



## Why “top market rent” isn’t always the best rent

See page 8



**p12**

Creating a smooth move-in experience for tenants and landlords

**p17**

The Human Factor: Why personal trust outshines automation

**p22**

The gap that’s costing property management companies thousands



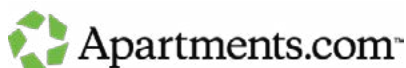


Thank you to our

**2026 NARPM® PREMIER PARTNERS**



**2026 NARPM® PARTNERS**



# IN THIS ISSUE March 2026

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

## FEATURE ARTICLES

- p8** Why “top market rent” isn’t always the best rent
- p12** Setting the stage for success: Creating a smooth move-in experience for tenants and landlords
- p15** Why property management companies need to be listed in OpenAI: The new frontier of search (Part 2)
- p18** I should have seen that coming: Three slow-building risks property managers miss
- p22** The gap that’s costing property management companies tens of thousands of dollars
- p29** How owner involvement impacts business value – and your ability to sell



## MONTHLY COLUMNS

- p2** 2026 NARPM® Partners
- p5** President's Message
- p10** Membership Growth
- p17** Leadership Bulletin
- p24** Discussion Board Hot Topics
- p25** Be #NARPM®Smart



## NEW MEMBER REFERRALS • JANUARY 2025

| <u>REFERRING MEMBER</u>        | <u>NEW MEMBER</u>  | <u>REFERRING MEMBER</u>        | <u>NEW MEMBER</u> |
|--------------------------------|--------------------|--------------------------------|-------------------|
| Adriane Gallagher              | Susan A. Mills     | Katie McNeeley, RPM®           | Jennifer Carter   |
| Alicia Olivarez                | Priscilla Heshmaty | Lisa Goodman, MPM® RPM®        | Jessica Fischer   |
| Andrea Mayer, MPM® RPM®        | Jennifer Brey      | Mindy Hunley                   | Avery Skipalis    |
| Brian Folden                   | Ethan Folden       | Sarfaraz Hansraj               | Sarosha Hansraj   |
| Bryan Johnson                  | Coral Carey        | Susan Kelleher                 | Edward Disho      |
| Courtney Taylor                | Kim Kilpatrick     | Tal Kramer, MPM® RPM®          | Jordan Chaifetz   |
| David Barton                   | Leila Barton       | Yuriy Skripnichenko, MPM® RPM® | Jose Favela       |
| John Michael Elliott Corswandt | Holly Piccola      |                                |                   |

## EDITORIAL MISSION

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

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

Copyright© 2025 National Association of Residential Property Managers. All rights reserved. NARPM® Materials may not be reproduced or translated without written permission. Email [publications@narpm.org](mailto:publications@narpm.org) for reprint permission.

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, members, or management team 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. NARPM® does not endorse any advertisement in this publication. All readers are responsible for their own investigation and use of the products advertised.

An award-winning publication, the *Residential Resource* has won APEX Awards of Excellence, a Gold MarCom Creative Award, and a Communicator Award of Distinction for Print Media.

The *Residential Resource* is produced for members of the National Association of Residential Property Managers by Organization Management Group, Inc. in Chesapeake, Virginia, ([www.managegroup.com](http://www.managegroup.com)) with layout by BIZPORT ([www.bizportdoes.com](http://www.bizportdoes.com)).

## NARPM® NATIONAL

1403 Greenbrier Parkway, Suite 150  
Chesapeake, VA 23320  
P: 800-782-3452  
[www.narpm.org](http://www.narpm.org)

## SUBSCRIPTION

If you are not a member of NARPM® and wish to receive a yearly subscription to *Residential Resource* for \$49.95 per year (11 issues), please contact [info@narpm.org](mailto:info@narpm.org) to sign up.

## NARPM® ANTITRUST STATEMENT

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

## OFFICERS

|  |  |
|--|--|
| <b>DD Garzón, MPM® RMP®</b><br>President<br><a href="mailto:president@narpm.org">president@narpm.org</a>     | <b>Angela Holman, MPM® RMP®</b><br>President Elect<br><a href="mailto:presidentelect@narpm.org">presidentelect@narpm.org</a> |
| <b>Tracy Streich, MPM® RMP®</b><br>Treasurer<br><a href="mailto:treasurer@narpm.org">treasurer@narpm.org</a> | <b>Amy Hanson, MPM® RMP®</b><br>Past President<br><a href="mailto:pastpresident@narpm.org">pastpresident@narpm.org</a>       |

## DIRECTORS

|                                 |                                |
|---------------------------------|--------------------------------|
| <b>Justin Anderson</b>          | <b>Nicole Kelly, RMP®</b>      |
| <b>Jessica Foster</b>           | <b>Steve Pardon, MPM® RMP®</b> |
| <b>Pamela Greene, MPM® RMP®</b> | <b>Kate Roth, MPM® RMP®</b>    |
| <b>Jerrold Jay Jensen, RMP®</b> | <b>Alex Zweydoff, RMP®</b>     |

## COMMITTEE CHAIRS

|  |  |
|--|--|
| <b>Tiffany Rosenbaum</b><br>Communications/Marketing<br><a href="mailto:communicationschair@narpm.org">communicationschair@narpm.org</a>             | <b>Amy Hanson, MPM® RMP®</b><br>Leadership Development<br><a href="mailto:pastpresident@narpm.org">pastpresident@narpm.org</a>                     |
| <b>Jock McNeill</b><br>Member Services<br><a href="mailto:memberserviceschair@narpm.org">memberserviceschair@narpm.org</a>                           | <b>Megan Zellers, MPM® RMP®</b><br>2026 Annual Convention & Trade Show<br><a href="mailto:conventionchair@narpm.org">conventionchair@narpm.org</a> |
| <b>Tracy Streich, MPM® RMP®</b><br>Finance<br><a href="mailto:treasurer@narpm.org">treasurer@narpm.org</a>   | <b>Brad Randall</b><br>2026 Broker/Owner Conference & Expo<br><a href="mailto:brokerownerchair@narpm.org">brokerownerchair@narpm.org</a>           |
| <b>Robert Dell'Osso</b><br>Governmental Affairs<br><a href="mailto:govtaffairschair@narpm.org">govtaffairschair@narpm.org</a>                        | <b>Brittany Reed, CMP®</b><br>Affiliate Advisory Council<br><a href="mailto:vendoraacchair@narpm.org">vendoraacchair@narpm.org</a>                 |
| <b>Michael McCreary, MPM® RMP®</b><br>Professional Development<br><a href="mailto:profdevelopmentchair@narpm.org">profdevelopmentchair@narpm.org</a> |  |

## NARPM® NATIONAL

|  |   |
|--|---|
| <b>Troy Garrett</b><br>Chief Executive Officer<br><a href="mailto:CEO@narpm.org">CEO@narpm.org</a>   | <b>Blake Hegeman</b><br>Chief Operating Officer<br><a href="mailto:COO@narpm.org">COO@narpm.org</a>   |
| <b>Rebecca Woodring, CAE</b><br>Deputy Executive Director<br>Chapter Support Manager<br><a href="mailto:rwoodring@narpm.org">rwoodring@narpm.org</a><br><a href="mailto:chaptersupport@narpm.org">chaptersupport@narpm.org</a>   | <b>John Broadway</b><br>Regulatory Advisor<br><a href="mailto:jbroadway@narpm.org">jbroadway@narpm.org</a>  |
| <b>Shannon Sharples</b><br>Membership Support Staff<br><a href="mailto:info@narpm.org">info@narpm.org</a>  | <b>Victoria Hecht</b><br>Public Relations & Digital Media Director<br>Residential Resource Editor<br><a href="mailto:vhecht@narpm.org">vhecht@narpm.org</a><br><a href="mailto:publications@narpm.org">publications@narpm.org</a> |
| <b>Chere Tonetti</b><br>Designation Support Staff<br>Education Support Staff<br><a href="mailto:designationinfo@narpm.org">designationinfo@narpm.org</a><br><a href="mailto:educationinfo@narpm.org">educationinfo@narpm.org</a> | <b>Print Media</b><br><a href="mailto:advertising@narpm.org">advertising@narpm.org</a>  |
| <b>Tyler Craddock</b><br>Governmental Affairs Director<br><a href="mailto:legislativeinfo@narpm.org">legislativeinfo@narpm.org</a>   | <b>Jenna Frankfort</b><br>Graphic Designer<br><a href="mailto:jfrankfort@narpm.org">jfrankfort@narpm.org</a>  |
| <b>Luke Priddy</b><br>Governmental Affairs Director<br><a href="mailto:legislativeinfo@narpm.org">legislativeinfo@narpm.org</a>  | <b>TBD</b><br>Conferences & Conventions Coordinator<br><a href="mailto:conventioninfo@narpm.org">conventioninfo@narpm.org</a>   |
|  | <b>Barbra Barbour</b><br>Creative Service Specialist<br><a href="mailto:bbarbour@narpm.org">bbarbour@narpm.org</a>  |

## PRESIDENT'S Message



# Building the future of NARPM® together

The conversations continued as I joined the Big Sky Chapter from Montana virtually to share more about NARPM® 2.0. Whether face-to-face or through a screen, these moments reinforce what makes NARPM® special — a shared commitment to learning, growing and supporting one another.

There's something powerful about the beginning of a new year — the energy feels different. Conversations feel more hopeful, ideas come faster, and everywhere I've traveled this month, I've felt one consistent theme: NARPM® Members are ready to grow, evolve and lean into what's next.

January gave me the chance to see that momentum firsthand.

