



5 things I learned while starting over

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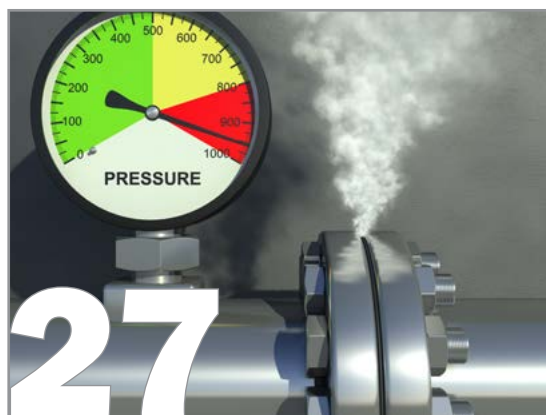
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NEW MEMBER REFERRALS • JUNE 2024

REFERRING MEMBER	NEW MEMBER
Amy Hanson, MPM® RMP®	Preston Ward
Christopher Francis, RMPC	Stephen S. Smith
Clint Setser	Jon Dean
David Triebel	Kent Voyles
Kim Henderson, RMPC	LaCinda Black
Michael Collins, MPM® RMP®	Kimberly Larson



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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FROM THE DESK OF THE Chief Executive Officer

In an overview of the report, levels of satisfaction are high, including high levels of agreement related to statements about the Association's ability to provide an open and welcoming environment based on building community, diversity, respect and inclusion.

Survey shows Member satisfaction is high

Amazing that it is already August, and we still have a lot to get accomplished in NARPM®. I know some of you had a difficult time with fires and storms this summer, and you are in our thoughts. To the rest of you, I hope you have found time to take a summer break to rejuvenate yourself.

2024 has been a busy and amazing year so far. It is exciting to see the Committees and staff working towards their respective goals. They have a great deal in the works and hope you will see the fruits of their labors soon. We will be meeting in September to determine how the strategic plan is moving along and making sure all the goals are accomplished by the end of 2025. There is a great deal left to get accomplished.

NARPM® has just received the results of the all-Member surveys, and the Members have spoken that they appreciate NARPM® and all that it does for their Members. NARPM® ended up with a Net Promoter Score of 49.6, which demonstrated the positive impact the association has with the Members. Education and advocacy still rank at the top of the services Members use within NARPM®.

The top reason Members join is for professional development, along with an interest in networking, building business contacts, and a desire to support and advocate for the industry. Levels of satisfaction are high across most Member segments.

In an overview of the report, levels of satisfaction are high, including high levels of agreement related to statements about the Association's ability to provide an open and welcoming environment based on building community, diversity, respect and inclusion. There is a high level of importance placed on education and training benefits, and satisfaction was high based on the Association's ability to provide education and training benefits. Thank you to everyone who took the time to complete this survey.

I think it is very appropriate for me to share my appreciation to our fantastic management team.

Tyler and Troy are leading the way in getting NARPM® more involved and recognized on the federal level. They have made a significant impact on behalf of NARPM®. Rebecca is working very closely with the Chapter leaders, RVPs and Remote Team Members to ensure they are using this benefit that is given to them. She is working at kicking off the

accounting virtual assistants to assist those Chapters that have requested the service.

Victoria is the marketing expert. She works very closely with our graphics team of Jenna and Barbra to make sure NARPM®'s name is out there and that we are actively marketing the NARPM® events and services. Kudos to Barbra for handling the move of NARPM.org to a new supplier. She will now be updating the look of the site.

Shannon is our Membership master. She can answer any of your questions and works very closely with the Member Services Committee in gently guiding them through the Membership maze. Blake, our new NARPM® COO, is working closely with several committees on their tasks, along with handling those special assignments that come up throughout the year. He is currently reviewing Chapters' articles of incorporations and bylaws, and that is his definite strength.

Chere is my right-hand person for education. She knows all the ins and outs of the designation process and will be happy to assist any candidates in answering their questions. Savannah is our newest team Member as the NARPM® meeting planner. She is doing a great job of working with the committees on the three major NARPM® events. She is highly organized and has great planning skills.

I can tell you that a great team keeps a ship the size of NARPM® running smoothly, and this group is fantastic. I am lucky to have them on my side. We have several others behind the scenes, taking care of accounting, answering phones and stepping in when needed, and we thank them as well.

Another month is coming to a close. Don't forget elections are this month, so cast your unanimous consent ballot. Show your support.

I really hope to see you in Dallas, Texas, in October. The Convention (<https://www.narpmconvention.com/>) Committee is planning a great event for everyone, and you won't want to miss the fantastic education that is scheduled.

Be safe, and let's talk soon! 🇺🇸

Gail S. Phillips, CAE
NARPM® Chief Executive Officer



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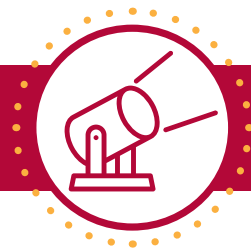


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MEMBER Spotlight

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



Professional Development Committee Chair: Pamela Greene, MPM® RMP®



Name, designations, company, location: Pamela Greene, MPM®, RMP®, PG Management Group, LLC Matthews, North Carolina (Charlotte Metro Area)

I've been in a NARPM® Member since: 2013

I became involved with NARPM® because: I wanted to learn more about property management and join an

organization dedicated specifically to this field.

The most fulfilling thing leading the Professional Development Committee is: Experiencing the passion, excitement and dedication that everyone has for our education and designations. It's inspiring to see how deeply they believe in the mission and vision of our association.

The things I'm most excited about with the changes in Professional Development and education this year are: Highlighting and recognizing all of our recent designees, reintroducing Darryl Kazen, MPM® RMP®, to our membership, updating the CRMC® handbook (thanks to the CRMC® subcommittee), and revamping our 6-hour education courses into more affordable and virtual 3-hour sessions. And there's so much more!

My favorite part of my personal designation journey was: Receiving those emails stating I received my MPM® and RMP® designations. Although I did not graduate from college, I consider these designations to be the equivalent of a college degree in my professional career in property management. I am very proud of them, especially knowing that I achieved them and completed the process through my own accomplishments. Additionally, I take pride in asking for and receiving recommendations from my colleagues and owner clients.

The most beneficial part of my designation journey was: Accomplishing it on my own. With no employees, just me handling everything, it was a truly rewarding experience.

Since attaining my designations, they have helped my business by: Increasing my credibility and trustworthiness with customers and clients, providing me with advanced knowledge and skills to better manage properties, expanding my professional network and

opening new opportunities. I have become a resource.

Something people may not know about NARPM®'s Professional Development Resources is: We genuinely listen to our membership. We actively seek and value feedback, using their insights to continuously improve and tailor our resources to meet their needs better. We want our professional development offerings to remain relevant, impactful, and aligned with our members' real-world challenges and opportunities.

In my opinion, the greatest challenge facing the property management industry today is: Hands down, it is all of the constantly changing laws and regulations. Luckily, NARPM® has an amazing Governmental Affairs Committee that helps us stay on top of these legislative changes, making it easier to manage these challenges successfully.

