

**EPISODE 1531****[INTRODUCTION]**

**Jason Balara (JB):** The most important skill when it comes to asset management is that find someone who can, that sort of team assembling, the ability to work well with people, because it's not really a question of, if you'll have problems come up, there are going to be problems come up. And you've got to be able to adapt and handle those.

**Whitney Sewell (WS):** This is your daily real estate syndication show. I'm your host, Whitney Sewell. Our guest today, Jason Balara. He's a veterinary surgeon turned multifamily syndicator, who has used real estate to change his and his family's lives for the better. A sourcing operating value-add deals have allowed him to leave that WTO position and focus on growth, freedom, and family.

Jason shares many details today in his expertise that you better be an expert in very soon, if you're not already, or have somebody on your team that's an expert in this. I believe, anyway, all the time, but especially over the next six to 12 months, if not longer, you're gonna learn a lot today from Jason.

**[INTERVIEW]**

There is a position on your team that is so important right now. And I believe over the next year is going to even be more important than it has been over the last five years or more. Our guest today is an expert in this space. And I'm looking forward to this conversation learning more about him. Jason, welcome to the show.

**Jason Balara (JB):** Thank you, Whitney, thanks for having me on, really appreciate it.

**WS:** I'm honored to have you on and to dive in to this expertise. Because, again, I believe it's going to be so important moreso than it has been like set over the last number of years in that

position, just the listener knows is asset management. You better get really good at this. Thank you.

We always want to be really good at it. Right? We've always wanted to be, but due to market conditions, you know, it's been able to cover up many, many mistakes that were potentially being made in management and asset management. So we're gonna dive in there.

But first, Jason, who's Jason? Give us a little more about your background, and other listeners heard a little bit about you. But becoming a veterinary surgeon is not easy, right? It's not an easy task to go make that happen. And then to pivot, right and in a bigger way. So give us some background there, Jason?

**JB:** Sure. I was the kid that always wanted to be a veterinarian. You know, growing up, that was my dream. At the same time, I didn't grow up in a family that had money. So, what I saw always was us moving a lot. I saw us being in sort of apartment after apartment owned by someone else, never really having our own place that we could really call ours. Do what we wanted, and that sort of thing.

And so, that coupled with some people in my family that were doing some construction. So, I sort of in tandem, was interested in construction, and also veterinary medicine,. I ended up going to vet school. But along the way, that decision may have been because I'm from Boston, and I didn't want to work outside. But that's what construction meant to me at the time was being outside and I didn't like the outside and the cold. So that may have played some factor in that.

But basically, Whitney I was all along before, during, after vet school working to have ownership. And so, what that meant, before I had any money was I needed to buy the worst house and figure out how to fix it up. And so, I ended up working a lot of my own houses that translated to working for contractors that you know, and working on other people's houses. So construction and veterinary medicine went together.

Before I went to vet school, I didn't know that you could specifically be a surgeon. And so in vet school, I found out, "Hey, I really like working with my hands." I often say I'm sort of a highly trained carpenter when it comes to doing surgery. But the skill set actually isn't that far off, especially when you're fixing bones. But I really gravitated towards that area of surgery. And so, what that meant was additional training. So it was kind of, again, construction, real estate investing, it always sort of was there in the background, but it was a lot of my own home, maybe helping friends out that sort of thing.

But ultimately, after I finished my training, and I was kind of in the industry for a while, I realized that I got more and more on that. And I know you talk a lot about this, but more and more on that like trading time for money, right? I can't, as a surgeon, I don't make any money if I'm not doing surgery, there's certainly nothing passive about it. And so I started saying what can I do that might be more passive and this goes with being a surgeon as well.

I wasn't completely willing to give up that control and be strictly a passive investor. And so, I started looking at how can I dive into real estate more and I live in California now, it's an expensive market. So, doing you know sort of buying rentals here didn't seem to make a whole lot of sense. And so I started to just kind of go down that rabbit hole of how could I do this remotely? How could I scale it? And ultimately ended up in the space of syndication after doing a mentorship and everything like that. So I started that journey probably about three years ago.

**WS:** Awesome. Well it's interesting path that you took. You really disliked that cold weather though enough to move all the way across the country.

**JB:** 100%. That is why I don't live there anymore because of cold weather.

**WS:** Wow well grateful for your transparency as well. You know, just talking about the construction and vet school all that say. How did you manage it? You know, I know you're in construction and going through all the training to become a veterinary surgeon as well. How did that play together? I know the family was in the construction business. What did some of that look like, as far as managing those time and skills and making all that happen?

