



Unwrapping NARPM®: From 13 Founders to NARPM® 2.0

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The hidden cost of the wrong owner

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The cost of always being the calm one





Thank you to our

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2026 NARPM® PARTNERS



IN THIS ISSUE May 2026

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

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NEW MEMBER REFERRALS • MARCH 2025

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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. 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.

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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.

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NARPM® NATIONAL

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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 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.

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PRESIDENT'S Message



This is what “More Than Words” looks like in action. It’s committees rolling up their sleeves. It’s leaders casting vision and executing on it. It’s Members, volunteers, partners and staff working together to raise the standard for our industry.

NARPM® 2.0: More Than Words in action

As we continue bringing NARPM® 2.0 to life, I’m reminded that progress doesn’t happen through ideas alone — it happens through people who step up, lean in, and do the work.

Our committees are exactly that. They are the driving force behind turning vision into action, and I’m incredibly grateful for the leaders and volunteers showing up every day to move our organization forward.

The Broker/Owner Committee, led by Brad Randall, recently delivered an unforgettable experience. From the energy to the content to the connections made, this year’s conference raised the bar in every way. It’s a perfect example of what happens when intention meets execution — and it’s only the beginning.

Speaking of successful conferences, I have to give Keith Becker, Master Property Manager RMP®, a shout-out for putting on a memorable Capitol Summit conference. Attendees and vendor partners walked away with nothing but great feedback and a promise to return next year.

At the same time, our Member Services Committee, led by Jock McNeill, Master Property Manager RMP®, is focused on delivering real, tangible value. With the formation of the Data Subcommittee, led by Travis Bohling, we’re taking meaningful steps toward equipping Members with insights to better understand industry trends and measure business performance. Paired with a reimagined Member journey and exclusive perks, we’re not just supporting our Members. We’re setting them up to thrive.

Our Communications/Marketing Committee, led by Tiffany Rosenbaum, is taking on one of the most exciting initiatives: changing how NARPM® shows up in the world. From a full rebrand to public-facing campaigns, their work is centered on elevating awareness on the value of our NARPM® membership and designations and driving business to our Members. Their goal is bold: 1,000 new Members — and they’re building strong momentum.

The Professional Development Committee, led by Michael McCreary, Master Property Manager RMP®,

More than Words

continues to move with urgency and purpose. The rapid rollout of the new Legal Hotline is a perfect example. Have questions about federal property management laws, regulations or best practices? Then visit <https://www.narpm.org/members/resources/legal-hotline/> and submit your question! They are working on new classes, too!

Our Government Affairs Committee, led by Robert Dell’Osso, RMP®, in close partnership with staff and PAC Trustees led by Sean Kerr, Master Property Manager RMP®, is ensuring that NARPM® is not just part of the conversation — but leading it. Together, they are helping us be loud and bold on the housing issues that matter most, making sure our voices are heard by legislators and that NARPM® is representing the single-family residential rental space at the highest levels.

Behind the scenes, the NARMP® Annual Convention & Trade Show Committee, led by Megan Zellers, Master Property Manager RMP®, is already designing experiences that bring our community together — creating spaces where relationships are built, ideas are exchanged, and inspiration comes to life.

What’s been even more powerful is how these committees are working together. Marketing is amplifying the value created by Member Services and Professional Development. The Affiliate Advisory Council is brainstorming with Member Services on redesigning our Member Perks Marketplace. The Convention Committee is making sure that raising money for the Political Action Committee is built in to the event. This kind of collaboration creates real momentum — and it’s how NARPM® 2.0 comes to life.

Continued on page 7 "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.

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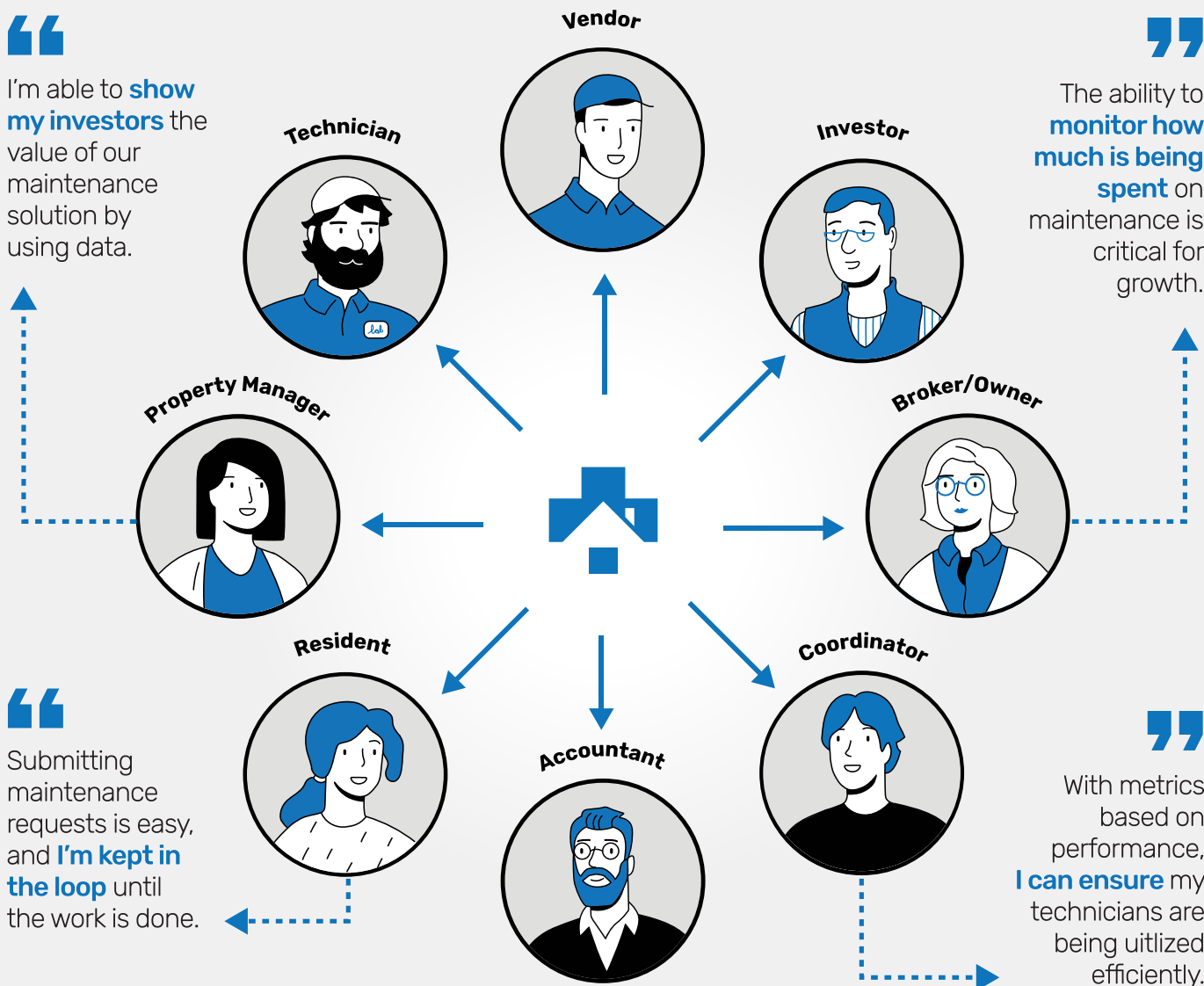
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In Memoriam: Rose Thomas, Master Property Manager RMP[®], People Management People

Editor's note: Longtime NARPM[®] Member Rose Thomas, MPM[®] RMP[®], passed away on March 13, 2026. Rose, NARPM[®]'s 2006 Past President, founded Property Management People (PMP) in Frederick, Maryland. Under her leadership, PMP became the first property management company in her state - and only the 35th nationwide - to earn the distinguished Certified Residential Management Company (CRMC[®]) designation.

