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Gracefully parting ways with problem owners



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NEW MEMBER REFERRALS • JUNE 2025

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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 and be required to sign NARPM®'s Author, Presenter and/or Creator Warranty and Agreement before your article's publication. 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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PRESIDENT'S Message

We've achieved milestones we once only dreamed about. But beyond the numbers and achievements, perhaps the most lasting impact has been the culture they nurtured — one rooted in trust, excellence and shared purpose.

The pebbles on the beach change with each wave, but the life of the beach remains

I hope you have a chance to visit the beach this summer; it is always one of my favorite places to be. For me, it provides time to relax, recharge and refocus. As I spent time watching the waves crash during a visit, I thought about our organization. We are like the beach — always changing but remaining consistently focused on elevating the property management industry.

As I shared recently, we are working not only through a leadership transition but are also on a remarkable journey. After 20 years of dedicated, visionary service, our CEO, Gail Phillips, CAE, is stepping down — not just as our leader, but as a mentor, a builder and a steady guiding force through decades of change and growth.

When Gail first stepped into this role, she brought more than just association management experience and insight; she brought heart. Over the past two decades, she has led us through challenges and triumphs, always with integrity, compassion and a deep belief in the volunteers who make up this organization.

Under this leadership, we've achieved milestones we once only dreamed about. But beyond the numbers and achievements, perhaps the most lasting impact has been the culture they nurtured — one rooted in trust, excellence and shared purpose.

Now, as Gail prepares to embrace a well-earned retirement, we know her next chapter will look a little different — filled with sunshine, sea breezes and cherished time with family. Yes, it's true. Beach life is calling! Whether it's long walks by the ocean, quiet mornings with coffee and a view, or a nice glass of wine to finish out the day, I cannot imagine a more fitting reward for 20 years of tireless service.

And while we will deeply miss her steady leadership, we take comfort knowing that the

foundation they've built with the staff at OMG will continue to guide us. Transitions like this remind us that while leaders may change, the vision and values they champion live on — in the work we do and in the people we become.

I mentioned before that the move toward NARPM® 2.0 is in full swing. We have completed our transition to a Leadership Development Committee and recently recommended the new national directors for service. These new leaders have an awesome opportunity to be able to start the next vision of NARPM®, to push forward with new strategic plans and to set the starting course for the next 20 years of our organization. I hope you will join us in October for the 2025 NARPM® Annual Convention & Trade Show (<https://www.narpmconvention.com/>) to celebrate this new slate of leaders and give them your well wishes for the big job ahead of them.

To our current board of directors who have put in an extraordinary amount of extra work this year: THANK YOU for your leadership, your dedication and your humanity. You've not only led this organization — you've shaped its heart and future. To all of our NARPM® Members, let's carry this organization forward, honoring it not just with words, but with action, unity and purpose.

The tide may be changing, but the horizon ahead is bright — thanks in large part to the journey that brought us here. 🏖️

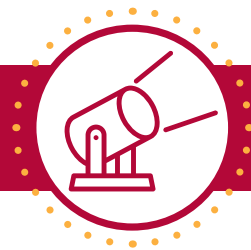


Amy Hanson, MPM® RMP®
NARPM® President

Amy Hanson, MPM® RMP®, is the Vice President of Property Management for Berkshire Hathaway HomeServices PenFed Realty Texas and is the 2025 National President for NARPM®. She is also active in the REALTOR® community in local, state and National organizations and serves as Vice Chair for Leasing and Property Management at the Texas Association of REALTORS®. She was born and raised in San Antonio and holds a Bachelor's degree from Texas Tech University and a Master's degree from the University of Oklahoma. Amy is most proud of her two sons, Aaron and Aiden, who are her pride and joy. When she's not fixing toilets and collecting rent for owners she likes to read, garden and travel the world!

MEMBER Spotlight

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



NARPM® Annual Convention & Trade Show Committee Chair Spotlight: Tyler Allumbaugh, RMP®



Name, designations, company, location: Tyler Allumbaugh, RMP®, First Rate Property Management, CRMC®, Boise, Idaho

I've been in a NARPM® Member since: 2021

I became involved with NARPM® because: It was a great opportunity to meet more people in the industry as well as learn about best practices

and how to navigate difficult situations. I learned so much in my first year as a NARPM® Member that allowed me to be successful and couldn't wait to learn more.

The most fulfilling thing about the behind-the-scenes planning of the NARPM® Convention & Trade Show is: Seeing how many people are interested in presenting at the national conference, knowing that the information they can provide will help NARPM® Members in some way.

The thing I'm most excited about with the Convention this year is: Our keynote speakers and the topics they have chosen to talk about.

My favorite thing about our destination: I have never been to Orlando, so I am excited to see a new city. Amelia Island for last year's Broker-Owner Conference & Expo was the first time I had been to Florida. I still want to see an alligator, if possible.

One great takeaway I've learned so far as Convention Chair is: Finding speakers and topics that appeal to all NARPM® Members and not just topics I would like to hear about. That way all NARPM® Members can take away good information and implement into their companies.

My favorite memory from a past Convention is: Mark Kreditor's presentation at Convention in Atlanta that included him singing some portions of his presentation. I was very impressed.

My favorite thing about being Convention Chair is: Being able to help at the national level to try and provide the best content possible for this convention. I also enjoy looking through all the presentations and topics because there is such a wide variety.

In my opinion, the greatest challenge facing the property management industry today is: Legal issues and federal and state regulations.

