

RESIDENTIALResource



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

How professional property management drives portfolio value

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NARPM® provides resources for residential property management professionals who desire to learn, grow, and build relationships.

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

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Rebecca Woodring, CAE Deputy Executive Director Chapter Support Manager rwoodring@narpm.org chaptersupport@narpm.org	John Broadway Regulatory Advisor jbroadway@narpm.org
Shannon Sharples Membership Support Staff info@narpm.org	Victoria Hecht Public Relations & Digital Media Director Residential Resource Editor vhecht@narpm.org publications@narpm.org
Chere Tonetti Designation Support Staff Education Support Staff designationinfo@narpm.org educationinfo@narpm.org	Print Media advertising@narpm.org
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FROM THE DESK OF THE Chief Executive Officer

While lobbying is an impactful method to achieving desired legislative outcomes, it is only one piece of the puzzle. Your voice is another piece of the legislative process...When you reach out to your congressman or Senator with a personal story about how regulations or legislation impact your life, it really drives the overarching message home.

Advocacy, NARPM® and the Capitol Summit

Greetings, my NARPM® family, and welcome to the New Year and the official rollout of NARPM® 2.0!

As many of you know, my former role here at NARPM® was Government Affairs Director (GAD). I worked with my dear colleague, Tyler Craddock, to help research and craft legislation that affects the property management industry at the local, state and federal levels. For those of you who don't know what a lobbyist does, let me provide you with a glimpse into the sausage factory.

It was my job to advocate for NARPM® on your behalf in Washington, D.C., and to help mitigate or stop legislation that diminished your rights or harmed your business, while promoting and strategizing ways to pass legislation that helped protect you, your clients and our industry as a whole.

This included long hours of reading legislative bills, news and social media releases, building relationships with the U.S. House of Representatives and Senate members, and meeting with them and their staff to ensure they understood how their legislative actions impacted our members across the country.

I would go to receptions, lunches, coffee breaks and dinners, or sometimes I would just follow a legislator or their staff around until they agreed to talk to me about one of our issues. It also included meeting with the Executive branch administrations, including the EPA and HUD, and I even had a meeting with the White House with President Biden's Senior Housing Advisor to discuss the importance of increasing inventory and limiting harmful red tape.

Consistently, we would have to act as a mediator as legislators fight back and forth for their preferred method of addressing an issue. It is often not a pretty job but a necessary one.

Another role I played was educator through the Government Affairs Local and State (G.A.L.A.S.) Subcommittee. This is where I would use my knowledge as a Political Scientist and GAD to teach our members how to be a bit of a lobbyist themselves so they could help impact legislation back at home at the state and local level.

While lobbying is an impactful method to achieving desired legislative outcomes, it is only one piece of the puzzle. Your voice is another piece of the

legislative process. I can talk on your behalf ad nauseum and, yes, it does make an impact, but when you reach out to your congressman or Senator with a personal story about how regulations or legislation impact your life, it really drives the overarching message home.

We are the experts in the property management industry, and our knowledge should matter to them. That is why we hold an annual Capitol Summit in Washington, D.C., in February.

The NARPM® Capitol Summit (<https://www.narpm.org/legislative/narpm-capitol-summit/>) provides an opportunity to educate our members on the most pertinent issues of the day in property management and what impact they have on their business. We spend two days in intensive mastermind classes led by the brightest minds in our community.

It offers an intimate setting for members to deep dive into political matters, including artificial intelligence, lead paint repair and remediation certification, statutory notice requirements, fair housing, market impacts, and so much more. Then the event culminates on the third day with a visit to Capitol Hill for personal meetings with Representatives and Senators and their staff members to advocate for the issues discussed in the days prior.

I urge you all to consider attending the Capitol Summit. You have no idea how much impact you have until you witness it for yourself. There is always a guaranteed way to not have an impact, and that is to do nothing.

We live in a participatory democracy/republic. So, it's time to get off the bench, stop observing and participate. They want you to think that you can't make a difference, but trust me when I say, you can. I dare you to make an impact! 🇺🇸

Troy Garrett
NARPM® Chief Executive Officer

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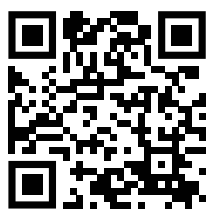
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2026 President-Elect
Angela Holman, MPM® RMP®, is the Broker/Owner of Premier Property Management, managing almost 400 single-family homes, condos, townhomes, duplexes and apartments in Grand Junction, Colorado. She received her Bachelor of Science degree in Accounting from Mesa State College in 1995. She started her career in property management in 1998 and opened her own company in 2001. Angela joined NARPM® in 2001 and obtained her Residential Management Professional (RMP®) designation in 2010 and Master Property Manager (MPM®) in 2014. She served as the President-Elect (2008) and President (2009-2012) for the Western Colorado Chapter of NARPM®. Angela was previously the National Treasurer (2025) and Central Regional Vice President (2023-2024). She has served on the Finance Committee (2011-2013) and Member Services Committee (2010-2022), which she chaired from 2020-2021. Angela was awarded the NARPM® Volunteer of the Year in 2020 and the NARPM® President's Award in 2021.

Time for the NARPM® Capitol Summit!

Our time is coming to make sure our voices are heard. If you haven't already registered, I want to encourage you to make plans to attend the 2026 NARPM® Capitol Summit (<https://www.narpm.org/legislative/narpm-capitol-summit/>), which includes Day on the Hill. Attending the event and participating in the Day on the Hill is one of the most powerful ways to influence policy, strengthen NARPM®, and elevate your personal and professional impact on the industry.

Too often our industry is affected by decisions made in rooms that we are not even in. This allows us to walk through the doorway and influence those decisions. I can promise you that attending is worth your time, and here are just a few reasons why you are needed at this

YOUR STORY HAS MORE POWER THAN ANY POLICY BRIEF

Lawmakers hear from lobbyists and analysts every day. But when constituents — real people who live, work, and vote in their districts — show up in person, it carries a special weight.

At a Day on the Hill, you have the chance to share your firsthand experiences, challenges, and successes. When elected officials can connect legislation to real individuals, it becomes far more meaningful and memorable.

DECISIONS ARE MADE BY THOSE WHO SHOW UP

Each year, critical decisions affecting funding, regulations and public policy move forward — often quickly. Attending a legislative conference ensures

that NARPM® and the property management industry are not left out of those conversations.

By showing up, you help shape the narrative, correct misconceptions, and proactively advocate for solutions that support your mission and the people you serve.