**JB:** It meant a lot of nights and weekends. And there are different phases, certainly of training, like, for example, people who've gone to college, if you think about a lot of times people think, "Oh, I'm working so hard in college, there's a lot of studying and stuff like that." But in reality, there's a lot of free time, and you're just a college student. So you're like using it to have, most people are using it to have fun.

The same thing was true for the first three years of vet school where it's it was it's classes, right, you're in school for 30 hours a week or in class 30 hours a week. There's a lot of time outside that if you're willing to use it. And it wasn't just willing, it was necessity. I just didn't, I didn't have money to sort of, if I wasn't working.

So, I worked in something that I found useful. I worked on my own homes. And then, but there were definitely phases along the way where I couldn't do it, right? Fourth year of vet school is entirely clinic, you're there almost all the time. A lot of the time during my specialty training, which is an additional four years after vet school, there wasn't a lot of time for it. So there were parts of that journey where real estate construction and that sort of thing went on the backburner with the exception of I sort of laugh about the term house hacking, because I've always been doing that it just to me, it just means have a roommate, right? Because you can't afford the rent if you don't. So I know people do it strategically now but for me, it was like, "Well, if I have someone live in one of my rooms, then it helps pay the mortgage."

So, I kind of did that. Not thinking of myself as a real estate investor, but thinking of myself as just someone who needed to pay the mortgage. It all just kind of mixed in. And it was beginning of 2020, I finished the renovation on our current home, and was sort of like, "Okay, I need something else to do. And I want it to look more like a business than just this is what I do as a hobby."

**WS:** Yeah, no doubt, you can choose to use that spare time, wisely or not. Right? And yeah, there's so many thoughts about that. But, I want to move into also your skill sets and asset management. I mean, if you can speak to learning some of these skill sets through the

construction business, and maybe any ideas or thoughts how you would guide somebody else to learn that part of the business so they can be prepared to take that role, right? Or, maybe they can't hire somebody full time in that role yet that has experienced.

But how do they learn some of that? Or maybe how did you and how would you recommend somebody else gaining that skill set?

**JB:** Sure. I think I mean, there are certainly programs out there, there are people you can learn from podcasts, books, I mean, all of that. But I do think asset management is one of those things that you very much have to get involved in to really learn all that there is to know. Now I had a background in construction. So I understand the construction side of things. I understand project management, which is a big part of it if you're doing value-add. But, I wasn't really experienced in the leasing side of things and stuff. So there's two components, I think to asset management, there's that construction, if you're doing value-add. And then there's the leasing side of it if you're getting involved in deals with development, so brand new construction, A-class, where there isn't going to be a high level of value-add or construction in that project, you better be really good at leasing or find someone that can.

And, I think maybe the most important skill when it comes to asset management is that find someone who can, that sort of team assembling, the ability to work well with people, because it's not really a question of, if you'll have problems come up, there are going to be problems come up. And you've got to be able to adapt and handle those.

I think with sort of a calm nature, you can't just overreact to everything that happens. Because it's going to be sort of a con, that's basically the life of an asset manager is figuring out, okay, here are these problems that we're facing, what do we do about them? And then, but not just that, what do we do to stop similar things from coming up in the future? And, start trying to get more and more as far as okay, what are we going to see what might be those issues? I think a lot of it has to do with just staying in that moment, being focused on what needs to get fixed right now. But also really looking to the future and how can we sort of make things run better in the future? So that's kind of a broad overview.

**WS:** Yeah, so construction versus leasing. I agree. So, there's a number of different roles within that role, that it could vary to some degree depending on the focus of the asset class. Right? And no doubt, I think, you know, managing a construction team and unit turns all those things. I mean, that's a skill set in itself, much less monitoring the leasing side and all that.

Maybe, think about though for the listener to maybe you can talk about, you know, the difference between some of the roles on, you know, if you have third party management beers still the asset manager, right, so what are your roles? You know, versus them? And I've seen many of those things. And so a lot of different ways, of course, but how do you think that works best, as far as some of the roles that the property manager has, versus the asset manager, and how those kind of fit together?

**JB:** Yeah, the property manager is the boots on the ground. They're the people that are interacting with the tenants, they're mostly interacting with the trades, the vendors, all that. They're doing most of that, you know, sort of day-to-day handling of the business plan.