NARPM® membership is important to me because: In Idaho, there are fewer regulations and requirements in property management, so NARPM® is important to me because it shows potential investors that we operate by NARPM® ethics and do business according to NARPM® standards. NARPM® helps us set us apart from other property management companies in our market.

My favorite NARPM® benefit is: My favorite NARPM® benefit is being able to travel to these cool cities throughout the country and meet new people. I also think the education piece of NARPM® is a huge benefit in helping me stay caught up in this ever-changing market.

My best advice for those who want to get involved in NARPM® is: Go to a national convention or broker-owner and try and find two or three key points you learned and implement them. If you try and implement everything you learned, you might do more harm than good to your business. NARPM® education is a great tool to gain access to information you may not have known about. NARPM® designations not only help yourself, but they help your company as well. NARPM® PAC keeps you up to date on all the laws and regulations which will keep you out of legal trouble since this is a very sue-happy industry. Networking is the biggest key, whether it is networking at the convention or at the bar. It is amazing where some of the conversations might go and the friendships you will build with others throughout the country.

My favorite pastimes are: My favorite pastimes would be hanging out with my brothers all the time. One lives in Bozeman, Montana, and the other lives in Oklahoma City, Oklahoma, so I only get to see them a couple times a year.

Fellow NARPM® Members would be surprised to know: My favorite thing to do is play golf in my free time. 🏌️

Learn more about the 2025 NARPM® Annual Convention & Trade Show at <https://www.narpmconvention.com/>

MEMBERSHIP Growth

NARPM® membership
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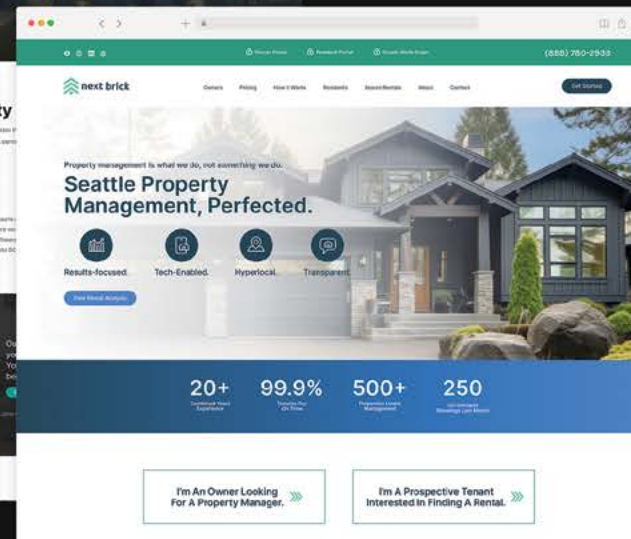
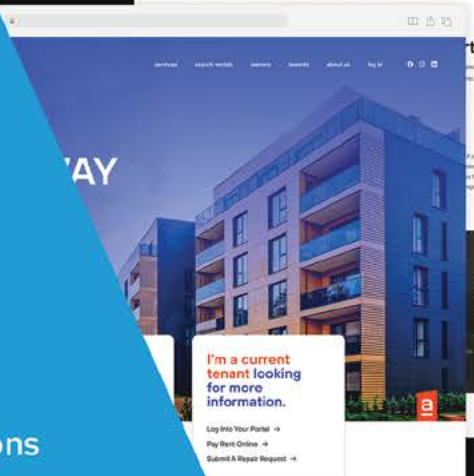
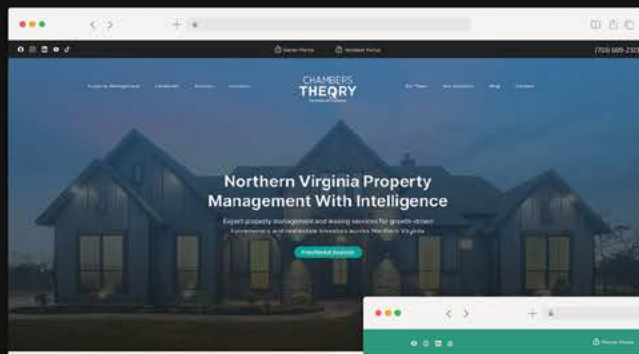
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NARPM® RMP® Candidate
Melinda Theofanous is
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From vacancy to velocity: structuring owner conversations for faster leasing decisions

Vacant properties don't just sit quietly. They bleed revenue. But getting owners to understand the urgency and take the right action can often feel like pushing a boulder uphill. Whether it's reluctance to lower rent, indecision about concessions or simply disengagement, the cost of delay adds up fast.

As property managers, part of our value lies in guiding owners with confidence and clarity. That means shifting from reactive updates to structured, strategic conversations that help owners make informed decisions faster.

This article offers a practical weekly follow-up framework, a simple rent loss calculation method to tell the financial story, and conversation tips that blend facts with empathy.

THE REAL COST OF VACANCY

Vacancy isn't just inconvenient. It's expensive. Many owners overlook the compounding loss associated with even a few weeks off the market. Beyond lost rent, there are utility costs, continued

refrain: "Let's wait another week."

This hesitation typically stems from:

- Emotional attachment to the property's perceived value;
- Optimism bias ("the right tenant just hasn't seen it yet"); or,
- Fear that lowering rent reduces long-term returns or sets a poor precedent.

Your role is to acknowledge these concerns while reframing the conversation around market realities. Provide facts, trend data, and empathetic guidance that shifts their focus from short-term fear to long-term gain.

Example prompt: "I completely understand wanting to get top dollar — who wouldn't? But the market is speaking through our traffic and showing stats. I want to help you preserve your investment, not chase losses."

