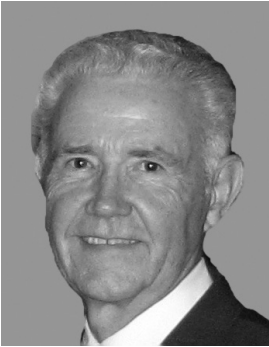


# About the Authors

---



Alan A. Alexander is the President of Alexander Consultants, specializing in the management, leasing, and consulting for income-producing properties throughout the western U.S. He has been in field of property management for more than 50 years. He formed Alexander Consultants with a specialization in commercial real estate management and leasing, as well as involvement in large residential complexes. His company provided consulting services to the commercial real estate industry and managed grocery-anchored shopping centers, specialty centers, and enclosed regional malls. He later sold that company to a large local developer.

Alexander is the former Senior Vice President of Fox & Carskadon Management Corporation with a responsibility for a portfolio of commercial and residential properties worth in excess of \$900 million dollars in four western states. As Director of Leasing for Fox & Carskadon Financial, Alan was responsible for the leasing of all shopping centers owned by the company throughout the U.S. with a total portfolio in excess of \$2 billion dollars.

He was a member of the national faculty of IREM as a senior instructor for both shopping centers and office buildings. In addition to classes taught in almost every major city in the U.S., he has also taught in Singapore, Canada, Mexico, Malaysia, Taiwan, Hong Kong, the Philippines, Poland, China, Thailand, Holland, India, Argentina, Turkey, and Jamaica. He was a frequent speaker for the International Council of Shopping Center (ICSC) programs including Idea Exchanges, the Annual Convention, Management Institutes, Maintenance Institutes, and the School for Professional Development. He represented the ICSC at their first three Asian Shopping Center Schools as an instructor.

Alexander has been a moderator and speaker for more than 200 private seminars on developing and leasing of shopping centers, office buildings, and apartment properties for the Northwest Center for Professional Education. He has co-authored *Managing and Leasing Commercial Properties* (2007, 2016), *Business Strategies for Real Estate Management Companies* (1997, 2004, 2014) published by IREM, and *Operating Small Shopping Centers* (1996), published by ICSC.

He is a contributing author to the books *Managing Shopping Centers, Budgeting, CAM Operations and Leasing Shopping Centers*, also published by ICSC in 1998 and 2000. Alan was inducted into the IREM Academy of Authors in 1984, and is the past President of the IREM San Francisco Bay Area Chapter. He was awarded the “Distinguished Service Award” by the ICSC in 1992 for his many contributions to education and publications.

# About the Authors

---

Richard Muhlebach, CPM, CSM, RPA, CRX, CRE, is a commercial real estate professional with more than 45 years' experience as an executive with real estate firms that develop, lease, acquire, and manage commercial and residential properties. He served as the Vice President of real estate management for two California developers and the Vice President of leasing for a northwest developer. He founded, operated, and served for 19 years as the President of a commercial real estate management and leasing firm. He sold the firm to a national public real estate firm and served as its Senior Managing Director for nine years.



Muhlebach started a second commercial real estate firm that provides brokerage and consulting services in the Northwest and California with offices in the Seattle and San Francisco. He is also the Vice President of Bond Retail—a firm created by his son, Eric Muhlebach—in San Francisco, which acquires and redevelops retail properties on highly desirable retail streets, provides brokerage and property management services, which includes repositioning retail properties and malls.

Richard has been responsible for the management and leasing of almost every type of shopping center and retail property, including open-air, enclosed and multi-level malls, multi-anchored strip shopping centers, specialty and power shopping centers, and street retail and waterfront properties. He has extensive experience managing and leasing office buildings, medical buildings, and industrial parks. Early in his career, he served as the General Manager and Vice President of a two million square foot mixed-use development in Southern California.

In addition to this book, Richard has co-authored 23 books on commercial real estate including *Business Strategies for Real Estate Management Companies* (1997, 2004, 2014), *Managing and Leasing Commercial Properties* (2007, 2016), *Troubled Properties: A Practical Guide for Turning Around Troubled Assets* (2011), and *The Leasing Process: Landlord and Tenant Perspectives* (2008). His books have been published by John Wiley and Sons, Aspen Publishers, IREM, and ICSC. He has authored more than 130 articles including articles published in Asia and Europe.

He is an instructor for IREM, ICSC, Building Owners and Manager Association (BOMA), Commercial Brokers Association (CBA), the University of Washington, and Orange Coast College. He has taught seminars and lectured in Singapore, China, Taiwan, Spain, Hungary, Poland, Bulgaria, Russia, Canada, and throughout the U.S.

Richard served as the IREM President in 1998 and the President of the Washington State Commercial Association of Realtors. He served for nine years as a member of the Washington State Investment Board and for several years he chaired the Real Estate Technical Advisory Committee for the Real Estate Program at North Seattle College. Richard has earned the following designations: CERTIFIED PROPERTY MANAGER (CPM), Certified Shopping Center Manager (CSM), Certified Retail Property Executive (CRX), Counselor of Real Estate (CRE) and Real Property Administrator (RPA). He graduated from San Francisco State University.

For more information, visit [www.RichardMuhlebach.com](http://www.RichardMuhlebach.com)