



Are you a woman in Commercial Real Estate? Join us!

With more than 170 members, CREW San Antonio is the leading organization for senior-level executive women in the San Antonio real estate field. As part of CREW Network, the industry's premier networking coalition, CREW San Antonio is dedicated to transforming the commercial real estate industry by advancing women globally. CREW Network's membership of more than 12,000 professionals in 75+ major global markets represents all aspects of commercial real estate—providing our members with direct access to real estate professionals across all geographies and disciplines. By joining CREW San Antonio and the entirety of CREW Network, you are advancing your career and supporting the success of women in commercial real estate.

As a CREW San Antonio member, you also have access to all CREW Network benefits including:

- Exclusive access to CREWbiz, an online business networking tool, membership directory, speakers' directory and personal marketing profile.
- Discounted registration to the CREW Network Convention & Marketplace and CREW Network Leadership Summits
- Exclusive access to programs and leadership trainings, including the CREW Network Certificate in Leadership
- Complimentary copy of all CREW Network industry research benchmark studies and white papers
- Access to hundreds of industry job postings and career assistance through the CREW Network Career Center
- Monthly luncheons and special events that include networking opportunities with high-level professionals in the San Antonio CRE community
- Member-only site tours of local projects and educational series
- Board/committee participation which provides a unique opportunity to increase your leadership skills and expand your network

Every CREW member contributes to the collective knowledge, experience, and voice of both the CREW San Antonio and CREW Network.

Visit CREW-SANANTONIO.org for more information.



Drake Commercial Group

COMMERCIAL REAL ESTATE
BROKERAGE FIRM



Over 30 years as one of San Antonio's top commercial real estate companies



DEBORAH BAUER
Founder



TRAVIS BAUER
President

View our full portfolio of premier properties
at our website at drakecommercial.com





2019 CREW San Antonio Board of Directors

CREW San Antonio is managed by a Board of Directors that works together to set and accomplish the chapter's strategic goals—helping to advance the success of women in commercial real estate. Serving on the CREW San Antonio Board of Directors is a unique opportunity for leadership and networking among other ambitious men and women working in the commercial real estate field. All CREW San Antonio Board members, directors, and committee chairs serve individual terms of two years.



Katherine Howe Fritel
President



Yesenia Marili
President-Elect



Dena Welch
Immediate Past President



Dawn Vernon
Secretary



Alyssa Hartlage
Treasurer



Christy McGinnis
Programs



Christy Rhone
Membership



Emily Brown
Communications



Christina Cantu
Charity/Outreach



Erin Salinas
Special Events



Laura Gilliland
UCREW Liaison



Martha Hardy
Legal Counsel

Reasons to Serve

- Increased visibility within the CRE industry
- Leadership skills and experience that benefit you and your company
- Impact on the future of women in CRE
- Expanded professional connections
- Opportunity to influence direction and benefits of CREW San Antonio membership

Our Mission

CREW San Antonio paves the way, breaking barriers for women to enter and excel as leaders in Commercial Real Estate. We provide unsurpassed connections, innovative resources and education to enhance the real estate community.

Letty Gonzales

- San Antonio Commercial Real Estate Women
- Vice Chair, Mayor's Commission on the Status of Women
- Board Member, Boysville, Inc.
- Board Member, San Antonio Hispanic Chamber of Commerce
- Leadership SA 44

Generations FCU helps community members meet their financial goals, and actively supports organizations creating positive impact. Vice President of Member Engagement Letty Gonzales shares her expertise and energy to make a difference in our community every day.

**Vice President of
Member Engagement**



MyGenFCU.org




generations
federal credit union



Message from the President



Katherine Howe Frilot
President,
CREW San Antonio

Education

- BBA Finance,
Schreiner University
- 2014 Graduate,
North San Antonio Leadership Lab

Civic/Community Organizations

- President,
CREW San Antonio
- Member/Sponsor,
NAWBO - San Antonio
- Board of Directors,
Merced Housing Texas
- Board of Directors,
Business Careers H.S.
- Member,
St. Mark's Episcopal Church
- The Daughters of the Republic of Texas,
James Taylor White Chapter
- Member, Alamo Kiwanis

CREW San Antonio celebrated our 35th anniversary in 2018 and now, 2019 marks the 30th anniversary for CREW Network. Being a part of CREW Network globally connects us with 75 major markets throughout the United States, Canada and Great Britain. This includes over 12,000 members in the commercial real estate industry.

