

EPISODE 602

[INTRODUCTION]

[00:00:00] ANNOUNCER: Welcome to The Real Estate Syndication Show. Whether you are a seasoned investor or building a new real estate business, this is the show for you. Whitney Sewell talks to top experts in the business. Our goal is to help you master real estate syndication.

And now your host, Whitney Sewell.

[INTERVIEW]

[0:00:24.1] WS: This is your daily Real Estate Syndication show. I'm your host Whitney Sewell. Today, our guests are Vikram Brar and Princi Gill. Thanks for being on the show, guys.

[0:00:34.2] VB: Thank you, Whitney. Thanks for having us on the show.

[0:00:37.1] WS: Yeah, I'm honored to have you all on, you all are doing some big stuff. I know a lot of the listeners can relate to your all's story and potentially with the way behind you but I know everybody starts somewhere, right? You all had careers in Silicon Valley and then you all have transitioned and now you're doing big stuff in multifamily so I'm looking forward to hearing more about the story. But since there's two of you, I'd love for you to give a little background, just your specialty a little bit maybe your strengths and maybe what you came from and we'll dive into that transition a little bit into how you all have moved into multifamily and now been successful there.

Just elaborate a little bit for the listener and myself more about who you are?

[0:01:15.5] VB: Sure, you know, thank you everybody, it's a pleasure to be on the show. Princi and I, we both grew up in India and then from there you know, we went our ways around the education and I came here to US for my industrial engineering, Princi went on to London to do her finance thing. And then, once we got married, she was always have this dream about

working in the Silicon Valley. You know, even before I could place Silicon Valley on the map, you know, I could remember her saying that that's where she wants to work.

When she was here, she got an opportunity in New York, in Silicon Valley and obviously it was a very simple option for her to pick Silicon Valley and she moved out here. I was sure if I didn't find that job, at that time I was working in the automotive sector and I knew if I didn't move from there, that I was not going to see her again.

[0:02:03.3] PG: Not really, the story goes, I told him to follow me and he did in a couple of months.

[0:02:09.8] VB: Anyway, I'm an industrial engineer by background,. That's my bachelors and masters and I started working in the automotive sector in Detroit and I worked there. I was in operations, overseeing multiple ships, hundreds of employees. And then from there, I went on to big four to Deloitte in supply chain strategy and then I transitioned to the Silicon Valley, essentially following Princi to the Silicon Valley. And from there, I got to know about the startup world and all that stuff that was happening over there. And I got into startups. The last 12 years before transitioning into multifamily just been at startups doing manufacturing operations and my last gig was VP of ops at neuroscience startup tool company that spun out of Stanford. That's essentially my super power as well, lies in the processes, scalable processes, helping companies grow and now we're building that over into our world.

[0:03:04.7] PG: Yes, if you ask me what my superpowers are, that's really looking at the dollar amount, looking at the financials, looking at how to improve a processes, how to cut costs, all of those so yeah.

[0:03:16.6] WS: Some great skills to have in multifamily, right? In investing, somebody that's special, both of you, good at processes and one focusing – so many engineers come into this business and I just think it's that – the way your mind works, it's not ultimately the way mine works but I'm glad there's people like you, right?

That love the numbers and love the spreadsheets and you know, it's so important, no doubt about it. That's a lot to leave behind, right? You all obviously worked very hard; you know? To build those careers. Why multifamily, why make the jump or the leap into multi-family investing as opposed to just staying in those careers?

[0:03:55.1] VB: Sure, that's a very interesting question and it goes a little bit deeper. One of the things, what had happened when I moved to US was I got diagnosed with an autoimmune disorder and you know, I was not only controlled what I can do, what is also controlled where I could be. Things are – I grew up in a – my father was in the army so we were very disciplined, I never talked to things about it, we just learned to live with things.

