

# 2019 BROKER/OWNER *Conference & Expo*

REHAB YOUR BUSINESS



National Association of Residential Property Managers



# 3 Ideas That Changed My Life

By: Steve Welty, RMP

There are 3 ideas that had the most positive impact on my life. They are:

1. Create space
2. What scares you? Do that.
3. How can I help people the most?

**Creating space-** This was a concept introduced to me by a coach Jason Goldberg. It means many things, but simply refers to the loosening up of mental claustrophobia where we always have to be doing. I was struggling being present with my girlfriend because I always was working, reading, or thinking about business. He showed me my belief was that spending time with my girlfriend was detrimental to my success. What?! In my heart I knew that was not true. So we flipped the belief around. What if creating space in your life was the #1 determining factor in your success what would you do? That question fired me up! I believe in it and made a list of how I could create more space in my life. Spending time doing things I love like surf and play music. Not be distracted all the time with my phone. Meditate every morning. When I created space in my life, I was able to think clearly and see the simple solutions in front of me. My heart was allowed to guide the way. My business took off as a result as I because my personality came to fully serve the energy of my soul. Before this never happened as I lacked space in my head and heart to allow it.

**What scares you? Do that.-** In 2018 I had an epiphany that everything worthwhile lived on the other side of fear. I knew that previously, but it became crystal clear in 2018. The more worthwhile the action, the more fear that comes with it. So I became aware of when I was not doing something I knew I should do because of fear. I had an idea that I could use the energy of fear to my advantage. Sort of like judo-throw fear on its back. I made a wristband that said "What scares you? Do that." to remind me of this. My goal was to use fear as an indicator of when I need to act. If my heart told me to do something and it felt scary (like writing a personal letter to my clients), I tried to move toward it. I am not acting in spite of fear necessarily, I am acting BECAUSE of fear. It's been uncomfortable at times, but liberating. Many people die with regrets cause they didn't have the courage to take action on what their heart told them to do.

**How can I help people the most?-** The best definition of success I ever heard was "Do more for others than anyone else is doing." But our ego's get in the way and make us look out for #1. The majority of people in business think about themselves first. If you focus on how to help people the most, your business will take off as you will create real solutions to problems. Referrals will come pouring in and customers will beat a path to your door. But it is easier said than done. The ego will tell you you need to look out for yourself first. Focus on how you can help your clients and team get what they want and you will get what you want.

## **VRBO, Air BNB and NARPM**

By: Andrew Moore, RMP MPM

Online travel agents (OTA's) such as Airbnb, HomeAway and VRBO have shone a bright light on the vacation rental and introduced the concept to millions of new customers.

Vacation rental are not just located in Florida and California. Every city in the US has at least one Airbnb or HomeAway listing.

Managing vacation rentals can generate high revenue but it requires a different skill set to managing annual rentals. There are a number of considerations and opportunities to consider, including

- The misconceptions of vacation rentals.
- The differences between annual rentals and vacation rentals
- How to market your services to property owners
- Organizing your property management company to accommodate vacation rentals
- Increase utilization of core staff
- Demonstrate the value vacation rentals offer your customers
- Discover the tools needed to operate in the vacation rental sector

Vacation rentals are not for everybody, but managed correctly they can generate more revenue than an annual rental property.

### **ANDY MOORE**

After purchasing investment real estate in Manatee County in the late 90's and recognizing the dearth of management options, Andy founded Gulf Coast Property Management in 2003. Starting out with just one property owner, Andy has driven the growth of the company and firmly established Gulf Coast Property Management as one of the premier property management firms in the region.

Originally from the UK, where he served 14 years as a police officer, Andy has relished every step of his entrepreneurial journey from cleaning pools at the properties of his first customers, through to being a real estate broker managing a \$100 million portfolio.