NARPM® membership is important to me because: I want to continue learning and growing in my career by being part of a national association. Just as attorneys have the Bar, I find value in being a member of NARPM® because it provides opportunities for professional development, networking, and staying updated on industry best practices.

My favorite NARPM® benefit is: The invaluable relationships you build. I believe I can reach out to any member to have a conversation, share concerns, seek advice, and bounce ideas. 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.

My favorite NARPM® memory is: My very first Conference in 2013, the Regional Conference in Nashville, Tennessee. I didn't know anyone then, but then Brian Birdy, MPM® RMP®, came up and introduced himself to me. It was there I also met John Bradford, MPM® RMP®. That warm welcome made a lasting impression on me.

My best advice for those who want to get involved in NARPM® is: As Nike says, "Just Do It." You think you know property management until you don't.

My favorite pastimes are: Spending time with my family and fur babies, sewing, crocheting, and watching Court TV and Crime documentaries.

Fellow NARPM® Members would be surprised to know: I know all the songs by Steel Dragon. Can you name the movie? 📺

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Alex Zweydoff is the Director of Business Development and a Realtor® at Allegiant Management Group. A native of Central Florida, Alex has been immersed in property management and real estate since 2012. He is an active leader within the Osceola County Association of Realtors®, Florida Realtors® and the National Association of Residential Property Managers (NARPM®), having served as the 2021 President of the Orlando/Central Florida Chapter. A passionate advocate for clients and private property rights, he is deeply involved in legislative advocacy efforts at both the state and national levels. His dedication to advocacy was recognized with the prestigious NARPM® Florida State Chapter 2024 Advocate of the Year Award.

Understanding Florida's new squatters law

Property owners in Florida have faced significant challenges with squatters unlawfully occupying their properties. To address these issues, the Florida state legislature proposed a bill during the 2024 legislative session to provide relief and clearer guidelines for property owners. The bill passed in the house and senate without opposition.

Here's what you need to know about the new squatters law in Florida and how it impacts property management in Florida.

OVERVIEW OF THE NEW SQUATTERS BILL

Florida Gov. Ron DeSantis signed HB 621, the new squatters bill, into law on March 27. The bill aims to help property owners by streamlining the process of removing squatters and protecting private property rights. The new law was effective as of July 1 in Florida.

KEY PROVISIONS OF HB 621

- HB 621 fast-tracks the process for evicting squatters. Property owners can file for an emergency court hearing, significantly reducing the time required to remove squatters.
- Squatters found guilty of unlawful occupation face stricter penalties, including hefty fines or jail time. Serving as a strong deterrent against squatting.
- The new squatter law defines squatting clearly, making a distinction between illegal occupation and disputes between tenants and landlords. This ensures that we apply the law fairly.

Property owners have stronger rights to get their property back quickly and without long legal fights after removing a squatter.

IMPACT ON PROPERTY OWNERS

The new squatters bill is a significant advancement for property owners in Florida. Here's how it benefits you:



- The expedited eviction process minimizes financial losses from unpaid rent and property damage caused by squatters.
- Enhanced penalties act as a deterrent, helping to keep your property secure from unlawful occupation.
- Knowing what squatting is and having stronger rights as an owner can help property owners feel more confident and informed.
- Robust legal protections provide peace of mind, allowing property owners to focus on effective property management.

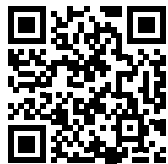
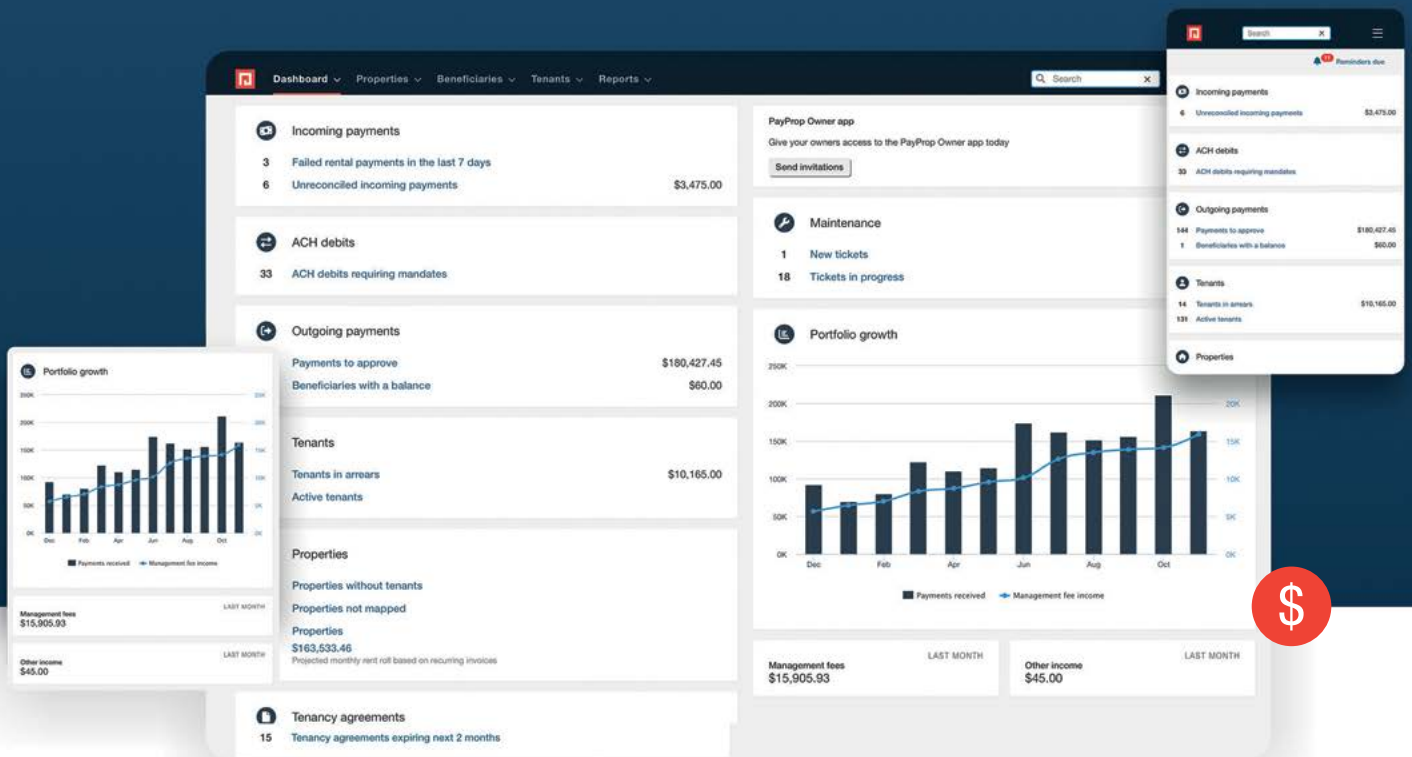
Understanding squatters' rights in Florida is crucial for property owners. The new law clarifies and strengthens the current laws surrounding squatting, offering clearer guidelines for property owners and law enforcement. Squatters' rights in Florida have been complex, but the new legislation simplifies the process and provides robust protection for property owners.

