



9

ways residential management is 10 years ahead of association management

See page 18

2024

p8

Meet the 2024 NARPM® Board of Directors and Committee Chairs

p17

Ready to win in 2024? Remember: The reward is worth the wait!

p28

Focal Point: What makes a great company culture?



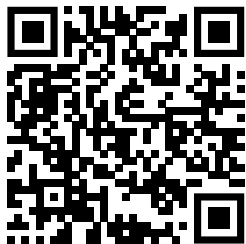
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IN THIS ISSUE January 2024

NARPM® provides resources for residential property management professionals who desire to learn, grow, and build relationships.

FEATURE ARTICLES

- p8** Meet the 2024 NARPM® Board of Directors and Committee Chairs
- p14** 9 ways to say ‘thanks’ year-round to residents
- p17** Ready to win in 2024? Remember: The reward is worth the wait!
- p18** 9 ways residential management is 10 years ahead of association management



MONTHLY COLUMNS

- p5** President's Message
- p7** NARPM® Member Spotlight
- p12** 2024 NARPM® Partners
- p21** Membership Growth
- p22** Regional Communications
- p23** NARPM® Past Presidents' Charity
- p24** Chapter Spotlight
- p28** Focal Point



NEW MEMBER REFERRALS • NOVEMBER 2023

<u>REFERRING MEMBER</u>	<u>NEW MEMBER</u>	<u>REFERRING MEMBER</u>	<u>NEW MEMBER</u>
Ariella Resquir	Andrea Splendorio	Peter Lohmann	Kody Stowell
Brian Anderson	Karin Mitchell	Sean McCarthy, RMPC	Rachel Safadi
Natalie Austin	Danielle Tucker Shepard	Peter McKenzie	Chris Nordella
John Fleckenstein	Bonnie Vazquez	Tahnee Merideth	Bridget Simon
Debbie Gitlin	Savitri Payne	Jayson Peterson	Rex Argyle
Mike Harvey	Steve Winandy	David Pierce	Ayman Guirguis
Bo Jones	Laura J. VanHine	Lori Theurer	David Theurer
David Kane, RMPC	Rachel S. Cartwright	Jim Wilson	Jeff Wilson
Johnny Kinder	Tammy Neuwirth	Jim Wilson	Molly Wilson
Donna Littleton, RMP® MPMC	Matt M. Martin		

EDITORIAL MISSION

Since 1989, the NARPM® news magazine has been a key focal point for the organization. The *Residential Resource* keeps members up to date on association events and provides valuable industry advice and insight. NARPM® members receive the *Residential Resource* as part of their membership, included in their annual dues.

The *Residential Resource* is published monthly, with occasional combined issues. Submit articles by email as a Word doc to: publications@narpm.org. You will be advised if accepted. Items mailed in for publication cannot be returned. Address changes may be forwarded to NARPM® National. NARPM® reserves the right to edit or refuse all publications for content and selection. Members are encouraged to submit articles for publication. Printed articles help earn members credit toward their designations.

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An award-winning publication, the *Residential Resource* has won APEX Awards of Excellence, a Gold MarCom Creative Award, and a Communicator Award of Distinction for Print Media.

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NARPM® NATIONAL

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SUBSCRIPTION

If you are not a member of NARPM® and wish to receive a yearly subscription to *Residential Resource* for \$49.95 per year (11 issues), please contact info@narpm.org to sign up.

NARPM® ANTITRUST STATEMENT

It is the policy of NARPM® to comply fully with all antitrust laws. The antitrust laws prohibit, among other things, any joint conduct among competitors that could lessen competition in the marketplace. NARPM®'s membership is composed of competitors; they must refrain from discussing competitively sensitive topics, including those related to pricing (such as rates, fees, or costs), individual competitors or specific business transactions, or controlling or allocating markets. NARPM® shall not restrict members' ability to solicit competitors' clients. NARPM® shall not restrict members' ability to advertise for business, provided the advertising is not false, deceptive, or otherwise illegal.

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National Association of Residential Property Managers

PRESIDENT'S Message



"Welcome Home" represents our NARPM® family. It represents what we do for a living every day, and it provides an opportunity for us to expand our NARPM® family through growth of our current Chapters and planting our seed in new cities.

Welcome Home to NARPM® 2024

What an honor it is to serve as your 2024 National President.

As we begin this new chapter together, let's be reminded of the incredible power and potential that lies within our NARPM® community. Our organization is a dynamic force, and together through collaboration and innovation we will continue to flourish.

The future will bring challenges and opportunities alike. From evolving market trends to regulatory changes and economic shifts, our industry is constantly in flux. However, I firmly believe that by uniting our expertise, creativity, and desire to succeed, we can overcome any obstacle and thrive in the face of adversity.

NARPM® will continue to focus on the importance of nurturing the next generation of leaders. Education and mentorship will be key components, as well as providing the tools that our Members need to succeed in our ever-evolving landscape.

I challenge all of you to help the board and myself support these three simple-yet-powerful words in 2024: PEOPLE, PASSION AND PERSISTANCE.

People: We love this NARPM® family, and we are here to help each other. The people here today are what drive this organization to be better.

Passion: Work to follow a true servant's heart. I ask you to accept the challenge of letting your passion shine in all that you do.

Persistence: Be a part of the effort to ensure our industry's voice is heard and respected in our legislative efforts, and always give your very best.

Your input and ideas matter, and we encourage each of you to get involved with our organization at whatever level seems appropriate. As Members, volunteers, business owners and employees we can all make a difference. It's up to you to decide where you will leave your mark.

I am beyond excited to be the first person to "WELCOME you all HOME" in 2024.

"Welcome Home" represents our NARPM® family. It represents what we do for a living every day, and it provides an opportunity for us to expand our NARPM® family through growth of our current Chapters and planting our seed in new cities. Let's focus on fostering

old relationships made, welcoming new people into this amazing community and providing an unforgettable family feeling that we have all grown to love.



I am also excited to announce that for this year's Past Presidents' Charity I have chosen the Pat Tillman Foundation. This charity is near and dear to my heart in so many ways, and I am excited for the NARPM® community to be supporting these scholars in 2024.

The Foundation – begun in 2004 to honor the life of Pat Tillman, an NFL football player who gave up his career to join the military following the terrorist attacks on 9/11 – empowers and develops remarkable leaders who are uniquely positioned to solve some of the greatest challenges of today and tomorrow. These leaders, known as Tillman Scholars, are military veterans, service members and spouses who work across all industries, including healthcare, education, public service, law, national security and even space. The Foundation has invested more than \$34 million in higher education scholarships and leadership development for a group of people who truly represent the best of us. See the ad for it on page 23.

Thank you once again for all your trust and support. Let us embark on this journey together with shared commitment to the success and NARPM®. 🏠

Melissa Sharone

Melissa Sharone, MPM® RMP®
NARPM® President



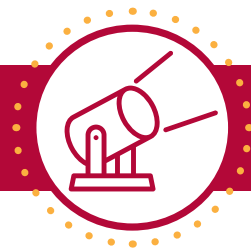
2024 NARPM® President **Melissa Sharone, MPM® RMP®** is President at First Rate Property Management, CRMC®. A Boise, Idaho, native, she is a graduate of Boise State University. She received her Residential Management Professional (RMP®) designation in 2016 and Master Property Manager (MPM®) designation in 2018. She also serves on the advisory council for the Better Business Bureau.

Automate your business
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good night's sleep
back in 2024.



MEMBER Spotlight

GET TO KNOW AMAZING NARPM® MEMBERS FROM ACROSS THE UNITED STATES



Ryan Yost, RMP®, Darryl Kazen Scholarship Winner

Editor's Note: A highlight of NARPM®'s 2023 Convention & Trade Show in Atlanta, Georgia, in October was presentation of the Darryl Kazen Scholarship to Ryan Yost, who earned the Residential Management Professional (RMP®) designation from NARPM®. Kazen, MPM® RMP®, chaired the Professional Development Committee and was a NARPM® National instructor. As such, he was a strong proponent of Member education, mentored new Members and willingly shared his knowledge with others on how to improve their business. He also brought son Rob into the business and helped him grow, encouraging Rob to get his designations. Many in NARPM® lost a good friend and educator when Kazen passed away. The scholarship honors his memory and education legacy. Let's meet Ryan and learn more about him. – Victoria Hecht, Public Relations & Digital Media Director



Name: Ryan Yost, RMP®, First Rate Property Management CRMC®, Boise Idaho.

