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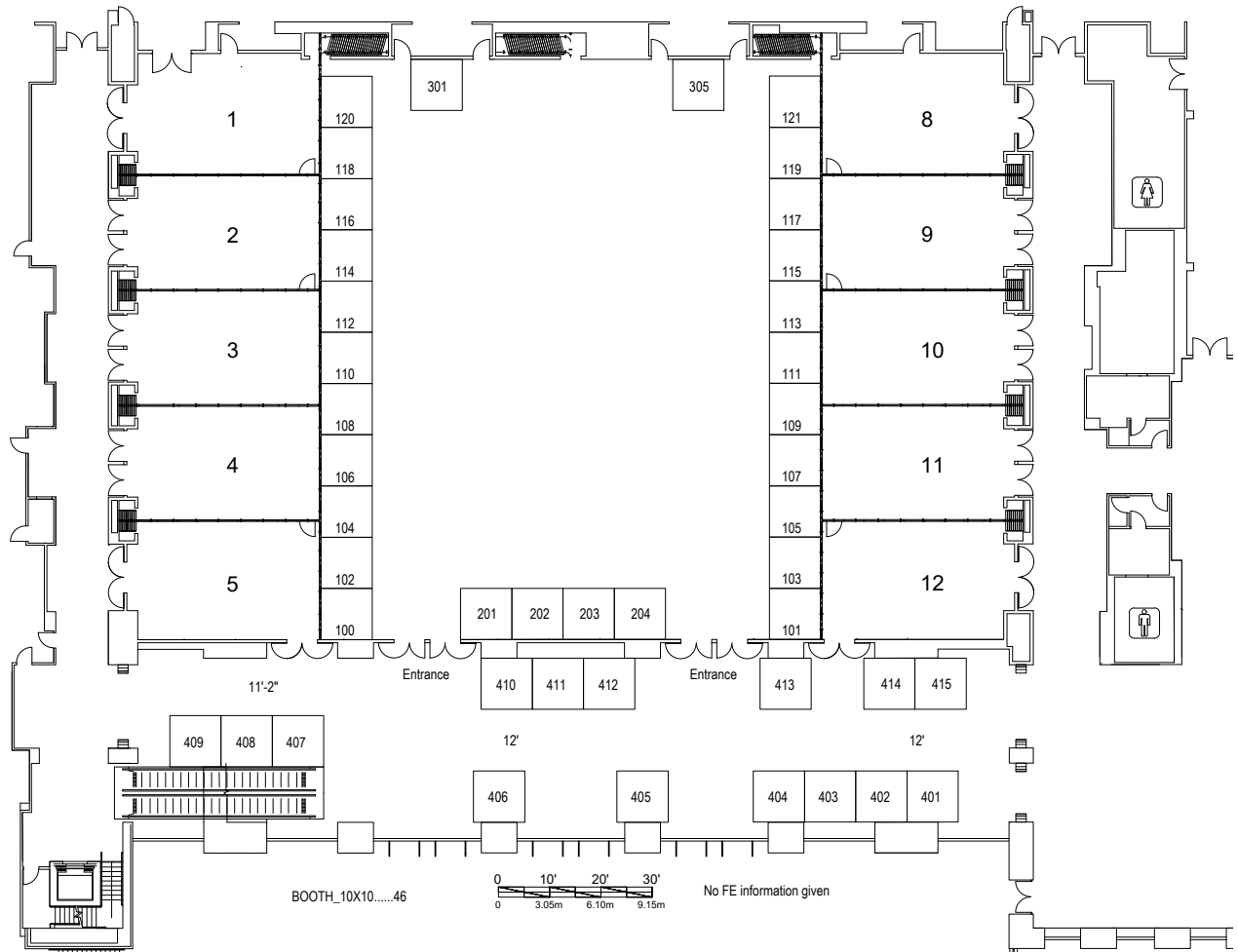
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Conference Snapshot

SUNDAY

- 8:00 - 12:00 Community Day
- 3:00 - 7:00 Registration
- 4:00 - 5:00 First Time Attendee Meeting
- 4:00 - 7:00 Trade Show
- 5:00 - 7:00 Welcome Reception

MONDAY

- 7:30 - 8:45 Breakfast
- 9:00 - 10:00 Session I - *Opening Session with Keynote Speaker James Robilotta*
- 10:00 - 10:30 Break
- 10:30 - 11:30 Session II
 - RE-1 LA-3 PD-1 LE-1 OC-2 CO-6 LA-8 OC-1
- 11:30 - 12:45 Lunch - *Guest Speaker - The AI moment, understanding what is changing and what is possible*
- 1:00 - 2:30 Session III
 - OC-4 LA-1 PD-2 RE-2 CO-7 TT-1 (open) LE-2
- 2:30 - 3:00 Break
- 3:00 - 4:00 Session IV
 - OC-3 RE-6 PD-3 RE-9 LA-4 TT-2 LE-6 CO-2
- 4:00 - 7:00 Trade Show
- 5:00 - 7:00 Reception

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TUESDAY

- 7:30 - 8:45 **Breakfast**
- 9:00 - 10:00 **Session V**
 LE-3 LA-2 PD-4 RE-3 OC-6 TT-3 LA-9 LA-6
- 10:00 - 10:30 **Break**
- 10:30 - 11:30 **Session VI**
 OC-8 RE-4 PD-5 RE-8 CO-3 TT-4 LE-7 OC-5
- 11:30 - 12:45 **Lunch & Learn**
- 1:00 - 2:00 **Session VII**
 OC-7 RE-5 PD-6 LE-4 LA-5 TT-5 LA-10 LA-7
- 2:00 - 2:30 **Break**
- 2:30 - 3:30 **Session VIII**
 RE-7 OC-9 PD-7 CO-1 LE-5 TT-6 (Open) CO-4
- 6:00 - 9:00 **Dinner**

WEDNESDAY

- 7:30 - 8:45 **Breakfast**
- 9:00 - 10:30 **CCLA Course 1 (CPE Eligible)**
Ask the Experts
- 10:30 - 10:45 **Break**
- 10:45 - 11:45 **Closing Session** *ICSC Retail Industry Update*

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Lease Administration Track (LA)

LA-1 | As the AI World Turns: A Day in the Life of a Modern Lease Administrator (B) **CPE Eligible**

Monday: 1:00-2:30

This session offers a practical, real-world look at how artificial intelligence is transforming the day-to-day work of today's lease administrator. Framed as a "day in the life," the course walks participants through common lease administration tasks and highlights where AI tools are already being used to improve efficiency, accuracy, and decision-making.

Attendees will explore how AI can support activities such as lease abstraction, document review, data validation, reporting, issue identification, and portfolio analysis. The session will also address how AI fits alongside human expertise—clarifying what AI can do well today, where professional judgment remains critical, and how lease administrators can responsibly incorporate these tools into their workflows.

This session provides a practical foundation for understanding AI's role in modern lease administration and helps participants envision how emerging technologies can streamline processes and support more strategic work.

Learning Objectives:

- A practical overview of AI's role in lease administration workflows
- How AI supports common daily tasks and reduces manual effort
- Real-world examples of AI tools in action
- Understanding the balance between automation and human judgment
- How lease administrators can begin adopting AI thoughtfully and effectively

LA-2, From Curiosity to Capability: Mapping Practical AI Use Cases for Lease Administration (I)

Tuesday: 9:00-10:00

This hands-on session helps lease admin teams move from experimenting with AI to using it with purpose. Attendees will work through a structured framework - retrieving, distilling, and comparing information - to evaluate where AI fits into their current workflows and where new opportunities exist. Come ready to share how you're using AI today, explore new ideas with peers, and leave with clearer direction on which tools can support your goals.

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LA-3, AI Class Placeholder (I)

Monday: 10:30-11:30

This session explores practical, real-world applications of artificial intelligence in the commercial real estate sector, with a specific focus on commercial occupiers. Participants will examine how AI is being used today to improve lease administration, operational efficiency, data analysis, and strategic decision-making.

The session will highlight current adoption trends, supported by data points that illustrate how AI tools are reshaping real estate workflows. Attendees will gain a clear, accessible understanding of where AI is delivering value now, where it is headed, and how occupiers can begin leveraging these technologies responsibly and effectively within their organizations.

This session provides a practical foundation for understanding AI's role in modern lease and portfolio management.

