

## Property management lessons learned from Jakob Fugger, the 'Richest Man Who Ever Lived'

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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.

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## FROM THE DESK OF THE Chief Executive Officer

# Meet the new CEO: “Ut Prosim” (That I may serve)

It's important that we all work together to bring in as many new Members as we can, develop education programs that benefit both new and established Members, revitalize our events and networking opportunities, work with our Partners, Affiliates and vendors to make sure our Members are getting the best services to address their needs, and so much more.

Hello, NARPM® Members!

I can't begin to describe how excited and honored I am to be the new CEO of NARPM®. I have been blown away by the outpouring of well wishes, congratulations, and offers of support and help as I transition into this role.

First, for those of you who don't already know me, I should probably tell you a little bit about myself. I was raised on a small horse farm in Southwest Virginia by a father who instilled in me the value of hard work and using logic to make sound decisions, and a mother who taught me that caring for others was one of the most important things you can learn in life.

Those pillars have guided me throughout my entire life, including my pursuit of education at Virginia Tech and work in government affairs and, ultimately, led me here as your new CEO. As a Hokie, I fully embrace the university's motto, Ut Prosim (That I may serve). NARPM® Members, I am truly at your service.

Rest assured that those values will help guide me as I work diligently to uplift the Members of NARPM® and earn your trust.

I would be remiss if I did not wholeheartedly thank my predecessor, Gail Phillips, CAE, who has been a devoted mentor and, even more so, a valued friend. With her steady hand, Gail laid an unshakable foundation upon which NARPM® owes an immense debt of gratitude.

Because of her hard work laying the foundation of this premier housing association, we now have the opportunity to see how high we can build NARPM® and take its Members as we shift into a new era of growth and refinement.

NARPM® 2.0 will be a defining moment in our association's history as the executive board strategically points the ship in the right direction and allows staff to thoughtfully execute programs and initiatives designed to safely guide us to rewarding outcomes.


It's important that we all work together to bring in as many new Members as we can, develop education programs that benefit both new and established Members, revitalize our events and networking opportunities, work with our Partners, Affiliates and vendors to make sure our Members are getting the best services to address their needs, and so much more.

With intelligent plans, hard work, care for both our fellow Members and tenants, existing strong foundations and a new vision, the sky is truly the limit for NARPM® and its astounding Members.

Let's do this together! 🏡

**Troy Garrett**  
NARPM® Chief Executive Officer

~~Pipe's leaking, Create  
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issue, Miss details,  
Assign tech, Call the  
resident, Schedule the  
job, The water's been  
running, Three units  
now damaged.~~

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**Daniel Waas** is the Vice President of Product Marketing at AppFolio. He is an innovative tech marketer with over 15 years of leadership and hands-on experience in all aspects of digital marketing. With a deep knowledge of all things B2B, Daniel has a knack for developing successful product marketing and go-to-market strategies. Daniel leads with the vision to help property managers create more value for their residents, their owners, and their businesses.

# Beyond productivity: closing the performance gap

Many of you are working harder than ever and consistently meeting your operational targets yet still fall short of the results you expect. In my conversations with property managers, I've noticed a common tendency to measure "performance" through operational metrics, such as lead-to-lease conversion, turn time, labor efficiency, renewal rate and maintenance efficiency.

While these key performance indicators matter, I believe a narrow focus on task efficiency is actually holding you back from achieving real results. It creates an efficiency trap where you focus on improving the micro steps of a process rather than considering the bigger picture.

As a result, attention is diverted from what matters: enhancing the resident experience, driving financial outcomes for your owners and investors, and creating the thriving business you want.

## WHY DOES THE FOCUS ON EFFICIENCY CONTINUE TO HOLD US BACK?

It's no wonder everyone is focused on operational efficiency. It seems a clear answer to the market pressures our industry is under. Economic uncertainty, rising operating costs, and increased competition have created a convention where focusing on the steps you can control feels easier than the ambiguity of thinking holistically.

Ironically, technology adoption has reinforced this pattern. Most property management software was designed to digitize existing processes step-by-step, rather than reimagine value creation. Consequently, this results in task-based reporting as opposed to insights that drive strategic decisions.

## RECOGNIZING THE WARNING SIGNS

The first step toward avoiding the efficiency trap and driving performance is to recognize common patterns. For example, your team may be focused on addressing one-off tasks instead of stepping back to operationalize preventive strategies.

Technology stacks also become increasingly complex as you add point solutions to optimize specific processes, creating new inefficiencies.

Growth strategies can also offer some signs. Companies stuck in the efficiency trap typically require proportional increases in headcount to manage additional units, suggesting they haven't found ways to scale through improved systems.

Most critically, stakeholder satisfaction is at risk of stagnating. The resident experience can feel mechanical and reactive. Rather than proactively analyze resident needs and make strategic enhancements to the experience, your teams are consumed by reactive problem-solving. Meanwhile, owners receive perfunctory updates when they're actually seeking guidance and better returns.

## CLOSING THE GAP: A PATH TO REAL PERFORMANCE

Closing the performance gap requires a fundamental shift from managing tasks to managing performance and measuring success through stakeholder value.

This outcome-focused approach doesn't eliminate operational metrics, but rather contextualizes them within broader strategic objectives. It uses operational data as a diagnostic tool rather than a success measure, identifying process improvements that drive meaningful outcomes for residents, investors, and your own business.

Technology selection then becomes strategic as opposed to tactical. Instead of choosing software that optimizes specific tasks, outcome-focused managers invest in a unified experience that integrates data, generates insights, and supports decision-making across multiple stakeholder relationships.

## THE STRATEGIC IMPERATIVE

The industry stands at an inflection point. Economic pressures aren't temporary challenges to endure — they're permanent features of a more complex operating environment. Success is no longer defined by reactive efficiency, but by the commitment to proactive value creation. 🏠



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# DISCUSSION BOARD Hot Topics



## WHAT HOT TOPICS ARE PROPERTY MANAGERS CURRENTLY TALKING ABOUT?

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

*Statements of fact and opinion are the responsibility of the authors alone and do not imply an opinion on the part of the officers, staff, or Members of NARPM®. Any legal matters or advice mentioned herein should be discussed with an attorney, accountant, or other professional before use in a particular state or situation. All readers are responsible for their own investigation and use of the information.*

**Q** *I have a question in terms of how other third-party management companies handle owner payouts. Currently, we pay our owners out on the 10th (or next business day) of each month. If a tenant doesn't pay their rent by the 10th but proceeds to pay it on the 15th, the owner wouldn't get those funds until the next payout date, i.e. the proceeding 10th of the month. Would this be how you handle this? We get a lot of push back from owners, some of which I understand.*

**A** Our payout to the landlords is the 15th. Then we pay out anyone that pays after that on the last Monday of the month.

