

“Trustparency” transformation: How transparency creates trust and transforms your company

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p7 Trust accounting: AI can flag it. It can't own it.

p10 Are you managing properties or managing anxiety?

p22 Never lose an employee again: Making lemonade out of staff turnover



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IN THIS ISSUE Oct./Nov. 2026

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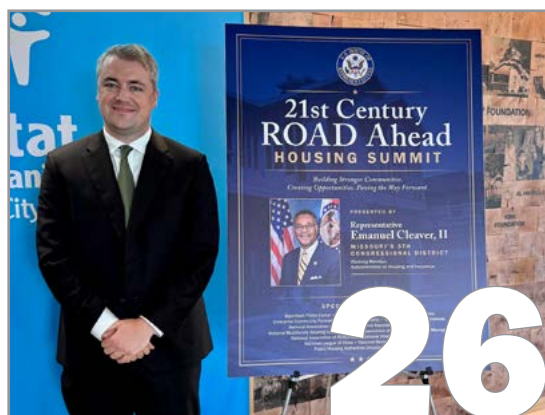
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PRESIDENT'S Message



All Hands on Deck: See you in Las Vegas!

This is our chance to reconnect with old friends, finally meet the people we've only seen on Zoom, make some new friends, and enjoy Las Vegas together. And with an All Hands on Deck pirate theme, you can expect us to have some fun with it!

It's almost time for one of my favorite NARPM® traditions — our Annual Convention & Trade Show — and this year, we're taking over Las Vegas!

Our Convention theme is All Hands on Deck, and I think it's a perfect fit for NARPM®. If there's one thing I've learned about this organization, it's that we are at our best when everyone gets involved. When we share ideas, learn from each other, build relationships, and work together, our entire industry gets stronger.

And after a year of talking about More Than Words, I can't think of a better way to put that into action than showing up and being part of it.

If you haven't registered yet, here are a few reasons why I think you should.

First, can we talk about Barbara Corcoran?

I am incredibly excited that Barbara will be joining us as our Tuesday keynote speaker. Most of us know her as a longtime Shark Investor on ABC's "Shark Tank," but her story started in real estate. She turned a \$1,000 loan into a \$5 billion real estate business and has spent her career spotting opportunities, building companies, and investing in entrepreneurs with big ideas.

For a room full of property management entrepreneurs, I think we're going to have a lot to learn from her!

I'm also personally excited to hear from one of my favorite speakers in our industry, Marc Cunningham, RMP®. His General Session, "Mastering the Market Cycle – Repositioning Your Business to Take Advantage of Perceived Industry Weakness," couldn't be more timely.

We're facing challenges we can't always control: anti-landlord legislation, declining investor demand, and fee compression, just to name a few. Marc will challenge us to look at those conditions differently and find opportunities in what others may see as weaknesses.

That's what I want from Convention. I want to go home thinking differently than I did when I arrived. I want ideas I can actually use. And I want to be better prepared to navigate whatever comes next.

But here's the other thing I love about Convention: We know how to have fun!

We have some fun, different, and high-energy evening events planned this year, so when the education ends, don't disappear back to your room! Some of the best relationships I've built through NARPM® started outside of a classroom.

This is our chance to reconnect with old friends, finally meet the people we've only seen on Zoom, make some new friends, and enjoy Las Vegas together. And with an All Hands on Deck pirate theme, you can expect us to have some fun with it!

Make time for the Trade Show, too. Talk to our industry partners, explore new technology and ask questions. You never know when one conversation or one new solution will completely change the way you operate your business.

And if this is your first National Convention, please come to the First Timer's Reception on Oct. 12! Don't worry about not knowing anyone. Introduce yourself. Sit next to someone you don't know. That stranger may become one of your most valuable NARPM® relationships.

So whether you're coming for Barbara Corcoran, Marc Cunningham, the education, the Trade Show, the networking, the evening events — or you just need an excuse to break out some pirate gear in Las Vegas — I want you there.

All Hands on Deck means all of us.

Bring your team. Bring your questions. Bring your ideas. Come ready to learn, connect and have some fun.