I am honored to serve CREW San Antonio as the President for 2019 and thank all the members of CREW that have given their time, treasure and talents to provide special events, training, luncheon programs, mentoring and fundraising to help advance women and men in commercial real estate.

The 2019 year brings focus on five keys of engagement:

- 1 We engage in Networking.**
Whether locally, nationally or internationally, we network and do business with CREW members. San Antonio boasts a strong commercial economy and with this, brings a close knit commercial real estate community.
- 2 We engage in Leadership Development.**
Our Emerging Leaders Program is now in its third year and has brought members knowledge of projects from conception to brick and mortar, professional development in career advancement, and technical training within our industry. Our members dictate the programming and we grow commercial real estate leaders in our community. Nationally we participate in three leadership summits a year through CREW Network and offer scholarships to student members and members to hone in on their leadership and networking skills.
- 3 We engage in Mentorship.**
We developed a formal mentorship program in 2018 and this continues between our members into 2019. CREW San Antonio works with the Embrey Real Estate Finance and Development (REFD) Graduate and Undergraduate Programs at UTSA. Our Mentorship with graduates is a one-of-a-kind partnership that continues to be successful with our programming under UCREW. Since 2010 CREW San Antonio has been committed to the Embrey REFD Program with an endowment of scholarships for women pursuing degrees in real estate. To date, CREW San Antonio has awarded over \$24,000 in scholarships to UTSA students.
- 4 We engage in Career Development.**
CREW members have the ability to build their careers locally or globally with CREW Network's Careers website: Careers Building Communities. Members have the opportunity at any stage in their career to find the development that they need or seek for new opportunities to help them grow. If you are a CREW member, you can access this website and other opportunities in career development from our local website.
- 5 We engage in Industry Research.**
CREW Network is a thought leader and publisher of white papers that range from "Diversity: Business Advantage," to "Women in Leadership: Case Studies of Executive Women in Commercial Real Estate." There are over a dozen of these studies developed in partnership with major corporations and CREW members. As a member we all have access to this industry research which is valuable to us individually and to the companies that we represent.



Building relationships is the key to success.

“I treat every relationship as a partnership and I am invested in my clients’ success.”

Every business success starts with a personal story. Broadway Bank’s Alyssa Hartlage doesn’t just learn yours, she helps write it. With over 15 years of experience, Alyssa provides **personalized lending strategies** designed to help you achieve financial success.

Universal Expertise. Local Decisions.



Alyssa Hartlage

Senior Vice President • Commercial Real Estate Lender
2019 CREW San Antonio Board of Directors
ahartlage@broadway.bank

broadway.bank • (210) 283-4024 • 35 Financial Centers

Commercial Banking • Commercial Loans & Lines of Credit • Commercial Real Estate • Treasury Solutions



Member FDIC. Rev. 09/19 #393331249



Meet CREW San Antonio

Since 1983, CREW San Antonio has connected commercial real estate professionals (CRE) in the San Antonio area, working together to:

- Create a dynamic and supportive environment that promotes advancement through knowledge sharing and networking
- Push the boundaries in every facet of CRE through provocative dialogue among peers drawn from every discipline in the industry
- Provide educational programs which directly relate to day-to-day work and promote real change
- Encourage our members to be a force for activism and involvement in our communities

CREW San Antonio members are empowered by sharing their knowledge and experience with others in our community, while also learning from the insight and expertise of others. That is why we focus our efforts on networking programs such as our monthly luncheons, site tours, our annual CREW Real Estate Forum, and various charity events. In growing and strengthening our network, we aim to create more opportunities for women in commercial real estate.

CREW San Antonio would like to congratulate the following members on their achievements!