I've been in property management since: 2021

I joined NARPM® because: I was eager to learn everything and anything about the property management industry. NARPM® had all the resources I was looking for to excel my knowledge, and the amazing

network of people is what sealed the deal!

NARPM® education is important to me because: There are too many inexperienced property managers in the industry who make it tough for those who are doing it the right way. This all correlates back to lack of education. NARPM® education is important to me because it combats this issue nationwide and empowers companies to be better property managers.

My favorite NARPM® benefit is: Having a group of experienced property managers I can go to with any questions.

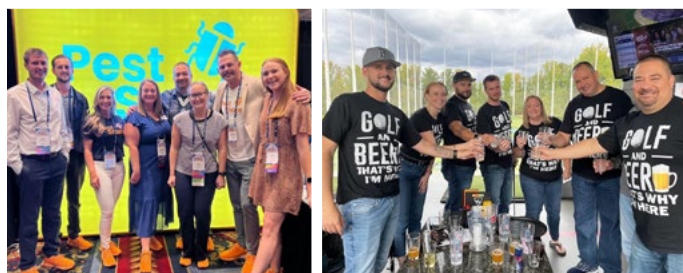
My best advice for those who want to get involved in NARPM® is: TAKE THE LEAP! What you gain from being a NARPM® Member will far exceed your expectations.

I would love to grow my engagement by: Serving on my local Chapter's board in 2024 and hosting a breakout session at a Convention.

My favorite NARPM® event/activity since joining is: Attending classes and conventions. That is the best way to take advantage of being a NARPM® Member.

My favorite pastimes are: Playing live music around town and attending Boise State University football games with coworkers.

Fellow NARPM® members would be surprised to know: I am 25 years old! It's never too early or too late to put your foot in the door of the property management industry! 🏠





2024 BOARD OF DIRECTORS

PRESIDENT MELISSA SHARONE, MPM® RMP®



A little about me: I am a Boise, Idaho, native who loves where I live. I graduated from Boise State University with a degree in communications. Go, Broncos! I am happily married to my husband, Jim, and we have three amazing children. We are investors in a multi-

family complex. We love football and spending time at our cabin in McCall.

My favorite NARPM® benefit: The family atmosphere literally all over the USA and the networking that comes from those relationships.

What do you think is the single best thing NARPM® is doing? Working to keep all education relevant for its Members. This is including content at Conferences and within their classes. They are listening to the needs of Members and making changes accordingly.

PRESIDENT-ELECT AMY HANSON, MPM® RMP®



A little about me: I was born and raised in San Antonio, Texas. At 35, I bought a real estate company that had a property management division. I sold it at 45 and moved to Dallas in 2016. I got married on my 50th birthday in 2021 and am the owner of A Plus Management in Plano, Texas.

My favorite NARPM® benefit: Bringing together like-minded professionals for the betterment of our profession.

What do you think is the single best thing NARPM® is doing? Always looking to improve. Updating and changing education options, improving designation programs and revamping structures for conferences. We are always looking to continue to best serve our Members.

PAST PRESIDENT TIM WEHNER, MPM® RMP®



A little about me: I have two young boys, August and Elijah, who are very active and talk a lot. I love to golf and watch the Ohio State Buckeyes football team and Dayton Flyers basketball team.

My favorite NARPM® benefit: Collaboration with peers around improving our industry.

What do you think is the single best thing NARPM® is doing? Constantly improving. We look at all of our systems and events all the time, and we are always trying to make them better. In all my years on the Board of Directors, I have never heard anyone say, "Well, we've always done it that way, so we can't change."

TREASURER DD LEE, MPM® RMP®



A little about me: I am the mom of three kids and four cats. Running is my drug. The latest race was a 50K Sky to Summit Trail Race in Georgia. I love to travel and am a big foodie. You can get me to show up anywhere by offering food to me. Helping others succeed is a passion of mine, so I love to mentor in my free time.

My favorite NARPM® benefit: It's impossible to pick one. My favorite personal benefit would be the relationships I've gotten out of being involved. People who choose to become property managers are a special group of people, and we know what each other goes through in this business and bond easily over shared stories and experiences.

What do you think is the single best thing NARPM® is doing? Providing different platforms for Members to share with Members, whether it's through social media, virtual classes, Conferences, the Community section of the website, etc. NARPM® allows Members to early connect in many ways.

NARPM® 2024 BOARD OF DIRECTORS



NORTHWEST REGIONAL VICE PRESIDENT CYNDI D. MOORE, MPM® RMP®

A little about me: My dream vacation is sun, warm sand and drinks with umbrellas in them. My perfect evening is good humans, good wine and great food. My latest good reads are “We Should All Be Millionaires,” “The Checklist Manifesto” and “The Five Dysfunctions of a Team.” The next item on my bucket list is jumping out of a plane.

My favorite NARPM® benefit: The ability to join forces with the industry's top performers and learn together. How cool is that?

What do you think is the single best thing NARPM® is doing? Connecting people with a passion to elevate the industry by challenging the status quo and daring to be better and do better.

ATLANTIC REGIONAL VICE PRESIDENT STEVE PARDON, MPM® RMP®



A little about me: I like football, golf, smoking meat and being on my houseboat.

My favorite NARPM® benefit: Having a network of people to ask questions.

What do you think is the single best thing NARPM® is doing? Growing the PAC. Holding the Broker/Owner Conference & Expo is a close second.



SOUTHWEST REGIONAL VICE PRESIDENT BEN PARHAM, RMP®



A little about me: I served in the U.S. Navy as a cryptologic technician (technical) 2nd class pretty officer. During that time I obtained my real estate license and worked part time in real estate sales. After completing my service, I worked for the National

Reconnaissance Office, where I helped design, launch and bring online a reconnaissance satellite program. Deciding I wanted a career change, I left national defense and entered real estate and property management full time in 2007 and have been doing it ever since.

My favorite NARPM® benefit: Community! NARPM® has so many benefits, but first and foremost is the relationships I've made with other property managers in the trenches working in this fantastic industry. Knowing that I have a tribe of people I can call at any time to solve a problem or simply to vent helps to keep this job fun in what otherwise can be a stressful business.

What do you think is the single best thing NARPM® is doing? Education! It's what separates our Members from other property managers who are out there trying to wing it.

CENTRAL REGIONAL VICE PRESIDENT ANGELA HOLMAN, MPM® RMP®



A little about me: I love to travel, especially with my daughter. I also have a bunch of scrapbooks to document our travels. I am a gym rat who loves group fitness classes but will do weights because I should.

My favorite NARPM® benefit: Other NARPM® Members! I have learned so much from my NARPM® family,

and it has made me more successful.

What do you think is the single best thing NARPM® is doing? The legislative efforts from NARPM® National are the single best and most important thing.

NARPM® 2024 BOARD OF DIRECTORS

PACIFIC/PACIFIC ISLANDS REGIONAL VICE PRESIDENT JERROLD JAY JENSEN, RMP®



A little about me: I am a Salt Lake City native but now call Portland, Oregon, home. My wife, Sarah, and I have two daughters and a third daughter coming in February. I have had the privilege of working with my father-in-law, Chris Hermanski, at Mainlander Property Management for the last 10 years. I have grown a passion for small business and the processes that make a company successful. In my spare time I enjoy spending time with my kids and wife, skiing, woodworking and sports.

My favorite NARPM® benefit: I know, like many others, I really enjoy the relationships. When you serve with people and have a common goal, so much growth and learning can happen. I have seen that with my experience as I continue to get involved. Not only has my professional career benefited but I have grown in my perspective and as a leader

What do you think is the single best thing NARPM® is doing? I think the opportunities for local leadership stemming into national leadership is great. Having been going through that process the last couple of years I have seen how the structure has benefited my experience and makes it easy for me to connect with people and get to know them.

SOUTHEAST REGIONAL VICE PRESIDENT KATIE MCNEELEY, MPM® RMP®



A little about me: I was born in Boston, raised in the Midwest, obtained my degree in rhetoric and professional communication in 2002 from Iowa State University, and eventually made my way west to Portland.