We've spent this year talking about being More Than Words. Now let's show up and put those words into action. Register today at <https://www.narpmconvention.com/>

I'll see you on deck in Las Vegas! 🏴‍☠️

DD Garzón, Master Property Manager RMP®
NARPM® 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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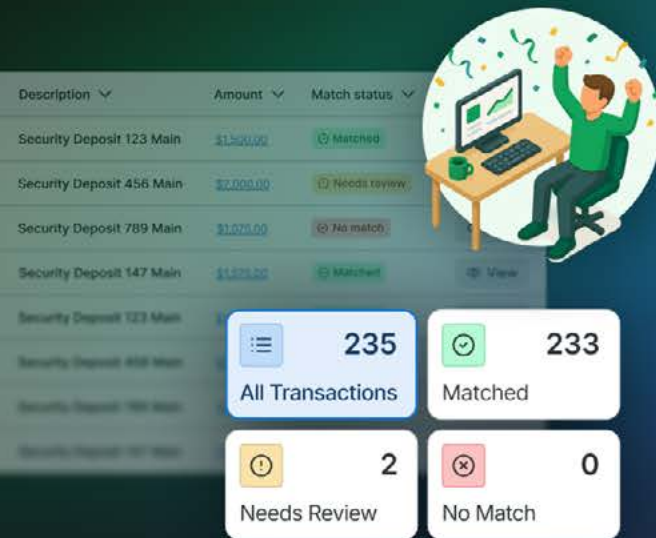
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Randall Henderson is the VP of Partnerships at Rentvine. He has a wealth of experience with over 25 years in real estate investment and property management. Prior to Rentvine, Randall spent nearly a decade at Property Management Inc., where he held key leadership positions, including VP of Residential and Commercial. His expertise spans marketing, training, support, and operations. Visit <https://www.rentvine.com/features/trust-accounting>.

Trust accounting: AI can flag it. It can't own it.

Artificial intelligence (AI) is quietly taking over property management. Leasing questions get answered before a human ever sees them. Maintenance requests are triaged and routed automatically. Owner emails get drafted in seconds. For many workflows in this industry, artificial intelligence is closing the gap between "someone should look into that" and "it's already handled."

AI agents are already inside trust accounting, not as some distant "someday," but right now, running reconciliations, coding transactions, watching for deposits that haven't cleared. That's worth saying plainly, because it's a genuinely good development. A well-trained agent doesn't get tired on the fortieth ledger of the month, and it doesn't skip the three-way tie because close is running long. For the mechanical, repetitive parts of this job, software is already better at it than most people doing it by hand.

I once worked with a property manager who, by every measure, thought he was doing everything right. He used the trust account only for owner expenses and never touched security deposits for anything else. He would have told you, honestly, that his books were clean. He had no idea the mistakes he was making, not because he was careless, but because reconciling ledgers by hand, across dozens of owners, month after month, is exactly the kind of work people quietly get wrong.

An agent watching those accounts wouldn't have missed the uncleared deposits or the stale journal entries. That's not a knock on him. It's the case for letting software do more of the watching.

However, to quote a friend, "If you don't understand trust accounting, you shouldn't be in property management."

It's tempting to assume trust accounting becomes just another automated workflow, the way leasing and maintenance routing already have: a few more product cycles, and an AI agent closes the books end to end, no human required.

That's the part I'd push back on. The mistakes that actually put a property management business at risk rarely look like fraud. They look like a Tuesday, and they show up less in the transactions themselves than in what nobody decided to do about them.

The bank reconciliation blunders. Failing to reconcile accounts within a reasonable window (most states require it inside 15 days of the statement date) lets small discrepancies compound into ones nobody can explain. Overstating funds is its quieter cousin: uncleared deposits and stale journal entries make an owner's balance look healthier than it is. And uncleared "money out" transactions (i.e. checks sitting uncashed past six months) mean money is unaccounted for and, eventually, owed to the state.

The owner-accounting mistakes. Paying an owner before their rent has settled, or paying a vendor with trust funds an owner's balance won't cover, lets negative balances creep in and quietly commingles funds between owners. Lost revenue recognition means fees you're legally owed simply evaporate, because nobody audited the charge codes. And neglecting to close the accounting period means every one of these problems keeps moving, silently, into the next month.