THE WEEKLY FOLLOW-UP FRAMEWORK

To drive decisive action, structure your updates

As property managers, part of our value lies in guiding owners with confidence and clarity. That means shifting from reactive updates to structured, strategic conversations that help owners make informed decisions faster.

marketing, property checks, and labor hours.

Consider this: A home listed at \$1,750 per month is losing about \$58 per day while vacant. If the home sits for 45 days due to slow market traction or pricing misalignment, that's over \$2,600 in unrealized income. Waiting for the "perfect tenant" at a higher rent may ultimately cost more than reducing the price by \$100 to fill the unit sooner.

Tip: Use a simple rent loss calculator or spreadsheet that breaks this down week-by-week. The visual impact of cumulative loss often moves the needle in owner conversations.

WHY OWNERS DELAY

Most property managers have faced this common

intentionally. A week-by-week cadence builds urgency and shows a professional, data-backed strategy.

Week 1: Launch and Observe

- Share listing links and key features.
- Track initial showing traffic and online views.

Week 2: Analyze Early Trends

- Compare engagement to similar listings.
- Provide feedback from showings.
- Suggest early signals. ("We're underperforming by 40% on views compared to comps.")

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Week 3: Escalate with Data

- Introduce rent loss to date. ("We've missed \$1,200 in potential income.")
- Recommend adjustments: rent reduction, pet-friendly policy, move-in incentive.

Week 4-plus: Set a Decision Deadline

- Reiterate urgency: "We're at a crossroads. Continued vacancy is now a greater risk than price adjustment."
- Provide one or two clear options and next steps.

This framework transforms your follow-up from passive updates to a persuasive, problem-solving dialogue.

SCRIPTS THAT SHIFT MINDSETS

Here are some field-tested phrases that encourage owner buy-in without creating friction:

- When the owner resists price changes: "We're trending well below average in both showings and inquiries. A small price adjustment could dramatically increase exposure and shorten vacancy. Let's test it out and see how the market responds. We can reassess in seven days."
- When the owner is unsure what to do: "How long is too long to wait? We've now lost X in revenue by not reducing the rate. Even a small drop of \$100 is only a \$1200.00 loss when you just lost X in rent for the month. Let's drop the rent to \$X for the next week and monitor engagement."
- When the owner isn't responding: "At this point, inaction is becoming a decision by default. We've lost \$X in rent already."



I want to help you avoid further loss, but I need your green light."

ACTION YOU CAN TAKE THIS WEEK

- Identify one unit that's been vacant for 21-plus days.
- Run the rent loss math (daily rate × days vacant).
- Draft a short, data-driven message to the owner with one clear recommendation
- Send it with confidence and offer a brief phone call to discuss options

Vacancy is part of the rental business, but unnecessary delays don't have to be. With a proactive follow-up structure, the right tools, and confident messaging, you can shift the leasing timeline from stagnant to strategic — helping owners move from vacancy to velocity. 🏠

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NARPM® RMP® designation candidate **Paul Rich** is a broker-salesperson and property manager in Henderson, Nevada. Paul has previous experience as a broker-owner, broker manager, community manager and HOA management company owner. Paul has served two terms as NARPM®'s Nevada State Chapter President. He teaches throughout Nevada and serves as 2025 Las Vegas Realtors (LVR) Faculty Chair. Paul earned LVR Instructor of the Year in 2023. Paul is happily married with four daughters and enjoys spending time with his first grandson.

What does success really look like in property management? (Hint: It's not just door count.)

In property management circles, success is often boiled down to a single, oversimplified metric: the number of doors under management. Industry peers will casually drop phrases like, "We manage 300 doors," as if higher numbers alone define mastery.

But here's the truth: More doors don't always mean more money, more efficiency or — most importantly — more satisfaction. At one time, I managed nearly 1,800 single-family doors and HOA association doors. This was a number that was fun to spout at a conference or networking event, but it was not an indicator of success. In fact, the number represented how much stress I experienced day in and day out.

It's time for a more nuanced — and realistic — conversation about what success actually looks like in modern property management.

REDEFINING SUCCESS: THE METRICS THAT MATTER

Let's be honest: managing hundreds of properties can look impressive on paper, but it can also mean juggling chaos if systems, staffing and margins don't align. Instead of being hypnotized by the number of doors, consider these alternative (and often healthier) benchmarks for success:

- Profitability over volume: Revenue is not the same as profit. Managing 200 properties with razor-thin margins and burned-out staff isn't a badge of honor; it's a fast track to burnout. Some of the most profitable property managers in the country run lean portfolios with premium services, higher management fees, and highly engaged clients.
Key questions:
 1. Are your properties generating a healthy profit margin?
 2. Are your fees in line with the service and value you provide?
- Client satisfaction and retention: Do your owners stick around year after year? Are they referring friends, colleagues, or even their own family members to your services? High retention rates and organic referrals are far better signals of long-term success than door count alone.
Key indicators:

1. Net Promoter Score (NPS)
2. Annual client churn rate
3. Frequency of referrals from existing clients

- Operational efficiency: A smaller portfolio that runs like a well-oiled machine beats a massive, disorganized one any day. The smart use of automation, workflows, and communication tools allows managers to handle more with less — and sleep better at night.

Ask yourself:

1. Are you using technology to minimize manual tasks?
2. Can your team scale up without sacrificing service quality?
3. Are your processes repeatable, documented and automated where possible?

- Tenant quality and turnover: Successful managers don't just fill units; they place quality tenants who pay on time, respect the property, and renew their leases. High turnover rates and frequent evictions are red flags, no matter how many doors are in the portfolio.