Longtime friend Mark Kreditor, 1997-1998 NARPM[®] Past President, shared these reflections about Rose:

Rose Thomas joined NARPM[®] in the mid-1990s as a way for her company, Property Management People, to learn from our industry's best practices. Rose immediately became involved with her local Chapter, bringing back to her team the tips she learned at NARPM[®] conferences. It didn't take long for Rose to get involved with the publication of Residential Resource[®], NARPM[®]'s member magazine. She became the editor of the publication, producing some of the finest industry-quality writing that continues today.

By the year 2000, Rose had joined the National Board of Directors and went on to hold just about every position, culminating with her presidency of NARPM[®] in 2006. Under her leadership, the Broker/Owner Conference took a more important role in NARPM[®]'s annual calendar, providing a high-level exchange of ideas for broker-owners that continues to this day.

Rose also saw the need for local and national political advocacy and helped organize the committees that represented our industry in national, state and local politics. Where Rose saw a need, she filled a void. She was a true visionary in every way.

Where Rose was most unique was her style of leadership. While many of us in the industry are considered "rough around the edges," Rose always appeared calm and poised, dressed in a suit and ready for work. To say she elevated the professionalism of our beloved organization would be an understatement.

When many of us think of Rose, we can't help but smile because she was always pleasant, professional and dedicated to finding solutions as our beloved NARPM[®] grew in those early years.

Rose was also an avid runner/walker. Every morning at 6 a.m.,

wherever she was traveling for NARPM[®], she would meet up with fellow NARPM[®] runners and walkers to start our days together. For those of us who remember early conventions before we stayed in nicer hotels, you couldn't help but run once you left the property!

Rose had us all wearing "Rent Roll Runners Club" T-shirts as we navigated by foot cities we had never been to before in the dark, all the while discussing every challenge a property manager could ever think to discuss.

If you got to know Rose outside of NARPM[®], you also had the pleasure of knowing someone happily married to Ed, her husband of 47 years (who ran their HOA management division, as well as her two sons, Kyle and Chase).

Rose was a deeply spiritual person, grounded in her faith and open about her pride of being of Italian descent. Many of us learned to be better property managers, better spouses and better people because we knew our beloved Past President Rose Thomas, MPM[®] RMP[®].

"Rose will be remembered for the kindness, grace and genuine care she showed to everyone around her," said 2026 NARPM[®] President DD Garzón, Master Property Manager RMP[®]. "She led in a way that made people feel seen, valued and supported, and her legacy will live on through the many lives she touched."

Thank you, Rose. Rest in peace. You will be missed.

NARPM[®] shares its sincere condolences with Rose's family and friends. 🙏



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We also can't talk about the future of NARPM[®] without recognizing the role of our Affiliate Advisory Council, led by Brittany Reed. Our vendor partners are not just sponsors; they are collaborators, innovators and believers in where we're headed, investing alongside us to build something bigger than any one group could accomplish alone.

And none of this happens without our management staff. While volunteers bring the vision, it's our staff who help operationalize it — working tirelessly behind the scenes to provide continuity, support and execution.

This is what "More Than Words" looks like in action.

It's committees rolling up their sleeves. It's leaders casting vision and executing on it. It's Members, volunteers, partners and staff working

together to raise the standard for our industry.

We still have work ahead, but if what we've seen so far is any indication, the future of NARPM[®] is incredibly bright. Thank you to everyone contributing your time, energy, and heart to making NARPM[®] 2.0 a reality. 🙏

A handwritten signature in black ink, appearing to read "DD Garzón", with a long horizontal flourish extending to the right.

DD Garzón, Master Property Manager RMP[®]
NARPM[®] President

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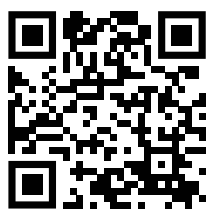
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Pamela Greene, Master Property Manager (MPM®) and Residential Management Professional (RMP®),

is the Operations Manager for Alarca Realty in North Carolina. Her real estate career began in 2007, and in 2014 she founded PG Management Group, which was acquired by Alarca Realty in December 2024. An active Member of NARPM® since 2013, Pam earned her RMP® designation in February 2020 and her MPM® designation in September 2021. She has served on task forces and in numerous leadership roles, including Professional Development Committee Chair, Communications Committee Chair, Regional Vice President Ambassador (RVP Ambassador) for the Atlantic Region and Charlotte Regional Chapter Board Member from 2019-2023. She also served as Governor in 2023, Treasurer in 2024, and Chair of the North Carolina REALTORS® Property Management Division Board of Governors in 2025 and 2026. Pam is dedicated to advancing best practices in residential property management and currently serves as a 2026 NARPM® Director.

Unwrapping NARPM®: From 13 Founders to NARPM® 2.0

When you open a box of chocolates, you never quite know what you're going to get.

A caramel here. A surprise filling there. Some favorites. Some you didn't expect. You might even find some with nuts. In many ways, the history of NARPM® feels the same — layered, rich, and full of moments that shaped the profession and its Members.

With each passing year — through every Member, every designation earned and every leader who stepped forward — the story has expanded, revealing more pieces inside the box.

THE BELIEF THAT STARTED IT ALL

To fully appreciate the journey of NARPM®, it is important to look back at the documented history published in 2003 during the association's 15-year celebration.

"The creation of the National Association of Residential Property Managers was not one single event or the effort of one single individual. NARPM® was born out of a need for more education, validation, networking and recognition for those individuals who were fee managers of single homes in the late 1980s.

"Although there are many organizations that have served, and continue to serve, the real estate industry, none of these focus attention on the management of the single-family home by real estate professionals (licensed in those states that require it) as a professional endeavor. The management of this type of income property had, in the past (prior to the late 1980s), been left to the back room of a real estate office or to the part-time activities of a

real estate sales agent. The individuals who were managing single-family rentals were doing so with a little embarrassment, no outside education and often in isolation from other agents doing the same type of management.

"The introduction of the personal computer in the real estate office made for the opportunity to change all this. The computer was able to achieve a standardization of accounting workflow for property

managers in all areas of the country. Also, the computer allowed a property manager to handle many more properties than was previously possible and with less staff. This enabled more property managers to make the management of single-family homes a career.

"It wasn't long after the computer started to become standard office equipment that Ralph Tutor of Real Estate Software Inc. started conducting productivity seminars for property managers throughout the country. These seminars would bring together property managers interested in learning how to operate their company's software. The single-family

home managers found common ground on all issues within their businesses, not just the accounting software. With Ralph Tutor's help, an organizational meeting for single-family property managers was held in 1987 in Dallas.