BUILD RELATIONSHIPS THAT LAST BEYOND A SINGLE MEETING

Legislative advocacy isn't a one-day activity; it's a continuous relationship. The conference environment allows you to meet with policymakers, their staff, agency leaders, and other key stakeholders in a respectful, structured setting. These connections become invaluable when future issues arise, and legislators already know who you are and why your perspective matters.

STAY INFORMED ABOUT THE ISSUES THAT IMPACT YOU

Capitol Summit offers in-depth briefings from experts, government officials, and advocacy leaders. You'll leave with:

- Clear insights on ancillary fees and legislation around those fees.
- A federal update/overview.
- Updates from HUD on Section 8 and fair housing.

- Discussions on EPA and the Chevron decision.

This knowledge strengthens not only your Hill visits but also your work throughout the year.

“ Too often our industry is affected by decisions made in rooms that we are not even in. This allows us to walk through the doorway and influence those decisions. I can promise you that attending is worth your time, and here are just a few reasons why you are needed at this. ”

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STRENGTHEN YOUR ORGANIZATION'S VOICE

When more members participate in advocacy events, the property management industry gains visibility and credibility. Lawmakers notice when an organization shows up with strong attendance; it signals unity, professionalism and commitment. By participating in the NARPM® Capitol Summit's Day on the Hill, you are amplifying the collective voice of our industry and NARPM®.

PROFESSIONAL GROWTH AND LEADERSHIP DEVELOPMENT

Attending NARPM®'s Capitol Summit and Day on the Hill is more than advocacy. It's an investment in yourself. You'll develop skills in:

- Public speaking
- Policy analysis
- Strategic communication
- Building bipartisan relationships

These are highly valued across the property management industry and can elevate your role as a leader within your business, community and NARPM®.

ADVOCACY IS EASIER (AND MORE ENJOYABLE) THAN YOU THINK

If you've never taken part in a Day on the Hill, you might imagine formal, intimidating meetings. In reality, the experience is

supportive, collaborative and energizing. You will be heading out with other members from your state, you're provided with clear talking points, and most meetings feel like conversations — not debates. Many NARPM® members have described it as the most rewarding event they attend all year.

DEMOCRACY DEPENDS ON PARTICIPATION

Ultimately, attending a legislative conference is about strengthening democracy. When people from all backgrounds engage with policymakers, the laws created better reflect the needs and values of society.

Your presence ensures the issues that matter to you—and to your community—are part of that process.

THE BOTTOM LINE: YOUR VOICE MATTERS. USE IT.

The NARPM® Capitol Summit, with its Day on the Hill, is an unmatched opportunity to influence policy, elevate NARPM®'s mission, and grow as an advocate and leader. When you show up, policymakers listen. Decisions change. And your work gains visibility where it matters most.

If you want to make a meaningful impact on the future of property management, sign up and attend NARPM®'s Capitol Summit and Day on the Hill. 🗳️

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ABOUT

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Visit <https://www.narpm.org/legislative/narpm-capitol-summit/> or call **202-448-1800** by **January 19, 2026** to receive the group rate. Individual cancellation policy is 72 hours prior to date of arrival to avoid one night's room plus tax charge to credit card provided. Please obtain a cancellation number when doing so. Also a charge of one night's room and tax will also be applicable to any guest who amends an existing reservation at the point of check in.

REGISTRATION

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Bryan Jenkins, MPM® RMP®, is President of Genstone Property Management and a veteran leader in the single-family rental industry with more than 20 years of experience. He holds NARPM's Master Property Manager (MPM®) and Residential Management Professional (RMP®) designations and is a licensed real estate broker in Alabama and Georgia. Bryan previously led AHI Properties through significant multi-market growth before its sale to PURE Property Management and remains an active NARPM® leader, speaker, and U.S. military veteran.

How professional property management drives portfolio value

Single-family rental has changed a lot over the years. It's now widely recognized as a mature and institutional asset class, supported by better data, better technology, and more sophisticated investors. But despite all that evolution, the fundamentals of property management haven't really changed. Portfolio value is still built — or lost — through daily execution.

After more than two decades in this industry, I've seen the same truth play out again and again. Communication, responsiveness, consistency and compliance are what separate average operators from great ones. Whether you manage a few hundred homes in one market or tens of thousands across several regions, the challenges are surprisingly similar. Owners want predictability. Residents want to feel heard. And everyone wants confidence that the operation is being run professionally.

For NARPM® members, this isn't new. Most of us

OWNER RETENTION IS REALLY ABOUT COMMUNICATION

If there's one lesson that has stayed constant throughout my career, it's this: Owners don't usually leave because of a single mistake. They leave because of uncertainty. And uncertainty almost always comes from poor communication.

I've watched this happen countless times. A property manager does a great job onboarding a new client. There's a lot of attention early on — leasing activity, photos, pricing discussions and paperwork. Then, once the property is stabilized, communication drops off. Owners receive their monthly statements, maybe a copy of an invoice or two, and that's about it.

When they do hear from their manager, it's often because there's a problem. A delinquency issue. A vacancy that's dragging on. A major repair that needs approval and funding.

In today's environment, where costs are up, margins are tighter, and expectations are higher — professional property management has to offer more than basic administration.

operate in a single market, managing a few hundred homes and wearing multiple hats every day. We're balancing owners, residents, vendors, staff and regulations that seem to change faster every year. In today's environment, where costs are up, margins are tighter, and expectations are higher — professional property management has to offer more than basic administration.

To truly drive portfolio value, we have to operate as partners in our clients' success, not just service providers executing tasks. That means understanding our clients' investment goals, helping them think through long-term decisions, and working alongside them to protect and grow their assets — not simply reacting to issues as they arise.

Over time, owners start to associate communication with bad news. That's when doubt creeps in. They begin to wonder what else they're not hearing about, or whether someone else could manage the property better.

The strongest operators flip that dynamic. They don't wait for problems to drive conversations. They create a steady rhythm of communication that keeps owners informed even when things are going well. That doesn't mean flooding inboxes. It means checking in at the right moments, setting expectations early, and being clear about what success looks like for each property. When owners understand the "why" behind decisions like pricing, timelines and repairs, they're far more likely to stay engaged and trust your process.

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TRANSPARENCY BUILDS CONFIDENCE OVER TIME

Traditional property management reporting has always focused on income and expenses. That information matters, but it doesn't tell the whole story. Most owners are thinking beyond a single month. They want to understand how their portfolio is performing over time and what's driving the results.

Historically, that wasn't easy. Owners had to piece together information from multiple sources, including property management reports, insurance bills, tax statements, loan documents and conversations with their CPA. That made it difficult to see trends or make proactive decisions.