Underneath all of it is the real test: the three-way tie. Your bank statement, your check register, and the sum of every owner ledger all have to match exactly

It's tempting to assume trust accounting becomes just another automated workflow, the way leasing and maintenance routing already have: a few more product cycles, and an AI agent closes the books end to end, no human required.

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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.

Are you managing properties or managing anxiety?

There are days in property management when you can almost feel everyone else's anxiety landing on your shoulders.

Much of that pressure doesn't begin with the problem itself but with the person bringing it to you and the stress they're feeling. That can make prioritizing difficult because the person who is the most upset can easily get the most attention, while a routine-looking email from a vendor, insurance company, or local government sits quietly in your inbox and may be more important.

You're dealing with people's homes, money, and investments, so of course there's going to be emotion attached to the work. One of the harder parts of the job is separating emotional urgency from operational urgency. The person calling may genuinely feel that something needs to happen right now, and you don't want to dismiss that. You still must decide whether the situation itself requires the same urgency.

EMOTION TELLS YOU SOMETHING, BUT NOT EVERYTHING

When someone is angry or worried, their reaction is useful information.

An owner may be furious about a \$175 repair that was necessary, properly authorized, and handled according to the management agreement. You may need to spend some time explaining what happened and why, but that doesn't repair an operational crisis.

Emotion shouldn't be discounted. If an owner who rarely calls suddenly calls three times or a resident seems unusually alarmed, pay attention. They may know something you don't. But as the temperature rises, it becomes even more important to keep the record factual: what was reported, what you knew at the time, what was done, and what was communicated.

You see this all the time when a problem comes through someone on your team. A resident calls about the air conditioning, and by the time the conversation is over, your employee comes to you saying, "She is freaking out about the AC." You can feel the urgency immediately, although you still don't know much about the AC.

Maybe the house is 78 degrees, it's 96 outside, and a technician is already scheduled to arrive that afternoon.

We all hear phrases like "He's really mad," "She says this is unacceptable," or "They've already called three times." Those things are worth knowing, but so is what happened, what has been done so far, and whether there is any immediate risk or deadline involved.

DOES THIS PROBLEM ACTUALLY NEED YOU?

When an employee brings an issue to you, find out what they need. They may need an approval they don't have the authority to give, or they may simply want reassurance after a rough call. If the problem really does require immediate action, the bigger question is whether the person handling it already has the authority to act. An emergency is a bad time to discover that nobody is sure who can authorize the next step.

Your team is also watching what causes everyone to drop what they're doing. If anger and persistence consistently move something to the front of the line, that starts affecting what people bring to you as urgent. Before long, the office can spend a lot of time responding to pressure instead of deciding what actually needs attention first.

DECIDING WHAT REALLY COMES FIRST

When several things are competing for attention, one of the most useful questions is what happens if you wait.

Safety and active property damage are easy enough to move to the top. Other issues may not seem particularly urgent until you consider what happens if they sit too long. An insurance matter or government notice can be sitting in your inbox while everybody is dealing with the angry owner on the phone.

Also look at what is being held up by a decision. A vendor may need a quick approval before work can continue. Until someone gives it, the vendor can't move, the resident keeps waiting, and your team

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keeps following up. A three-minute decision can sometimes clear a surprising amount of work.

Then there are the conversations that matter because relationships matter. An owner may want an explanation, or a resident may be unhappy with how something was handled. You still need to deal with it, but you may not need to stop what you're doing to have that conversation.

When it isn't obvious where something belongs, come back to one question: What gets worse if this waits?

YOU CAN RESPOND WITHOUT DROPPING EVERYTHING

It also helps to separate how quickly someone needs to hear from you from how quickly the problem itself needs action. Those aren't always the same.

An owner may need to hear from you fairly quickly because they're worried, even though the issue itself can wait until later that afternoon. Silence usually makes an anxious person more anxious. Acknowledging the message and telling them when they'll hear from you again can prevent much unnecessary follow-up.

"We received your message. David is contacting the vendor now. I expect to have more information by 2 p.m., and I'll update you then."

If 2 p.m. comes around and you're still waiting, update them anyway. Promise the next communication, not an outcome you don't control. You may not control when the vendor arrives or when the repair is finished, but you can control when the owner or resident hears from you again.

The distinction between responding and acting can take a lot of pressure out of the day. You're not allowing every concerned phone call or email to rearrange everything else that needs to get done.

