



# The Turnover Process

*A Strategy for Success*

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**p8** What do IRS auditors look for?

**p12** "Not just anyone can do property management"

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

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

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National Association of Residential Property Managers

# PRESIDENT'S Message



These groups are the lifeblood of NARPM®. They do the hard work that not only helps keep the engine running but also helps shape NARPM®'s future. Please consider spending some time helping our amazing organization move into the future.

## 4 C's to remember: Chapters, Committees, Community, Conference

Holy COW! We're a quarter into 2023. Can you believe it?

I know that I couldn't have imagined how fast our first three-plus months of 2023 would pass, but, as they say, time flies when your head is spinning!

I'm pleased to be able to tell you that our heads are spinning at NARPM® due to the incredibly hot start we've gotten off to this year. We have accomplished quite a bit, but there is still plenty to go.

One of the great things implemented by 2022 NARPM® President Liz Cleyman was utilizing the role of the NARPM® President-Elect to work with the Regional Vice Presidents directly to help ensure that our Chapters were getting the assistance they need at every level. This was instituted just last year and made a major difference as we made our pivot out of COVID and worked well together.

In that same vein, our Executive Committee has decided that I would be working directly with our Committee Chairs to support them in their goals and ensure that we are on track to meet the organization's strategic plan outlined by the end of the year. This structure should allow us to really focus in on the Members' needs and provide resources to our Committees when they need them.

My first call with our Committee Chairs took place in February. Their biggest need? YOU! We need volunteers on our Committees for both now and in the future. Please reach out to our organization (<https://www.narpm.org/about/officers-and-board-2/committees/>) if you have any interest in serving on one of our Committees. These groups are the lifeblood of NARPM®. They do the hard work that not only helps keep the engine running but also helps shape NARPM®'s future. Please consider spending some time helping our amazing organization move into the future.

Now that we're through the start of the year, it's important to talk a little bit about how we are getting together as a group in our respective communities.

First, I'm excited to announce that several of our Chapters that have either been meeting virtually since the pandemic (or have not been meeting at all since the pandemic) have gotten together in 2023! This was

mentioned as a goal for all Chapters at the beginning of the year, and we are well on our way to meeting that goal.

Congratulations to the Chapter leaders and Members who have worked so hard and diligently to help elevate their local communities by getting together and providing education and networking to their Chapters.

Our Broker/Owner Conference in Carlsbad, California, is sure to be a success, and I am delighted to see the fruits of our Conference Committee's labor. This year should be a unique and exciting event with a tremendous lineup of speakers and opportunities to network and mastermind with other Brokers from around the country.

I am really looking forward to seeing so many of you in late-April as we gather to continue to make strides in building up our businesses and our industry.

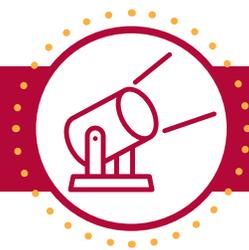
Prior to seeing you in California, we will have had several Chapters to host their own local/state Conferences. The Chapters of the great state of North Carolina teamed up, led by the host city and Triangle Chapter, for a fantastic event that I had the privilege of attending. It drew folks from all over the state and was truly impressive...and plenty of fun, too!

At the time I'm writing this, both the Colorado State Chapter and the Washington State Chapter are finalizing their plans to host events, and I'm extremely excited to hear how they go.

With many more Local and State events to come, please take advantage of the events closest to you. Share some of your knowledge, learn something, and mingle with some new and even some old friends! I look forward to seeing you out of the circuit if I can keep my head from spinning! 🇺🇸

**Tim Wehner, MPM® RMP®**  
NARPM® President

2023 NARPM® President **Tim Wehner, MPM® RMP®**, is Vice President of Acquisitions at Everest. He has volunteered with NARPM® since 2010, when he helped start the Greater Richmond Chapter in Virginia. He served as the Chapter's Treasurer and President before moving onto volunteerism at the State and National levels.



## Darryl Kazen Scholarship Winner: Melanie Lopez, RMP®



A highlight of NARPM®'s 2022 Convention & Trade Show in Las Vegas, Nevada, in October was presentation of the prestigious Darryl Kazen Scholarship of \$1,435 to Melanie Lopez, who earned the Residential Management Professional (RMP®) designation from NARPM®. Kazen, MPM® RMP®, chaired the Professional Development Committee and was a NARPM® National instructor. As such, he was a strong proponent of Member education, mentored new Members and willingly shared his knowledge with others on how to improve their

business. He also brought son Rob into the business and helped him grow, encouraging Rob to get his designations. Many in NARPM® lost a good friend and educator when Kazen passed away. The scholarship honors his memory and education legacy. Let's meet Melanie and learn more about her. – *Victoria Hecht, Public Relations & Digital Media Director*

**Name:** Melanie Lopez, RMP®, Property Professionals Inc., New Braunfels, Texas

**I've been in property management since:** 2013

**I joined NARPM® because:** I was new to the industry and wanted to learn as much as possible from experienced property managers. I figured the best way to grow was to be around like-minded individuals and become involved. I joined the NARPM® San Antonio Chapter within a couple of months of starting my property management journey and am now also a part of the Texas Hill Country Chapter. Joining NARPM® has been a wonderful and fulfilling experience.

**NARPM® education is important to me because:** Education is required to grow and become better in our profession. Being a property manager is no simple task, and in order to be successful in this industry you need to be an expert in many different areas. The education provided by NARPM® helps guide us through every aspect of property management and provides the necessary tools that are required to be successful.

**My favorite NARPM® benefit is:** Getting to know so many wonderful property managers from all over the United States. There are so many amazing people and mentors that I didn't know I needed until I joined NARPM®. The relationships built have been incredibly helpful with my growth. I have also met some of my favorite and most trustworthy vendors through NARPM®.

**My best advice for those who want to get involved in NARPM® is:** Join as fast as you can. NARPM® is an asset and benefits everyone in this industry. It doesn't matter if you are a property manager, Broker, vendor or supporting staff member; NARPM® will enable you to learn, grow and thrive in your career.

**I would love to grow my engagement by:** Volunteering in a leadership role. I have always been more of a "behind-the-scenes" type of gal, but it is time to get out of my comfort zone and try new things. I would also like to engage more with my local and state Chapters, and volunteer for a National Committee or board.

**My favorite NARPM® event/activity since joining is:** The Annual Convention will always be my favorite event. It is a week filled with amazing people, socials, networking and education. It also doesn't hurt that the Convention falls on my birthday week every year.