Learned to live with it. Things went on, we got married, you know, we've been together since undergrad and everything was going on fine, the medications, one after the other and slowly it stopped working. Anyway, in 2013, I had to undergo surgery and there were some complications, one of the best hospitals operated by one of the best doctors in the world. But life is life, you know? He's going to do what he's going to do.

Things happened and there was a period of time when it was pretty clear to most of the staff and getting to me that I was not going to make it and Princi was pregnant with our first kid and eight months pregnant, to be precise. I could not talk towards the end so you know, I didn't have the strength . All I could think of at that time sitting there was, "You know, what am I leaving behind?" It's that moment of clarity, I know many people have talked about this and I got the opportunity to get there and I have this moment of clarity that "No, I was not done yet."

We're going to come back and you know, brain is super powerful, slowly but steadily, things started changing. I got home, we got together and we were like, "We're going to – I'm not going to leave her behind with just a W2 job, right? If it ever comes to that, then it will be generational wealth." Any hope, that was our –

We didn't know about multifamily, all I knew was real estate as well, the vehicles to get into wealth generation and wealth creation and we started looking into and started educating ourselves on BiggerPockets. Glad I found multifamily 2015 and then you know, we figured out

that yes, there was a way. There was a way to take your Silicon Valley wages and transition into something which is equally meaningful because last 12 years was about net devices, making sure you can impact people's lives positively and we are like, "How do you take that and the financials of that and Then still be able to transition?"

And multi-family was very simple, easy solution for us and that's how we got into multifamily.

[0:06:10.8] PG: Yeah, it was very important for us to enrich lives, to impact lives. We did fairly got in our careers and then you know, while implementing softwares and processes. Every time you go live in a project, you should feel good that you have done something, you have transformed business. And when we found multifamily and everything that comes with it, it was equally exciting, it was like starting a new career. It was you know, you get that rush and yes, you know?

[0:06:40.1] VB: Yeah, absolutely.

[0:06:42.4] WS: We're thankful that you are healthy now, you've made it through that, wow. That clarity now though and I've heard many stories, people were on their death bed and it's like okay, then you get to really examine, you know, what's happening in your life, right? Pushes you to make some amazing changes like it sounds like it has for you all.

What about, how did your – those careers help – how did you leverage that experience for multifamily and to be successful in the space? What are those skills maybe that have really just poured into this business to help you explode a multifamily business?

[0:07:17.3] VB: Sure, I think in every job or any job that you do in a corporate world or any world, I think for the most part is, equally translational to multifamily. There is always something in multi-family that can give you an edge. That's the beauty of this business, it's so vast, right? If you are accounting, if your financial operations, look at controlling the financials of the properties, right? The property management and everything else.

For me, personally, it has been operations. Operations is my favorite. That's my core strength. That's what I educated on. What we ended up doing was we started with this idea of

passive investing, we bought our first multifamily and we're like, "Okay, we got to hire a property management firm and everything will be magical, you know? We'll be sitting at a beach somewhere." Well, that didn't last long, you know?

Being in operations, her being in fiscal operations, me being in the regular operations., we realized pretty soon, there was a lot of opportunity there. There's a lot of room for growth. I just got in the operation rigor to the multifamily world, I'm leveraging our lean manufacturing, Six Sigma principles, you know, implementing those processes and in the renovation team, we are vertically integrated, we have property management in house, we have renovation team in-house.

I'm just trying to leverage those principles and bringing that manufacturing line, essentially into the construction side which hasn't happened since 1945, you know? It's unbelievable, it's how far behind construction is compared to manufacturing. Yeah, I'm literally bringing that in, you know, my employees might think some days that I'm a little bit too much. But it's a passion, it's a passion you keep working on it.

[0:08:51.6] PG: We are bringing structure, we are bringing the template approach to multifamily as well because we do renovations in house as well. We bring in that yes, it is very important to have those touch points, it's very important to have the morning meetings. It's very important to plan and then execute rather than execute and then say, "Now, what next?"