"The property managers in attendance elected Ralph Tutor as the first president of the newly created not-for-profit trade association. Although the association struggled on many fronts in the first year, it

“While the future is never certain, as long as NARPM®'s Members contribute their expertise as they have done in the past, the association will remain strong. NARPM®'s leadership looks forward to the challenges of the future with the help of each and every Member.”

Continued on next page

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did survive.

"Today, a board of 12 persons serves a calendar-year term as Directors of NARPM®.

"The early leadership put several ideas in motion that remain our focus today. A newsletter was created in 1988, with its first publication in February 1989, and was published for Members four times per year. Today, *Residential Resource*® is published 11 times per year with articles written by property managers from all over the USA and other countries. The first National Convention was held in Nashville, Tennessee, in November 1989. Annual conventions have been held in various parts of the country since then. Each convention centers on property managers sharing their expertise with the membership through workshops and networking.

"Leadership conferences and committee meetings give the national Board and committee members a chance to work together on fulfilling the association's mission and goals. The association did not stop there. Formal education and professional recognition soon became other focal points of the association.

"By 1991, three one-day courses had been designed for the professional property manager of single-family homes. These courses, Office Operations, Marketing and Maintenance, are required of those Members who desire to earn the Residential Management Professional (RMP®) designation from NARPM®. The Master Property Manager (MPM®) designation may be earned by those Members who take more advanced courses offered by NARPM® and who have already achieved a RMP®.

"The association also offers a designation for firms that manage single-family homes. The Certified Residential Management Company (CRMC®) designation signifies a highly professional organization that has met a high standard of excellence in both procedures and service to the consumer.

"The ethical behavior of the membership has always been a basic principle for NARPM®. What sets a NARPM® Member apart from a nonmember is the association's focus on education and standards of professional behavior. The Code of Ethics and Standards of Professionalism were completely rewritten in 1995. These documents help educate our membership, both new and existing, on how the professional property manager should conduct business so that all parties in the landlord-tenant relationship are satisfied. NARPM® Members know that ethical behavior is the right thing to do and that it sets the stage for increased business opportunities.

"Membership in late 1988 totaled only 13 Members. By 1989, membership had grown to 78 Members, and by the fall of 1991, membership stood at over 150. The need had arisen to develop local leadership and structure. A system of Chapters was set up. Any local area with seven or more NARPM® Members can organize as a Chapter. Chapter and Chapter-in-Formation meetings offer opportunities for local networking, speakers, sponsorship of national courses and leadership.

"The growth and success of NARPM® has been, and will always be, dependent on the work done by our Members at the Chapter and National levels, our Affiliate Members and our international Members. Presently (2003), NARPM® has over 1,500 Members with 61 Chapters, 8 Chapters-in-formation, and 3 state Chapters in place.

"While the future is never certain, as long as NARPM®'s Members contribute their expertise as they have done in the past, the



Attendees of the First NARPM Convention in Nashville

Susan's husband Ralph Tutor Steve Urie Helen Daniel Rick Ebert
Susan Gordon Karen Ebert Jo Ellen Watson Jean Kirkpatrick
(We apologize for not recognizing others in the photograph.)

association will remain strong. NARPM®'s leadership looks forward to the challenges of the future with the help of each and every Member."

That belief — collaboration over competition — is the chocolate at the center of this association.

As the association matured, key milestones began to distinguish NARPM® as a true professional organization.

The first NARPM® publications were two brochures, *You Need a Property Manager...* and a membership brochure, both published in July 1990, and were later officially named *Residential Resource*®.

The first official NARPM® Chapter was Atlanta, Georgia.

In February 2017, NARPM® introduced a redesigned logo, updating its visual identity while honoring nearly three decades of tradition.

FROM 13 TO THOUSANDS

In 1988, NARPM® was officially formed.

The first National Convention was held in Nashville, Tennessee, in 1989.

Membership, which began with 13 founding Members, grew to over 150 by 1991.

By 2003, the association had grown to more than 1,500 Members.

Now, in 2026, that number exceeds over 5,800.

THE EVOLUTION OF PROFESSIONAL RECOGNITION

In the 1989–1990 fiscal year, 13 Members received the first Residential Property Manager (RMP®) designation — and no, it wasn't a typo. The RMP® designation was changed to RMP®. The designation name change was adjusted and readjusted during Robert A. Machado's presidency (1996–1997).

That early credential evolved into the designations we know today: RMP®, MPM® and CRMC®.

By August 2023:

940 Members had earned their RMP®

329 had earned their MPM®

Today, only about 199 ACTIVE MPM®s and 455 ACTIVE RMP®s remain — making these credentials both meaningful and rare. We also have those in the process of obtaining their designations. As of February 2026, we have 18 MPMC (Master Property Manager Candidates) and 114 RMPC (Residential Management Professional Candidate).

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On Jan. 19, 1995, Richter & Associates became the first company to receive the CRMC® designation, setting the standard for firm-level excellence. As of January 2026, we have 36 with the CRMC®.

When a member earns their RMP® or MPM®, their plaque carries a small number in the corner — the official sequence number marking their place in designation history.

When I earned my RMP in February 2020, I was No. 846. When I received my MPM® in September 2021, I was No. 311.

Each number represents a commitment to education, professionalism and raising the standard.

HONORING LEADERSHIP

Leadership has always been central to NARPM®'s strength.

Darryl Kazen, MPM® RMP®, gave years of service as a National Instructor, Designation Auditor and mentor to countless Members. The Darryl Kazen Scholarship honors his commitment to elevating the profession.

Ivan "Rocky" Maxwell, who served as 1992–1993 NARPM® President, inspired past presidents and future leaders alike. The prestigious Rocky Maxwell New Member Achievement Award carries forward his legacy of involvement and service.

These recognitions reflect a core truth: NARPM® grows because its Members step forward.



Rocky Maxwell and Darryl Kazen

NARPM DESIGNATIONS: Earning the Right to be Called a Professional

One of the first priorities of the NARPM board of directors and officers was to establish guidelines for members earning designations specific to our industry. Are you the person who considered your last final exam to be FINAL?

Investing in your success through working towards a professional designation offers untold benefits. Although there are many statewide and national organizations that provide numerous courses leading to designations in real estate, NARPM will be offering its members three individual and one company designation specifi-

cally designed to assure that you are building a foundation of knowledge along with highest quality standards professed in residential property management.

The groundwork has been set, and upcoming opportunities for coursework towards residential property management designations will be announced.

Complete information and designation application packets may be obtained by contacting our national office in Nashville or Fred Richter. Let today be a new day of commitment to superior professionalism.



The first RPM recipients, l. to r.: Richard Ebert, Austin, TX; Peggy Rapp, Galveston, TX; Karen Ebert, Austin, TX; Susan Gordon, Nashville, TN; and Steve Urie, Mesa, AZ.

A DIGITAL COMMUNITY

The first NARPM® website was created in February of 1995. On Feb. 8, 2021, the NARPM® Online Community launched. As of January 2026, there have been over 14,185 content contributions.