**My favorite pastimes:** My family's annual vacation to the beach. Every summer my family goes to Port Aransas and spends a week relaxing and enjoying each other's company.

**Fellow NARPM® members would be surprised to know:** I love to garden. I am not very good at it, but I love it nonetheless. I find it to be a great stress reliever, and I enjoy being able to cook with the vegetables that survive. The only plants I seem to do well with are roses, but I have been told those are hard to kill. So, if anyone needs any tips on how to barely keep a plant alive, I am your gal. 🌹

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**Richard Hart, EA CAA** is President of Hart & Associates. He served as tax manager for Wilmington Trust Special Purpose Entities Division for several years assisting Fortune one hundred companies take advantage of tax saving strategies. In 2006, he opened his own practice to specialize in real estate and Foreign Non-Resident Tax accounting and has earned the credentials of enrolled agent and Certified Acceptance Agent with the IRS. Questions? Email [Richard@hartassociate.com](mailto:Richard@hartassociate.com).

# What do IRS auditors look for?

What do auditors look for when they examine a small business tax return or your personal tax return?

They look to see how the income recorded on your tax return matches up with you.

Yes, auditors are trained to examine you, not just your tax return. This is called “economic reality.” You are sized up on how you dress, the jewelry you wear, the car you drive and the home(s) you own. If you appear to live an affluent lifestyle but have the tax return of a pauper, be prepared for a very thorough and intrusive audit.

If you have a business or personal tax return that gets audited, expect the following:

1. The first place an auditor investigates is to see if there is “unreported income.” One technique they use is to review your bank statements and compare deposits with income reported on your return.

If you have \$200,000 of deposits and are reporting only \$20,000 of income on your tax return, there better be a good explanation or you could face criminal charges of tax evasion. If you are in a cash intensive business, you will be scrutinized even harder, as these types of businesses most often “hide” income off the books.

2. The next area they examine is to see if you have attempted to write off personal expenses as business expenses. The IRS knows that every small business operator has likely claimed a personal expense as a business one. They will review business bank and business credit card statements to determine if you have run afoul. They also especially look to see what you claimed as auto expenses as most people with one car attempt to claim that it was used 100% for business use, which would be impossible.

How would you take care of your personal errands if you only had one vehicle? Travel and meals/entertainment expenses are another area ripe for abuse that the IRS targets. Be sure that these expenses truly had a business purpose, or they will be disallowed.

3. The final area to be cautious about is the area of employees. Many small businesses try to evade payroll taxes by classifying employees as independent contractors. The IRS examines payroll records carefully and reviews job descriptions. This is one

area you do not want to have a problem with as the penalties are enormous and potentially “business killers.”

Know your rights when dealing with the IRS. Here are tips to keep in mind:

- The IRS won’t initiate contact with you via email, text messages or telephone. If you are the subject of an audit or examination, you will receive a notice in writing.
- Many examinations are handled exclusively through the mail. It is not always the case that you have to meet with an IRS representative.
- If you do have to meet with an IRS representative in person, you generally have the option of meeting at an IRS office or at a place that is convenient for you and for the IRS.
- Most tax penalties are statutory. That means that you cannot negotiate them with the IRS. For example, interest on tax due is statutory. However, penalties can be negotiated and abated depending on your circumstances. However, in almost every case, that requires documentation and a supervisor’s approval.
- If you have concerns about the behavior of the IRS employee assigned to your matter – from examination agent to appeals officer – you always have the option of reporting the behavior. If you believe that an IRS employee has not treated you in a professional, fair and courteous manner, you should tell that employee’s supervisor. If the supervisor’s response is not satisfactory, you should write to the IRS director for your area or the center where you file your return.
- You can read more about your rights in “IRS Publication 1, Your Rights as a Taxpayer” (<https://www.irs.gov/forms-pubs/about-publication-1>).
- To report inappropriate behavior directly to the government, the best number to call is 1.800.366.4484

And, of course, not to sound self-serving, but it’s also easy to avoid any (or most) contact with IRS by working with a tax professional. 

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# Bringing Communities of Support to Students



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Jaminsky, a senior in high school, is ALL IN for building relationships to help students like himself succeed in the classroom and beyond. Jaminsky was connected to his Communities In Schools® (CIS®) site coordinator, Mrs. Montgomery, during his freshman year of high school. Moving to a new town and attending a new school was an adjustment for Jaminsky, but Mrs. Montgomery was there to encourage and support him every step of the way. Jaminsky wanted to share his story because he recognized the impact CIS had on his life and that of other students. “Mrs. Montgomery made me realize that whether I’m a new student or not, I could find a place at this school. She’s my second mother, and I love the fact she cares about every student. As a senior who’s seen everything, what she’s done for me and other kids at this school has just been an amazing thing to be a part of. [Learn more about students like Jaminsky at CommunitiesInSchools.org](#)

Communities In Schools is thrilled to have been chosen as NARPM’s Past Presidents’ Charity for 2023! [Donate now using the QR code!](#)



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NARPM® Member  
**Courtney Rosen, RMP®**,  
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the Master Property Manager  
(MPM®) designation. She's  
a graduate of the Texas  
REALTOR® Leadership  
Program and earned her  
Graduate, REALTOR®  
Institute (GRI) designation.

# “Not just anyone can do property management”

Can just anyone do your job?

I like to joke that I'm a glutton for punishment. I spent a decade teaching middle and high schoolers to speak a foreign language and then went into property management for my second career.

These two fields are way more similar than you'd think. Both are about good boundaries, high expectations and educating people.

However, they also have another similarity: A whole lot of people who know nothing about my profession want to tell me how to do my job. And they are certain that it's so easy that they could do it better than me.

Well, I think COVID shutting down schools has educated a good swath of the population that teaching is a serious profession, and just because you sat in a classroom for 12-plus years doesn't mean you can teach. We have degrees and licenses for teaching for a reason. And just because you live in a house (or maybe even have a real estate license), it doesn't mean that you're competent to manage residential real estate.

I think each state should minimally require education in property management before letting individuals loose to protect other people's largest investments. Ideally, there would be a separate license. I mean, one must have a license and log gobs of hours to legally get paid for doing hair. What's a bigger risk?

Destroying your life savings, as real estate is for many people, or a really bad hair day?

As property managers, we know that what we do and how we do it greatly affects both our clients and our customers. Protecting our clients' investments and helping them strategize building wealth is a huge service that helps turn wealthy people into rich people. (Or it helps provide for their retirement.) And we also

know that we deal with myriad emotions when people — clients or customers — hit hard times.

