RESIDENTIAL Resource

NARPM™

THE OFFICIAL MONTHLY NEWS MAGAZINE OF THE NATIONAL ASSOCIATION OF RESIDENTIAL PROPERTY MANAGERS

STAND OUT

and set the standard with NARPM® designations and certifications!

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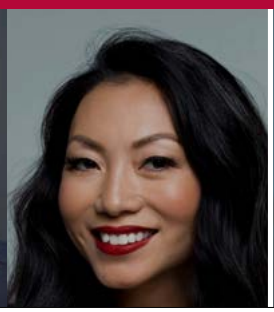

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NEW MEMBER REFERRALS • NOVEMBER 2024

REFERRING MEMBER	NEW MEMBER	REFERRING MEMBER	NEW MEMBER
Scott Abernathy, MPM® RMP®	Tonya Adams	Jude Hughes, RMP®	Kimberly B. Squires
Gauri Bayoumi	Nichole Pulido	Peter Lohmann	Jaime D. Hooper
Diego Binetti	Tom Falk	Michael McCreary, MPM® RMP®	Yolonda Bates
Marty Carr, RMP®	Joseph Vander Pluym	Kandy Meehan, RMP®	Stacey Johnson-Cosby
Zach Cooper	Zack Harberle	Dan Montrey	Michael Mesey
Kyle Crowley	John Turner	Deb Newell, MPM® RMP®	David Caron
Ryan Davis	Josh Yudin	Melissa Prandi, MPM® RMP®	John Parisek
Mildred Elliott, CSS® MPMC RMP®	Travis Smith	Tiffany Rosenbaum	Ethan Holcomb
Pat Fernandez	Andre Evrenos	Crystal Vincent, RMPC	Maura Sullivan
Brandon Graham	Jessica Sabye		

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 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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NARPM® NATIONAL

1403 Greenbrier Parkway, Suite 150
Chesapeake, VA 23320
P: 800-782-3452
www.narpm.org

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

OFFICERS

Amy Hanson, MPM® RMP®
President
president@narpm.org

DD Lee, MPM® RMP®
President-Elect
presidentelect@narpm.org

Angela Holman, MPM® RMP®
Treasurer
treasurer@narpm.org

Melissa Sharone, MPM® RMP®
Past President
pastpresident@narpm.org

REGIONAL VICE PRESIDENTS

Hana Goodrich, RMP®
northwestrvp@narpm.org

Katie McNeeley, RMP®
southeastrvp@narpm.org

Jerrold Jay Jensen, RMP®
pacificrvp@narpm.org/pacificislandsrvp@narpm.org

Tracy Streich, MPM® RMP®
centralrvp@narpm.org

Ben Parham, RMP®
southwestrvp@narpm.org

Steve Pardon, MPM® RMP®
atlanticrvp@narpm.org

COMMITTEE CHAIRS

Miranda Garrett, MPM® RMP®
Communications/Marketing
communicationschair@narpm.org

Zeeshan Bhimji
Technology
technologychair@narpm.org

Jesi Barnes Watts
Member Services
memberserviceschair@narpm.org

Tyler Allumbaugh, RMP®
2025 Annual Convention & Trade Show
conventionchair@narpm.org

Angela Holman, MPM® RMP®
Finance
treasurer@narpm.org

Melissa Hargreaves, MPM® RMP®
2025 Broker/Owner Conference & Expo
brokerownerchair@narpm.org

Michael C. Mengden, MPM® RMP®
Governmental Affairs
govtaffairschair@narpm.org

Misty Berger, MPM® RMP®
2025 Women's Council of Property Managers
womanscouncilchair@narpm.org

Pamela Greene, MPM® RMP®
Professional Development
profdevelopmentchair@narpm.org

Brittany Reed, CMP®
Affiliate Advisory Council
vendorac@narpm.org

Melissa Sharone, MPM® RMP®
Nominating
pastpresident@narpm.org

NARPM® NATIONAL

Gail S. Phillips, CAE
Chief Executive Officer
CEO@narpm.org

Blake Hegeman
Chief Operating Officer
COO@narpm.org

Rebecca Woodring, CAE
Deputy Executive Director
Chapter Support Manager
rwoodring@narpm.org
chaptersupport@narpm.org

Troy Garrett
Governmental Affairs Director
legislativeinfo@narpm.org

John Broadway
Regulatory Advisor
jbroadway@narpm.org

Shannon Sharples
Membership Support Staff
info@narpm.org

Victoria Hecht
Public Relations & Digital Media Director
Residential Resource Editor
vhecht@narpm.org
publications@narpm.org

Chere Tonetti
Designation Support Staff
designationinfo@narpm.org

Chere Tonetti
Education Support Staff
educationinfo@narpm.org

Jenna Frankfort
Graphic Designer
jfrankfort@narpm.org

Tyler Craddock
Governmental Affairs Director
legislativeinfo@narpm.org

Savannah Acevedo
Conferences & Conventions Coordinator
conventioninfo@narpm.org

Print Media
advertising@narpm.org

Barbra Barbour
Creative Service Specialist
bbarbour@narpm.org

PRESIDENT'S Message

NARPM® 2025: "Every One Bring One"

Our theme for 2025 is "Every One Bring One." This theme is not just about growing membership numbers; it is about investing in our organization. I want to challenge each of you to introduce NARPM® to one person this year, take the opportunity to share the mission and vision of our great organization.

I am so excited to be chosen to lead this great organization in 2025. Being National President is a bit surreal as I never imagined myself in this position.

I still remember being brand new in this industry. I was green in property management and, outside of collecting rent, I knew I needed to learn everything. I dove in and joined my local Chapter and went to every meeting and class they offered. I signed up for the 2009 Conference in Orlando, where I was more excited to go to NARPM® than Disney World.

I applaud you for investing in yourself and your business as a Member of NARPM®.

As we transition into 2025, our organization needs to continue to evolve. Comments I have heard from Members for years are "I wish I had found NARPM® sooner" and "If I had found NARPM® when I started my business I could have avoided mistakes, and it would have been so much better."

This is where I need your help; our organization needs your help. Our theme for 2025 is "Every One Bring One." This theme is not just about growing membership numbers; it is about investing in our organization. I want to challenge each of you to introduce NARPM® to one person this year, take the opportunity to share the mission and vision of our great organization. I would also challenge each of you to get involved, choose to join a committee, join a task force, bring a property manager to a meeting or to a class, and bring them to one of our signature events.

There are tons of opportunities to volunteer, and I promise you in my last 15 years of volunteering I have never regretted it. I have made countless relationships that continue to be a resource for me personally and in business.

As an industry we are seeing new challenges that we face legislatively, both locally and nationally. Landlords need us. They might not have realized it yet, but we have thousands of professional property managers ready to manage their property.

As an organization we must continue to invest in advocacy, and I challenge each of you to help us fund our advocacy efforts. The fair share amount per member is $25, but I challenge each and every one of you to commit to investing $100 for legislative efforts. This is not only an investment but helps protect our industry.

As business owners we must constantly pivot and change as the rules and restrictions change. As an organization we continue to change and evolve. We have updated our mission and vision and membership categories for 2025. They are:

- **Mission:** NARPM® exists to support and empower professionals to elevate the property management industry through professional development, advocacy, and community.
- **Vision:** Property management professionals will be recognized as the keystone of successful real estate investing.

We have focused our committees on following our strategic plan and always keeping in mind the Members' needs. Our leadership team is open and receptive to new ideas and improvements we can continue to make to our great organization.

As we move into 2025, please keep in mind our theme of "Every One Bring One," take the leap and volunteer in our organization, and consider investing in advocacy that helps support and protect both our clients and our businesses.

Amy Hanson

Amy Hanson, MPM® RMP®
NARPM® President

Amy Hanson, MPM® RMP®, *is the managing Broker for A Plus Management in Plano, 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!*

In Memoriam: Denise "Denny" Snowdon, MPM® RMP®, Select Property Enterprise

Editor's note: Longtime NARPM® Member Denise "Denny" Snowdon, MPM® RMP®, passed away on Dec. 3, 2024. Denny, NARPM®'s 1998-1999 Past President, was a partner in Select Property Enterprises in Colorado Springs, Colorado, a residential property management company that she and her husband Jeff built from the ground up. At the peak of their business, they managed over 380 residential properties, working with 350 owners, and supporting 380 families across the Colorado Springs, Fountain, Manitou, Monument, and Woodland Park area.

Longtime friend Mark Kreditor, 1997-1998 NARPM® Past President, shared these reflections about Denny:

For many of us NARPM® is a family, and recently we lost one of our early family members. Denny Snowdon, 1954-2024, left this world far too soon but gave so much everlasting influence to our industry while she was here with us. Denny joined NARPM® in May of 1992 and quickly became a leader both locally in her home of Colorado Springs as a founding Member of the Colorado Springs Chapter and through her service on the National Board of Directors.

Denny served NARPM® National's efforts first as Education Chair, where she helped build the class choices for RMP® and MPM® designations. Classes became available nationally and through her dedicated service to NARPM® our Members received education classes and became certified with professional designations that we still award to this day.