I began working for my mentor in 2004 at Jim McNeeley Real Estate & Property Management Inc. I am a licensed broker and oversee operations at JMRE. I have two amazing daughters, Riley and Sammi, who fill most of my out-of-office time with their many activities and shenanigans.

My favorite NARPM® benefit: Relationships! I have met so many amazing people along the way, and the support, encouragement and knowledge I have received from other Members is staggering.

What do you think is the single best thing NARPM® is doing? Connecting people. The networking opportunities and education from people that are in and know this industry are incredibly valuable.



2024 COMMITTEE CHAIRS

COMMUNICATIONS/MARKETING CHAIR JEFF LEY



A little about me: I am married with two kids. Summer, 18, who just started Mississippi State, and Cody, 15, who likes beekeeping. I'm originally from Powell, Wyoming, but now consider Nashville, Tennessee, home.

My favorite NARPM® benefit: Conventions.

What do you think is the single best thing NARPM® is doing? Connecting and educating property

MEMBER SERVICES COMMITTEE CHAIR MATTHEW VANHOUGHTON SR., RMP®



A little about me: I have lived in Charlotte, North Carolina, for 18 years and been in real estate for 17 of those years. I have been married for 17 years to my amazing wife and have two children: Sophia, 6, and Matthew Jr., 5. Faith, family, real estate...in that order.

My favorite NARPM® benefit: Networking! NARPM® networking is fantastic.

What do you think is the single best thing NARPM® is doing? Peer-to-peer interaction.

NARPM® 2024 COMMITTEE CHAIRS

PROFESSIONAL DEVELOPMENT COMMITTEE CHAIR PAMELA GREEN, MPM® RMP®



A little about me: I am the mother two amazing kids, Austin and Emily, and two fur babies, Turtle, “The Best Rescue Shepsky Ever,” and Monkey, the “Diva Cat.” I love spending time with my family, my better half, rock and business partner, Ian. I love coffee, Riesling, Diet Coke, sewing, crocheting,

crafting, watching Court TV and crime documentaries.

My favorite NARPM® benefit: The relationships you build are invaluable. I believe I can reach out to almost any member for a conversation, to share concerns or to seek advice. While NARPM® offers numerous other advantages, it's the incredible people you encounter and the strong bond of togetherness that truly stand out. I love my NARPM® family.

What do you think is the single best thing NARPM® is doing? It's impossible to choose the single best thing. NARPM®'s dedication to actively listening to their members, offering updated and comprehensive education, and assisting in the growth of their members' businesses is their passion. NARPM® positions property managers as the KEYSTONE in our industry.

GOVERNMENTAL AFFAIRS CHAIR LACY HENDRICKS, RMP®



A little about me: I am the Director of Sales and Marketing at Hendricks Property Management in San Antonio, Texas, a family-owned business for over 30 years. I currently serve as the Secretary of the San Antonio Metropolitan Area Chapter of NARPM®

and have volunteered extensively with the Board of REALTORS® in governmental affairs and Political Action Committee fundraising. In 2007, I graduated from Texas State University in San Marcos, Texas, with a Bachelor of Science in digital and photographic imaging. After several years of working in the tech sector in Austin, I moved to San Antonio with my husband, Kyle Hendricks, MPM® RMP®, to learn the family trade. We have two amazing boys, Austin and Logan. Days off are spent with extended family with frequent trips to the lake, beach and Texas rivers.

What do you think is the single best thing NARPM® is doing? Legislative work, obviously.

TECHNOLOGY COMMITTEE CHAIR ZEESHAN BHIMJI



A little about me: I am dad to Noah and love travelling the world with, cooking and teaching! I started my property management company in 2009 and now own 12 franchises managing over 2,000 doors at a time. Since then I also launched other businesses, including ShowingHero

and Code Ninjas. I enjoy working with mastermind groups and developing tech-enabled processes to help businesses become more efficient and profitable. I also volunteer to teach math, finance and entrepreneurship to youths.

My favorite NARPM® benefit: Community.

What do you think is the single best thing NARPM® is doing? Focusing on bringing more value to Members by making them help each other.

WOMEN'S COUNCIL OF PROPERTY MANAGERS CHAIR ASHLEY ADREONI-ROMO



A little about me: My mother worked as an accountant for a property management company, so I started out as a receptionist for them when I was 19. After working my way up to an office manager, I began managing multi-family property and overseeing onsite manager and maintenance staff. I became regional manager before leaving to join Lyon Property Management. When our director retired in 2019, I was promoted to Director of Property Management.

My favorite NARPM® benefit: The ability to see those in our industry not as competition but as colleagues.

What do you think is the single best thing NARPM® is doing? I love what NARPM® is doing with the creation of the Women's Council. I personally have gained so many insights, not just from women in similar positions as me, but also from a national perspective

NARPM® 2024 COMMITTEE CHAIRS

2024 BROKER/OWNER CONFERENCE & EXPO CHAIR TRACY STREICH, RMP®

A little about me: I have been married for 30 years to my wife, Heather, and have three children: Ethan, Landon and Hadley. I was born and raised in Oklahoma and have lived here all my life.

My favorite NARPM® benefit: The Broker/Owner Conference & Expo.

What do you think is the single best thing NARPM® is doing? The two National Conferences: Broker/Owner and Convention. They give property managers from all over the country the opportunity to get together, network and collaborate. The education and networking I have gained from these two events over the years has been invaluable to my business.



2024 NARPM® CONVENTION & TRADE SHOW CHAIR MICHELLE BAKER, RMP®



A little about me: I am the proud mother of four wonderful children and a nana to five beautiful grandchildren. I enjoy off-roading in our Jeeps, collecting antique cars, raising chickens and indulging in my hobbies of knitting, reading and writing.

My favorite NARPM® benefit: The training that is offered to make you a better property manager.

What do you think is the single best thing NARPM® is doing? Establishing a benchmark within the property management industry, offering Members the tools to learn and develop and creating an environment where members can cultivate nationwide connections.

VENDOR ADVISORY CHAIR TIM WALLACE



A little about me: I'm a West Coast kid who's learning how awesome the warm ocean water and lower elevation mountains are. I've got three awesome kids who keep me sane but also a little crazy. I'll always be a band geek and obsess over way too many metrics and facts for the teams I love. I manage field marketing for Tenant Turner and thrive at building relationships built upon awkward introductions and building others up.

My favorite NARPM® benefit: The opportunity to serve with so many different people managing different businesses in different areas.

What do you think is the single best thing NARPM® is doing? Collaboration and education.

2024 NARPM® Partners



2024 Official Partner



2024 Official Partner



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Vanessa Perry is a Content Developer for London Computer Systems, a developer of business-critical technologies. The company's flagship product, Rent Manager property management software, incorporates advanced accounting, maintenance, and CRM systems; customizable residential portfolio tools; integrations with the industry's leading PropTech providers; and much more.

9 ways to say 'thanks' year-round to residents

Showing appreciation to tenants goes a long way toward building positive experiences for all. Here are practical ways to do that from move-in to move-out and all year long.

Prepare a welcome basket: It's important that residents feel appreciated as soon as they receive the keys to their new home. Imagine their reaction to finding a basket filled with goodies at their doorstep as soon as they move in?

This simple gesture can include inexpensive items such as snacks, toiletries, water bottles, pens, general information about the neighborhood and a nice handwritten welcome note from you. A little goes a long way.

Respond in a timely manner: As the saying goes, "Timing is everything." This is especially true for how your operation deals with maintenance issues and requests, questions or concerns your tenants may have. Not only do they expect you to respond quickly with a solution, but your residents also want you to be honest about the situation.

Responding in a timely manner shows that you care, you're thankful that they're a part of your community, and want them to have a great experience in their home and with your company.

Remember special occasions: There are no rules for which events to celebrate. Birthdays, holidays and move-in dates all deserve to be acknowledged! A simple email or a greeting card in their mailbox acknowledging a special occasion or milestone goes a long way in showing your appreciation for them being a part of the community.

Check in often: Sending an email or text that says, "Hello! How are you?", is easy to do and shows you have an interest in your renters' well-being. Not only will they appreciate hearing from you, but they may be willing to provide valuable feedback about goings-on at your property — a win-win for all!