The same belief that began in a seminar room now lives online every day.

WHY IT STILL MATTERS

In order to understand NARPM® 2.0, we have to understand where it began.

From 13 property managers in Dallas to thousands across the country, NARPM® was built on a simple but powerful belief — that education, networking, and shared expertise would elevate the profession.

That belief remains the anchor.

Today, it shows up as professional leadership — setting the standard rather than following it.

It shows up as public branding and advocacy — ensuring residential property management is recognized as the respected profession it is.

It shows up as becoming the trusted source for residential property management — using insight, data, and strategy to lead the conversation and move the organization forward with intention.

And it shows up in a new era defined by openness, consistency, and fresh ideas.

This is NARPM® 2.0 — the newest chocolate in the box.

Not separate from the past. Built because of it.

As the association evolves and continues to grow: "The synergisms found in NARPM® membership has enabled us to build our professional lives and our companies into the most productive and respective entities in our profession. The best morsels in the box have been those of friendships we have garnered over the years."

This box isn't sealed. It's still open. NARPM® 2.0 is a new flavor — the next Chapter in an association that has spent four decades elevating residential property management.

Portions of this article include excerpts from "A Box of Chocolates for the Property Manager," a historical retrospective published in 2003 commemorating the first 15 years of the National Association of Residential Property Managers (NARPM®). 🍫

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.

Q *I'm looking to start creating property management plans for my clients, but I'm not sure where to begin. Is there a system, tool, or set of templates you recommend for gathering data, organizing numbers, and building out a complete plan? I've searched on YouTube for guidance, but I haven't found anything that clearly walks through the full process.*

Ideally, my property management plans would include:

- **Owner's objectives**
- **Property analysis**
- **Regional and neighborhood market analysis**

Any guidance, tools or resources you can share would be greatly appreciated.

A *This is a bit over the top, but here it is. [ChatGPT's answer] You're thinking about this exactly the right way-what you're describing is essentially a mini asset-management / due diligence package for each owner. Most PM companies don't go this far, which is why this becomes a strong differentiator. Here's a clean, practical way to build this into a repeatable system.*

1. Start with a Simple "3-Part System." Don't overcomplicate tools at first. Focus on structure:

- A. Data Intake (what you collect)*
- B. Analysis Engine (how you evaluate it)*
- C. Owner Plan Output (what you deliver)*

You can run all of this with: Google Sheets (core analysis); Google Docs (final plan); Optional automation later: Airtable or Notion

2. Build Your Intake System (This Is the Gold Mine). Create a standardized Owner Intake Packet (this is where deals are won or lost). Core Sections to Collect:

- Owner Objectives (most important)*
- Hold vs sell timeline*
- Income vs appreciation priority*
- Risk tolerance*
- Renovation appetite*
- Financials (last 2-3 years)*
- Rent roll*
- P&L statements*
- CapEx history*
- Vacancy history*
- Delinquencies / collections*
- Property Condition*
- Age of systems (roof, HVAC, plumbing)*
- Deferred maintenance list Past repairs vs ignored issues*
- Lease & Tenant Data*
- Lease terms (lengths, renewals)*

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.

- Rent vs market*
- Tenant quality patterns*
- Operational Friction*
- Maintenance complaints*
- Vendor issues*
- Communication breakdowns*

Your instinct is dead-on: Transparent owner = opportunity, Defensive owner = likely operational mess

3. Build Your Analysis Framework (Your "Secret Sauce"). This is where you stand apart from typical PMs.

A. Financial Snapshot (1 sheet per property)

- Gross rent*
- Vacancy %*
- Operating expenses*
- Net operating income (NOI)*
- Maintenance per unit*
- CapEx trend*

B. Performance Scoring (simple but powerful). Score each category 1-5:

- Rent optimization*
- Expense control*
- Tenant quality*
- Property condition*
- Management efficiency*

This gives you a quick "Asset Grade" (A-F)

C. Market Overlay (keep this simple, not academic). Use:

- Rent comps (3-5 nearby)*
- Days on market*

Continued on next page



Continued from previous page

Inventory trends

Pull from: Zillow, Redfin, Your MLS

D. Gap Analysis (this is where you make money). Compare:

Actual rent vs market rent

Actual expenses vs expected

Actual condition vs rentable standard

This becomes your value creation roadmap.

4. Build the Owner Plan (Your Deliverable). Keep it tight-no one reads 20 pages. Recommended Structure (5-8 pages max) :

A. Executive Summary: "Here's where you are"; "Here's what you're missing"; "Here's what we recommend";

B. Owner Objectives (confirmed back to them): Shows you listened, Builds trust immediately

C. Property Performance Snapshot: Key numbers, Simple charts (optional)

D. Market Position: Rent vs market, Competitive position

E. Issues Identified: Deferred maintenance, Lease inefficiencies, Operational gaps

F. Strategic Plan (this is the close). Break into tiers:

Stabilize (0-3 months): Fix urgent issues, Correct rent mispricing.

Optimize (3-12 months): Lease restructuring; Vendor improvements; Expense cleanup.

Maximize (1-3 years): Renovation strategy; Refinance / sale positioning.

5. The Tools (Simple -> Advanced Path)

Start Simple (honestly best)

Google Sheets -> financial model

Google Docs -> client-facing plan

Upgrade Later

Airtable -> structured property database

Notion -> templated plans + team workflows

Automation (when ready)