**A** I believe NARPM® Accounting Standards are to pay out at the end of the month. This would resolve your issues.

**A** Here in Oklahoma, my property management company transfers rents between the 10th and 15th of each month. We hold a \$500 reserve deposit, allowing us to pay bills that come in after rents are transferred and before the next month's rent comes in. If tenants are delinquent, we pay out the rent as soon as it comes in, even if it's later in the month.

I wish I had thought to set it up such that we paid out the last week of the month, but my owners are used to our processes now, so changing it would be more trouble than it's worth. But our process seems to work well for us. It's worth noting that our average rents are \$1,800-plus, and the portfolio is newer, so our properties are not yet nickeling and diming our owners.

**A** We pay out on the 10th. If we have a tenant pay after the 10th, we hold for five days (and) then payout.

**A** We pay out on the sixth and pay multiple times each month as funds clear. I understand set times too, but we are a size where it's easy to do (275 doors). So, (we) don't mind, and our software makes it so easy. Then we post statements the last day of the month to everyone.

**A** We do three disbursements monthly. On the first business day after the: ninth, 10th and 19th. We manage in Philadelphia in areas with delinquency rates of almost 20%, so the extra disbursements are even more important.

**Q** *Does anyone have an electronic process they recommend for collecting deposits from accepted applicants (rather than collecting money orders or certified bank checks)? I am looking for a way to make the security deposit collection process more efficient for our team and tenants.*

**A** We set them up in AppFolio and have them pay electronically and then type the lease once we've collected the deposit.

**A** We use our software to do the same thing. They can use their portal with RentVine to pay security deposits, pet fees, etc. If a move-in is within seven business days, we do require certified funds be brought to our offices so we are not turning over keys without confirmation of payment. Good luck!

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

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

## Property management lessons learned from Jakob Fugger, the ‘Richest Man Who Ever Lived’

*Editor’s note: This article is inspired by the book “The Richest Man Who Ever Lived: The Life and Times of Jacob Fugger” by Greg Steinmetz.*

Jakob Fugger was born a commoner in 1459, the seventh of seven boys, whose family was involved in the textile trade in the German city of Augsburg. When he died in 1525, he was worth 400 billion, or 2% of the total GDP of Europe at that time.

He not only amassed a fortune larger than the Rockefellers, but he also changed the history of the continent. He financed the Habsburg dynasty, who ruled central Europe from the time Fugger provided loans for their mercenary armies until after World War 1. He invested in Vasco De Gama’s travels from Portugal west around to South America to India and broke Italy’s monopoly of the spice trade and catapulted Portugal, previously a poor country, to international prominence.

who ever lived? Fugger committed to a few core principles that sustained and grew his wealth:

- **Diversification:** Fugger owned banks, textiles, mines, land, gold, spice trades and some of the finest jewelry in the land.
- **Information:** He introduced double-entry bookkeeping to Germany and knew his financial position down to the last florin. He not only had numerous accountants, but he was also the first person to have auditors as well. He also created both a news service and a financial service to move money from Germany to the Vatican.
- **Leveraged wisely:** Fugger used loans and debt to create mutual dependence between himself and the powerful leaders of the time; he was careful to avoid a lifetime in debtor’s prison.
- **Long-term vision:** He supported individuals

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**The vision of your company is your north star. It provides guidance to the people in your company and combined with your company values or principles, it becomes the basis of your company culture.**

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Fugger lent the Catholic Church money to allow the Pope Leo to pay for important church positions and then received the money back in the form of “indulgences,” which provoked Martin Luther to write his Ninety-five Theses and instigate the Protestant Reformation. Fugger believed in vertical integration.

He not only owned copper, iron and silver mines, but he also turned these precious metals into coins, cannons and jewelry. However, he also was one of the causes of the German Peasants War, the largest popular uprising until the French Revolution of 1789, and the deaths of approximately 200,000 farmers and peasants.

His deeds changed history, and his methods blazed the path for five centuries of capitalists.

What can we learn from one the richest man

he believed in with loans and lavish gifts. He discovered talented engineers and financiers and gave them room to flourish.

Fugger achieved his wealth in a time of turbulence, disease, political instability and lawlessness. You own a property management business in a time of stability, ample resources and economic freedom.

What are you doing to become, if not the richest property manager in your area, at least the best?

- **Diversification.** You should not just rely on a base management fee to grow your income. Increasingly, owners want us to protect their property and valuable assets, and you should offer programs to do just that.

**Continued on next page**



It may be through an owner benefits program, resident benefits package, maintenance or services that communicate clearly to the owner that you will not only maintain their rental but help increase its value by maximizing rents while minimizing the time the owner needs to worry about this property.

It also means considering generating income through other business channels and plowing a portion of your residential management income into other adjacent opportunities.

At Progressive, we manage residential properties, associations, have a sales division and offer escrow services. Residential management, once the source of 90% of our income, now represents only 20%.

- **Information.** Your owners rely on you to be the expert in property management. You need to keep abreast of both legal developments and market changes. Many of you attend the Broker-Owner Conference where we share best practices and business improvement strategies.

You should communicate often with your owners. They should not hear from you only when there is a maintenance issue or a tenant concern; they should receive market and legal updates and proactive communication.

- **Leverage wisely.** It has been said bankruptcy happens gradually and then suddenly. Debt used wisely to purchase other portfolios or to grow the business can be hugely

beneficial. But debt can also strangle an otherwise successful business. It can be easy to secure and hard to eliminate. Until you have stable, secure and reliable monthly profits, be wary of debt.

- **Long-term vision.** The vision of your company is your north star. It provides guidance to the people in your company and combined with your company values or principles, it becomes the basis of your company culture. Your staff can work anywhere but prefer to work at a company that compensates them properly and where they can make a positive difference in the lives of your clients and customers. At Progressive, we liberate real estate agents from income instability by allowing them to manage residential properties and homeowner associations and still be able to practice real estate. The more successful we are, the more good we can do in the lives of our owners, boards and those who work for us.