The new squatters bill in Florida offers significant benefits to property owners, providing improved protection and a quicker process for handling squatters.



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Samantha Ferreira is a seasoned, successful and versatile professional in the rental payments industry, with a background in conveyancing and IT, and skills in negotiation, analytics, customer service and sales. She is a respected PayProp platform ambassador and trusted expert in the industry. As Head of Client Services at PayProp North America, Samantha is dedicated to creating value for clients and stakeholders while contributing to the growth and success of the property management industry.

Pros and cons of allowing pets in rental properties

For a growing majority of renters, nothing is more important than being allowed to keep their beloved furry friends close!

Finding a pet-friendly home has become the top priority for most renters in the United States, even surpassing coveted amenities like in-unit laundry and parking.

Data from Zillow reveals that twice as many renters filter for pet-friendly listings compared to any other amenity in the country's 25 largest rental markets.

The top three pet-friendly cities are all located in Texas, with Dallas leading the pack at 79% pet-friendly rental listings, followed closely by Austin and San Antonio. Interestingly, the most popular dog breed across all three cities is the Labrador retriever.

Nationally, 59% of renters report having at least one pet, and 40% have a dog.

Should you allow pets in your rental property?

For property managers and landlords, accommodating pets can present challenges as well as opportunities. Not only do pet-friendly rentals open a larger pool of potential tenants, but they can generate additional income for landlords – and hence additional commission for you, the property manager.

Many pet owners will see the value of paying a premium to keep pets close!

Check your local regulations before charging, though. Some states limit how much can be charged for pets, while some ban pet deposits completely.

Assuming charges are allowed, these funds can be used towards any damage that might be caused to the property by a pet, such as scratched floors or chewed furniture. Extra cleaning to remove pet hair and other debris may also need to be charged to the pet deposit.

But while you may be able to recover these costs on behalf of the landlord, the time needed to repair pet-related damage could require a longer vacancy period before you can get another renter in. This could influence your pricing of a pet-friendly rental – or your decision to allow it in the first place.

Pets also have the potential to cause a public nuisance. Excessive barking or aggressive behavior may lead to tenant-neighbor disputes that property managers and landlords seek to avoid.

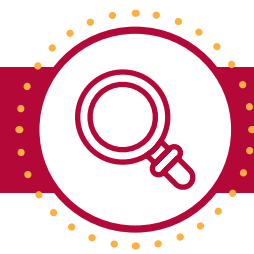
For these reasons, it's understandable when property managers and landlords are hesitant to allow pets in their rental properties.

And the decision isn't always up to the housing provider. Service and emotional support animals are not defined as pets and are protected by the Fair Housing Act. Reasonable accommodation must be made for tenants with disabilities who require assistance animals, and deposits or other charges for them are not allowed.

While they have the right to restrict pets on their premises, many housing providers are finding ways to minimize risk instead of shutting themselves out of this growing market completely. In addition to pet deposits, this includes allowing only one pet per unit, restricting certain dog breeds or requiring pet insurance. Rules and guidelines for pets must be outlined clearly in the lease agreement.

By implementing such measures, property managers and landlords can strike a balance that satisfies both pet-owning renters' needs and their own concerns. 🐾





Scott Abernathy MPM® RMP®, is an EPA Lead-Certified Renovator. He began his real estate career while serving in the U.S. Air Force in the early 1990s by purchasing his first triplex. After acquiring several more units, he began working as a property manager for Coldwell Banker, Snow and Wall. Eventually, Scott opened his own firm and franchised it with Property Management Inc. Scott has served NARPM® on the local and national level, including as 2021 National President. Now Scott has three offices: PMI Professionals (Nashville), PMI North Alabama (Huntsville) and PMI of Memphis, where he manages hundreds of homes built prior to 1978. Reach him at Scott@RentFromScott.com.

Why in the heck are we worried about lead?

Right off the bat, I want to apologize for getting a little “science-y” in this article. I know this is a property management publication, but sometimes we need to get a little technical to understand a problem.

There’s a lot of ignorance surrounding lead. I notice it when I hear a landlord or property manager say things like, “It’s been painted over, so why worry about it?” or “Lead is not that big of a deal anymore.”

Let’s analyze why we should be concerned about lead.

What is lead? Lead is a naturally occurring metal found in the Earth’s crust (the part of our beautiful planet that we live on).

Why is lead dangerous? Because lead is a heavy metal, it will take the place of iron and other nutrients in our bloodstream when it gets into our bodies. This reduces the body’s ability to supply oxygen to our vital systems. Furthermore, lead interferes with enzymes, mitochondrial reactions and the nervous system, causing cognitive delays. Finally, lead is deposited into our bones, where it can remain for decades. If you have not put it together yet, lead is bad for our bodies.

Lead is especially poisonous to our children. Children are growing, so their metabolic rate is very high. (This also includes pregnant women, whose growing fetuses can be severely affected by lead poisoning.) This contributes to a much larger absorption of lead than adults, leading to permanent brain damage and nervous system ailments. Just to emphasize, this damage is permanent!

I know that none of us want to poison our

children or the children of our tenants, but if that was not enough, lead affects more mature people as well. Lead exposure can lead to all kinds of problems for adults. We already mentioned the problems it can cause in pregnant women, miscarriages, premature births, brain damage as well as low birth weight.

For other adults, lead can cause high blood pressure, fertility problems in men and women, digestive problems, nerve disorders, memory and concentration problems, muscle and joint pain and, last but definitely not least, sexual disorders! Let’s keep in mind that it is not just our adult tenants we should be concerned about; it is also our employees and contractors working on houses with lead.

You may be asking yourself if a little lead is really harmful. After all, it is practically everywhere. The Centers for Disease Control (CDC) considers children with 3.5 micrograms per deciliter of blood (that is a very tiny amount, if you could not tell) to be higher than average and of high concern. However, many research institutions, including the Cleveland Clinic and Columbia University, say that no level of lead in blood (especially in children and pregnant women) is acceptable.

I know some of you old timers like me are saying to yourselves, “Just don’t let the kids eat the paint chips.” That is what we were taught in the 1980s and ‘90s. However, lead enters our body through many different methods of ingestion. We can eat it, drink it and even breathe it. Yes, we can even ingest lead through our lungs when we breathe dust particles.



Continued on next page

Continued from previous page

Since our lessons of old, many studies have concluded that dust particles, particularly from construction, contribute to lead poisoning. This is the reason for the Environmental Protection Agency's (EPA) institution of the Renovation, Repair and Painting (RRP) Program. The RRP requires specific procedures to be done when renovating a house that may have lead.

Basically, any building that could have children as occupants (read "all residential housing") built prior to 1978 must comply with the RRP if the work to be done will disturb a painted surface on the interior of the building larger than 6 square feet and more than 20 square feet on the exterior surfaces (the Housing and Urban Development (HUD) requirements lower the interior surface down to 2 square feet). Note:

A HUD property is any property that has a HUD subsidy or any property with government insured or guaranteed loan on it, so basically nearly every house in the country.

The bottom line is each surface to be repaired must be tested by a certified renovator. If lead is found, the repair work must be completed in a negative vacuum environment and must pass a white glove test by the certified renovator when work is complete.