When it gets messy — when people's financial wellbeing or mental health is on the line — property managers know the laws, limit their clients' liability, provide access to resources for customers (especially in COVID times), and can problem solve everyone out from between a rock and hard place.

And we can do it because we take our job — our profession — seriously. We educate ourselves on laws, legal documents and best practices. We are constant learners and improvers. We care deeply about what we do and the effects our actions have on our clients and customers.

Here in Texas, a disproportionate number of complaints to our state licensing board are for property management. I would wager a guess that it's because in Texas, you only need a Real Estate License to legally provide property management services; however, there's not a single sentence in the education books to get your license deals with property management.

Here in Texas, we are proud to say that licensing of real estate professionals started to protect the public. However, how protected is the public if the people they think are professionals don't know anything about the job they are legally authorized to do?

And there are extremes. In Idaho, no license is required to provide property management services. But there is hope, too. In New Mexico, brokers who provide or authorize their agents to provide property management services must take an additional 18 hours of property management related CE in order to renew their license in addition to a course on landlord-tenant laws.

I've heard pushback to the idea of a separate property management license. People claim it is anti-business and too high a barrier to entry. However, I daresay a few days of your life to greatly reduce the harm inflicted by uneducated managers is a very low bar to elevating the profession and protecting the public.

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Master Property Manager (MPM®) designation candidate **Andrew Johnson, RMP®**, has a background in the telecommunications industry and earned a bachelor's degree in communications from Boise State University. He has worked with JPM since 2004. He is also a REALTOR® with Initial Point Real Estate and enjoys assisting clients and tenants with real estate transactions. When not working, Andrew is probably golfing or exploring the world with his family.

## The Turnover Process: A Strategy for Success

A long time ago I used to think that turning over residential rental property units was a headache and lots of work on various fronts: more vendors to coordinate, more security deposits to reconcile, more vacancy time and less income for owners.

Although some of this remains true, over time I have re-evaluated my mindset on the turnover process and now see it as another essential part of property management and an opportunity for success. Since vacancies are unavoidable, why not use them as an opportunity to shine and provide exceptional service to our owner clients?

As property managers, we are truly managing a large investment product for our owner clients – real property. Just like other financial investment products (stocks and other monetary investment portfolios) need to be rebalanced and reworked from time to time, real property is no different.

Vacancies are a wonderful opportunity as managers to make improvements to our client's investments

### FLOOR COVERINGS

Perhaps the single biggest opportunity for success with the vacancy process lies in floor coverings. Generally, tenants provide landlords with notice that they will be vacating on a certain date. As soon as the notice to vacate is received by the property manager, the floor covering process can begin.

Because flooring vendors can take time to bid jobs, order materials and perform installations, this process can really start at least a week or two prior to the vacancy. Try posting a notice to enter for the outgoing resident ahead of time and meet your flooring provider at the property to assess the condition.

An early decision can be made on whether flooring can be cleaned up and saved, or if a replacement will be necessary. Collect a bid at the time, one for carpet and sheet vinyl and one for luxury vinyl plank (LVP) flooring. With a couple of bids and some photos, we're able to work with our property owner client to decide prior to the vacancy.

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**Since vacancies are unavoidable, why not use them as an opportunity to shine and provide exceptional service to our owner clients?**

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and ensure rent rates are at current market levels. However, with the rise of pricing on materials and labor, and the inflation we're dealing with recently, the turnover process can be expensive, which may end up harming owners' investments. Finding a balance between tenant retention and managing costs on vacancies is critical.

Over the past 19 years working in the residential property management industry, I've learned a few tips and strategies that have helped streamline the vacancy process for our company. Hopefully some of these items are already a part of your process. If not, perhaps you may find some ideas presented here as beneficial.

### LVP VS. CARPET AND SHEET VINYL

Unless otherwise directed, we have advised our owners for some years that our default installation product for new flooring on turnovers will be LVP flooring as opposed to carpet and traditional sheet vinyl.

The up-front cost of LVP flooring is more than carpet and sheet vinyl. However, there's a wide variety of LVP products with a wide range of prices. Depending on the specific client and their budget, we will select a line and thickness of LVP product best suited for their needs.

Over time, LVP flooring will pay for itself over carpet and sheet vinyl for several reasons:

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- LVP has a long lifespan and can be repaired/replaced in small sections if a portion of it gets damaged (equating to lower replacement expenses over time). Carpet and sheet vinyl often must be fully replaced when torn, stained or otherwise damaged. Less replacement is also less waste in landfills.
- LVP reduces vacancy times. Carpet must be professionally cleaned, sometimes before in-person showings or marketing can begin if it is in poor condition. This requires a time delay in scheduling a vendor for carpet cleaning. LVP flooring can be quickly swept and cleaned upon vacancy and, most of the time, will allow in-person showings to immediately begin.
- LVP is inherently sanitary. With some cleaner or warm bleach water, LVP can be quickly and easily sterilized. We have found that units that have LVP flooring rent more quickly and for a higher rent value than units that have carpet as the majority product.
- LVP flooring can often be a deciding factor with owner clients on whether to allow household pets in the property. Household pets can lead to more revenue for owner clients in pet rent and more protection with additional pet deposits. This will also open the door to a larger demographic of renters with pets, who will not be dissuaded from renting a non-pet friendly property.

## STANDARDIZED PAINT COLOR

White, white, white. I know. Boring, isn't it? Hear me out. A standard white paint in as many managed units as possible is an efficiency bump. All paint ages over time, but a standard white or off-white in an eggshell or satin sheen simplifies spot painting and touch-ups. With a little washing, wipe down and touch-up, the need for full-wall corner-to-corner or full-unit re-paints lessens.

In 2019, a gallon of paint in my market was around \$28. In 2023, I bought a gallon of the same paint for \$42. I'm not saying units don't need to be regularly re-painted, but if touch-ups can be done or just a few walls painted at a time, the material and labor cost will be significantly different than a full-unit re-paint. It also cuts the time required to complete this work before new flooring is installed, which helps streamline the process.

Non-white colors and flat sheens of paint are virtually impossible to properly touch up due to how paint ages over time. Every turnover will be a bit different, so try and find that balance between the needs of your owners and the time/workload with which you're dealing.

Also, it's easy to let applicants know they're welcome to add some color to the property at their discretion if that's a decision you want to make. Sometimes renters may not like the barnyard red walls that are currently in the property, and if you allow them to paint a couple walls the neutral grey that they like instead of being forced to rent an all-white property, they may begin to think about how they can customize the property to their liking and make it home.