# STOP APOLOGIZING, START CHARGING

By: Jennifer Stoops, MPM RMP

## PROPERTY MANAGEMENT IS HARD WORK.

- It is NOT for the “faint” of heart
- Property Managers are middle men between other peoples’ money
- Hundreds of moving parts on a daily (hourly) basis
- It is NOT just renting houses
- You are NOT a Non-Profit business

The above bullet points are just a few examples of what it’s like to be a Property Manager. It is a thankless job and often the perception is that all Property Managers do is rent houses. How many times have you heard the following:

- What do you do besides get houses rented?
- Why do I need you if I have a good tenant who pays rent on time?
- I think your fees are too high.
- I pay you a management fee, why should there be any other fees to me?

There is a common misconception about what Property Managers do and what they are worth. As Property Managers in the single family space, we are notorious for apologizing for our fees and offering discounts to get or keep business. It is time to stop apologizing for charging what you are worth.

## LET’S TALK FEES:

It is very eye opening to see the fees that other industries are “allowed” to charge their clientele and it is “accepted”. No apologies, no excuses, no discounts. So why do we feel as Property Managers are we “afraid” to charge our worth? By way of example, take a look at the airline and hotel industries and some of their fees. It is every changing and never seems to go down, always up and always new fees added.

## NOT ALL FEES ARE CREATED EQUAL (what are some different types of fees)

- Fees to create a behavior (Time is Money and exception based behavior is costly and risk for error)
  - What types of fees can be administered to help drive certain behaviors in your business? These are not necessarily fees for profit, but intended to reinforce your business policies and help avoid “one off” or exception based behavior. Examples may include: paper check fee vs electronic deposit fee for homeowners or trip charge for missed appointments for the tenant.
- Fees to offset cost (revenue neutral)
  - Your business has operational costs, what fees can be administered to help cover some of those costs? Examples may include: a convenience fee for rent payments through your online tenant portal (you pay a fee each month for your management software) or a fee for processing home warranty claims (these are very time consuming to handle which increases cost to your firm)
- Fees for Revenue
  - You work hard for your money. Charge your worth. Revenue generating fees may include: monthly management fees, leasing/finders fees, lease renewal fee, fee for selling to the tenant, oversee insurance claims, off cycle inspection fee, pet inspection fee, utility management, onboarding fee, maintenance mark up, early termination fee. What else do you do that is a service to your clients that you should be charging for?

# How to Grow your Business and Still Have a Balance Life

By: Mark Lackey

Working 60+ hours a week? Getting burned out? This program of simple and effective lessons will take you from chaos to calm.

## Learning Objectives

In keeping with the theme of 2019 Work/ Life Balance, we will share some ways that Brokers & Managers can reduce burnout, help build strong teams, and give them simple solutions to today's 24/7 workload, while still maintaining high customer service to their owners and residents.

## What is Unique About This Topic

Having successfully running 7 businesses, all at the same time, we have real world experience of what works and what doesn't. We know how to scale and when not to scale. We believe that every business owner should have a business that serves their needs and goals and not be a slave to that business.

## Short Description

Property Management can be a stressful business. Ever feel like you are caught in the middle of 2 opposing teams and you are playing referee? Learn Lessons to get your business and your life under control. Learn how you can run your business, rather than having your business run you.

## Background

Mark and his wife Anne currently manage 225 doors, with only one employee, 2 virtual assistants. Mark and Anne each work about 5 hours a week in the business. They are the model for working smarter, not harder.

How we got there and how you can too:

Determine your WHY. (How large do you want to be? Create a good living or create a jobs program.)

- Determine your Owner Avatar (OA)

- Determine your Tenant Avatar (TA)

- Calculate your ROI per property (ROI)

- Determine the income you need (\$\$)

- Calculate your minimum number of doors to keep the business

## Managing Results Not People

- Creating operations and staffing plan.

  - Develop the ideal management agreement to fix issue before they become issues

    - Develop the ideal lease to fix issue before they become issues

    - What can be delegated/outsourced

    - Outsource Applications/Screening/Showings/Leasing & Maintenance Calls

# Celebrate Success and Learn from Failures

By: John Bradford, MPM RMP

Property management, when done well, is the hardest job anyone will ever have. It's rewarding yet frustrating. Interestingly, there is an attraction for certain personalities who desire spirited days, non-stop work and the opportunity to create a business and earn a lucrative paycheck.