It takes commitment and intentionality to be the richest man who ever lived, and it takes the same skills to build and operate a successful property management business. This is a great industry, and if the real estate market experiences a buyer's market, and sellers increasingly choose to keep their property as a rental rather than sell at a lower-than-expected price, those with a prepared business will reap the rewards. 🐶

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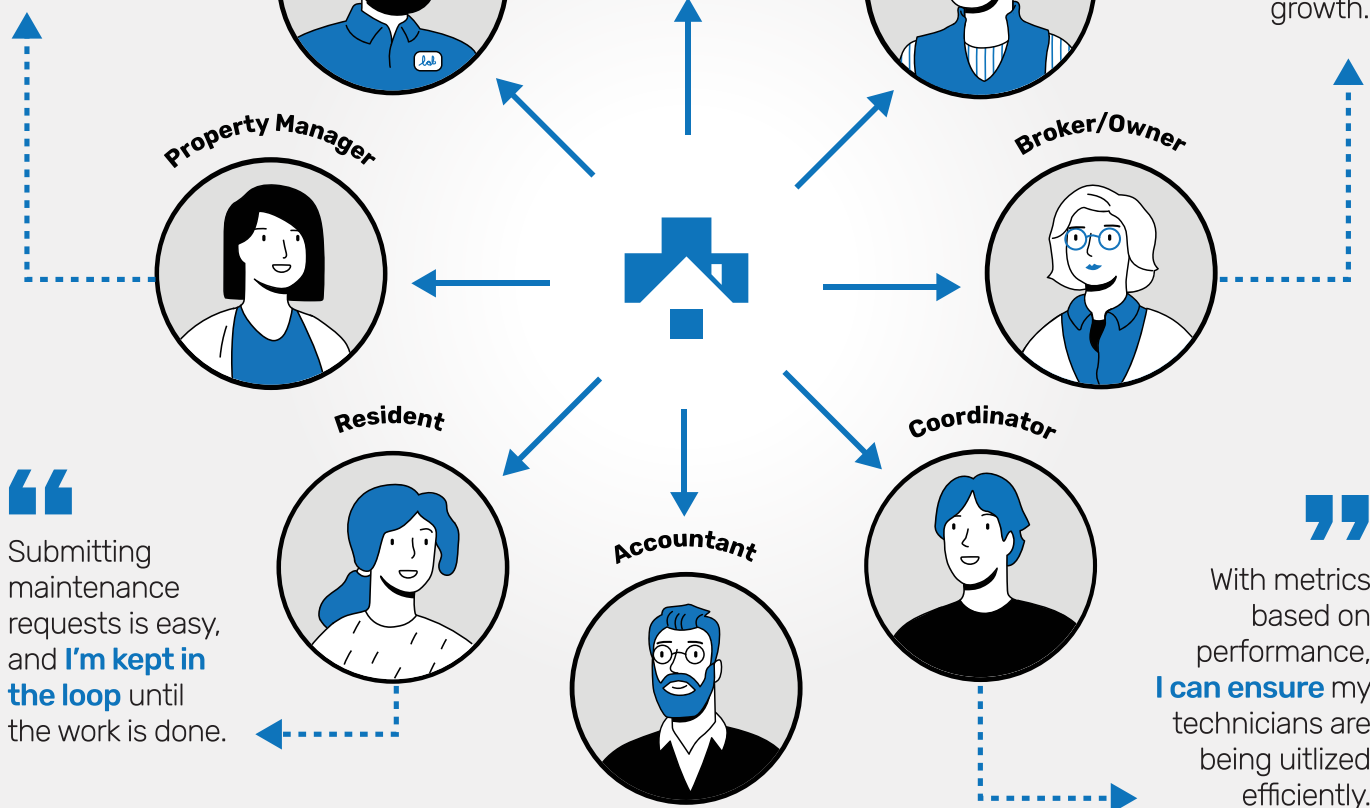
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**RMP® Candidate Renee A. Engelen** is President of HRH Real Estate Services, a San Francisco Bay-area real estate firm operating since 2007. She has 40 years of experience in the property management field and specializes in the management of challenging properties resulting from deferred maintenance, mismanagement and tenancy issues. She is also the President of the Professional Property Management Association of San Francisco, a trade association that promotes excellence in property management.

## Creating a positive tenant experience: proactive practices that prevent conflict

In today's increasingly complex rental landscape, creating a positive tenant experience is more than good customer service. It's strategic risk management. Disputes are inevitable in property management, but how we communicate, respond, and document those issues can make the difference between a lawsuit and a loyal resident.

Here's how to prevent common friction points from escalating, reduce common sources of conflict — and how to protect yourself when they do.

### THE USUAL SUSPECTS: WHERE CONFLICT BEGINS

Some issues seem to crop up across all types of properties. Professional managers know these well:

- Security deposits: Disagreements about damage deductions such as "That chalkboard paint was already there?" or "My last landlord didn't charge me for hanging a TV bracket on the wall."
- Access for repairs: Tenants refusing entry or not being home can delay compliance, open legal risk and be costly when vendors charge trip fees.
- Unreasonable requests: "I want new floors" or "I want newer appliances" may stretch beyond your obligation but must still be handled tactfully.
- Rent collection: The tension between financial responsibility and collection tactics.
- Nuisance and conduct complaints: From barking dogs to loud music to neighbor disputes, these situations demand diplomacy and documentation.

### BEST PRACTICES TO BUILD TRUST FROM DAY ONE

Years ago, I purchased a hotel in Florida. Hotels are not entirely dissimilar from managing an apartment building. Many managers (owners) feel "hated" from the minute they are introduced to a tenant. In the case of my hotel, the staff had a "them (employees) against me (owner)" attitude from the day I set foot on the property. By that I mean the staff distrusted me.

The day I closed escrow, 50% walked out. It was peak season. A rumor had spread that busloads of employees were being trucked in from California to replace them. I struggled for years trying various ways

to win their trust and change the atmosphere. I made my rounds, said "hello," checked in on the business at hand and then moved on.

Then on one of my Sunday rounds, I came with a small \$2 bag of Hershey Kisses and, rather than just handling the "business" of my hotel, I checked in on the "machine." That is to say my most valuable asset — the people who worked there. This time, I asked how they were doing. I asked about their family and if they had all they needed. After only a few short weeks the attitude shift was palpable. Some even became advocates for me, and the most unexpected and biggest return on a weekly \$2 investment was my employee attrition rate plummeted.

The same principle applies to tenant relations: meaningful, consistent engagement before a problem arises can reshape the entire tone of the relationship.

Preventative measures go a long way in reducing misunderstandings:

- Listen actively: Let tenants feel heard, and respected even when the answer is "no."
- Respond promptly: Silence breeds frustration; updates build confidence.
- Clarify expectations: A strong, specific lease, backed by early communication, avoids gray areas.
- Keep people in the loop: If a repair is delayed, say so. If a vendor is rescheduled, explain why.
- Treat tenants as teammates: Shifting the dynamic from "us vs. them" to "we'll solve this together" can calm tensions before they flare.
- Stay issue-focused: Keep emotions and accusations out of the conversation. Return to facts, policies, and the lease.

### COMMUNICATION IS KEY, BUT MEDIUM MATTERS

In an age where the sole source of communication is sometimes exclusively by text, you may find it challenging to follow a practice of having verbal conversations. However, it's easy to misread tone or intent, especially in a format not really intended as a conversation mechanism.

I recently had a situation that had all the earmarks

**Continued on next page**



for a lawsuit. A waste line broke in the wall between the upper and lower units of a condo. Unfortunately for my tenant (a single mother of two young children), she was in the lower unit. Water began flooding her floors, and she was irate.