Success metrics:

1. Average tenancy length
2. Turnover costs vs. income
3. Screening process effectiveness

- Work-life balance and lifestyle design: Let's not forget that you are part of the success equation. Are you working 80 hours a week to keep the machine running? Or have you created a system where you can take a vacation, go to your kid's soccer game, or simply have a stress-free Sunday?

Consider:

1. How much time do you spend working in versus working on your business?
2. Is your business serving your lifestyle — or the other way around?

- Team culture and employee retention: A successful business is one that people want to be

Continued on page 21 "Success"



PROPERTY MANAGEMENT ACQUISITION LOAN EXPERTS

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Jordan Coleman is a Loan Officer at Live Oak Bank, specializing in financing for property management. She brings over seven years of experience in the financial services industry, including a strong background in supporting small businesses across diverse sectors. She holds a degree in financial services from East Carolina University and is committed to providing exceptional service and facilitating the growth of her clients. To learn more, connect with Jordan at jordan.coleman@liveoak.bank.

Three things to keep in mind when buying a book of business

Whether you are just starting your career or a seasoned professional looking to expand your residential property management business, acquiring a book of business can be an efficient way to grow your list of clients.

A book of business is an ever-evolving asset, and its value lies in the goodwill of the clients and customers rather than tangible assets like equipment. Consider these best practices when buying a book of business to verify that the book will be a strategic fit and a wise investment.

CONDUCT DUE DILIGENCE

In order to determine if the book being sold is a good fit for your residential property management business, take your time and conduct plenty of research to confirm that your service model will align with the seller's current model. Unearth how the seller runs the business and what the client expectations are.

An example would be if you're acquiring a book of residents who are accustomed to quarterly property inspections, but you perform inspections on a yearly basis, make sure that you can meet the demands of those residents. Set parameters for your search, including the ideal type of client and target price you are willing to pay.

During the due diligence phase, it's critical to dig deep into every aspect of the residential property management business to ensure that the retention rate is high. It could be beneficial to schedule meetings with several long-term residents or homeowners to gain insight on their expectations and goals to enable you to maximize tenant retention.

Make sure you have a clear understanding as to why the owner is selling. Are they retiring? Changing careers? Ask the right questions to determine if you're inheriting an unsatisfied portfolio.

Make sure you have a clear understanding as to why the owner is selling. Are they retiring? Changing careers? Ask the right questions to determine if you're inheriting an unsatisfied portfolio.

Further, inform your acquisition by assessing the overall health of the property management business. Review tax returns and financials, analyze cash flow and identify the general organization of client data. The due diligence process should encompass a comprehensive evaluation of every facet of the book of business.

PAY A FAIR PRICE

After you've completed due diligence and decided to move forward with acquiring a book of business, an appraiser will help you determine a fair purchase price. Every book of business is different, and a variety of factors play into the market value of the book, including revenues, portfolio diversity and tenure. After taking all aspects of the deal into consideration, the seller and buyer settle on a purchase price.

BUILD A TRANSITION PLAN

Prior to closing on the book of business, it is strongly advised to have a plan in place for transitioning the residents. Establish a mutually agreed-upon timeline for the seller to support

the transition and complete all responsibilities to their managed properties. The first six to nine months are crucial in executing a smooth changeover strategy to retain residents. Remember, they can choose to leave, so you must establish trust and nurture these new relationships for long-term success.

Onboard your newly acquired clients by hosting meetings with the seller so that you can set expectations, address any concerns and create consistent communication with your new clients. If you take the time to document your goals and priorities, along with a timeline for the transition, you'll have a global outlook of how best to incorporate the new business into your existing service model. 📅



Anne Lackey is the co-founder of HireSmart Virtual Employees, hiresmartvirtualemployees.com, a full-service HR firm helping others recruit, hire & train top global talent. She has coached and trained hundreds of people in the U.S. and Canada in creating successful businesses to be more profitable and to create the lifestyle they desire. She can be reached at anne@hiresmartvirtualemployees.com or at meetwithanne.com.

Gracefully parting ways with problem owners

The quality of your relationships determines the quality of your life. Think about it. That friend who always has drama, who calls only when they need something, who leaves you feeling drained after every conversation? There's a cost to maintaining that friendship.

You lose emotional energy, time you could spend with people who lift you up instead of bring you down.

The same principle applies to romantic relationships, family dynamics and business relationships. We pay a price for every relationship we maintain. Sometimes that price is worth it: the difficult teenager who's going through a phase, the aging parent who needs extra patience or the longtime friend dealing with grief. These relationships cost us something, but the value exceeds the price.

But what about the relationships where the cost

WHAT TROUBLE LOOKS LIKE ON DAY ONE

Some relationships are doomed from the first handshake. We've learned to spot patterns in early conversations that suggest trouble later. Here are a few of the red flags we now watch for:

- They insist on rent amounts that don't align with market data.
- They complain at length about past managers but take no ownership.
- They show hesitation about necessary maintenance expenses.
- They push for exceptions to contract terms before signing.
- They respond slowly during onboarding, but expect fast turnaround from you.

It's tempting to overlook these signs when you're growing your business. But one "yes" to the wrong

But what about the relationships where the cost consistently exceeds the value, like the friend who's been toxic for years, the relative who only brings negativity, the business associate who disrespects every boundary? Is it worth it?

consistently exceeds the value, like the friend who's been toxic for years, the relative who only brings negativity, the business associate who disrespects every boundary? Is it worth it? That's the question you must repeatedly ask yourself as you assess your work and your life.