My first stop was the Atlanta Chapter's Property Management Resolutions Conference, and it was the perfect way to kick off the year. The Atlanta team has mastered the art of creating a one-day conference that truly delivers — packed with meaningful education, real conversations and valuable networking without requiring Members to step away from their businesses for days at a time. The day was filled with energy — from vendor speed dating and breakout sessions to a lively networking reception that reminded me just how strong our community is.

One of my favorite moments was installing the new Atlanta Chapter Board of Directors. Watching Members step into leadership roles reminded me that our success as an organization is built on individuals who turn commitment into action — proof that NARPM® is truly more than words.

From Atlanta, I headed to Charleston to attend the NARPM® Charleston Chapter's first meeting of the year, where I introduced NARPM® 2.0 and our Strategic Initiatives for 2026-2027. It was standing room only, and the excitement in the room was contagious. Members were engaged, curious and ready to be part of shaping what comes next. Seeing attendees volunteer on the spot was incredibly inspiring, and I was deeply touched by the Chapter's generous donation to our charity of the year, Children's Haven.

The conversations continued as I joined the Big Sky Chapter from Montana virtually to share more about NARPM® 2.0. Whether face-to-face or through a screen, these moments reinforce what makes NARPM® special — a shared commitment to

learning, growing and supporting one another.

I wrapped up January at the ASAE Exceptional Boards training in Florida alongside our CEO, Troy Garrett. ASAE — the American Society of Association Executives — brings leaders together to learn how to build stronger, more effective boards, and every year we return with new ideas to help NARPM® continue evolving in ways that serve our Members best.

And, as I'm writing this article, I'm already packing my bags for another whirlwind month — and honestly, I wouldn't have it any other way. First stop: Washington, D.C., NARPM® Capitol Summit, where I'll be joining around 100 NARPM® Members and supporters to advocate on behalf of the single-family rental industry.

We'll be meeting with lawmakers to talk about the real housing challenges impacting both property owners and residents. When we show up together, our collective voice becomes powerful. From there, I'll be heading straight to Charleston for their famous Oyster Roast and Inaugural One-Day Conference — an event that typically brings together more than 300 attendees for connection, conversation and a lot of delicious food.

I'll wrap up the month in North Carolina at their Property Management Conference, where I'll continue sharing the vision behind NARPM® 2.0 and the initiatives shaping where we're headed next.

Looking ahead, I'm incredibly excited about the upcoming Broker/Owner Conference from April 28-30 at the Hyatt Regency New Orleans.

This year's event is truly unlike anything we've done before. Conference Chair Brad Randall and the planning committee took a bold approach by reimagining the entire experience from the ground up. We're kicking things off with what may be NARPM®'s biggest celebration yet — a collaboration with Second Nature and DoorLoop at the iconic Superdome.

Throughout the conference, attendees will

**Continued on page 13 "President"**

2026 NARPM® President **DD Garzón, Master Property Manager RMP®**, is an Industry Liaison at PURE Property Management. DD founded Skyline Properties Group Inc. in 2004 and grew the greater Atlanta-based company to manage single-family, multifamily and built-to-rent properties as well as HOAs and short-term rentals. Skyline Properties Group was acquired by PURE in November 2021.

# LendingOne

## Grow *Beyond* The Doors You Manage

Partner. Refer. Earn.

Turn your property management expertise into new income opportunities.

### How it Works



#### Partner

Receive FREE marketing resources and more!

- ✓ White-Labeled Investor Resources
- ✓ Strengthen Client Relationships
- ✓ Grow Your Professional Reputation



#### Refer

If your investors need financing, we can help.

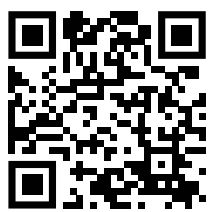
- ✓ Help your investors scale their portfolios
- ✓ We handle all loan conversations
- ✓ No obligations or quotas



#### Earn

Referral fees for closed qualified loans. (Up to \$1000)

- ✓ No cost to join
- ✓ Earn Referral Revenue Easily
- ✓ Turn your expertise into new income opportunities.



**LEARN MORE ABOUT**  
Our Partnership  
Program Today



**(866) 941-3222**



Cash Flow  
**Positive**

Stress Level  
**0**

Efficiency  
**100%**

Residents  


Get intuitive & powerful property management software for just \$1 unit/month\*

\*MINIMUMS AND TERMS APPLY.



Accounting



Operations



Marketing



Leasing



Ready to make work a breeze?  
Get a **personalized** demo today.



yardibreeze.com | (800) 866-1144



*Residential Management Professional (RMP®) Candidate Jerrica Seilstad is a licensed property manager in Montana and an active NARPM® member, serving on the Big Sky MT NARPM® executive board. She works in a market heavily influenced by military housing demand and has extensive experience navigating BAH-driven pricing, PCS-related lease terminations and SCRA compliance. Jerrica is passionate about education, legislative awareness, and strengthening property management practices through professional collaboration.*

# Why “top market rent” isn’t always the best rent

One of the most common – and most difficult – conversations residential property managers have with property owners centers on rent pricing. In strong markets especially, owners often push for “top market rent,” believing the highest possible monthly rate automatically produces the best return.

Experienced property managers know that this assumption is incomplete. While rent price matters, it is only one component of a property’s financial performance. In many cases, pursuing the highest possible rent can increase vacancy, reduce tenant quality and ultimately lower net income. Understanding – and explaining – this distinction is a core fiduciary responsibility.

### MARKET RENT VS. OPTIMAL RENT

Market rent is often defined as the highest price a unit might achieve under ideal conditions. Optimal rent, however, is the price point that maximizes long-

term performance, balancing income, occupancy, and tenant stability.

minor inconveniences. This can lead to increased maintenance requests, faster dissatisfaction and a higher likelihood of non-renewal.

Conversely, tenants who feel they are receiving fair or slightly favorable value are more likely to:

- Stay longer
- Renew with moderate increases
- Take better care of the property
- Communicate proactively rather than reactively

Pricing psychology plays a critical role in tenant retention, yet it is often overlooked when owners focus solely on maximum rent.

### VACANCY IS THE SILENT PROFIT KILLER

Even small increases in vacancy can quickly erase the benefit of higher rent. A unit priced \$100 above optimal rent may sit vacant an extra two to four weeks, immediately negating any projected gain. Additional vacancy also increases marketing costs,

---

**Even small increases in vacancy can quickly erase the benefit of higher rent. A unit priced \$100 above optimal rent may sit vacant an extra two to four weeks, immediately negating any projected gain.**

---

term performance, balancing income, occupancy, and tenant stability. From an owner’s perspective, it is easy to fixate on monthly rent. From a fiduciary perspective, property managers must evaluate annualized performance, not theoretical peaks.

Reducing vacancy by even a few days per year often produces better net results than pushing rent to the top of the market.

### PRICING PSYCHOLOGY AND TENANT BEHAVIOR

Rent pricing influences more than affordability; it shapes tenant perception and behavior. Tenants paying at the absolute top of the market often have elevated expectations and less tolerance for

utility expenses, and operational strain.

From an owner’s perspective, it is easy to fixate on monthly rent. From a fiduciary perspective, property managers must evaluate annualized performance, not theoretical peaks.

Reducing vacancy by even a few days per year often produces better net results than pushing rent to the top of the market.

### RENEWAL PROBABILITY AND LONG-TERM VALUE

Tenant turnover is expensive. Make-ready costs, leasing fees, vacancy loss, and administrative time all compound when residents move frequently. One of the most effective ways to reduce turnover is strategic rent positioning at the outset of the lease.

Tenants who begin their lease at a sustainable price

**Continued on next page**

**Continued from previous page**

point are more likely to:

- Absorb annual increases
- Renew without friction
- View the property as a long-term home

Property managers who price with renewals in mind protect owners from the hidden costs of churn.

**LEADING THE OWNER CONVERSATION**

Owners are not wrong to want strong returns; they simply may not see the full picture. This is where professional property management adds value. Rather than debating emotion or anecdote, effective managers reframe the conversation around outcomes:

- Net income over time, not peak pricing
- Risk mitigation, not short-term wins
- Portfolio health, not single-month performance

By presenting pricing recommendations as part of a broader strategy – supported by data, experience and fiduciary duty – property managers can guide owners toward decisions that benefit both parties.

**FIDUCIARY RESPONSIBILITY IN PRICING DECISIONS**

Property managers are entrusted to act in the owner’s best interest, which includes protecting income, minimizing risk, and preserving asset value. Chasing top market rent without regard to vacancy, tenant stability or renewal probability can conflict with that responsibility.


Optimal pricing is not about leaving money on the table; it is about placing the property in the strongest possible position for sustainable performance.

When property managers lead pricing conversations with clarity and professionalism, owners are better equipped to make informed decisions – and properties perform better as a result. 🏠

**OWNER TALKING POINTS FOR RENT PRICING CONVERSATIONS**

When owners push for “top market rent,” consider framing the discussion with language like this:

- “Our goal isn’t just to achieve the highest rent possible – it’s to maximize your net income over time.”
- “Properties priced at the top of the market often sit longer, and even a few extra weeks of vacancy can erase the benefit of a higher rent.”
- “Pricing slightly below peak market tends to attract stronger applicants and increases the likelihood of lease renewal.”
- “Tenants who feel they’re receiving fair value are more likely to stay longer and take better care of the home.”
- “This pricing strategy reduces turnover costs, vacancy loss, and leasing expenses over the long term.”
- “Our recommendation is based on performance data and experience, not just what the market might bear on paper.”

 **Tenant Turner**  
**One platform to automate the entire residential leasing process**

*Leasing is hard enough. Automating it should be easy.*

Tenant Turner integrates with your property management system, syndicates listings, screens prospects, coordinates showings, follows up, nurtures leads, and reports on your leasing performance. To schedule a demo, scan the QR code.