## BUY IN BULK

Dealing with high prices and materials on backorder is frustrating. Whether or not you use in-house maintenance or use third-party vendors for maintenance, there is opportunity in purchasing regularly used materials beforehand in bulk.

Toilet seats, smoke/carbon alarms, stove drip pans, over-the-



range microwaves, light fixtures, door stoppers, window blinds... the list goes on. There are repair and standard upgrade items that are used on most turnovers that can be purchased in bulk by a property manager, often at a discount.

Depending on your storage capacity and organizational aptitude, parts can be sold back to properties as needed if they are on hand ahead of time. This reduces the labor time that vendors spend shopping for parts and prevents necessary parts from being out of stock when needed.

## COUNTERTOPS

Who needs granite anyway? Besides the flooring, kitchen and bathroom countertops (and bathtubs and surrounds) might be the next biggest eye catcher that prospects see when shopping for a rental property. Outdated and chipped Formica and cracked tile with missing grout aren't crowd pleasers.

The cost of replacing tile and Formica countertops, or replacing with a granite or quartz upgrade, is costly and consumes much time on vacancy. Save the pain; try refinishing! Many companies can refinish virtually any surface with a high-quality, high-durability finish. They can be made to look like any stone product and can be easily repaired if damaged. The cost of a professional refinish in my market can often be less than the cost of even replacing Formica. It makes a huge difference!

Improving and turning property over can be one of the most fulfilling parts of property management. Why? Because we get to not only improve large investments for our owner clients but also provide a high-quality place to live for our residents. Improving the properties we manage also improves the communities in which we live. That's something to take pride in, so have fun with it! 🏠



**Pamela Greene, MPM®, RMP®, SFR®, e-PRO®,** is the President, Broker/Owner, REALTOR® and Property Manager of PG Management Group, a property management firm in Matthews, North Carolina. Pam started her real estate career in April 2007 and transitioned to property management in 2010. She opened PG Management Group, LLC in February 2014, specializing in property management and real estate sales. She joined North Carolina REALTORS® in 2007, the National Association of Residential Property Managers (NARPM®) in 2013 and the North Carolina REALTORS® Property Management Division (NCRPMD) in 2016 and has been highly active. Pam has been on the NARPM® Charlotte Regional Chapter Board of Directors since 2019. She was the NARPM® Communications Committee Chair from 2021-2022. Pam also holds a Governor position with NCRPMD and is currently on several additional committees. Pamela has worked with the organizations for many years to help promote best practices for property management.

# YOU know your company's needs best

Remember the old saying, "If all your friends jumped off a bridge, would you do it, too?"

One of the biggest myths in the property management world is that if something works for one company, it will automatically work for another, and you must have an "X" to succeed. Unfortunately, this couldn't be further from the truth, especially regarding property management software, automation and business development managers (BDMs).

While these tools can be handy for some businesses, they may not be the best fit for others.

Self-showing platforms provide a convenient and flexible method for viewing rental properties. Individuals seeking to rent, and who work non-traditional hours or have other obligations, may encounter difficulties coordinating schedules with a leasing agent, real estate agent or property manager. By using a self-showing platform, the process is more streamlined.

what you want it to do.

If you aim to increase efficiency and streamline your processes, consider automation tools that automate repetitive tasks. If your goal is to provide a personalized and high-touch experience for your owners, tenants and vendors, check out automation software that allows you to customize your communication and management processes to meet their needs better. Just because the big dogs use automation doesn't mean you have to.

It's also important to remember that not all property management software is created equal. Some platforms may have more features and capabilities than others and may be less cost-effective for a smaller company, and it's up to you to determine which one will work best for your business. Know what you want the software to do for your company. For example, some platforms are better suited for managing many doors with extensive bells,

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**Regardless of the size of your company, you must ensure your BDM understands your company's mission, vision, goals and expectations. Otherwise, they may not be able to choose which owners or properties to bring on board.**

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Depending on the characteristics of a property, there may be more suitable options than self-showing platforms. For instance, properties in gated communities or high-rise condos may require additional security measures, making it more appropriate to have a property manager, leasing agent or real estate agent present during showings to help access the property and any amenities.

Another area where one-size-fits-all solutions may not work is automation. Automation can help streamline processes and make things more efficient, but it can also lead to mistakes and oversights if not implemented properly. But remember that automation will only work if your policies, processes and procedures are in place and if you can tell it

whistles and features, which may not be needed or appropriate for a company managing a smaller number of rental properties.

While it's important to consider your needs and goals, recommendations from others, even the big dogs in the industry, can be beneficial. It's OK to talk to other property managers, attend industry events and conferences, and read online forums and blogs. This research can provide valuable insights and information about the latest trends and best practices.

One of the hot topics recently is "You need a BDM." BDMs can be valuable assets for a property management company, but is hiring one good for your business? BDMs are sales oriented and great at

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developing new business opportunities, generating leads, and closing deals. Not to mention, a BDM with property management expertise can bring valuable insights and market knowledge to the company and help the company stay ahead of the competition.

For smaller companies, a BDM may not be cost-effective. They require a higher salary and benefits. On the other hand, hiring a BDM may benefit a company looking to grow its business and increase its market presence. Still, it may not be the best fit for a company focused on streamlining its operations or maintaining a high level of personal service for its owners, tenants and vendors.

Regardless of the size of your company or your goal, you must ensure your BDM understands your company's mission, vision, goals and expectations. Otherwise, they may not be able to choose which owners or properties to bring on board, thus bringing on undesirables.

Just because a particular property management software, automation system or even a BDM solution works for one company, it doesn't mean it will work for yours. Therefore, it's vital to assess your needs, consider your company's unique challenges and opportunities, and choose the best solutions. 🏠

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Designees approved at the February 2023 Professional Development Committee meeting:

Paula Cleveland, RMP®  
Jessica Phillips, RMP®

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**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](mailto:designationinfo@narpm.org)

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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?**

That's Regional  
Vice President



NARPM® Atlantic Regional Vice President **Steve Pardon, RMP®** is Broker/Owner of JMAX Property Management in Salem, Virginia, and Master Property Manager designation candidate. JMAX manages around 400 single-family residential and multi-family residential in the Roanoke Valley. Steve joined NARPM® in 2012 and have served at the state level and in governmental affairs, most recently as Vice Chair of the PAC Trustees.

## The RVP Bulletin: Atlantic Region

Writing this article as a newly minted Regional Vice President (RVP) is a big deal for me and here's why. In 2012, I had just bought a book of business and was swimming in the "What do I do now?" space.