And when the cost exceeds the value, you need to find the gumption to make necessary cuts. That's how you stay true to your value system. That's how you live your best life.

My husband, Mark, and I learned this lesson the hard way in our property management business. We'd built a decent portfolio, but something was off. We were working harder than ever, making less money, and we were miserable. Then we did the math. About 20% of our clients were eating up 80% of our time and 100% of our sanity.

client can cost you weeks of conflict and dozens of hours your team could have spent elsewhere.

YOU CAN'T SYSTEMATIZE YOUR WAY OUT OF A BAD FIT

It's tempting to think more checklists, more automation, or better scripting will solve everything. And to a point, systems help. I'm obsessive about setting up quality processes. But no process can fully protect your business from clients who don't respect your time, your people, or your professional boundaries.

When we finally paused to assess what was breaking down, we realized our processes weren't the issue. It was misalignment. We were trying to build consistency on top of chaos.

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A client who ignores maintenance requests, bypasses channels or nitpicks every invoice isn't just difficult. They're destabilizing. And that hurts your whole team.

RUN THE NUMBERS — THEN TRUST YOUR GUT

One thing that helped us make confident decisions was laying it all out on paper. We reviewed our books and calculated which properties generated the most revenue compared to hours spent managing them. It became clear that a handful of owners were dragging down our margins and morale.

We looked at how many exceptions we'd made, such as how many times we'd stayed late to handle issues that should've never happened or how often we left meetings talking about the same three or four owners. That kind of data helps you move from frustration to action.

THE HIGH-MAINTENANCE TRAP

In any portfolio, you might come across a client who owns multiple properties. On paper, they look valuable. But each property brings its own complications, and the client constantly requires clarification, overrides your recommendations or escalates minor issues. Over time, they demand more meetings, more follow-up, and more exceptions than most of your other clients combined.

Now consider the client who owns fewer properties but respects the process. They answer promptly, support reasonable maintenance decisions, and let your team do their job. They don't drain your time, they don't trigger drama, and they make your systems stronger by working with them, not against them.

Once you step back and compare the two, the conclusion is obvious. The high-maintenance client brings volume, but the steady one brings sustainability. The return on your time, attention, and energy is far better with the client who trusts you to manage well.

HERE'S WHAT THE EXIT CAN SOUND LIKE

Letting a client go doesn't have to be awkward or emotional. Here's an example of what you might say:

"After reviewing our current business operations and client mix, we've determined we're no longer the best fit to manage your property. We'll honor the terms of our agreement during the notice period and help facilitate a smooth transition."

Keep it simple. Stay neutral. Avoid blame. You're not asking for permission. You're making a professional decision and delivering it respectfully.

You might offer to recommend another company, but you're not obligated to. What matters is that you uphold your end of the contract and avoid burning bridges, even if they've been hard to work with.

DON'T FORGET THE LEGAL FINE PRINT

Before you send that message, double-check your contract. Make sure you're following the termination clause, including required notice periods and any deliverables you owe them. It's also smart to review local regulations or consult your legal counsel if needed.

A brief, written record of why you're ending the relationship is also useful. It keeps your memory fresh in case anything gets contested later and helps clarify your decision internally.

And as you offboard, remember your ethical responsibilities. Don't let a rough relationship with an owner cloud your professionalism with tenants or vendors. You're still the manager until the end of the notice period, so wrap things up cleanly.

PREPARE YOUR STAFF FOR THE TRANSITION

If this client has a reputation among your team, your staff will likely feel relieved, but they also need direction. Let them know what to expect, who will be handling communication, and how to respond if the owner pushes back.

You might say: "We've decided to end this client relationship. You may still hear from them during the transition, but all communication should go through [you/specific team member]. Let's keep things professional and clear."

This keeps your staff protected and unified through the process.

TAKE INVENTORY OF YOUR PORTFOLIO

If you're not sure whether it's time to let someone go, ask yourself and your team these questions:

- Which owners cause regular staff frustration?
- Which ones delay necessary maintenance or dispute legitimate charges?
- Which names make your stomach drop when you see an email come in?
- Which properties generate the most back-and-forth?
- Which clients rarely say thank you?

Then look at the numbers. Are you actually making money from these accounts once you factor in time, stress and staff morale? If not, it might be time to move on.

Letting go of a client is rarely easy, but neither is holding onto someone who doesn't respect your work. Property management is hard enough without carrying the dead weight of misaligned partnerships.

You get to choose the kind of business you want to build. You get to decide who gets your time. And sometimes, the smartest business move you can make is to close one door so you can better serve the people waiting on the other side. 🏡

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part of. Property managers who foster a healthy team culture often find that their staff stay longer, perform better and help the business grow sustainably.

Watch for:

1. Employee turnover
2. Team engagement and morale
3. Leadership development and delegation

THE NEW DEFINITION OF SUCCESS

It's time to break free from the "more doors = more success" myth. If you have built a business that's profitable, organized, client-friendly and supports your personal goals, you've already made it. Whether you manage 25 homes or 250, what matters most is that your business works for you, not the other way around.

So, the next time someone asks how many doors you manage, maybe just smile and say, "Enough to live well and sleep great." 🏡

That's Regional
Vice President



Ben Parham, RMP®, is the President and Managing Broker of Integrity Realty & Management Inc. in Denver, Colorado, and Southwest RVP for NARPM® in 2024-25. A veteran of the U.S. Navy, Ben proudly served as a Cryptologic Technician (Technical) 2nd Class Petty Officer and was awarded the Joint Service Achievement Medal, two Navy Achievement Medals and a Good Conduct Medal. Ben served as the President of the Denver Chapter of NARPM® in 2018.