Learning Objectives:

- Overview of practical AI applications in commercial real estate
- How corporate occupiers are leveraging AI today
- Key adoption trends and data-driven insights
- Opportunities to improve operational efficiency and decision-making
- Considerations for responsible and strategic AI implementation

LA-4, Navigating SNDA and Estoppel Documents: An Interactive Workshop (I) **CLE/CPE Eligible**

Monday: 3:00-4:00

This interactive workshop is designed for professionals involved in lease management, compliance, and risk mitigation. The session provides a clear, practical understanding of what lenders, landlords, and tenants seek to accomplish through Subordination, Non-Disturbance, and Attornment (SNDA) agreements and Estoppel Certificates.

Participants will explore best practices for preparing, reviewing, negotiating, and executing these critical lease documents. Real-world examples will illustrate the due diligence required prior to execution and highlight common pitfalls that can result in unintended lease modifications or adverse impacts to property title and tenant rights.

For professionals seeking to build confidence and consistency when navigating SNDA and estoppel requests.

Learning Objectives:

- Purpose and practical function of SNDAs and Estoppel Certificates
- Stakeholder perspectives: lenders, landlords, and tenants
- Best practices for reviewing, negotiating, and executing documents
- Due diligence steps required prior to execution
- Common pitfalls and how to avoid unintended lease changes
- Real-world examples to support practical application

LA-5, Lease Abstraction: Principles and Best Practices (B) **CPE Eligible**

Tuesday: 1:00-2:00

This session equips participants with the essential skills needed to abstract accurate, consistent, and reliable lease data. Attendees will gain a strong foundation in lease abstraction principles, including key terminology, critical provisions, and how to interpret legal language commonly found in lease agreements.

Through practical exercises and real-world case studies, the session walks participants step-by-step through the process of extracting and summarizing vital lease information. The course also explores best practices for managing large lease portfolios—focusing on compliance, risk reduction, and the effective use of technology and software tools to streamline abstraction workflows.

This session delivers a clear, accessible learning experience. By the end of the course, participants will have the confidence and capability to abstract leases efficiently and support informed, strategic decision-making with accurate data.

Learning Objectives:

- *Understanding lease terminology and common legal clauses*
- *A step-by-step approach to extracting critical lease data*
- *Techniques for managing large lease portfolios and reducing risk*
- *Hands-on exercises and real-world case studies*
- *Overview of lease abstraction and lease management software tools*
- *Best practices for ensuring compliance, consistency, and accuracy*

LA-6, Understanding Insurance Obligations in Commercial Leasing (I)

Tuesday: 9:00-10:00

This foundational session introduces key insurance concepts and common industry terminology to help lease administrators better evaluate insurance obligations in commercial leases. Participants will learn how to assess what insurance costs should—and should not—be reimbursed to landlords.

The session provides practical guidance on interpreting lease insurance requirements, distinguishing between standard and excessive coverage obligations, and understanding the factors that drive insurance costs. Real-world examples will bring these concepts to life and help participants apply them in day-to-day lease administration scenarios.

Attendees will also gain insight into the current insurance market and leave with a clearer understanding of how to plan proactively in an evolving risk environment.

Learning Objectives:

- *Overview of core insurance concepts and industry terminology*
- *How to interpret insurance requirements in commercial leases*
- *Identifying reasonable versus excessive coverage obligations*
- *Understanding key drivers of insurance costs*
- *Real-world examples to support practical application*
- *Insights into current market conditions and future risk planning*

LA-7, Utilities, Energy Procurement, and Carbon Reporting Essentials (I)

Tuesday: 2:30-3:30

This session equips retail tenants with practical tools to better understand, manage, and recover utility costs across their organizations. Participants will receive step-by-step guidance on auditing utility bills—both direct-billed and landlord-billed—decoding charges, and identifying savings opportunities related to electricity, gas, and other utility services.

The session demystifies utility rate structures and introduces strategies for negotiating competitive energy rates, including an overview of opportunities available in deregulated energy markets. Attendees will learn how to identify billing errors and overcharges, improve cost recovery, and implement cost-avoidance strategies while supporting broader sustainability initiatives.

The course concludes with an introduction to carbon emissions tracking and sustainability reporting, helping participants understand how energy usage connects to environmental impact. Attendees will leave with a practical framework for aligning energy data with both financial performance and corporate responsibility goals.

Learning Objectives:

- *How to audit and interpret direct-billed and landlord-billed utility invoices*
- *Identifying billing errors, overcharges, and cost recovery opportunities*
- *Understanding utility rate structures and procurement strategies*
- *Overview of deregulated energy markets and competitive pricing options*
- *Introduction to carbon emissions tracking and sustainability reporting*
- *Practical strategies for aligning energy management with financial and environmental priorities*

LA-8, Breakout, Value in Distressed Times (I)

Monday: 10:30-11:30

This discussion group focuses on identifying, protecting, and creating value during periods of financial stress and market uncertainty. Designed for lease administrators and real estate professionals, the session will explore how distress—whether tenant-driven, landlord-driven, or market-wide—impacts lease performance, negotiations, and portfolio strategy.

Through facilitated discussion and shared experiences, participants will examine practical approaches to navigating distressed situations, including lease restructures, amendments, concessions, and risk mitigation strategies. The group will also consider how to evaluate trade-offs, preserve long-term value, and align short-term decisions with broader business objectives.

This interactive session encourages dialogue and peer learning, offering attendees the opportunity to share challenges, ask questions, and gain perspective on managing leases effectively during challenging economic cycles.



Legal Track (LE)

LA-9, Breakout, Deal-Critical Lease Clauses: A Discussion with Deal Makers (I)

Tuesday: 9:00-10:00

This discussion is designed specifically for lease managers who want a clearer understanding of why certain business terms and lease clauses were agreed to during the deal-making process. In this interactive session, participants will have the opportunity to ask questions directly of experienced deal makers and gain insight into the business rationale behind deal-critical lease provisions.

Through open dialogue and real-world examples, facilitators will explain how deal teams evaluate risk, balance competing priorities, and make trade-offs when negotiating lease language. The discussion will shed light on how market conditions, timing, leverage, and business objectives influence decisions that later impact lease administration, compliance, and long-term portfolio management.

This session is intended to bridge the gap between deal execution and lease administration, helping lease managers better interpret lease intent, anticipate challenges, and manage ongoing obligations more effectively.

Discussion Focus Areas:

- *Why certain business points and lease clauses are agreed to at the deal stage*
- *How deal makers weigh risk, leverage, and market realities*
- *Common areas of tension between deal teams and lease administrators*
- *Interpreting lease intent versus written language*
- *How deal-stage decisions affect downstream lease administration*

LA-10, Breakout, Co-Tenancy Requirements and Lease Impacts (I)

Tuesday: 1:00-2:00

This discussion introduces participants to the concept of co-tenancy (desired tenant mix) and its various forms, including possession, opening, and ongoing/operating clauses—each designed to protect the tenant's interests. The session will also address related lease provisions that impact co-tenancy, such as prohibited and exclusive uses, hours of operation, continuous operation requirements, and marketing or merchants' association obligations.

Participants will explore the fundamentals of co-tenancy, including challenges associated with enforcing co-tenancy clauses—such as timing, interpretation, and research requirements. The discussion will examine how conditional language can help or hurt a tenant, the importance of intent versus defined lease language, and available paid and free research resources. Attendees will also review practical options when a landlord fails to provide documentation required for proper confirmation, including recommended lease language, correspondence strategies, and approaches when a lease lacks an explicit remedy.

By the end of the session, participants will be equipped with tools to better understand, analyze, confirm, and enforce co-tenancy clauses in today's market. The discussion will emphasize the significant financial impact that can result when retailers fail to implement or maintain an ongoing co-tenancy monitoring program—particularly as it relates to center occupancy levels and tenant mix where these protections exist.

LE-1, Updates in Real Estate Law (I) **CLE/CPE Eligible**

Monday: 10:30-11:30

Staying current on legal developments is essential for professionals working in commercial and retail real estate, where evolving case law and regulatory shifts directly impact leasing strategy, risk management, and dispute resolution. This intermediate-level course provides a focused update on recent developments in real estate law with practical relevance to today's market.

Experienced attorneys will examine significant legal trends and key court decisions from the past year, with particular emphasis on issues affecting retail and commercial leasing. Topics may include lease negotiation considerations, enforcement trends, risk allocation, remedies, and emerging areas of dispute. The session translates legal developments into practical guidance that attendees can apply in negotiations, lease administration, and conflict resolution.

Designed for professionals with a working knowledge of real estate law, this course emphasizes best practices, legal awareness, and actionable strategies to help participants navigate an increasingly complex legal landscape.

Who Should Attend:

Attorneys, paralegals, in-house counsel, lease administrators, real estate managers, and CRE professionals who work closely with legal issues related to commercial or retail leasing.