Celebrating your success brings fun into the workplace. Many people do not mind working hard but they want to try and have fun and be recognized along the way.

Success Defined: The accomplishment of an aim or purpose.

Failure Defined: Lack of success.

## Some ideas to celebrate success:

1. Ring a bell when there is something good to tell. This is a wonderful recognition tool that costs zero money and it encourages anyone to ring the bell if they have something good to share about themselves or a teammate.
2. Tuesday Sundaes – This is a great way to offer ice cream sundaes to your team on Tuesday(s). This costs \$25 and takes two people to take orders and serve the sundaes.
3. Annual Friends and Family Retreat – Optional company events such as raft floats or camping trips are a great way to instill a family-like culture. Invite everyone and a guest(s). Pick a theme and make retreat t-shirts, provide food and accommodations. The cost for 2-nights in basic KOA camping cabins with food for 15 cabins is approximately \$2,500.
4. Decade Trip - If you make it to ten years thing BIG and FUN. Perhaps a company cruise is appropriate as there is a decent bank for your buck. A 4-night cruise for 8 cabins/16 people is approximately \$5,000.

## Some ideas to learn from your failures:

1. Root cause analysis – Study your failure and try to find the whys to what happened. Engage your team to help in this process and develop ways to ensure it doesn't happen again.
2. Idea Hat – This is a hat with a built-in lightbulb that can be passed around your team meetings. Take pictures of the team wearing the hat and post on social media. Ask the team to suggest ways to improve processes or efficiencies. Take the top ideas and explore them while giving credit to the team member that surface the idea. It's a great way to build buy-in from the bottom up.

# Work Life Balance

By: DD Lee, RMP

7 years ago, when I was just 30 years old, I was a year and half into starting my property management business. I had a 3 year old daughter and a 1 year old son and at the same time, working 15 hour days. I would describe myself as pretty stress resistant. I just kept my head down and kept going. To the outsider, I was like a duck floating calmly on water, but what they didn't see were my feet underneath, they were paddling like crazy, trying so hard to stay afloat.

One day I found myself at the doctor's office because I started experiencing heart palpitations, difficulty breathing, and a heaviness in my chest. My doctor said that I too young to have heart problems. He said that I was overstressed. You see, your body produces adrenaline when you are stressed to help you deal, but when you are in a constant state of stress, you have too much adrenaline and your body doesn't know how to handle it. So it creates panic attacks to tell you it's had enough, your body can't take it anymore. That was my wake up call. I then spent the next 7 years of my life coming up with ways to have a better, less stressed life. Just like the way I improve efficiency with my business, I did the same with my life. I took it apart, one process at a time and looked for ways to make it more efficient. I wanted to live smarter not harder.

Today I want to share with you a few things that I put into practice that have had significant impact on my well being. These practices over time have allowed me to do so much more with my business and my life, like being the President of the NARPM Atlanta Chapter, having a 3rd child, traveling at least once a month, being an Assistant Governor of Rotary, and starting an international dating business. With all of things going on, I still have time to work out 5 days a week, cook at least 4 dinners for my family, volunteer at my kids schools and in my community and more. These practices have allowed me to find the time do so much more and yet not feel overwhelmed or over stressed. As a matter of fact, I am truly a happy duck who is floating with feet in a slow calm paddle.

I'm going to share 3 practices that have had the most significant impact on my life.

First: put control back in your life. I'm not advocating being a control freak because no one likes that. I'm talking about controlling your own time and your own actions. If you feel like you are always being pulled into many different directions and it seems like everyone always wants something from you all the time, stop trying to get to everyone and do everything. Before you say yes to doing something, always ask these questions: 1. Is this something you want to do or need to do, 2. Can this wait and 3. Can someone else do it.