Intake forms -> auto-feed into Sheets

Pull Buildium data exports into your model

Layer in n8n later for automation

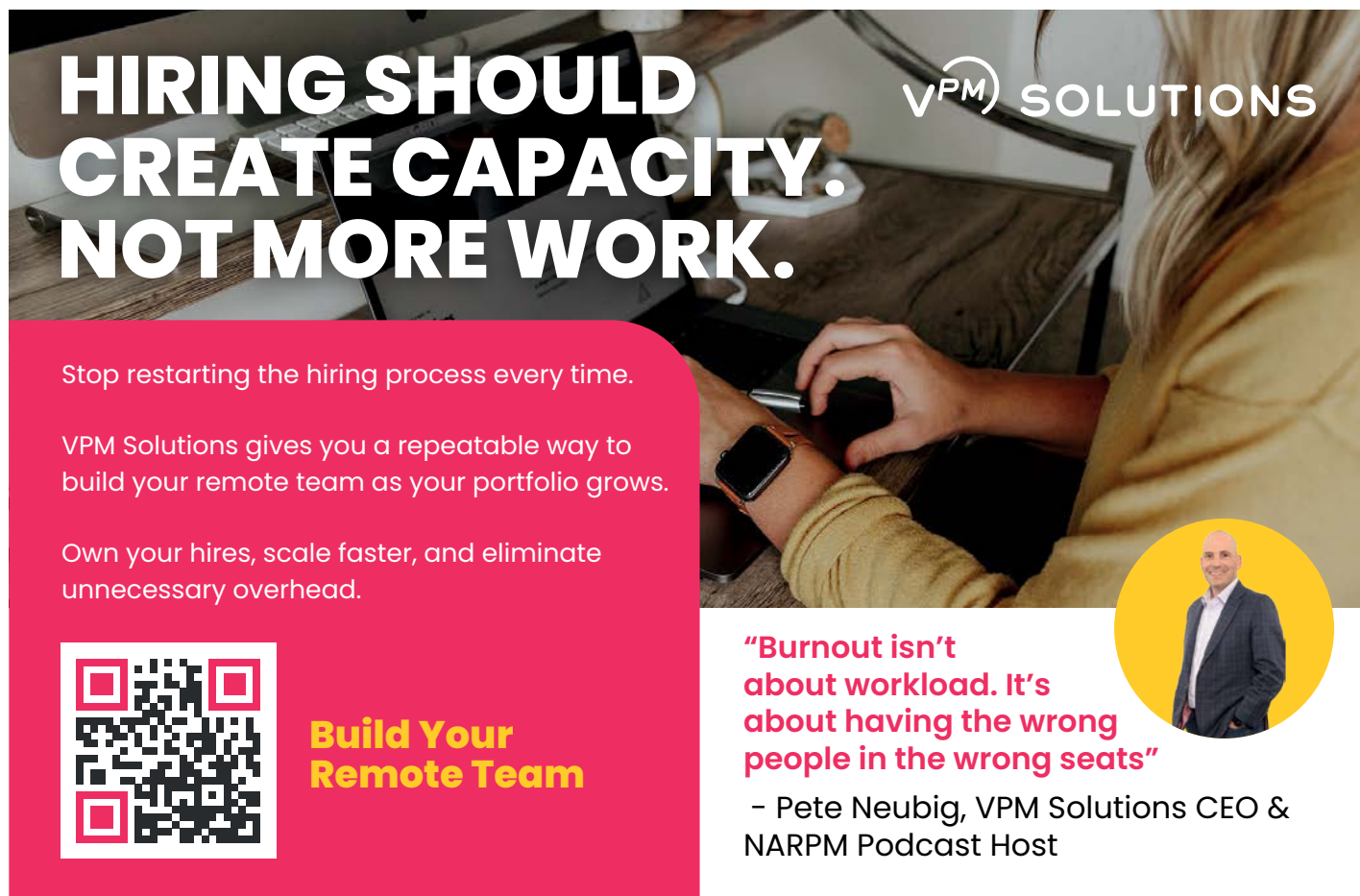
6. The Real Advantage (What Most PMs Miss). Most property managers react to problems, don't analyze performance and don't advise like asset managers

What you're building is "Property Manager + Asset Manager Hybrid". That allows you to justify higher fees, win better clients and avoid problem owners early

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>

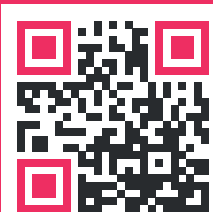


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- Pete Neubig, VPM Solutions CEO & NARPM Podcast Host

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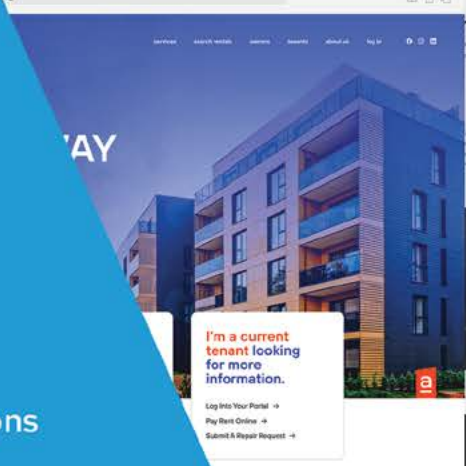
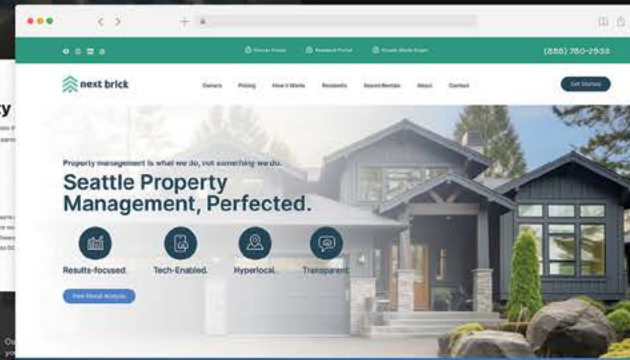
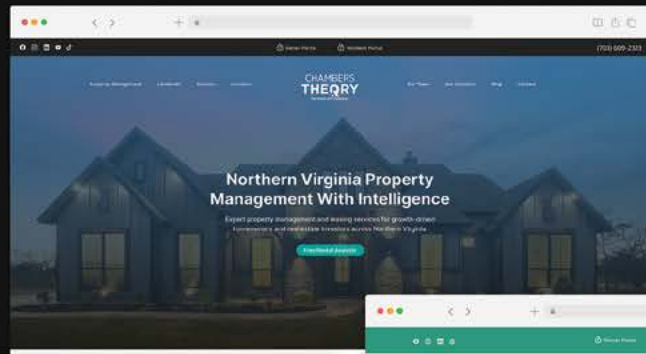
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How We Work

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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.

The hidden cost of the wrong owner: Why better qualification, not more leads, may be the key to healthier growth.

Forms are being submitted. Calls are coming in. Consultations are scheduled. Yet many property managers still feel like growth is harder than it should be. Conversations revolve around fees, prospects arrive skeptical, and newly signed clients create friction almost immediately.

It is tempting to assume the solution is more marketing. More traffic and more visibility. But in property management, more leads often just mean more of the wrong ones.

The real issue isn't volume. It's alignment.

PROTECTION VS. PRICE

Owners typically approach management from one of two mindsets.

Protection-minded owners see property management as risk reduction. They value structure, compliance, and long-term asset performance.

Price-minded owners see management as a cost. They shop aggressively on fees and compare companies primarily on price.

Neither group is inherently wrong. But only one tends to create stable, long-term relationships.

When a company consistently attracts price-first owners, predictable patterns emerge:

- Longer sales cycles
- Ongoing fee pressure
- Tested boundaries
- Fragile retention
- Over time, that instability compounds.

A PRACTICAL FRAMEWORK: THE OWNER QUADRANT

Instead of labeling owners as good or bad, evaluate them across two dimensions:

Value, or revenue and lifetime potential
Maintenance, or time and operational complexity
This creates four categories:

- High Value / Low Maintenance
- High Value / High Maintenance
- Low Value / Low Maintenance
- Low Value / High Maintenance

If your intake process consistently brings in Low Value and High Maintenance owners, increasing lead

volume will not improve profitability. It will increase strain. If your systems filter toward High Value and Low Maintenance owners, growth becomes more predictable and sustainable.

THE HIDDEN COST OF MISALIGNMENT

Low-quality leads do not just affect your closing rate. They affect your entire operation.

Misaligned owners often require more hand-holding, push for exceptions, create reactive communication, challenge fees, or leave sooner.

Even when fees look acceptable on paper, the hidden cost shows up in time, energy, and team capacity. Margins erode quietly. This does not appear in marketing dashboards. It shows up in team fatigue and operational drag.

ALIGNMENT STARTS BEFORE THE CONTRACT

Most firms try to fix owner fit after onboarding. By then, expectations are already set.