We will dive into the other details of the RRP in my next article. Understanding the dangers of lead is the beginning of protecting our residents' health and safety as well as protecting our clients' (and property managers') liability. 🏠

Many studies have concluded that dust particles, particularly from construction, contribute to lead poisoning.

A designation is what sets you apart from your competition.

Be #NARPMSmart

**Designees approved at the
June 2024
Professional Development Committee meeting**

Robert Dell'Osso, RMP®
Masterkey Property Management
Cary, North Carolina

Darren Holbrook, RMP®
One Team Realty, LLC
Kapolei, Hawaii

The Professional Development Committee now approves Designation Packets monthly.

- Please submit your packet by the **15th of each month** to be approved.
- Deadline to submit your packet to receive your award at the **2023 NARPM® Annual Convention** was **Friday, August 4, 2023.**

You must be a Member of NARPM® National in order to be eligible to apply.

***There is a new upload system available to submit your designation / certification documents. To receive instructions to upload your documents to the new upload system, please email: designationinfo@narpm.org

**Join the other 1,000+ NARPM® Members who have earned their designations or certifications.
Contact designationinfo@narpm.org for more information.**

The power that comes with increased knowledge and confidence is tangible. It's what sets you apart from your competition. **Professional designations from NARPM® have an impact on your company and your clients and the results translate directly to the bottom line.** Add the credibility of our professional designations to your name and to your company name!

NARPM® designations* are earned with a combination of property management experience, NARPM® and industry education, and service to the association through volunteer activities. You may have taken clock-hour courses to maintain your license. Imagine the gains when the courses are

specifically focused on what you do as a property manager and are being taught by a property management professional. Take it one step further and envision networking with other experienced property managers from across the country. Earning your NARPM® designation will bring a whole new dimension to your daily tasks.

*You must be a member of NARPM® National in order to be eligible to apply for a NARPM® designation or certification.

Many of you have already started the designation process and some of you have all the necessary items to complete your designation. You just have to send them in. What's stopping you?

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DISCUSSION BOARD Hot Topics



WHAT HOT TOPICS ARE PROPERTY MANAGERS CURRENTLY TALKING ABOUT?

NARPM® maintains Discussion Boards in the NARPM® Community for several specialties within the organization. These Discussion Boards enable members to stay in contact and to share questions and concerns as they arise. If you would like to participate in one of these groups, visit community.narpm.org and look for **Communities**. Member login is required. Discussion Boards are only available to NARPM® members.

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Q *I am bringing on a new owner, and he refuses to provide a W-9. Is there a way to work around that and remain compliant with IRS reporting? Thanks for your insights.*

A *This appears to be a red flag. I think you might have problems with this person in the future. If you can cut ties now it will be in your best interest. Good luck.*

A *Don't jump to conclusions! We've taken over several properties from ignorant competitors that didn't 1099 foreign owners! Many of them were wiring funds to foreign bank accounts. Once we explained everything to the owner and sent them a link showing IRS requirements, they all cooperated. BTW: foreigners can also supply a W-8BEN (<https://www.irs.gov/forms-pubs/about-form-w-8-ben>).*

A *(OP in reply to above comment) I will file this away for future use. The investor is U.S. based, and I have shared links to the IRS where the requirement is specified. Thanks for the feedback.*

A *If the owner refuses to complete a W-9 or W-8BEN form for the IRS, this would be a breach of contract between your company and the owner. Here is what I have in my property management agreement:*

"If Owner is a citizen of the United States and/or a no-citizen residing in the United States, a completed W-9 is required in order to report rental income and expenses in conjunction with this Agreement.

If Owner is not a citizen of the United States and does not reside in the United States, a completed W-8ECI or W-8BEN is required.

If Owner does not have a United States tax identification number or social security number, Owner must apply for a tax identification through a form W-7.

No rental proceeds or other disbursements can be made under this contract without proper documents to report financial activity."

My 2 cents.

Q *We just onboarded a duplex with a single electricity meter. We intend to bill back the tenants for electricity based on occupancy as both units are basically the same. This is stated in the lease. One tenant has an electric vehicle (EV), and the other does not. Both tenants just moved in and the tenant without an EV is now pushing back against the billing formula due to the EV. Does anyone have any suggestions for fairly billing for electricity in this type of situation?*

One thought is to identify the average cost of charging an EV in the city and deduct that number from the cost of each month's bill, apply it to the EV owner and then divvy up the rest based on the agreed upon billing formula.

I realize that since the bill-back terms are already stated in the lease both tenants will need to agree to any changes before moving forward.

A *I have more questions than answers.*

1) Was the EV charging plug installed during the leases and, if so, what did that company indicate as far as average usage cost/month?

2) Is it allowed to have only one electrical meter for two separate units? I am more concerned about when there may be a need to shut down the electricity for one unit (i.e. installation work). Will both units be affected?

A *This sounds like a very messy situation that could lead to a lawsuit. It may be worth the investment to put a meter at each unit, or at the very least place a submeter on the car charger.*

Remember – everything you read on the Internet is not true. If necessary, seek legal counsel.

See the entire discussion here:

<https://community.narpm.org/home>





Lindsey Blackburn, RMP®, is an MPM® Candidate and the broker-in-charge of TeamWork Property Management, LLC, and resides in Mt. Pleasant, South Carolina. She has been in property management for over 15 years with experience in long-term rental management, HOA management and vacation rental support. Lindsey has been a member of NARPM® for over 10 years and has been involved in leadership in the Charleston Chapter as well as national Committees. She is passionate about helping property owners manage their assets and giving them quality advice and professional services.

5 things I learned while starting over

Not all of us came into the property management world with an entrepreneurial mindset. I have often said, “No one grows up saying they want to be a property manager” (not unless they know they want to own a lot of rental properties anyway). Most of us fall into it.

I started in the property management world in 2008. Early on I found that I was good at it, and I liked working with people. I would stay at a company for three to five years, advance through the ranks and then move on to the next opportunity. Each time I would learn from the company owners, my managers or fellow co-workers – sometimes what not to do as much as what to do. Never did I think that I would want to be an owner of a property management company. I figured...just too risky, don't have the capital, don't know how to run a business, etc.

In 2018, I got a call from a real estate brokerage owner that wanted to start a property management

began to ponder the idea of going out on my own.

As I solidified my decision, I quickly began researching small business loans, office space to rent, what systems I would need to put in place and so on. During this process, and as I was exiting my previous company, I formed a partnership with the owners of another brokerage to launch our new company. Their strengths worked well with areas where I had little experience, and they wanted to expand their company's offerings to include property management.

During the process of growing a company for another owner and ultimately leaving to start a new venture, I learned five very valuable lessons:

- **If you are working with partners, put everything in writing immediately.** That includes operating agreements, partnership agreements and an operations manual. Spend the money on an attorney to walk you through the process.

As I was exiting my previous company, I formed a partnership with the owners of another brokerage to launch our new company. Their strengths worked well with areas where I had little experience, and they wanted to expand their company's offerings to include property management.

division and heard my name. Although I was content where I was, I was a little bored and saw a huge opportunity to put my knowledge to the test. The day that I walked in the door, we had no contracts, no software, no website, and direct access to a brokerage with 65 agents and my 10 years' worth of experience in the industry.