Education and professionalism are the cornerstone to what sets a NARPM® property manager apart, and Denny was truly the role model for this important pillar of our association.

Denny then took on the Convention chairmanship in 1997, bringing our Members to Seattle, Washington, where she put on the largest NARPM® Convention we ever had previously. In 1998, Denny was installed as NARPM®'s 11th National President and took the association to even greater membership heights during her term. Denny remained on the National Board of Directors to chair the Nominations Committee during the 1999-2000 term.

Denny Snowdon will most be remembered for her impeccable professionalism in everything she took on for NARPM®. She truly raised the bar and inspired countless property managers all over the country through her example to improve the way they ran their property management companies. Her ability to be a calm voice in the room led Past President Bob Machado to nickname her "School Girl Snowdon."

Denny fought a dignified battle with dementia, which took her life on Dec. 3, 2024, while surrounded by her loving family. Denny grew up wildly chasing in the footsteps of her father, following a passion for horseback riding and barrel racing. Determined to make a name for herself in a family of rough and tough cowboys, she characterized her childhood and young adult years with hard work, integrity and fortitude. Anything the boys could do, she could, too. Denny leaves behind her two brothers, husband Jeff, three daughters, four granddaughters and three great-grandchildren. Denny made us all better and will be missed by her NARPM® family.

NARPM® shares its sincere condolences with Denny's family and friends.

2025 BOARD OF DIRECTORS

AMY HANSON, MPM® RMP® • PRESIDENT

A little about me: Born and raised in Texas but have moved around with the U.S. Army, including living in Germany for three years. Have been a REALTOR® since 1993 (21 years old) and bought and sold the first real estate company I worked for. I didn't find NARPM® until after I bought a real estate company that had a property management division and thought all you did was collect rent for owners.

My favorite NARPM® benefit: EDUCATION! I really didn't know what I didn't know until I started taking NARPM® classes and found out what I should have been doing or not doing to grow and develop my property management business.

Favorite thing about the property management industry: Every day is a new day, and every day is an adventure. Just when I thought I had seen it all, tenants and owners surprise me with something new.

What do you think is the single best thing NARPM® is doing? ADVOCACY. Our industry is constantly under attack. Legislative changes being made that have unintended consequences are done innocently but can have long term negative impacts on personal property rights.

DD LEE, MPM® RMP® • PRESIDENT-ELECT

A little about me: I love spending time with and traveling with my husband and three teens.

My favorite NARPM® benefit: Having NARPM® friends all over the country who I can visit, hang out with and learn from.

Favorite thing about the property management industry: This industry is always changing and always has new challenges that need to be solved. I love the ingenuity and creativity of people who come up with new technology and businesses that can solve these challenges.

What do you think is the single best thing NARPM® is doing? Providing access to quality education through multiple platforms - online and virtual classes, workshops at conferences, Member-to-Member forums via Community and so much more.

MELISSA SHARONE, MPM® RMP® • PAST PRESIDENT

A little about me: I am the president and owner of First Rate Property Management out of Boise, Idaho. I have been in the PM industry for 15 years and a NARPM® Member for 11 years. I started out as a showing agent in 2010 and, in 2021, I took over the company that I worked for. I am an avid Boise State Fan and being a mom is my most favorite job.

My favorite NARPM® benefit: The people that I have met that have impacted my life for the better. This family is like no other, and I am so thankful to be a small part of this amazing group.

Favorite thing about the property management industry: The daily challenge that it brings to my life. There is a never a dull moment and there is always a problem to solve.

What do you think is the single best thing NARPM® is doing? Adapting to the changing landscape of this industry. They are positive future focused and always have the needs of the Members as a top priority. Their three main events each year continue to provide the best value for the Members.

ANGELA HOLMAN, MPM® RMP® • TREASURER

A little about me: I love to travel, especially with my daughter. This has caused me to develop a scrapbooking obsession to document all of our adventures. I love watching basketball, mostly the Phoenix Suns and the Grand Canyon Lopes, but I will watch anyone hoop. I am a gym rat who loves group fitness classes, but will do weights because I know I should.

My favorite NARPM® benefit: The people! I have learned so much from just having conversations with other Members. I have found a better process to use in my office, ways to increase revenue and become a better employer just by talking to others. I love knowing that I can pick up the phone and talk to a NARPM member anytime something comes up. NARPM® Members are always willing to give advice, share forms or talk through a problem with you. I don't know any other organization that has this kind of support amongst its Members. This is why my NARPM® family is so very valuable.

What do you think is the single best thing NARPM® is doing? The legislative efforts from NARPM® National are the single best and most important thing currently. Our industry seems to be under attack and the legislative team at NARPM® are making sure our voices are being heard.

NARPM® 2025 BOARD OF DIRECTORS

STEVE PARDON, MPM® RMP® • ATLANTIC REGIONAL VICE PRESIDENT

A little about me: Manage 400 units in Roanoke, Virginia. During free time I spend every minute possible either on my houseboat or playing golf. Diehard Philadelphia Eagles fan and degenerate gambler.

My favorite NARPM® benefit: The opportunity to set new industry standards by working together with people across the country as well as the opportunity to champion industry causes in Washington, D.C.

Favorite thing about the property management industry: Educating tenants so they can see the landlord/tenant relationship in a more professional way.

What do you think is the single best thing NARPM® is doing? Increasing our presence in Washington.

TRACY STREICH, MPM® RMP® • CENTRAL REGIONAL VICE PRESIDENT

A little about me: I was born and raised in Oklahoma and I love it here! I love all things Real Estate and enjoy growing my own personal portfolio of rental properties.

My favorite NARPM® benefit: Networking at Broker/Owner and National Convention and connecting with the vendors in our industry.

Favorite thing about the property management industry: There is always something new. Just when I think I have seen and heard it all, I get proved wrong.

What do you think is the single best thing NARPM® is doing? Broker/Owner and National Convention. If you are not attending these events, you are really missing out.

HANA GOODRICH, RMP® • NORTHWEST REGIONAL VICE PRESIDENT

A little about me: I am from Boise, Idaho, born and raised. Went to Boise State for my bachelor's degree, majoring in Business with a minor in Spanish. I worked at the Outdoor Program at Boise State while in college and led white water rafting, rock climbing, camping, backpacking and caving trips. Still have a huge love of the outdoors into my adult years. We do multi-day river trips, ski trips and several camping trips as a family every year! I love traveling. I studied abroad in Spain in college and have visited almost 20 countries in Europe. I have traveled throughout the US, Canada, Mexico, S. America, Central America, Cuba, Southeast Asia and Europe! Just as I get off one airplane I always ask myself…where to next?!

My favorite NARPM® benefit: The people, hands down!

Favorite thing about the property management industry: Never a dull moment! It's fast paced and always changing.

What do you think is the single best thing NARPM® is doing? From what I have recently observed on the National level they are really focusing on trying to increase Member benefits and increase the recognition of NARPM® as a whole! Love to see this!

JJ JENSEN, RMP® • PACIFIC AND PACIFIC ISLANDS REGIONAL VICE PRESIDENT

A little about me: I am originally from Salt Lake City but now call Portland, Oregon home. My wife, Sarah, and I have three daughters. I work at Mainlander Property Management with my father-in-law, Chris Hermanski, and have done so for the past 10 years. I have grown a passion for small businesses and the processes that make a company successful. In my spare time I enjoy spending time with my family, skiing, woodworking and sports.

My favorite NARPM® benefit: I enjoy the relationships you get to form. There is so much growth when you serve with people that have a common goal, I have seen that with my experience as I continue to get involved. Not only has my professional career benefited but I have grown in my perspective and as a leader.

Favorite thing about the property management industry: I enjoy how dynamic the real estate industry is, it is constantly evolving and changing. While all the same principles apply, I love seeing the creativity surrounding housing. I enjoy the problem-solving aspect and finding ways to be more efficient.

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

NARPM® 2025 BOARD OF DIRECTORS

KATIE MCNEELEY, RMP® • SOUTHEAST REGIONAL VICE PRESIDENT

A little about me: I was born in Boston, raised in the Midwest, obtained my degree in Rhetoric and Professional Communication from Iowa State University, and eventually made my way west to Oregon. I am a mom to two amazing daughters, Riley and Sammi. I love traveling, reading and live music, but most of my time out of the office is spent driving my girls from one activity to another.

My favorite NARPM® benefit: Networking, education and advocacy in no particular order!

Favorite thing about the property management industry: Building relationships with property owners, tenants, vendors and other industry members. I love the continuous learning experience of how to best protect our clients and their investments.

What do you think is the single best thing NARPM® is doing? Looking to the future and how our industry is changing and what we need to do to stay ahead of the curve. It's also been amazing to see what Governmental Affairs has accomplished and I look forward to seeing local and state Chapters get even more support with area-specific legislation.

BEN PARHAM, RMP® • SOUTHWEST REGIONAL VICE PRESIDENT

A little about me: I served in the United States Navy as a Cryptologic Technician (Technical) 2nd Class Petty Officer, where I also obtained my real estate license and worked part-time in real estate sales. After my military service, I joined the National Reconnaissance Office (NRO), contributing to the design, launch, and operation of a national reconnaissance satellite program. Seeking a career change, I transitioned to full-time real estate and property management in 2007 and have been dedicated to the field ever since. I've held various leadership roles with the Denver Chapter of NARPM® and am now in my second year as Southwest RVP for NARPM® National.