However, as the as the asset manager, you have to establish that business plan, you have to adequately communicate it to your property management team. And then you need to make sure that you have systems in place, and KPIs and things that you want to look at, to make sure that the business plan you've put in place is being executed. And if it isn't, you have to step in there and sort of steer them in whatever direction that needs to go.

Because otherwise, it's just gonna, you know, sort of, you can't just sit back and say, "Hey, do this, this is what I want you to do." And if it's not happening, you can just sit back and not pay attention. Because you do have, you know, you obviously have investor money, particularly in a syndication that you're the steward of, and it's very important to make things sort of run smoothly. And, right now in the market that we're in, and not just right now, but sort of this last two years leading up, there's been a lot of fluctuation, whether that's labor cost, material cost, interest rates, you know, the interest rates, you hear all these things in the news, but those are

very real things that you have never have to navigate, you know, sort of that world of asset management.

**WS:** Yeah, no doubt about it. A lot of fluctuations over the last couple of years, potentially continuing to fluctuate to some degree over the next a year or two years? I don't know, nobody knows for sure. I don't think. But let's dive in there a little bit, Jason, as far as, you know, speak to. I know the listeners wanted to hear too, right? And you know, if they have deals they are managing, what do we need to be doing different? Or how do we need to be preparing for the next six months? 12 months?

And what does that look like, as the asset manager, there's probably a number of things there, we can dive in on even more, but let's start there. I'd love to hear maybe KPIs you're measuring. And, you know, I'll ask you these questions again, in a moment, probably but, KPIs you're measuring, and then maybe how that's changed, or how that's helping you to prepare for the next, you know, 6-12 months? What may be coming?

**JB:** Yeah, again, if you just break it down into that the two sides of asset management, whether it's leasing or construction management. So, on the leasing side, you know, you're looking at sort of the, I guess, the standard funnel, but you're looking at leads, you're looking at where are those leads coming from? Are they phone calls? Are they drive throughs? Are they website traffic? And then you're looking at how many of those leads convert to a showing? How many of those showings convert to an application? How many of those applications convert to an actual leased unit?

So you're looking at the numbers that, again, leasing is maybe one of the most important skills that there is. And that's where your property manager is going to be doing most of that. You're just kind of monitoring and making sure that it's really going the way that you want it is. And then if it isn't, you got to make some tweaks and work on how do we make that better? And so it speaks to, you know, having the right property manager in place, whether that's third-party management, or that if you're vertically integrated, that's your own, your own team.

On the construction management side, you're looking at monitoring costs closely, of course, not just, "Hey, how much is this costing us to do?" But is that correct? Just this week, as we're recording this, the price of lumber went back down to pre-pandemic levels. So we should, in theory, now be seeing some of our costs coming down on the construction side. But the contractors, they've been charging so much, you know, this amount for the last year or two. So you have to, I don't know that this is truly a KPI, but you have to be knowledgeable about those construction materials and costs and everything in your particular market. So it's monitoring, that it's monitoring how much the unit renovations are costing you. If you're doing anything else, exteriorly, it's monitoring that and making sure things are going according to plan. It's quality control.

And probably the most, maybe the easiest thing to quantitatively track is unit turns per month or some level of how long do you have a unit down when you do a renovation? Because that's obviously, its cost but it's also lost revenue. So I think probably, that's a fairly comprehensive list of the main thing. And then you can get even more detailed as you're, as you're dialing into your own project.

**WS:** Yeah, no, that's a great list. I think, if most of us were just tracking those things, we would be a lot better off. Right? If we were just looking at those things over time. It's interesting, you mentioned, you know, like cost management. I love how you brought up, you need to be familiar with how much each of these items should cost, right? And well, that tub shouldn't cost that much. You're right, or I got 100 of those two months ago that were this much. And now you're saying it's this much, right? So at least to be able to raise the question, right? Go to the contractor, or whoever, you know, is purchasing those say, wait a minute, you know, this doesn't make sense. I mean, that could be hundreds of 1000s of dollars in savings, right, just in one item like that, potentially, depending on how big the apartment community or you know, your value-add project is.

It's so important that you're able to know some of those things. Speak to the communication between the asset manager and property manager, maybe the frequency, you'd like to see

what that looks like how maybe some techniques you are used to communicate or methods as well?