The RVP Bulletin:

You don't have time NOT to volunteer

I'm a big proponent of volunteering within NARPM® and always encourage other property managers and Affiliates to get involved in the organization at some level. A common response I get back is, "I don't have time to volunteer right now."

Hey, I get it. We're all juggling multiple balls in the air between new property onboards, staff, demanding clients and the ever-growing pile of regulator changes.

But here's the truth: You don't have time NOT to volunteer!

I've served NARPM® in various capacities for nearly a decade – first as a Chapter leader and now as Southwest RVP – and I've found that it hasn't cost me time but compounded my value. In fact, of all the things I've done to improve my business, my network and my personal growth, my NARPM® service have been the highest-paying return on investment of them all.

MY JOURNEY THROUGH NARPM® LEADERSHIP

I started my leadership path in 2016 as Treasurer of the Denver Chapter. I went on to serve as President-Elect (2017), President (2018) and Past President (2019 and again in 2023). Today, I have the privilege of serving as the Southwest RVP for NARPM® National, covering Colorado, Nevada, Utah, New Mexico and Arizona.

At each step on my journey, I've increased my knowledge, broadened my peer support group and increased my credibility with potential clients. And at each step, I've heard people tell me, "I don't have time for that."

The gains have far outweighed any cost of time.

WHY VOLUNTEERING PAYS OFF

- You're first to know what's coming. When you're on a leadership call, or sitting in on a legislative committee meeting, you don't have to read about the changes coming after they happen – you learn about them in real time. Whether it is a new regulator bill, software product, or maintenance best practice, being on the front lines give you a noticeable advantage.
- You get a seat at the table. Volunteering also puts you in a position to not just react to changes but change the conversation. Whether it's at the local or national level, you and your NARPM®

peers are working with lawmakers, city councils and other housing advocates to help put forth advantageous initiatives that benefit the housing industry and property management community instead of harming them. You can take pride in knowing that you've helped educate decision-makers about the real impacts of policy.

- Instant credibility with your peers. Let's be real: there is a little prestige that comes with NARPM® leadership. When your

peers see that you are a Chapter officer or committee chairperson, they assume you know your stuff – and they're not wrong. Everyone thinks that they need to be ready first to lead, but being in a leadership position pushes you to rise to the requirements of the position, sharpen your skills, speak more confidently and learn how to strategically solve problems (a skill all property managers need).

“Whether it's at the local or national level, you and your NARPM® peers are working ... to help put forth advantageous initiatives that benefit the housing industry and property management community.”

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- Clients love to see it on your resume. Your NARPM® service is a competitive differentiator. We all get the “What makes you different from the other property managers?” question from prospective owner clients. Being able to reply with, “I serve as the [Chapter President / Treasurer / Committee Chair] for NARPM®,” immediately communicates leadership, professionalism, and expertise. This has been a benefit to me many times over the years when signing new business.

BUT WHAT ABOUT THE TIME COMMITMENT?

Yes, being involved requires time. But it doesn't have to take over your calendar. The reality is that you'll find yourself getting better at managing your time when you have more to do.

Serving in NARPM® has helped me develop myself to be better at delegating, has made me more efficient as a property manager and more focused business owner. It forces you to get more efficient with your business, and that's a HUGE benefit.

THE POWER OF COMMUNITY

Leadership in NARPM isn't a solo journey. You're entering a community of smart, driven, ethical professionals who are

all working to raise the bar for our industry. You'll find that the relationships you foster as a volunteer often can turn into meaningful friendships, referral partnerships, and become a support network for when you must face the inevitable challenges of this business.

Whether it's coming together in support or opposition of legislative issues, getting input on the best tools, or sharing vendor contacts, you'll have a tribe which means you never have to face problems alone.

YOUR TURN TO STEP UP

So, you've been sitting on the sidelines – thinking about jumping on a committee or stepping into a board/officer position – let me encourage you: DO IT!

It's OK if you must start small. Offer your time for one project. Join one task force. Just say “yes” one time. I promise you that it will not be your last. Because once you realize that NARPM leadership doesn't drain your time but multiplies your impact, you'll understand what I mean when I say: You don't have time NOT to volunteer. 📌

A designation is what sets you apart from your competition.

Be #NARPMSmart

**Designees approved at the
June 2025
Professional Development Committee meeting**

Corinne Freeman, RMP®
Rize Property Management
Draper, Utah

Shane Cargill, RMP®
3 Options Realty, LLC
Roswell, Georgia

**The Professional Development Committee now
approves Designation Packets monthly.**

- Please submit your packet by the **15th of each month** to be approved.

***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

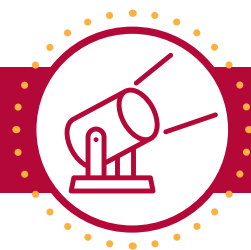
**Join the other 1,000+ NARPM® Members who have earned their designations or certifications.
Contact designationinfo@narpm.org for more information.**

 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.

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?



Brandon Graham is President-Elect of NARPM®'s Phoenix Chapter and the co-founder of Home Ladder, a property management company in Gilbert, Arizona, focused on proactive management and cost-effective maintenance through a trusted network of local vendors. A dedicated husband and father to a 2-year-old son, Brandon is also an avid mountain bike enthusiast.

Phoenix Chapter sets the bar for Member engagement

If there's one word to describe the NARPM®'s Phoenix Chapter in 2025, it's "engaged." We're proud to share that our Chapter has achieved a 100% Member renewal rate for the year — a milestone that speaks volumes about the value our Members receive and the vibrant community we've built.