# MEMBERSHIP Growth

**A WARM WELCOME TO ALL THE NEW MEMBERS WHO JOINED FROM JANUARY 1 - 31, 2026**

## MEMBERS

### ARIZONA

Tyler Cooley  
West USA Realty  
Peoria, AZ

Barbara Gilliam  
West USA Realty  
Peoria, AZ

Christopher Yarranton  
West USA Realty  
Peoria, AZ

### CALIFORNIA

Jamie Brown  
Premier Property  
Management  
Auburn, CA

Edward Disho  
Preferred Community  
Management  
Campbell, CA

Jessica Fischer  
Marquise Silicon Valley  
Property Management, Inc.  
Los Gatos, CA

Ethan Folden  
Fireside Property  
Management  
San Jose, CA

Yuvraj Gill  
Elite Management Services  
Elk Grove, CA

Michelle L. Horneff-Cohen  
Sacramento Property  
Management Services  
Sacramento, CA

Jeremy Jennings  
Atella Properties  
Visalia, CA

Angela Ma  
AMA Property Management  
San Francisco, CA

Jerilyn McDonald  
Keyrenter Silicon Valley  
Campbell, CA

David Murphy  
Encore Realty  
Bonita, CA

Erica Ramos  
Ramos Realty  
Sacramento, CA

Peggy Walkush  
Dragonfly Property  
Management  
San Diego, CA

Jennifer West  
West One Real Estate  
Tracy, CA

### COLORADO

Kyle Moore  
Mascot Property  
Management  
Lafayette, CO

Tyler Morrison  
Morrison Property  
Management  
Thornton, CO

Ginger Pruitt  
PMI Foothills  
Golden, CO

### FLORIDA

Sammie Barberi  
Main Street Properties  
Management  
Pensacola, FL

Danielle D'Angelo  
Berkshire Hathaway  
HomeServices Florida  
Properties Group, CRMC®  
Trinity, FL

Sivan Golan  
The Property  
Management Doctor  
Plantation, FL

Johanna Gutierrez  
Berkshire Hathaway  
HomeServices Florida  
Properties Group, CRMC®  
Trinity, FL

Zack Haberle  
Proventus Property Group  
Gulf Breeze, FL

Akime Heyward  
Realty One Group Elevate  
St. Augustine, FL

Scott Hlebak  
Berkshire Hathaway  
HomeServices Florida  
Properties Group, CRMC®  
Trinity, FL

Darlene Laveaux  
First Key Homes  
Margate, FL

Shannon Manley  
Pointe South, Inc.  
Pensacola, FL

Ryan Nolan  
Pointe South, Inc.  
Pensacola, FL

Nicole Onfray  
Hometown Rentals of  
Central Florida LLC  
Sebring, FL

Misha Parks  
Dean & Dewitt Prop Mgmt  
St. Petersburg, FL

Karan Parvadia  
Stonemark Property  
Management  
Ocala, FL

Holly Piccola  
S&D Real Estate  
Lakeland, FL

Bianca Pineda  
Dean & Dewitt Prop Mgmt  
St. Petersburg, FL

Nolan Raffanello  
RentGains Property  
Management  
St. Augustine, FL

Emily Rue  
Dean & Dewitt Prop Mgmt  
St. Petersburg, FL

John Sallman  
Salt & Light Realty  
Niceville, FL

Avery Skipalis  
Skipalis Realty  
Riverview, FL

Jackie Swain  
Hometown Rentals of  
Central Florida LLC  
Sebring, FL

Ann R. Thompson  
Thompson Property  
Management  
Tampa, FL

Lora Todd  
Hometown Rentals of  
Central Florida LLC  
Sebring, FL

Megan Varson  
Berkshire Hathaway  
HomeServices Florida  
Properties Group, CRMC®  
Trinity, FL

### GEORGIA

Leila Barton  
Metes & Bounds Realty LLC  
McDonough, GA

Maryem Benhaida  
Solution Property  
Management  
Kennesaw, GA

Jordan Chaifetz  
Vision Realty & Management  
Carrollton, GA

Jeanette I. Clark  
Good Sense Realty  
Augusta, GA

Charity Daniels  
KSN Property  
Management LLC  
Pooler, GA

Relana Gomez  
Vision Realty & Management  
Carrollton, GA

Adam Hinman  
Vision Realty & Management  
Carrollton, GA

Qingzi Jenkins  
Encore Haven LLC  
Peachtree Corners, GA

Kim Kilpatrick  
Iron Horse Property  
Management  
Watkinsville, GA

Tabetha C. Robison  
Stalene Property  
Management  
Bowdon, GA

Lorine Rogers  
LPG Management Services  
Buford, GA

### HAWAII

Terry Gross  
Novation Realty LLC  
Ewa Beach, HI

Brenda L. Mariano  
Home Town Hawaii  
Realty, LLC  
Aiea, HI

### IOWA

Amy Coenen  
Neighborhood Development  
Corporation  
De Moines, IA

Sadi Trytten  
Neighborhood Development  
Corporation  
De Moines, IA

### IDAHO

Jennifer Brey  
Smart Move Property  
Management  
Boise, ID

### ILLINOIS

Daniel Frank  
Keyrenter Property  
Management Northshore  
Lake Forest, IL

Brian Overheidt  
Grid 7 Properties, LTD  
W. Dundee, IL

Carriann Overheidt  
Grid 7 Properties, LTD  
W. Dundee, IL

Giuseppe Palazzolo  
Grid 7 Properties, LTD  
W. Dundee, IL

Sara Sigrist  
Grid 7 Properties, LTD  
W. Dundee, IL

### MARYLAND

Dejhanie Brown  
Sable Edge Management  
National Harbor, MD

James R. Dunlop  
Real Property  
Management Secured  
Bethesda, MD

Constance Evans  
Sable Edge Management  
National Harbor, MD

Karissa Spann  
Sable Edge Management  
National Harbor, MD

### MICHIGAN

Chris Stearns  
Simply Managed  
Berkley, MI

**Continued on next page**

Continued from previous page

**MISSOURI**

Justin C. Dunlap  
Professional Equities, Inc.  
Chesterfield, MO

Samantha Vanvalkenburg  
WiseNest Property  
Management  
Kansas City, MO

**MONTANA**

Steven Billeter  
JK Property Management  
Great Falls, MT

Riley Cahill  
JK Property Management  
Great Falls, MT

John Lind  
JK Property Management  
Great Falls, MT

Josh Lind  
JK Property Management  
Great Falls, MT

Sheila Parker  
Summit Property  
Management  
Missoula, MT

Dani Price  
JK Property Management  
Great Falls, MT

**NORTH CAROLINA**

Brian Corbett  
Flagship Property  
Management LLC  
Greenville, NC

Kevin Crippen  
Overcash Real Estate  
Kannapolis, NC

Betsy Dilling  
RHOME: Henry Property  
Management  
Cary, NC

Abdul Malik  
PMI Cardinal  
Charlotte, NC

Chris Reagan  
Elevate Properties  
Jacksonville, NC

Kathleen Reeves  
T'Vinci Properties  
High Point, NC

Carolyn Tyree  
T'Vinci Properties  
High Point, NC

Carter Tyree  
T'Vinci Properties  
High Point, NC

**OHIO**

Jamie Claxon  
C&D Realty, LLP  
Seven Hills, OH

Kimberly Hocevar-Claxon  
C&D Realty, LLP  
Seven Hills, OH

Stephanie McCoy  
Foresight Property  
Management  
Delaware, OH

**OKLAHOMA**

Jenifer Bowen  
Edmond Premier Real  
Estate Services LLC  
Edmond, OK

Lorie Canada  
Dwell Well Properties  
Lawton, OK

**NARPM® membership  
as of Jan. 31, 2026:**

**5,736**



**OREGON**

Laurie Ariniello  
Performance Properties, Inc.  
West Linn, OR

Tammy Whitman  
PropTrack Management, LLC  
Salem, OR

**PENNSYLVANIA**

Jose Favela  
TrustArt Realty  
Philadelphia, PA

**SOUTH CAROLINA**

Amanda Campbell  
Blakeney Consultant  
Services  
Goose Creek, SC

Michelle Human  
First Properties of the  
Carolinas, Inc.  
Lake Wylie, SC

Galo Naranjo  
Assurance Property  
Management LLC  
Columbia, SC

Jonathan Pickhardt  
Flagship Property  
Management  
Greenville, SC

Nichole Snyder  
Real Property Management  
Groundpoint  
Summerville, SC

Continued on page 21 "Growth"

# STILL MANAGING PROPERTIES LIKE IT'S 1999?

The future called—it has online payments,  
auto-deposits, and less time spent at the mailbox.



Scan for  
a demo



**Buildium**  
A RealPage Company

Property Management  
Software





**Jennifer Rippey, RMP®**, with One Focus Property Management in Pennsylvania is a seasoned property management professional with 25 years of experience overseeing single-family and multi-family homes, along with several years in student housing. She holds the RMP® designation and is committed to delivering strong results for property owners while fostering positive tenant relationships. Outside of work, Jennifer enjoys family beach vacations and cheering on her three grandchildren at their sporting events.

## Setting the stage for success: Creating a smooth move-in experience for tenants and landlords

A successful tenancy begins long before the first rent payment clears. For property managers and landlords, the move-in process is one of the most critical phases of the rental relationship. When handled with care and attention to detail, it sets the tone for a positive experience, prevents misunderstandings, and reduces costly disputes down the line.