2018 CREW San Antonio Eva Rosow Award
Carrie Caesar, Cushman & Wakefield

Most Sales Won - Central Region November 2018
Amanda Reed, ABM Industries

2019 NAWBO Lifetime Achievement Award
Deborah Bauer, Drake Commercial Group

2019 San Antonio Business Journal 40 Under 40
Yesenia Marili, Transwestern



2019 San Antonio Business Journal Women's Leadership Awards
Smita Bhakta, CRE Lawyer, Kruger Carson PLLC
Jane Feigenbaum, CEO Metropolitan Contracting Co.
Jordan Worth Arriaga, President of Operations & Property Management, Worth & Associates

2019 San Antonio Business Journal C-Suite Awards
Jane Feigenbaum, CEO Metropolitan Contracting Co.

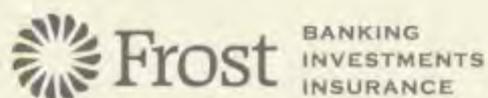
YOU DESERVE A BANK THAT'S
A LEADER IN TECHNOLOGY,
SECURITY AND IN SIMPLY
PICKING UP THE PHONE.



We do what's right by people no matter how they connect with us.

And we'd like the opportunity to do right by you.

Visit us at frostbank.com or call (800) 51-FROST.



MEMBER FDIC



Katherine Hagg

Property Manager, Spire Realty Group

Katherine started her career in Commercial Real Estate when she moved to Austin after earning a degree in psychology and political Science from the University of South Carolina. Like many people in property management she came into the field unexpectedly, and found she had a passion for it. Katherine joined SPIRE in 2017 in their Austin office and was asked to relocate to San Antonio in 2018 to help open the San Antonio and south Texas market on behalf of SPIRE. Katherine is currently managing and assisting in leasing efforts for all of SPIRE's San Antonio assets, as she works towards her OPM through the Institute of Real Estate Management (IREM).

SPIRE is a privately held, Texas Based Real Estate Services Company that is proud to employ more women in commercial real estate than that of the National Average.

SPIRE

46 NE Loop 410 • Suite 286 • San Antonio, Texas 78216
O: 210-627-8740 • T: 210-627-8744
www.spirerealty.com



Carolyn Johnson Fletcher

Vice President/Commercial Escrow Officer

Carolyn, a veteran escrow officer for over 30 years; specializing in SBA 504 and 7A, hotels, motels, office buildings, strip centers, O-stores, restaurants and multi-family. Carolyn served as Chair for the successful 2019 Mid America Lenders conference and on the following boards: CREW, OOIM, OTAGGL and actively serves on committees for each organization. Carolyn has served CREW at the National level and is an EVA ROSOW Award of Excellence recipient. As an active volunteer for the San Antonio Stock Show & Rodeo, Carolyn serves on the Bar-B-Q, Western Art and Western Heritage committees. Customer service and communication are a high priority with Carolyn's team!

Alamo Title Company has been in San Antonio for over 90 years and is a part of the Fidelity National Title Group, the largest title insurance group in the United States.

960 E. Basse • Lincoln Heights, TX 78209
D: 210-636-0206 • O: 210-383-4496 • carolyn.fletcher@alamotitle.com
alamotitlesa.com



Judith K. Zimmerman, RID

President, RVK Architects

Judy Zimmerman's leadership is inspired by her family farm upbringing and the staff she collaborates with every day. She joined RVK Architects as an Interior Designer after graduating from Iowa State University in 1986 and was promoted to President in 2018. The San Antonio Chapter of the National Association of Women Business Owners (NAWBO) named her a 2019 Woman Business Owner of the Year. Her people-first approach to leadership has created a culture of teamwork, passion, and family values, leading RVK to the San Antonio Express News Top Places to Work distinction from 2012-2018. RVK is a certified Women Business Enterprise (WBE) design firm providing architecture, interior design, and landscape architecture to public and private clients. RVK finds reward in building strong relationships with a diverse group of clients. RVK designs and delivers exceptional solutions that positively impact the daily lives of people and their environments.



746 E. Mulberry Avenue • #601 • San Antonio, Texas 78212
 O: 210-733-3636 • judy.zimmerman@rvk-architects.com
www.rvk-architects.com



Brenda Vickrey Johnson

President and CEO, Vickrey & Associates, Inc.