Today, better systems allow us to connect operational data with a broader view of performance. When owners can see how a property has performed over the last year or two, and understand why—whether it's a major capital expense, a shift in market rents, or an improvement in operations—it changes the conversation. Instead of reacting to individual line items, owners can focus on strategy.

This level of transparency also changes the role of the property manager. You're no longer just reporting numbers. You're helping interpret them. That doesn't mean replacing an investor's financial advisor, but it does mean providing clearer insight into how operational decisions impact long-term results. Over time, that kind of visibility builds trust and strengthens the relationship.

PROACTIVE OPERATIONS MAKE A MEASURABLE DIFFERENCE

Property management will always involve some level of reaction. Things break. Residents call. Markets shift. That's just the nature of the business. But the best operators spend less time putting out fires because they invest in prevention.

Preventative maintenance is a good example. Planned service reduces emergency calls, limits damage, and creates more predictable costs. It also improves the resident experience, which matters now more than ever. Residents who feel taken care of are more likely to renew, and renewals are one of the most powerful drivers of portfolio stability.

Leasing strategy is another area where proactive management pays off. It's easy to let optimism drive pricing, especially when owners want to push rents higher. But extended vacancies can erase those gains quickly.

Using real market data, setting realistic expectations, and agreeing on a pricing plan in advance — such as a price adjustment or move-in incentive if interest is low within the first seven to 10 days — allows everyone to respond quickly when demand shifts.

Maintenance response time and speed of completion are two of the clearest indicators of performance. When repairs are handled quickly and communication is clear, resident satisfaction goes up. When response times drag out, renewals suffer. Managing repair cycle time as a core metric isn't just about service. It directly impacts net operating income.

TECHNOLOGY WORKS BEST WHEN IT SUPPORTS CONSISTENCY

There's been a lot of discussion around artificial intelligence and automation in property management and for good reason. Early on, much of the focus was on engagement, such as chat tools and



virtual assistants that could respond to inquiries outside normal business hours. Those tools still matter. Prospective residents and owners don't operate on a 9-to-5 schedule, and responsiveness can make the difference between winning or losing a contract.

Where technology is becoming even more valuable is in consistency and compliance. One of the biggest risks in our business is inconsistency. Different team members answering the same question differently can create confusion, disputes and compliance exposure. Systems that centralize policies, leases, and regulatory guidance help ensure that responses are accurate and uniform, regardless of who is interacting with the resident or owner.

Automation is also improving areas like delinquency management and workflow tracking. Routine reminders, structured follow-ups and standardized processes reduce friction and free up teams to focus on higher-value decisions. Technology doesn't replace judgment, but it does help ensure that judgment is applied consistently.

PROTECTING THE ASSET MEANS MANAGING RISK

Fraud has become a much bigger issue in many markets, particularly around applications. Fake documents, stolen identities, and manipulated financial records are no longer rare. When screening relies heavily on manual review, mistakes are inevitable — and the consequences can be expensive.

More advanced screening tools now help verify identity, authenticate documents and validate financial information. These systems don't remove the human element, but they significantly reduce risk. High occupancy only drives value when the occupancy is sustainable.

Inspection technology is also improving how assets are protected. Video-based inspections, automated damage identification, and clearer documentation reduce disputes and speed up turns. Faster turns mean less vacancy loss, and better documentation supports compliance and transparency with both owners and residents.


EFFICIENCY MATTERS, BUT RELATIONSHIPS STILL WIN

Automation has made it possible to streamline many workflows that used to consume enormous amounts of time. Many workflows

Continued on page 21 "Portfolio"

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KEITH T. BECKER, MPM® RMP® • CAPITOL SUMMIT PLANNING COMMITTEE

A little about me: I owned and operated my own company since 1994 until selling to PURE in 2021. I'm currently Director of Property Management Compliance for PURE.

What is the single best thing NARPM® is doing? Governmental affairs and advocacy.

Favorite thing about the property management industry: I've never been bored. There's always something challenging to solve. And let's be honest, it's been a very lucrative career.

Favorite NARPM® benefit: Being able to contact my NARPM® friends nationwide whenever I need something unusual, or support and advice.

One thing people would be surprised to know about you: I was a teenage punk, living in NYC in the late 1970s.

I'm excited by NARPM® 2.0 because: Continued improvements to transparency; creating a framework for Board members to focus on important projects rather than paperwork and procedure.



ROBERT DELL'OSSO, RMP® • GOVERNMENTAL AFFAIRS COMMITTEE

A little about me: Broker/Owner of MasterKey Property Management based out of Cary, North Carolina. We cover the Raleigh-Durham area and surrounding towns. We started in 2016, so this is our 10th year in business! We have been fortunate enough to have consistent growth each year and hope to continue with that for the foreseeable future.

What is the single best thing NARPM® is doing? Evolving with the industry and actively advocating at the National, State & Local level for property managers. Also, continuously offering education for members and non-members.

Favorite thing about the property management industry: Meeting all the people. I love meeting new PM colleagues and sharing information amongst ourselves. We are not competitors, we are colleagues who should always be

trying to help each other out to improve not only our companies but our industry as a whole. Our competitors are the self-managing landlords. If we have high-level performance, we will grow, and we can grow by helping each other out.

Favorite NARPM® benefit: The educational classes offered and the networking opportunities at conferences.

One thing people would be surprised to know about you: I was a volunteer firefighter/EMT in a combination paid/volunteer department for over 20 yrs. It was the greatest role I ever had, even though it was volunteer.

I'm excited by NARPM® 2.0 because: It is great to see our industry organization continue to grow and adapt as the industry continually changes. We have to be proactive in how we operate as an organization (and industry) in order to continue on a path of success.



MICHAEL MCCREARY, MPM® RMP® • PROFESSIONAL DEVELOPMENT COMMITTEE

A little about me: I have been in real estate since 1978 and SFR management since 1982, working in the family full-service real estate business in sales, appraisals and property management. In 1990, I became broker for the renamed McCreary Realty Management. In 2022, I partnered with PURE Property Management and managed their national portfolio of HOAs, totaling over 17,000 units. In 2025, I retired from full time work and is continuing to volunteer with NARPM® and work in education, professional development and legislative advocacy. My wife, Lisa, and I are celebrating our 29th anniversary this year. We have three grown and married children and four cherished grandchildren. We recently sold our family home of 28 years in Marietta, Georgia, and moved to a lovely 55+ community in Canton, Georgia, where the mountains meet metro Atlanta.

What is the single best thing NARPM® is doing? Continuing the original mission of improving the overall quality, education and professionalism of property managers of single-family properties nationwide.

Favorite thing about the property management industry: That it allowed me the ability to have a full family life and a prosperous real estate career. Also, there is always something new to learn.