Creating a smooth move-in process means being proactive, organized and clear about expectations. Here are several key strategies I have found that benefit both tenants and landlords – and help ensure a seamless start to every lease term.

### **MAKE SURE TENANTS UNDERSTAND THE LEASE TERMS**

Too often, issues arise because tenants don't fully understand the terms of their lease. Before

This prevents unexpected billing issues and ensures the property is properly serviced from day one.

Likewise, verifying renters insurance protects both parties. It ensures the tenant has liability and personal property coverage in place, minimizing financial risk if damage or accidents occur. Maintaining a clear system for collecting and tracking these documents simplifies future renewals as well.

### **DOCUMENT THE CONDITION WITH A DETAILED VIDEO INSPECTION**

A thorough move-in inspection is one of the most valuable risk management tools in property management. Conducting the inspection on video – walking room by room and narrating the condition – creates indisputable documentation of how the property looked before occupancy.

Be sure to include close-ups of flooring,

---

**Encouraging tenants to ask questions builds trust and ensures they fully grasp their obligations. A well-informed tenant is far less likely to make assumptions that lead to violations or conflicts later on.**

---

move-in, schedule a lease review session – whether in person or virtually – to walk through key sections of the agreement. Discuss critical topics like rent payment methods, due dates, late fees, maintenance responsibilities, occupancy limits and renewal procedures.

Encouraging tenants to ask questions builds trust and ensures they fully grasp their obligations. A well-informed tenant is far less likely to make assumptions that lead to violations or conflicts later on.

### **VERIFY UTILITIES AND RENTERS INSURANCE BEFORE MOVE-IN**

Requiring proof of utility transfers and renters insurance before releasing keys is a must. Tenants should provide confirmation numbers or screenshots showing utilities have been placed in their name.

appliances, walls, windows and exterior areas. Store the video securely and reference it at move-out if questions arise about damages. A visual record eliminates ambiguity and ensures that security deposit deductions are handled fairly and defensibly.

### **REQUIRE CERTIFIED FUNDS FOR QUICK MOVE-INS**

If a move-in date is less than 15 days away, requiring certified funds such as money orders, cashier's checks, or pay slips is a smart safeguard. This prevents delays caused by returned checks or payment disputes.

Certified funds ensure the payment clears immediately, allowing possession to transfer without risk of chargebacks or NSF (non-sufficient funds) issues. Tenants also gain peace of mind knowing their payment has been securely received.

**Continued on next page**

Continued from previous page

### PROVIDE A TENANT HANDBOOK FOR EASY REFERENCE

A tenant handbook is an excellent supplement to the lease agreement. It reinforces key information and gives tenants an easy resource to reference throughout their tenancy. Include topics such as:

- How to pay rent and what forms of payment are accepted
- How to submit maintenance requests
- Emergency contact information
- Trash and recycling schedules
- Lawn care and snow removal responsibilities
- Rules for property modifications or decorating
- Renewal procedures and move-out instructions

Providing this handbook in both digital and printed format ensures tenants always have the information they need at their fingertips. It also reduces repetitive questions and helps tenants comply with property rules.

### COMMUNICATE EARLY AND OFTEN

Communication is the cornerstone of a successful move-in. Send a welcome email a few days before move-in with key reminders: the move-in time, parking instructions, contact information for maintenance and any last-minute details.

On move-in day, take the time to walk through the property with the tenant. Review how to operate appliances, shut-off valves and thermostats. This small investment of time can prevent unnecessary maintenance calls later and gives tenants confidence that their home is being well cared for.

### FOLLOW UP AFTER MOVE-IN

Checking in with tenants within the first week of occupancy demonstrates professionalism and helps identify any overlooked maintenance issues. It also reassures the tenant that their satisfaction matters. A brief follow-up call or email can go a long way in building a lasting positive relationship.

A smooth move-in process doesn't happen by accident – it's the result of clear procedures, proactive communication, and attention to detail. By ensuring tenants understand their lease, verifying all move-in requirements, documenting property condition and maintaining open communication, landlords and property managers can create a foundation for success.

The goal is simple: Start the tenancy with clarity and professionalism so both parties enjoy a well-managed, mutually respectful rental experience. 🏠

Continued from page 5 "President"

experience new "Theater Sessions," featuring short, TED Talk-style presentations focused on technology and innovation, along with three breakout tracks designed for operators at every stage – whether you're just beginning to scale or leading a legacy organization.

If the first few months of the year showed me anything, it's that our community is ready for what's ahead. I hope you'll join me in New Orleans – registration is open at <https://www.narpmbrokerowner.org/> – and I can't wait to see many of you there as we continue building the future of NARPM® together. 🏠

**DD Garzón, Master Property Manager RMP®**  
NARPM® President

**column**  
Member FDIC

## The new standard in banking.

Time is money. Column is the bank built to save property managers both.

- ✓ Instant distributions and automatic reconciliation.
- ✓ Trust account compliance at the core.
- ✓ White glove support tailored for you.



# 1 in 7 U.S. Rentals Trust PetScreening. Shouldn't You?

We help property managers streamline pet policies, stop fake service and emotional support animals, ensure FHA & HUD compliance, and boost revenue —all at no cost.



Discover smarter pet management—  
free for property managers—  
at [petscreening.com](https://petscreening.com).

Book  
a Demo!





**Kristen Ewen** is the Vice President of SEO at Property Manager Websites (PMW - [www.mypmw.com](http://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](mailto:kristen@propertymanagerwebsites.com).

## Why property management companies need to be listed in OpenAI: The new frontier of search (Part 2)

*Editor's note: This is the second in a two-part series.*

### THE NEW "FIRST PAGE" IS CHATGPT

In the past, ranking on the first page of Google was the gold standard. Today, the first answer in ChatGPT is quickly becoming the most valuable position in digital discovery.

If your property management company wants to generate more owner and investor leads, you must meet them where they are — and more of them are turning to AI for answers.

Being visible in ChatGPT isn't a maybe anymore. It's a must.

### QUICK TIPS FOR CONTENT, SCHEMA AND SEARCH VISIBILITY

If you want your property management business to be recommended by ChatGPT or featured in Google's AI-powered results, it's not just about having a website — it's about how that site is structured, what content you publish, and how machines interpret it.

Here's what you should focus on:

### CONTENT THAT CONVERTS IN AI SEARCH

AI platforms like ChatGPT thrive on informational content — especially when it answers common questions clearly and accurately. Focus on creating and updating content around:

### LAWS, RULES & REGULATIONS (BY STATE OR CITY)

These are high-value content types that build trust with owners and are frequently searched:

- Landlord-tenant laws in [your city/state]
- Security deposit limits and refund timelines
- Eviction rules and notice periods
- Short-term rental regulations and registration
- Rent control or price caps (if applicable) Trending Now in some markets!

Pro tip: Write FAQs or short blogs that explain complex topics in plain language. Example: "What is the eviction process in North Carolina?" or "Can I raise the rent mid-lease in Arizona?"

### TECHNICAL ELEMENTS THAT HELP AI UNDERSTAND YOUR SITE

To show up in ChatGPT and other AI-driven platforms, your site needs to be machine-readable using structured data. That's where schema markup comes in.

Essential Schema Types for Property Managers:

- Local Business Schema: Add your NAP (Name, Address, Phone), service area, hours, and description.
- FAQ Page Schema: Mark up your FAQs so they're easier for AI to understand and show in answers.
- Review Schema: Helps surface client testimonials and ratings in search and summaries.
- Service Schema: Clearly identify what services you offer (e.g., leasing, maintenance, inspections).
- GeoCoordinates and ServiceArea: Let AI tools know where you operate, especially if you don't have a physical office in every market you serve.

Technical Tip: Use tools like Google's Rich Results Test or schema generators like Dentsu's Schema Markup Generator to check your site's structured data.

### OTHER TECHNICAL BEST PRACTICES

- Use clean, fast-loading code (especially mobile-first design)
- Include alt text on images (ChatGPT can summarize web content that includes well-labeled visuals)
- Maintain a sitemap.xml and robots.txt file so AI crawlers can easily navigate your site
- Ensure your site uses HTTPS and has no broken links or crawl errors
- Use internal linking between your services, blog posts, and FAQs to strengthen topical relevance

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

# ADVERTISE ANY HOME, ANY TIME WITH FEEDPRO

The fastest way to advertise your rentals across the Apartments.com Network, including Apartments.com, Homes.com, and ForRent.com.

**30 million searches**

*for single family homes, townhomes, and condos on the Apartments.com Network each month!\**

**Advertise with us today!**

888.658.7368 | [apartments.com/grow/feedpro](https://apartments.com/grow/feedpro)

[feedpro@costar.com](mailto:feedpro@costar.com)



ApartmentFinder™ apartmenthomeliving. Apartamentos.com™ ForRent UNIVERSITY.COM OFF CAMPUS PARTNERS AFTER55.com CorporateHousing.com WestsideRentals

\* Searches on Apartments.com Network, 2025 Monthly Average



NARPM® Director **JJay Jensen, RMP®**, is general manager of Mainlander Property Management, CRMC®, in Lake Oswego, Oregon, and has a passion for small business and the processes that make a company successful. In his spare time he enjoys spending time with his family, skiing, woodworking and sports.

## The Human Factor: Why personal trust outshines automation

In the past few years, we've all witnessed the rapid rise of technology, especially artificial intelligence (AI). We've entered an era where AI can screen applicants in seconds, online portals handle maintenance requests without a single phone call, and AI phone receptionists can answer calls and common questions.

I often hear from colleagues who feel the pressure to automate every corner of their business just to keep up. But here's the truth: While technology gives us the "how" of our daily operations, the human factor – that personal touch we provide – is our greatest asset and our most significant competitive advantage.