My favorite NARPM® benefit: The sense of COMMUNITY! While NARPM® offers a wealth of benefits, the most valuable to me is the relationships I've built with fellow property managers who truly understand the challenges of this incredible industry. Having a network of peers I can rely on — whether to brainstorm solutions, share insights, or just vent — makes this job not only manageable but enjoyable, even in the face of its inherent stresses.

Favorite thing about the property management industry: I enjoy finding creative solutions to problems and implementing systems. Property management and real estate are industries that those skills have tremendous value in. I also like working with people and getting to help serve their fundamental need of housing.

What do you think is the single best thing NARPM® is doing? EDUCATION! It's the key factor that sets NARPM® Members apart from other property managers who are just trying to figure things out on their own.

2025 COMMITTEE CHAIRS

PAMELA GREENE, MPM® RMP® • PROFESSIONAL DEVELOPMENT CHAIR

A little about me: I am the mother of 2 amazing kids, Austin (28) and Emily (18), and two fur babies, Turtle, "The Best Rescue Shepsky Ever," and Monkey, the "Diva Cat." I love spending time with my family, my better half, rock, Ian. I love coffee, Riesling, Dt. Coke, sewing, crocheting, crafting, watching Court TV and crime documentaries.

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

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

MICHAEL C. MENGDEN, MPM® RMP® • GOVERNMENTAL AFFAIRS CHAIR

A little about me: Born in Houston, raised in the Texas hill country, went to Military School (TMI in San Antonio from 8th-12th grade). Attended the U.S. Naval Academy, graduated from University of Texas in 1979, back to Houston, got married in 1979, and started in real estate in various capacities since 1979. Started Terra Residential in 1990. Still alive and kicking.

My favorite NARPM® benefit: Networking. Whether at a monthly luncheon, state or National conference, Facebook group, committee meeting or even at the bar, the networking and the knowledge exchange is worth way more than the price of admission.

What do you think is the single best thing NARPM® is doing? Protecting private property rights against all those trying to take them away.

JESSICA BARNES WATTS • MEMBER SERVICES CHAIR

A little about me: Principal Broker/Owner of Aspire Realty Group in Little Rock, Arkansas. I have been working in property management for 11 years, first starting out as an investor and managing my own properties, then transitioning to a licensed REALTOR® five years ago, and purchasing my brokerage two years ago. We have grown from 25 units to 200 units in the last five years and have no plans of slowing down!

My favorite NARPM® benefit: I love the community that NARPM® provides! I have learned so much in the last three years of being a NARPM® Member, and the conferences are super fun too!

What do you think is the single best thing NARPM® is doing? I absolutely love the data driven approach that NARPM® is providing to its members in conjunction with some big names in PropTech. I want to be the first to provide my clients with the best possible service, and having the tools to forecast where my company is going and where the industry is heading, is essential to providing that.

MIRANDA GARRETT, MPM® RMP® • COMMUNICATIONS/MARKETING COMMITTEE CHAIR

A little about me: With over 20 years of management experience, including overseeing logistics in remote settings, I'm a seasoned professional with a knack for organization and a dedication to excellent customer service. Born and raised in Southeast Boise, I have a deep love for my Idaho community and a special appreciation for the beauty of the Treasure Valley.

My favorite NARPM® benefit: The connections.

What do you think is the single best thing NARPM® is doing? Education on best practices and legislation.

ZEE BHIMJI • TECHNOLOGY COMMITTEE CHAIR

A little about me: I am first a dad to Noah, an incredible 6-year-old. I also love travelling the world with the fam, cooking, teaching and have a thing for innovating business using technology. I started my property management company in 2009 and grew it to 12 Real Property Management franchises, and have since then diversified into other businesses, including a software company for property managers called ShowingHero. Outside of work, I volunteer to teach math, finance and entrepreneurship to youths in my community.

My favorite NARPM® benefit: Relationships and community for all.

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

MISTY BERGER, MPM® RMP® CRMC® • WOMEN'S COUNCIL OF PROPERTY MANAGERS CHAIR

A little about me: Live in Colorado Springs, married with two sons.

My favorite NARPM® benefit: Sharing of knowledge.

Favorite thing about the property management industry: Everyday it is something new and different, challenging.

What do you think is the single best thing NARPM® is doing? Being receptive to change in the industry and staying relevant.

NARPM® 2025 COMMITTEE CHAIRS

TYLER ALLUMBAUGH, RMP® • 2025 ANNUAL CONVENTION & TRADE SHOW CHAIR

A little about me: Born and raised in Boise, Idaho. I enjoy the outdoors (hunting, fishing, camping, snowboarding), golfing, city league sports and spending time with my family, friends, and girlfriend. I started working for First Rate Property Management part-time while I was finishing school and enjoyed this industry, so I decided to pursue a career in property management.

My favorite NARPM® benefit: The continuous education in this evolving industry.

What do you think is the single best thing NARPM® is doing? Involving NARPM® in big discussions at the federal level in Washington, D.C.

MELISSA HARGREAVES, MPM® RMP® • 2025 NARPM® BROKER/OWNER CONFERENCE & EXPO CHAIR

A little about me: I'm the owner/operator of Peace of Mind Property Management, serving clients in Central Maryland, specifically Howard, Baltimore, Anne Arundel and Carroll Counties and parts of Baltimore City. We manage around 350 units currently. I'm mom to two awesome children: Isabelle, 15, and Jacob, 8.

My favorite NARPM® benefit: The ability to collaborate with some of the best property managers in the industry through in person events and online.

What do you think is the single best thing NARPM® is doing? Providing education and information to property managers which helps to elevate the industry as a whole.

BRITTANY REED, CMP® • AFFILIATE ADVISORY COUNCIL CHAIR

A little about me: I am a Senior Event Manager at AppFolio, responsible for overseeing the logistics and planning of national tradeshows, particularly those attended by Small and Medium Business (SMB) and Mid-Market (MM) property management companies. Additionally, I manage event collaboration efforts with AppFolio's Stack™ integration and consultant partners.

My favorite NARPM® benefit: I greatly appreciate that NARPM® has introduced the NARPM® Affiliate Advisory Board, providing partners with a platform to share feedback and propose new ideas to enhance the NARPM® organization.

Favorite thing about the property management industry: I focus on enhancing property managers' experiences at industry trade shows, creating memorable moments that build relationships with current customers and introduce prospects to the AppFolio culture. As a liaison between marketing and other departments, I enjoy gathering customer feedback and translating it into actionable insights that improve the technology and overall experience for property managers.

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Pamela Greene, MPM® RMP®, *is the Operations Manager for Alarca Realty in North Carolina. With a real estate career spanning since 2007, she founded PG Management Group in 2014, which Alarca Realty acquired in December 2024. An active NARPM® Member since 2013, Pam has served in various leadership roles, including Communications Committee Chair, RVP Ambassador for the Atlantic Region, and a Charlotte Regional Chapter Board Member from 2019-2023. She also served as Governor in 2023, Treasurer in 2024 and chair the North Carolina REALTORS® Property Management Division Board of Governors in 2025. Pam is dedicated to advancing best practices in property management and is serving her second year as Professional Development Committee Chair.*

Stand out and set the standard with NARPM® designations and certifications!

Before I get into the nitty-gritty of NARPM®'s designations and certifications, I want to say THANK YOU to our Members for sending your questions, concerns, issues and feedback to the Professional Development Committee! Your insights made such an impact and showed us that a change was drastically needed in our designation and certification requirements. I am happy to announce that we, and the Board of Directors, heard you!

We know that standing out in your industry takes more than doing a good job. You need the skills, knowledge and credibility to show you're a true professional. That's where NARPM® designations and certifications come in!

I'm here to help break down the WHO, WHAT, WHEN, WHERE, WHY and HOW so you can stand out and set the standard by earning a designation or certification!

WHO CAN EARN THEM?

Effective January 1, 2025, NARPM® made changes to better define its Members:

"A NARPM® Member shall be an individual actively engaged in the professional delivery of residential management services. This individual must follow their specific state regulatory licensing law and have completed a course of instruction covering the NARPM® Code of Ethics.

A NARPM® Member may also be an employee of a company, a property owner, or an investor, who handles any aspect of the professional delivery of residential management services. This individual must follow their specific state regulatory licensing law and have completed a course of instruction covering the NARPM® Code of Ethics."

No matter where you are in your career or what role you play within your company, there's a NARPM® designation for you:

- **RMP® (Residential Management Professional):** For property managers who've managed 100 units for at least two years and want to improve their skills.
- **MPM® (Master Property Manager):** For managers with an RMP designation and at least five years of experience managing 500 units who want to showcase their leadership skills.
- **CRMC® (Certified Residential Management Company):** For companies led by an MPM® designee that wants to demonstrate the highest standards of excellence.
- **CSS® (Certified Support Specialist):** For the team members who help make property management successful, like office staff, bookkeepers, and maintenance coordinators.
  - **CSS with Maintenance Specialization:** For those focused on property maintenance coordination.
  - **CSS with Bookkeeping Specialization:** For those managing the financial aspects of property management.