Over time, I gained the trust of the agents at our affiliated brokerage (along with other local agents), and our portfolio steadily started to grow. We provided good service, and owners and tenants were happy. We brought on new employees as we grew. As time went on, the owner and I had several conversations about me becoming an equity owner, and the idea of becoming a company owner grew on me.

However, over time, it became clear that our visions for the company no longer aligned, and I

Make sure that everyone knows the expectations and who is responsible for making decisions. For example, how are receipts tracked, who reconciles the bank accounts, who makes strategic and financial decisions? When and where will you meet to go over the financials and key performance indicators?

- **Make a plan and trust the process.** If you've been in this business, you have a good idea of what you need... make a list, get up every day and go to work from 8:30 a.m. to 5 p.m. (at minimum), be consistent and hold yourself accountable, use the time you have now to set up all your process, tech stack and make “how to” documents and videos for future staff using Loom or Scribe.

Continued on page 19 "Starting Over"

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Anne Lackey is the co-founder of HireSmart Virtual Employees, a full-service HR firm helping others recruit, hire & train top global talent. She can be reached at anne@hiresmartvirtualemployees.com.

Are you driving your property management business, or is it driving you?

In property management, there are two types of professionals: those who make things happen and those who wait for things to happen to them.

The former are the proactive managers, always one step ahead of the game, anticipating issues and steering their businesses with purpose. The latter are the reactive managers, constantly putting out fires, never quite feeling in control of their destiny.

Now, consider this your one-question pop quiz. Imagine a pencil and two empty ovals: reactive and proactive. Which bubble will you mark?

If you filled in the reactive oval, you're not alone. The property management industry is inherently unpredictable, with no two days ever quite the same. But while you can't control the chaos, you can control how you respond. And by shifting from a reactive to a proactive approach, you can transform so many cortisol-infused stressful days into "Hey, I enjoy my job!" days.

THE PITFALLS OF REACTIVE MANAGEMENT

It's all a matter of your attention and where you place it — on a problem's front or back end. Reactive management often feels like an endless cycle of crisis control. You're constantly playing catch-up, addressing issues as they arise but never quite getting ahead. This approach is not only stressful and inefficient, but it can also lead to serious consequences for your business.

Let's consider some scenarios, starting with perhaps the most obvious: an aging roof. A reactive manager might wait for a leak to address the issue, resulting in water damage, mold and a costly emergency repair. On the other hand, a proactive manager would have scheduled regular inspections, identified the problem early and advised their owner to plan for a roof replacement before it became a crisis.

Or consider a tenant who is consistently late with rent. A reactive manager might let it slide month after month, only taking action when the arrears become significant. A proactive manager would have clear rent collection policies, communicate with the tenant after the first late payment, and begin eviction proceedings if necessary to mitigate losses.

In the realm of property maintenance, a reactive manager waits for appliances to break down completely before replacing them, often resulting in disgruntled tenants and lost rental income. A proactive manager keeps detailed records of appliance age and condition, recommends to the owner proactive budgeting for replacements as things get old and worn, and replaces these appliances before they fail during tenant turnovers, minimizing disruption to tenants and preventing emergency repair costs.

Regarding vendor management, a reactive manager might stick with the same underperforming vendors year after year, accepting subpar service as the norm. A proactive manager regularly recruits and evaluates new vendors. They also have vendors that adhere to clear written service level agreements, and they periodically assess vendor performance, meeting with them regularly to keep the communication lines open and clear. Proactive managers obtain multiple bids for repairs over "X" dollar threshold and aren't afraid to switch to a new vendor if it means better quality or value.

The reactive mode can be detrimental to owner relations, too. A reactive manager might only communicate with owners when there's a problem, leading to frustrated clients who feel out of the loop. A proactive manager sends regular updates and provides detailed financial reports, offering market information and regular communications, helping the owner feel connected to their investment.

Proactive managers stay ahead of industry trends, always looking for ways to improve their services and grow their businesses.

Continued on next page

Continued from previous page

In each of these scenarios, the reactive approach leads to bigger problems down the line — more damage, expenses, headaches, and dissatisfied people. And there's a cumulative heat aspect, too. The more problems you stack on top of each other, the more unbearable they all become.

The proactive approach resolves issues before they happen, saving time, money, and stress. Don't forget: All problems require attention. It's just up to you to determine when you address them.

THE POWER OF PROACTIVE MANAGEMENT

Obviously, avoiding headaches is a prime reason to adopt a proactive approach.

But being proactive isn't just about avoiding problems — it's also about recognizing opportunities for big gains. Proactive managers stay ahead of industry trends, always looking for ways to improve their services and grow their businesses. They invest in their teams, providing training and development to build a staff of problem-solvers.

They leverage technology to automate tasks and gain data-driven insights. They consider all staffing options, such as investigating how administrative outsourcing can boost their bottom line and provide efficient workflows.

A proactive manager always seeks ways to increase property value and rental income. They might suggest strategic renovations to owners, such as upgrading kitchens or adding in-unit laundry to allow for higher rents and better tenant retention. They stay informed about local market trends and adjust rental rates to ensure the property remains competitive.

Proactive managers also understand the importance of community building. They might organize resident events, such as holiday parties or summer barbecues, to develop a sense of community among tenants. They form relationships with local businesses and organizations, such as gyms or pet groomers, to offer discounts to their residents. Proactive managers can increase tenant satisfaction by going above and beyond in creating a positive living experience, leading to better online reviews, more referrals, and lower turnover.

A forward-facing manager stays ahead of potential legal issues by keeping meticulous documentation. They perform thorough move-in and move-out inspections, complete with photos, to avoid security deposit disputes. They keep detailed records of all communications with tenants, vendors, and owners, which can be invaluable in the case of a legal dispute. They stay informed about changes to local, state, and federal housing laws and adjust their policies accordingly to ensure compliance.

Simply put, proactive managers take control of their days. They don't let the industry's unpredictability dictate their routines. They determine how they will navigate that unpredictability. They set goals, plan, and take action, always steering their ship forward, even in choppy waters.

MAKING THE SHIFT

So, how do you make the shift? How do you transform yourself from reactive to proactive?

Start by evaluating your current operations. Where are you constantly putting out fires? What tasks are eating up most of your time? What processes feel clunky or inefficient? Identify your biggest pains and start brainstorming proactive solutions.

For example, if you constantly chase down late rent payments, consider implementing an automatic rent reminder system or offering incentives for on-time payments. If you're drowning in paperwork, look into digital document management solutions and alternative staffing options. If you struggle to fill vacancies, reassess your marketing strategy.

If you want more informed tenants, consider a detailed onboarding checklist with utility setup instructions and a welcome packet outlining property rules and local amenities. To address issues promptly, set up automatic work order assignments for maintenance requests. You might also create email templates for common tenant or owner communications so you can respond quickly and consistently.

Don't forget to involve your team in your planning. Provide training on anticipating and solving problems. You need staff that's knowledgeable and able to take action without always needing your green light.