The property manager-owner relationship is fundamentally built on trust, not just data. An automated portal can hand an owner a balance sheet, but it can't explain the nuance of a local legislative change or offer the reassurance they need during a difficult market shift.

Personalized communication is what elevates us from a "vendor" to a "trusted advisor." When an owner knows their property manager understands their long-term goals and the history of their property, they are much less likely to "churn" based on price. Real leadership in this industry means using the time saved by automation and AI to strengthen these personal connections. It's about proving we are truly watching out for them and their property, not just managing a ledger.

Housing is a deeply emotional issue, and conflict is a daily reality in our line of work. High-stakes tenant mediation is the clearest example of where automation simply fails. An AI cannot empathize with a family facing a housing crisis, nor can it use creative, human problem-solving to de-escalate a

heated dispute between neighbors.

Professional property managers bring an emotional intelligence to these interactions that technology cannot match. By leading with empathy and clear, human-to-human communication, we protect our owners from liability and ensure a more stable environment for our tenants. Our ability to adapt to human behavior is precisely what justifies our value in a world governed by black-and-white code.

The strength of our industry lies in the collective wisdom of our members. NARPM®'s community is the ultimate "human factor." We use software to manage properties, but we use our network of colleagues to manage our professional growth and resilience.

NARPM® conferences and our local Chapters offer a space to sharpen these skills through shared experiences and mentorship. Whether we're discussing how to handle a difficult eviction or

navigating the emotional toll of the job, the human connection within NARPM® provides the support system we need to thrive. As leaders, we must encourage our teams to look up from their screens and truly engage with the people around them.

The future of property management isn't humans versus machines; it's a partnership. Don't get me wrong, I love technology as much as the next person, but it should be used to eliminate the mundane, freeing us up to focus on the meaningful.

I look forward to connecting with many of you at our upcoming conferences, where we can continue to network and strengthen the human bonds that make our organization so vital to the housing industry. Let's keep leading with a "people-first" mindset, ensuring the human factor remains at the heart of everything we do. 🏡

“By leading with empathy and clear, human-to-human communication, we protect our owners from liability and ensure a more stable environment for our tenants.”



**Anne Lackey** is the co-founder of HireSmart Virtual Employees, [hiresmartvirtualemployees.com](http://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](mailto:anne@hiresmartvirtualemployees.com) or at [meetwithanne.com](http://meetwithanne.com).

## I should have seen that coming: Three slow-building risks property managers miss

You've been blindsided! There's always that specific moment when the realization hits. Your stomach drops, your mind rewinds, and you start replaying old conversations in this new darker context of a suddenly bad situation. Your inner voice berates you: I should have seen this coming!

Some disruptions genuinely arrive out of nowhere, like a natural disaster or a sudden regulatory shift. Those situations are difficult, but they don't make you question yourself because they don't feel like your fault. The harder moments are different. They're the ones where the signs were there but never urgent enough to command your needed attention. And then, bam, you're paying a steep price for ignoring the issue.

Property management trains you to live in reaction mode. You're conditioned to chase whatever is loudest in the moment, like a water leak, a furious owner, or a vendor who didn't show. Those problems demand immediate attention, so they get it. Quieter issues often don't stand a chance. You notice them, register the concern, and tell yourself you'll come back to it when things calm down.

But how often do things actually calm down?

Over time, ignored signals stack up quietly. When something finally gives, the surprise isn't the failure itself but how predictable it was, because the same few blindside patterns show up again and again.

### **YOUR TEAM IS MORE BURNED OUT THAN YOU REALIZE**

Turnover is such a common "blindsided" moment, isn't it? It's where some of our worst disruptions occur. And it often happens because a team member is simply burnt out. They've reached the end of

what they're willing to take.

But burnout rarely announces itself in obvious ways. People still show up to work, the tasks still get completed, and no one formally complains. From the outside, everything is functional. You're getting by. The team is doing what's necessary.

Under the surface, however, small shifts begin to appear. A leasing agent who once brought ideas into conversations starts sticking closer to the script. A maintenance coordinator who handled pressure

well becomes less patient, especially when the day runs long. Someone who once jumped in to be the answer is now silent when a problem arrives. Major red flag there! Ultimately, nothing is broken yet, but the vibe is off, and you just feel it. There's something in your "spidey sense" that is tapping you on the shoulder, saying, "Something's up with them."

That said, it's easy to dismiss the problems with phrases like "It's been a

busy stretch, everyone is tired," or "This is simply the nature of the business." Managers get tired, too. And working out the problem you know is there can feel like a problem best ignored for the moment.

But the burnout of others has a way of biting you at the worst possible moment. Maybe you finally take your first real vacation in years, confident that things are covered, only to find out that the person you left in charge decided they were done and quit while you were gone.

Been there! I learned this the hard way. My husband and I were running a property management company and taking our first real vacation in years when the person we left in charge quit by text, right as we sat down to eat what was supposed to be a

---

**Property management trains you to live in reaction mode. You're conditioned to chase whatever is loudest in the moment, like a water leak, a furious owner, or a vendor who didn't show. Those problems demand immediate attention, so they get it.**

---

**Continued on next page**

## Continued from previous page

quiet, relaxing meal. In that moment, it became clear how much of the operation depended on one person holding everything together.

The lesson went far deeper than that employee leaving. It was about the risk we had created by allowing so much responsibility, knowledge and pressure to rest on a single set of shoulders. Burnout didn't create the problem. It exposed it.

When you look back at employees who have left, what clues do you see? Were the signals there?

Could regular conversations have surfaced those issues earlier? These did not need to be performance reviews or crisis meetings, but real check-ins that created space for honesty before exhaustion turned into resignation. What matters most is not simply asking how things are going but responding with action when the answers are uncomfortable.

And understand that burnout is often structural. On-call schedules that never rotate, vacation time that exists on paper but feels impossible to take, and unspoken expectations that certain people will always absorb the overflow all contribute to the problem. Any operation that only works when the right person never gets tired is already in trouble. If you give an honest look at your processes, do you see too much weight on any shoulders? What options do you have to ease some of that load? For instance, can any tasks be outsourced at a low cost?

### YOUR TECHNOLOGY IS HELD TOGETHER WITH DUCT TAPE AND HOPE

Tech troubles can blindside us, too, right? Most property management systems don't fail loudly. They function just well enough to avoid scrutiny, even as pages load slowly, syncing issues appear, and workarounds become routine.

Over time, those workarounds stop feeling temporary. Manual entries feel normal, duplicate tracking becomes habit, and spreadsheets exist because the software almost does what you need, but not quite. Each workaround seems manageable on its own.

The risk becomes obvious only when something forces your hand, like a software provider sunsetting your version, a sudden pricing change, or an owner asking a question you can't easily answer because the information lives in multiple places. At that point, you're making a major decision under pressure instead of on your own timeline.

The real cost of outdated systems isn't the subscription fee. It shows up in the time your team spends compensating for limitations. When you step back and look at how many hours

are lost to re-entering data, reconciling discrepancies, or fixing preventable errors, the price becomes difficult to ignore.

Technology problems rarely stay contained. When systems are brittle, they concentrate knowledge in fewer hands. When those people are already stretched thin, the margin for error disappears, and a single disruption can expose everything at once.

### YOU HAVE NO REAL DOCUMENTATION OR TRAINING SYSTEM

Record keeping issues can also throw us into a sudden panic. Many property management companies operate on memory, with knowledge living with people instead of documented processes,

and training happens by watching instead of reading. Watching is great. The "show me, don't tell" me learners need that. But if you aren't also documenting processes, those blindsided turnover moments can be amplified into a screaming racket of dysfunction within your organization, like a fire alarm that nobody knows how to turn off.

When that happens, the scramble begins. Reports depend on steps that were never written down. You discover that past decisions are difficult to trace, and so many questions pile up without clear answers.

The fix doesn't require a massive documentation overhaul in a day. It starts by capturing reality as it happens. When an unusual problem gets solved, writing down what was done and where the

information lives creates a record that reflects how the business actually operates.

New hires can also help surface gaps. When they document what they're learning, their questions reveal assumptions no one realized were there. Over time, those notes become a practical knowledge base that reduces risk.

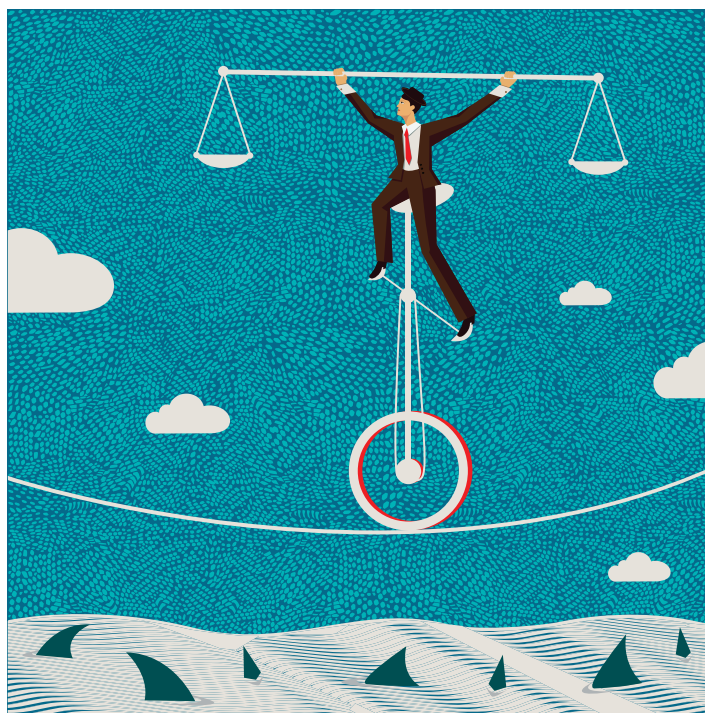
Documentation is about redundancy. When knowledge exists in more than one place, the business becomes far less fragile.