Fortunately, the internet was around, and I found NARPM®. I figured I'd join whatever NARPM® was, get on their website, and get a few forms and docs to get me started. It's all I really wanted.

Sometime after becoming a Member a copy of Residential Resource® showed up on my desk. I thumbed through it and, in the RVP article section, saw a picture of my old high school friend, Traci Lewis VanCamp, who by that time I hadn't seen or talked to in 25 years. I was like "OMG...Traci is like some big-wig vice president or something of this national organization. Wow!"

I can't tell you how cool I thought that was. I emailed her through NARPM®, got back in touch and, with her help, prodding (and at times) pulling, began down the road that led beyond looking for some free leasing forms to the leadership role I am in today.

And what a region I get to lead. I'm fortunate that I get to be the RVP of the region that I live in (which is not always the case). I live in Roanoke, Virginia, and the 11 Chapters of the Atlantic surround me. They run from the newly formed Pennsylvania State Chapter over East to the Baltimore/Maryland/D.C. area then down through Northern Virginia, Richmond and Southeastern Virginia. The region circles back through the Triangle area of North Carolina, over west to

the Charlotte Chapter and then wraps up with the Virginia State Chapter, and all of them surround the place I call home.

My travels as RVP are reasonable distances to places, I know. I'm a lucky man.

As RVPs we are charged with helping, prodding and (sometimes) pulling local Chapters down the NARPM® road. This time of year, we are checking

in with Chapter Leaders to make sure they have a strategic plan in place. As Chapter Leaders that is their job: to know what they are going to provide their Members and how they are going to do it.

Being RVP is an easy job in the Atlantic because we have Chapters with well-established Leadership who have been on this trip before. They know where they are going.

Which brings me to my point. Where are YOU going with NARPM® this year? Are you just stroking the annual dues check and then not participating? Chapters across the country, even the great ones, report that less than half of the members on the books (sometimes way less than half) show up for meetings and even less than that volunteer in any capacity. That's like buying

a convertible and never taking the top down. Why do it?

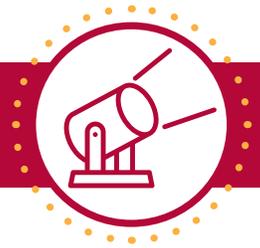
I do not speak ill of such indifferent behavior from high above in my lofty RVP chair. I speak from my

“As RVPs we are charged with helping, prodding and (sometimes) pulling local Chapters down the NARPM® road. This time of year, we are checking in with Chapter Leaders to make sure they have a strategic plan in place. As Chapter Leaders that is their job: to know what they are going to provide their Members and how they are going to do it.”

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# CHAPTER Spotlight

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



## Nashville Chapter: Building on groundwork laid, growing relationships in 2023

**Samantha Hibbard** is the 2023 NARPM® Nashville Chapter President and has served on the board since 2019. She is the property manager for TopFlight Realty & Property Management in Clarksville, Tennessee, where she oversees day-to-day operations of the business by managing the departments of owner and tenant relations, leasing and maintenance. Samantha is born and raised outside of Detroit, Michigan, and moved to Tennessee in 2014. She has been married for 20-plus years and has two adult children.

Our Nashville Chapter is off to a great 2023 start! As with many great Chapters, the pandemic negatively impacted our Membership, growth and participation. However, coming into 2023 with the pandemic in the rearview mirror, the Chapter is building on what previous board members accomplished and enhancing it for the new world in which we live.

NARPM® Nashville is ready to tackle that challenge!

Being the only Chapter in Tennessee, our Nashville Chapter has Members from all over the state, which also creates its own challenges for participation and meeting content that appeals to everyone. I live about 58 miles outside of Nashville, and our market is not only extremely different than Nashville's, but our local laws differ as well.

When I accepted a board position in 2019, it was a goal to appeal to the masses while still catering to our local Nashville Members. For 2023, we will utilize some of the great NARPM® Members who speak on topics that appeal to the masses, including profit centers, maximizing fees, tax preparation and streamlining processes, to name a few, while still offering local legal updates and government affairs

concerns that are on the local, state and national levels.

We will also promote the importance of political action committee donations.

We will be following suit on what our past NARPM® National Presidents have done by hosting fun charity events to benefit our selected charity, Nashville Habitat for Humanity. This summer NARPM® Nashville will be hosting a fundraising

event at TopGolf in Nashville. This networking event for Members and vendor Members will offer the opportunity to interact with each other outside of a normal Chapter meeting while having fun and helping a great cause.

NARPM® Nashville also will be hosting an event that recognizes and highlights our vendor Members, who do so much for our Chapter and stayed with us through the pandemic.

What I am sure is the same for a lot of other Chapters is the relationship between NARPM® and the local REALTORS® association. Often, there isn't a connection between property managers and REALTORS®. In Tennessee, however, we as property managers are required to be licensed agents. How do we connect with REALTORS® and create an equally beneficial relationship between the organizations? Why do we want to create this relationship? Creating these relationships offers a larger front when it comes to education and government affairs.

I recently sat in on a Greater Nashville REALTORS® Committee meeting, where I spoke about NARPM®, our Nashville Chapter and why it is so beneficial for a property management company to be involved and join our organization in addition to the membership they hold with Greater Nashville REALTORS®. From that first meeting (of what I hope is more to come), I met two Brokers who are Members of NARPM® National but didn't know about the Nashville Chapter and will now be joining us.

I also met a few other agents who they will be joining us as well. This is great for NARPM®, our local Membership and building a positive relationship with Greater Nashville REALTORS®. This will allow them to refer more property managers to NARPM® and for NARPM® to assist with education for property managers and team on government affairs matters. We are still working out the dynamics of the relationship moving forward, but it is moving forward.

**Continued on page 26 "Nashville"**

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# REGIONAL Communications

CONNECTING THE EXPANDING NARPM® MEMBERSHIP ONE REGION AT A TIME

That's Regional  
Vice President



NARPM® Central Regional Vice President **Angela Holman, MPM® RMP®**, is the Broker/Owner of Premier Property Management, managing over 350 single-family homes, condos, townhomes, duplexes and apartments in Grand Junction, Colorado. She received her Bachelor of Science in Accounting from Mesa State College and started my career in property management in 1998, opening her own company in 2001. She joined NARPM® in 2001. She served as President-Elect (2008) and President (2009-2012) for the Western Colorado Chapter of NARPM®. Nationally, she served on the Finance Committee (2011-2013) and Member Services Committee (2010-present). She served as the NARPM® Member Services Chair in 2020-2021 and was awarded the NARPM® Volunteer of the Year in 2020 and the NARPM® President's Award in 2021.