Inform them: We all know that consistent communication is key for any successful relationship — personal or professional.

In addition to check-ins with your residents, creating a monthly or quarterly newsletter is a great way to keep them in-the-know. Include

important dates for them to be aware of, details about upcoming projects and improvements, and general information about the surrounding area. Your messages can be as formal or informal as you'd like — as long as they're informative!

Offer special discounts: Everyone loves a great deal, especially at their favorite spot. Surprise your residents with discounts at a few restaurants and businesses in the area. Typically, local establishments are open to working with property management companies on discounts because it brings more customers in the door. You can share these discounts in the welcome basket for new residents or your newsletter.

Host resident events: While hosting a holiday gathering is an obvious occasion to start with, regular get-togethers don't need to be elaborate. An event as simple as inviting your renters to meet for coffee and conversation at a local restaurant or even starting a monthly book club can be a great step toward establishing connections. Either way, the engagement you have with your residents will be worth the effort.

Make some upgrades: We all know that actions speak louder than words. What a great way to give thanks to your residents by showing them appreciation through your deeds. Making upgrades to their homes is a sure way to keep your renters happy and at your properties when it's time to renew their lease.

Whether it's with smart-home technology additions, appliance upgrades or landscape enhancements, you can't go wrong with this tried-and-true approach.

Ask their opinion: Why do your residents enjoy living in your homes? Do they have any suggestions for improvements? What would they like to see that's not currently available? These are just a few questions you can ask your renters to engage with them and show you care about what they think.

When asking their opinions, make sure you provide convenient ways for them to give you feedback by using their preferred method of communication (email, text, phone, etc.).



Resident



KEEPING RESIDENTS **IN-THE-KNOW**



Rent Manager users can now give their residents anywhere account access with the **rmResident mobile app**.

Even When They're On-The-Go

rmResident enables renters to:

- Make and view payments
- Submit and review maintenance requests
- Connect with your staff
- And so much more

Full details at
your fingertips.



Do YOU HIRESMART?



 **Proven Recruiting Process with Guaranteed Results**

 **Save up to 67% on Payroll Costs**

 **Hire in less than 28 Days**



HIRESMART
Virtual Employees



www.MeetHireSmart.com



Anne Lackey is the co-founder of HireSmart Virtual Employees (<https://hiresmartvirtualemployees.com/>) and HireSmart Cares (<https://hiresmartcares.org/>). In the past two decades, she and her husband, Mark, have started seven successful businesses. She started as a real estate investor in 2001 and a Broker/Owner in 2005. She worked in various human resources and sales roles in corporate and officially left her last corporate position in 2009. She is a four-time best-selling author, contributor to Forbes, staffing coach, recruiter, trainer and consultant.

Ready to win in 2024? Remember: The reward is worth the wait!

We circled the sun again, read the 2023 news recaps (or actively avoided them), and answered our annual holiday siren call for momentary gluttony with family and friends. Now feels like the time to exercise, eat right and commit to resolutions. The new-start vibe returns every January.

But how long does that fresh start last?

Whether you hit your neighborhood trail in shiny new running shoes is on you. I can't help you there, but, hey, let's talk business! How do you push through your doubts? How can you get multiple cars rolling on your track and steam through the next 12 months?

Here are some tips:

SET GOALS/ACTIONS/MEASURABLES

Perhaps you're like me and spent quality moments in December chilling with your dog in your lap and a warm drink in hand, reflecting on life and the year ahead, not just for you but for your business.

As an avid planner, I always seek to turn reflective moments into workable strategies. For instance, yes, I set key performance indicators (KPIs) for my employees for the year, but I do the same for myself as a property manager.

What are my KPIs in 2024? Perhaps I want to implement a comprehensive tenant retention program to reduce turnover by 20 percent. Maybe I want to achieve a 95 percent satisfaction rate in tenant maintenance surveys. Perhaps I want to implement new technology to cut operational costs by 10 percent. I always contemplate the trio of goal/action/measurable when contemplating my new year in business.

What are my corresponding actions if my goals are owner retention and satisfaction? One might evaluate what owners want and how we can give that to them easily. For example, my clients were always curious

about the "state of the market." So, quarterly, I wrote a Market Update report and sent it out.

It also made a great blog post and kept me relevant. It allowed me to have an easy way to stay connected outside of the "give me money for repairs" type of conversation that often happens in our business. What is something of value you can easily and consistently deliver?

LET INCENTIVES LEAD THE WAY

I mentioned KPIs, and the new year is a great time to refresh those metrics with your team members. What is required for this person in 2024 to be a functioning part of your team? Make it clear.

Review expectations. Set a schedule to review KPIs with the employee, whether monthly or quarterly, and stick to it. If you really want to boost motivation and production, create a second set of KPIs for that same employee and let them see that there's a higher level of achievement, which will bring greater reward.

I love a good bonus program. Why not challenge employees to grab something more for themselves and their families? If my employees are killing it, I offer more compensation for that extra

effort. This does several things:

- It keeps our team focused on our goals.
- It eliminates hard feelings over pay differences because compensation is based on identified metrics.
- It helps me identify who has leadership potential for my organization.

I love that last one! Who are my stars? Who's hungry? If they want to eat, let them! Give them that power. They'll reward you for it.

Continued on page 26 "Win"

**Be involved in NARPM®
in 2024, and I promise
you'll make connections,
find understanding and
big-picture thinking,
and learn many tips
and tricks.**



Scott P. Brady is the owner of Progressive Property Management Inc., Progressive Association Management, Partners Real Estate Group and Ally Escrow Inc. He manages residential properties and associations throughout Southern California and has 65 real estate agents who provide property and community management services. He is also the inventor of Tasteless Weightloss.

9 ways residential management is 10 years ahead of association management

There are obvious differences between residential and association management. The laws are unique to each business channel, the duties of the managers are not the same, and the back-office responsibilities are vastly different.

Even with these differences, you might think sales, marketing and operations would be somewhat similar. We are adjacent industries, and, increasingly, residential management companies are participating in association management.

We may be adjacent, but residential management is far ahead of the association management industry in these nine areas.

WEBSITES THAT WORK

About a decade ago, residential management companies decided to be transparent about their business models on their websites. Most reveal their pricing and programs. The owner was going to discover this eventually, so why not disclose it immediately? Almost all share their value

a percent of the rents collected or a hybrid. That pricing is found on their website and always in the management contract. Little explanation is necessary.

In association management, few, if any companies, can clearly explain their monthly management fee. They make a proposal based on experience with similarly sized communities with similar amenities in their portfolio. It is not based necessarily on the dues collected or number of owners in the community. It seems like they have a Ouija board and arbitrarily pick a management fee. One community's fee may be different from another's for no apparent reason.

HOW WE MAKE A PROFIT

We are clear and straightforward on how we make money in residential management: We charge a monthly management fee to enforce the lease agreement, charge additional fees for additional services provided (such as leasing a

If we can collectively convince this segment that it is not worth their time to self-manage this important asset, there will be more additional doors to manage than there are companies.

propositions and owner programs. A few have a copy of their management contract on their site as well as a map showing the properties they manage.

The typical association management website, however, provides little value. If someone wants to learn more, or really anything, about the company, they must fill out a form and wait for a response. The website may be somewhat informative but not transparent when it comes to their business model. We've made our websites a complete reflection of our businesses.

EASY-TO-UNDERSTAND PRICING

For their monthly management fee, residential management companies either charge a flat fee,

property), offer owner and tenant programs to better protect the asset of the owner and improve the rental experience of the tenant.

Most association management companies break even on their management fee but make their profits on escrows (the sale of properties in their portfolio), collections, reimbursables and bank-earning credits. Few, if any, board members are aware of this and have no idea where the true profit centers are.

REMOTE TEAM MEMBER (RTM) MAGIC

Few industries have embraced RTMs as much as

Continued on next page

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residential management. Initially, they were used to answer calls, then tenant maintenance requests, and now, anything that can be done from a desk can be done by an RTM.

At our company, we have 15 RTMs, who assist with everything from answering up to 600 calls a day to preparing monthly financials, recording receivables, doing payables and assisting both residential and community managers. Our RTMs cost us about 15% of a community manager. I can hire six RTMs at the same expense of one full-time exempt employee.