Learning Objectives:

Upon completion of this session, participants will be able to:

- *Identify recent legal developments and case law impacting commercial and retail real estate leasing.*
- *Analyze how emerging legal trends may affect lease negotiations and enforcement strategies.*
- *Apply legal insights to improve lease administration practices and risk mitigation.*
- *Recognize common sources of dispute and strategies for effective resolution in today's legal environment.*

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LE-2, Legal Ethics & AI (I) **CLE/CPE Eligible**

Monday: 1:00-2:30

Artificial intelligence is rapidly being adopted across legal practice, offering new efficiencies while also raising significant ethical considerations. From document drafting and research to client communications and data analysis, attorneys must understand how to use AI tools responsibly and in compliance with professional conduct obligations.

This intermediate-level ethics course examines the ethical implications of using AI in legal practice through the lens of existing rules of professional responsibility. The session will explore issues such as attorney competence, confidentiality, supervision of non-lawyer assistance, accuracy and reliance on AI-generated content, and disclosure obligations when AI tools are used in client matters.

Participants will review real-world scenarios and emerging guidance to better understand where ethical risks arise and how to mitigate them. The discussion emphasizes practical decision-making, helping attorneys balance innovation with professional judgment, client protection, and ethical compliance in an evolving legal landscape.

Designed for attorneys with a working knowledge of professional responsibility standards, this session provides timely, actionable guidance for navigating AI adoption while maintaining ethical integrity.

Who Should Attend:

Attorneys, in-house counsel, compliance professionals, paralegals, legal assistants, and legal leaders who are evaluating, using, or overseeing the use of AI tools in legal practice.

Learning Objectives:

Upon completion of this session, participants will be able to:

- Identify ethical obligations implicated by the use of AI in legal practice.
- Analyze risks related to confidentiality, competence, accuracy, and supervision when using AI tools.
- Apply professional responsibility rules to real-world AI use scenarios.
- Implement practical safeguards to ensure ethical and responsible use of AI in client matters.

LE-3, Operating Costs and the Law (B) **CLE/CPE Eligible**

Tuesday: 9:00-10:00

Understanding how operating costs are billed—and challenged—is foundational to effective lease negotiation and administration. This introductory legal session examines how landlords recover operating expenses from tenants, with a focus on recent legal developments and common areas where overcharges and disputes arise.

Seasoned attorneys will explore the legal principles governing expense recovery in commercial leases, particularly triple-net structures, including lease interpretation, audit rights, and the administrative application of the law. The session will highlight frequent sources of conflict between landlords and tenants, such as ambiguous lease language, disputed inclusions and exclusions, and landlord resistance during audits.

Designed as a basic-level course, this session emphasizes practical legal awareness rather than technical complexity. Attendees will gain insight into how disputes typically develop, strategies for negotiating expense provisions more effectively, and approaches for addressing landlord pushback when issues arise. The course is intended to spark questions and encourage interactive discussion, making it an ideal entry point for professionals seeking a stronger legal foundation around operating expenses.

Who Should Attend:

Attorneys, paralegals, lease administrators, real estate managers, accountants, and CRE professionals who review, negotiate, or administer operating expense provisions in commercial leases.

Learning Objectives:

Upon completion of this session, participants will be able to:

- Identify common legal issues related to landlord billing of operating expenses.
- Explain foundational legal principles governing triple-net leases and expense recovery.
- Recognize typical areas of tenant overcharges and dispute risk.
- Apply practical legal strategies to negotiate expense provisions and address landlord pushback.

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LE-4, Alternative Delivery Channels (I)

CLE/CPE Eligible

Tuesday: 1:00-2:00

As consumer expectations, technology, and market dynamics continue to evolve, alternative delivery channels are playing an increasingly important role in commercial and retail real estate strategy. From pop-ups and kiosks to shared spaces, dark stores, and non-traditional fulfillment models, these channels raise unique legal, operational, and leasing considerations.

This intermediate-level course examines the legal implications of alternative delivery channels and how they intersect with traditional lease structures. Attendees will explore how these models impact use clauses, zoning and permitting, exclusives, co-tenancy provisions, insurance requirements, and landlord consent rights. The session will also address risk allocation, operational control, and enforcement challenges when alternative uses are layered into existing retail or mixed-use environments.

Through practical examples and discussion, participants will gain insight into how landlords, tenants, and counsel can structure agreements to accommodate flexibility while protecting legal and business interests. The course emphasizes anticipating issues early and aligning lease language with evolving operational realities.

Who Should Attend:

Attorneys, paralegals, lease administrators, real estate managers, and CRE professionals involved in negotiating, drafting, or administering leases that incorporate non-traditional or emerging delivery models.

Learning Objectives:

Upon completion of this session, participants will be able to:

- *Identify common types of alternative delivery channels used in today's real estate environment.*
- *Analyze legal and lease-related issues associated with non-traditional use models.*
- *Evaluate how alternative delivery channels affect use clauses, exclusives, and landlord approvals.*
- *Apply practical legal strategies to manage risk and maintain compliance when integrating alternative delivery models.*

LE-5, Restaurant Leasing (I) **CLE/CPE Eligible**

Tuesday: 2:30-3:30

Leasing space for restaurant use presents a distinct set of legal, operational, and financial considerations that differ significantly from traditional retail leasing. From infrastructure requirements to regulatory compliance, restaurant leases require careful planning and negotiation to support long-term success for both landlords and tenants.

This intermediate-level course examines the legal and practical complexities of restaurant leasing. Attendees will explore common lease provisions unique to food service tenants, including exclusive use clauses, venting and grease trap requirements, liquor license contingencies, percentage rent structures, and allocation of repair and maintenance responsibilities. The session will also address key negotiation points and how lease language can either support—or hinder—restaurant operations over the life of the lease.

Using real-world examples, the course provides practical insight into anticipating operational needs, mitigating risk, and aligning legal terms with business realities. Designed for professionals with a working knowledge of leasing, this session equips attendees with tools to more effectively negotiate, administer, and support restaurant leases throughout their lifecycle.

Who Should Attend:

Attorneys, paralegals, lease administrators, real estate and portfolio managers, and CRE professionals involved in negotiating, drafting, or managing restaurant or food service leases.

Learning Objectives:

Upon completion of this session, participants will be able to:

- *Identify lease provisions unique to restaurant and food service tenants.*
- *Analyze legal and operational considerations impacting restaurant lease negotiations.*
- *Evaluate risk allocation related to infrastructure, licensing, and operational requirements.*
- *Apply practical strategies to support effective restaurant lease administration and dispute avoidance.*

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LE-6, Breakout, Lease Drafting (I)

Monday: 3:00-4:00

Effective lease drafting is where legal intent meets operational reality. Small wording choices can have significant downstream impacts on cost recovery, flexibility, risk allocation, and dispute exposure. This breakout session is designed to provide a practical, hands-on discussion of lease drafting considerations that matter most in real-world administration and enforcement.

Participants will explore common lease provisions through a practical lens, focusing on how language is interpreted, where ambiguity creates problems, and how drafting choices can either prevent or invite disputes. The session emphasizes clarity, consistency, and alignment between business objectives and legal terms, rather than theoretical legal analysis.

Designed as an interactive forum, this session encourages discussion, questions, and shared examples. Attendees will walk away with a better understanding of how to spot problematic language, ask better drafting questions, and collaborate more effectively with internal and external counsel during the lease drafting process.

LE-7, Breakout, Franchise Leasing (I)

Tuesday: 10:30-11:30

Franchise leasing presents unique operational and legal challenges that differ from traditional retail leasing, requiring careful coordination between franchisors, franchisees, landlords, and lease administrators.

This discussion-based breakout session explores key franchise lease considerations, including franchisor involvement in negotiations, brand and design standards, use restrictions, co-tenancy provisions, and assignment and transfer rights. Attendees will also examine how franchise agreements impact lease compliance, enforcement, and operational flexibility.

Through practical discussion, real-world examples, and peer exchange, participants will gain a clearer understanding of common franchise leasing risks and strategies to better support successful franchise operations through effective lease structure and administration.



Occupancy Track (OC)

OC-1, The Expert Exchange: Advanced CAM & Lease Audit Insights (A) **CLE/CPE Eligible**

Monday 10:30-11:30

Advance your technical expertise in common area maintenance (CAM) audits and lease analysis through this interactive, discussion-based session for experienced professionals. Designed for attendees with a strong understanding of CAM reconciliations and lease audit fundamentals, the workshop focuses on complex audit issues and emerging industry challenges through peer-level discussion and case-based scenarios.

Participants will explore advanced CAM auditing techniques, including interpreting ambiguous lease language, analyzing complex cost pools and base year calculations, assessing tax allocations, and navigating audit rights and restrictions. The session will also cover strategies for presenting findings, negotiating disputed charges, and improving audit effectiveness, compliance outcomes, and financial risk mitigation.