Our current designations and certifications might not fit every role in a property management company. However, with the updated definition of a NARPM® Member, there are opportunities for new credentials in the future. This won't happen right away; it will take an extensive amount of time to plan and approve; nevertheless, it is on our radar.

WHAT IF I NEED HELP?

We've got you! Earning a NARPM® designation or certification is a big achievement, and you don't have to do it alone! NARPM® offers plenty of resources to help you along the way:

- **Mentors:** You have the opportunity to work with a Designation Mentor who knows the process and can guide you step-by-step. Just email designationinfo@narpm.org, and you will be paired with a Designation Mentor.
- **Checklists:** These checklists are your roadmap. They are designed to help you track your progress so you meet all of your requirements. They are as simple as a "To Do List"- Check items off as you go.
- **Office Hours - "Ask Me Anything" - Designation Style Sessions:** You'll have the opportunity to join drop-in sessions to get answers to your questions and advice from experienced designees.

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- **Local and State Chapters:** Check with your local and state Chapters. They may even have a Designation Committee with members who are happy to help. Talk with designees in your Chapter.
- **Professional Development Committee:** We are available to assist you with any questions or concerns as you work toward your goal.

No matter what challenges you face, there's always someone or something to help you stay on track!

WHEN SHOULD YOU START?

The best time to start is now! You can start by working on your designation or certification checklist anytime. You do not need to apply to start on your checklists. They are on the NARPM website under the "Education" tab. Also, once you submit your application, you'll have three years to complete all the requirements for your designation.

If you need extra time, you can request a 12-month extension:

- RMP® extension fee: $75.
- MPM® extension fee: $125.

This flexibility allows you to have plenty of time to reach your goals, even with a busy schedule.

WHERE CAN YOU LEARN MORE?

Visit www.narpm.org under the "Education" tab to find everything you need to get started. The website includes checklists, application steps, and helpful resources. Local and state chapters also offer workshops and events to support your journey. Keep an eye out for our Office Hours - "Ask Me Anything" - Designation - Style Sessions.

WHY SHOULD I ENTERTAIN EARNING A CERTIFICATION OR DESIGNATION?

Think about it. Earning a NARPM® designation or certification sets you apart as a true expert in your field. Just as a PhD shows an individual has reached the highest level of knowledge in their field, passing the Bar Exam proves a person's mastery of legal principles, and a CPA license demonstrates expertise in accounting, a NARPM® designation shows that you've gone the extra mile to become a leader in the property management industry.

Earning a NARPM® designation or certification is a great way to:

- **Show your expertise:** Clients and colleagues will see you as a trusted professional with proven skills and knowledge.
- **Stay up-to-date:** Learn about the latest laws, trends, and best practices, ensuring you stay ahead in an evolving industry.
- **Stand out:** Use your credentials to set yourself apart in a competitive market and show your commitment to professional development.
- **Grow your network:** A community of professionals who are committed to excellence, share best practices and support one another.
- **Gain practical knowledge:** Through required coursework, mentorship, and hands-on experience, you'll develop skills you can immediately apply to your business.
- **Build client confidence:** Reassure clients that their properties are being managed by someone who meets the highest industry standards.
- **Expand opportunities:** A CRMC® helps companies attract more business by demonstrating organizational excellence and adherence to NARPM®'s best practices.
- **Achieve personal growth:** The structured process of earning a designation challenges you to learn, grow, and take pride in your accomplishments.

They are more than just a title; they're a reflection of your dedication to what you do on a daily basis. Look at what some of our Members have to say:

"Being from a State that requires no Property Management License, gaining NARPM® designations were proof of the professionalism of myself and my company." - Marc Banner, CRMC®, MPM®, Southwest Idaho Chapter

"Always. It shows the difference between a real estate agent, a property manager and a professional property manager. Each level protects the real estate investor more and I offer my designations as a sign of focus and knowledge." - Michael McVety, CRMC®, MPM®, RMP®, Southwest Florida Chapter

"Yes, having the designations are an instant qualifier for potential clients." - Patrick Fogarty, MPM® RMP®, Northern Virginia Chapter

HOW DO YOU EARN A DESIGNATION OR CERTIFICATION?

Here are the steps:

1. **Apply Online:** NARPM® Designation and Certification Applications are available online. Fill out the application, select your designation or certification, and pay the appropriate application fee. (SAVE your application email receipt; you will need to upload it in the designation portal)
   - RMP - $150
   - MPM - $250
   - CRMC - $350 (CRMC - candidate also responsible for auditor expenses)
   - CSS - $95
   - CSS with specialization in Property Maintenance - $95
   - CSS with specialization for Property Management Bookkeeper - $95
2. **Complete Your Candidacy Checklist.** The checklists are categorized by REQUIREMENTS and ELECTIVE POINTS. Elective Points are then listed in subcategories by LOCAL POINTS, STATE POINTS, NATIONAL POINTS, and AT-LARGE POINTS.
   - RMP requires a minimum of 50 Elective Points
   - MPM requires a minimum of 200 Elective Points (including 50 points you will receive from obtaining your RMP). As a reminder, any Elective Points or Education used for your RMP cannot be applied toward your MPM.
   - CRMC requires additional information regarding policies and procedures and is categorized based on this information. It also has additional requirements, including a virtual or on-site office visit. Take a look at the CRMC® handbook on the website for more information.
3. **Submit Your Checklist:** When you have completed your checklists and have your proof documents ready to submit, use the online portal to upload your checklist and any required documents.
4. **Packet Audit:** A designation auditor will examine and verify the information that you have submitted to make sure that you have met all qualifications to receive your designation or certification. The audit should take approximately 14 days to complete. The auditor will contact you through the portal messaging system if they have any questions about your submission.
5. **Celebrate Your Success:** Proudly display your designation or certification once everything is approved!

WHAT'S NEW?

NARPM® has made updates to the RMP® and MPM® checklists to

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make the process more streamlined, less confusing and more flexible.

Some of the updates Include the following:

- **Designation Mentors:** Clear instructions on how to work with a mentor to guide you through the process.
- **Public Trust:** Requiring candidates to provide proof of fiduciary practices.
- **Honoring IREM® designations toward RMP® and MPM®:**
  - NARPM® Members with an ARM® designation from IREM® meet the RMP® education requirements but must still complete all other RMP® criteria, including passing the NARPM® Ethics Course.
  - NARPM® Members with the CPM® designation from IREM® meet the education requirements for the RMP® and MPM® designations. They must still complete all other requirements, including the NARPM® Ethics Course, service, experience, portfolio, and any additional criteria.
- **Licensed real estate instructor:** The new section allows licensed real estate instructors to earn points by providing proof of a valid instructor certification.
- **Webinars:** A section for property management-related webinars was added, where candidates can earn 1 point per webinar, with a maximum of 5 points.
- **Conference attendance:** While we firmly believe that attending in-person NARPM® conferences offers extremely valuable benefits, we recognize that some members face challenges, such as financial hardship, running a one-person operation, caregiving responsibilities, health issues and geographic location, which increases travel time and costs. To accommodate these situations, we've made conference attendance an elective option with points (including points for in-person conference attendance) rather than a mandatory requirement. This ensures that candidates who meet all other checklist requirements are not penalized due to circumstances beyond their control.

MY CLOSING THOUGHTS

NARPM® designations and certifications are your keys to standing out in property management. They help you grow your skills, build client trust, and connect with other professionals who share your commitment to excellence.

If you have any questions regarding our Designations and Certifications, please email designationinfo@narpm.org.

Now, go visit www.narpm.org today to get started. With NARPM®'s support, you have everything you need to stand out and set the standard with designations and certifications!

A designation is what sets you apart from your competition.

Be #NARPMSmart

Designees approved at the November 2024 Professional Development Committee meeting

Jessica Ruelens, RMP®
One Focus Property Management
Williamsport, PA

The Professional Development Committee now approves Designation Packets monthly.