Even though we had nothing to do with the cause, she looked to us as being responsible for it. Of course, we were at least responsible for championing the solution. I dispatched maintenance to assess why there was a leak, determined it was the shower waste line, and immediately called the HOA to advise them and allow us to proceed with next steps. The following steps were critical in keeping my tenant calm and cooperative.

First I called her on the telephone to explain in detail what had happened and what she could expect from us and the HOA. I then sent her an email to recap the conversation so she would have a record to refer back to and equally as important to document the measures we were promptly taking to correct the issues.

Next, I sent my assistant property manager to the property to document the conditions and monitor the work that was being done, assure the tenant felt cared for, and control what was being said and, just as importantly, who was being blamed.

We continued to have regular conversations with her to update her on progress and timelines and ultimately found short-term housing when the repairs became too extensive to inhabit the home during the repair phase.

Without those steps, we would have lost the tenant (we had just placed her four months earlier) and likely had a summons by now.

Choosing the right format can make or break a resolution:

- Face-to-face meetings: Ideal for sensitive issues or conflict resolution. Follow up with an email summary.
- Phone calls: Great for urgent or nuanced discussions. Confirm by email after.
- Email: Clear and timestamped, ideal for ongoing documentation.
- Texting: It's OK for logistics but not for problem-solving.
- Formal letters: Use for lease violations, legal notices, or important timelines.
- Legal correspondence: When things escalate, step back and refer to counsel.

Before sending any document out, pause and re-read it as if a judge is reviewing your documentation. Sometimes we do not "hear" what we write and that can lead to costly miscommunications.

Always ask, "Is there anything else we can do?" It's a simple phrase that can de-escalate emotions and open constructive dialogue.

#### **SURVEY SAYS: WHY YOU SHOULD INVITE (EVEN HOSTILE) FEEDBACK**

Maintenance surveys are a powerful tool, especially when used

proactively. Even if you expect negativity, it gives tenants an outlet to express frustration, and you a chance to respond.

Surveys:

- Provide a record of tenant concerns.
- Demonstrate good-faith efforts to address issues.
- Allow early correction before problems become claims.

#### **OPTICS VS. OBLIGATION: MANAGING THE GRAY AREAS**

Legally meeting your obligations doesn't always mean tenants feel satisfied. Take this example: The heater is functioning per code, but the tenant insists they're freezing.

In these cases, it's about optics.

Show concern. Offer tips. Document everything. Even when services are disrupted through no fault of your own (like long-part delays), a lack of communication may be perceived as neglect.

#### **KNOW WHEN TO TAP OUT: ESCALATION AND RISK MANAGEMENT**

Too often, well-meaning owners and managers make informal promises, like offering to pay for alternate housing or groceries after a fridge failure. Without proper documentation or owner sign-off, this can backfire and signal liability.

Sometimes, you need to hand it off. Remind yourself that some issues require owner discussion and possible legal review. Recognize trigger words

and situations that demand escalation up the chain of command, such as claims of:

- Mold
- Injury
- Harassment
- Fair housing/discrimination
- Threat of lawsuit
- Tenants refusing access
- "You're violating my rights" accusations
- Claims of retaliation or health concerns

In these situations, trying to save the cost of consulting with an attorney can prove to be much more costly in the long run.

#### **FINAL THOUGHT: CONFLICT PREVENTION STARTS BEFORE THE CONFLICT**

Most tenant conflicts don't begin as legal battles—they evolve into them. By practicing clear, respectful, timely communication from the outset, you reduce the likelihood of escalation.

Pick up the phone. Knock on the door. Write it down after. And always — always — act as if your actions and words may one day be read in court.

In the end, a positive tenant experience isn't just about preventing problems. It's about preserving relationships, protecting reputations and promoting long-term housing stability. 🏡





**Monica Gilroy, Esquire,** is the founding member and managing partner of the Gilroy Law Firm in Atlanta, Georgia. For over 31 years, Monica's national law practice has centered on real estate litigation and assisting property management companies, brokers and owners with all aspects of their business. She is the general counsel of the Atlanta NARPM® Chapter, providing legal services to its Members. As a subject matter expert, Monica works closely with property managers, lenders and real estate companies in handling their litigation issues. She was named a Top 50 Woman Attorney in the state of Georgia and is a national speaker and educator on property management, real estate and related litigation topics. Reach her at [mkg@gilroyfirm.com](mailto:mkg@gilroyfirm.com).

## Single-family residential property managers and ICE: a PM's perspective

With the recent spotlight on immigration enforcement efforts, landlords and property managers may be faced with how to respond to interactions with Immigration and Customs Enforcement (ICE).

ICE has the power to issue "administrative subpoenas" or "administrative warrants," which are formal requests for information or testimony related to immigration investigations. These subpoenas and warrants are not issued by a court but by ICE officers and can be directed to individuals or entities.

Unlike subpoenas issued by a court or a warrant signed by a judge, property managers can refuse to comply with these subpoenas and warrants without fear of penalty.

An ICE administrative subpoena is a written demand issued by an ICE officer. It requires the recipient to produce records or testify in connection with an immigration investigation.

ICE uses subpoenas to gather information. ICE subpoenas must be reasonable, meaning they must be tailored, relevant and clear in their purpose.

Immigration authorities are demanding that landlords turn over leases, rental applications, forwarding addresses, identification cards and other information concerning their tenants. A rental application can include work history, marital status and family relationships.

These demands pose serious legal questions because they are not signed by a judge and, if landlords comply, they might risk violating the Fair Housing Act, which prohibits discrimination on the basis of race, color or national origin. Further, in many states, there are privacy concerns about the information you may have in your possession as a property manager, which could also lead to liability.

In some jurisdictions, immigration or citizenship status are protected classes under fair housing laws, creating legal protections prohibiting landlords from inquiring about a tenant's immigration or citizenship status during the leasing process. Property managers should be mindful of these laws when handling law enforcement requests related to immigration enforcement.

If an individual or entity doesn't comply with an ICE subpoena, ICE must petition a court to enforce the subpoena.

It is important to understand that an ICE administrative warrant is different than a judicial warrant. Judicial warrants are signed by a judge, and they allow for entry into nonpublic areas without consent and are required for arrests or searches. If law enforcement officers arrive at a property, they may be from different agencies, including ICE, the Department of Homeland Security or the Department of Justice. Each agency may present different types of legal documents, and it is critical to understand the distinctions:

- Criminal warrants – Issued by a judge, these warrants may grant law enforcement the right to access a property or obtain specific information.
- Civil (Administrative) warrants – Issued by immigration officers rather than a judge, these do not automatically grant access to private property.
- I-9 Audits – Requests for employment eligibility documentation; typically, businesses have three days to respond.