Who Should Attend:

Lease auditors and CAM auditors, Lease administration and real estate accounting professionals, Asset managers and portfolio managers, Corporate real estate and occupancy cost professionals, Finance and accounting professionals supporting commercial real estate operations

Learning Objectives:

Upon completion of this session, participants will be able to:

- Analyze complex lease provisions and identify risks related to ambiguous language and cost allocations
- Evaluate advanced CAM audit components, including base year reconciliations, tax structures, and cost pool classifications
- Apply effective strategies for presenting audit findings and negotiating disputes with stakeholders
- Assess audit limitations and develop approaches to overcome common restrictions and challenges
- Identify emerging trends and best practices to enhance audit accuracy and financial impact

OC-2, The CAM Code – Unlock the Secrets Landlords Hope You Never Learn (B) **CLE/CPE Eligible**

Monday: 10:30-11:30

Step inside the world of CAM like you've never seen it before. If you're ready to elevate your rank, sharpen your instincts, and save your company real money, this course hands you the keys. Designed for newer auditors, The CAM Code demystifies reconciliations and "desktop" audits by breaking them down into clear, practical concepts you can use immediately.

Learning Objectives:

You'll uncover how to:

- Break apart a CAM reconciliation and understand each moving piece
- Interpret lease language with confidence
- Calculate pro rata share, CAM caps, and admin/management fees
- Spot hidden issues and industry trends that impact your audits
- Apply proven strategies to maximize savings and minimize surprises

Seasoned auditors are invited to join the investigation too. Compare notes, trade insights, and hear how others are navigating the latest wave of landlord overcharges.

Bring your toughest questions, real world scenarios, and "mystery cases" for group discussion.

Decode the details. Expose the overcharges. Become the CAM expert who sees what others miss.

OC-3, Lease Auditing Workshop – CAM Desktop Audit (B) **CPE Eligible**

Monday: 3:00-4:00

This workshop provides practical, hands-on training for professionals new to lease auditing, with a focus on desktop audit techniques and CAM reconciliations. Designed for beginner-to-intermediate auditors who manage or participate in the desktop audit function, the session equips participants with repeatable workflows, proven tools, and effective presentation methods to streamline audit intake, execution, and resolution.

Participants will learn how to design efficient processes to manage audit workload and completion, conduct effective desktop audits, and clearly document, present, and resolve findings with landlords and internal stakeholders.

What you'll learn:

- End-to-end CAM reconciliation review, including key checkpoints and lease-language interpretation
- Desktop audit tools and techniques, including checklists, templates, and time-saving methods
- Designing and tracking efficient workflows to ensure timely audit completion
- Documenting, presenting, and negotiating audit findings
- Hands-on exercises using real-world examples to reinforce skills and problem-solving
- Examples of how AI can support the desktop audit review process

This session will be an interactive lecture with practical exercises, case review, and Q&A. Participants are encouraged to bring sample reconciliations or lease excerpts for targeted discussion. Attendees will leave with standardized audit procedures, improved accuracy, and actionable strategies to recover costs and reduce future exposure.

OC-4, CAM-Bots to the Rescue: Turning Reconciliations from Painful to Painless (E)

Monday: 1:00-2:30

Common Area Maintenance (CAM) reconciliations: the necessary evil of commercial real estate. Hundreds of line items, quirky lease clauses, and a ticking clock, it's no wonder \$\$\$ slip through the cracks.

In this session, we'll flip the script and show how artificial intelligence can take on the heavy lifting. You'll see how AI can scan CAM reconciliations, spot potential lease violations, highlight oddities, and surface the stuff humans actually need to look at.

We'll walk step-by-step through building a simple AI agent that reviews CAMs, applies lease rules, and flags discrepancies using practical tools, workflows, and prompts you can take back to your team and use right away.

You'll leave with real, actionable ideas for how AI can boost your lease audit team's efficiency, reduce review fatigue, and even uncover missed recovery opportunities hiding in your portfolio.

OC-5, Percentage Rent Playbook – Maximizing Value in Retail Leases (I) **CPE Eligible**

Tuesday: 10:30-11:30

This course offers a comprehensive deep dive into percentage rent, a critical and often intricate aspect of retail lease agreements. Participants will gain an in-depth understanding of the foundational principles of percentage rent, including breakpoint calculations, gross sales definitions, exclusions, and essential audit rights. Through practical, real-world examples and interactive exercises, attendees will develop the skills to effectively interpret complex lease language, accurately monitor sales reporting, and meticulously verify landlord calculations, thereby ensuring fair and precise billing.

Designed for lease administrators, accountants, auditors, and real estate professionals, this session also outlines best practices for strategically negotiating percentage rent clauses and implementing robust internal procedures for tracking and reconciling payments. Whether you are new to the complexities of percentage rent or aim to refine your existing expertise, this course will equip you with the necessary tools and confidence to skillfully manage and audit these vital obligations, ultimately maximizing value in your retail lease portfolio.

Learning Objectives:

- *Understand key percentage rent concepts, including breakpoints, gross sales definitions, and exclusions*
- *Analyze lease provisions related to reporting requirements and audit rights*
- *Apply techniques to monitor sales reporting and validate percentage rent calculations*
- *Identify best practices for negotiating and administering percentage rent clauses*

OC-6, Clause & Effect: Transform Your Leases, Transform Your Audits (I)

Tuesday: 9:00-10:00

Does your lease language secretly sabotage your audit savings?

It's time to flip the script. In this dynamic, intermediate-level session, we'll show you how a few smart clauses can supercharge your audit results and give your team the leverage they've been missing.

We'll break down the lease provisions that quietly cap your savings, spotlight the roadblocks that slow auditors down, and share practical, ready to use language you can bring straight to your legal and deal making teams. Think of it as your toolkit for building leases that work with you—not against you—long after the store opens.

You'll see real examples of clauses that have helped teams avoid headaches, eliminate friction, and unlock meaningful savings. We'll also dig into the language that causes the most grief and talk strategy for getting your partners on board with smarter, audit friendly terms.

This session is perfect for seasoned auditors, legal pros, and deal makers who want fresh insights, lively discussion, and proven tactics from peers who've already raised the bar. Join us and level up your audit game—one clause at a time.

OC-7, Lease Audit Roundtable: Brainstorming Solutions to Challenging Audit Hypotheticals (A)

Tuesday: 1:00-2:00

This advanced-level discussion group will explore the complexities of lease auditing, focusing on the impact of rapid business landscape changes on areas such as Common Area Maintenance (CAM), co-tenancy agreements, shopping center utilization, and tax implications. Participants will work in groups through three real-life case studies to develop resolution approaches. This peer-to-peer learning environment aims to encourage the sharing of experiences, expertise, and solutions, offering insight into problem-solving processes used by peer administrators. The primary goal is to help participants decipher their lease rights to safeguard their businesses amidst increasingly challenging conditions.

OC-8, The Write Stuff: Demand Letters That Deliver (I) **CLE Eligible**

Tuesday: 10:30-11:30

Ready to turn your dispute letters into powerful tools that get noticed—and get results? Join industry veterans for a hands-on workshop where we break down what truly makes a demand or dispute letter effective.

We'll walk through how to craft a clear, organized, and compelling letter that includes the essential elements, avoids common pitfalls, and drives meaningful landlord response and cooperation. You'll learn how to structure your message for maximum impact and how to respond strategically to default notices.

Participants will receive sample letters to review, dissect, and discuss during the session, giving you practical takeaways you can put to work immediately.

Come ready to collaborate, sharpen your writing, and elevate your dispute-resolution toolkit.

OC-9, Panel – Lease Audits Gone Wild: Landlords Step Into the Negotiation Arena (E)

Tuesday: 2:30-3:30

This panel plays out like a behind-the-scenes blooper reel of lease-audit showdowns only the stakes are real, and the landlords are ready to spill the tea. Watch seasoned pros reenact the awkward pauses, surprise charges, dramatic page-flips, and “wait... that’s not what the lease says” moments that make audit negotiations equal parts strategy and sitcom.

Through lively mock negotiations, panelists break down how they turn tense tenant pushback into productive dialogue, when they deploy charm versus cold hard math, and how they keep a straight face when the audit findings get... creative! You’ll hear candid stories, clever tactics, and the occasional “you won’t believe what happened next” twist that only comes from years in the trenches.

Expect laughs, lessons, and a refreshingly honest look at how landlords navigate the fine art of resolving lease audits without losing their cool or their CAM recoveries!