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

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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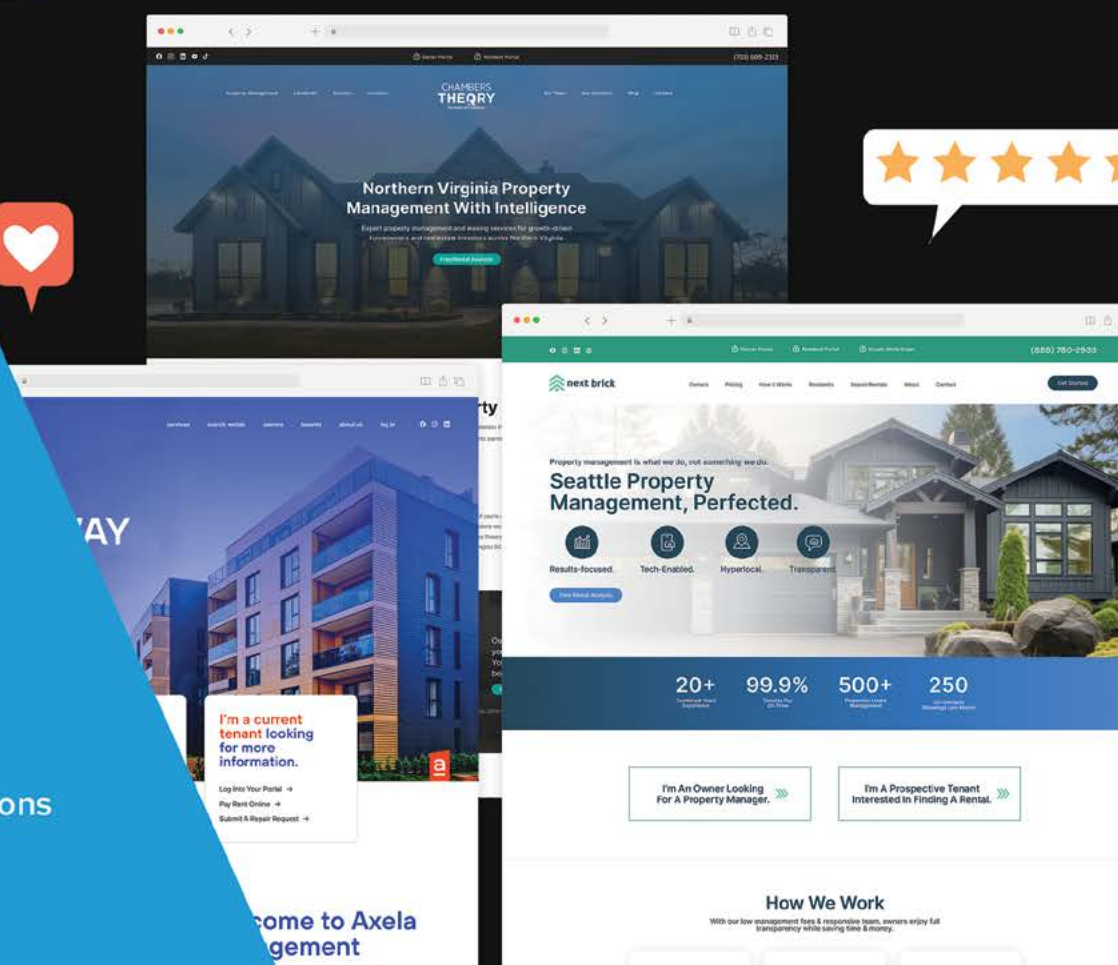

Scott P. Brady *is the owner of Progressive Property Management (with 1,050 doors under management), Progressive Association Management (195 communities and 12,000 owners under management) and Partners Real Estate Group (94 agents) in Southern California. He graduated from the University of California, Berkeley, with a degree in Comparative Literature (German, Latin and English) and obtained his MBA from Cal State Fullerton in 1993. Scott is married to Dr. Deanna Brady and has three children and three grandchildren.*

The 7 Tenets (not Tenants) of a Thriving Property Management Business: How to Build a Profitable, Valuable and Enjoyable Business from Day 1 (Part 1)

Editor's note: This article is the first in a two-part series. Part 2 will appear in February's Residential Resource *magazine.*

If you intend to build a business, any business, but particularly a property management business, it is best to build it right from day one. It is easier to build upon successful decisions rather than correct poor ones after a few years.

I should know because I initially built my company haphazardly rather than intentionally in the first few years. I suffered a devastating audit, financial theft, endured mediocre employees and grew my business in spite of myself.

As Sam Levenson said, "Learn from other people's mistakes. Life is too short to make them all yourself." I have been in the residential management business for 12 years and have been fortuitous enough to grow our collective businesses (residential, association, real estate, maintenance and escrow services) to $8 million a year in gross revenue by adhering to the following "7 Tenets."

PICK THE RIGHT BUSINESS MODEL

Unique to our industry is that no two operators are the same. You choose the business model that solves the property management service "problem" in your market. If tenants adhered to the terms of their lease agreement and owners had adequate skills and time to manage their rentals, we would not have an industry.

But they don't, and we exist to solve these problems. Whether you have a portfolio or departmental; charge a percent of rent, flat fee or hybrid; outsource most activities or pay independent contractors; or use price as a loss leader to programs and fees or offer "all inclusive," you have two directives regardless of your business model: you must provide superior customer service and you need to create a consistent profit.

Superior customer service fuels your future growth, provides better search engine optimization (SEO), becomes the cornerstone of your company culture, and it differentiates your company from your competitors. You must track and measure your service standard indefatigably. Whether a Net Promoter Score (NPS), Google reviews or internal surveys, you must have Key Process Indicators (KPIs), internal accountability, ironclad systems and feedback loops to constantly improve your service. Superior customer service must be in your DNA.

Without an adequate profit, you won't be long for this industry.

Profit is the life blood of any business. When I first started my management company, I was marginally profitable but was not paying for adequate insurance to protect that business. The management companies most at risk for a negative audit and most exposed to a lawsuit with inadequate insurance are smaller, less profitable companies. Profit fuels your growth, allows you to pay for better staff, better insulates your company from risk, and lets you sleep well at night.

At Progressive, we now target desirable customer segments (self-managing owners and associations with 20 to 200 owners) with our unique value propositions (total transparency, hybrid pricing, and stellar customer service) through multiple marketing channels (direct mail, Google ads, referrals and seminars) in multiple distribution channels (retail, virtual and licensing) to create profitable revenue streams (residential management, association management, maintenance, real estate and escrow services). We recruit real estate agents to manage both residential properties and associations, who use our maintenance services, but still represent buyers and sellers and hire our escrow companies.

AGGREGATE THE MARGINAL GAINS

It is a fallacy that one idea, one client or one program will radically improve your business.

It is through incremental and methodical small improvements, over a long period of time, that transform your business. The genesis for the "aggregation of marginal gains" was David Brailsford, who was given the job as Sports Director of the British Cycling Team in 2003.

Up to this point, the team was so abysmal that performance bicycle manufacturers requested that the team not use their bikes for the damage to their brand it might cause. Brailsford knew that just telling his riders

Continued on page 25 "Tenets"

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.*

This Just In: Your Blueprint for Better Property Management Headlines in 2025

While cable news channels display a ticker of breaking stories at the bottom of the screen, property managers have a similar feed running through their minds — constant, urgent, relentless.

"BREAKING: Water Leak in Unit 4B Affecting Unit Below!"

"URGENT: Security Gate Stuck Open After Hours!"

"ALERT: Late Rent Payments Hit 15% This Month!"

Of course, you can turn off cable news and lower your stress level, but there's no remote control with an off button for your property management issues. Not only that, each new "headline" spawns a subset of tasks demanding attention.

When you think back on 2024, what are your five worst headlines as a manager? Do they revolve around maintenance issues, vendor problems, communication breakdowns, tenant issues, or staffing challenges?

Phew! It's time for a fresh start. A new calendar year puts us in that frame of mind, right? How can I wipe the slate clean and have a great new year? We purchase running shoes. We make vows to ourselves.

But we all know real change isn't about grand promises. It's about consistent daily action. So, let's talk about some things you can do in 2025 to make positive headlines for yourself over the next 12 months.

TRANSFORMING MAINTENANCE FROM CRISIS TO STRATEGY

Let's start with those maintenance calls that dominate your mental ticker. Many property managers live in reactive mode, jumping from one emergency to the next. But what if you could shift those headlines from "CRISIS: AC Failed in Summer Heat" to "UPDATE: Preventive HVAC Maintenance Complete"? This transformation starts with creating maintenance forecasts for each property.

Which units will need HVAC service before summer? Which roofs are approaching end-of-life? Which appliances are aging out?

You can build vendor relationships around this proactive approach. Many vendors offer better rates for scheduled maintenance versus emergency calls. Some will even help you create preventive maintenance schedules based on their expertise.

These partnerships turn "URGENT: Need Plumber Now!" into "Scheduled: Quarterly Plumbing Inspection."

REWRITING THE OWNER COMMUNICATION STORY

Next, are owner communications constantly breaking into your mental broadcast? Don't drop everything anytime an owner begs for your time. You can create response tiers based on true urgency. Of course, a burst pipe needs immediate attention, but a lease renewal question can wait until business hours.

A paint color discussion belongs in a scheduled meeting. Develop standard responses for common after-hours messages that set clear expectations while reassuring owners that genuine emergencies will receive proper attention.

A monthly or quarterly newsletter that anticipates common questions can also satisfy many owners' concerns. When summer approaches, include updates about HVAC maintenance plans. Before winter, outline cold weather preparation. This proactive communication transforms urgent questions into routine updates. Owners learn that you're much more than a crisis manager.

You might consider occasional local market

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updates, too. A $5,000 maintenance expense feels different when framed within a long-term value proposition, not a current crisis. You can shift this headline from "URGENT: Major Expense Needed" to "Strategic Update: Property Value Enhancement."

CREATING BETTER SYSTEMS FOR TENANTS AND VENDORS

Do your tenant communications need a similar reframing? Think about the vibe a new tenant gets from your introductions and regular communications. Instead of just issuing a list of rules, you can also provide a "home care guide" that explains how to prevent common issues. Video tutorials for routine maintenance can help tenants handle minor issues themselves. When tenants understand basic property care, those "EMERGENCY!" headlines often downgrade to simple updates.