\* Do what you want to do and only what you want to do, when you want to do it

\* delegate the rest

\* Silence your phone - use vm to text. I discovered this trick when I went on vacation. I realized that even though I wasn't on my phone all day and only checked it twice, I still got thru all of my emails and got work done just as efficiently as I did working all day. So then I said what if I did this when I'm not on vacation too, but I treat each day as if I'm on vacation and only checked my phone and email twice. It worked. I use text and email most of the time and return phone calls only when I'm driving, which is at least twice a day.

Second: Get an Amanda. Amanda is my assistant. She assists me with my business and personal needs. She has access to my email so she can keep an eye out for important messages when I'm on a trip. I set up a debit card for her to use so she can make purchases for me. She helps me book my trips and book my appointments. She has helped me plan birthday parties for my kids. She's the behind the scenes person to my life and she is my best secret. She helps me put time back to my life. Even if you start with someone part time to give you back 2 hours of time. What can you do with those 2 extra hours? Maybe work on your business or how about do nothing for 2 hours. Go watch a movie, take your kids to the park, get your sanity back and restore your spirit. What is that worth to you? I bet it's more than the \$30-\$50 that you are going to spend on an assistant for a few hours.

Third: Love on yourself.

- Exercise. Take small steps at a time and it doesn't have to be expensive or time consuming. Look up PopSugar fitness on YouTube. They have 10-30 min exercises to choose from. Anything from cardio to strength training, from pilates to kickboxing. It is completely free and you can do it in your living room. You don't have to waste money on a gym or spend hours exercising. Don't pressure yourself to do too much at first. Try 2 days on 1 day off for 10-30 minutes a day. Then move to 3 days on 1 day off, 30-45 minutes a day.
- Grant yourself grace and forgiveness. It is ok to fail. Embrace failure instead of trying to hide it or be ashamed of it, because the more you fail the more experienced you will be which means the better you will be. Remind yourself that everything does not have to be perfect and people will never notice how long you spent making your PowerPoint presentation so pretty or that piece of hair that is out of place. We are usually way harder on ourselves than anyone else. Be easy on yourself, be good to yourself, praise yourself, and you will have a happier self.

## **Business Development**

By: Liz Cleyman, MPM RMP

Business development is the backbone to our success. People do business with people they like and trust, so it is important that we make a connection immediately with any prospective clients. We will be covering the four steps to successful growth along with tips and tricks for each one.

The first step to growing your business is lead development. One of the best ways to gain leads is by visibility. Over the years I have successfully participated in many organizations including BNI, Chamber of Commerce as well as joining the property management task force at my local realtor association. Just like being a part of NARPM, you will get out of it what you put into it so it is important to get involved. Another way to cultivate new business is by having an online presence. Adding video blogs and property management related articles makes you a resource of knowledge to those in your community. Also, absentee owners can be a great source of new business. Most rental properties in our country are self-managed so this is a great connection to make.

The second step to business development is making a connection during your initial contact. Always have an immediate response time and a positive attitude, let them hear the smile in your voice. Ask questions and take notes so that you know exactly what their situation is and how you can cater to their specific needs. Use this information to connect on a personal level and realize that you will cover different areas of your services depending on their needs. For example, a first-time landlord is going to need a much bigger picture of your services than a seasoned inventor.

Now that you know why they are calling and what their needs are the third step is giving a great presentation. Show passion for your company as you paint a picture of your services from the beginning to the end. At this point in the conversation you are building value and trust. Anticipate their questions before they are asked and set expectations so that they know what role they will have while you are managing their property.

The last part of business development is the follow up... if you do not follow up you are showing them that they are not important to you or worth your time. Start by sending a follow up email as soon as you get off the phone. This is a good time to re-cap your conversation, include information about your company and outline the next action step. From there you will schedule follow up every 3-5 days using both email and personal calls. Use your notes when calling to keep the conversation personalized to their situation. Lastly, follow all relationships to the end which could be months or even years.

Since people do business with people they like and trust it is important to connect personally and professionally during your first impression. They not only have to like you but know that you are an expert in your field and a solution to their problem. By following these simple steps, you will find yourself making better relationships with your clients and adding successful growth to your business.