EFFECTIVE MARKETING AND SUPERIOR SALES

For residential management, we convince the self-managing investment property owner, or the accidental landlord, it is not worth their time for the small amount we charge to manage their own properties. We don't compete with each other (for the most part); we compete with the 70% of small investors who self-manage. We must be proactive in our marketing. We anticipate the frequently asked questions and concerns of prospective clients. We have business development managers whose pay depends upon them securing new doors for our companies.

Association management are usually passive in their marketing, and since very few, if any, communities with more than 20 owners self-manage, wait for a dissatisfied board, of which there are many, to contact them. It is the merry-go-round marketing plan: unhappy boards change companies but experience the same inferior service.

WE ARE GOOD AT WHAT WE DO

I have surveyed investment property owners. Although an estimated 70% prefer to self-manage, of those whom hire a management company only 5% of dissatisfied with the service they are receiving. Once an owner hires a professional property management company, they are overwhelmingly satisfied with that decision.

AppFolio surveyed association boards and found that, astonishingly, over 70% would not recommend their current management company to other communities. Even more shocking, only 10% of boards were actively considering changing companies. That means over 60% of boards are sticking with the "devil they know" and willing to endure inferior service because seemingly, it could be worse.

In residential, some of our owners have been with us 10 years, and they may be with us another 10. We collectively excel at providing superior customer service.

MEANINGFUL OWNER GUARANTEES

Many in the industry offer guarantees to their owners that better protect their valuable real estate asset and improve the rental experience for the tenant. Very few association management companies are confident enough in their

customer service to offer such. Some lock their clients into a one-year contract that can only be cancelled for "gross negligence," and the board has a 30-day window to cancel it or it automatically renews for another year.

SUPERIOR SYSTEMS

There are many moving parts to our industry and a high financial and legal cost for failing to abide by the laws and terms of our contracts. Additionally, with many companies embracing remote team members, you cannot effectively manage a staff member 7,500 miles away and 12 hours ahead in time without ironclad systems. Our industry has risen to the challenge, and now there are numerous software providers to provide ironclad systems and bullet proof processes.

There are exceptions to this rule, but most association

management companies, particularly smaller ones, are mired in checklists and antiquated software. As they embrace RTMs, this may change, but they are years behind our industry.

CONVIVIAL COMPETITORS

Perhaps this was the most jarring difference for me. I have been a part of NARPM® since 2017 and have attended numerous Conferences and events. We don't see each other as competitors, but we battle with the 70% of owners who self-manage.

If we can collectively convince this segment that it is not worth their time to self-manage this important asset, there will be more additional doors to manage than there are companies. In association management, if one company is succeeding, it is at the expense of another

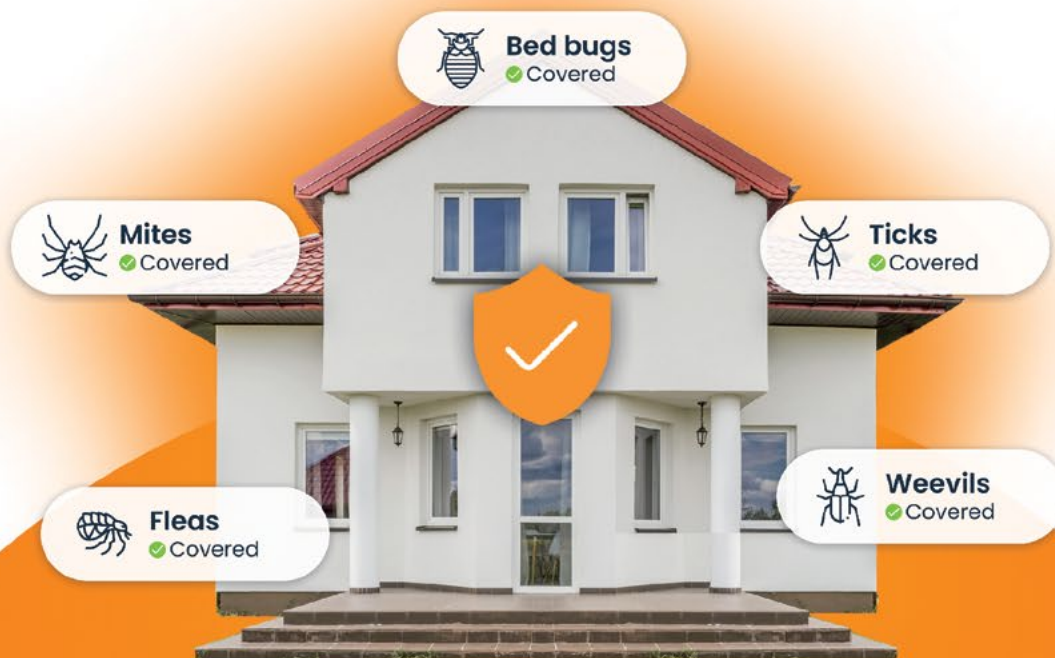
company. It is a "zero sum" game. There is little sharing or caring when owners meet. The climate at conferences can best be described as "tense." I much prefer any gathering of residential management company owners.

In less than four years we have added 130 associations and 7,000 owners by applying to the association management industry what we have perfected in the residential property management industry: compelling value propositions, effective marketing, fair and transparent pricing and ultimately superior customer service. Our pricing can be calculated on our website. We have a map of all the associations we manage, offer four performance guarantees, have a sample contract to review and share the 23 most Frequently Asked Questions of board members to our company.

We are a better association management company due to the lessons learned and solutions applied in residential management. I thank you, my convivial and cooperative competitors, and I thank NARPM® for creating an environment where we collectively raise the bar in our industry. 🏡



Effortless On-Demand Pest Control for Property Managers



- ✓ Automate Pest Control, Save Time & Effort
- ✓ Get Trusted & Reliable Pest Control Service
- ✓ Achieve Exceptional Resident Satisfaction

A pest control amenity for your Resident Benefits Program.
Pest Share turns the expense into added revenue.



1. Tenants submit their pest issue.



2. Pest Share approves service for covered pests.



3. Professional treatment is performed.



4. Tenants enjoy pest control covered by rent!

MEMBERSHIP Growth

NARPM® membership
as of Nov. 30, 2023:
5,991



A WARM WELCOME TO ALL THE NEW MEMBERS WHO JOINED FROM NOVEMBER 1 - 30, 2023

PROFESSIONAL MEMBERS

ARIZONA

Anzor C. Mahatadse
West USA Realty
Phoenix, AZ

Justin Donnell
Thrive Property Mgmt.
Gilbert, AZ

Timothy Achey
West USA Realty
Phoenix, AZ

Julie Plooy
West USA Realty
Mesa, AZ

CALIFORNIA

Megan Gatton
Rent Source Corp.
Palmdale, CA

Edan Avital
HighPoint Real Estate, Inc.
Beverly Hills, CA

Chloe Holder
Staged Homes Real Estate
Vista, CA

Fariba Kharazmi
Keyrenter San Diego
San Diego, CA

Luda Phipps
Property Mgmt. San Diego
San Diego, CA

Shannon Giuliani
Giuliani Properties, Inc.
Fairfax, CA

Rachel Safadi
Cal Bay Property Mgmt.
Saratoga, CA

Tsogtbaatar Sanjsuren
Skybridge Property
Management Inc
Sacramento, CA

Russell Kochis
LRS Realty & Management
San Diego, CA

Bridget Simon
Boutique Property
Management Group
Huntington Beach, CA

Bruce Croskey
Bruce Croskey Real Estate
Pittsburg, CA

Nancy Miranda
Bruce Croskey Real Estate
Pittsburg, CA

Catrina Girard
Girard Group Property Mgmt.
Modesto, CA

Jannell Gard-Lazzarino
Sacramento Delta
Property Management,
Inc.CRMC®
Sacramento, CA