### WHAT THESE RISKS HAVE IN COMMON

These problems don't fail in isolation. Burnout weakens systems, weak systems trap knowledge in people's heads, and when one person steps away, everything is exposed at once.

You'll never eliminate surprises. Property management will always have them. But avoiding the "blindsided" panic we've all felt at times requires recognizing the quiet risks early enough that they don't arrive all at once and demand decisions under pressure.

That shift is what turns hard-earned lessons into a more durable business. 🏠



# Property maintenance software that's a win for all your stakeholders

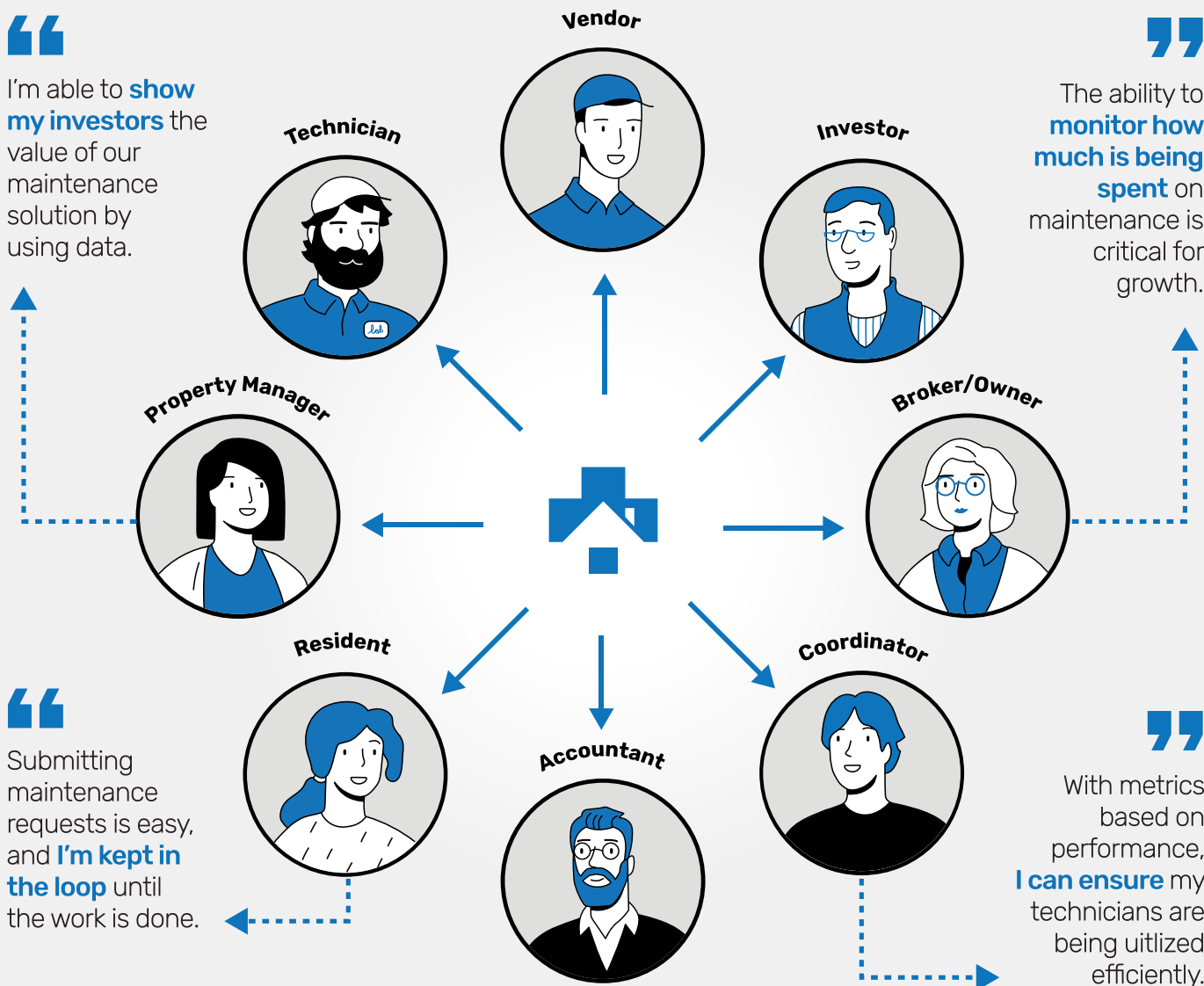
*Melding* all key players together in one powerful maintenance solution to ensure world-class outcomes for all parties involved.



I'm able to **show my investors** the value of our maintenance solution by using data.



The ability to **monitor how much is being spent** on maintenance is critical for growth.



Submitting maintenance requests is easy, and **I'm kept in the loop** until the work is done.



With metrics based on performance, **I can ensure** my technicians are being utilized efficiently.



Learn how Property Meld can overhaul your maintenance

Continued from page 11 "Growth"

Luis Villalobos  
PMI Bluffton HHI  
Bluffton, SC

**TENNESSEE**

Katherine A. Dicks  
Reedy & Company  
Memphis, TN

Iman Mason  
Reedy & Company  
Memphis, TN

Paige Shavers  
Reedy & Company  
Memphis, TN

**TEXAS**

Philip B. Becker  
LivAntage  
Shavano Park, TX

Tara Dicks  
Wright Property Group  
San Antonio, TX

Danielle Garcia  
Wright Property Group  
San Antonio, TX

Amanda Garcia  
Sunshine Residential  
Prop. Mgt  
Austin, TX

Priscilla Heshmaty  
Legacy Property  
Management  
Del Rio, TX

Alia Jamil  
PMI Capital Area  
Cedar Park, TX

Brittany Johnson  
Wright Property Group  
San Antonio, TX

Christi Kendrick  
Kendrick Realty Design  
& Reno  
Leander, TX

Tyler Maldonado  
Real-Time Property  
Management  
Argyle, TX

Roy Plat  
Plat Realty  
Frisco, TX

Yesenia Rizo  
Sequin Property  
Management  
Seguin, TX

Debbie Roberts  
Specialized Property  
Management  
Dallas, TX

Bryce Ross  
RHOME  
Richardson, TX

**UTAH**

Trent Bray  
Property Management Inc.  
Lehi, UT

Jared Kendrick  
PMI Salt Lake  
South Jordan, UT

**VIRGINIA**

David G. Bridges  
Bridges Property  
Management  
Woodbridge, VA

Crystal Smith  
Green Elephant Property  
Management Group  
Staunton, VA

**WASHINGTON**

Deborah Stiglich  
Harcourts Peninsula  
Properties  
Bremerton, WA

**AFFILIATE MEMBERS**

**CALIFORNIA**

Taylor Malkus  
Lighthouse  
Pacific Palisades, CA

**NEW YORK**

Thomas L. Smith  
RYSE  
New York, NY

**NORTH CAROLINA**

Ben Smith  
BrightReach Sales  
Raleigh, NC

**OREGON**

Jennifer Carter  
Aegis Property Management  
Portland, OR

**TENNESSEE**

Curtis Phillips  
McWherter Scott &  
Bebbit PLC  
Brentwood, TN

**TEXAS**

Lauren Rinderknecht  
Stellar Home  
Maintenance, Inc.  
Dallas, TX

Charles Rushman  
20 Mile Consulting, LLC  
Plano, TX



**PROPERTY  
MANAGEMENT  
UNIVERSITY**

[www.PMUniversity.com](http://www.PMUniversity.com)

# Training Built for the Modern Property Management Company

✓ **Employee  
Onboarding**

✓ **Compliance  
Training**

✓ **Talent  
Development**

## ENROLL TODAY IN OUR LIVE MASTERCLASSES:

(cohort seats are limited)



- Fair Housing Compliance for Property Managers — **Monica Gilroy**
- Lead-Based Paint Essentials for Remote Teams — **Steven Hoff**
- Tough Conversations & Conflict Resolution — **Lauren Niziol**
- Asset Management vs. Property Management: Thinking Like an Investor — **Brad Randall**

**LEARN.  
LEAD.  
MANAGE.  
SUCCEED.**



→ **NARPM  
members  
get 10% OFF!**  
Use code  
**NARPM2026**  
(limited time)



**Jason Wolf** is a residential property management leader with over 20 years of experience across all facets of single-family rental operations, including leasing, maintenance, accounting, compliance, and team development. A retired U.S. Air Force veteran, he is the founder of Property Management University and a contributor to NARPM, focused on practical, documented training that helps teams reduce risk and perform confidently in a regulated environment. Learn more at [pmuniversity.com](http://pmuniversity.com) or [learn@pmuniversity.com](mailto:learn@pmuniversity.com).

# The gap that's costing property management companies tens of thousands of dollars

Property management has never been simple. But today it's more regulated, more scrutinized and more demanding than ever.

Owners and brokers are trying to grow their businesses while dealing with staffing shortages, rising expectations from owners and residents, and a regulatory environment that never really slows down. In the middle of all that, education often gets pushed down the list.

We all know it's important, but it doesn't always feel urgent. Until it is.

Education isn't a "nice to have." It's infrastructure. And when infrastructure is missing, problems typically show up all at once, at the worst possible time, and usually with a hefty price tag attached.

### ACTUAL SETTLEMENT

In October 2025, the EPA reached a settlement with a property management company operating in the

required. The breakdown usually happens somewhere else. Training is delivered verbally, responsibilities are assumed, and knowledge lives in people's heads instead of in systems.