Favorite NARPM® benefit: Sharing amongst the members of tips, tricks and resources that encourage continuous improvement that benefits your clients, customers and yourself. This is the ONE thing that separates NARPM® from all other real estate associations. The unfettered and selfless sharing is completely unique!

One thing people would be surprised to know about you: I went to college as a music education major to become a high school band director, playing the French horn along the way. Now that I am retired, I am having my now antique horn renovated to start playing again!

I'm excited by NARPM® 2.0 because: It is the next natural step in the evolution of NARPM® to relieve membership of routine association tasks, and it will propel the association to new heights in its next 40 years!



JOCK MCNEIL, MPM® RMP® • MEMBER SERVICES COMMITTEE

A little about me: I started in property management kind of accidentally to support a friend who owned the business. I ended up buying the business a couple of years later and sold my business to PURE in 2020. I'm a girl dad of two wonderful kids, ages 12 and 16, and married to an elementary school teacher. Our family loves spending time together and exploring where we live in Sonoma County, California, and the Sierras.

What is the single best thing NARPM® is doing?

NARPM® creates opportunities to engage with others in the property management community with great conferences at the state and national level, and there's really something for everyone, regardless of where they are on their journey in PM.

Favorite thing about the property management industry:

Although we're all competitors in property management, the culture of sharing ideas and best practices really makes our industry unique.

Favorite NARPM® benefit: Conferences and professional designations that help us stand out in our local markets as dedicated and committed to ongoing professional development.

One thing people would be surprised to know about you:

My family can trace its roots back to the Mayflower and John B. Stetson. A couple of summers ago, my daughter and I attended the Stetson family reunion in Norwell, Massachusetts, on land that has been in the family since the 1600s. Strangely, I do not own a Stetson hat.

I'm excited by NARPM® 2.0 because: As a longtime member, I'm excited to see us turn our focus to elevating the profession and our association in the public eye. Our competition is not each other as much as it is the poorly managed home that negatively impacts our image. I'm also excited to work on growing our membership and continuing to create real value for our existing members through some new initiatives.



BRAD RANDALL, CPM • BROKER/OWNER CONFERENCE & EXPO PLANNING COMMITTEE

A little about me: I live just outside Salt Lake City, Utah, with my wife and four children. I love the outdoors, including participation in trail marathons, hiking, skiing and everything else Utah outdoors has to offer. I've worked in property management for just over 15 years and graduated with a degree in property management (yes, it exists).

What is the single best thing NARPM® is doing?

NARPM® is looking to the future. They are looking for the best ways to provide real value to PMs around the country.

Favorite thing about the property management industry: Solving dozens of problems every day!

Favorite NARPM® benefit: Connection to other incredible members and affiliate partners!

One thing people would be surprised to know about you:

I hate clowns. Like HATE, HATE, HATE clowns.

I'm excited by NARPM® 2.0 because: As chair of the Broker/Owner Committee, we've had the most flexibility to collaborate and innovate the experience that we've ever had. I love that NARPM® 2.0 is looking to change things up, and that includes the events being offered to its members. NARPM® is all about the people, and that will never change. But we also need to be able to be ready for the many changes happening in our industry.



TIFFANY ROSENBAUM, • COMMUNICATIONS/MARKETING COMMITTEE

A little about me: I am an entrepreneur and creative strategist who owns multiple thriving businesses. With a background in psychology, I excel at building high-performing teams and turning challenges into opportunities—all while embracing my role as a proud wife and mom of three. I am also host of a popular podcast and keynote speaker.

What is the single best thing NARPM® is doing?

Networking.

Favorite thing about the property management industry:

Helping clients create lasting legacies and building generational wealth through real estate and expert asset management. I love real estate and what it can do for people.

Favorite NARPM® benefit: Networking with like-minded people.

One thing people would be surprised to know about you:

I lived in Brazil for a year and a half.

I'm excited by NARPM® 2.0 because: It will impact so many companies to reach new heights.

NARPM® 2026 COMMITTEE CHAIRS



BRITTANY REED, CMP • AFFILIATES ADVISORY COUNCIL

A little about me: I am a Senior Event Manager at AppFolio, specializing in SMB/MM industry trade show management. I have over 20 years of experience in event management and 11 years in the property management industry. Originally from Cape Cod, Massachusetts, I now live in Santa Barbara, California, with my two sons, ages 8 and 11. Outside of work, I enjoy home projects, weight training, and baking and designing custom cakes

What is the single best thing NARPM® is doing? I think the NARPM® 2.0 revamp is amazing. I'm genuinely impressed by the level of commitment and dedication to making the association — and its events — even better for property managers. I also really appreciate how open the board, committees, and leadership are to feedback and suggestions. It's exciting to see ideas and changes being evaluated and implemented almost immediately. Love to see it!

Favorite thing about the property management industry: The people. The PM community is genuinely fun to be around, and I truly enjoy interacting with everyone at the events.

Favorite NARPM® benefit: The ability for vendors to participate in committees and councils is incredibly exciting to me. I genuinely enjoy being part of the NARPM® community — hearing what property managers want to learn more about, what they'd like enhanced within their software, and gaining insights from other partners who specialize in software/services. It truly is a group effort to drive meaningful change, and everyone brings a different background and perspective to the table. Together, this will amount to a truly all-encompassing transformation for NARPM®.

One thing people would be surprised to know about you: I spent about 20 hours over the holidays teaching myself how to solve a Rubik's Cube. It did trigger a stress response in the form of full-body hives — but I can officially solve one now.

I'm excited by NARPM® 2.0 because: The NARPM® 2.0 evolution and its focus on elevating the national NARPM® tradeshow experience. The enhanced programming and more intentional environments create stronger opportunities for connection, learning and collaboration across the community.



MEGAN ZELLERS, MPM® RMP® • CONVENTION & TRADE SHOW PLANNING COMMITTEE

A little about me: Being a single mother to two teenage boys, I never shy from a challenge, and I'm a problem solver by nature.

What is the single best thing NARPM® is doing? Bringing Property Managers together to collaborate, exchange ideas, offer support, brainstorm solutions, and openly discuss both challenges and successes within the industry.

Favorite thing about the property management industry: There is NEVER a dull moment!

Favorite NARPM® benefit: The professional network and relationships I have built over the past 16 years are truly invaluable.

One thing people would be surprised to know about you: I am a former special education teacher.

I'm excited by NARPM® 2.0 because: I'm encouraged that the need for change was recognized, acknowledged, and is now being actively addressed.

**Want to learn more about committees or get involved?
Visit our website www.narpm.org to sign up for a
committee or get more information!**

Continued from page 15 "Portfolio"

in property management can be handled far more efficiently when communications and scheduling are automated.