If you don't have one, consider implementing a tenant portal with a clear issue-reporting system. Tenants can select the urgency level of their requests, but they can be guided by specific examples. "No hot water" is an emergency, but "a squeaky door hinge" isn't. This system ensures true emergencies get proper attention.

Vendor management deserves its headline makeover, too. Instead of just maintaining a list of emergency contacts, get ahead of the next crisis and meet with key vendors during slow periods to plan. Many vendors will help create property-specific maintenance schedules if they know they'll get regular, predictable work. Some might offer priority service during emergencies if you commit to their preventive maintenance programs.

Also, have you documented these vendor agreements? Which services are included in regular maintenance? What constitutes an emergency call? What are the price differences? Having these details helps you be strategic instead of reactive.

BECOMING A STRATEGIC LEADER

Think about whether your internal systems need some edits, too. What standard operating procedures (SOPs) do you keep? Are they easy to follow? These guidelines help your team handle issues efficiently without constant consultation. This transforms "BREAKING: Need Manager's Input!" into "Standard Protocol Initiated."

Also, as property managers, we often forget to treat our mental bandwidth as a maintenance matter, but it truly is! It's good to be active and diligent, but it's terrible to be overwhelmed, and that's an easy line to cross, right? Suddenly, we're so slammed we can't see straight. So, set specific times for checking messages and returning calls, and train your team and clients to respect these boundaries by being reliable within them. It's easy to overlook this fact: You'll provide better emergency response when you're not constantly depleted by non-emergencies.

On a similar note, technology should reduce your mental load, not add to it. Your goal is to transform "Overwhelming Task List!" into "Daily Operations Running Smoothly."

STRENGTHENING YOUR TEAM

Of course, you can't implement much of anything without a reliable team. And staffing challenges can generate some of your worst headlines in property management. "BREAKING: Key Manager Gives Two Weeks' Notice!" "URGENT: No Coverage for Holiday Weekend!" "CRISIS: Training New Hire During Peak Season!" These personnel issues feel particularly draining because they affect every aspect of your operation.

The strongest operations have built-in redundancy for key roles. Teams that cross-train naturally handle vacation coverage without panic. Well-documented processes help new hires get up to speed quickly. The most damaging situations often arise when one person holds all the knowledge about critical procedures, and their absence throws an entire operation into crisis mode. Now, take a minute to think: Is that person you? If so, you need to start delegating more and developing backup plans.

Meanwhile, if you can be in "hiring mode" long before the need arises, you're on a winning track. You want to be as proactive as possible in managing your staff. So, keep a file of promising previous candidates and talk with other property managers about potential talent. Consider hiring virtual staff to handle many administrative tasks, which frees your onsite team to focus on their most vital tasks.

Try to think proactively through your team's eyes, too. The best managers understand that staff members who see clear career paths ahead tend to stay longer. Regular training sessions improve current performance and let employees know that you're invested in their future.

The best retention strategy combines competitive pay with recognition, support, and reasonable expectations. Setting additional expectations on how to earn a bonus is worthwhile. Anytime you can build incentives into your pay structure, staff members will be motivated to put in extra effort.

Bottom line: When organizations invest in their people, those "URGENT: Staff Shortage" headlines naturally transform into "UPDATE: Team Expansion Completed Smoothly."

Think of 2025 as your chance to upgrade your property management network from "if it bleeds, it leads" headlines about emergencies to thoughtful pieces on what you've done to prevent trouble. With the right systems in place, your property management "news ticker" can finally tell the story you've always wanted to tell…More news at 11. Back to you, Jim… Have a wonderful 2025!

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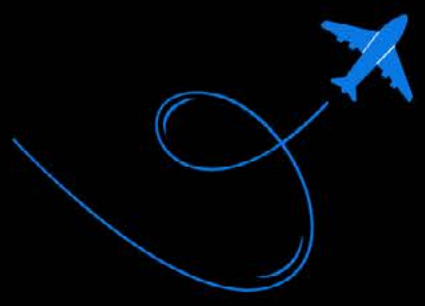

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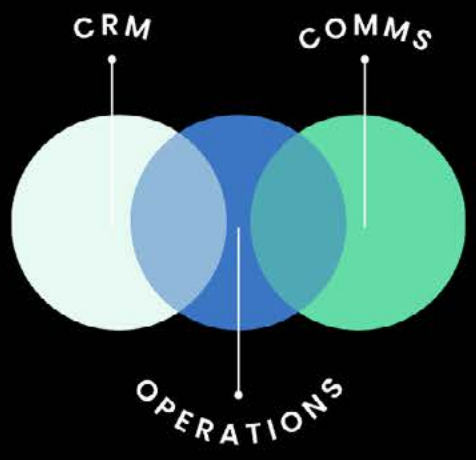

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Kelli Segretto *is the founder of K Segretto Consulting, a property management consulting business dedicated to helping companies build strong operational foundations. With a focus on process creation, EOS implementation, team structure, and technology optimization, Kelli empowers clients to make data-driven decisions that streamline operations and drive success. Her passion lies in inspiring property management companies to elevate their standards, unlock their potential, and achieve their goals through actionable insights.*

Navigating 2025 with data as your compass

Running a property management business has evolved into an art and a science. While grit and intuition remain essential, the game-changer in today's landscape is making data-driven decisions that elevate performance, uncover inefficiencies, and maximize your profits.

Gone are the days when a few spreadsheets and gut feelings could steer the ship. Instead, forward-thinking property managers are embracing key performance indicators (KPIs) and ProfitCoach's new PM Operations Standards to shape their strategies and stay ahead of the competition.

THE POWER OF METRICS

Metrics are not just abstract numbers; they are the pulse of your business. They help you track performance, identify bottlenecks, and uncover opportunities. Yet, not all metrics are created equal.

In 2025, plan to focus on the actionable KPIs that matter most—those directly tied to eliminating issues or progressing your business goals. Don't worry, you don't have to track everything at once. Start off with just a couple metrics that are trackable and actionable in your organization today.

Some key metrics to consider:

- **Days without revenue:** This is an important number that directly affects both your property owner and your company's bottom line. It's also a great brag stat when you are doing well that can bring in new business.
- **Speed to repair:** We all know that maintenance is a huge part of resident satisfaction. How quickly your team addresses and resolves work orders is crucial to keeping residents long term.
- **Delinquency rate:** Delinquency is the money left on the table. By knowing what your delinquency rates are, you can actively set goals and incentives to collect past due balances.

SETTING STANDARDS

If you haven't heard about Profit Coach's PM Operations Standards, I highly recommend you look into it. The goal is to create a benchmark for excellence and a push to standardize the terminology we use as an industry. Whether you're managing 100 doors or 1,000, having clear standards can provide a roadmap to success.

It's about aligning your processes with proven best practices and ensuring that every aspect of your business operates like a well-oiled machine. Start by:

- **Establishing your baseline:** Where does your business currently stand? What are you doing well and where do you have opportunities to improve?
- **Trackability in existing platforms:** What can you reliably measure in your business today? Look at your property management software, process tools, CRMs, maintenance software, email platforms, etc. to see what numbers are already being measured in your business.
- **Choosing three new KPIs:** Don't try to do too much too fast, that is a surefire way to fail. Set yourself up for success by selecting three KPIs and set an attainable stretch goal for your team.
- **Involving your team:** Operational excellence is a team sport. Engage your staff in setting goals and tracking progress. Make sure someone has ownership over the goals you set.

TURNING DATA INTO DECISIONS

The real magic of KPIs isn't in tracking them but in using them to drive actionable decisions. Data should be your business's compass, helping you navigate challenges and seize opportunities. Let's explore how you can harness metrics for decision-making:

- **Forecasting trends:** Use historical data to predict seasonal patterns, anticipate vacancies, and plan maintenance schedules.
- **Identifying bottlenecks:** Metrics like days without revenue can highlight inefficiencies in your turnover, marketing, or leasing processes.
- **Enhancing client experience:** Analyze NPS and resident feedback to refine your services and exceed expectations.
- **Optimizing marketing efforts:** Evaluate lead conversion rates to determine which marketing channels deliver the best ROI.

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THE ROLE OF TECHNOLOGY

Our hope is that 2025 will continue to bring advancements in the ways our PropTech partners build dashboards and reports and leverage AI within their platforms. By creating a standard, we are hopeful we can get easier access to the most valuable metrics. However, our technology has made significant improvements in the last few years. You will be able to find some of the more common metrics within your existing software.

When you are ready to take a step further with your data driven world, consider some of these tech tools:

- **BI dashboards:** Platforms like Zoho Analytics, Power BI, DOMO or Tableau offer the ability to craft custom dashboards, compiling data from multiple sources.
- **Process automation:** Digitize your processes to create accountability and a way to create repeatability and consistency in your organization. Use tools to automate repetitive tasks like templated messaging and lease renewals.
- **AI-powered insights:** Leverage your AI tools by feeding them data reports and prompting them to provide the insights you need.