Alignment is shaped earlier through how clearly you communicate standards, how confidently you present pricing, and how structured your process feels. If your positioning feels vague or overly flexible, it invites negotiation. Clarity signals stability, and stability attracts a different kind of owner.

SERIOUS OWNERS ARE BUYING RISK REDUCTION

Experienced investors focus on risks such as legal exposure, tenant damage, vacancy, compliance and long-term performance

They want confidence that their asset is protected. If your messaging does not reinforce that, conversations default to price. When value is unclear, fees become the easiest comparison point, creating downstream operational challenges.

FILTERING IS STRATEGIC

Many property managers hesitate to narrow their positioning because they fear losing leads. But filtering is not about pushing people away. It is about making alignment obvious.

Continued on page 23 "Hidden"

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Randall Henderson is Head of Partnerships for Rentvine (www.rentvine.com), the fastest-growing property management software for single-family rentals, delivering the trust accounting in property management, plus leasing, maintenance, CRM, and owner reporting all in one modern, AI-connected platform built for growth. Reach Randall at Randall@rentvine.com.

From first click to first statement: bridging the gap between marketing and operations

Most property management companies treat their website and software as separate investments. One drives marketing. The other supports operations. But owners don't experience them that way. To them, it's one company.

When your front-end promise doesn't match the post-onboarding reality, that disconnect is felt immediately. Even subtle gaps create hesitation, and hesitation impacts conversions, pricing confidence, and retention.

If growth feels harder than it should, the issue may not be lead generation. It may be misalignment between what you market and how you actually operate.

WHERE THE EXPERIENCE BREAKS DOWN

A common growth path is straightforward. Invest in a strong website to generate leads, then implement a platform to handle accounting, maintenance, reporting and communication.

Individually, both systems may perform well. But without alignment, they run in parallel instead of working together.

Your website may promise streamlined onboarding, transparent communication, and advanced reporting. But when owners move from consultation to contract to portal access, the experience can feel different than expected.

That shift matters. As owners move through each step, from research to inquiry to onboarding, they are forming a single impression. If the journey feels cohesive, trust builds. If not, confidence erodes. And in property management, lost confidence is expensive.

CREDIBILITY IS OPERATIONAL, NOT PROMOTIONAL

Your website is not just a lead generator. It's credibility insurance.

Owners are not just comparing services. They are evaluating risk. They want to know your systems are real, your processes are defined, and their asset will be protected. When messaging stays generic, your firm becomes interchangeable. Interchangeable firms compete on price.

But when you clearly show how your operation works, how maintenance is handled, how reporting is delivered, how communication is tracked, you shift the conversation. You are no longer selling a service. You are demonstrating structure and structure supports pricing in a way promises never can.

BETTER ALIGNMENT, BETTER LEADS

Many firms do not have a lead problem. They have a lead quality problem.

Websites optimized purely for volume tend to attract prospects who do not understand your standards or process. That leads to more conversations, but not better ones.

Alignment changes that. When your website reflects your actual workflows, it sets expectations early. Owners understand timelines, communication cadence, and operational structure before they ever sign. That clarity does not reduce leads. It improves them.

ONE JOURNEY, NOT SEPARATE PHASES

The owner experience does not restart at signing. It is one continuous journey, from search to first statement.

Each step should reinforce the last. When it does, credibility compounds. When it does not, doubt creeps in. Seamless transitions build trust. Friction breaks it. Growth is not just about driving traffic. It is about removing the gaps between what you say and what you deliver.

WHAT ALIGNMENT REALLY MEANS

Alignment is not just integration. It is consistency.

Your marketing should accurately reflect your operations. If you promote structured maintenance, your workflows should feel structured. If you emphasize transparency, reporting and communication should be clear and reliable. If you promise streamlined onboarding, the process should feel organized and predictable.

When messaging and delivery match, owners feel stability. And stability builds confidence.

THE BOTTOM LINE

When marketing and operations operate separately, the result is inconsistent messaging, onboarding friction, and ongoing pricing pressure.

When they work together, everything improves. Conversations, conversions, internal efficiency, and long-term growth all benefit.

Your website shapes perception. Your systems deliver reality. When those two align, the experience feels cohesive from first click to first statement. This is what makes growth sustainable. 🏠



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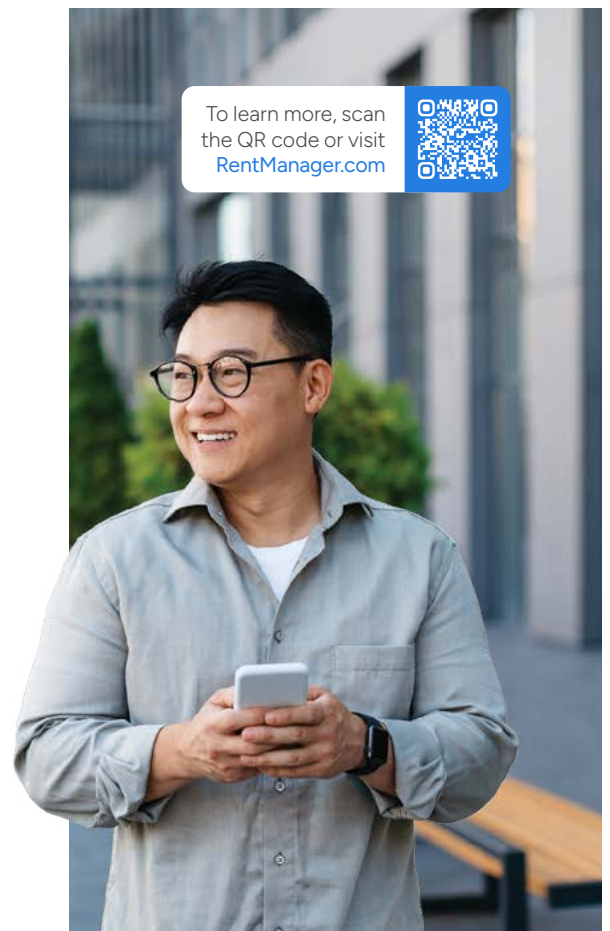
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As the Senior Copywriter for DoorLoop (<https://www.doorloop.com/>), **Mathew Jevotovsky** brings extensive experience in real estate and property management content strategy, brand development, and team leadership. His background combines specialized skills in UX writing, marketing campaigns, and multimedia content creation.

The inspections gap: Why your most valuable habit keeps getting skipped

Experienced property managers know that move-in inspections matter. HUD guidance references them. The Institute of Real Estate Management includes them in their property manager certification curriculum. State statutes in Virginia and dozens of other jurisdictions mandate written condition documentation at move-in. The case has been made, accepted and repeated.

Still, a massive execution gap exists.

Inspections get rushed during high-turnover periods. Checklists vary by inspector, property or mood. Photos sit in someone's phone and never make it into the file. For an industry that runs on documentation and defensibility, the inconsistency is striking and expensive.

THE COST OF THE GAP

2026 data from the National Apartment Association (NAA) puts average turnover rates at 45.2%, even in a strong rental market. With national rents exceeding \$1,800 per month and vacancies averaging three weeks to fill, each turnover carries \$1,200–\$1,400 in lost rent alone. That's before make-ready costs, leasing time and marketing, too. Improving retention even a few percentage points becomes a material net-operating-income (NOI) event.