The more you transform your business from reactive to proactive, the more you'll be able to focus on what matters — growing your business, serving your clients, and achieving your goals.

We all want to steer our lives rather than being steered. If you filled in the reactive oval in your one-question pop quiz, please recognize that your pencil has an eraser. You can change your answer.

You just have to keep that pencil sharp and commit to answering that little quiz daily in various ways. Always ask yourself: Did I fill in the proactive oval today? Yes, I did. OK, how do I do it again tomorrow? Take this little test each day, and you'll earn your A+.

You'll drive your business, not the other way around. You'll keep it in drive, not reverse. 🚗

Continued from page 16 "Starting Over"

- **Start with a general email such as info@ or office@.** When you hire your first staff member, immediately start using a shared inbox system like Zendesk, Inbox in LeadSimple or Help Scout. You might not think you need it with just one additional person, but you will be so glad that you did when you grow! Keep all clients and tenants using the same email address and phone number and assign them to team members from there.
- **When you are in the start-up phase and the single employee/worker, self-showing software and anything else that automates the repetitive tasks you face daily is your friend!** Now, more than ever, time is money, and you need to be prospecting for new clients.
- **Be humble, but brag.** It will be hard to tell someone that you manage five doors or 14 doors when you've traditionally managed a larger portfolio and staff. Simply explain that after growing property management businesses for other brokers, you decided that it was time to go into business for yourself. Explain how many years of experience you have in the industry and tell your story! Advocate for yourself and your baby company. Most people will cheer you on and be happy to give you positive reviews and refer you to their friends and associates. 🚗



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That's Regional
Vice President



NARPM® Southeast Regional Vice President **Katie McNeeley, RMP®**, is the Broker for Jim McNeeley Real Estate and Property Management in Portland, Oregon. She previously served as 2017 President of the NARPM® Greater Portland Chapter, as a Member of the National Member Services Committee and as Ambassador and then RVP to the Northwest Region. She has also served on various ad-hoc committees and was awarded one of the NARPM® Volunteer of the Year Awards in 2022.

The RVP Bulletin: Hats off to the Southeast Region's standout leaders!

Hands in the air for the Southeast Region! Serving as Southeast Regional Vice President has provided me with the opportunity to meet many great leaders so far this year, and I've learned much from them. It has been interesting to see how the region's Chapters are serving Members and working together to do so.

What does leadership mean to you? To me, at the simplest level, being a good leader means truly caring about what you are doing and having the ability to grow and adapt as you continue to learn. I want to highlight a few of the amazing leaders here in the Southeast Region.

When I think of the great qualities that a leader has, authenticity, consistency and motivation are three words that come to mind. One of our Southeast RVP Ambassadors, Daniel Rothrock, embodies those to a T. Daniel has literally been a "rock" to not only me this year, but to the many Chapter leaders he mentors. He has regular calls set up and is a great sounding board and encouraging advisor and consultant. I also hear that he's one heck of a speaker if you're looking for one!

Have you met Tal Kramer from Atlanta? He and his wife are regulars at NARPM® events, so I bet you've had some sort of contact with Tal, whether it be networking at an after-party or hearing him speak. He is currently leading the Atlanta chapter and pulling in high-quality speakers at a great new location (head on over to the Chapter Spotlight for some words from Tal!). Tal embodies the leadership qualities of enthusiasm, diligence and commitment.

He jumped right into planning for the regional Southern States Conference and was already creating

videos to hype the event much earlier this year. He and the Conference planning committee have been working tirelessly to bring an amazing event to Members from Aug. 27-29 in Sandestin, Florida. More details can be found at <https://www.narpmatlanta.com/southern-states>. Tal is a long-term NARPM® Member and continues to seek opportunities to grow and give back to other Members of our industry.

Jessica Foster is getting things done in her role

as Florida State Chapter President! What I have learned from Jessica is that a leader needs to have empathy, motivation and spirit. She and her Florida State leadership team had a goal to better serve the Chapter Presidents in their roles this year. She had the wonderful idea to host regular calls with the Chapter leaders to share ideas, discuss pain points, etc.

I have been lucky enough to be able to sit in on a couple of these calls and can see that Florida State's goal is being met. People are showing up, exchanging ideas and talking about ways they can help each other. Jessica's positive

approach and collaboration with her team is actively helping these leaders to support their membership and their future leadership teams.

I had the pleasure of meeting Angie McKee this year and have been able to see what qualities she excels at as a leader. Angie embodies resilience, passion and diligence. She tirelessly serves our property management and real estate communities within NARPM® as a leader in various roles, as well as with other industry associations. Angie is an open book and wants to share what she has learned to elevate others in the industry. She is passionate about seeing others

“What does leadership mean to you? To me, at the simplest level, being a good leader means truly caring about what you are doing and having the ability to grow and adapt as you continue to learn.”

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

Pacific: Jerrold Jay Jensen, RMP®
California.

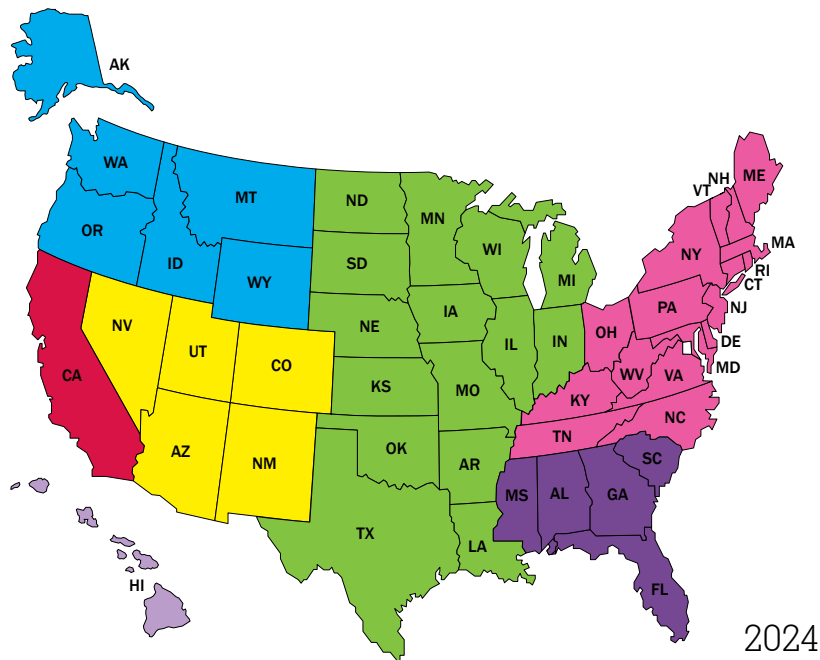
Pacific Islands: Jerrold Jay Jensen, RMP®
Hawaii.

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.



Continued from previous page

succeed, and great at giving them the tools and support to do so.

I've been a NARPM® Member for over 10 years and have seen Aaron Silverman on various message boards (remember the old list serve?) over the years sharing his thoughts and ideas with other Members. He has worked tirelessly for the past 18 months as the Charleston Chapter President.