We are bringing that and we have seen, it's really helping our teams. It is helping us to complete projects on time and within the cost, within the budget, we are bringing all of those. And when we look at it, when we start a project, it's just like how we used to do that in the corporate world which is you need to plan and then execute according to the plan and then you need to have those checkpoints, how are we doing, what are the issues, how to address them, right? What are the lessons learned, how not to repeat this in the next time around because, yeah?

[0:09:44.1] VB: And essentially deliver a predictable outcome. I think that's all it is about, right? Delivering that outcome, that we all forecasted when we projected.

[0:09:53.0] WS: I guess, to be able to deliver that predictable outcome, the more things you have control of, the more predictable it is, I guess.

[0:10:00.5] VB: That is so true.

[0:10:00.4] PG: That was the reason why we were crazy enough to do everything ourselves, bring everything in house and that bottom line, that's what it was.

[0:10:11.5] VB: Just to give little snippet off it from the corporate background, you know. There was an era in 80s, 90s where companies, corporate world started outsourcing a lot of the manufacturing and everything else. And very soon, they realized it's uncontrollable. Look at Boeing, how much they suffered by outsourcing everything else.

Starting with Silicon Valley in the last decade or even less than a decade, everybody, vertical integration has been the buzz, right? Everybody's bringing it inside because everybody knows how important it is to be able to control the entire value chain. Do we able to get to the predictable outcome? That's essentially what drove us to do what we do, it's a lot of hard work but we believe that's the right way to do it.

[0:10:53.5] VB: When should someone be thinking about bringing in say, property management in-house?

[0:11:00.7] WS: You know, there are different takes. It's one thing for sure, you need to have little bit of a risk tolerance to be able to bring the property management in-house. You know, if you are not somebody that is able to handle risk, handle pressure, I would not suggest you to bring property management in-house. That is not something, maybe when we grow to a point where you can bring in those people's resources to help you with that, sure.

But early on, not like – if you're not an operation mindset, if you're not mentally, you know, strong from there, I would not advise it. For us, we brought it in within three months of our acquisition of the first property and it was more because we are just you know, financial backgrounds, we couldn't see somebody else run our operations. We saw so many inefficiencies, we just had to bring it in-house.

[0:11:48.2] PG: There are other external factors that play a role as well, depends what market you are in. If you are tier-one market for example where there are really awesome property management companies, go ahead, partner with them, right? Make sure you're still communicating, you're still having those daily or weekly meetings, so that the vision is aligned, right?

If not, then yeah, plan, plan, plan. You need property management software. You need some really good people and you need to have a lot of time to spend on it. You need to understand your properties, you need to understand the bones of your properties and everything and if you have enough time, you'll be able to figure it out. In the end, I don't think anybody would regret doing property management.

[0:12:30.3] VB: Yeah, from our short answer from our perspective, as soon as you can.

[0:12:34.3] PG: Yeah.

[0:12:37.2] WS: I love how you stated like controlling the value chain and ultimately to deliver the predictable outcome, right? What are some other things that's really helped you all to do that or to really master that as much as possible outside of say, bringing property management in house and maybe we talk about bringing even construction in as well, but anything else?

[0:12:58.3] VB: You know, it's essentially, it's materials as well, whole supply chain of materials. It goes back to design. Like it starts for us way early and this is again our corporate culture is reflecting that in us. Princi, whenever we do an acquisition like, for instance, we're under contract in a property right now, we have already looked at all the kitchens, we have designed the kitchens, Princi has already looked at them and what we always try to do is we try to standardize the designs as much as we can.

To give an example, the first property that we bought, the 45 units, it had like, more than 10 or 15 different designs, I think it was probably 30, right? 30 layouts that we started with that you could have to do with. Princi, I feel like this doesn't make any sense, right? It's so confusing for us, forget about the contractors or the workers are going to work on it. How confusing is it for

them? There's a lot of room for error. And going back to Six Sigma, get all the waste and so Princi took the design and she narrowed it down to I think probably three layouts and we standardized the layouts. We ordered materials from the layout.

