECOGNITION

- Professional Achievement Award — Institute of Real Estate Management (2013)
- CPM® of the Year — IREM Piedmont Triad Chapter No. 56 (2012)
- Regional Property Manager of the Year — Piedmont Triad Apartment Association (2012)
- Featured Honoree, "Women Changing the World of Real Estate Management" — *Journal of Property Management*, March 2013
- Member, IREM Academy of Authors — for contributions to the *Journal of Property Management*

PUBLICATIONS

Journal of Property Management (IREM) — also published as Emily Goodman, CPM, ARM (2008–2015)

- "Make No Apologies: Getting Back to Fundamentals in a Culture of Concessions," November 2011
- "Education vs. Experience," March/April 2012 • "Crossing the Divide: Be a Boss, Not a Friend," July/August 2012
- "How to Keep Your Rockstar Employee" • "Telecommuting: Is It Right for Your Business?" • "The Boomerang Generation: Are They Ready to Rent?"
- "Multi-Family Is Multi-Cultural" • "Home Ownership Is No Longer an American Dream" • "Booming Opportunity"

Other trade and regional publications

- National Apartment Association blog: "How to Keep Your Star Employees"; "Motivate Your Team in the Slow Season"; "The Recession Is Over! How Do We Get Back to Fundamentals?"; "We Are Thrilled That the Market Is Climbing...But Why?"
- Multifamily Insiders: "It's Business, Not Personal. If That Is True, Why Does It Feel So Personal?"; "The Successful Never Stop Learning"
- IREM Piedmont Triad Chapter No. 56: "Thoughts on 'Transformational Leadership in the New Age of Real Estate'"
- Weelunk: "An Ohio Perspective on the Valley's Resurgence" (June 25, 2015); "Renovating Wheeling — Making New From Old" (October 24, 2015)
- Training materials: *Basics of Property Management*, a presentation series with Condensed and Finance editions

SPEAKING ENGAGEMENTS

- IREM Fall Leadership Conference, San Diego, California (October 2011) — panelist, "Tales From the Front," on starting a career in property management; featured in the *Journal of Property Management*, March/April 2012, and republished by IREM in Spanish, Portuguese, Polish, and Korean
- IMN Inaugural Multifamily Property Management & Operations Forum, Dallas, Texas (March 21–22, 2019) — panelist, "Cost of a New Tenant vs. Raising Rent — Revenue Management Best Practices: Evaluating Unit Rate Pricing Optimization Tools"
- IMN 2nd Annual Residential Property Management & Operations Forum, Atlanta, Georgia (September 5–6, 2019) — panel facilitator, "Structuring Your Business Outside Your Home Market: Virtual Team Members vs. Outsourcing vs. Remote vs. Self-Management vs. Hybrid Approaches"
- "Life-Lessons from Unstoppable Women" — presenter on career and leadership lessons from commercial and multifamily real estate operations
- "Basics of Property Management" — author and recurring presenter for real estate investor and ownership groups
- The Linsly School Alumni Panel, Wheeling, West Virginia — alumni speaker to upper-school students

This résumé summarizes professional experience, credentials, and industry service. A current dated CV suitable for Rule 26 or jurisdiction-specific disclosure requirements is provided directly to counsel upon request. Prepared September 2026.