As a leader, Aaron is communicative, dedicated and hard-working. I've been able to chat with Aaron over the past few months about not only his Chapter, but about NARPM® and our industry in

general. He has given me more than a few business tips and is always willing to share to help others succeed. He listens to his Members' input and has a great way of bringing people together. He and his leadership team are hard at work on their annual Oyster Roast, which is sure to be another great event!

These are just a few of the top-notch leaders in the Southeast Region who are working hard to make sure our Members are poised to thrive and prepared for success. Hats off to you all! 🎩

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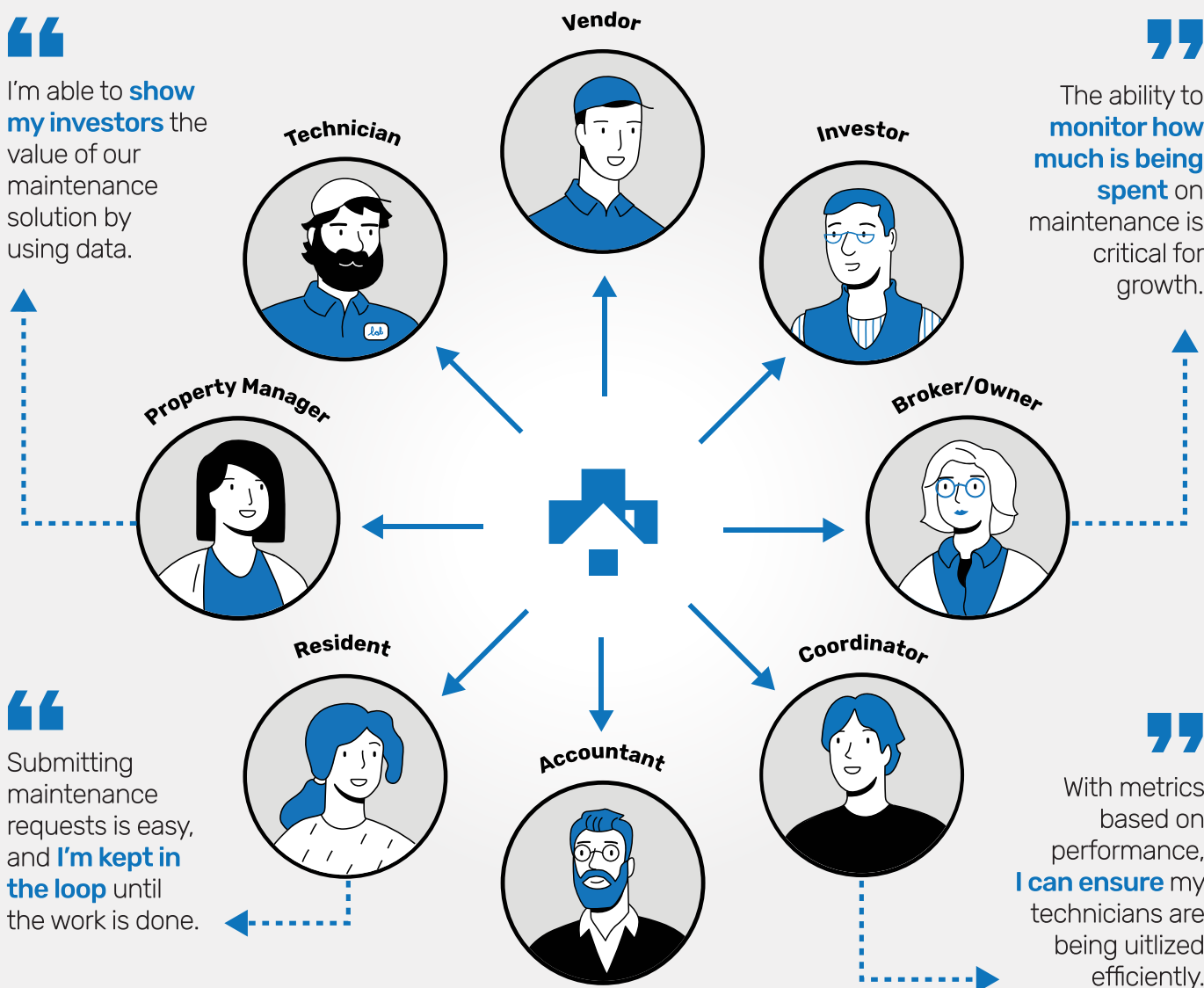
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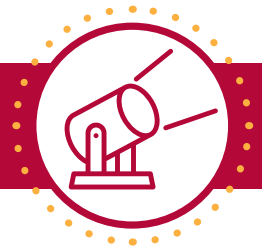
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CHAPTER Spotlight

GET TO KNOW THE EXCELLENT NARPM® CHAPTERS ACROSS THE UNITED STATES



Tal Kramer, MPM® RMP®, is the co-owner and founder of Avalon Property Management Services based in Marietta, Georgia. He has been a Realtor® since 1991. Prior to real estate, he was a commodities trader in Chicago and later spent 12 years in data processing. Tal and his wife, Jeanette, have worked together since the day they met in 1991. They spent 10 years together in data processing and transitioned to a career in real estate sales in 1991. In 2009, they founded their property management business, increasing their skillset once again. Their son, Aaron, joined in January 2021 and is now a co-owner and integral part of the company. Tal is an active NARPM® Member who has served the NARPM® Atlanta Chapter in various capacities, including 2024 President. He also served on the 2021 and 2022 Broker/Owner Planning Committees.

Learning and sharing at the Southern States Conference

Name the No. 1 benefit of NARPM®. If you ask almost anyone, the answer would be one word: sharing.

Unlike any organization I've experienced, NARPM® Members freely exchange information to help elevate each other. NARPM® Chapters can share, too, which I'll explain. But for now here's an example of how valuable all of this sharing can be.

When we joined NARPM® in 2013 we had a nice little profitable business going. Two years later, during a NARPM® Conference in 2015, another NARPM® Member talked about their revenue per unit (RPU). At that time we tracked our Profit & Loss but never thought about tracking RPU. It made sense so we did the analysis and learned our 2015 RPU was \$151 per month. Once I started paying attention to this, that figure grew and grew annually as we implemented more ideas learned from fellow Members. Fast forward to 2024, and our RPU now averages \$561 per month and it's still growing.

Why such an improvement? Because of you! Attending NARPM® Conferences and classes, listening to Member podcasts and plain old networking have all provided not only the idea, but often the details of how to implement those great ideas. (One note: We don't believe in fee maxing or junk fees.)

So, how does this relate to NARPM® Chapters? In 2022, our Atlanta Chapter President-Elect, Clint Setser, told me about a NARPM® Florida Conference called PM Prime. Florida NARPM® leader Jessica Foster and her team created a one-day mini Conference, and it was a hit.

The Atlanta Chapter took that idea and created Property Manage Resolutions (held in early January, hence "Resolutions" in the title). Resolutions became a full-blown one-day Conference with main-stage speakers, breakout sessions, meals and a trade show with over 25 vendors. We capped the day with a trade show cocktail party, too. We attracted over 100 attendees, and the real surprise was over 25 percent were non-NARPM® Members.