We were like, how – give a little bit more background on Waahe Capital and our company. So, we are impact investors and what we mean by that is we want to provide really great products to our tenants and at the same time, we know if you have to provide their great product to the tenants, how do you make investors a lot of money in the backend? To that, is sourcing for us, the materials is one of the biggest costs. You go source materials. Next is a labor, you bring it in-house, these are the ways we were able to do it.

We source directly from manufacturers. We get rid of multiple layers. We installed quartz counter tops. We installed eco-friendly products. Our flooring is 100% waterproof, our cabinets are hard to compliance which is the most strictest compliance for emissions. All our paints are premium low VOC paints. When a tenant comes in, it's really coming in to a very safe and beautiful housing, that's been our number one go to thing.

These are all reflections of our corporate world is like, "how do you solve that problem, right?" It becomes solving a first order problem. It's like, "Okay, yeah, I want to put great materials, how do I solve that?" Look at sourcing, get rid of layers, we went directly to manufacturers, even though it was a 45-unit, we brought in containers, we brought in containers both you know, flooring for cabinets.

[0:15:15.8] PG: And then the first project, it was really all our money. We didn't even raise any capital from family and friends. We wanted to figure it out on our own cost. That, in a way was a blessing because it made us take on more risk or be more liberal with how – the idea came up with what do we want to do? It was enriching lives, enriching lives of our tenants, you know, enriching life of our investors, us, you know? And building this company that has really solid foundation and let's figure it out, right? We knew we were going to make mistakes and we did.

Yeah, right from the start, with the 45 units, we knew exactly what we wanted. And since then, that has really become our template approach. So that was our learning grounds as you may

say it and yeah, since then, it has really helped us, now we just take that playbook and then apply that to every acquisition that we do.

[0:16:08.7] WS: I love that. I love – I mean, you're really diving in to every portion of the business or the operations per se, so you can save as much money here but provide as much value as possible and not just thinking about investors. But really, scaling the – pulling that blind back a little bit and not just saying, “Okay, go contractor, you go take care of that, tell me what we need to do.” But I love how you were thinking ahead and saying, I have 15 different floor plans or you know, kitchens, whatever. You know, taking it down to three so you simplify those things as well.

That's incredible. What's been some of the – say I think you said in 2015 is when you all started getting into multifamily?

[0:16:46.6] VB: In 2017, we bought our first multifamily. Started educating ourselves in late 2015, I found about multifamily.

[0:16:53.9] WS: Okay that what it was, you know in growing the brand that you all have and obviously the platform bringing in these, the property management construction in-house, what has been a couple of the largest hurdles that you've had to cross figuring that out and growing a team like that?

[0:17:10.2] VB: So, it is a very interesting question. So, the biggest hurdles you would say is trying to do things differently. You know everybody is very set in the race and it's maybe my sort of mentality, maybe it is the industrial engineer in me or maybe it is just our growing up and coming all the way across to a different world. We were always flexible. We were always very adaptable to change.

And from Silicon Valley we learned you've got to disrupt things. You got to change the status quo. If you want to achieve a different result, you got to try different things I mean and maybe you are successful. And so, we just took that approach. And for us, I think the biggest thing to this date is getting much easier is to get employees into that vision, to that mode of, “Yes, it is

going to be different. Yes, it is different. Just believe in it, try it, if you don't like it we'll go back." I think just having everybody change their perspective has been the biggest challenge.

But it is actually very funny because now they are beginning to start after like two, three years of beginning to start the same language. And it is very humbling to see that, yeah.

[0:18:12.0] WS: Could you elaborate a little on that vision or how – Is it just the mindset? What is it that they are having to change? Because it is difficult, I just love to hear a little more.

[0:18:22.4] VB: Sure, I think Princi talked about the leasing side of the business and I will give the construction side.