While many Chapters across the country face challenges with Member retention and engagement, we've taken a different approach — one centered on relevance, connection and experience. It hasn't been about doing more but about doing it better.

Here's what we believe made the difference:

EDUCATION THAT MATTERS TO PROPERTY MANAGERS

Too often, continuing education (CE) can feel like checking a box, especially when the content isn't tailored to our profession. That's why we committed to offering free CE classes to our Members every month, focused exclusively on topics that apply directly to property management.

From legal updates specific to Arizona property managers to practical sessions on vendor relations, tenant law, and property maintenance best practices, we've raised the bar on educational value. These classes aren't just filling CE requirements; they're solving real problems for our Members.

And because they're free for Members, the value proposition is impossible to ignore. Our Members leave these sessions feeling sharper, more confident and grateful to be part of a Chapter that invests in their success.

A VENUE THAT INSPIRES CONNECTION

If you haven't visited the PRS Property Management facility in Chandler, Arizona, you're missing out. We're fortunate to host our meetings and classes in a beautiful airplane hangar that offers an unmatched environment for connection and collaboration.

Not only is it a visually stunning venue with high ceilings, modern amenities and plenty of space for networking, but it's also made available to us free of charge. That generosity and partnership allow us to deliver a premium experience without increasing Member costs.

When our Members walk through the doors of PRS, they feel like they're part of something special. It's more than a venue; it's a home for our Chapter.

EVENTS THAT ARE FUN, MEMORABLE — AND BUDGET-SMART

Engagement isn't just about learning; it's about building relationships and having fun together. That's why we prioritize hosting quarterly social events that create space for laughter, conversation, and lasting connections.

And here's the best part: We don't use a dime of our Chapter's budget.

Instead, we've built strong relationships with some of the best vendors in the industry, who are happy to support our mission and engage with our membership in meaningful ways. Our December holiday party is a perfect example: We took over Andretti Indoor Karting & Games in Chandler for a night of go-kart racing, laser tag, drinks and food, and our incredible vendor partners picked up the tab. Members and vendors alike left smiling, and many commented that it was the best industry event they'd attended all year.

THE RESULT? 100% RENEWAL AND GROWING MOMENTUM

We didn't set out with a goal of perfect retention, but by focusing on what matters — relevant education, quality experiences and strong partnerships — we created a Chapter our Members are proud to renew with. In fact, we've seen an uptick in new membership interest simply through word of mouth.

As we look ahead, our goal isn't just to maintain momentum; it's to build on it. We're already planning more targeted education topics, creative event experiences and new opportunities to connect vendors and Members in ways that benefit everyone.

For Chapters looking to boost engagement, our advice is simple: Think like your Members. What would you want if you were attending a meeting or deciding whether to renew? Then build from there, one valuable experience at a time.

If you're ever in the Phoenix area, come visit us. We'd love to host you, share ideas and maybe even challenge you to a round of laser tag. 🎮



Bridging the gap: NARPM® supports Chapter leaders with Convention opportunity

NARPM® is strengthening its commitment to fostering robust ties between its national organization and dedicated Chapter leaders. Recognizing the fundamental role of strong Chapter leadership in its collective success, NARPM® has announced an exciting new initiative to enhance national engagement and bridge the gap between local efforts and national strategy.

While a previously scheduled Chapter Leadership Meet-Up has been canceled, NARPM® is now offering an even more impactful opportunity: All 2026 Chapter Presidents are cordially invited to attend the NARPM® National Annual Convention

& Trade Show in Orlando, Florida, with major expenses covered.

This move directly addresses feedback from Chapter leaders, underscoring NARPM®'s belief that "Chapter leadership matters!" By facilitating involvement at the national level, the organization aims to ensure that Chapter-level work is seamlessly integrated with broader national efforts.

WHAT'S INCLUDED FOR CHAPTER PRESIDENTS

To make participation as accessible as possible, NARPM® will cover key expenses for attending 2026 Chapter Presidents:

- Reimbursement for the 2025 Convention early bird registration fee.
- Reimbursement for up to three nights of hotel accommodation within NARPM®'s designated room block at the Loews Sapphire Falls Resort, 6601 Adventure Way, Orlando, FL 32819.

Attendees should note that event and travel arrangements remain their responsibility.

WHY 2026 CHAPTER PRESIDENTS' PRESENCE IS KEY

2026 Chapter Presidents' presence at the Annual Convention & Trade Show is crucial. Presidents serve as the "eyes and ears" of our Local and State Chapters, and this event provides a prime opportunity to gain invaluable insights into the new vision and direction of NARPM® 2.0. This critical information can then be brought back and disseminated within our local communities, ensuring alignment between national strategy and local action.

REQUIREMENTS FOR PARTICIPATION

To qualify for this unique opportunity and reimbursement, participating Chapter Presidents simply need to:

- Attend a 50-minute breakout session designed specifically for 2026 Chapter Presidents, where

Continued on next page

Be a Local Leader. Drive National Impact.
Volunteer with NARPM®!



Find your Chapter at
NARPM.org/find/chapters



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vital information regarding NARPM®'s vision will be shared and discussed.

- Complete a survey after the event concludes.