KEEPING IT FUN!

Let's face it: Talking about numbers all day can make anyone's eyes glaze over. That's why it's essential to inject a little fun into your data-driven approach. Here are a few ideas:

- **Gamify goals:** Turn metrics into a team challenge. Reward your staff for achieving KPIs like quickest turnover time or highest resident satisfaction scores.
- **Incentivize individuals:** Create gift card programs, pathways to promotion, and other incentives to help team members to drive success on individual metrics.
- **Celebrate wins:** Use scoreboards or dashboards in your office to showcase progress and celebrate milestones. Give shout outs at team huddles to celebrate success. Celebrate the big milestones with a team outing, party, or time off.
- **Share success stories:** Story telling holds great impact. Spotlight stories that show how changes have positively impacted your clients and residents.

BUILDING A CULTURE OF ACCOUNTABILITY

A data-driven business thrives on accountability. When everyone — from your leasing agents to your maintenance technicians — understands their role in achieving KPIs, the whole team operates with purpose.

Foster this culture with setting clear expectations, measurable and attainable goals, regular reporting, and continuous learning opportunities. Invest in your team's success and help them achieve wins along the way.

LET'S GO, 2025!

Let data help you navigate the crazy world of property management in 2025. Embrace metrics, adopt operational standards, develop process, and infuse your business with a culture of accountability and innovation. Running a data-driven business isn't just a strategy; it's a mindset that will set you apart in a competitive market. And remember, while data tells the story, it's up to you to write the ending—one that's impactful, profitable, fun, and undeniably successful.

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to pedal faster was not the solution, but if you broke down everything you could think of that goes into riding a bike, and then improved it by 1%, you will get a significant increase when you put them all together.

In addition to improving physical fitness, he made hundreds of minor improvements, including redesigning bike seats, designing electrically heated shorts, creating customized pillows and mattresses, teaching riders how to wash their hands properly, rubbing alcohol on tires for better grip and even painting all the interiors of the transport vans white to find dust.

What did all these tiny improvement do for the British team? In 2004, they won two Olympic gold medals. In 2008, they won 60% of all the Olympic gold medals. In 2012, they set nine Olympic records and seven world records, and two riders won five Tours de France between 2012 and 2017, their first ever. And David Brailsford became Sir David Brailsford in 2012.

How does this apply to property management? Break down every aspect of securing and managing a door: marketing, sales, leasing, on boarding, daily management, accounting and retention. Now, make small improvements in every category. Measure the progress. For example, for marketing, how many monthly leads did you receive? What is your conversion rate?

Now, what improvements can you make to increase the leads and the conversion rate? Companies that implement Google ads or Facebook marketing are experts at this. They constantly tweak the content, delivery and calls to action to improve their customer acquisition rate. You need to expect slow gains, respect the process and trust this strategy. Success is the sum of many tiny refinements. Take aggressive action, measure those results, iterate based on those results and then take additional action ad nauseum (or infinitum).

HIRE (OR FIRE) "A" TEAM MEMBERS

When I was short on profits and plowing the profits I did make back into the company, I would hire "B" players. My rationale was, even though this person is 75% as capable as an "A" player, they cost me 25% less. I thought I could manage them "up" or they would grow into an "A" player.

Here is what I have learned: "A" players are more expensive and more difficult to find, but they demand superior work from themselves, those they manage and, more importantly, you. "B" players may initially cost you less, but they may do irreparable harm to your business. Your staff make or break your company. You cannot tolerate mediocrity. Your top people won't tolerate mediocrity and force you to raise the bar of competency in your company.

"A" players demand "A" work of their direct reports and may challenge your decisions. That is good. They also require a vision from you so they can align their decision making with your goals. This forces you to set big goals that need bold action and align all the collaborators in your company. It is best to have a powerful story you are telling to get them to believe in you and your mission. Also, it is best to have a "villain."

For us, that may be a self-managing owner or in association management, the huge companies that are indifferent to providing adequate customer service. Define the guard rails on their decision making and let them act and iterate. One caveat: Every time you hire this level of employee, even after extensive vetting, after 30 days, ask yourself this question, "Knowing what I know today, would I hire this person?" If the answer is "no," terminate their employment the next day. You have high expectations and are paying for expertise; if they don't meet either, you need to find another "A" player.

That's Regional Vice President

The RVP Bulletin:

Navigating the changing legislative landscape in the Southwest

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.*

As the Regional Vice President for NARPM®'s Southwest Region, I get to witness firsthand how the legislative landscape for property managers is changing. I don't think it will be of any shock to you that our industry is being subjected to more and more regulations.

Yet, while these new regulations can initially feel burdensome, they present a unique opportunity to demonstrate our value as professional property managers, especially in an era when DIY property management is becoming increasingly complex.

THE INCREASING COMPLEXITY OF DIY PROPERTY MANAGEMENT

If you think the increase is regulations is challenging for you, the professional property manager, imagine how it is affecting the do-it-yourself-landlords. Legislative changes in areas such as habitability, fee controls, eviction moratoriums and rent control mean that managing rental properties is no longer as simple as collecting rent and scheduling repairs.

For do-it-yourself landlords, keeping up with the nuances of local and state laws can be overwhelming. This trend provides a unique opening for property managers to step in as the reliable, compliant solution, offering peace of mind to landlords who now realize the growing risks of going it alone.

By highlighting our knowledge and skill in the areas of these new laws, we have the opportunity to attract new clients who previously did not see the value in hiring a professional property manager. By communicating your knowledge about new regulations and demonstrating how you and your company have systems in place for compliance, you can underscore the importance of your role as a professional manager.

In this way, while regulations may initially seem like a negative to our industry, they can actually become a point of difference for a landlord who is trying to determine if they should self-manage or hire a professional.

THE IMPORTANCE OF PROCESS-DRIVEN COMPLIANCE

As laws change, so must our business practices and processes. A consistent, process-driven approach is more important now than ever to ensure that we consistently comply with new laws across all of our properties. Well-documented processes act as both a guide and a safeguard, helping property managers navigate compliance requirements while minimizing potential missteps.

CONFERENCES: ESSENTIAL FOR STAYING AHEAD

With the speed in which regulations are changing in our region, staying updated is no longer optional; it's a necessity. Local and national conferences, such as the NARPM® Annual Convention & Trade Show, Broker/Owner Conference, as well as a variety of local and state conferences offered throughout the Southwest Region offer an invaluable resource for property managers.

These events provide a concentrated opportunity to learn about legislative changes, industry best practices, and emerging technologies that can help streamline compliance and operations. The newer NARPM® Capitol Summit (https://www.narpm.org/legislative/narpm-capitol-summit-2/) offers a chance for attendees to have a voice is shaping future legislation by speaking with their elected officials about important topics to our industry.

Conferences also offer a chance to connect with peers who may be facing similar challenges, allowing for an exchange of ideas and solutions. In a time when "business as usual" is rapidly becoming a thing of the past, the insights and networking gained at conferences helps us stay ahead of regulatory challenges.

LOCAL NARPM® MEETINGS: A WELL OF RESOURCES AND SUPPORT

While national conferences are essential, regular attendance at one of our 11 local NARPM® Chapter meetings throughout the Southwest Region provides more local specific information about challenges

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Lorenys Perez, MPM® RMP®, *is a dedicated property management professional with over 20 years of expertise and served as 2024 President of the Colorado Springs Chapter of NARPM®. Lorenys is fluent in Spanish and proudly serves the Colorado Springs area, specializing in residential and multifamily rentals. With a background in construction and a passion for real estate, her journey reflects dedication and a genuine desire to help others.*

Colorado Springs Chapter: Empowering Members to confidently navigate complexities of the industry

NARPM®'s Colorado Springs Chapter shines as a model of collaboration, strength and professionalism within the property management industry. Known for its supportive network, extensive resources and proactive approach to industry challenges, this Chapter serves as an invaluable resource for its Members, helping them navigate the complexities of property management in a constantly evolving market.

If only property management were as simple as watching paint dry, then we'd all be out of a job!

As current President, I am deeply honored to continue this legacy of excellence in Colorado Springs—where the mountains are majestic, and property management is anything but dull. Our Chapter represents a vibrant community of property managers and Affiliates dedicated to promoting professionalism, education and ethical standards in the local property management industry.

Through the years, past leaders have established a strong foundation, ensuring our members' success and growth.

MEMBERSHIP AND THE POWER OF NETWORKING

Membership in the Colorado Springs Chapter means joining a network of some of the most dedicated and knowledgeable professionals in the field. I am fortunate to be part of a group where members openly support each other, sharing advice and problem-solving tips.

I encourage any NARPM® Member across the country to join our meetings, reach out and exchange knowledge. NARPM®'s strength lies in the collaboration and sharing of experience across communities, and I welcome the chance to connect with other professionals—after all, we're all just trying to keep our sanity while navigating this industry together!

EDUCATION AND PROFESSIONAL DEVELOPMENT

Our Chapter is committed to providing top-notch educational resources to its Members. Through various classes and workshops, we bring in experts and industry leaders to ensure that our members stay ahead of trends and challenges.