PAY ATTENTION TO WHAT KEEPS BECOMING URGENT

Once things calm down, it's worth looking back at what happened, particularly when you keep seeing the same kind of urgency.



If the same owner turns every request into an emergency, eventually that becomes a conversation about expectations rather than another emergency to manage. It's also worth asking whether everyone is working from roughly the same understanding of what requires immediate action. When owners, residents, employees, and vendors have very different ideas about what constitutes an emergency, the property manager ends up making that call over and over again.

If your team regularly brings you decisions they're already authorized to make, find out why they don't feel comfortable making them. Maybe the authority exists on paper, but people are still worried about what will happen if they make the wrong call.

If the same kinds of situations keep arriving as emergencies, don't just get better at handling them. Look at why they keep becoming emergencies in the first place. There may be an expectation that needs to be reset, a process that keeps creating delays, or a decision that doesn't really need to come all the way to you.

There's another reason all of this matters. Carrying everybody else's sense of urgency all day is exhausting. After enough calls, emails, and interruptions, it gets harder to tell the difference between being busy and actually working on what matters most. You can get to the end of a

very full day and realize that the things you intended to accomplish never got touched.

Property management will never be an emotion-free business. A home matters to the person living in it, and an investment property can represent years of work and financial planning to its owner. People are going to get worried when something goes wrong.

The hard part is making sure their worry doesn't decide for you. You still have to figure out what needs attention now, what can wait, and whether the person bringing you the problem simply needs to know what happens next. That's not always easy on a busy day, but it's a whole lot better than letting whoever is the most upset decide what you're going to work on next. 🏠

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every single month. It sounds simple. It's the single hardest habit in this business to build, and the easiest one to let slip when things get busy.

None of this is abstract. Auditors from a state's Department of Real Estate don't care about intent. Fines run upward of \$100,000, or \$3,000 per transaction. A broker's license can be suspended or revoked, and in the worst cases, the law allows for imprisonment. Long before any of that, there's the quieter cost: hours spent explaining a statement that shouldn't need explaining, and reputation damage that shows up in every referral you don't get.

This is where the distinction matters. An AI agent can flag a miscoded transaction before close, surface a deposit aged past five days, or catch a check drifting toward the six-month mark, and it should be trusted to do exactly that, continuously, better than a person squeezing it in between phone calls.

But flagging an anomaly isn't the same as owning the outcome. Someone still has to decide whether that uncleared check gets reissued or escheated. Someone still must sign off that the ledger, the register, and the bank statement genuinely tie, even if the dashboard says they're green. That decision carries a license, a business, and sometimes a person's freedom behind it. No agent is going to volunteer for that.

That's the moat. It isn't that AI is incapable of the arithmetic. Increasingly, it's better at the arithmetic than we are. It's that trust accounting was built around the idea that someone is accountable: personally, professionally, sometimes legally, for money that was never really the property managers' to begin with. As agents take over more of the mechanics, the companies that last will be the ones that still put a human in the one seat an agent can't sit in: the one that signs and answers for what the books say. 🏠

MEMBERSHIP Growth

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

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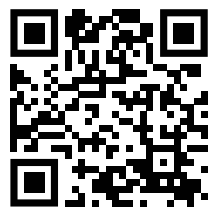
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Clifford A. Hockley, CCIM, is Principal Broker at SVN | Bluestone, as well as the managing member of Cliff Hockley Real Estate Consulting, LLC. As a certified property manager and designated managing broker, Cliff has 42 years of experience in the brokerage and management of real estate companies. Bluestone and Hockley Real Estate Services managed condominium associations, multi-family, and commercial properties in the greater Portland area. He was focused on running the company and was involved in investment property brokerage. Cliff grew Bluestone and Hockley Real Estate Services into a 100-employee company that managed over \$2 billion of real estate assets before he sold the company in 2021. His monthly newsletter, *QuickFacts*, has over 2,300 subscribers. He has been involved in numerous real estate transactions that include industrial, retail, office, and multifamily properties. Cliff has also written a book called *"Successful Real Estate Investing: Invest Wisely, Avoid Costly Mistakes and Make Money,"* published by Morgan James Publishing in 2019. Learn more at <https://www.chockleyconsulting.com/contact-us>.