COLORADO

Tim M. Ghaemi
Alborz Real Estate Company
Greenwood Village, CO

Jeremy Hunter
IPMGJ, LLC
Grand Junction, CO

Justin Windholz
Crystal Property Mgmt.
Glenwood Springs, CO

FLORIDA

Zurelys Cardenas
PMI Jewell
Fort Lauderdale, FL

Jennifer Dollar
Orange Management
Orlando, FL

Jaime Aranibar
RPM Allegiance
Aventura, FL

Norma Lopez
Let's Go One, LLC
St. Petersburg, FL

Janelle Weesner
Bianchi Realty & Property
Management Inc.
Seminole, FL

GEORGIA

David Theurer
All County Property Mgmt.
Alpharetta, GA

Matt M. Martin
PMI Georgia
Tyrone, GA

Kristy Vallee
RMS Team at RE/MAX Center
Duluth, GA

Rachel S. Cartwright
Bravo Property Management
and Realty LLC
Braselton, GA

Dionne Stapleton
Bob Hale Realty
Augusta, GA

HAWAII

David Do
HomeSmart Island Homes
Honolulu, HI

IDAHO

Brian Anderson
Blue Sky Homes
Eagle, ID

Chris Nordella
Freedom Path Property
Management
Coeur d'Alene, ID

ILLINOIS

Kelsey Hicks
Wishtan HomeServices LLC
Carthage, IL

Michaela Hamilton
KC Home Rental
Shawnee, IL

KANSAS

Cory Brockert
PMI Destination Properties
Mission, KS

LOUISIANA

Candice Skinner
Candice Skinner Real Estate
Leesville, LA

MARYLAND

John Lesniewski
RE/MAX United
Upper Marlboro, MD

Balinda Davis
Peace of Mind Property
Management
Ellicott City, MD

Chris Meldrom
Peace of Mind Property
Management
Columbia, MD

Thomas Clagett
Clagett Residential
Management, LLC
Frederick, MD

Jennifer Pascal
Clagett Residential
Management, LLC
Frederick, MD

MISSOURI

Karen Karabell
SF Shannon
St. Louis, MO

Loren Haskins
Golden Rule Property
Management, LLC
Jennings, MO

Dena Gay
AAA Property Management
Clinton, MO

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Kody Stowell
Peterson Brothers Realty
Omaha, NE

NEVADA

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BDJ Realty
Las Vegas, NV

Bonnie Vazquez
Las Vegas Realty LLC
Las Vegas, NV

NEW MEXICO

Armelino Salazar
Bosque Realty Solutions
Albuquerque, NM

NEW YORK

Michael Mascitelli
Capitaland Preferred
Properties, Inc.
Schenectady, NY

NORTH CAROLINA

Lee Eatmon
Unlimited Property Solutions
Wilmington, NC

OHIO

Stacy Holmes
Cres Property Management
Cincinnati, OH

OKLAHOMA

Rhett Tullis
Integrity Oklahoma LLC
Bethany, OK

Tammy Neuwirth
Rent Lawton
Lawton, OK

Danielle Spann
McGraw Realtors
Owasso, OK

OREGON

Beth Young
Skyline Property Mgmt. LLC
Portland, OR

Kyle Crowley
RipCity Property Mgmt. LLC
Portland, OR

Theresa Rossow
David Nase Property Mgmt.
Portland, OR

PENNSYLVANIA

Chris Richetti
Core Property Mgmt. Realty
Aston, PA

Red Chahid
Yellow Keys Realty, LLC
King of Prussia, PA

SOUTH CAROLINA

Christopher Anderson
King & Society Real Estate
Mt. Pleasant, SC

TENNESSEE

Homefront Property Mgmt.
Germantown, TN

TEXAS

Lavender Lloyd
Neighborly RPM
Irving, TX

Christopher Farr
The Mardia Group
Allen, TX

Valli Sears-Jones
Front Door Mgmt. Group
Midlothian, TX

Danielle Tucker Shepard
Always Here Properties, LLC
Harker Heights, TX

Lonnie Doyle
Always Here Property
Management LLC
Lampasas, TX

Elvira A. Gonzales
Freedom Property
Management TX
San Antonio, TX

Paula O'Neal
Windrose Realty
San Antonio, TX

Molly Wilson
Crosstown Properties
Austin, TX

Nikki Ly
JR Grace Realty
Waco, TX

Lacy Torres
JR Grace Realty
Waco, TX

Continued on page 26 "Membership"

That's Regional
Vice President



NARPM® Central Regional Vice President **Angela Holman, MPM® RMP®**, is the Broker/Owner of Premier Property Management in Grand Junction, Colorado. She received her Bachelor of Science in Accounting from Mesa State College and started her career in property management in 1998, joining NARPM® in 2001. She served as NARPM® Member Services Chair in 2020-2021 and was awarded the NARPM® Volunteer of the Year in 2020 and the NARPM® President's Award in 2021.

The RVP Bulletin: A New Year, a new plan

With the ringing of the New Year bell, many of us make those famous resolutions. I would challenge everyone to resolve to make the most of your National Association of Residential Property Managers (NARPM®) membership.

Getting the most out of your NARPM® membership can provide numerous benefits for your professional development.

Here are eight ways to maximize the value of your NARPM® membership:

Attend events and meetings: If you're a Member of a local Chapter, attend the local meetings and social events on a regular basis. If you don't have a local Chapter, join the NARPM At-Large Chapter (<https://www.narpm.org/narpm-at-large-chapter/>), which holds quarterly virtual meetings.

Also, register for the National events: the Capitol Summit in February (<https://www.narpm.org/legislative/narpm-capitol-summit-2/>), the Broker/Owner Conference & Expo (<https://www.narpmbrokerowner.org/>) in April and the National Convention in October (<https://narpmconvention.com/>). By attending these local and National events, you can stay updated on industry trends, gain knowledge, and expand your professional network.

Get involved: Volunteers are always welcomed at the local or National level. There are different committees and work groups that would benefit from more member involvement. Volunteering within the organization can provide valuable leadership experience, networking opportunities and a chance to influence the direction of the association.

Utilize resources: Take full advantage of the resources provided by the association, such as Residential Resource® magazine, NARPM® e-news, the NARPM® Governmental Affairs newsletter, online tools and the NARPM® Community (<https://community.narpm.org/home>). These resources will give you answers to questions, keep you informed on happenings within the organization and updates on the industry.

Participate in training and education: NARPM® offers a variety of online education to help you in

your career. By looking under the education tab on the NARPM® website (<https://www.narpm.org/education/>), you can find all the online courses being offered. Local Chapters often host classes, so check with your local Chapter to see when they are offering them as well.

Take advantage of discounts and benefits: Your NARPM® membership gives you access to the Perks Marketplace. Log in at <https://www.narpm.org/members/members-resources/>. There you can find discounts for movie theatres, hotels, Blue Ink, Home Depot, theme parks, Sherwin Williams, Vegas shows, sporting events, etc. By taking advantage of these discounts could easily save enough to cover the cost of your annual membership dues.

Advocacy efforts: With the legislative changes happening in our industry, our organization gives us the platform to voice our concerns. We need to be a collective voice at the National level, Chapters need to combine to be a voice at the State level, and Chapters need to rally at the local level. NARPM®'s governmental affairs team has tools to help you track bills, easily send out calls to action and help you with talking points of you are talking with a government official. Don't miss out on the opportunity to be the voice for our industry.

Share your knowledge: Take the time to share your knowledge by either being a mentor to a newer member, by speaking at the local or National level or by writing articles for Residential Resource®. Sharing your knowledge enhances your reputation and shows you as a leader in the organization.

By actively participating in NARPM® and taking advantage of all that the organization offers, you can maximize the benefits of your membership and further your professional growth and success within the industry.

Getting the most out of your membership requires active participation and strategic engagement, so I encourage you to start adding some of these ideas into your plan for 2024. Start strong and stay motivated, and 2024 will be a great year for you! 🎉

Northwest: Cyndi D. Moore, MPM® RMP®
Alaska, Washington, Oregon, Idaho, Montana,
Wyoming.

Pacific: Jerrold Jay Jensen, RMP®
California.