**JB:** Typically, we have a weekly meeting with a property manager, that sort of a scheduled weekly meeting, I think that's honestly probably standard in the industry. Maybe, once you are at a phase where you're no longer in construction, and you're no longer in that value-add phase, and you're just, you know, sort of leasing and if everything's going well, maybe spread that out. Maybe it's going to be twice a month or once a month, whatever the case may be, once you've gotten into a stabilized asset.

But during this value add phase, you're having that weekly standard meeting. But every day there's communication, whether that's email, or a quick phone call, or whatever it takes. And I get like said, you know, given that I have the background in construction, I get really involved in that side of things. So I don't know if this is good or bad.

But most of the vendors that we use, they have my number. So yes, we have property management, we have a construction manager there. But they also will call me and so it's, you know, or I'll call them and say hey, you know, here's, here's what we're need to be. And so it's kind of keeping that line of communication open and being available, but they are the boots on the ground. So you have to have some level of, you know, sort of trust and, and again, communication of what your expectations are. And if those expectations aren't being met, you have to make corrections. But it's it's truly about constant communication. I think, you know, it's not every day, but it's probably most days.

**WS:** Now, it's such an open line, I feel like you better be on that horse all the time. No doubt, you know, we do that often as well. There's weekly meetings, we're vertically integrated now or have our own management team and company.

But still, there's even new dynamics now that we're learning about as far as communication, right? When you own the management company, it's a very different dynamic versus

third-party. And even the asset manager piece, by itself is a different dynamic. Now that we own the management company as well.

But, before we get too long time, I know the listeners are wondering this, and I want to ask you as well, what's the most important things that we should be focused on right now as far as the asset manager, when we think about the next six months, or six to 12 months, right? Or are you more focused on your unit turns? You're more focused on the construction piece, more focused on the leasing pace, you're more focused on? What does that for you?

**JB:** It's gonna depend a little bit on what exactly your business plan is. One of the things that I've learned is the importance of your debt structure. And, you know, I think a lot of people are about to learn that if they haven't already, because of the timing and everything like that with the market. But you do have to, one of the things that I've always been in construction, I enjoy construction, but one of the things I never really wanted to be was sort of an accountant or a banker, whatever, bookkeeper, whatever you want to, however, you want to refer to it.

But I do think, especially now, with the way things are, you have to be very, very on top of the numbers. Like the rent growth isn't what we have seen for the last two years anymore. The cost of materials, as I mentioned, are changing and maybe changing for the better, but you're still going to have to sort of explain that to the contractor. Why if they were charging you \$10,000 for a unit turn now it should be \$90,00 because the cost of goods have come back down.

There's a lot, I would say right now, to be especially particular about the numbers and it's, quite frankly, I don't enjoy it. But, it's become a very, very big part of what I do and just making sure that everything's on track. We're not you know, sort of overspending unnecessarily. You may need to again, push back on the contractors and just monitoring that very, very closely. I think you alluded to this a little bit. But in the last, however many four or five years, it's been maybe a little bit easier to be an asset manager in the sense that the market made everybody look really, really good, despite maybe some lack of attention to certain details. And I'm not disparaging anyone, it's truly just, we've been lucky for four or five years in terms of how good the market has been. And now we're just going to have to work. I went to a meet up, and the

speaker said, exactly this, that, you know, he was referring to acquisitions, but it's the same thing is that we're gonna have to work twice as hard as we did two years ago, to make things happen, essentially, to make to have positive outcomes. And I think that's the reality.

**WS:** I think it's also the reality, but I think it's whether it's asset management position or acquisitions, I think that applies, right?

**JB:** I agree. Yeah, it applies to sort of all facets, but borrowing that statement, and applying it to asset management, I think, yes, you're gonna have to work twice as hard and find where we can save costs and find, I think, really adaptability. You know, you may have gone into a project, if you took on a project a year ago, two years ago, and you had a certain plan, going into it, business plan, you may have to adjust that plan. Because whether it's rents aren't going up as much as you thought, or you know, certain costs of materials, or you just can't get appliances because of supply chain issues. Like there's all these things that come up that you have to be aware of, and sort of work around to get the project where you want it to go.

**WS:** For sure. Well, Jason, I want to jump to a few final questions. And it's just great information. I just think anybody that's managing or buying apartments right now needs to hear what you just said, even all the KPIs you went through that you're tracking, and just man, you know, do you have a handle on that? You know, as you're an operator as you are managing these units or an asset manager? And do you know what those items are that Jason listed out there? Whether you're its leasing or owner on the construction side? I hope that you or somebody on your team does have a handle on those things, right, are asking those questions that Jason was talking about, and you're familiar with costs.