[0:18:26.1] PG: Yes, for example leasing. We do off-site lease. We have a team that takes phone calls and does all the place the ads and everything and we do ads in English, in Spanish. And it was very difficult to have a proper manager to convince them that this is going to work because what we saw was – So the way we look at things is we look at the challenges and see how we can solve those.

You will have a property manager sitting in the office having a conversation with the resident and his phone or her phone is ringing, there is no way they are going to be able to pick up the call and in this process there's only lead that is just going to pass by. So, what we did was we and this was back in 2017. It just came from our technology background because yes, there are things that can be outsourced and there are things that should be done in-house, right? So, we outsourced the leasing until the time that that leasing converts to our tour.

[0:19:17.7] VB: Outsource meaning our VA's. So, they are still in-house, yeah.

[0:19:21.9] PG: It is still in house. Of course we have our own in house VAs and yeah that was a little bit of a challenge. We have the property managers change their mindset. Once they're there it is just amazing now they just absolutely love it that their calendar is being planned and monitored and being run by somebody else and they just have to start the process from the time a resident comes in and the tour starts.

[0:19:45.3] VB: I think the biggest challenge for them to give away that control. They're like, "How am I not posting? How am I not generating the lead?"

[0:19:51.9] PG: And then sometimes you have to be a little flexible. We were with some of our property management. We said, "Sure, go ahead. If you want to post, you can go ahead and post as well." So, let them also be part of that process and then at some point have that realization that it is not even worth it, you know? I shouldn't be doing this.

[0:20:08.8] VB: Because there is a team sitting that is just doing this day in day out like by the hour. They are posting, they are answering phone calls, screening everything and making sure the qualified leads are turned into calendar invites and they are scheduling on the property manager's calendar. So, we're trying to make their life easier. So, I think on the property management side, this is by far being our biggest struggle or not so much right now but yeah. It is the biggest change that we have to train people on.

[0:20:33.4] PG: And on construction side as well, what we noticed was a lot of people what they're looking for is research and someone to hear them up for example to be part of a team, to know why we are doing what we're doing. So Vikram does this great job every morning when he has a morning meeting with the construction team. He always talks about our vision, where we are, where are going next. So that everybody is aligned.

Everybody understands what we are doing, it is not just turning another apartment for example, right? It is just more than that.

[0:21:04.8] VB: Yeah, so for me it has been a built-out teams in set of threes. So, a group of three people they go attack each unit and tackle it down. And the three is – I am training them across all different trades that we do every time with the renovation meeting. The flooring, the painting, so for them that was like, "No, I do drywall. I only do flooring." I'm like, no you are going to do everything because it is a standard material. It is designed for us, it is the exact same quality, it is the exact same design.

Whether it was two years ago or not it is the exact same thing so you can learn it. Don't worry, the learning has to be once and then it is just repetition of that fact. So that is something that

has been a challenge for them to say okay and just like this there's nothing – I didn't come up with it. This is very standard in manufacturing. You are bring in a team, you cross train them and you know that the team is more robust. So the team moves forward together.

So that's what we have been working on. And I was really happy that they started picking up some lean language along the way. So I was surprised this morning when they brought it up, actually this week when they bought it up some lean Six Sigma stuff. So that was very, very gratifying to hear that, yeah.

[0:22:13.1] WS: How do you all motivate employees or do you all incentivize them in any way?

[0:22:16.9] VB: On the construction side of the business and everything else and in here, I want to give a plug into Coach Trevor, right? We work with Trevor McGregor. He's been really instrumental in bringing out a lot of the stuff because here is something which is corporate not really great at is the motivation factor. There is a lot of red tape around it. Yes, they do a lot of stuff, they do a lot of things. But it is never for – at least to me it has never been natural.