But efficiency alone isn't enough. Property management is still a relationship business. Technology should create space for better communication, not replace it. Owners and residents still want to know there's a knowledgeable person on the other end when it matters. The strongest organizations use automation to support their teams, not distance them from their clients.

PROFESSIONALISM IS THE REAL DIFFERENTIATOR

Rising costs have pushed more owners to consider self-managing their properties. That pressure isn't new, but it's more pronounced in today's environment. Professional property management has to clearly demonstrate value beyond basic services.

That value shows up in reduced vacancy, higher renewals, lower risk exposure, stronger compliance, and clearer insight into performance. Over time, those benefits compound. Do-it-yourself management might save money in the short term, but it's difficult to replicate the consistency and protection that our professional systems and experience provide.

CLOSING THOUGHTS

Portfolio value isn't created by technology alone, and it isn't created by scale for its own sake. It's built through steady execution, proactive communication, disciplined operations, and a commitment to doing the basics well — every day.

When property managers combine modern tools with timeless fundamentals, they don't just manage homes. They build trust, strengthen portfolios, and elevate the entire industry. 🏠

Where technology is becoming even more valuable is in consistency and compliance. One of the biggest risks in our business is inconsistency.

A designation is what sets you apart from your competition.

Be #NARPMSmart

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

Lacy Hendricks, MPM®
Hendricks Property Management
San Antonio, Texas

Brandie Gerlach, RMP®
Allred Properties, CRMC®
Fayetteville, Arkansas

The Professional Development Committee now approves Designation Packets monthly.

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

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

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

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

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

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

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

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 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 *Aloha, super agents! Do you have any tips on refreshing a stale rental posting? The photos are rotated regularly. Any idea how long to take a rental off market to refresh the posting or other tips to share? Much appreciated!*

A *I won't plead guilty to being a "super agent," but in my 45 years of doing this in the Fort Lauderdale, Florida, market has convinced me of anything, it is this: If it's not moving, it's overpriced, and no amount of advertising can change that! Hope that helps.*

A *I am having the same issue, so I did AI, and here is what it recommended:*
Timing: How Long to Take It Off-Market: If the property has been listed for 30-45 days without serious inquiries or qualified applications, it's usually time to reset.

- *MLS algorithms: Some MLS systems treat a re-listed property as "new" only if it's been off the market for 7-14 days. Less than that and it will often still appear as "relisted" or "back on market."*
- *Best practice: Take the listing fully off-market for 10-14 days before re-posting. During that period, do one or more of the following:*
 - Refresh photography (or change photo order).*
 - Update the description and title line.*
 - Adjust pricing or add value highlights.*

Content Refresh Beyond Photos: Rotating photos helps, but MLS feeds and rental platforms give higher ranking to listings with meaningful changes. Try these:

- *Headline: Rewrite the first 150 characters; emphasize a lifestyle feature or recent improvement ("Now available with new LVP flooring" or "Freshly updated with fenced yard and pet-friendly terms").*
- *Description: Add or remove seasonal relevance ("Enjoy winter by the fireplace", "Perfect for summer BBQs on the deck").*
- *Feature callouts: Highlight items renters often filter for (AC, in-unit laundry, EV charging, fenced yard, proximity to transit).*
- *Virtual tours: Adding a walkthrough video or Matterport tour can bump engagement significantly.*

Pricing & Positioning Strategy: If the listing's been sitting, data-driven adjustments can make more impact than purely cosmetic ones.

- *Review comparable listings that have leased in the last 30 days – target being within the top 10% of perceived value in your market segment.*
- *Consider "charm pricing" (\$1,995 instead of \$2,000).*
- *If you've recently added upgrades or amenities, use that downtime to justify a refresh at the same or slightly adjusted rate with new language.*

Platform-Specific Refresh Tips

- *MLS: As mentioned, off-market for 10-14 days is ideal. Avoid constant price changes within 72 hours; MLS may flag it as manipulation.*
- *Zillow / Apartments.com: Deactivate and reactivate after a week. They often re-index the listing when the internal listing ID changes.*
- *Your website or social posts: Use the same downtime to push a "coming soon" teaser or "releasing next week" angle to regain momentum.*

Additional Enhancements

- *New lead photo: Use a bright, eye-catching exterior or lifestyle image (e.g., kitchen vignette) as the first thumbnail.*
- *Adjust copy order: Put location or major feature first ("Eastlake Townhome – Garage + Rooftop Deck").*
- *Update tags: Add new searchable keywords renters are using seasonally ("home office," "in-unit laundry," "EV charging").*
- *Cross-promotion: List in local Facebook groups or Nextdoor during the off period for free exposure.*

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

See the entire discussion here:
<https://community.narpm.org/home>





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Tim Wallace is a seasoned professional with a diverse background in the proptech industry. He is responsible for partnerships and business development at zInspector (<https://zinspector.com/>), where he is committed to innovation and operational efficiency. Reach him at tim@zinspector.com.

Break stuff early: Aligning culture, process and tech before busy season

Move-ins, move-outs and maintenance are deeply connected processes that shape owner trust, resident experience, and internal efficiency. When these systems work in harmony, teams feel confident and supported. When they don't, the pain is widespread, and it grows exponentially during busy season.

As an affiliate, I'm all in on helping property managers find the best and most personalized solutions to real problems, no matter when they show up. But we've all heard the same stories (or lived them ourselves). New tools get reviewed and purchased during calmer months, only to be implemented late. Training gets rushed. Teams are expected to "figure it out" under pressure.

The most successful companies take a different approach. They prepare early by aligning culture, training and accountability before volume and complexity increase. In other words, let's break stuff now, while we still have the chance.

TRAIN EARLY, NOT UNDER FIRE

Training shouldn't happen for the first time during peak season if we can help it. Inspections and maintenance workflows are too critical, and mistakes during move-ins or turnovers can create lasting issues with owners and residents.

Now is the time to review expectations, reinforce standards, and ensure teams understand not just how to complete tasks, but why they matter.

Many leaders don't live in the software their teams use every day, and that's okay. This can actually be an opportunity. Have your field technicians show your business development team how inspections are completed and how data is captured in the field. It builds confidence and helps business development managers sharpen their messaging with owners.

Similarly, having your leasing team walk maintenance through qualification criteria or fair housing considerations can create better alignment around make-readies and move-ins, especially for properties with higher-than-normal lead traffic or higher-class properties.

One practice I can't encourage enough is experimenting with real-use cases. Create a demo property in your system and play with it. Try to break things.

How detailed is too detailed for a move-in inspection?

Are work orders easier to manage by room or by category? Can someone accidentally schedule a showing at 1 a.m.?