Vickrey & Associates employs over 70 professionals in San Antonio, Austin, & McAllen. Vickrey provides land and development planning, civil engineering, surveying, and landscape architecture services to the real estate development community throughout Texas. Vickrey has expertise in the residential, multi-family, commercial, mixed-use, and industrial projects. Vickrey also provides civil engineering, surveying, and geomatic expertise to the transportation, public works, and utility markets throughout Texas.

Vickrey is the recipient of numerous ACEO Engineering Excellence and San Antonio Best Places to Work awards. Brenda is active in the community and currently serves on the boards at UTSA Development, the Federal Reserve Bank of Dallas Business & Community Advisory, San Antonio Medical Foundation and the San Antonio Chamber of Commerce. She is a former chairman of the board of the Greater San Antonio Chamber of Commerce and a graduate of the University of Texas.



VICKREY & ASSOCIATES, INC.

CIVIL • ENVIRONMENTAL • SURVEY
 LANDSCAPE ARCHITECTURE
1987 • 1988 • 1989 • 1990 • 1991 • 1992 • 1993 • 1994 • 1995 • 1996 • 1997 • 1998 • 1999 • 2000 • 2001 • 2002 • 2003 • 2004 • 2005 • 2006 • 2007 • 2008 • 2009 • 2010 • 2011 • 2012 • 2013 • 2014 • 2015 • 2016 • 2017 • 2018 • 2019 • 2020 • 2021 • 2022 • 2023 • 2024 • 2025

12940 Country Parkway • San Antonio, Texas 78216
 T: 210-349-3271 • www.vickreyinc.com

CREW DIRECTORY



Dawn Vernon Business Development Manager

Dawn Vernon joined Bandy Constructors in December 2018 and is extremely excited to be back in the general construction industry. As Business Development Manager, she is responsible for increasing the client base within private markets.

Bandy serves San Antonio and surrounding areas. Their clients have

included educational, commercial, government and private entities. Regardless of the type of building, their team successfully translates their expertise, skills, knowledge, and experience to any type of construction project.

Dawn serves on the CREW SA Board of Directors as Secretary, is a Member of the Steering Committee for AIA San Antonio Women in Architecture Network, and is involved with I-LinOP San Antonio.



O: 210-519-0390 • C: 210-788-1373
dawn.vernon@dbandy.com
www.dlbandy.com



Tina Louise Montoya VP Operations & Business Development

Tina Louise Montoya is the co-owner of LONESTAR Pest Solutions, a San Antonio-based, family-owned company with over 30 years experience in the pest control industry. Tina elevates LONESTAR Pest Solutions as an organization that focuses on preventive pest

management to ensure the client's facility is protected all year long. LONESTAR takes pride on being effective, efficient and experienced.

With 30 years of property & casualty insurance experience, Tina brought with her risk-assessment and risk management skills that have assisted her organization to move forward. Tina currently serves on the board of directors for the SAHOC, is actively involved in OREW and volunteers in her community.



O: 210-334-1364
tmontoya@lonestarpestsolutions.com
www.lonestarpestsolutions.com



We are proud to support
CREW San Antonio!

We specialize in industrial and commercial mechanical equipment specifically chillers, cooling towers, pumps, and their associated accessories.

Our engineering staff has a decade of experience with the major manufacturers in the industry.

We offer this expertise to you to help you solve your equipment problems and provide a cost effective solution that will meet your needs.

We Ship Nationwide.

New & Used
Chillers in Inventory

Industrial & Mechanical
Salvage

Excess Inventory

Used Cooling Towers
Air Cooled Chillers
Water Cooled Chillers
Pumps & Boilers



TEXAS CHILLERS L.L.C.