## The RVP Bulletin: Central Region

Well, here we are near the end of the first quarter of 2023 and my first quarter as Regional Vice President (RVP) for the Central Region. Making the decision to put in an application for Regional Vice President was a huge step for me, and I can already tell you it was a great decision.

Every new opportunity I take within NARPM® has allowed me to connect with new Members that I might not have met otherwise. With nine months left in the year, I want to encourage everyone to take steps to get the most out of their NARPM® Membership and make some new connections.

My NARPM® journey began almost 22 years ago when I opened the doors to my company. I needed to have a place to go for education and help as I navigated this crazy world of property management. I quickly began to build my NARPM® family and knew that my success would be greater because of these connections.

I think President Tim Wehner's theme, Strength in Community, fits my story perfectly. It is through this community that I was building with NARPM® that I learned from others, kept up on latest trends in the industry and figured out how to structure my business.

Twenty-two years later, I still turn to my NARPM® community to discuss business issues, talk about legislation and best business practices, and how to keep my sanity. I would encourage all of you to start building your NARPM® community if you haven't already done so.

One of the first ways you can start building this

community is through your local Chapter. Attending the local Chapter meetings and events will you start making connections with other NARPM® Members. However, by volunteering with your local Chapter you will be able to further those connections. Being an active Member in your local Chapter will give you the opportunity to mentor to others and to find mentors for yourself.

Volunteering on the National level is an amazing way to build your NARPM® community. This gives you the opportunity to interact with members from across the United States. You will begin to build a

network of people outside of your area that you might feel more comfortable talking to about your business issues.

NARPM® makes it easy to serve on a Committee, and there are several to choose from. You can serve on Communications/Marketing, Member Services, Finance, Governmental Affairs, Professional Development, Nominating, Technology, Annual Convention & Trade Show, or Broker/Owner Conference & Expo.

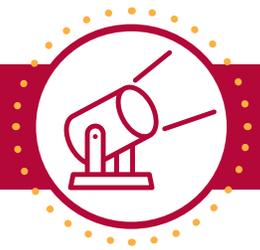
These Committees meet by Zoom once or twice a month, so the commitment is not overwhelming. I have been a longtime Member of the Member Services Committee and have built connections with many Members by working on

Committee tasks together.

Attending events is another way to build your community. Of course, we have the National events of the Annual Convention & Trade Show and the

“NARPM® is a unique organization with a philosophy of Members helping Members. We take care of Members when natural disasters strike. We console each other over lost loved ones, and we come together as a common voice regarding legislative issues that impact our industry.”

Continued on page 30 "Central"



San Antonio Metropolitan Area Chapter (SAMAC) President **Brenda Davila, RMP®**, is Owner/Broker of Realty Concierges, Keller Williams City View in San Antonio, Texas. She has 20 years of experience in the real estate industry and specializes in property management. Past experiences include working for the San Antonio Housing Authority and the first property management firm in San Antonio to earn the CRMC® designation. Brenda writes a monthly SAMAC article in the Real Estate Newsline publication and is Co-Chair of the Property Management and Leasing Committee for the San Antonio Board of REALTORS®. She previously served as SAMAC's 2021 Vice President, 2020 Secretary, 2014-2015 Director At Large, 2010 NARPM® National Committee Chair and 2010 San Antonio Chair of SAMAC's Next Generation Professionals. Brenda holds the nationally recognized Residential Management Professional (RMP®) designation, Graduate REALTORS® Institute (GRI) designation and is a graduate of the Texas REALTORS® Leadership Program.

## SAMAC: It's a family affair

Welcome to San Antonio, Texas, where you will find NARPM®'s San Antonio Metropolitan Area Chapter (SAMAC) nestled in a city known for fiesta, the Alamo, and the just-as-famous Riverwalk. We're rich in history with five Spanish colonial missions. We have rows and blocks of Victorian, Greek Revival and Italianate homes in the King Williams Historic Area. Fine dining can be found in the heart of the Pearl area, and just a skip away you'll find yourself at the San Antonio Museum of Art.

If you don't know us by that, I'm sure you know us for our endless love and commitment to our five-time NBA basketball champions, the San Antonio Spurs. As you can see, San Antonio is a lively, vibrant, modern muse to all of us who call it home.

As Dorothy says in "The Wizard of Oz," "There's no place like home," and that rings true for our Chapter, which seeks to continually grow and evolve professionally in education, legislation, technology, number of doors and Membership.

In the last few years, we have had to come together to learn how to navigate alongside the rest of the world in combatting COVID-19, climate issues (such as the Snowpocalypse we endured in February 2021), and inflation that has property sales, rentals and tax values soaring. Amid all the chaos, our real estate market has stayed strong and healthy, and this doesn't happen by default.

Our Chapter is comprised of property managers active in both their community and real estate board. They take on leadership roles and stay informed of our industry standards and changes that may be coming down the pipeline. They gather and share the information and ask for a Call to Action

from our SAMAC Chapter Members if needed.

We are strong in numbers and have been for many years. This year we have about 110 Members, which includes our leadership and professional partners. We gather several times during the year to volunteer at Habitat for Humanity, Communities Under the Bridge and Christian Assistance Ministries, and semimonthly we hold lunch-and-learn meetings and congratulate one of ours for receiving their designation.

Although our industry is competitive, when we walk through the Chapter doors, we are SAMAC. No envious or awkward moments here.

SAMAC is a tight-knit team as most of our Members have been here since the start of our Chapter back in 1995. The original Members grew successful and profitable businesses in which their children grew up.

Some of those kids decided to stay and work alongside Mom and Dad, and others have taken over Mom and Dad's business

when they retired.

We just keep multiplying, and it's great to know that we are generational. We have many years combined experience and knowledge, and this is one of the main reasons I decide to renew my Membership every year and grow my business with SAMAC. You cannot put a price on the education we earn and the awesome people that become our friends for a life me.

We learn, eat, celebrate, travel and work together, and are just a Zoom, text or drive away and always happy to help one another.

I'd also like to highlight that in 2022 our SAMAC

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**We have many years combined experience and knowledge, and this is one of the main reasons I decide to renew my Membership every year and grow my business with SAMAC.**

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Continued on page 22 "SAMAC"

**Continued from page 21 "SAMAC"**

Chapter had the honor to host the NARPM® Broker/Owner Conference & Expo in San Antonio and is preparing to host 2023's Texas Style NARPM® Texas State Conference from Sept. 20-22. It usually takes place in Austin. However, we have great Chapter advocates working hard to make sure that our Chapter is always being considered.