It is natural to feel intimidated into complying with something that a judge hasn't ordered, all while the

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**Bottom line: Compliance with an ICE administrative subpoena or warrant is optional. Unless signed by a judge, the letters are essentially just an ICE officer making a request. If you get an ICE administrative warrant or subpoena, seek legal counsel immediately.**

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person whose information is being requested may never know that their private records are in the hands of immigration authorities.

Some ICE investigations have demanded property managers hand over surveillance footage or give local police access to a property as part of an investigation. This type of demand must be signed by a judge and not just by ICE to be enforceable.

Bottom line: Compliance with an ICE administrative subpoena or warrant is optional. Unless signed by a judge, the letters are essentially just an ICE officer making a request. If you get an ICE administrative warrant or subpoena, seek legal counsel immediately. You do not have to comply with an administrative warrant or subpoena until a court orders it.

If ICE seeks court enforcement, your attorney can raise legal challenges to the subpoena. ICE cannot directly enforce a subpoena. They must petition a court to enforce it. Recipients can challenge the validity of the warrant or subpoena in court. Penalties for non-compliance are only applicable if a court orders compliance and the recipient still refuses. It is essential not to assume that any document presented requires immediate action. Instead, property managers should take the time to review the warrant or subpoena, confirm its validity and consult legal counsel.

In general, even with court-ordered warrants or subpoenas, tenant privacy must be safeguarded during interactions with law enforcement. Property managers should always request a full copy of the warrant or subpoena before taking any action on the same. Determining whether the warrant or subpoena is a criminal or administrative warrant or subpoena is vital to determine whether it grants law enforcement the right to enter the property.

Your staff should be trained to escalate any type of warrant or subpoena to the highest level of authority in the property management company. If you do provide information, only provide what is legally required or requested. If they are not asking, for example, for bank account information, or forwarding addresses, then do not provide it. And always take a moment to review the request and consult legal counsel to prevent unnecessary disclosures.

Property managers should be cautious about providing legal advice to tenants. If tenants ask what to do in the event of an ICE visit, the best response is to direct them to legal aid organizations or immigration attorneys. Providing legal guidance could lead to liability if tenants misinterpret the information.

If you receive any type of subpoena or warrant of any nature, it is wise to consult with your local attorney. 

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**Designees approved at the  
July 2025**

**Professional Development Committee meeting**

**Nancy Hollis, RMP®**  
Hollis Property Management  
Southlake, Texas

**Valli Sears-Jones, RMP®**  
Front Door Management Group  
Midlothian, Texas


**Yessenia Cordero, RMP®**  
Bottomline Property Management  
Charlotte, North Carolina

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

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

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

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

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

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

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

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

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That's Regional  
Vice President



**Katie McNeeley, RMP®**, oversees operations for Jim McNeeley Real Estate and Property Management, Inc. in Portland, Oregon, a family-owned company that her mentor, Jim, started in 1967. She previously served as the 2017 President of the NARPM® Greater Portland Chapter, as a Member of the National Member Services Committee, on various ad-hoc committees, as Ambassador to the Northwest Region, as RVP for the Northwest Region, and currently as the Southeast Region RVP.

## The RVP Bulletin:

### We heard you: Chapter leadership matters.

Our industry is evolving, and so is NARPM®. The property management industry is changing rapidly, and NARPM® is evolving right alongside it. You've hopefully heard about the NARPM® 2.0 initiative, a bold step forward to better serve our Members and meet the needs of an ever-changing industry.

2.0 started as a task force of industry leaders, who made some recommendations to the Board of Directors as to what they found NARPM® needed moving into the future. At their suggestion, a consulting firm was hired to assess the association last year. They presented the results and recommendations, and our national leadership team hit the ground running in 2025. Task forces were formed and quickly mobilized to implement key recommendations. One of the core goals of NARPM® 2.0 is to create a healthier balance between our dedicated volunteers and our professional staff.

Serving as Regional Vice President over the past few years has been incredibly rewarding. I've had the privilege of meeting amazing property managers across the country, learning from strong Chapters, supporting those that need a boost and witnessing incredible collaboration across the leadership teams.

The commitment and energy your Chapter leaders bring is nothing short of amazing. It takes real effort to keep Chapters thriving, and your involvement in local and national leadership has a huge impact.

We heard you: Chapter leadership matters. In response to Member feedback, NARPM® is making a significant investment back into our Chapters. We're excited to announce that all 2026 Chapter Presidents are invited to attend the NARPM® National Convention in Orlando this October, with the major expenses covered by NARPM®!

#### WHAT'S INCLUDED:

- Reimbursement for conference registration
- Up to three nights of hotel accommodations

(Note: Travel arrangements will be your responsibility.)

“ This is a great opportunity for our incoming 2026 Chapter Presidents to be able to attend the convention and engage with other Members. Not only will you connect with other Chapter leaders, who can support you in your important role next year, but you'll also receive all of the other learning and networking opportunities that the national convention offers.”

#### WHY YOUR PRESENCE MATTERS:

As a Chapter President-elect, you're the voice and vision of your local Chapter. This is your chance to engage directly with NARPM® 2.0, gain insight into the direction we're heading, and return home to your Chapters empowered to lead.

#### WHAT'S REQUIRED:

Attend a breakout session just for President-Elects, where we'll dive into key updates, resources and strategies.

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### LET'S CONNECT IN ORLANDO!

We're thrilled to welcome you in person to learn, collaborate and build lasting connections with NARPM® leaders from across the country.

This is a great opportunity for our incoming 2026 Chapter Presidents to be able to attend the convention and engage with other Members. Not only will you connect with other Chapter leaders, who can support you in your important role next year, but you'll also receive all of the other learning and networking opportunities that the national convention offers. This is more than a trip; it's an investment in your leadership and your Chapter's success. We're here to support you every step of the way, and we can't wait to see what we'll accomplish together.

### SPOTLIGHT ON THE SOUTHEAST REGION

The Southeast Region has 10 Chapters, and I am hoping to see all 10 2026 Presidents attend the national convention this year. This region does a wonderful job of supporting each other. Many of our Chapter leaders are already connecting, but this gives you a chance to do so with people outside as well as within the Southeast Region.

As I am writing this, Atlanta is gearing up for their football-inspired Southern States Conference in

Birmingham. Their leadership team and committees have been hard at work to provide an amazing few days of education, networking and engaging with industry partners. If previous conferences are any indication, this one is bound to be a touchdown! Conversations are already being held regarding their 2026 conference as well as their 2027 conference being held jointly with Florida State!

Florida State has also been working tirelessly on their upcoming conference, which will be held Sept. 9-11. Their team has been working hard with lots of exciting things planned for The Sunshine Standard: Excellence in Property Management ([www.floridanarpmconference.com](http://www.floridanarpmconference.com)). Head over to the Chapter spotlight for additional details about this standout event that you don't want to miss!