And when investigators show up and ask for proof, there's nothing to hand them. That's the part that catches many operators off guard. "We told them" isn't the same thing as tracked, documented training.

Regulators don't evaluate effort. They don't evaluate intent. They evaluate systems, look for evidence that training happened, that it was consistent, and that it can be verified. Good operators with gaps in their training systems often learn this lesson the hard way. After the fine has already been issued.

### EDUCATION IS UPSTREAM RISK MANAGEMENT

This is especially true when it comes to compliance. EPA lead-based paint rules and Fair Housing requirements aren't theoretical risks. Enforcement

---

**Most frontline mistakes in property management don't come from carelessness. They come from uncertainty. People hesitate, second-guess themselves and they make reactive decisions because they're not fully sure where the boundaries are.**

---

Northeast, along with affiliated entities, for violations of federal lead-based paint disclosure requirements.

The total civil penalty was \$87,918.

According to the EPA, the company failed to properly notify tenants of potential lead-based paint risks in pre-1978 housing. When regulators requested proof of compliance, the company was unable to produce adequate documentation.

This was not a complicated requirement. It was a documentation failure, which resulted in a five-figure penalty.

### THE PATTERN YOU CAN'T IGNORE

What stands out in cases like this isn't bad intent. Most of the time, leadership understands the rules. They've been to the trainings, and they know what's

actions happen every year. And when they do, the consequences can be severe. Financially, legally, and reputationally.

In most enforcement cases, companies weren't acting in bad faith. Leadership understood the regulations. The failure happened upstream, long before an inspection or complaint ever occurred.

Training wasn't standardized. Documentation wasn't consistent. Proof of education didn't exist in a way that could be shown when it mattered. That distinction is critical. Intent doesn't protect a business. Systems do.

When education is structured and documented, it works as upstream risk management. It prevents downstream problems that are far more expensive to deal with later. Without that upstream investment,

**Continued on next page**

## Continued from previous page

small gaps stack up. Until one day they turn into an audit, an investigation, or a settlement no one saw coming.

### THE RISK THAT MOST OWNERS ARE LIVING WITH RIGHT NOW

Most owners and brokers carry this risk without realizing it. They hold the compliance knowledge themselves. They're the ones who know the rules. They step in when something feels off. They review situations after hours. They replay conversations in their heads, wondering if a decision was handled the right way. That creates a constant, low-level pressure.

When training lives primarily with leadership instead of inside systems, the business depends on constant oversight. That might work when the team is small. It stops working as the company grows, regulations change, or key people leave. Education changes that dynamic.

When training is consistent and expectations are clearly documented, risk stops sitting entirely on the owner's shoulders. Teams can make better decisions. Leaders can lead instead of constantly stepping in to correct or double-check.

### WHAT THIS LOOKS LIKE IN REAL LIFE

For many owners, this risk doesn't show up as a single big event. It shows up in smaller, constant moments. A leasing agent asks a question that feels simple, but the answer isn't. A maintenance issue comes up in a pre-1978 property, and someone isn't sure what applies. A resident makes a request that feels sensitive, and a team member second-guesses before responding.

So, the question comes back to the owner. Sometimes during the workday. Often after hours.

Over time, that creates a pattern where leadership becomes the final checkpoint for too many decisions. This isn't because the team isn't capable, it's because they don't feel fully confident without backup. That's exhausting for owners and risky. Because when knowledge lives in conversations instead of systems, consistency is impossible. Decisions vary. Documentation gaps form. And when staff changes happen, the risk multiplies overnight.

Education, when it's done properly, breaks that cycle. It turns judgment calls into standards. It gives teams confidence to act, and it gives leaders the freedom to step back without worrying about what they might be missing.

### ANOTHER CASE, SAME STORY

In 2025, the U.S. Department of Justice (DOJ) reached a formal settlement in a familial status discrimination case under the Fair Housing Act involving property owners who refused to rent because the applicants had children.

The complaint alleged that the property owners violated the Fair Housing Act by refusing to rent to a family because of their familial status (having children). As part of the settlement, they agreed to implement a written nondiscrimination policy, adopt a formal complaint procedure, provide live fair housing training, include an equal housing statement in future listings, report to the U.S. regularly, and pay \$15,000 in compensatory damages to the complainants harmed by the refusal to rent based on familial status.

### CONFIDENCE IS THE REAL OUTCOME OF EDUCATION

Training isn't just about checking a box; it's about confidence. When people are properly trained, they don't just know what to do. They understand why they're doing it. That shows up in how they talk to residents, how they communicate with owners and how they handle situations that don't have a perfect script.



Most frontline mistakes in property management don't come from carelessness. They come from uncertainty. People hesitate, second-guess themselves and they make reactive decisions because they're not fully sure where the boundaries are. Education replaces that hesitation with clarity. And clarity improves execution.

When training is informal or inconsistent, the risk isn't just poor performance. It's exposure that can cost tens of thousands of dollars.

### EDUCATION IS NOT AN EXPENSE

Education is often treated like overhead. A line item that gets reviewed when looking at the budget. It's one of the most effective risk management tools a property management company has.

The math isn't complicated.

- Training a team member costs a few hundred dollars.
- Replacing an untrained employee costs several thousand dollars.
- A single EPA violation can cost \$24,000 to \$42,000.
- HUD violations can result in hundreds of thousands of dollars.
- Systemic violations can lead to multi-million-dollar settlements and federal oversight.

Training is a way to protect the business.

### A PROFESSIONAL STANDARD, NOT A PERK

As property management continues to professionalize, education is becoming non-negotiable. Other regulated industries treat training as a requirement instead of a benefit. Property management is moving in the same direction, whether through regulation, expectation, or enforcement. Companies that treat education as a core responsibility don't just protect themselves. They raise the standard for the industry.

### A LEADERSHIP DECISION

At the end of the day, education is a leadership decision. The question isn't whether training matters. It's whether systems are in place to deliver it consistently and document it properly.

Because in an industry where a missing certification can cost \$40,000-plus, where disclosure gaps can cost \$88,000, and where systemic failures can lead to multi-million-dollar settlements, being unprepared is no longer an option.

The difference between a professional operation and a cautionary tale is often nothing more than documented education. 🏠

# 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](http://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** *Do you allow owners to have any say-so in tenants' security deposits? We often get an owner who wants to be at the walk through when the tenants have moved out and give their input on how we should handle the security deposit. Is there any law that allows this, or is it just up to what is written in our management agreements? Just curious how you all handle this.*

**A** *We have a clause on our move-out checklist that addresses this. It would apply to the owner being present also. "You may request a move out inspection with one of our representatives. Our Representative will walk the property with you. Our representatives have no authority to bind or limit the company regarding deduction for repairs, damages or charges. The representative will simply note any issues they discover at the time of inspection. Charges will be assessed by the property manager after such time that estimated costs of repairs can be obtained. If you would like a move out inspection, please contact our office no later than one week prior to your requested inspection date. We will do our absolute best to accommodate your request; however, our staff's calendars fill up quickly, especially towards the end of the month. Inspection requests are on a first-come, first-served basis. We encourage tenants to take photos and videos when they move out. Per the lease, we will process the security deposit within 30 days of move out. We are not required to process a security deposit if the tenant does not provide a forwarding address."*

**A** *We do not encourage owner clients to be at our move out walk throughs because you never really know what you are walking into. We prefer to assess on our own and prep the client on what to expect. We then provide a list of repairs along with an estimate. Of those repairs we assign damages and what we will withhold from the security deposit. That said, some owners insist on joining us and we cannot stop that, only discourage. Additionally, an owner can insist that we charge for specific things but it's rare, especially after I explain the legalities. If they insist anyway, I ask them to send me that request in writing which also usually stops them but once in a while they still insist we do as requested. This is the advice from our commission. Typically, in those situations I let the client go not long after because they obviously do not value my expertise or the law.*

**A** *In North Carolina, our commission has advised us that we have to disburse in accordance with owner's request on sec deposits-like Susan mentioned below-we follow same path-discourage owner walk throughs, get things in writing etc. We want to see things first, prepare etc., but we also feel like we have a good handle on what to expect when there is a move out. It's that 1% that catches you and I like to always be ahead of any hiccups with owners when we can. I hear a lot of property managers say, "We manage your property 100% or we don't; trust us," and so on but I know this is difficult in the real world from client to client. Hopefully, as time goes by with your client, you find that you trust each other and find the right way to coordinate your move outs to best fit your company policies.*

**A** *We don't do final walk throughs with the tenant present. If any owner requests to do a final walk with me, I will oblige, because sometimes I miss things. I do find these requests are rare as trust is built. If an owner requested this at every move out, I would give some thought as to whether I wanted to keep them as a client.*

**A** *No. We specify in our PMA that owners are to have no contact with residents. There are a couple of reasons. One is that residents will try to play the property manager against the owner, just like children will try to play mom and dad against each other. Second is that you are the professional and you are going to be objective about what constitutes normal wear and tear.*

*Residents will always want every cent of the deposit back. Owners will*

**Continued on next page**



Continued from previous page

want the entire property repainted over any little smudge on the wall. I don't know that there is any law on this (as always - check your local laws and ordinances,) but allowing owners to get involved is a bad idea. You can certainly provide the owner with a copy of the move-in and move out reports, but you should be the decision maker.

**A** We generally dissuade tenants and owners from being present during the inspection. Usually, when they are present, the tenants want to know how much (if any) of their security deposit they want to get back, and they want to pick a fight. Owners similarly want to debate the amount. This just slows down the person doing the inspection.