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# **S.M.A.R.T. Growth**

By: Melissa Sharone, MPM RMP

Growth seems to be the trend in our industry. I have provided some things to consider doing in order to be prepared for growth below. I also have touched on a few things that might help your business grow organically.

## **S - Streamline**

Taking the time to streamline all of your processes is the best way to be prepared for growth. Below are some key tips that will help you get things streamlined and the importance behind them.

1. Write everything down- start by making a master list of everything that needs to be done in your office and who is responsible for those tasks. Daily, weekly, monthly, quarterly, and yearly tasks. The best way to do this is to go to each person in your office and document everything they do. – This sets clear expectations and will allow your company to be very efficient.
2. Create processes from this master task list – this can be done in step by step form or with checklists. Anyone should be able to sit down with these steps and complete the process. Details are important! - This eliminates holes and/or delays should you have any turnover in staffing.
3. Make sure that your processes are scalable – meaning you are able to identify when the process needs to be changed for a specific scenario and making sure it will work for 50 units and/or 500 units with little adjustments.

At the end of the day, investors are looking for a good consistent product. Streamlining your processes will help you achieve a consistently high level of service and the ability to grow at your desired pace.

## **M- Metrics**

Whether you love numbers or not, they are an important tool in measuring success in your business. They should also tell potential clients specific things that will help you stand out from your competition.

1. Some examples for you to consider tracking would be: average turnover cost, vacancy rate, average days on market, unit to staff ratio, and eviction rate.
2. You should be able to use these metrics as a highlight to what your company does well and these numbers should be a valuable tool that seals the deal. If you don't have metrics that prove you're good at what you do, consider starting!

## **A- Anticipate Growth**

If a potential client called today with 50 units, could you take it on without sacrificing your level of service? Growing before you are ready can often negatively impact your business.

1. It is important that you hold some sort of strategic planning for your company every year. This will help you identify where you want to be and what you need to get there.
2. Staff Up!!! – Proactively hire no matter if it is employees, independent contractors, or Virtual assistants. Don't staff for the units that you have today, staff for the units that you could have tomorrow

## **R- Reputation Online**

Today, one of the most important places that potential investors will find you is online. If your company is on page 5 of Google, the chances of you being found are slim.

1. Maximize your SEO by using key words. Make sure your website is SEO effective by always using key words.
2. Write blogs and make sure that they are published on your website and social media. This helps with SEO and can showcase your knowledge in the industry.
3. Care about your online reviews- solicit for good ones and respond to the bad ones. By doing this, potential clients will be able to see that your reputation is important to you.

The best part about the items mentioned above is that they cost little to absolutely nothing!

## **T- Trust**

Establishing a solid foundation of trust is the most important factor in your company's growth.

1. If you can implement the items previously mentioned, you have a great start in establishing trust
2. Always do the right thing by owning up to and learning from mistakes, sometimes this means writing a check. Empower your staff to do this as well because their actions represent your business.
3. Provide your client with a consistent product- This shows the client that you are capable and confident in the services you provide.
4. Keep your employees happy. Employee retention allows clients to build the long-term relationships needed to establish and maintain trust.

Gaining a client's trust gives them the confidence to continue to grow their portfolio with you as their Property Manager. They will also feel inclined to refer you to others. A referral is the single most powerful compliment to you and your company. Potential clients may know very little about your company, but the referral they receive is often the deciding factor in hiring you!

***S.M.A.R.T. Growth*** boils down to the basics of business! Growing comes naturally when your business is running smooth. Putting the proper amount of time and energy into mastering the business basics will allow you to grow with ease and at little cost.

**Operating your Property Management Brokerage as an Authorized Fiduciary**  
**By: Steve Crossland, RMP, MPM**

Are you in charge of the properties your company manages, making essentially all of the routine decisions on behalf of your client, as the industry expert, based on best practices honed and developed through your years of experience, including the makeready preparations, leasing efforts, setting rent rates, application approvals, and repairs?