The Charleston Chapter didn't slow down after hosting their annual Oyster Roast. They've hosted many great meetings with standout speakers, including Jay Berube and Mark Cunningham.

It's full speed ahead for NARPM®, and the Southeast Region certainly isn't slowing down! I'm so proud of the energy, collaboration, and forward momentum we're seeing in NARPM®. Thank you for your dedication, and I hope to see you in Orlando! 🏡





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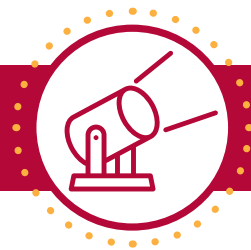
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# CHAPTER Spotlight

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



**Dawn Ostovich MPM® RMP®**, moved to Satellite Beach, Florida, from Connecticut in 1979 and has been enjoying the lifestyle of the barrier island ever since. In 1998, she left the hospitality industry to start in property management and fell in love with the constantly moving flow of residential management. Dawn served as the Property Management Committee Chair for the Space Coast Area Association of Realtors from 2005 to 2014 and is one of the founding Members of NARPM®'s Florida State Chapter. She was NARPM®'s 2017 Orlando/Central Florida President. Currently, she serves on several of NARPM®'s National Committees. Outside of work she enjoys spending time with her family and friends and enjoying her love for food and wine!

## Florida State NARPM® Conference: fresh topics, new energy

NARPM®'s Florida State is gearing up for its much-anticipated annual state conference (<https://floridastate.narpm.org/events/narpm-florida-state-chapter-conference/>), scheduled for Sept. 9-11 at the beautiful Marriott Hutchinson Island Beach Resort, Golf & Marina in Stuart, Florida.

The 2025 Florida State Chapter Conference event promises to deliver even more than previous conferences with a newly renovated platform to entice our Members with state-of-the-art information!

One of the most exciting aspects of the 2025 conference is the lineup of speakers and sessions.

Our Conference Committee has worked diligently to bring in dynamic presenters covering new topics never featured at previous conferences. These fresh perspectives are designed to challenge, inspire and provide attendees with actionable strategies for today's evolving property management landscape.


Whether it's navigating new legislation, leveraging cutting-edge technology or mastering the human side of property management, attendees can expect forward-thinking content tailored to today's challenges. The Florida State NARPM® Conference has long been a cornerstone event for residential property managers, support specialists and Affiliate partners. It features a variety of workshops, breakout sessions and keynote presentations aimed at

professional growth and business development.

With the 2025 lineup introducing new voices and viewpoints, participants will walk away with deeper insights and practical tools to elevate their operations.

As always, networking remains a key part of the conference experience. The event brings together professionals from across Florida and beyond to share ideas, solve challenges and build lasting relationships. Our vibrant community of NARPM® Members creates a collaborative atmosphere that encourages open dialogue and mutual support.

Attendees can also explore a wide range of property management products and services in the vendor expo. From software solutions and maintenance support to marketing services, the Vendor expo portion of our conference offers a chance to connect directly with the resources that can transform your business.

If you're a property management professional looking to stay ahead in a competitive industry, this is a cannot-miss event. Visit [www.floridanarpmconference.com](http://www.floridanarpmconference.com) to learn more about this one-of-a-kind event and register. Early registration is recommended as interest in this year's revitalized program is expected to be high. Florida State is the Sunshine Standard for Excellence in Property Management. 





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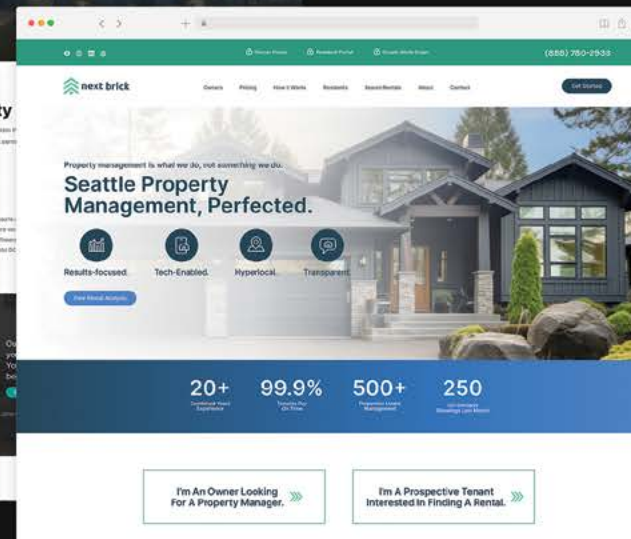
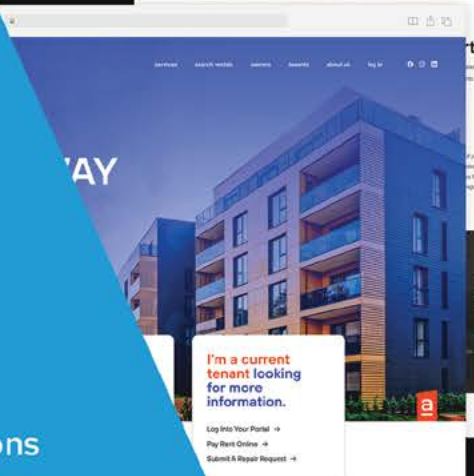
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# MEMBERSHIP Growth

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## A WARM WELCOME TO ALL THE NEW MEMBERS WHO JOINED FROM JULY 1 - 31, 2025

### MEMBERS

#### ALABAMA

Kristen Dudley  
Omega Realty Group  
Birmingham, AL

Tiffany Nix  
Omega Realty Group  
Birmingham, AL

Randi Sims  
Omega Realty Group  
Birmingham, AL

#### ARIZONA

Paola Colon  
AZ Prime Property Management  
Phoenix, AZ

Celia Kooistra  
West USA Realty  
Peoria, AZ

Stacie Muller  
West USA Realty  
Peoria, AZ

Mike Porter  
Realty Executives  
Yuma, AZ

#### CALIFORNIA

Tyler Hutton  
Rentor  
Eureka, CA

Jason P. Karoll  
PMI South OC  
Mission Viejo, CA

Jon Liu  
Today Real Estate  
Tustin, CA

Carlene Murdoch  
Harcourts Property Management  
Newport Beach, CA

#### COLORADO

Amanda Smith  
TrueNest Property  
Management SW Colorado  
Durango, CO

#### FLORIDA

Patricia Collins  
Assurance Property & Realty  
Services, Inc.  
Largo, FL

David D. Cool  
Cool Realty, LLC  
Orange Park, FL

Erika Dallas  
Land South Management  
Lakeland, FL

Dori Dekle  
Summer Breeze Realty  
Jacksonville, FL

Thomas Fastiggi  
Thomas Fastiggi  
Sarasota, FL

Robert Harper V  
Land South Management  
Lakeland, FL

Rachel A. Jackson  
Berkshire Hathaway  
HomeServices Florida  
Properties Group, CRMC®  
Trinity, FL