We just do the inspection and share it and the move in inspection with both the owner and the tenant after it's done to remind them of the reality of what has changed. We do give the owner an opportunity to have input on what is charged for (it is their home after all, even if we are the professional, it builds trust and engagement) and give guidance on what is "normal wear and tear" as well as reasonable costs.

If the owner gets overzealous in what they want to charge even after giving our professional opinion (which happens in only rare occasions, and you can usually tell ahead of time which ones will do it), it may be a good time to re-evaluate that relationship. Most of the time reminding them that the deposit is the tenants' and is not another form of income to the owner and would be unethical usually addresses the problem.

**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>

## A designation is what sets you apart from your competition. **Be #NARPMSmart**

Designees approved at the  
January 2025  
Professional Development Committee meeting

Glen Michael, MPM®  
Gem Realty  
Fredericksburg, Virginia

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?**



# Manage properties. Not paperwork.



## NARPM members reclaim your time.

Reclaim hours every week with the smart choice  
for rent, accounting, maintenance, and more.



# One platform to automate the entire residential leasing process

- ✓ Say goodbye to redundant clerical work.
- ✓ Instantly, automatically respond to prospects.
- ✓ Seamlessly answer every single phone call.
- ✓ Reduce no-shows and showing coordination.
- ✓ Provide secure, flexible, and integrated digital access.
- ✓ Unlock unparalleled, actionable insights.



*Schedule a Demo*

# Rently

## Your Way



**SIGN UP TODAY!**

### Rently Core

- Agent scheduling
- Property marketing
- Automated Lead nurturing
- and more...

### Rently Plus

Everything in core, plus...

- Self-guided tours
- Codebox integration
- Tour security features
- Customizable lead nurturing
- Data exporting
- and more...

[use.rently.com](https://use.rently.com)

[sales@rently.com](mailto:sales@rently.com)

888 · 340 · 6340

Break free from the old.

# Enter the new era of property management.



Are you trapped in outdated systems and overwhelmed by clunky workflows? It's time to escape the chaos and embrace the future. Rentvine empowers property managers to disrupt the norm, streamline operations, and scale with ease.

Visit [rentvine.com](https://rentvine.com) to schedule a demo today!



**Patrick Hurley** is the founder of PM Broker Group (<https://pmbrokersgroup.com/>), a brokerage focused exclusively on the valuation and sale of property management companies. With more than a decade of experience advising owners on exits, succession planning, and value optimization, Patrick has worked closely with buyers and sellers nationwide. His work centers on helping founders understand how operational structure, leadership depth, and owner involvement directly influence market value.

# How owner involvement impacts business value – and your ability to sell

One of the first questions serious buyers ask when evaluating a company is simple: How dependent is this business on the owner? In real transactions, owner dependence is one of the fastest ways to reduce both buyer interest and sale price.

Buyers aren't looking to purchase a demanding job – they're looking to acquire a stable, transferable stream of cash flow. If a business cannot operate smoothly without the owner's constant involvement, many qualified buyers will simply move on.

There's a practical rule of thumb that applies across nearly every industry: A business owner should be able to take a two-week vacation without worrying about daily operations. If stepping away for two weeks would create chaos, the business likely depends too heavily on the owner to command a strong market value. Most buyers don't want to work in the business all day, handle administrative tasks late into the night, or personally manage every key relationship. They want a company that is already structured to run without them.

In practice, owners tend to fall into two categories: those who build a business to run and those who build a business to sell. Many entrepreneurs begin in the first category, but as exit planning becomes real, the shift to the second category becomes essential. If the company is not profitable enough to support professional management, growth must come first. Otherwise, a buyer will need to hire that management themselves – and they will reduce their offer accordingly.

From a buyer's perspective, heavy owner involvement signals uncertainty. Buyers naturally question whether customers will stay after the owner leaves, whether key employees will remain, whether vendor relationships will continue, and whether service quality will decline. When a business relies primarily on the owner's personality, knowledge or personal relationships, the perceived long-term risk increases, and value decreases. Strong businesses, by contrast, operate through documented systems, trained teams, written agreements and transferable processes. These elements create continuity, which buyers reward with higher confidence and stronger offers.

Even if selling is years away, reducing owner

dependence is one of the most valuable improvements an owner can make. That process often begins by building a capable leadership layer and identifying the strongest possible second-in-command – someone who may already be inside the organization and ready for greater responsibility. It also requires replacing handshake agreements and tribal knowledge with written customer agreements, vendor contracts, defined operating procedures and clearly structured employee roles.

These steps protect the business whether it is sold or not. Just as important, owners must operate like CEOs rather than technicians, focusing their time on improving systems, recruiting and retaining talent, expanding into new markets or services, and making strategic decisions that increase valuation multiples and allow the company to thrive beyond the founder.

Receiving a single offer for a business may feel validating, but without multiple interested buyers there is no true way to know whether the price and terms are optimal. Companies that generate strong competition in the marketplace typically share the same core traits: limited owner dependence, stable leadership and staff, predictable financial performance and clear operational systems.

For owners whose anticipated sale horizon is three to five years away, the encouraging reality is that there is still time to implement these improvements and meaningfully increase value before going to market.

For many owners, the ultimate goal is freedom – the freedom to retire, pursue new opportunities, or simply step away from daily operational pressure. Reducing owner dependence is often the single biggest factor that determines whether that freedom becomes reality or whether the owner remains tied to the business indefinitely.

Preparing a business for sale doesn't begin when the decision to list is made. The most successful exits are built years in advance through intentional structure, leadership development and operational clarity. For owners considering a future transition – even several years down the road – understanding a company's current value and readiness can be a powerful first step. 🏠

# Manage Your Finances & Owners with Confidence

Strengthen your financial management and centralize owner data with Rent Manager.



Track owners of any size and streamline transfers with the Ownership Transfer Wizard



Manage contributions and offer payout options tailored to each owner



Monitor loans and expenses with complete accounts payable/receivable solutions



Build property budgets and forecast growth directly in the software



Rent Manager delivers *everything you need* to drive the success of your single-family operation.



To learn more, scan the QR code or visit [RentManager.com/Residential](https://RentManager.com/Residential)



# The strategic digital marketing partner *property managers need.*

## 01. We Do What's Right For YOU.

At PMW, our priority is you. We focus on educating you to achieve your growth goals rather than just making a sale.

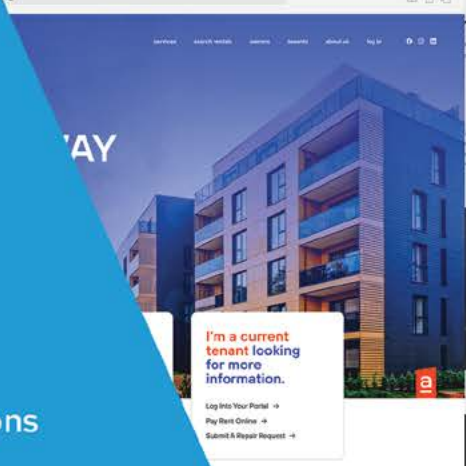
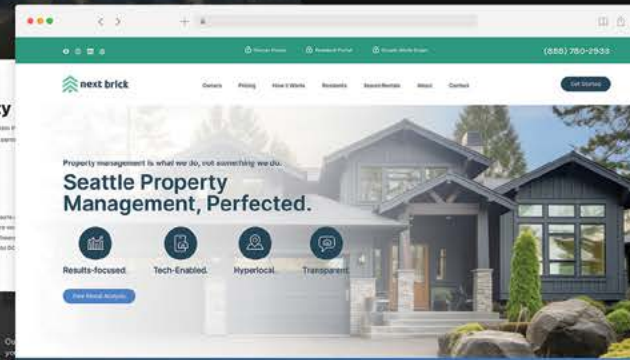
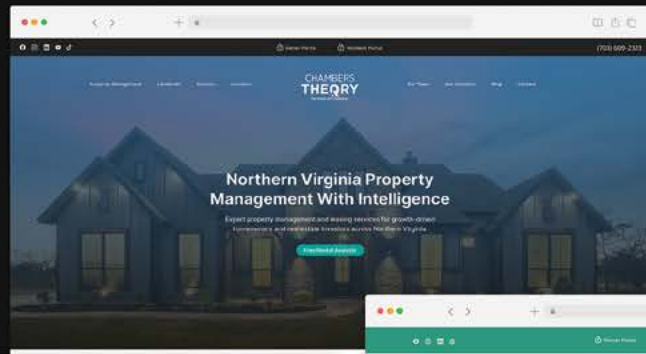
## 02. Average Support Response Time: 35 Minutes

Our speedy responses mean less downtime for you and show how committed we are to giving you the best service possible.

## 03. We Believe in Long-Term Partnerships

By focusing on personalized service and fostering genuine relationships, we create an environment where clients feel valued and understood.

Get a complimentary website review!



- ✓ Industry Specific Websites
- ✓ Designed for Lead Conversion
- ✓ Effective On-Site SEO
- ✓ Google Certified Paid Ads Team
- ✓ Mobile Responsive & ADA Compliant
- ✓ More Software Integrations

WWW.MYPMW.COM

Welcome to Axela Management

### How We Work

With our low management fees & responsive team, owners enjoy full transparency while saving time & money.



Mark Your  
Calendar!

NARPM®  
1403 Greenbrier Parkway, Suite 150  
Chesapeake, VA 23320

# BROKER/OWNER

*Conference & Expo*

NEW ORLEANS, LA

**SAVE THE**  
*Date*

APRIL 28-30, 2026



[WWW.NARPMBROKEROWNER.ORG](http://WWW.NARPMBROKEROWNER.ORG)