HOW TO CONNECT IN ORLANDO

NARPM® is eager to foster meaningful connections with Chapter Leaders from across the country. Presidents can secure their spot and take advantage of this initiative, by following these next steps:

1. Register for NARPM®'s Annual Convention & Trade Show at NARPMConvention.com. Be sure to save the receipt.
2. Upon registration completion, a room block link will be sent via email. Book a hotel stay in NARPM®'s room block at Loews Sapphire Falls Resort and save the receipt. The room block expires on Sept. 19 or until sold out, so early registration and booking are highly recommended.
3. Complete the 2025 NARPM® Chapter Leader Travel Grant Application at <https://www.narpm.org/members/tools/chapter-services/chapter-grants/>. Submit it along with the saved receipts by Sept. 30, 2025.
4. Remember to book a trip to Orlando (airline, rental car, etc.). Please note that these specific expenses are not reimbursed.

This initiative underscores NARPM®'s commitment to empowering Chapter leadership by facilitating direct engagement with national strategic planning.

Presidents serve as the "eyes and ears" of our Local and State Chapters, and this event provides a prime opportunity to gain invaluable insights into the new vision and direction of NARPM 2.0. This critical information can then be brought back and disseminated within our local communities, ensuring alignment between national strategy and local action.

By attending the Annual Convention & Trade Show, 2026 Chapter Presidents will gain critical insights into NARPM® 2.0's direction and foster vital connections, all with significant financial support for registration and accommodation.

Participation is essential for integrating national vision with local action, and Chapter Presidents are encouraged to secure their spot today.

Questions? Email ChapterSupport@narpm.org. 

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Russ Ellington is Senior Vice President for Program Management and head of the installation division for Floodproofing.com. Based in Mount Royal, N.J., Floodproofing.com manufactures and supplies the largest selection of innovative flood protection solutions and services under one roof and provides complimentary floodproofing design and turnkey assessments that present the best options to mitigate flood damage, improve recovery time, and lower liability risk. For more information, visit Floodproofing.com. You can reach Russ Ellington at rellington@floodproofing.com.

New flood resistant design and construction standards will put more responsibility on property managers

The role of overseeing the installation of flood mitigation systems like flood barriers and their timely deployment prior to major storms often falls to property managers. But even the most advanced flood mitigation systems are only effective if they are professionally installed and properly deployed. Mistakes in either installation or deployment can end up costing property owners millions of dollars in damages.

Based on industry experience with unprofessional installation and improper deployment of flood mitigation systems, the American Society for Civil Engineers (ASCE) recently introduced new standards for flood resistant design and construction, which require annual inspection, maintenance and deployment drills for dry floodproofing systems (ASCE 24-24). The responsibility for these new standards will most likely fall on property and facility managers.

Today's flood mitigation solutions are incredibly effective at reducing the damage caused by flooding. Most cases of flood mitigation systems failing can be attributed to three main factors: improper installation, improper deployment and not having the right product or solution for your situation. The good news is that all these failures can be mitigated with advanced planning and consultation with an expert.

The most common mistake that property owners and managers make is having people who don't have knowledge of flood mitigation products and solutions installing those systems.

A plumber is a highly trained professional, but you wouldn't ask a plumber to do the electrical wiring of an apartment building. Too often, advanced flood mitigation systems are installed by teams who do not specialize in this type of solution. Though this is typically done to reduce costs, improper installation can end up costing more money down the road should those systems not function properly.

It is important to understand how modern floodproofing products work to ensure that they are functional depending on installation factors. That is why it is important that property owners and managers hire people who are trained and experienced with flood mitigation products and

solutions to install these systems.

Technicians trained to install these systems have in-depth knowledge of the products and the local and state building codes. Installing these systems is their focus year-round. There is no substitute for knowledge and experience.

Proper deployment of flood mitigation systems prior to major storms or hurricanes is just as important as having them professionally installed. Most modern flood mitigation systems are active, meaning that they require people to deploy the systems prior to a major storm. Even passive flood mitigation systems, such as flood gates that deploy automatically, need to be installed properly and tested and inspected annually to ensure that they function properly.

When those systems aren't properly deployed, floodwaters will penetrate the system. When purchasing advanced flood mitigation products and solutions, property managers should inquire if the manufacturer or supplier provides training to on-site personnel who will be responsible for deploying those systems. In addition, ask if they have advice on proper procedures for storing and maintaining the products and if they offer annual inspection and maintenance services.

In the absence of a manufacturer or supplier support in these areas, property managers should develop a deployment plan that includes organized, easily accessible storage of flood mitigation systems, a roster of who is responsible for deploying those systems, step-by-step instructions on how to deploy those systems, and a schedule for practice deployments. The deployment plan should be part of a facility's emergency operations plan.

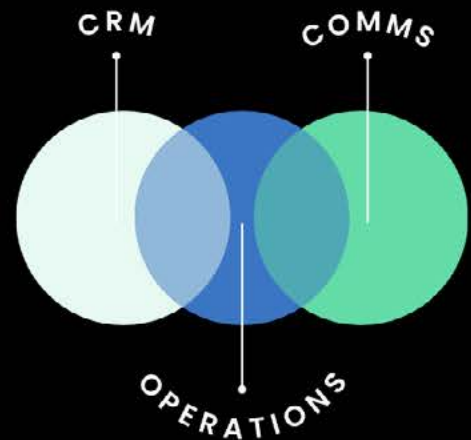
With the new ASCE 24-24 standards addressing inspection and deployment drills for flood mitigation systems for the first time, having a deployment plan will become a necessity and property managers will come to think of practice deployments in the same way they think of fire drills.

The new ASCE 24-24 standards are the result of hard-learned lessons from previous flooding events. Too often, floodproofing solutions are not properly deployed or not deployed at all prior to a storm. 🏠

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