It's been very yearly planned or whatever they are doing this exercise or team or whatever and it was very planned. It didn't seem like, "Yeah they were doing it for us." It didn't seem like it was coming natural. So, you know coached really helped up convert that into some gamification as well he calls it some stuff. So, we do Friday shout outs. So, Friday shout outs is all the team is together and we'll ask them you know, what is the shout out. If you want to give a shout out for somebody this week and they will.

So initially nobody would say anything. So, I started giving shout outs to people as I would observe them, training somebody, trying to help somebody or doing some exceptional work. One guy cleaned an apartment that was so bad you couldn't stand, you couldn't get into it but this guy single-handedly cleaned the trash out, got everything cleaned up so he deserves a shout out, you know? He is doing that. So, we strongly believed in shout outs.

Of course, there are monetary incentives as well as we come along as we get faster. Of course, there is incentivized payouts. But most of it is just that human touch just to make them feel like you are human, we are appreciating what you're doing. And then going back to the book by

Dale Carnegie about *How to Win Friends and Influence People* is all about even if there is something they did something wrong, you talk about probably for five seconds.

The rest of the time. You are talking about what all they did good and slowly they will start compensating for whatever that thing they need to work on. So that's what's worked out for us.

[0:24:10.3] WS: Great advice right there, no doubt about it. Yeah, I appreciate you sharing that. I am always thinking about how incentivizing employees and just I want them to be a part of the team. I want them also to have the entrepreneurial mindset kind of what you all are talking about, you know how do we fix these problems you know have that mindset and not just see it as this massive hurdle.

But what is a way that we haven't talked about that you all have recently improved your business that we could apply to ours?

[0:24:35.1] VB: So, I think Princi loves saying this, it is working hard. The first thing is just work hard at anything and everything that whatever you're encountering because we all have different viewpoints. We all have different businesses. We are all coming in at different angles, right? And so whatever that angle is, whatever that responsibility is, just work hard at it. Just give it your 100%. Statistician might not agree but give it your 200%. There cannot be anything over a 100%.

But you know give it your 200%. And then what will happen is you will – things will come to you very naturally after that. And then once they come naturally, you make a template approach and Princi says it best. And then you automate them. Then you work smart with that hard work and go solve another problem. I think if I have to give a high-level stuff, that is what it is. it is all in hard work.

[0:25:24.5] PG: Yeah and that's where an entrepreneur mindset is and should always be: That first, you need to figure out yourself. Like if I am not confident and I don't know something, how can I even expect or know what to expect, right? So, we always, me and Vikram even though we are challenged by time, but we always try to figure it out ourselves and then we try to optimize it and then we give it away. So, yes.

[0:25:49.9] WS: Love that, build a process right? And then you can improve it.

[0:25:52.5] VB: Yeah absolutely and then you're into it and do it. Yeah.

[0:25:55.6] WS: So how are you finding investors right now?

[0:25:58.8] VB: So it was first 118 units that we bought, we just pretty much use our own capital. So weren't sure we wanted to go the syndication route or not. Why would anybody give us any money, you know?

[0:26:10.3] PG: Plus you didn't even own much.

[0:26:12.0] VB: The typical mindset you have at the very beginning, right? But then it was we had friends and family come in as they started to learn about what we are doing as our business so we have that. We have co-workers who have come in. So, we have been very fortunate that our friends and family and just being in Silicon Valley and surrounded by these successful people and sharing our stories has been extremely helpful in bringing in this pool of investors.

[0:26:35.9] WS: What does that look like sharing your story? Is that like you're at an event somewhere and just a group of people talking and you know all of a sudden these people become investors just because they hear about your success?

[0:26:46.4] VB: Yeah, we met at an event. So yes, it is definitely going to the events and doing that and that is very important because you are in a place where everybody flew in. They are locked in, you know they have highly motivated people that are in that place and sharing your stories means a lot. So, there is one definitely things. Speaking on a podcast like yours is a great opportunity to connect with individuals who share the same view points as you do, right? And so, these are definitely big.