If something breaks now, that's a win.

If team members aren't confident explaining or standing behind the tools they use, or if feedback sounds more like frustration than "I love this," that's a signal. Reach out to your vendor partners.

Training builds

confidence. Confident teams move faster, communicate better, and make fewer mistakes.

ACCOUNTABILITY BUILDS CONFIDENCE AT SCALE

Technology does not create accountability; leadership does. When expectations around inspections and maintenance aren't clear, teams create their own versions of "done," which leads to inconsistency and rework.

As much as we'd all love for technology to solve every inconsistency, humans will always "human."

I recently attended a presentation by Adam Willis of Nestwell Property Management, where he discussed the A/B/C Player model. We'd all love a dream team full of A players, but it's not realistic. Org structure,

The most successful companies take a different approach. They prepare early by aligning culture, training and accountability before volume and complexity increase.

Continued page 27 "Break"



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

Beyond the paycheck: What really motivates employees to stay and care

I spend a lot of time thinking about what makes people tick. What fires them up to take on more challenges, and what deflates them and leaves them shrinking away from engagement?

Think about the many competing needs in your office right now. It's likely you have someone who needs a day off but feels guilty asking. Another wants more hours. Maybe your leasing agent craves collaboration while your maintenance coordinator prefers independence. One employee feels stagnant, while another feels overwhelmed by new systems.

All of these feelings exist simultaneously, and you certainly don't have the bandwidth to address everyone's needs at once. But you can treat motivation as a basket of currencies to invest in. It helps to recognize that your business is best served with a diversified motivational portfolio, which you can develop systematically over time.

Why does this matter? A disenchanting team won't stand up for quality. A collective bad attitude manifests publicly in how employees interact with tenants, respond to owners, and represent your company. We've all seen businesses where staff clearly don't want to be there. We all know the imperative in not being that business. This means you must work hard to be the opposite, the place that shines!

MONEY ISN'T EVERYTHING (BUT IT'S NOT NOTHING)

Naturally, our minds go first to compensation because that's the biggest item in the basket of motivations. But a person isn't a number, and no one appreciates being treated as an unnamed integer in your staffing budget. Employees who feel this way clock in, do their tasks, clock out, and feel zero connection.

If you value low turnover and a team that projects energy, you must address emotional truths, not just budgetary ones.

Here are five powerful recognition languages:

THE LANGUAGE OF AFFIRMATION: MAKING THEIR WORK MATTER

For better or worse, adults are largely identified by their occupation. Their hours with your

company form a primary personal identifier, a huge psychological fact. If they feel pride in the company and their place in it, their ego gets a boost. The opposite is true too.

In property management, we're not just "managing buildings" but we're providing safe, well-maintained homes for families. We're helping property owners build wealth. We're creating stable communities.

Provide specific examples of impact. Did your maintenance team's quick response prevent a small leak from becoming a disaster that would have displaced a family? Did your leasing agent's patience help a nervous first-time renter secure their first independent home? Make sure they know you noticed, and make sure to frame their work within a larger context.

This connects daily tasks to meaningful outcomes, which helps employees see the value of their work.

THE LANGUAGE OF GROWTH: PREVENTING STAGNATION

Stagnancy leads to job dissatisfaction faster than almost anything else. Professional development opportunities matter: NARPM® events, designation support, technology training. But focus on daily mental sharpening, too.

When you see an article about property management trends or innovative approaches, share it with specific team members. Ask for their thoughts. Have real conversations.

Don't silo learning into formal training. Ask your leasing agent what they'd do differently to improve showings. Involve your maintenance coordinator in preventive maintenance planning. Bring administrative staff into conversations about improving owner communications.

Your attention to employees' creative thinking is an investment in improving your organization, and it's also a big show of respect. You're communicating: "Your mind matters here, not just your hands."

Continued on next page

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THE LANGUAGE OF TIME: RESPECTING THEIR REAL LIVES

Property management feels like there's no "off" button. That's why you need to be adamant about respecting boundaries. Pay employees to be "on" when the clock runs, and stay appropriately distant when they're "off."

A proper "we're a family here" means respecting employees' actual families. It means acknowledging that your leasing agent's daughter's soccer game matters. It means understanding that consistent Sunday texts about non-emergencies tell your team you don't value their personal time.

Create clear protocols for what constitutes a true emergency. Train your team to handle issues within their authority. Build redundancy so vacation doesn't create crisis.

When you protect their time, you're not being soft, you're being professional. And you're building loyalty.

THE LANGUAGE OF FAIR REWARDS: MERIT THAT ACTUALLY MEANS SOMETHING

Have you ever worked somewhere and noticed that "no good deed goes unpunished"? Or the newest worker gets perks while the steady performer gets taken for granted? Isn't that a motivation killer?

If the person who always covers difficult tenants or takes emergency calls gets no recognition while someone doing the bare minimum receives the same treatment, your best performers will start doing less.

That's why transparent, merit-based incentive structures are valuable. Establish baseline KPIs, then clearly define "the extra mile," what earns something more.

You can create a basket of potential perks like additional paid time off, flexible scheduling, professional development funds, bonus compensation, first choice on vacation requests. Let high performers choose what matters most.

THE LANGUAGE OF COMMUNITY: GENUINE CONNECTION

Learn to be interested rather than interesting. There's a benefit to learning what matters to your employees outside of work. What's their hobby? What gets them excited?

When you get someone talking about their passion, you see



the professional mask lower. In property management's high-stress environment, these moments of authentic connection matter enormously.

This doesn't mean forcing "fun" activities. It means creating space for genuine human connection. It means remembering that your leasing agent mentioned their mother's surgery and asking how she's doing.

Pay attention to what energizes each team member. Notice what gets them excited versus what makes them withdraw. Then customize your recognition approach accordingly.

WHEN STAFF DON'T FEEL SEEN

Property management companies with chronic staffing problems are usually speaking only one or two recognition languages, typically compensation and occasional verbal praise.

But they're missing time respect, so staff burns out. They're missing growth opportunities, so people stagnate. They're missing fair reward systems, so high performers feel taken for granted. They're missing community building, so there's no team cohesion.

When you build a diversified recognition portfolio, you're being strategic by investing in retention, engagement, and service quality.

THE FEBRUARY REMINDER

Valentine's Day reminds me that love is a verb. It's how we act toward one another, not a state of being. The same is true for employee appreciation. It's not enough to feel grateful for employees. You have to demonstrate it through actions that speak their individual languages.

This month, identify which recognition language each key team member most values, then deliberately use it. Give your time-oriented employee a surprise afternoon off. Involve your growth-oriented employee in strategic planning. Create a transparent path to a perk for your fairness-oriented employee. Initiate a genuine conversation with your community-oriented employee.