Or is your owner in charge of you? Directing and guiding what you do and how you do it, on all but the most functionary tasks?

Are you an **Authorized Fiduciary**, or a **Subordinate Functionary**?

**sub-or-di-nate:** Lower in rank or position. A person under the authority or control of another.

**func-tion-ar-y:** A person of lower rank, with little or no authority, who must carry out someone else's orders.

**au-thor-ized:** Endowed with authority. Sanctioned by authority : having or done with legal or official approval.

**fi-du-ci-ar-y:** Of, relating to, or involving a confidence or trust. One that acts in a fiduciary capacity.

A Property Management Broker acting in the capacity of an **Authorized Fiduciary** is better able to establish and execute a **Uniformity of Operation** through which processes and procedures are applied with consistency across the entire managed portfolio of properties.

This allows for a streamlined, systematic way of managing all of your properties. In turn, that uniformity and consistency positively impacts operational capacity and thus profit because time, effort, liability exposure and mistakes are all drastically reduced.

This presentation will cover how to obtain a **high level of decision-making authority** from owners at the outset of the property management relationship, and how to **leverage that authority** into a more streamlined operation.

# Understanding the Investor Mindset as a Property Manager

By: Greg Kurzner

## How to grow your business by meeting ALL your Client's needs.

Start by understanding "The Intentional Investor's" Mindset

**New Investor** – Fear Excitement, Lack of understanding, Lack of experience, Lack of connections Indecision

What do they want? Help, expertise, trustworthy partners/ vendors, insight, guidance, information, access, protection

**Experienced Investor** – Efficiency, cost-savings, access, growth, resources

What do they want - A solid team to help with all aspects of the investment process. Specifically, investors want help growing their investment portfolios or selling properties, competent and cost-effective property management, and competitive quotes and quality renovation and rehab services.

Question - What do both new and experienced investors say is the biggest point of pain "not related" to property management?

Answer - The lack of good, investor-friendly agents who have knowledge about how to value and source properties and who are focused on investors...responsive, proactive.

Question - Do you offer real estate sales services?

If you offer real estate sales services, is it a substantial part of your business?

My Point...if you are not focused on offering investor acquisition and sales...you should be.

Why? The important reasons...

To spur growth

To slow churn

To make more money

By adding, expanding or fine-tuning an investor-friendly sales operation to complement your core management operations, you can slow churn, spur growth with "higher lifetime value clients" and generate significant revenue beyond your property management business.

Integrating Acquisitions and Dispositions to management provides a Full-Service Investor Solution that provides a "One Stop Shop"...investors don't have to go elsewhere.

Real Estate Brokerage Services focused on helping investors acquire properties and sell them will:

- Feed the property management portfolio as you can transition new acquisition services clients into management clients
- Provide existing owners a integrated solution to buy more homes without having to go to another provider ( creating higher lifetime value)
- Capture revenue through sales regardless of whether you get the management
- Create a stickiness making it harder for owners to leave
- Provide an entirely new marketing channel to pursue that positions you much earlier on as the choice for management in the investor's decision making process

# How Are You Giving Inside Your Business and Your Community and Why

By: Bailey Jordan

Bailey Jordan, Founder of the Jordan Group at Navy to Navy Homes, took the Jacksonville market and real estate industry by storm in 2014. With the goal to provide each client with an individual, personalized experience, alongside a level of unparalleled customer service in order to make each transaction as seamless as possible.

As a passionate affiliate to the Homes for Heroes Program, Bailey gives back, on average, \$2000 per Hero customer transaction, which amounts to more than \$130,000 given back to Heroes since 2014. A Hero is defined as Military Personnel (Active, Retired, Reservist or Veteran), Medical Personnel, Law Enforcement, First Responders and Teachers. Bailey strives to bless and thank Heroes because as a military brat she understands the true sacrifice they make each day. "These community heroes are on the front line every day for us. The least I could do, after they select me to be a part of such a huge decision is to offer this rebate back to them," said Bailey.