PM Resolutions was such a hit that we repeated the event in January this year. Attendance went up, and this time over 35 percent were non-NARPM® Members.



Two sharing points here: Jessica Foster's PM prime helped the Atlanta Chapter to provide a new way to serve our membership with a great day of education, sponsors and networking. And the unexpected surprise of non-members and membership opportunities was a big hit, too.

To help our team run PM Prime Resolutions next year I created a brief playbook – nothing fancy, just a timeline of what needs to be done month by month to plan and hold the Conference. A few months ago, one of the East Coast Chapters heard about the one-day Conference concept from their Regional Vice President, and we happily shared our playbook to help give the planning a boost.

Talk about sharing and collaborating! I'm excited to invite all NARPM® Members to attend a first-time collaboration when the Atlanta Chapter and the Florida State Chapter host our first combined Southern States Conference from Aug. 26-29 in Sandestin, Florida. We already have over 50 sponsors registered, and our Education Committee is finalizing three solid days of speakers and panels to help us enhance our businesses. This is an event you don't want to miss! Check it out online: <https://www.narpmatlanta.com/schedule>.

I look forward to learning and sharing with all of you! 🏠

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David Normand is Director of Sales & Account Management at Vendoroo (<https://vendoroo.ai>) and a seasoned maintenance executive with a 15-year track record of success in property management maintenance operations. At Vendoroo he optimizes property managers' maintenance workflows, ensuring efficient vendor management. Previously, as CEO of RentVue, David automated maintenance services completing 100,000 work orders. Reach him at [david.normand@vendoroo.ai](mailto: david.normand@vendoroo.ai).

Inside the maintenance pressure cooker

In the world of property management, every maintenance ticket signals a problem. This industry, much like an ambulance service, operates under high pressure. We're expected to respond reliably and promptly, often in stressful situations.

However, unlike the occasional praise an ambulance crew might receive, maintenance teams rarely get acknowledgments for preventing or resolving issues.

The reality is that we are under constant scrutiny. When things go wrong, the ripple effect is significant. Property managers, vendors and service providers face the brunt of the blame from property owners and residents who believe they're paying for a flawless service.

This pressure is then passed down the chain, from managers to vendors, with everyone striving for the elusive ideal solution. But the truth is, problems will always arise in this industry, and we need to prepare everyone involved to understand that while we strive for perfection, issues are inevitable.

One of the biggest challenges we face is meeting expectations that don't even exist for homeowners. Consider this: If a homeowner calls a plumber at midnight due to a heating failure, they might wait a day or two before the issue is resolved or even choose a later date if unwilling to pay top dollar for same-day service.

In the property management realm, however, the expectation is for immediate responses and solutions, often without the premium cost associated with such high-level service.

In my early days, I posted this saying across the office: "Buildings break, contractors aren't always reliable, and rent isn't always paid on time. That's

why we have jobs."

The essence of property management is problem-solving under pressure. No matter how hard we work or how many hours we put in, a single mistake by anyone in the supply chain can jeopardize relationships with owners, clients and residents.

This constant pressure is why property managers are always on the lookout for solutions that can alleviate their burden.

The industry has various approaches to solving these challenges. Some property managers prefer in-house teams, which increases costs but ensures

reliability. Others rely on 1099 contractors, hoping to find dependable ones who won't be lured away by better offers. This adds another layer of pressure to keep them sufficiently engaged.

Consider a \$450 maintenance job: It might involve coordination among six to eight people. Surprisingly, larger projects, like a \$9,000 boiler replacement, can be simpler than smaller ones like replacing a faucet, due to the fewer scheduling and coordination challenges.

As property management integrates more technology, improving vendor relationships, notifications and transparency is critical. It's crucial to provide insight into the complexities of managing maintenance from start to finish. Even if owners and residents aren't always happy with the outcome, understanding the challenges we face can foster a greater appreciation of the work involved.

The property management industry is evolving, and with continued effort and innovation, we can rise to meet these challenges, providing better service and greater value to all involved. 🏠

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*My Healthily Director of Sales **John-David Garletts** is licensed in all 50 states and takes great pride in assisting groups through their journey to find the healthcare coverage plan that best fits their needs. John-David is a Savannah, Georgia, native and was fittingly born on St. Patrick's Day! He also attended Hampden-Sydney College in Virginia and obtained dual degrees in biology and managerial economics. John David joined MyHealthily at its inception and has accepted the challenge of identifying opportunities for groups to be better served by the benefits in which they enroll. Reach him at jd@myhealthily.com.*

Remote healthcare services are growing

Over the past few years, there have been tremendous advancements and growth in the virtual world. Due to the pandemic, the need for and use of remote learning, working and even healthcare resources have expanded drastically. Although the technology for virtual meetings was present long before the pandemic, the healthcare industry has had the largest adaptation of them all, in the form of telehealth services.

Surprisingly, telehealth was first used in the 1920s when physicians diagnosed patients by telephone and radio. While this form of treatment has been present for quite a while, there has been much change specifically in the past three years. From growth in technology to acceptance and higher utilization, telehealth services are growing.

But just how far have these services advanced and where will they go?

BENEFITS OF TELEHEALTH SERVICES

- The ease of scheduling and meeting with a provider has advanced by leaps and bounds. Those seeking appointments can meet with a physician during lunch breaks, the kids' nap times or anytime from the comfort of their home or office.
- This technology has provided access to care especially in remote areas where patients would normally have to drive far distances to see a healthcare provider.
- After the COVID-19 pandemic, people have become more aware of social distancing and quarantining, especially those who are considered to be "at risk". The technology of telehealth has provided the availability of care for when you are feeling under the weather.
- The effortlessness created through virtual care allows for the treatment and maintenance of health - mental and physical. The result is a happier and healthier lifestyle.

HOW HAS IT GROWN AND EXPANDED?

Video conference platforms have been created


solely to meet with medical professionals. This helps to guarantee privacy and safety for the patient and the professional.

After mass quarantines and work-from-home orders, there was a need for better processing speeds across most platforms. This need was met through the availability of telehealth professionals. These professionals have been able to guarantee smooth and uninterrupted appointments. As a bonus, those sessions could be free depending on the provider.

Mental health also became of focus with people more separated from their loved ones and learning to live in a vastly different time. Telehealth was able to expand its offering to include telemental needs. Telemental service offers patients the ability to speak with licensed counselors or therapists via video, phone, or even text messaging. This service has provided users with real-time support in their moments of need. Most importantly, they can do so without having to stop, make an appointment, and travel to an office.

WHERE IT'S GOING

When it comes to the workplace, there has been a new level of support and even promotion from employers for the well-being of their employees. Whether it be a quiet workspace, personal days or health insurance, employers are now seeing the importance of supporting their team's health. Not only does it help to attract and retain valuable employees, but it also helps the team to work better together. With the adoption of these practices, telehealth and telemental services are growing daily and will continue to expand in technology and availability.

If you are curious about telehealth or telemental services and how to make sure your team is well supported, check out associationhealthcare.com. As a NARPM® Member you may have access to both of these services for free through Prosper Benefits, which is available with select plans or as a stand-alone option at Property Managers Healthcare. 

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