WE SELL • WE BUY

210-413-3333 | TexasUsedChillers.com | TexasSurplusChillers.com



Vision for 2020 & Beyond

Strategic Planning

During the summer of 2019, a Strategic Plan for the chapter was developed by a task force consisting of CREW San Antonio President Katherine Howe Frilot, President-Elect Yesenia Marili, Treasurer Alyssa Hartlage, and six members at-large consisting of Cindy Cohn, Martha Hardy, Diane White, Amanda Weinand, Chris Clements and Smita Bhakta. The plan includes goals, objectives and action steps to ensure success. The Strategic Plan outlining the next five years was presented to the Board of Directors and unanimously passed.

Mission Statement

CREW San Antonio paves the way, breaking barriers for women to enter and excel as leaders in Commercial Real Estate.

Vision Statement

We envision an inclusive industry which empowers women and their achievements.

Strategic Goals 2019-2023

- 1** Enhance the CREW SA brand and encourage opportunities for networking and participation by increasing the diversity of the chapter.
- 2** Offer premier, career building programs unparalleled in the industry, in order to support women in advancing their careers.
- 3** Ensure the operations and organization of the chapter serve the needs of members through continuous reassessment.
- 4** Maintain the financial capacity to offer benefits to members and fund outreach programs.



**CREW
NETWORK**

CREW Network Partnership

CREW San Antonio is proud to support CREW Network as a Supporting Partner, continuing our participation in the Chapter Leadership Circle. CREW San Antonio's support of CREW Network positions our chapter as a leader within the CREW Network organization. Our financial contribution supports technology upgrades and enhancements to provide members with new ways to connect and network globally and supports the development and expansion of critical network-wide member services offered by CREW Network.

Special thanks to the members and sponsors of CREW San Antonio who are critical to our chapter's success and enable us to continue this support, which along with support of other chapters, is allowing us to reach more CRE professionals and provide a bigger impact on the CRE industry.

CREW



NETWORK®

The World's Leading Researcher on Women in Commercial Real Estate

CREW Network conducts industry research to produce white papers annually and a benchmark study every five years, delivering data and action items to advance women in commercial real estate and positively impact the industry.

Making the business case for gender equity and greater diversity in CRE

CREW Network has been developing industry white papers annually since 2007 to support women's advancement in the commercial real estate industry.



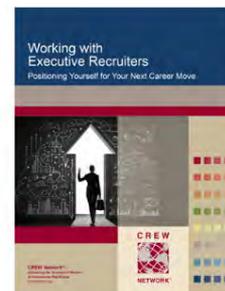
Published in 2018
Achieving Pay Parity in Commercial Real Estate



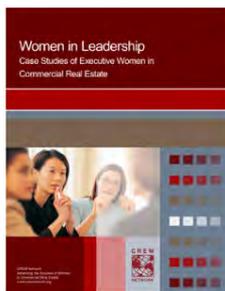
Published in 2017
Diversity: The Business Advantage. Best Practices for Gender Equity and Inclusion in Commercial Real Estate



Published in 2016
Closing the Gap: Addressing Gender Bias and Other Barriers for Women in Commercial Real Estate



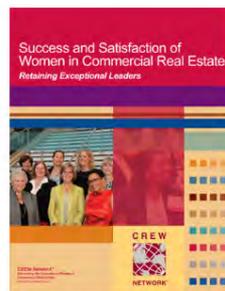
Published in 2015
Working with Executive Recruiters: Positioning Yourself for Your Next Career Move



Published in 2014
Women in Leadership: Case Studies of Executive Women in Commercial Real Estate



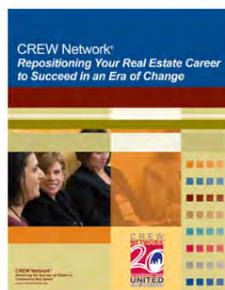
Published in 2013
The Evolution of Women in Leadership: An Analysis of Effective Leadership Skills



Published in 2011
Success and Satisfaction of Women in Commercial Real Estate: Retaining Exceptional Leaders



Published in 2009
Glass Ceiling or Sticky Floor: The State of Women's Advancement in Commercial Real Estate



Published in 2009
CREW Network: Repositioning Your Real Estate Career



Published in 2008
Commercial Real Estate: An Introduction to Compensation



Published in 2007
CREW Network: Minding the Gap

Visit CREW-SANANTONIO.org for more information.