And then for us, another one has been is when we go to work get together or parties and then friends and then these things come up, "What are you doing?" So, things happen there, friends are there. So, it's just word carries. So that is definitely the beginning. But what you are doing is

I think the ultimate marketing approach is to have a podcast and having a view point that has strong effects with these that belongs to you.

And you are able to attract people who have the similar mindset. I think eventually it all boils down to how well can you communicate what are you really doing out there to the world and the world listens.

[0:27:46.3] WS: How do you all like to give back?

[0:27:48.3] PG: So as we mentioned, our company's logo or motto is enriching lives. So the way we give back is first of all is by providing a safe and beautiful housing to our tenants. It starts there and then we do work a lot with our employees, we help them out in their professional and their personal careers. We listen to them what are their goals, where do they see themselves 10 years from now? We have a great team and a lot of the people that work for us, they have never been hurt.

So we make sure that we have the one-on-ones with them and we are helping them and their families and in everything we can do on our side.

[0:28:27.2] VB: Yeah that is actually what we are giving back right now is to work, is to helping people realize what they can do. We have never been afraid like we have this team of more than 23 people and we've never been afraid like what if we train them, what if we make them grow their skillset, what if they leave? So we don't, we believe in if we do that they might stick around and help us even get better, you know? So for us give back is that right now in enriching tenant's lives and everything else.

And then I am very sure as we grow as we will grow somewhere through these areas and to see how we can just continue to enrich people's lives.

[0:29:01.6] WS: Nice, you know I just finished a book, Sam Zell's book, *Am I Being Too Subtle?* And I would say the last three chapters were probably the best. But then he talked a lot about many things you all have discussed just helping your employees have that entrepreneurial

mindset and then he talked about how different employees would leave. But then he encourages them to be the best they can be at whatever they want to go do.

And he finds that you know, a lot of them didn't want to come back. Once they've found the grass is greener on the other side.

[0:29:31.4] VB: Absolutely, this is so true. And to me, that is the biggest thing you can give back because once you train somebody, one person right? You give that desire to one person, just imagine what that person is going to go do that to five other folks? So, I strongly believe this is a huge, it is just part of education, you know whether it is personal education, skill education or whatever else. It is all part of making people realize their dreams and you encourage them and to their potential and unlock their potential, yeah.

[0:29:58.2] WS: Princi and Vikram, I am grateful for your time and just sharing about how you all got into this multifamily business and amazing story by the way and what you all are doing. I love your approach just to helping the focus on the tenants and just the operation side as well and your expertise on the numbers and just making it happen but as lean as possible at the same time and just the focus on the employees as well, I love that.

But tell the listeners how they can get in touch with you all and learn more about you?

[0:30:25.1] VB: Sure, no thank you. So we are at Princi and I, you can go to Waahe Capital, it is waahecapital.com and you can find us both there. Plus you can find us both on social media and one of the last thing we want to just repeat is we believe in impact investing. And we believe in changing neighborhoods. We believe in changing communities. We believe in giving back to the areas and people around it. So, if anybody wants to do that and make solid returns, you know feel free to reach out to us. And let's see how we can work together for the greater good.

[END OF INTERVIEW]

[0:30:58.6] WS: Don't go, yet. Thank you for listening to today's episode. I would love it if you would go to iTunes right now and leave a rating and written review. I want to hear your feedback. It makes a big difference in getting the podcast out there. You can also go to the Real

Estate Syndication Show on Facebook so you can connect with me and we can also receive feedback and your questions there that you want me to answer on the show.

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[OUTRO]

[0:31:39.7] ANNOUNCER: Thank you for listening to The Real Estate Syndication Show, brought to you by Life Bridge Capital. Life Bridge Capital works with investors nationwide to invest in real estate while also donating 50% of its profits to assist parents who are committing to adoption. Life Bridge Capital, making a difference one investor and one child at a time. Connect online at www.LifeBridgeCapital.com for free material and videos to further your success.

[END]