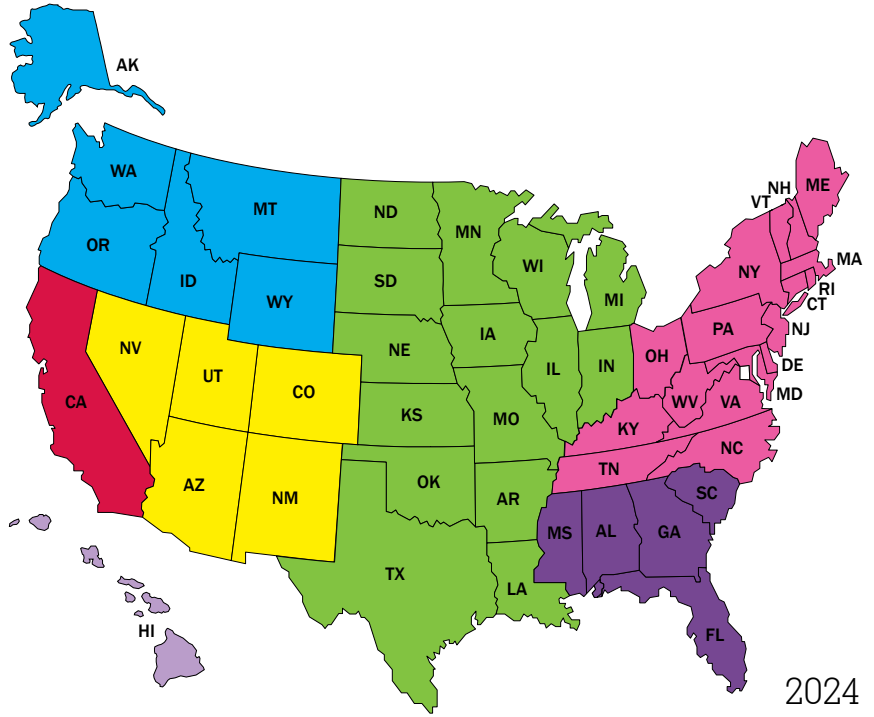
Pacific Islands: Jerrold Jay Jensen, RMP®
Hawaii.

Southwest: Ben Parham, RMP®
Nevada, Utah, Arizona, Colorado, New Mexico.

Central: Angela Holman, MPM® RMP®
North Dakota, South Dakota, Nebraska, Minnesota,
Iowa, Wisconsin, Illinois, Michigan, Indiana, Kansas,
Oklahoma, Texas, Missouri, Arkansas, Louisiana.

Atlantic: Steve Pardon, MPM® RMP®
Maine, New Hampshire, Vermont, Massachusetts,
Rhode Island, Connecticut, New York, Pennsylvania,
New Jersey, Delaware, Maryland, Washington DC,
Virginia, North Carolina, Ohio, West Virginia,
Kentucky, Tennessee.

Southeast: Katie McNeeley, MPM® RMP®
South Carolina, Georgia, Florida, Alabama,
Mississippi.



Get involved and get the most out of your membership in 2024!



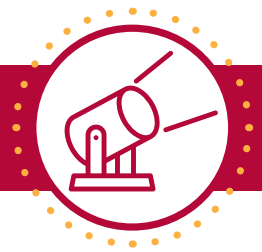
2024 NARPM® Past Presidents' Charity

SCAN ME TO DONATE



Join NARPM® as we support the **Pat Tillman Foundation** in its mission to “unite and empower remarkable military service members, veterans and spouses as the next generation of public and private sector leaders committed to service beyond self.”

www.narpmconvention.com/narpm-past-presidents-charity-fundraiser



Amber Ferrier is a member of the NARPM® Houston Chapter and a property manager with First Class Realty, CRMC®, in Cypress, Texas. She received the Rocky Maxwell New Member Achievement Award for 2023 at the NARPM® Annual Convention & Trade Show in Atlanta, Georgia. The annual accolade recognizes a new Member who has gone above and beyond in their initial 18 months of NARPM® membership. Ivan “Rocky” Maxwell, who served as 1992-1993 NARPM® President, touched many Members’ lives and motivated NARPM® Past Presidents and future leaders to get involved.

Houston Chapter Spotlight: What the Rocky Maxwell Award meant to me

The acronym NARPM® has echoed through my house since I was 11 – although, at 11, all I can recall is my parents attending lots of meetings and Conventions and my dad, Robert, complaining about communication in the Houston Chapter. Well, that complaining got him “voluntold” to become President of the Houston Chapter.

(Don’t look up the word “voluntold” in the dictionary as I am pretty sure it was created at NARPM®. I did not know what it meant until my mother looked at me this past year and let me know it was my turn to serve.)

I grew up hearing about NARPM® with little understanding of why it was so important to my parents. I enjoyed going to Chicago once when they traveled to Convention. I danced at a few Christmas parties and listened to my dad’s marathon phone calls with other NARPM® members. He would always tell me he was talking to his NARPM® family. I thought, “Oh, this must be kinfolk that he actually likes because he spends a lot of time laughing.”

In 2017, my sister, Ashley, graduated from the University of Texas, and I remember when she started working at the firm that my mom explained to her why she needed to start taking classes and getting involved in NARPM®. There were several stories shared about how the knowledge we obtained from this organization made our business grow and become better. At this time my mom was serving as Houston Chapter President because she got a taste of that “voluntold” from my dad. I was working part time at the company while in high school. The year was going well for us all until August. My dad passed away unexpectedly, and then two days later Hurricane Harvey flooded our city.

I remember James Alderson, a very close friend of my dad’s, telling my mom he was sure the force of removing him from her side caused the hurricane. My mom was facing losing her best friend, consoling three kids, and facing the potential damage to the 500 properties our family firm managed. The NARPM® family surrounded my family like a cavalry. We had so many people reaching out. Many traveled far distances for us to just lend a shoulder. I remember one guy from

the East Coast (mind you, he never met either of my parents) reached out to my mom and offered one of his virtual assistants if she needed extra help.

This kind of NARPM® family support has never stopped. Once I joined the family business full time, I started to understand why this organization is more than a place for property managers to learn new things. It is about relationships and helping each other to become better.

I was excited about the Convention in Atlanta. It’s hard to describe the joy I feel when I meet a NARPM® Member who I knew had a relationship with my dad and hearing how their first encounters were and how their relationship developed (although that convo is often followed up with some sort of comment like, “... and he warned us about you, Rob Jr.) I also could not wait to meet the people I started connecting with through social media.

What I did not know, nor did I expect, was that I would receive the Rocky Maxwell Award. I didn’t know anything about this award. When Mike Mengden, whom I refer to as my “NARPM® dad,” went up to speak it got my attention, of course, as well as all the past presidents going up. It was my first exposure to learn about this person and the award named after him. It took a minute to click that Mike was describing me up there. It wasn’t until I looked over at my mom, whose eyes were filled with tears, that it struck me.

I did not know if I should cry, smile or run to the bathroom. This was such a special over-the-moon moment for me. Here I am with my NARPM® dad on stage, and also had Bart Sturzl, another dear friend of my dad, who has taken me under his wing, with the biggest, proudest smile, and then both my family and First Class family in the crowd. Words could not describe the gratitude.

The experience was something I will never forget. I know in my heart that my dad was right by my side the entire time. It certainly fueled my ambitions to keep going as far as NARPM® will let me. I thank everyone involved who provided me with this beautiful experience. 🏡

Transform the way you work with industry-leading AI

With AppFolio Realm, our full suite of AI capabilities unite to unlock extraordinary experiences for your teams and communities. Harness powerful AI solutions to elevate your business insights, achieve productivity gains, and increase efficiency so you have more time to focus on what matters.



Turn your to-dos into ta-das

From intelligently managing maintenance requests to automatically generating marketing descriptions, here's what AppFolio Realm could look like in your business:

Discover

Discover patterns in your business data, gain actionable insights, and drive your business toward success by asking AppFolio your questions.

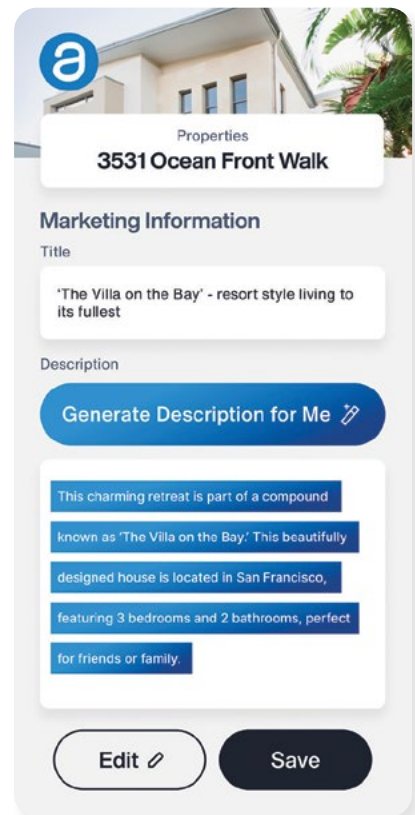
Direct

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Continued from page 17 "Win"

WHERE IS YOUR ARROW POINTING?