As you can see, we work hard and play hard, and you will not find another Chapter like ours. Keep an eye out on SAMAC as we continue to grow and make a difference.

Now, if you're ever in San Antonio, I'd like to extend an invitation for you to come down and break bread with us at one of our lunch and learns. We'll make sure to have a seat for you. 🍷



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**Kathleen Richards, MPM® RMP®** was broker/owner of a successful management company with CRMC®. She knows firsthand the highs and lows of being a business owner. She is a nationally recognized coach, speaker, instructor, author, and thought leader for the last 30 years focusing on business, leadership, and specifically the field of property management. She owns *PM Made Easy* – customizable products to streamline operations and founded *The Property Management Coach*. She can be reached at 800-475-3084.

## *How can Fair Housing support property management businesses?*

Any professional property manager knows about Fair Housing and has taken numerous classes or webinars on it. Basically, Fair Housing is about not discriminating against people who are applying for housing. I would like to focus on the not-so-obvious aspects of Fair Housing and how it supports your property management operations.

### **RISK MANAGEMENT**

When we treat everyone fairly and with respect, and when the process is the same for all, we dramatically lessen the chance of a lawsuit. People will take their life experience and apply it to the situation at hand when they feel they've been treated differently and will attribute the denial to rent (or the one-month timeframe to repair a non-emergency maintenance request) as discrimination.

What do people do when they feel they have been

- Provide scripts and training beyond taking a Fair Housing class so staff are all speaking the same language.
- Test your staff on Fair Housing situations and procedures.

In today's environment everyone wants to be heard. You have your policies and procedures for a reason.

Never make an exception or compromise beyond the normal Fair Housing accommodation. Why? It isn't fair to those who followed the rules and met the requirements. Treat everyone equally, and let them know that, according to Fair Housing laws, you can't do XYZ because that would be unfair to others, and you would be discriminating against those that followed the rules.

Fair Housing states that everyone is to be treated equally.

---

**Let's say the primary value of the business is transparency. Then, what shows up on your website, and how you communicate to clients your policies and procedures, will be in alignment with Fair Housing.**

---

mistreated? They sue. At a minimum, they post negative reviews and will let everyone they know what an unethical company you are and not to do business with you.

So, how do we manage the risk?

- Be transparent on your website – provide sample application, lease, mgt agreement.
- Communicate clearly and professionally; have a FAQ page.
- Have a reporting and review process for when a complaint happens.
- Be willing to meet with the person or speak to them over the phone to explain your policies.

### **NEW SERVICES**

Evaluate the services you offer. Determine if changes can be made to better serve your community and support Fair Housing. For example, credit application fees can add up if someone is applying to multiple management companies. This can be viewed as having a disparate impact on low-income people, or families. What if the fee structure was changed to refund the application fee to those not approved? I know property managers who don't charge an application fee. Maybe you make all your properties pet-friendly so you don't play the "service-or-support-animal" game.

What if we remove the barrier and put in place two annual walk-throughs that the tenant pays for as a condition of living in a pet-friendly property? Everyone has

**Continued on page 26 "Housing"**



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## Continued from page 24 "Housing"

the option to have a pet, and everyone pays a fee to check for damage two times a year. That is fair and equal treatment.

### CORPORATE CULTURE AND VALUES

Every business has a culture, and usually it reflects the owner's values. So, how can Fair Housing support the culture?

Let's say the primary value of the business is transparency. Then, what shows up on your website, and how you communicate to clients your policies and procedures, will be in alignment with Fair Housing. You will have signage and statements on the website, in emails and on all documents stating you are an Equal Housing Opportunity business.

If community is part of your culture, then volunteer work aimed at helping protected classes, or donating to nonprofits that support underserved groups, can incorporate Fair Housing and support the corporate culture. The question to ask is, how does Fair Housing show up in our business, in our departments and with our staff? How can we integrate Fair Housing into our culture?

By integrating the laws and principles of Fair Housing into our business, we will manage risk not only for our clients but for the business. Fair Housing lawsuits run into hundreds of thousands of dollars and can potentially shut down a business.

Fair Housing is more than just the mandatory class taken annually. It should integrate into every level of the business, which will create a strong company that takes seriously their responsibility to Fair Housing and its principles. 🏠

## Continued from page 19 "Nashville"

The biggest factor we are taking in (and showing action on) is listening to our Membership and what they want to see, learn and get from the Nashville Chapter. As we know, we are only as good as our Members. We have learned by networking with Members that a lot of our Nashville Membership has been negatively impacted by EPA audits, and we want to help educate the Chapter with what they need to do to avoid hefty fines that were imposed to some companies within the Chapter.

We plan to host a virtual NARPM® EPA class and open it to any Chapter and provide them not only the information that NARPM® has put together, but where and how they can get required certifications, and share what we have changed in our own offices.

The 2023 NARPM® Nashville board has big dreams and plans this year. We hope to continue building on the foundation that was set by those amazing leaders who came before us. 🏠

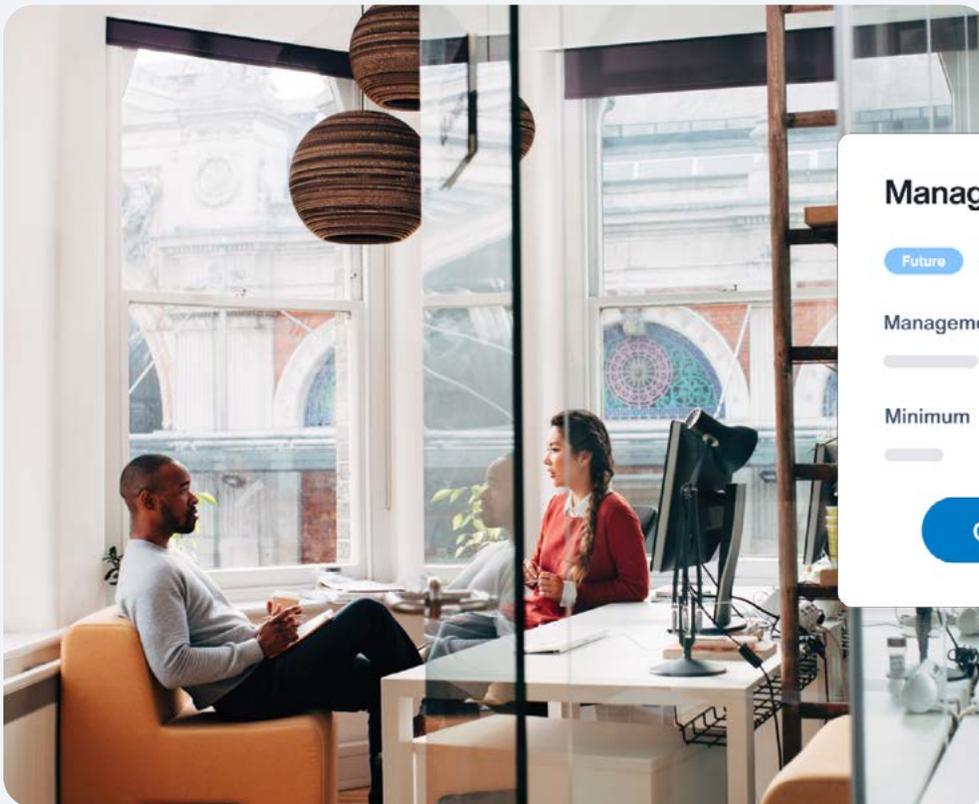
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# MEMBERSHIP Growth