So Jason, any other thoughts that you may have around, you know, preparing for a downturn preparing for the next 612 months or anything? You know, even as you're looking at new projects, or maybe, you know, I'm looking at investing passively, either way, how do you prepare for that downturn? How do you look at that deal now to ensure that you're prepared?

**JB:** I think it's just being even more conservative in your underwriting, whether that's on your business plan side or on your acquisition side. And obviously, those kind of tied together. But a year ago, everybody said that they were underwriting conservatively, probably not, like probably not realistically, we weren't underwriting conservatively, because in order to get a deal, you have to be aggressively conservative, if that's, if that's a thing. You just couldn't sort of, you couldn't get anything, because people were coming flooding the market.

Now, you have to be because you're gonna get caught up in, you can't take those chances with investor money. And so, you have to be conservative on your underwriting for the debt side of things, right, our interest rates are up. But you also have to be conservative on your underwriting for the construction project. And what that might mean is, say, for example, you were underwriting unit turns to be whatever it is a unit renovation, \$8,000 just throw a number out there. Well, on my underwriting, if I was underwriting it at eight before, I'm probably underwriting it at 10 or 12 now, because it has gone up that much.

And if you can't make the deal work at that number, maybe you have to adjust your business plan to say, "Okay, we're not going to do as sort of nice of a unit renovation or something like that, where can I save costs in here?" And it's really just, you're gonna have to look at every number, even more closely in really dialing. And so I think that may also speak to being, I only invest in Atlanta, that's my market.

I only invest in Atlanta, right now because I want to be dialed in on everything that happens in some markets specific. So I couldn't do these same sort of estimations of my business plan if I were to just go to Phoenix right now. I wouldn't know what the costs are there because they're not the same. So, I think it's just a matter of being really dialed in. And again, you mentioned this, someone on your team doesn't have to be you, but someone needs to know those things. And so whoever that is, you have to really either if it's not you, you have to trust whoever it is that they're really dialed in.

**WS:** What's your best source for meeting new investors right now?

**JB:** Social media, I guess. It's the best in the worst in the sense that it's a lot more work than you might think it is. Certainly, I come from a construction background background. I did not come from a social media background. I've never been someone who sort of want it to be the face of a brand. But I think it's required at this point. I think you just can't. Because even if you're able to meet a lot of people in person, they're still gonna look at your Instagram or they're gonna look at your LinkedIn or whatever it is. I've gone to a couple of meetups recently here. And when I talked to people, they're like, what's your Instagram handle? It's not like, do you have a business card? It's not. It's literally what's your Instagram handle? All right, here you go like, so you're trading Instagram rather than business cards at this point.

So I think just understanding that part of the equation is really important. It's like, start, you have a podcast with 50. I mean, so, like, 1,500, over 1,500 episodes, like, that's brand recognition. That's, you're going to meet investors that way. So I think it's just finding those ways to add to in person meetups.

**WS:** What's your best advice for a passive investor right now?

**JB:** So investors, I think you just have to really vet the sponsor, hopefully, you already know someone. And if you do, awesome. And if you don't, be just careful/ There's been some things come out recently in our industry that some people that maybe did some unscrupulous things.

And so, I think just being careful, especially now, because some people aren't going to get caught in this economy, and they might be desperate. So you just want to be probably, if it sounds too good to be true, it is. Right? So you know, find someone you trust or find someone who knows someone, you can, you know, sort of they can refer you.

**WS:** Yeah, I read a little bit into that exactly what you're talking about there. And it didn't seem like it's too good to be true on many fronts.

**JB:** Again, I don't I don't like to speak badly about anybody. I don't I don't know the facts, either. I just read what I read. So it's kind of things happen. But I think, as a passive investor,

you do have to be careful about, we just talked about social media. I don't know that I would just pick the first person that pops up on your Instagram page to invest \$50,000 with, I think it's, you know, and hopefully people will know that, but it is certainly something to be aware of.

**WS:** Yeah, yeah. No doubt about it. What are some of the most important metrics that you track, Jason, could be personally or professionally?

**JB:** I think, on the professional side, you know, we sort of talked about some of those KPI's. Personally, honestly, Whitney, I'm trying to get better at that. I've always been a sort of work till the work is done type of person, which I don't think -- I think one of the things that getting into real estate has taught me is that I can actually make my life easier and more efficient if I track things.