Office & Industrial Track (CO)

CO-1, Holding the Line: Defending Audit Rights in Modern Lease Negotiations (B) **CLE/CPE Eligible**

Tuesday: 2:30-3:30

As operating costs continue to rise and economic pressures intensify, audit rights have become a critical—and increasingly contested—element of modern lease negotiations. Landlords are pushing back harder than ever, while tenants are applying greater scrutiny to operating expenses in an effort to protect margins and ensure transparency.

This session examines how today’s cost-sensitive CRE environment is reshaping the audit landscape. Attendees will gain insight into common landlord strategies used to resist, delay, or deflect audit requests, along with practical approaches tenants can use to respond effectively. The discussion will also focus on preparing internal teams for heightened resistance and navigating expense verification challenges with confidence and consistency.

Designed to be highly practical, this session equips attendees with actionable strategies to defend audit rights, address landlord pushback, and maintain accountability throughout the reconciliation process.

Who Should Attend:

Lease administrators, portfolio and asset managers, accountants, attorneys, and CRE professionals responsible for operating expense review, audit coordination, lease negotiations, or expense compliance.

Learning Objectives:

Upon completion of this session, participants will be able to:

- Identify economic and market factors contributing to increased landlord resistance to audit rights.
- Recognize common landlord tactics used to delay, limit, or deny audit requests.
- Apply practical strategies to preserve and enforce audit rights during expense reviews.
- Prepare internal stakeholders for managing audit disputes in a cost-sensitive CRE environment.

CO-2, The New Neighbors: Evaluating Tenant Impacts from ICE Detention Warehouses, Data Centers, and Cannabis Operations (I)

Monday: 3:00-4:00

As non-traditional and highly specialized uses continue to enter commercial real estate portfolios, tenants and property teams are increasingly confronted with complex operational, financial, and reputational considerations. Facilities such as ICE detention warehouses, data centers, and cannabis operations can significantly influence building operations, shared services, security protocols, insurance requirements, utilities, and community perception—often in ways that were not anticipated at lease execution.

This session provides a practical framework for evaluating the real-world impacts of these emerging “new neighbors.” Attendees will explore how such uses affect day-to-day operations, operating expenses, compliance obligations, and tenant relations, as well as how they may influence broader community dynamics and stakeholder concerns. The discussion will also address due diligence considerations, lease language implications, and internal coordination strategies to help tenants assess risk and respond proactively.

Designed for professionals with a working knowledge of lease administration and property operations, this intermediate-level session equips attendees with the insight needed to navigate evolving property use scenarios in an increasingly complex CRE environment.

CO-3, The Mixed-Use Cost Puzzle: Detecting Overcharges and Ensuring Fair Allocation (I)

CPE Eligible

Tuesday: 10:30-11:30

As commercial properties continue to evolve into increasingly complex mixed-use environments, allocating operating expenses fairly across diverse uses has become a significant challenge. Retail, restaurant, office, residential, hotel, and big-box tenants often coexist within a single property—yet their operational demands, service levels, and cost drivers can vary dramatically.

This session examines how expenses should be reasonably and equitably allocated within mixed-use developments and how tenants can effectively review those allocations. Attendees will explore common allocation methodologies, identify red flags that may signal overcharges, and gain practical guidance on evaluating CAM and operating expense statements across shared and distinct uses.

Whether reviewing expenses tied to shared infrastructure, amenities, utilities, or services that disproportionately benefit certain occupants, this course equips attendees with the tools needed to ask the right questions, challenge questionable charges, and protect their organization from unfair cost shifting.

Who Should Attend:

Lease administrators, portfolio and asset managers, accountants, auditors, and CRE professionals responsible for reviewing CAM and operating expenses in mixed-use environments.

Learning Objectives:

Upon completion of this session, participants will be able to:

- Explain common expense allocation methodologies used in mixed-use properties.
- Distinguish between fair cost allocation and improper cost shifting across tenant types.
- Identify warning signs of potential overcharges in CAM and operating expense statements.
- Apply review techniques to challenge and correct questionable mixed-use allocations.

CO-4, Lease Administration Without Borders: Hands-On Global Case Studies in Standards, Controls, and Compliance (A) (1 ½ hour session) **CPE Eligible**

Tuesday: 2:30-4:00

As organizations expand globally, lease administration teams must manage portfolios across diverse countries, regulatory environments, currencies, and accounting standards. Variations in processes, localized practices, and compliance requirements can introduce significant operational, financial, and audit risks without strong internal controls and standardized frameworks.

This advanced, interactive session uses two hands-on global case studies to explore real-world challenges in international lease administration. Participants will analyze complex scenarios involving cross-border lease data, internal controls, compliance obligations, and financial reporting requirements. Emphasis will be placed on identifying control gaps, mitigating risks, and implementing consistent global processes.

Designed for experienced lease administration and real estate professionals, this session focuses on practical application. Attendees will actively engage with case materials, evaluate key decision points, and apply best practices to align global lease portfolios with corporate governance standards and regulatory requirements.

Who Should Attend:

Lease administration professionals managing multi-country portfolios, Corporate real estate leaders and managers, Accounting and finance professionals involved in lease reporting and compliance (e.g., ASC 842/IFRS 16), Internal audit and compliance professionals focused on real estate controls, Shared services and global process owners responsible for lease operations.

Learning Objectives:

Upon completion of this session, participants will be able to:

- Identify key risks and control gaps associated with managing global lease portfolios
- Evaluate cross-border lease data challenges, including currency, regulatory, and reporting complexities
- Apply internal control frameworks to strengthen compliance and reduce financial and audit risk
- Implement standardized processes and governance practices across multiple jurisdictions
- Analyze real-world scenarios to support informed decision-making in global lease administration

CO-6, Inside the Numbers: Auditing Office & Industrial Leases (B) **CPE Eligible**

Monday: 10:30-11:30

Auditing office and industrial leases requires a clear understanding of how different lease structures allocate operating expenses—and where errors most commonly occur. Net leases, base-year structures, expense stops, and gross-up calculations each present unique challenges that can materially impact tenant costs if not reviewed carefully.

This session provides a practical overview of audit strategies for office and industrial leases, with a focus on identifying structural differences that influence expense recoveries. Attendees will explore how base years are established and adjusted, how expense stops and gross-ups are calculated, and where landlords frequently make mistakes. The course also highlights common operating expense overcharges and offers practical approaches for validating landlord billings and supporting audit findings.

Designed as a foundational-to-intermediate session, this course equips attendees with the knowledge needed to confidently review office and industrial operating expenses, spot red flags, and improve accuracy in CAM and expense reconciliation processes.

Who Should Attend:

Lease administrators, portfolio and asset managers, accountants, auditors, and CRE professionals responsible for reviewing or auditing operating expenses for office or industrial properties.

Learning Objectives:

Upon completion of this session, participants will be able to:

- Distinguish between net lease and base-year expense structures used in office and industrial leases.
- Explain how base years, expense stops, and gross-up calculations are intended to function.
- Identify common errors and overcharges in office and industrial operating expense billings.
- Apply effective audit techniques to validate landlord calculations and support expense challenges.

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CO-7, AI in Lease Administration – Real Life Use Cases/Prompt Writing Workshop – (E) CPE Eligible

Monday: 1:00-2:30

Artificial intelligence has moved from concept to practical application within lease administration. As organizations face increasing portfolio complexity, tighter reporting timelines, and heightened compliance requirements, AI-enabled tools now play a meaningful role in improving accuracy, efficiency, and risk management.

This extended session focuses on real-life use cases of AI in lease administration, moving beyond theory to demonstrate how organizations are applying AI today. Attendees will explore practical examples of how AI can be used to support lease abstraction, data validation, compliance monitoring, and exception identification. The course will also address governance considerations, data quality requirements, and how AI fits alongside existing lease administration processes and controls.

Designed to be interactive and practical, this session helps attendees understand where AI adds value, where human oversight remains essential, and how lease administration teams can responsibly evaluate and adopt AI-driven solutions within their organizations.

Who Should Attend:

Lease administration professionals, controllers, lease accountants, finance leaders, systems and technology managers, and CRE professionals involved in lease administration processes, system implementations, or evaluating emerging technologies.

Learning Objectives:

Upon completion of this session, participants will be able to:

- Identify practical use cases where AI can enhance lease administration accuracy and efficiency.
- Explain how AI is being applied to lease abstraction, data analysis, and workflows.
- Evaluate governance, control, and data considerations associated with using AI in lease administration.
- List some readily available AI tools that can immediately add value to lease administration.
- Write AI prompts to solve common lease administration use cases.