Where's your daily focus? Understand that what you think about each day is what you'll be this year. So, here's a worthwhile task: Identify your tribe, your people, the ones you can directly impact, and then simply be there for them in various, consistent forms. Treat your business team this way.

Let them know you want them to grow and be fulfilled in life, not just as employees but as people. Encourage them to expand their knowledge base. Be on the lookout for educational opportunities for those who embrace a "forever-learner" mentality. Mark your calendar with dates of significance, such as birthdays or anniversaries (whether the happy or sad variety).

When you are present, mindful and empathetic about what's happening within your tribe, you build a culture that takes time to develop. But it will. When it does, you have something that holds up in rough water.

I picture an arrow of focus accompanying my mental energy, a brain dial of sorts. Where is it pointing today? At me? Am I self-centered in the moment? Frequently, yes. But what can I do to turn that arrow away from me to focus on others? The quality of my business and my life is largely tied to my ability to move that arrow. Invest in others, and you'll be rewarded. So will your business.

DON'T ISOLATE YOURSELF IN 2024

The grind of property management is real, right? You are a problem solver, a fixer. Eyes are on you, and patience is short. That means a high percentage of interactions have an underlying tension, which is draining at times.

Ensure you are in regular contact with fellow property managers who "get it" because most people don't quite understand the strains. The National Association of Residential Property Managers

(NARPM®) is a terrific resource. Be involved in NARPM® in 2024, and I promise you'll make connections, find understanding and big-picture thinking, and learn many tips and tricks.

This isn't simply cheerleading for NARPM®. This is my acknowledgment that your mental well-being matters. I fully believe in the power of shared experience. We learn from each other when we share, and NARPM® is an excellent organization for precisely that, whether in local Chapter gatherings or national Conventions. When we bond, we also become more connected and influential as a group, especially legislatively. As Broker/Owner, we share a voice that resonates with our collective experience. It matters and should be heard.

THE REWARD IS GREAT, BUT I CAN WAIT

Reaching any goal, business or otherwise, is all about getting your mind right. And the most challenging part is being mindful every day of one hard fact: Pretty much everything that holds long-term value requires a wait. Are you ready for that? Can you talk yourself through the tough moments and wait for your reward? Remember that you can't win 2024 in January with one massive push followed by exhaustion. You win the first day. That's all. Then, you confront the next.

Think about each day like this: The reward is great, but I can wait. Then, mercifully, the delayed gratification process often reveals a different reward over time, the joy that comes with discipline.

This year, focus on what matters: your goals, your team and your well-being. Be consistent in approaching daily tasks. Stay patient when the next obstacle comes because it always does. Be more about the right process than the quick reward, and your path around the sun will be bright in 2024. Best wishes! I'd love to hear how it goes. 🏠

Continued from page 21 "Membership"

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Bob Preston, MPM® RMP® MBA, is the lead consultant and podcast host for Property Management Brainstorm, a business consulting company specializing in guidance for property management companies and PropTech ventures. He was previously the Broker/Owner of North County Property Group, a leading property management company in San Diego, which achieved the CRMC® designation from NARPM®. He further served as the Western Regional Director at Pure Property Management during the company's explosive growth, overseeing operations for 30 branch office locations and over 15,000 doors. Bob can be reached by visiting www.propertymanagementbrainstorm.com or by phone at 858-252-3885.

What makes a great company culture?

As a business consultant in the property management industry, I've seen the good, the bad and the ugly regarding company culture. Often called the company's "personality," culture is the unique norms, values and attitudes that the organization follows. When I started my Property Management Brainstorm consulting practice, I received a call from a fellow property manager who asked if I could come in and fix their company culture.

My client had stepped out of the day-to-day involvement in her property management operations. Within a few months, she started getting reports from team members that the company needed more direction and role clarity.

At first, she chalked up these reports to the team, getting used to operating without her daily oversight. However, not long after, she started receiving calls and being copied on emails from disgruntled clients complaining about the staff's lack of responsiveness. After a loyal employee abruptly quit, she finally returned for one on ones with the team. She was shocked to learn that the workplace had become

toxic, fraught with gossip, and replete with continual bullying and lack of enthusiasm.

My client had never spent much time considering company culture. Every company has a culture because, even if nothing is done to guide it, culture will evolve independently. By being previously present in the company daily, she had kept these undercurrents at bay without being aware of what was truly going on.

Left unguided, however, the company culture was usurped by negative influences that did more harm than good. Soon, property attrition was at an all-time high, and my client was struggling to save her business.

WHAT DOES A GREAT COMPANY CULTURE LOOK LIKE?

Creating a positive and influential company culture within a property management team involves a combination of leadership, communication and shared values. I rarely see any two alike, but they often share one common theme: genuinely looking out for those who work there.

Here are some of the common characteristics that I see in great company cultures:

- **Inclusive behaviors:** Ensuring every employee can participate in being heard, providing input and being valued with learning opportunities toward identified career paths. The team will feel invested in the organization's success due to being accountable and contributing to decision-making.
- **Striving for diversity:** Hiring different types of people who add individual perspectives and skills will embrace different experiences and ideas to drive collaboration, innovation, and

From my experience, a company leader cannot force the adoption of company culture. It ultimately needs to come from and be embraced by the team.

creativity. A team that is encouraged to share knowledge and expertise will jumpstart the cross-training of team members to enhance teamwork between functions such as leasing, maintenance and finance.

- **Empowerment and accountability:** Providing the training, tools and open communication to help each new hire adapt and come up to speed quickly enhances a team's skills and demonstrates a commitment to their growth and success. This includes accountability for property performance, client satisfaction and

Continued on next page

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adherence to company policies and industry standards.

- **Coaching, recognition, and appreciation:** Regular feedback, course corrections and calling out jobs well done will acknowledge and reward employees for their contributions. This reinforces positive behavior, boosts morale, and helps establish a constant improvement culture. Encourage feedback on processes and procedures and be open to making necessary adjustments. This demonstrates a commitment to learning and evolving as a team.

WHO IS RESPONSIBLE FOR COMPANY CULTURE?

Company culture encompasses the values that shape how people interact and work together. From my experience, a company leader cannot force the adoption of company culture. It ultimately needs to come from and be embraced by the team. Leadership can, however, greatly influence culture through exhibiting consistent tiny habits that become norms throughout the company.

DEFINE CORE VALUES AND GUIDING PRINCIPLES

Identify the core values that reflect the principles and beliefs of your organization, and make them visible throughout the company to ensure alignment. These should be communicated, repeated and visible at every possible opportunity. These values include professionalism, transparency, customer service and teamwork.

And a few last things:

- **Communicate openly:** Foster open and transparent communication, encouraging sharing ideas and

concerns. Clear communication is the key to building trust within an organization and helps create a culture of collaboration.

- **Lead by example:** Leaders should embody the values they want to see in the organization and consistently demonstrate them in their actions and decisions. Suppose the company owner desires to step out of the day-to-day. In that case, it can only work if a capable leader is in place to keep the train on the tracks, serving as a role model for professionalism, ethical conduct, and a commitment to client satisfaction.
- **Promote work-life balance:** A healthy work-life balance on the property management team will help prevent burnout by valuing personal time off (PTO), family life and overall mental health and well-being. Property management can be demanding, but balancing lifestyle will contribute to a positive company culture and job satisfaction.

Remember that building a solid company culture is an ongoing process that requires attention and effort. Even if you are a company owner who is no longer involved daily, it is essential to regularly check in to assess the team's dynamics, solicit feedback, and adjust to align with the goals and values of the property management team.

Build and foster a solid foundation for the company culture, and it will become a competitive advantage that is hard to replicate by any competitor! 🏠

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