So whether and I'm trying to take those lessons from the real estate business side, and sort of put them into my my own life. So you know, things like, how many times a week do I go to the gym? Like what time do I get up in the morning, like trying to make things like that be more consistent. And people talk about the miracle mornings, and all of that. And I think you have to do what works for you.

But, I do think, I have two young kids, like I want to be successful in business. But I also want to spend time with my family. And so it first sounded ridiculous. And it's I think, sometimes still, my wife thinks it's ridiculous. But I'm like, I trying to actually like time block and plan. But putting family time into that. And it's like, it sounds, it even still sounds weird to me to say that, like I have to put family time in there. But it's otherwise, it's easy to get caught up in the work. And so I want to make sure that I have my time with them.

**WS:** I appreciate you just being transparent about that. Because I think it's just a real struggle for everybody. And so we've recently done a number of shows, or a few shows with a guy named Jim Shields, he wrote a book called The Family Board Meeting. I'd highly recommend it actually gave it away to everybody that was listening that want wanted a copy. It's a really short book. But man, it's all about planning the time with your children individually and creating

those relationships, right? The time that creating that time. I do that with every team member, right? We have times, I meet with almost every team member on a weekly basis, and then on a monthly basis, even a different meeting of you know how they're doing. And I've done shows on all those meetings and how we do that, but made me think about "Hey, I don't do that with my kids. Why not? Why don't why aren't I that intentional with them?"

So, I appreciate you bringing that up because I want to be a better father than I am CEO, right? Or business leader or whatever. And so, appreciate that. That's right. So what about the number one thing Jason, you'd say has contributed to your success?

**JB:** I don't quit. I just don't, I don't. I don't know how. I guess, I could attribute that somewhat to, you know, sort of tying it back into being a surgeon. If a surgery gets difficult, I can't quit. There's no just like, "Oh, I'm out. I'm out of this one." You have to you know, you're in until the end. And so, I don't know, which came first, if I was always that way, or if being a surgeon made me that way. But I just don't quit and I think that's something that, you know, people stuff gets a little bit hard and like, you know what, yeah, this isn't for me.

And, when for me when things get a little bit hard, that's kind of gets me fired up, like okay, well, here's another challenge to overcome. So for whoever's listening to Looking around, it's not every like, not every day, it's not every day, there are days that I'm like, "This is tough in whatever career path you might have, but you don't quit, and you'll get to the other side." So it's just as simple.

**WS:** Jason, how do you like to give back?

**JB:** We have a few charities that we give back. Right now probably my current focus is starting to my kids, my son's almost four. He's, I think, at about the age where I think we can start to instill that in him. And so, we've gone toy shopping, we're going to do some toy drives and things like so he can see there are people that don't don't necessarily have what we have. And so, I guess right now that's how I'm most focused on giving back is passing that down to my kids.

**WS:** It's awesome. Well, that's a great focus. Well, Jason, honored to have you on the show, and really dive into a subject that's so important, always but even more so now. You know, that it has been like we talked about over the last few years. So just grateful for your time, your transparency, even just remembering it up again, being intentional with planning that time with your children as well. So important. I almost felt the same way at first, like really, "Do I need to plan this? Do I have to do it" But then it's like, no, I have to my schedule is too crazy. I let it get too crazy. I want to be that intentional, and so grateful for you bringing that up.

Again, If anybody wants that book, you can go back and listen to the shows and you can email [info@lifebridgecapital.com](mailto:info@lifebridgecapital.com) and I'll send you that book. Because I feel like your time with your children man it gets away so fast. Right?

**JB:** They grow up so fast.

**WS:** Yeah, they sure do. And so, Jason, thank you again so much and sharing just even those KPIs and all that man anybody listening, you need to write those down. You need to make sure you know what those things are somebody on the team is an expert in just that. Jason, tell the listeners how they can get in touch with you and learn more about you.

**JB:** Sure, the best way is is email [Jason@larkcapital.com](mailto:Jason@larkcapital.com). You can find me on Instagram @larkcapital, at LinkedIn is Jason Balara, just search my name. So any of the social media but yeah, it just shoot me an email. I'll be happy to happy to talk.

[END OF INTERVIEW]

[OUTRO]

**Whitney Sewell:** Thank you for being with us again today, I hope that you have learned a lot from the show. Don't forget to like and subscribe. I hope you're telling your friends about the

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[END]