Professional Development Track (PD)

PD-1, Building Ownership on Your Team (E)

Monday: 10:30-11:30

Building a culture of ownership is essential to high-performing teams, yet well-intentioned behaviors can sometimes undermine accountability without leaders even realizing it. Habits such as rushing to judgment, stepping in too quickly to solve problems, or acting as the “fixer” can unintentionally limit team engagement, independence, and growth.

This session explores how everyday behaviors—both conscious and unconscious—shape team dynamics and influence ownership, productivity, and accountability. Participants will examine common leadership patterns that inhibit ownership and learn how to reframe those behaviors to empower team members, encourage critical thinking, and foster shared responsibility.

Through practical discussion and applied exercises, attendees will practice shifting from reactive responses to intentional behaviors that promote trust, autonomy, and sustainable performance. The session is designed to be highly interactive, allowing participants to reflect on their own style and leave with actionable techniques they can apply immediately.

Who Should Attend:

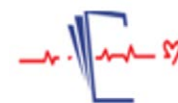
Managers, supervisors, team leads, and emerging leaders responsible for guiding teams, developing staff, improving performance, or strengthening accountability and engagement within their organizations.

Learning Objectives:

Upon completion of this session, participants will be able to:

- Identify leadership behaviors that unintentionally reduce team ownership and accountability.
- Explain how unconscious habits, such as rushing to judgment or over-fixing, impact team dynamics.
- Apply reframing techniques to encourage problem-solving, autonomy, and shared responsibility.
- Implement practical strategies to build a culture of ownership that supports productivity and engagement.

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PD-2, AI as Your Talent Sidekick (E) (90 Minutes) Monday: 1:00-2:30

Artificial intelligence is increasingly being used to support people-focused work—but when applied without care, it can feel impersonal or misaligned with organizational culture. This session explores how AI can be used responsibly and effectively as a talent sidekick, enhancing – not replacing – the human elements of leadership, communication, and decision-making.

Participants will examine practical ways AI can support every stage of the talent lifecycle, from hiring and onboarding to employee engagement, development, and performance conversations. The session focuses on real-world applications that save time, improve clarity, and reduce administrative burden while preserving empathy, judgment, and trust.

Through examples and guided discussion, attendees will explore how to leverage AI to draft job descriptions, prepare interview questions, structure onboarding plans, support development conversations, and frame feedback – without outsourcing critical thinking or people leadership. Emphasis is placed on responsible use, transparency, and knowing when AI adds value versus when human judgment must lead.

Designed as an interactive, applied learning experience, this extended session equips participants with immediately usable ideas and use cases they can adapt to their own teams and organizations.

Who Should Attend:

People managers, HR professionals, team leaders, executives, and professionals involved in hiring, onboarding, employee development, performance management, or talent strategy.

Learning Objectives:

Upon completion of this session, participants will be able to:

- *Identify practical ways AI can support the talent lifecycle while maintaining a human-centered approach.*
- *Apply AI tools to improve efficiency in hiring, onboarding, engagement, and development activities.*
- *Evaluate responsible use guidelines to ensure AI supports human judgment and leadership.*
- *Implement real-world AI use cases that strengthen people practices and improve clarity in communication.*

PD-3, Decisions Made Simple (E) Monday: 3:00-4:00

Decision-making is not limited to leadership roles—it is a core responsibility embedded in day-to-day work at every level of an organization. Yet many professionals struggle with uncertainty around when they are expected to make decisions independently, when they should recommend options, and how to move forward with confidence.

This session helps participants recognize the decisions they already make each day and clarifies expectations around decision ownership versus escalation. Attendees will explore a straightforward, practical framework for evaluating options, weighing risks, and making sound decisions aligned with business goals and organizational norms.

Through real-world examples and guided discussion, the session focuses on building clarity, reducing decision fatigue, and increasing confidence in navigating both routine and higher-impact choices. Designed as a skills-building session, this course empowers professionals to approach decisions with greater structure, intention, and confidence – regardless of title or tenure.

Who Should Attend:

Individual contributors, emerging leaders, managers, and professionals at all levels who are responsible for making, recommending, or influencing decisions in their daily work.

Learning Objectives:

Upon completion of this session, participants will be able to:

- *Understand various mindsets determining when to decide versus when to recommend options.*
- *Apply a simple, repeatable framework to evaluate options and make informed decisions.*
- *Recognize common barriers to effective decision-making and strategies to overcome them.*
- *Increase confidence and clarity when navigating every day and higher-impact workplace decisions.*

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PD-4, Collaboration that Actually Works (E) Tuesday: 9:00-10:00

Work rarely happens in isolation, rather results are achieved with and through others. Yet collaboration can easily break down due to misaligned expectations, unclear roles, communication gaps, or competing priorities. This session focuses on building the practical skills and personal strategies needed to collaborate more effectively in real-world work environments.

Through guided discussion and applied exercises, participants will examine what sets successful collaborations apart and how individual behaviors influence group outcomes. The session explores how to strengthen partnerships, improve accountability, and increase trust – whether working cross-functionally, with external partners, or within their own teams.

Designed as an interactive, skills-based session, this course helps professionals become more intentional and effective collaborators, leading to better outcomes and stronger working relationships.

Who Should Attend:

Professionals at all levels who work cross-functionally, manage shared responsibilities, partner with internal or external stakeholders, or want to strengthen their collaboration and communication effectiveness.

Learning Objectives:

Upon completion of this session, participants will be able to:

- Identify behaviors and conditions that contribute to effective collaboration.
- Apply practical strategies to leverage accountability, follow-through and curiosity.
- Recognize common collaboration breakdowns and techniques to address them proactively.
- Strengthen personal collaboration skills to improve outcomes and working relationships.

PD-5, Driving your Productivity (E) Tuesday: 10:30-11:30

In today's fast-paced work environment, many professionals feel busy but struggle to make meaningful progress on what truly matters. Competing priorities, constant interruptions, and unclear expectations can make it difficult to distinguish between urgent demands and important work.

This interactive workshop focuses on helping participants regain control of their workload by clarifying priorities and making intentional choices about where to invest their time and energy. Attendees will learn practical techniques to differentiate between what is urgent and what is important, assess tasks more strategically, and structure their work to support productivity rather than overwhelm.

Through discussion and applied exercises, participants will explore tools and habits that promote focus, reduce rework, and improve follow-through. This session equips participants with strategies to streamline their workload, improve decision-making around priorities, and focus consistently on high-value work.

Who Should Attend:

Professionals at all levels who want to improve focus, manage competing priorities, reduce stress, and increase effectiveness in their daily work.

Learning Objectives:

Upon completion of this session, participants will be able to:

- Distinguish between urgent and important tasks when prioritizing work.
- Apply practical techniques to manage workload more effectively.
- Identify habits and behaviors that undermine productivity and focus.
- Implement strategies to align daily work with high-value priorities and goals.

PD-6, Foundations of Effective Communication (E) Tuesday: 1:00-2:00

Clear, confident communication is a foundational skill that impacts every aspect of professional and personal success. Whether contributing to meetings, collaborating with colleagues, or navigating difficult conversations, the ability to express ideas clearly and listen effectively is essential.

This session focuses on building the core communication skills that make messages easier to understand, more impactful, and more likely to lead to productive outcomes. Participants will explore how to deliver messages with clarity, respond thoughtfully rather than reactively, and avoid common misunderstandings that derail conversations.

A key component of the session is the practice of active listening – learning how to truly hear and respond to others in a way that builds trust and connection. Through discussion and practical exercises, attendees will strengthen their communication whether speaking up in meetings, providing feedback, or engaging in everyday conversations.

Who Should Attend:

Professionals at all levels who want to improve clarity, confidence, and effectiveness in their communication, strengthen listening skills, and build more productive working relationships.

Learning Objectives:

Upon completion of this session, participants will be able to:

- Apply foundational communication techniques to convey messages clearly and effectively.
- Learn techniques to respond thoughtfully rather than reactively.
- Practice active listening skills to improve understanding and connection.
- Strengthen confidence in everyday workplace conversations and interactions.

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PD-7, Stronger Together: Seeing Value in Every Voice (E)

Tuesday: 2:30-3:30

Belonging in the workplace is not about sameness, rather it's about being seen, valued, and respected for the unique perspectives and experiences each individual brings. When people feel heard and appreciated, collaboration strengthens, trust increases, and teams perform at a higher level.

This interactive session explores how personal experiences, assumptions, and unconscious biases influence the way we interact with others. Participants will examine how these dynamics show up in everyday workplace situations and how greater self-awareness can improve teamwork and foster environments where everyone feels empowered to contribute.