Our sessions cover everything from the fundamentals of property management to the latest legislative changes and best practices. By prioritizing professional development, we empower our Members to confidently navigate the complexities of the industry. And as they say, knowledge is power, so let's just say we're all quite powerful around here.

NAVIGATING MARKET CHALLENGES

This year has brought significant challenges to our industry. In Colorado Springs, rental rates have actually been on a decline, but the market's rapid growth has introduced new pressures and uncertainties, especially with new legislation that seeks to restrict landlord rights and force policies that are detrimental and unsustainable for landlords and property managers alike. It's a bit like a game of Monopoly, except no one's thrilled to land on Boardwalk. Our Chapter has worked tirelessly to help members stay informed and compliant, providing essential legal resources and guidance that support business stability.

In addition to adapting to these challenges, we value maintaining strong relationships with property owners. We keep them informed of the latest industry updates, including developments through the Colorado Landlord Legislative Coalition (CLLC). This nonprofit organization is dedicated to protecting the rights of small landlords against legislation that can negatively affect both landlords and tenants. By advocating for balanced policies, the CLLC empowers housing providers to maintain healthy, sustainable relationships with their tenants.

ANNUAL SYMPOSIUM AND NATIONAL CONFERENCE

One of our Chapter's highlights is the 19th Annual Landlord Symposium. Held on Sept. 20, the event provided over 130 Members with a wealth of knowledge and practical insights. Attendees learned best practices for management agreements, maintenance policies, move-outs, security deposit

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Northwest: **Hana Goodrich, MPM® RMP®**
Alaska, Washington, Oregon, Idaho, Montana, Wyoming.

Pacific: **JJay Jensen, RMP®**
California.

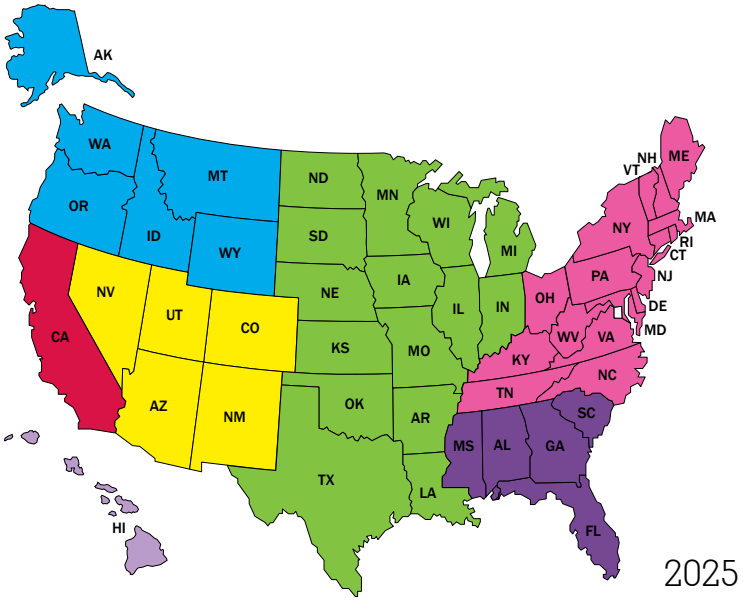
Pacific Islands: **JJay Jensen, RMP®**
Hawaii.

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

Central: **Tracy Streich, 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.



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facing local areas. By attending these meetings, property managers learn from peers on how to adapt to changes in their local immediate market.

Additionally, involvement in a leadership role within a local Chapter offers benefits beyond knowledge alone. I commonly tell Members who say that they don't have time to volunteer at their local chapter, that they can't afford NOT to volunteer in their Chapter.

It creates opportunities to build a professional network, establish partnerships, and increase visibility as a trusted expert in the community. Chapter leaders are often at the front line when it comes to learning about new regulations coming their way, and this allows them to bring that knowledge back to their team.

TURNING CHANGE INTO OPPORTUNITY

The legislative landscape for property management in the Southwest (any many other regions in our country) is more complex than ever. While increased regulation may seem intimidating, I challenge you to reframe situations and, ultimately, see regulations as beneficial for our industry.

By staying informed, implementing clear and consistent processes, and making the most of networking and educational opportunities through NARPM® events, we can highlight how indispensable we are to property owners who seek peace of mind while still owning rental property in an increasing regulatory environment.

Let's embrace these changes as a chance to elevate our industry, showcase our expertise, and reinforce our role as essential allies for property owners and tenants alike.

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procedures and essential updates due to 2024 legislation. Armed with this knowledge, our Members are well-prepared to ensure compliance and improve their operations.

Attendees also earned seven hours of continuing education credit, making the event not just informative but productive! The symposium hosted 20 Affiliate members, fostering those crucial vendor-property manager relationships that ensure properties stay well-maintained.

The day before, we were fortunate to host Liz Cleyman, 2022 NARPM® Past President, for a session on "Navigating the Legal Landscape of Colorado." Her insights helped attendees gain a deeper understanding of legal complexities within our industry. Additionally, I attended the 2024 NARPM® Annual Convention in Dallas, Texas, this past October. It was a fantastic opportunity to learn and connect with property managers from across the country. The energy and ideas shared at this event were invaluable, and I'm eager to bring that momentum back to our local chapter.

LOOKING AHEAD

As we look to 2025, our Chapter remains committed to supporting Members and advocating for property managers' interests. I've emphasized within our Chapter (and beyond) that we are competitors, but we are competitors that seek excellence and best practices to learn how to best serve our clients/customers together – as iron sharpens iron.

Together, we're a community providing one of life's most essential necessities: housing. I'm honored to be part of a fantastic leadership team that makes it all happen — though some days it feels like we're just one email away from a plumbing emergency!

Moving forward, we are ready to face new challenges. In an ever-changing industry, NARPM®'s Colorado Springs Chapter will continue to equip Members to adapt and thrive, whether through education, networking or legal guidance.

In closing, the Colorado Springs Chapter is far more than an association. It's a dedicated community of professionals ready to support each other. I'm proud to be part of this incredible group and look forward to continuing to serve and strengthen our Chapter for years to come.

MEMBERSHIP Growth

NARPM® membership as of Nov. 30, 2024:
5,873

A WARM WELCOME TO ALL THE NEW MEMBERS WHO JOINED FROM NOVEMBER 1 – 30, 2024

PROFESSIONAL MEMBERS

ARIZONA

Robert Hershey
pmi PHX Gateway
Gilbert, AZ

Dennis Plunkett
West USA Realty
Peoria, AZ

CALIFORNIA

Brittany Benjamin
Niguel Point Properties Inc.
Laguna Niguel, CA

Alicia Bramble
SoCal Premier Property Management
Inglewood, CA

Kellee Malone
Reliable Realty & Property Management
Temecula, CA

Ivana Milosevic
Gold Key Property Management
San Diego, CA

Peggy Walkush
Dragonfly Property Management
San Diego, CA

COLORADO

Benjamin Rhynehart Burnett
Grace Property Management & Real Estate
Thornton, CO

FLORIDA

Louis Savinetti
Gasparilla Property Management
Tampa, FL

GEORGIA

Yolonda Bates
PURE Property Management
Marietta, GA

Candice Garcia
Moonlight Management
Atlanta, GA

Harlem Howard
RMS Team at RE/MAX Center
Duluth, GA

Michael Nelson Jr.
Excalibur Homes, LLC, CRMC®
Alpharetta, GA

Andrea Peeler
RMS Team at RE/MAX Center
Duluth, GA

Alexis White
Sherman & Hemstreet
Evans, GA

IDAHO

Chelsea Hough
Urban City Property Management LLC
Boise, ID

Rhea Linze
First Rate Property Mgmt, Inc. CRMC®
Boise, ID

Kimberly B. Squires
Five Star Equity
Moscow, ID

ILLINOIS

Keith Jablonowski
PMI Service Group
Downers Grove, IL

Andrew Sucato
BTS Properties
Peoria, IL

MISSOURI

Michael Mesey
Kingsland Properties
Saint Louis, MO

NEVADA

Seily Crotto
Sierra Nevada Properties
Reno, NV

TENNESSEE

LaSabra Epps
Property Management Inc, PMI Professionals
Murfreesboro, TN

Deneen Murphy
Berkshire Hathaway HomeServices Woodmont Realty
Nashville, TN

Bridgette Thomas
Property Management Inc, PMI Professionals
Murfreesboro, TN

TEXAS

Shana Doty
Right Fit Property Management
Grand Prairie, TX

Cathy Douglas
Douglas Residential
Austin, TX

Sarah Gibbs
Terra Residential Srvcs, CRMC®
Houston, TX

Herbert Jackson
1836 Realty & Property Management
Austin, TX

VIRGINIA

Kimberly Gettle
Key Rents LLC
Norfolk, VA

Emily Perry
Virginia Premier Investments
Richmond, VA

David Steiger
Virginia Premier Investments
Richmond, VA

AFFILIATE MEMBERS

OHIO

Laken Moreno
ePremium Insurance Agency, LLC
Mason, OH

TEXAS

Colton Moncla
Cool Roofs
Austin, TX

VIRGINIA

Tim Rush
Choice Insurance Agency
Virginia Beach, VA

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