Fernando Martinez  
PMI West Palm  
West Palm Beach, FL

Jenna L. McMillen  
Davis & Decker Property  
Management  
Navarre, FL

Oswaldo Recinos  
Osto Property Management  
Indian Harbour Beach, FL

Jacqueline Rogers  
Back Porch Realty, LLC  
Fruitland Park, FL

Victor Rosario  
PMI West Palm  
West Palm Beach, FL

Todd Roughton  
Sarasota Management & Leasing  
Sarasota, FL

Gian Franco Saglimbeni  
Prime Management Group, LLC  
Weston, FL

Francisco Torres  
Land South Management  
Lakeland, FL

Tison Velez  
Realty on The Bay  
Tampa, FL

Jeremy Whittaker  
Revo Real Estate Group  
Tampa, FL

Courtney Yoder  
Revo Real Estate Group  
Tampa, FL

#### GEORGIA

Jimmy Chen  
Confucianism Property  
Management LLC  
Atlanta, GA

Jessica Garner  
Horizon Property  
Management, LLC  
Cumming, GA

Meghan Garrett  
Prestige Worldwide Rentals  
Columbus, GA

Jason C. Moore  
RE/MAX Legends  
Buford, GA

Michael Savory  
Real Property Management Excel  
Monroe, GA

Mike Stott  
Stott Homes  
Woodstock, GA

#### HAWAII

Sean Melton  
Forward Realty  
Honolulu, HI

#### ILLINOIS

Tarek Amin  
Keyrenter Property  
Management West Chicago  
Lombard, IL

Scott Milliman  
Montalbano Property  
Management LLC  
Arlington Heights, IL

#### MARYLAND

Constance V. Harewood  
Harewood Homes, LLC  
Germantown, MD

#### MASSACHUSETTS

Tim Andrew  
Platinum Realty Group  
Cambridge, MA

Jeremey Poe  
Platinum Realty Group  
Cambridge, MA

Jamie Smith  
Platinum Realty Group  
Cambridge, MA

#### NEVADA

Donna Bombard  
USA Real Estate & Property  
Management  
Las Vegas, NV

Frances Cox  
USA Real Estate & Property  
Management  
Las Vegas, NV

Robert Kinniburgh  
Limestone Investments LLC  
Las Vegas, NV

Melissa Perez  
USA Real Estate & Property  
Management  
Las Vegas, NV

Trina Stanfield  
USA Real Estate & Property  
Management  
Las Vegas, NV

Deanne Varney  
Berkshire Hathaway Home  
Services Nevad Properties  
Las Vegas, NV

#### NEW JERSEY

Nikolas Midure  
Better Property Management, LLC  
Vineland, NJ

#### NEW MEXICO

Melissa Clark  
Desert Sky Realty &  
Investments LLC  
Las Cruces, NM

D. Todd Clarke  
NM Apartments Inc.  
Albuquerque, NM

#### NORTH CAROLINA

Kim Horvath  
Results Property Management  
New Bern, NC

#### OHIO

Amy Fidler  
LaPlante Real Estate  
Toledo, OH

Miranda LeMaster  
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Lancaster, OH

#### OKLAHOMA

Corey Scarpa  
Scarpa Properties  
Tulsa, OK

#### OREGON

Viviana Rosales  
Evergreen Property  
Management, LLC  
Troutdale, OR

Debbie Webb  
Evergreen Property  
Management, LLC  
Troutdale, OR

#### PENNSYLVANIA

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Nulf Management Services  
Pittsburgh, PA

Delaney Liu  
Nulf Management Services  
Pittsburgh, PA

Kelly Nowak  
Nulf Management Services  
Pittsburgh, PA

Dustin Nulf  
Nulf Management Services  
Pittsburgh, PA

#### RHODE ISLAND

T.J. Saotome  
TLC & Sons, LLC  
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# The art of curated communication: what property owners actually want to hear

Think about how you want to hear from your extended family members. You want to know about the important stuff — major health issues, job changes and celebrations worth sharing. But you don't need a play-by-play of every grocery store trip, traffic delay or minor inconvenience they encounter throughout their day.

The same principle applies to owner communication in property management, yet sometimes property managers get it backwards, confusing frequency with quality, automation with service and information bombardment with transparency.

I've been on both sides of this equation — as a property manager trying to keep owners informed and as a property owner receiving communications from other managers. The difference between good and poor communication is startling, and it often has little to do with how much technology you're using. It's about personalization or the lack thereof.

## THE AUTOMATION TRAP

Here's what I see happening in our industry: Property management companies are using software tools to automate communication, thinking they're providing excellent service. They push a button and send out work order notifications, vacancy reports and maintenance updates to every owner for every little thing that happens. Their software dashboard might show hundreds of "communications sent" each month, and they feel proud of their transparency.

But from the owner's perspective, this feels like spam. One of our property management companies bombards us with automated messages about everything from a tenant's request dishwasher service request to notifications that they've received a rent payment. It's information overload disguised as communication.

Meanwhile, another property manager we work with takes those same software-generated reports, reviews them and then sends us a thoughtful summary highlighting what we actually need to know — and delivers this at an expected time. Same information sources, completely different approach.

Guess which relationship we value more?

## WHAT OWNERS ACTUALLY WANT

After years of wearing both hats, I can tell you what property owners really want from communication: clear direction, context and priority.

- Clear direction comes first. Tell owners upfront what, if anything, they need to do. Don't bury action items in paragraphs of explanation. Start with "Please approve this \$800 HVAC repair" or "No action needed - reporting completed maintenance for your records." Don't leave owners wondering whether they should call you, approve something or just file your message away.
- Context means explaining not just what happened, but why it matters. "Faucet repaired, \$75, tenant satisfied, no further issues expected" tells the complete story in one sentence instead of five automated work order updates.
- Priority helps owners understand what deserves their attention versus routine management. A broken air conditioner in July needs immediate communication. A squeaky hinge can wait for your monthly summary.

## THE TALE OF TWO COMMUNICATION STYLES

This kind of thoughtful prioritization separates professional property managers from those who simply blast out information, and the contrast couldn't be clearer than in this example: My husband and I had a dehumidifier break in a basement rental. The first property manager we dealt with generated 14 separate emails about this single issue, repeated emails that didn't tell us anything useful but filled up our inbox.

When we asked a simple question about what was happening, instead of a straightforward answer, we received lengthy explanations full of excuses about why they did what they did. That single question generated six more emails of back-and-forth that never actually answered what we needed to know.

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Compare that to how a competent property manager handles the same situation: "The basement dehumidifier in your Maple Street property failed and was replaced today for \$180. The tenant reported no water damage, and the new unit is working properly. Invoice attached."