When it comes to staff, don't just think about what's between the dollar sign and the decimal. Focus on the emotional currencies of your employees and where they find their greatest value.

It will pay off. It's what makes people tick — businesses, too. 🏡

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clarity and processes matter and can help elevate talent.

Once teams are aligned around a shared process, the right org structure and role clarity help reinforce accountability. Testing workflows with leadership, and separately with peers, helps surface gaps early, especially before things get too busy to address them.

MAKE TECHNOLOGY WORK FOR YOUR TEAM

The calmest companies during peak season aren't necessarily the ones with the most tools. They're the ones who prepared the best.

If you haven't reviewed your tech stack since the last busy season, now is the time. Processes evolve. Technology changes. Assuming

your systems will perform the same year after year can lead to surprises when volume increases.

Most technology providers are constantly improving their products through updates and new releases, often driven directly by customer feedback. But release notes get missed, inboxes get full, and teams have other priorities.

If you prepare early, test intentionally and align your people before things get hectic, technology becomes an asset instead of an obstacle.

Let's break stuff now, together, so busy season doesn't break your team later. 🏡



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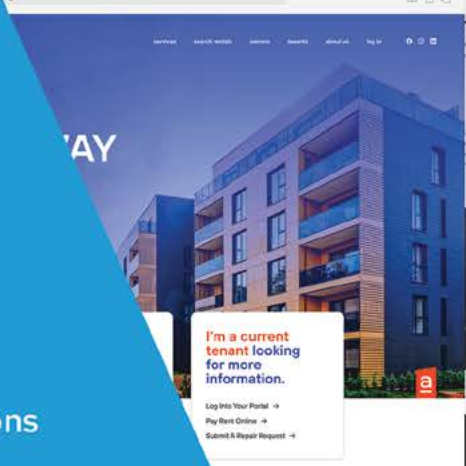
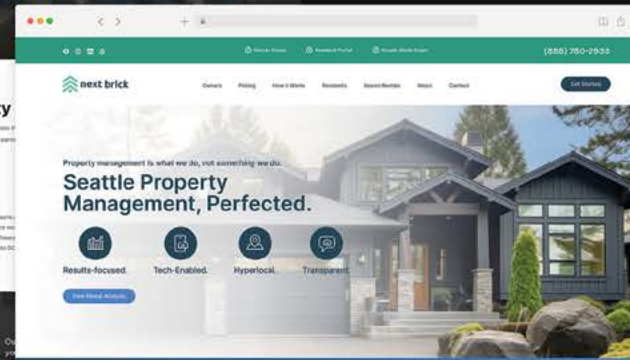
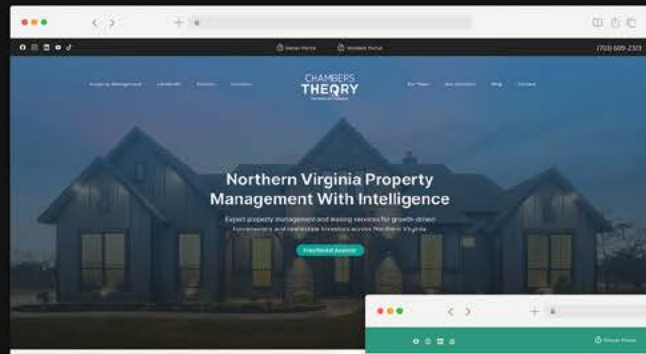
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Kristen Ewen is the Vice President of SEO at Property Manager Websites (PMW - www.mypmw.com), where she has been a key leader since the company's inception 15 years ago. With a deep expertise in search engine optimization, Kristen has played a crucial role in shaping PMW's digital strategies and helping clients achieve top search rankings. Her innovative approach and commitment to results have made her an industry leader in the property management and web development space. Reach her at kristen@propertymanagerwebsites.com.

Why property management companies need to be listed in OpenAI: The new frontier of search

Editor's note: This is the first in a two-part series. The article will conclude in the March issue.

For years, property management companies have relied on Google to attract new owner and investor leads. Your website, your reviews, your local listings—they were all optimized to climb the search engine ladder and earn clicks. But the landscape is changing fast, and a powerful new player is rewriting the rules of visibility: OpenAI, the creator of ChatGPT.

ChatGPT is no longer just a novelty. It's becoming a starting point for millions of users — especially when they need help finding services like property managers in their area. And with the recent news that Yext now syndicates business listings directly to OpenAI, the door just opened wide for your property management business to show up in these results.

Here's what this means for your company — and why now is the time to act.

PROPERTY OWNERS ARE SEARCHING DIFFERENTLY

Traditionally, prospective clients might search for:

- "Property management company near me"
- "Best rental managers in Charlotte"
- "Who can manage my investment property in Tampa?"
- "How much does a property manager cost?"

These are still relevant searches — but now many of them are happening inside ChatGPT. With over 100 million active users, and native apps on both desktop and mobile, ChatGPT is rapidly becoming a trusted source of recommendations.

And unlike a traditional Google search, ChatGPT doesn't give a long list of links. It gives answers. If you're not included in those answers, you're invisible to the person asking the question—no matter how good your website or SEO may be.

YEXT IS NOW SYNDICATING BUSINESS LISTINGS TO OPENAI

This is a game-changer for visibility. Yext—already a major platform for syncing your business information across Google, Apple Maps, Facebook, Bing, and Yelp — now distributes your business details to OpenAI.

This means:

- Your property management company's name, services, service area, hours, and FAQs can now be part of ChatGPT's knowledge.
- When an owner asks, "What are the top-rated property managers in [City]?", your business has a chance to appear in the answer.
- With rich structured data, AI results are more likely to trust and include your company.

If you're not in Yext — or your listing is incomplete — you're missing this visibility.

SEARCH TRAFFIC IS DECLINING. AI RESULTS ARE RISING.

You may have already noticed it in your analytics: organic traffic is dropping.

- Many property management companies have seen website traffic dip 20–40% year-over-year.
- Google's Search Generative Experience (SGE) is pushing AI summaries above organic results.
- Zero-click searches (where users find their answer without clicking a website) are increasing—especially in local service industries like property management.

This trend is even stronger in AI platforms like ChatGPT, where there's no first page of links at all—just a single, conversational result. And in many cases, that result is driven by structured business listings and reviews, not your full website.

WHAT ARE OWNERS & INVESTORS ASKING CHATGPT?

This is where it gets even more important.

Potential leads are using ChatGPT to ask high-intent, decision-ready questions, such as:

- "Who manages rental properties in Austin and has good reviews?"
- "What's the best way to find a property manager for my short-term rental?"
- "What do property managers typically charge in Nashville?"
- "Is [Your Company Name] a reliable company?"