A WARM WELCOME TO ALL THE NEW MEMBERS WHO JOINED FROM JAN. 1 - FEB. 28, 2023

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Dothan, Inc  
Dothan, AL

Michael Threatt  
Dothan Housing Authority  
Dothan, AL

Randall Vann  
Atlas Rental Property  
Birmingham, AL

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520-349-9700

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Ryan McNelis  
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Continued on next page

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Rescover, Inc.  
Spring, TX

## Continued from page 18 "Atlantic"

time inside that metaphoric convertible between 2012 and 2016, when I just sat with the top up annoyed that the NARPM® website wasn't chock full of forms for me to use.

Then I went to the 2017 Virginia State NARPM® Conference and met the most amazing people. We talked about anything and everything property related (except specific fee charges, of course) freely with the ease of old friends who shared a common bond. I was hooked. I came home from that conference with pages of notes on a yellow legal pad and an understanding that there were lots of people out there who did things differently than I did and I could learn something from all of them.

As it turns out, those people were there for me from the minute I paid those first dues. I just had to take the top down, hit the road and show up.

The encouragement, consultation or even just understanding ear of someone who "gets" the ups and downs of this ridiculous industry is a resource worth its weight in gold. Speakers are great, education is awesome, but in-person, peer-to-peer sharing with someone across town or across the country is what makes NARPM® worth the effort. Make that effort. NARPM® is not a delivery service. Door Dash doesn't drop off what NARPM® has to offer. You must go get it. Go to a meeting, go to a National event, volunteer on a Committee, seek a designation...whatever works for you. Just do it.

Along the way, if you need some help, prodding (or at times) pulling down the NARPM® road, just shoot me an email. It doesn't matter that we didn't go to high school together, I still love a good road trip. 🚗

## Continued from page 20 "Central"

Broker/Owner Conference & Expo. Both are top-notch events and should always be on your list to attend.

However, look at what is happening locally or regionally for you. Attend events at your local Chapter, go to the state conference if you have one where you live, and plan to attend the regional conference in your area if one is put on. These are where I get to sit down and have great conversations with my NARPM® community from across the country.

NARPM® is a unique organization with a philosophy of Members helping Members. We take care of Members when natural disasters strike. We console each other over lost loved ones, and we come together as a common voice regarding legislative issues that impact our industry. Each year we support an amazing charity selected by our NARPM® President, and we encourage each other to be healthy.

When we come together on common ground and support each other, we will always find the Strength in Community that is at the core of every NARPM® Member. As we continue into this year, I encourage you to continue to build your NARPM® community to have that network of support for you and your business. 🚗

# Volunteer to help your region in 2023!

### Northwest: Katie McNeely, RMP®

Alaska, Washington, Oregon, Idaho, Montana, Wyoming.

### Pacific: AJ Shepard, MPM® RMP®

California.

### Pacific Islands: AJ Shepard, MPM® RMP®

Hawaii.

### Southwest: Misty Berger, MPM® RMP®

Nevada, Utah, Arizona, Colorado, New Mexico.

### Central: Angela Holman, MPM® RMP®

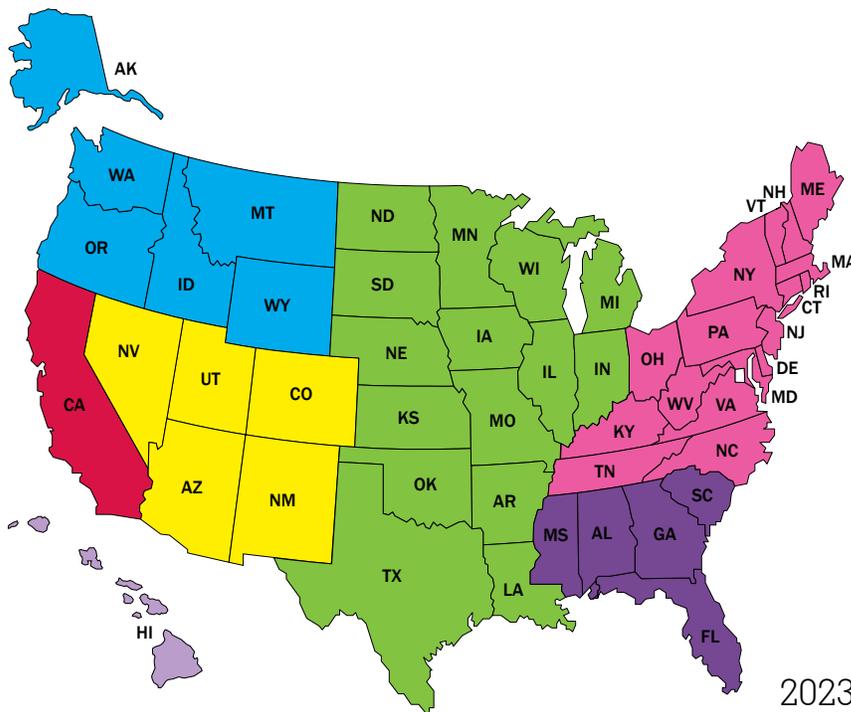
North Dakota, South Dakota, Nebraska, Minnesota, Iowa, Wisconsin, Illinois, Michigan, Indiana, Kansas, Oklahoma, Texas, Missouri, Arkansas, Louisiana.

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