Through guided discussion and reflective exercises, attendees will learn practical ways to recognize and value different perspectives, create space for diverse voices, and contribute to more inclusive and respectful team environments. The focus is on actionable behaviors individuals can practice immediately to strengthen connection and collaboration.

Who Should Attend:

Professionals at all levels who want to strengthen collaboration, improve working relationships, and contribute to inclusive, respectful, and high-performing teams.

Learning Objectives:

Upon completion of this session, participants will be able to:

- Recognize how personal experiences and assumptions influence workplace interactions.
- Increase self-awareness to improve communication and collaboration with others.
- Apply practical strategies to value and engage diverse perspectives on teams.
- Strengthen relationships by creating environments where all voices feel seen and respected.

Lunch & Learn, The AI Moment: Understanding What is Changing and What is Possible (E)

Monday: 12:00-12:45

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Real Estate Track (RE)

RE-1, The Shakeup of Tenants' Space (Leveraging Bankruptcy and Vacant Spaces) (A) CPE Eligible

Monday: 10:30-11:30

In an evolving retail and industrial real estate landscape, bankruptcy and vacancy present unique opportunities for tenants seeking strategic expansion. Acquiring leases through bankruptcy proceedings can allow retailers and operators to secure high-quality locations at below-market economics, often with reduced upfront investment and accelerated timelines compared to traditional site selection.

This advanced session examines how lease assumption and assignment through bankruptcy can be leveraged as a growth strategy. Attendees will gain insight into the mechanics of bankruptcy-related lease transactions, including the role of the bankruptcy court, pricing dynamics, and the risks and rewards associated with acquiring space through this process. The session will compare bankruptcy acquisitions to conventional leasing approaches, highlighting key advantages, limitations, and due diligence considerations unique to distressed assets.

Designed for experienced real estate professionals, this course provides practical insight into how sophisticated operators evaluate opportunities, navigate legal and operational complexities, and use bankruptcy-driven transactions to secure desirable locations and accelerate expansion.

Who Should Attend:

Retail and industrial real estate professionals, asset and portfolio managers, lease negotiators, legal and restructuring professionals, and senior CRE practitioners involved in site selection, growth strategy, or evaluating distressed or vacant space opportunities.

Learning Objectives:

Upon completion of this session, participants will be able to:

- Explain how lease assumption and assignment works within bankruptcy proceedings.
- Compare bankruptcy-driven lease acquisitions to traditional site selection and leasing methods.
- Identify pricing, risk, and operational considerations unique to acquiring leases through bankruptcy.
- Evaluate when bankruptcy and vacant-space strategies may be appropriate tools for tenant growth and portfolio optimization.

RE-2, Practical Applications of AI in Real Estate Operations - Construction, Market Analysis and Strategic Reporting (E) **CPE Eligible**

Monday: 1:00-2:30

Artificial intelligence is rapidly reshaping how real estate organizations operate—streamlining workflows, improving decision-making, and surfacing insights that were previously buried within documents, spreadsheets, and disconnected systems. This session cuts through the hype to focus on practical, real-world applications of AI that real estate, operations, and finance teams are actively using today.

Through applied use cases, attendees will explore how AI can support a wide range of real estate functions, including lease administration, site selection, construction management, space planning, financial analysis, and negotiations. The session will demonstrate how AI tools extract structured data from leases, invoices, architectural plans, and other unstructured documents; automate time-intensive workflows such as CAM reconciliation, lease accounting, and invoice processing; and enable users to ask plain-English questions across individual documents or entire portfolios.

Additional discussion will focus on AI-driven construction and portfolio analytics, including comparing construction bids using historical benchmarks, identifying cost outliers, building project timelines and budgets from vendor documentation, evaluating space utilization patterns, and generating reports, dashboards, and presentations without manual data pulls.

Designed as an extended, hands-on learning experience, this session provides attendees with a grounded understanding of how AI can enhance operational efficiency, improve strategic visibility, and help teams move faster with greater confidence—while maintaining appropriate governance and oversight.

Who Should Attend:

Lease administrators, real estate operations and facilities professionals, development and construction managers, finance and accounting leaders, portfolio managers, technology managers, and CRE professionals evaluating or implementing AI-enabled tools.

Learning Objectives:

Upon completion of this session, participants will be able to:

- *Identify practical, real-world use cases for AI across real estate operations and finance functions.*
- *Explain how AI can extract, analyze, and structure data from leases, invoices, construction documents, and other unstructured sources.*
- *Evaluate how AI supports construction analysis, space utilization review, and strategic reporting.*
- *Assess how AI tools can improve operational efficiency, decision-making, and negotiation support while maintaining appropriate controls.*

RE-3, First Steps in Real Estate – Live Lease Negotiation – Come Watch the Show! (B) **CLE Eligible**

Tuesday: 9:00-10:00

Effective lease negotiation is the foundation of a successful real estate transaction, shaping financial outcomes, operational flexibility, and long-term occupancy strategy. This live, interactive session is designed for professionals who want to strengthen their negotiation skills and better understand the critical role leasing plays at the very beginning of the real estate lifecycle.

Participants will take part in a real-time negotiation exercise that explores key deal terms and strategic trade-offs, highlighting the intersection of legal, financial, and operational considerations. The session will focus on aligning lease provisions with business objectives, identifying common negotiation pitfalls, and understanding how early decisions can either mitigate—or create—risk over the life of a lease.

Unlike traditional lecture-based courses, this workshop emphasizes active participation, discussion, and practical application. Attendees will observe and engage with negotiation dynamics as they unfold, gaining insight into how experienced professionals navigate competing priorities and build productive landlord-tenant relationships from day one.

Whether you are new to leasing or looking to sharpen your negotiation approach, this session provides real-world perspective and actionable techniques you can immediately apply in future lease discussions.

RE-4, Panel – Building the Future: Head of Real Estate Conversations (A)

Tuesday: 10:30-11:30

Join a panel of seasoned real estate department leaders for a candid, in-depth discussion on the most pressing issues shaping the real estate landscape today. This interactive session brings together diverse perspectives on what leaders are watching closely, where they see opportunity, and what concerns are keeping them up at night.

Panelists will share how they are navigating economic uncertainty, evolving workplace strategies, technology adoption, portfolio optimization, and shifting stakeholder expectations. Attendees will gain insight into how real-world leaders are adapting their strategies, prioritizing initiatives, and making decisions in an increasingly complex environment.

Designed to foster dialogue rather than formal instruction, this session offers an opportunity to hear unfiltered perspectives, compare approaches, and engage with peers on the challenges and opportunities impacting real estate organizations right now.

RE-5, Panel – A Landlord Perspective Behind The Deals (A)

Tuesday: 1:00-2:00

Join several of our landlord colleagues for an open, in-depth panel discussion focused on the current issues shaping our shared real estate environment. This session offers attendees the opportunity to hear directly from landlords about the challenges they are navigating, the priorities driving their decisions, and the perspectives that influence how outcomes are ultimately reached.

Panelists will discuss today's market pressures, evolving operating realities, and the considerations behind decisions that may impact tenants, portfolios, and long-term partnerships. By exploring the rationale and thought processes on the landlord side of the table, this session aims to foster greater understanding, transparency, and more productive dialogue across stakeholders.

Designed as a candid and conversational forum, attendees are encouraged to come prepared for honest, respectful discussion with our real estate partners—creating space for insight, perspective-sharing, and stronger working relationships.

RE-6, LOI Templates and Negotiations (I) CLE Eligible

Monday: 3:00-4:00

Leases typically begin with a Letter of Intent (LOI)—a document that outlines the core business terms intended to be incorporated into a final lease agreement. While LOIs are often template-driven and expressly non-binding, the process of drafting and negotiating them can be fraught with risk for the unwary. Missteps at the LOI stage can create confusion, misaligned expectations, or unintended leverage once formal lease negotiations begin.

Led by a seasoned leasing attorney and supported by panel discussion, this session walks business and legal professionals through the practical realities of LOIs. Panelists will examine common terms typically addressed in LOIs, discuss where issues most often arise, and highlight pitfalls that tenants and landlords alike should work to avoid.

Designed as an interactive, real-world conversation rather than a technical legal course, this session offers valuable insight into how LOIs function in practice, how they influence downstream lease negotiations, and how professionals can approach them more thoughtfully to support smoother, more successful transactions.

RE-7, The State of the Retail Market (E) (1 ½ hour slot)

Tuesday: 2:30-4:00

Are you up to speed on the latest trends shaping the U.S. retail real estate market—and where it's headed next? In this fast-paced, data-driven industry update, attendees will gain an insider's view of what's happening in retail real estate today and how current conditions may influence the future.