Security deposit disputes compound that picture. The average contested deposit runs \$1,500–\$3,000 to resolve, and in most states the burden of proof sits with the landlord. Without a documented baseline — timestamped photos, a signed checklist, a clear condition record — legitimate deductions don't hold up. Operators who know this still get caught without the paperwork when volume picks up and inspection discipline slips.

Deferred maintenance tells the same story. The slow drain that becomes a flood. The failing seal leads to significant water damage. The HVAC filter that nobody logged becomes a total system replacement. NAA's Income & Expense IQ data shows capital expenditures averaging roughly 10% of Gross Potential Rent for professionally managed properties. A meaningful share of that spend is reactive — problems a structured inspection cadence would have caught earlier and cheaper.

WHAT CONSISTENT EXECUTION LOOKS LIKE

Setting the right standard isn't complicated. A

professional move-in inspection covers walls, ceilings, and flooring; doors, windows and locks; appliances, fixtures and mechanical systems; plumbing, electrical and safety devices; and exterior and common areas. The checklist should be standardized enough that two different team members inspecting the same unit produce comparable reports. Photographs should be timestamped and filed, not stored on personal devices.

High-performing operators tend to have this checklist already. Most do. Where they pull ahead is with consistent execution at scale: across properties, across staff, and across the full turnover cycle. Mid-lease walkthroughs extend that value further, catching developing issues early, reinforcing lease compliance, and giving tenants visibility into how their tenancy is being managed.

THE RETENTION AND REFERRAL EFFECT

The move-in walkthrough is often the first substantive signal a tenant receives about how your operation actually runs. A structured, professional inspection — conducted jointly, documented thoroughly, shared promptly — tells tenants they're being managed fairly, that a record exists to protect both parties, and they are in partnership with the property management team.

Those satisfied tenants generate fewer service calls, fewer disputes, and fewer escalations. They stay longer and even help bring in more business. More than 60% of property managers identify referrals as a primary source of new business — referrals that begin with a move-in experience that feels professional and fair.

Renewal decisions are made long before renewal conversations happen.

THE TIME PROBLEM — AND WHAT'S CHANGING

Inspection discipline breaks down at scale for one simple reason, and it has nothing to do with undervaluing the inspection itself. The issue, like most in property management, is time. A thorough move-in inspection historically runs one to four hours per unit. Across a portfolio with 45% annual turnover, that compounds into hundreds of staff hours annually. It's enough pressure

Continued on page 23 "Inspections"

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Michael Francis
Rollingwood Management
Broker Owner



Scan to discover the benefits of **expert** property management banking



 **ENTERPRISE BANK & TRUST**
PROPERTY MANAGEMENT

Continued from page 17 "Hidden"

When you clearly communicate who you serve, what standards you maintain, how your process works, and why your pricing reflects outcomes, misaligned owners tend to self-select out while aligned owners lean in. Volume may decrease slightly, but conversion quality improves.

A QUICK SELF-AUDIT

Before investing in more marketing, consider:

- Do we define owner responsibilities before onboarding?
- Are policies enforced consistently?
- Do we measure lifetime value by owner type?
- If lead volume doubled, would margins improve or would stress increase?

That final question often reveals the real constraint.

THE COMPOUNDING EFFECT

Over time, the difference between aligned and misaligned owners compounds.

Right-fit owners build portfolios, refer others, trust your guidance, and stay longer. Wrong-fit owners create friction, challenge boundaries and churn more easily.

One aligned owner can deliver more lifetime value than several misaligned ones combined.

The strongest refine standards, strengthen positioning and protect margins by being clear about who they serve. Sustainable growth is not just about how many leads you generate. It is about which owners you choose to build your business around. 🏡

Continued from page 21 "Inspections"

that lean teams make shortcuts they know they shouldn't.

That constraint is easing, though. Property management platforms with AI-assisted inspections have compressed the full workflow to around 20 minutes without reducing documentation quality or legal defensibility. Standardization becomes automatic where it counts: consistent checklists, structured photo capture, timestamped records, organized files.

The return on investment has always been clear. Preventing one deposit dispute offsets dozens of inspection hours. Catching a maintenance issue early avoids a capital expenditure. Retaining a tenant one additional year eliminates a vacancy cycle entirely.

The inspection gap was always a time problem, not a discipline problem. Now, technology has solved the execution barrier. The operators who act on it first will have a meaningful advantage over those still making the same shortcuts. 🏡

A designation is what sets you apart from your competition.

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Designees approved at the March 2025 Professional Development Committee meeting:

TrustArt Realty, CRMC®

Yuri Skripnichenko, Master Property Manager® (MPM®) RMP®
St. Cloud, Florida

Kathryn Shabalov, Master Property Manager RMP®

MacPherson's Property Management
Lynnwood, Washington

Dmitry Yusim, Residential Management Professional (RMP®)

The Joseph Group
Renton, Washington

Amy Oberholtzer, Residential Management Professional (RMP®)

PURE Property Management
Portland, Oregon

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?



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.

The cost of always being the calm one

As a property manager, you need to be really good at holding things together as chaos surrounds you. When something goes sideways, you can't be the one adding fuel to the fire. You have to be the one coolly analyzing a problem, figuring out the next step and then keeping everyone else moving forward. This is professionalism.

I bet you take pride in that commitment to solving others' issues, as you certainly should. That mindset is the core of doing a job well. But I often think about the strains that come with professionalism, which so often requires a stifling of our true emotions. When someone flips out for a stupid reason, your inner voice, the lion that wants to roar, must remain caged. Good business requires a detachment from other people's emotionally charged barbs.

A property manager operating at a high level does this dozens of times a day, across interactions with

is that they don't actually go away. You suppress the reaction, do the work, handle the situation professionally, and the moment passes. But the feeling had energy behind it, and that energy has to go somewhere. Do that enough times across enough years, and the accumulation starts showing up in ways that are harder to trace back to the source. Maybe you find yourself short with your family over something small when what you're actually carrying is the weight of a hundred managed moments from the week. And you're exhausted! Still, you sleep poorly without knowing why.

Some people in this industry quietly become numb to it. The suppression that started as a professional skill becomes a default mode that runs even when the workday is over. I don't see this as a weakness or a personal failing. It's just what happens when the job's necessary emotional suppression gets overused

Every May, Mental Health Awareness Month gives us permission to say out loud what the other 11 months tend to bury: that the property manager handling everyone else's stress is also a person, with a full interior life that needs tending.

owners who are stressed about their investments, tenants who are stressed about their homes, and team members who look to you for direction. You are constantly reading people, calibrating your communication to different personalities and emotional states, and producing outcomes that look completely routine from the outside.

This emotional balancing act isn't easy, is it? You are human. And we're all emotional in different ways. May is Mental Health Awareness Month, and I'm thinking about you, the property manager doing this job with your heart in it, but your logic in command. There's a tension in that. You're emotionally invested, but you must work hard to remain unemotional as others let their feelings fly.