Continued on next page

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The answers they receive often highlight businesses with:

- Accurate, consistent listings
- Strong reviews and online presence
- Clear explanations of services, pricing, and value

If you're not represented in those data sources — like Yext — you're not in the conversation.

THE FUTURE OF SEARCH: 3 PREDICTIONS FOR THE NEXT 3 YEARS

Search is evolving quickly. Here's where it's headed—and what it means for your property management company.

1. **AI Assistants Will Replace Traditional Search Engines:** More and more owners will use ChatGPT, Siri, or Bing AI to ask, "Who should manage my rental in [City]?" These AI tools will use structured business data to recommend answers. You must be part of the dataset
2. **Conversation-Style Queries Will Drive Recommendations:** Instead of typing "property management company near me," users will ask, "Who can handle leasing, rent collection, and maintenance for my duplex?"

Only businesses with detailed, structured service descriptions will qualify to show up in these AI answers.

3. **Search Will Be Actionable:** AI-driven platforms will soon let users:

- Click to call or book a consultation directly
- Compare local managers based on features or fees
- Read review summaries or pros/cons of each company

This makes your reputation, service clarity, and online consistency more important than ever.

WHAT YOU SHOULD DO NOW

If you're a property management company looking to stay competitive in a rapidly evolving search landscape, here are the immediate actions to take:

1. **Get Listed (or Updated) in Yext**

Ensure your business is included in Yext and synced with:

- OpenAI (ChatGPT)
- Google, Apple Maps, Bing, Yelp
- Facebook and other high-visibility platforms

Include all key details:

- Services (leasing, maintenance, inspections, etc.)
- Service area (specific neighborhoods or zip codes)
- Pricing (or mention free rental analysis if you offer one)
- FAQs and hours

Don't just list your name and phone number — *list everything an owner might ask about.*

1. **Double Down on Online Reviews**

AI models weigh your review quality and quantity heavily in deciding what to recommend.

Make review generation part of your leasing process. Respond professionally to all reviews (positive or negative), and consider tools that help manage and improve your online reputation.

1. **Build Website Content That AI Can Understand**

Make sure your website includes:

- FAQ-style content written in natural, conversational language
- Clear and structured service pages
- Schema markup for business info, services, reviews, and FAQs
- Blog posts that answer common owner questions ("How to choose a property manager," "How much does it cost?")

1. **Track AI Discovery — Not Just Google Rankings**

Traditional SEO metrics like keyword rankings are becoming less relevant. You also need to track:

- What AI platforms say about your brand
- Where your business is sourced or recommended
- What questions owners are asking that relate to your services

Ask your marketing partner if they're tracking AI visibility. If not — they should be. 🤖

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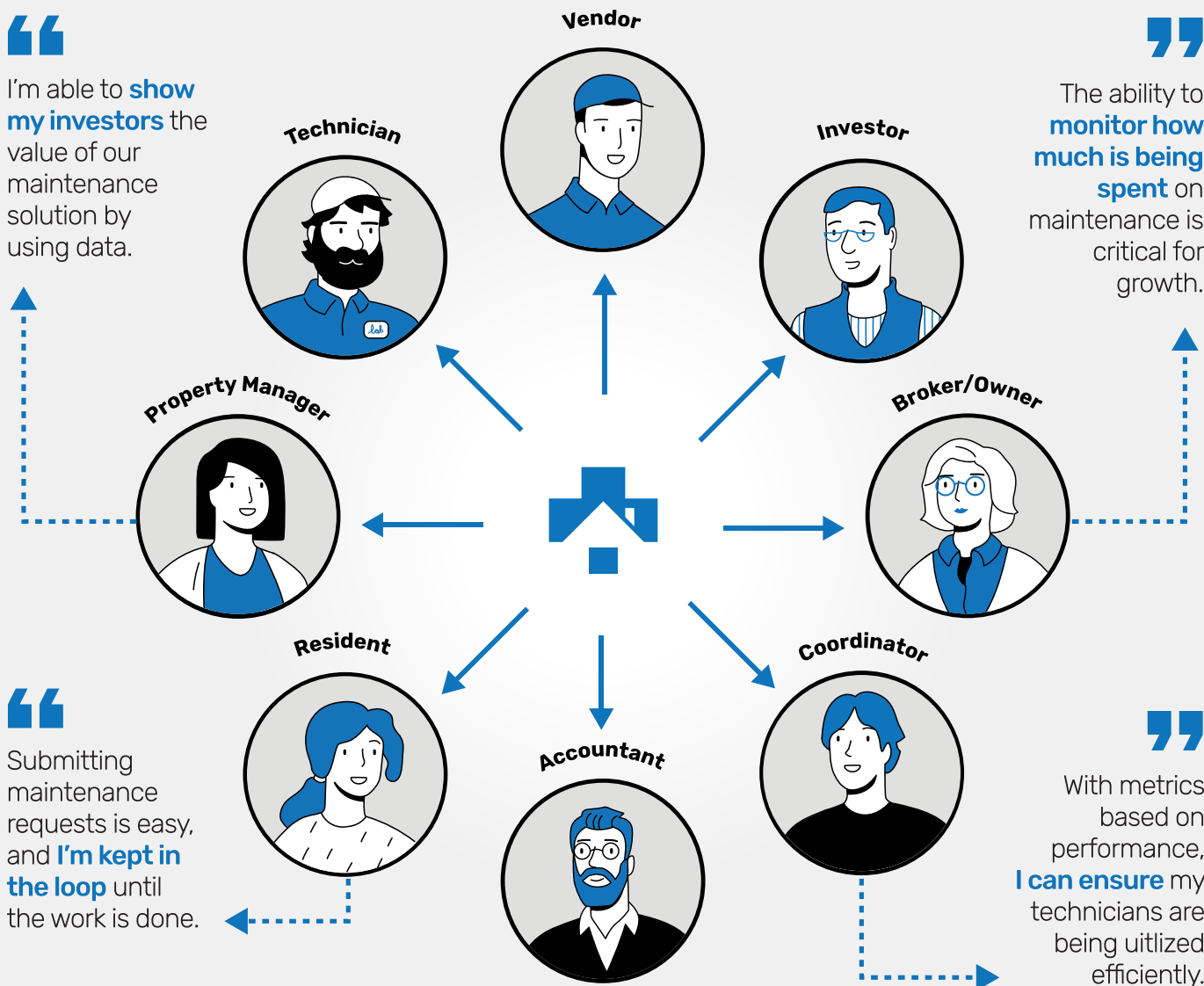
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