Drawing on extensive market research and proprietary analytics, this session explores which trends are proving durable, which are beginning to fade, and how both landlords and tenants are responding to evolving market dynamics. Topics will include performance indicators, leasing activity, demand shifts, and broader economic signals impacting retail real estate across markets.

Designed as a high-level market briefing, this session provides timely perspective and actionable context to help attendees better assess current conditions, inform strategic discussions, and anticipate what may lie ahead in the retail real estate landscape.

RE-8, The New SKINNY of Real Estate: The Effects of GLP-1 Across all the Leasing Sectors (A) CPE Eligible

Tuesday: 10:30-11:30

GLP-1 medications are reshaping consumer behavior at a scale significant enough to create measurable impacts across the real estate landscape. As shifts in health, lifestyle, and spending patterns accelerate, landlords and tenants alike are beginning to see ripple effects in space demand, tenant mix, and long-term portfolio strategy.

This advanced session explores how the widespread adoption of GLP-1 medications is influencing leasing decisions across multiple sectors. Participants will examine emerging patterns such as the growth of healthcare-related leasing—including medical office, wellness clinics, weight-management centers, and pharmacy concepts supporting GLP-1 distribution and patient monitoring. The session will also address behavior-driven softening in certain traditional retail categories, including alcohol and casual dining, as consumers report changes in appetite, social behaviors, and discretionary spending.

Additional discussion will focus on the expansion of aesthetic and wellness-oriented services, such as med spas and cosmetic practices, as well as evolving apparel needs as body sizes and purchasing habits shift. Attendees will gain insight into how these trends may influence store formats, inventory strategies, and future space planning decisions.

Designed for experienced real estate professionals, this session provides a forward-looking framework to help attendees assess how health-driven behavioral change may reshape leasing strategies and portfolio composition over the coming years.

Who Should Attend:

Senior real estate executives, portfolio and asset managers, leasing professionals, retail and healthcare real estate specialists, developers, and strategy leaders responsible for evaluating tenant mix, market trends, and long-term portfolio planning.

Learning Objectives:

Upon completion of this session, participants will be able to:

- Analyze how GLP-1 medications are influencing consumer behavior and real estate demand across leasing sectors.
- Identify emerging leasing trends within healthcare, wellness, retail, and service-oriented properties.
- Evaluate potential impacts of shifting consumer habits on tenant mix, space utilization, and portfolio strategy.
- Apply forward-looking insights to inform leasing decisions and long-term real estate planning in a changing market environment.

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RE-9, Lease Renewal Portfolio Management & Optimization (A) **CPE Eligible**

Monday: 3:00-4:00

Lease renewals represent one of the most significant—and often underutilized—opportunities to optimize real estate portfolios. When managed strategically, renewals can drive cost savings, improve flexibility, and better align real estate commitments with evolving business needs. When approached reactively, they can lock organizations into unfavorable terms and missed opportunities.

This advanced session focuses on proactive lease renewal portfolio management, emphasizing how to prioritize renewals, evaluate strategic options, and optimize outcomes across large or complex portfolios. Attendees will explore how to segment leases by risk, value, and timing; assess renewal versus relocation or restructuring decisions; and leverage data to support informed negotiations. The session will also address how market conditions, portfolio concentration, and operational requirements influence renewal strategy.

Designed for experienced real estate professionals, this course provides a practical framework for managing renewals as a portfolio-wide discipline rather than a series of isolated transactions—helping organizations drive consistency, reduce risk, and maximize long-term value.

Who Should Attend:

Senior real estate executives, portfolio and asset managers, transaction and leasing professionals, corporate real estate leaders, and advisors responsible for managing lease renewals, portfolio strategy, or long-term occupancy planning.

Learning Objectives:

Upon completion of this session, participants will be able to:

- Analyze lease renewal decisions through a portfolio-level strategic lens.
- Identify opportunities to optimize lease terms, flexibility, and economics during the renewal process.
- Evaluate renewal, relocation, and restructuring options based on market conditions and business needs.
- Apply structured approaches to prioritizing and managing renewals across complex real estate portfolios.

TT-2, AI Security – Specific uses for NRTA members (E)

Monday: 3:00-4:00

This session will take a look at a few common, typical uses of AI, specifically with respect to leases and lease management. What can it do? And, perhaps more significant, what can it not do?

TT-3, AI & Excel – What it can and cannot do (I)

Tuesday: 9:00-10:00

AI features in Excel—and AI assistants that work alongside Excel—can dramatically accelerate analysis and reporting. But they also have clear boundaries. This practical session separates capability from hype, showing where AI meaningfully improves Excel workflows and “where it may leave you hanging”

Attendees will see live, plain-language demonstrations of how AI can draft formulas, summarize sheets, generate charts, explain outliers, and turn messy instructions into workable steps. Just as importantly, the session will highlight limitations and safeguards: when AI may misinterpret context, why reproducibility matters, what to do when results “look right but aren’t,” and how to protect sensitive data when using AI-enabled features.

Designed for everyday Excel users and power users alike, this session delivers grounded, no-nonsense guidance so you can use AI confidently and responsibly—and know exactly when not to.

TT-4, Mastering Excel – the basics that make you an advanced user (I)

Tuesday: 10:30-11:30

Many Excel users rely on only a fraction of the tool’s capabilities, often unaware that mastering a handful of foundational skills can dramatically improve speed, accuracy, and confidence. This practical session focuses on the core Excel basics that separate casual users from advanced practitioners.

Designed as an intermediate-level, skills-building class, this session covers efficient navigation techniques, essential keyboard shortcuts, and a deeper understanding of how formulas actually work. Attendees will learn how to move through workbooks faster, reduce reliance on the mouse, and write cleaner, more reliable formulas by understanding structure, logic, and common errors.

Rather than introducing complex features, the session emphasizes strengthening fundamentals that are frequently misunderstood or underutilized skills that immediately translate into better spreadsheets, fewer mistakes, and more professional-grade work.

Topics include:

- *Efficient worksheet navigation and workbook management*
- *Time-saving keyboard shortcuts used by advanced Excel users*
- *Understanding formula structure, logic, and calculation behavior*
- *Common formula mistakes and how to avoid them*

Whether you use Excel daily or intermittently, this session will help you work smarter, move faster, and build a stronger foundation for more advanced Excel functionality.



Technology Track (TT)

TT-1, AI Security – Avoid being scammed by AI (E)

(1 ½ hour session)

Monday: 1:00-2:30

AI is all the rage. And, unquestionably, it is a phenomenal tool. But along with this great advancement there are a number of issues and concerns with which everyone must be familiar. In this session we will explore some of the issues regarding security and data confidentiality that are crucial to any business.

- *Data shared with an online AI platform can theoretically be logged and reused*
- *Confidential data must be kept confidential. Even if the data is not published or compromised in some way, making it accessible is a violation in itself*
- *Fraud and scams*

TT-5, Excel Special Features and Functions (I)

Tuesday: 1:00-2:00

Excel includes a powerful set of features and functions that can dramatically reduce manual effort—yet many users are unaware of how much time they're leaving on the table. This session focuses on the special tools and functions that help users work faster, cleaner, and more efficiently, without requiring advanced programming or complex models.

Designed for intermediate Excel users, this class highlights practical, high-impact features that streamline everyday tasks such as data cleanup, analysis, reconciliation, and reporting. Attendees will see how to replace repetitive steps with smarter workflows and leverage Excel's built-in capabilities to complete work in minutes instead of hours.

Topics include:

- Time-saving functions and formulas that automate common tasks
- Tools for quickly cleaning, organizing, and validating data
- Techniques for speeding up analysis and reporting workflows
- Practical shortcuts and tips that advanced users rely on daily

This session is ideal for anyone who wants to increase productivity in Excel by learning what to use, when to use it, and how to apply it immediately to real-world work.

TT-6, Excel vs Google Sheets (I)

Tuesday 2:30-3:30

Excel and Google Sheets are both powerful spreadsheet tools—but they excel in different ways. Choosing the right platform can significantly impact collaboration, performance, data integrity, and productivity. This practical session compares Excel and Google Sheets side-by-side to help users understand where each tool shines, where limitations exist, and how to decide which is best for a given task.

Designed for intermediate users, this session will explore differences in functionality, performance, collaboration, formulas, automation, and data size handling.

Rather than advocating for one tool over the other, the session focuses on making informed choices and understanding how many organizations successfully use both tools together.

Topics include:

- Strengths and limitations of Excel vs. Google Sheets
- Performance and scalability considerations
- Collaboration, version control, and sharing models
- Formula and function differences that matter in real work
- Automation options (macros vs. scripts)

This session is ideal for professionals who regularly work across platforms and want to maximize efficiency by selecting the right tool for each situation.

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