WHAT THAT TENSION DOES OVER TIME

Of course, the thing about swallowed emotions

without any corresponding release valve. The professional composure that makes you excellent at your job can, over time, make it harder to access your own interior life when you actually need to.

And unlike many professions, property management doesn't have natural stopping points built into it. A tax professional endures a brutal stretch every spring, but April 15 eventually arrives, and the pressure releases. You don't get that. The problems don't arrive in neat sequences with clear endings. They layer on top of each other, and the emotional management required never fully powers down.

NOBODY CHECKS ON THE CALM ONE

There's a particular loneliness that comes with being the person everyone leans on. When you project steadiness, the people around you stop

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wondering whether you're OK. Owners call with problems. Tenants call with complaints. Your team looks to you for direction. The support that naturally flows toward someone who visibly struggles tends to pass right by the person who never appears to need it, because maybe you've trained everyone in your professional life to see you as a resource instead of a person who might occasionally need one yourself.

I know this type well, and if you're honest with yourself, you probably do, too. If you're not recognizing yourself in this article, then I bet you can identify someone else who fits the bill and isn't adequately taking care of their well-being. There's the manager who mentions almost proudly that they haven't taken a real day off in years, who answers "I'm fine" so quickly and so often that the words have lost any connection to an actual internal check.

Some people manage this pressure in ways that feel like relief but aren't: a drink at the end of the day that becomes two, a deliberate mental shutdown that numbs the professional numbness. The appeal is real and understandable, but this route can definitely compound stresses in the long run instead of relieving them.

WHAT TENDING YOURSELF ACTUALLY LOOKS LIKE

The answer isn't to stop being the calm one, because that skill genuinely serves the people who depend on you. But it's vital to realize that professionalism without a release valve isn't sustainable, and figuring out what that release looks like for you is one of the most important things you can do for your business and your life.

It's good to start small. Before you shift out of work mode at the end of the day, spend five minutes asking yourself two honest questions: What did I absorb today that I haven't processed? Where did I swallow an emotion I should acknowledge?

It helps to have one person, a spouse, a friend, or a therapist who gives you explicit permission to drop the composure entirely. You need at least one relationship where you don't have to perform.

It's also great to find peers who truly understand your job pressures. This is part of NARPM®'s value, right? When you're in a room with people who understand exactly what this job costs, there's a relief that comes with that. Those connections are so valuable. Make sure you're building them. I love Residential Resource for this fact, too, the way we can share with each other.

And don't wait until evening to decompress. Small breaks during the workday, a walk between calls, lunch away from your desk, all these are pressure valves. And they matter.

I like to open meetings by asking everyone to share something good, and sometimes I need that moment as much as anyone. Maybe I'm having a hard day, and I need some positives to flow.

I also like to think about the big picture of my well-being. For instance, my husband and I do a full life review together every year, sitting down separately to

rate how we're doing across different areas of our lives, then comparing notes.

This includes looking at our personal habits. What meaningful ones are we enjoying? Every evening, I call my dad, and that simple habit pulls me out of the professional role and back into being real with a person I love. I love gardening and painting watercolors. These are just places where the lion doesn't have to stay in the cage, where nothing professional is asked of me, and where I remember what I feel like when nobody needs anything from me.

So, what does that look like for you? I mean that as a genuine question worth sitting with, because the answer tells you whether you're actually replenishing what the job draws down or simply hoping the account doesn't run dry.

Every May, Mental Health Awareness Month gives us permission to say out loud what the other 11 months tend to bury: that the property manager handling everyone else's stress is also a person, with a full interior life that needs tending. You work really hard to be the one who holds things together when everything around you is coming apart. That's real, and it matters so much. You should be proud of that! This is a true service to others. Just make sure the person doing all that holding is also being held somewhere. You are worth it, and don't lose sight of this essential fact. 🏠

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John Bradford is the Founder and CEO of PetScreening. Download the 2026 State of Pets in Rental Housing Report at <https://info.petscreening.com/2026-state-of-pets> to review the full data, benchmarks and practical recommendations for building a stronger, more defensible pet policy strategy.

The State of Pets in Rental Housing 2026 Survey Report

There is no question that pets are a part of the mainstream rental experience. They affect leasing speed, renewal rates, owner satisfaction and risk exposure. In many markets, allowing pets determines whether a home leases quickly or sits vacant.

According to the American Pet Products Association, 71% of U.S. households own a pet. In our 2026 State of Pets in Rental Housing survey of 673 property managers and leasing professionals, respondents estimate that 43% of renters in their portfolios have pets.

At the same time, 81% of operators report continued growth in pet ownership across their communities. Demand is rising. The real question is whether visibility and policy are keeping pace.

In scattered-site portfolios, limited visibility creates real exposure. Unauthorized pets lead to uncollected fees, preventable damage, insurance complications and difficult conversations with owners. Pet-friendly policies without structure leave managers reactive.

Operators understand the upside. Sixty-eight percent of those surveyed identify their communities as pet-friendly, and many cite expanded applicant pools and stronger retention as measurable benefits. Residents with pets often stay longer and treat the property like a home. That stability directly benefits owners.

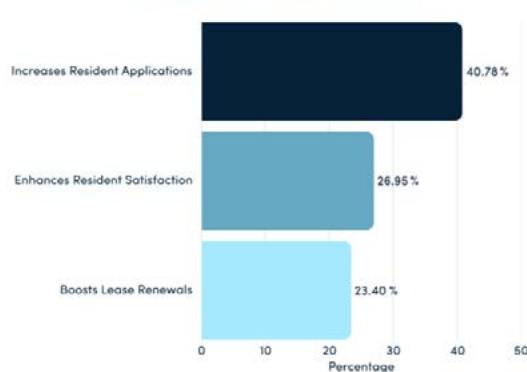
The opportunity is not simply to allow pets. It is to manage them intentionally.

Survey respondents report an average 30.7% increase in pet-related revenue after implementing consistent screening and registration.

You cannot manage or monetize what you cannot see. Yet many managers still rely on blanket restrictions to control risk. In our survey, 66.7% enforce breed restrictions, 59.8% impose weight limits, and 78.4% limit the number of pets per household. These policies are often driven by insurance guidance or owner preference. While understandable, they can reduce demand without fully addressing risk.

A more defensible approach evaluates each pet and pet owner individually. Structured screening protects the asset, creates consistency and provides

Impact of Being Pet-Inclusive



Source: The State of Pets in Rental Housing - 2026 Survey Report

documentation that stands up if questions arise. For managers accountable to property owners, consistency is protection.

Assistance animal accommodation requests add another layer of complexity. These requests are legally protected, and mistakes can result in Fair Housing violations. Fraudulent documentation has become increasingly sophisticated. In 2025 alone, standardized screening and documentation workflows helped survey respondents save approximately 1.3 million administrative and legal hours. For lean single-family teams, that efficiency translates directly into reduced liability and greater operational confidence.

Pets are an integral part of American life. As a single-family property manager, the issue is not whether pets will be part of your portfolio. The issue is whether your policies are structured to support performance.

Simply put, when you combine visibility, consistent screening, and clear documentation, you expand demand, strengthen retention, increase revenue and protect owner assets. 🏠



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