Bailey is a Top Agent and Property Manager across the state of Florida. She is No. 2 in the nation with Homes for Heroes, recognized as a Premier Zillow Agent, and was awarded top agent in both 2016, 2017, 2018 at Navy to Navy Homes. In addition, Bailey ranks among the top 2% of real estate agents in Northeast Florida. Beyond her titles and recognitions, Bailey holds several accolades including Top

Some of Bailey's "Top Practices" Include:

- Always Focusing on the Outcome not the Income.

Strive to focus on what value you are bringing to the relationship you have built and to the transaction, not the numbers that come afterward. Strive to have a mindset of people over paycheck.

- Pretend that every single person you come in contact with has a sign around their neck that states" Make Me Feel Important".

- Truly live out the Golden Rule. If you were in your shoes, how would you want someone to treat you? Whether it be a Landlord, Tenant, Owner, Buyer, Seller, whomever! They are individuals just like you and deserve to have your honesty, integrity and best level of service that you can provide.

# Breakthrough Growth

By: Bryan Jenkins MPM, RMP

I have been in Single Family Residential Property Management for 18 years and have witnessed the ups and the downs that have hit our industry along the way. Throughout those years, we have been able to keep AHI Properties in a constant state of growth. We contribute our growth to our focus on the diversity of our management portfolio, scalable operating systems, and tuning our ear into what is going on across the country. We started managing homes in 2001 and self-managed our own portfolio of 52 homes until January 2004, at which time we began managing client assets. We acquired our first PM firm which managed 109 homes in our Birmingham market. Since then, we have only acquired one other portfolio of 38 homes, and we have grown our company organically to more than 1050 homes under management in 5 markets across 2 states. Our business model allows us to focus on growth and not those properties that are being lost to owners deciding to sell.

In the early years, we were solely focused on the accidental landlord who decided it was a better idea to rent their home instead of selling it. Along with that came our efforts to market to those homeowners and to the real estate community. The idea was to establish ourselves as the thought leader in Property Management and Leasing within our market places and to become a tool in the Realtor's toolbelt. This meant that we referred all tenants and owners back to the original referring Realtor at the time they were ready to buy or sell and to pay referrals to those Realtors. Allowing us to build relationships and to strengthen our brand. We used this strategy until 2008 and we were then faced with dozens of new Property Management competitors flooding our market places. We found the larger brokerages getting into Property Management to keep their clients in house so that when the sales market did recover, they would still be able to earn commissions on home sales. We also found that these brokerages viewed Property Management as a way to generate guaranteed income each month to supplement them during the market downturn. We began to focus inward on our systems allowing us to become more efficient within our market places. This helped AHI Properties introduce new methods and systems to our local industry with the help of our new competitors as they adopted to our methods and systems in order to keep pace. We also began to see an increase of small investors signing with us as they began to grow their new portfolios one home at a time. We continued to focus on this until 2016.

In 2016, we began to examine the makeup of our management portfolio. We analyzed how many A, B, and C class homes we had under management and who were the owners of those homes. We realized that we were under serving the true investor and saw an opportunity in that segment of the market that would allow us to grow our company and to earn additional streams of income geared toward both the owners and the tenants. Once we decided to pursue these potential clients, we researched the best places to meet these owners and decided to concentrate on those over the next 24 months. During that time, we hired a Business Developer and began to attend IMN and Five Star conferences along with local real estate investment groups in each of our market places. Based on the results of the networking and opportunities that developed, we were able to open new markets in Montgomery, AL and in Oklahoma City, OK in 2017. We continued to see growth in both new market places along with 2 of our existing markets and we were able to double the size of our company over the course of 21 months.

In summary, we have found our success in both our focus on the makeup of our portfolio, keeping our ear in tune with our industry, scalable operating systems, and great customer service. Be sure to constantly monitor, improve, and adjust your systems to the market place, network with your peers and other successful business leaders. Strive to Learn, Be Open to Change and Become Better.