Same situation, one email, complete information. Which approach would you prefer?

### THE UNDERSTANDING GAP

Here's something I've noticed: Property managers often don't own rental properties themselves, and this can create an understanding gap that shows up in their communication patterns. If you've never been on the receiving end of property management communications, it's hard to understand what owners actually experience.

As an owner, I know which notifications matter and which don't. I understand the stress of wondering whether my property manager is handling things properly. I know the frustration of receiving urgent-sounding messages about routine matters. I also know that good communication helps me sleep better at night, while poor communication creates anxiety even when everything is actually fine. We all have enough stresses, right?

So, if you haven't done so already, ask owners what communication style works best for them. And pay attention to which of your messages generate follow-up questions. That's usually a sign your communication wasn't clear enough.

### BUILDING YOUR COMMUNICATION CADENCE

The key to serving owners well is developing a communication rhythm that informs without overwhelming. Here's what this looks like in practice:

Emergency communications go out immediately for issues that threaten life, property, or create liability exposure. Water leaks, electrical problems, break-ins, or major structural issues warrant immediate phone calls followed by detailed written summaries.

Urgent but non-emergency issues get same-day email communication for matters that affect habitability or tenant satisfaction but don't pose immediate danger. Major appliance failures, heating/cooling problems in extreme weather or significant tenant complaints fall into this category.

Routine updates happen on a predictable schedule: weekly, monthly or quarterly depending on your owners' preferences and property complexity. These updates should synthesize multiple small items into digestible summaries with clear prioritization. Make a periodic good meal, not a constant serving of spam.

### THE CURATION PROCESS

Think about what information curation actually entails. That means, when your software generates a report, don't just forward it. Review it first. Ask yourself:

- What does the owner need to understand about their investment?
- What requires their input or decision?
- What trends are emerging that they should know about?
- How can I present this information to be most helpful?

### TECHNOLOGY AS A TOOL, NOT A CRUTCH

Don't misunderstand me. I'm not anti-technology. Far from it! The software tools we have today are powerful and can genuinely improve our efficiency. But they should enhance human judgment, not replace it.

Use your property management software to gather information, track trends and automate routine tasks, but when it comes to communicating with owners, let technology help you organize your thoughts, not deliver them automatically.

The most successful property managers I know use technology to become better communicators, not to avoid the work of communication altogether.

### STARTING WHERE YOU ARE

If you're currently relying heavily on automated communications, don't overhaul everything at once. Start by auditing what you're sending. Look at the last month of communications to a typical owner. How many messages did they receive? How many truly required their attention? How many could have been combined or eliminated entirely?

Then, pick your most important owner relationships and begin experimenting with more curated communication. Ask them directly what information they find most valuable and what feels like noise.

Great communication in property management isn't about showing owners how busy you are or how sophisticated your systems are. It's about helping them feel confident that their investment is in capable hands and that they'll be informed about what matters when it matters.

The property managers who master this art of curated communication build relationships that become referral engines and create the kind of trust that makes difficult situations easier to navigate.

Your communication style is one of the most powerful tools you have for building your business. Use it thoughtfully. 🏡

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# Act now: Last call for 2026 Chapter Presidents to secure your spot at NARPM®'s National Convention!

Time is quickly running out for 2026 Chapter Presidents to take advantage of NARPM®'s exciting offer to attend the 2025 NARPM® Annual Convention & Trade Show in Orlando, Florida, with significant expenses covered! The opportunity to gain crucial insights into the new vision of NARPM® 2.0 and network with peers on a national level is within reach, but key deadlines are fast approaching.

As we announced previously, NARPM® is committed to strengthening the ties between our dedicated Chapter leaders and the broader national organization. We believe that robust Chapter leadership is fundamental to our collective success, and we've been listening to your feedback. This initiative is a direct response, designed to deepen involvement at the Chapter level by facilitating engagement at the National level.

### DON'T MISS OUT: KEY DEADLINES LOOM!

A crucial deadline for securing your complimentary hotel accommodation is Sept. 19, 2025. The special NARPM® room block at the stunning Loews Sapphire Falls Resort is filling up quickly and will expire on this date, or when it's sold out, whichever comes first. We strongly encourage all interested 2026 Chapter Presidents to register for the convention and book their hotel stay immediately to avoid disappointment.

Following your attendance at the Convention, the deadline to submit your 2025 NARPM® Chapter Leader Travel Grant Application along with your receipts for reimbursement of the early bird registration fee and up to three nights of hotel accommodation is Sept. 30, 2025. This means you'll need to act swiftly to ensure all documentation is in order after the event.

### YOUR PRESENCE IS VITAL TO NARPM® 2.0

As a 2026 Chapter President, you serve as the eyes and ears of your Local and/or State Chapter. Your participation at the National Convention is not just a perk; it's a vital opportunity to immerse yourselves in the new vision and direction of NARPM® 2.0. This knowledge will be invaluable as you lead your respective Chapters, ensuring a cohesive and impactful future for our organization. Remember, a dedicated 50-minute breakout session tailored specifically for 2026 Chapter Presidents will provide key insights and facilitate discussion on this vital information.

### CHAPTERS ALREADY STEPPING UP!

We are thrilled to see many Chapters already recognizing the value of this initiative and taking the steps to ensure their 2026 President will be present in Orlando. The following Chapters have already registered their 2026 President for the National Convention (as of July 28):

- Austin Area
- Charlotte Regional
- Denver
- Florida State
- Fort Worth Mid-Cities
- JAX
- San Diego
- Triangle Area
- Washington State
- Western Colorado

If your Chapter isn't on this list, now is the time to ensure they're registered!

### NEXT STEPS – ACT NOW!

1. Register for NARPM®'s Annual Convention & Trade Show in Orlando, FL, at [NARPMConvention.com](https://www.narpm.org/members/tools/chapter-services/chapter-grants/). (Save your receipt!)
2. Upon registration, the room block link for the Loews Sapphire Falls Resort will be sent to you. Book your hotel stay in NARPM®'s room block at Loews Sapphire Falls Resort (6601 Adventure Way, Orlando, FL 32819) immediately. (Save your receipt!) Remember, the room block expires on Sept. 19 or until it's sold out!
3. Complete the 2025 NARPM® Chapter Leader Travel Grant Application at <https://www.narpm.org/members/tools/chapter-services/chapter-grants/>. Submit it with your saved receipts by Sept. 30, 2025.
4. Book your trip to Orlando (airline, rental car, etc.). Please note: These specific expenses are not reimbursed.
5. We can't wait to meet you in person and foster meaningful connections with NARPM® Chapter Leaders from across the country. Your participation is essential for integrating national vision with local action. Don't delay; secure your spot today and be a part of shaping NARPM®'s future! 🏡



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