Achieving Pay Parity in Commercial Real Estate

The Business Case for Equal Pay: When Women Benefit, Companies Benefit

Companies with gender diverse upper management outperform homogeneous companies in return on investment, and they carry less debt. Where women account for the majority of top management, businesses show superior sales growth and higher cash flow returns on investment.

Diversity also drives innovation, according to 2013 research published in the Harvard Business Review by Center for Talent Innovation's Sylvia Ann Hewlett, Melinda Marshall, and Laura Sherbin. The authors determined that companies that combine both inherent diversity (traits people are born with, such as gender, ethnicity, and sexual orientation) and acquired diversity (traits people acquire with experience), have what they coined as "two-dimensional diversity."



Seven Reasons Pay Parity Benefits Business

Six Ways Lack of Focus Can Hurt Business

Benefits of Focus	Risks of Non-Focus
1 Enhances reputation among communities, customers, employees, and suppliers	1 Complaints and legal challenges
2 Improves employee engagement	2 Negative public relations
3 Attracts a wider pool of talent	3 Shareholder disapproval
4 Increases business activity and overall performance	4 High attrition rates
5 Fosters workplace diversity	5 Talent loss
6 Increases employee trust in leadership	6 Less employee trust in leadership
7 Decreases employee turnover	



Visit CREW-SANANTONIO.org for more information.

Diversity: The Business Advantage

Best Practices for Gender Equity and Inclusion
in Commercial Real Estate



Inclusion Fuels Innovation, Enhances Engagement, and Helps Drive Business

Mass production. Technology. What is now disrupting and transforming business? Diversity.

Diversity is a critical factor in market growth, according to research undertaken by the Center for Talent Innovation:

“New research shows precisely how diversity unlocks innovation and drives growth. Our findings quantify, for the first time, the ‘diversity dividend’ that inclusive leadership reaps from a diverse workforce: greater market share and a competitive edge in accessing new markets. When leaders embody diversity and their leadership culture embraces diversity, they create a ‘speak-up culture’ that harnesses ‘point-of-pain’ insights to meet the needs of under-served demographics—a dynamic that exerts a measurable impact on the bottom line.”

Estimated Percentage of Women Industry-Wide: Canada and the U.S.

ASSET MANAGERS

U.S.	Canada
44%	38%

BROKERS

U.S.	Canada
29%	29%

DEVELOPERS

U.S.	Canada
32%	41%

FINANCE

U.S.	Canada
34%	33%

TOTAL

U.S.	Canada
35%	37%



Estimated by 2015 Survey Respondents



Visit CREW-SANANTONIO.org for more information.



Celebrating an organization that makes a difference

Finding a purposeful way to assist one another, turning belief into action, and working toward shared goals — these are the driving forces that lift up humanity and make a difference, one person at a time. Wells Fargo salutes **CREW San Antonio**.





Selling, Building & Shaping San Antonio's Future

WOMEN IN COMMERCIAL REAL ESTATE

By Dawn Robinette

Photography by
David Teran

Driving through San Antonio leaves no doubt the city's commercial real estate scene is hot. Buildings and developments are literally on the rise, with construction cranes and equipment rapidly changing the city's landscape.

Look beyond the hard hats and bulldozers and you'll see how commercial real estate truly impacts the city. Commercial real estate has an economic impact of \$35.8 billion each year, generating approximately one-seventh of the area's economic output, according to the Real Estate Council of San Antonio.

The commercial real estate industry also employs 133,500 people in the San Antonio area. A growing number of those are talented women successfully carving their niche in this fast-paced, high-impact field. From analyzing the real estate market, providing legal expertise to put deals together — to guiding construction, these women are leaving their mark on San Antonio's growing skyline.

Smita Bhakta, *Partner*

Kruger Carson, PLLC

Real estate attorney Smita Bhakta grew up in London, immigrating to Texas during law school, then making San Antonio home. "Commercial real estate is a friendly industry in San Antonio. It's a small world. We all know each other, and we all cross paths frequently. Everybody's extremely collegial," she explains.

Bhakta has extensive experience in all types of complex commercial real estate transactions. Her role usually begins long before construction plans are drawn. "We're involved throughout the life cycle of a real estate project in various aspects: advising clients on how you put it all together on paper, from acquisition contracts to purchasing the 'dirt', or purchasing an existing building," she explains. "Different types of development agreements, declarations or easements, or other things that need to be in place to make the property work. We also draft leases for commercial tenants and shopping center leases — in short, really all of it."

The mother of two credits her role as a mother in helping her success. "I think I've been successful in my legal career because I pay attention to details. I've worked my hardest every single day at everything I do. I don't give up easily. But more than that, I think I probably define success in my own way. I'm a working mom, so at times I've made some tough choices and put my family ahead of my career, and I think I'm successful in life, not despite my commitment to my family, but because of it."

Yesenia Marili

Director of Marketing & Research

Transwestern

Analyzing the commercial market and looking for ways to keep Transwestern in the forefront, Yesenia Marili has her finger on the pulse of commercial real estate in the Alamo City. But she had no idea what she was getting into was when she landed the temp job that launched her career.

"It really was serendipitous. I quickly learned that it's everything that surrounds us that we don't live in. All the buildings, the land, apartment complexes, retail shopping centers, the places that we eat, or shop, go to the doctor, and where we office," she explains.

San Antonio is a hot market. "When you look at how much activity we have and how much is under construction, we're in the top 10 markets for activity. We're getting attention from other states, other markets, and other countries looking to invest here. We're in the global spotlight right now."

Marili will serve as president of Commercial Real Estate Women San Antonio (CREW) in 2020, the first Latina to fill the role in the organization's 36 years in San Antonio. It's a point of pride for Marili, but also reflects her dedication and service to the organization. She credits CREW for helping her career and encourages others to join industry organizations. "Get involved. Join one of the committees, volunteer, and give your time. You get to know people better and through that you develop relationships. That's how you grow in your industry and are seen as a leader and a resource to your colleagues."



Jane Feigenbaum, *COO*

Metropolitan Contracting Company

With a list of projects that includes well-known San Antonio spots including Rackspace, the Rand Building, Pearl Stables plus hundreds of others, Metropolitan Contracting Company plays a role in shaping San Antonio. Chief Operating Officer Jane Feigenbaum sees the company's role in musical terms.

"As general contractors, we are orchestra conductors. We don't play a specific instrument ourselves, but we've got to bring all of these different players together and end up with a piece of music, as opposed to just a bunch of noise."

Feigenbaum fell into her role, but considering that she's logged more than 25 years in the construction industry working with Metropolitan, it suits her. "I enjoy the fast pace and almost constant problem solving," she explains. "We never build the same thing twice in commercial work. Everything is custom; nothing is production."

While the industry is considered male-dominated, Feigenbaum hasn't let that deter her. "I learned pretty early on that if you do your job well, nobody cares what your gender is. People are people and business is business, and we're all here for the same purpose and to achieve a mutual goal. If you treat people fairly, behave ethically, work hard, and you know your stuff, then you will succeed."

Chelsy Houy, *PE, CFM,* *Project Manager*

Kimley-Horn

The letters behind Chelsy Houy's name stand for Professional Engineer and Certified Flood Manager, making her someone that should be involved in commercial real estate projects early on, even before a site is purchased. "Getting engineers involved early, early, early in projects can help save time and headaches," she explains. "We often find some very hairy challenges associated with the project."

To address those challenges, Houy believes in focusing on the things that she can control. "As much as you may wish that the client didn't have this piece of property, or didn't want to put this use on this piece of property, you can't control that. It's your job to help them see their vision through, working in a positive light to do that, focusing on the things that you can control, and getting through the rest."

Houy likes unraveling those challenges and finding solutions. "Each commercial project has its little things that I enjoy figuring out."

It's a skill that she feels women especially bring to the table. "I think we're natural problem solvers and being in this industry, it benefits us, the teams, and the firms we work for. We have some abilities, like thinking big picture, and being able to communicate with people what they need — even though they might not ask for it. I find that working with other females in the industry, we usually tend to do more of that."