The one that got away

Do you ever wonder if your company's growth would have been different if you'd been able to figure out how to keep that key individual who quit?

For example, I had an assistant, Tonia, who was a key player in our company. I tried to promote her, she resisted, asking for a different kind of position that was more marketing-centric. That's when I pushed back because I didn't have a position like that, and I did not understand the depth of her marketing skills.

Unfortunately, after she left her company, she ended up working for another company as their head marketer for 10 different regions in the state. At the time, I wasn't able to wrap my head around all the things that she could do for us, and I wasn't listening well enough.

ASKING FOR A RAISE

Tonia asked me for a raise and for a new title of

and she went to work for a regional competitor. It was also a huge loss.

LOOKING BACK

Looking back, I wonder how much larger, more profitable, or more effective our company could have been if I had kept both of these employees, paid them more, and given them the responsibility that they deserved.

It goes to show you that managing the company is not for the faint of heart. You will make significant mistakes over a period of time when hiring, promoting, and not recognizing talent.

All I can suggest to you is that you take time to think about the decisions you're making when it comes to personnel.

When you have a great employee, talk to them, understand their motivations, and think about creating a job for them that can help them and your

When you have a great employee, talk to them, understand their motivations, and think about creating a job for them that can help them and your company grow.

marketing director. We really needed somebody to lead our marketing efforts, but I wasn't thoughtful enough to visualize how she could make that work, and I really did not want to spend the money on the raise.

Looking back, I should have had her put together a presentation for me regarding how she was going to be the marketing director. We could have created a transition where she stayed my assistant while we created the new marketing position.

I still kick myself for letting her get away. She was one of our top employees who could have helped our company grow in a significant way.

In another situation, a department head asked for more money and the ability to grow her department. She was very capable, and again I was not listening,

company grow.

Letting great employees get away means that you slow down the growth of your company and then struggle with replacing the position they left without having them there to train the next person. More importantly, you lose an employee who knows your company and fits into the company culture, someone who you can build on.

Don't let a star whose skills are extraordinary get away. You must be creative and responsive to keep them part of your team in the long run. Every company needs stars, and if you have a homegrown one, fight like hell to keep them. 🦊



Scott P. Brady is the CEO of Progressive Partners, Inc., the parent company of Progressive Property Management, managing over 1,100 residential properties; Progressive Association Management, managing over 250 associations and 16,000 owners; and Progressive Realty, with 100 real estate agents in the Southern California area. Scott graduated from UC Berkeley with a comparative literature major and earned his MBA from Cal State Fullerton. He is married to Dr. Deanna Brady and has three children and three grandchildren.

“Trustparency” transformation: How transparency creates trust and transforms your company

How do you fundamentally change the relationships you have with clients, community, and your staff? How do you transform those relationships from transactional in nature to a mutually beneficial one?

At our company, we believe that complete and total transparency about our business model, operations, and decision-making creates deep trust with these constituents, which, at a fundamental level, transforms those relationships.

So what? Why go through these machinations to achieve this transformation? We believe, and can demonstrate, that once their authentic trust is formed, it allows us to grow faster, at a lower cost, and improves our net profit.

Transparency, in essence, means being open, honest, and clear in all communications, actions, and processes. It involves sharing your successes and challenges openly, ensuring clients fully

stack”: the owner works with one property manager on leasing, vendor coordination, inspections, and any issues for that property.

- We share with our owners and boards that our managers work remotely from home. We handle operations and have the association management departments located in one central location, but all our managers, all 65 of them, work from the comfort of their home.
- For association management, on our website, there is a map of all the communities we manage, a copy of our contract, our Google reviews, and even a page where they can calculate the base management fee we will charge them for our services.
- We limit the number of associations or doors a manager can manage: 100 residential properties, 10 associations or 1,000 owners, whichever comes first.

Trust is the cornerstone of any successful business, and transparency is essential to earning and maintaining it. When companies communicate clearly and honestly, they create an environment of openness that fosters trust among customers, employees, and investors.

understand the services you provide and the results they can expect. This level of openness is crucial in marketing, where trust and collaboration play vital roles in achieving successful outcomes. Business transparency creates client trust by removing uncertainty, proving honesty through open operations, and showing that a company has nothing to hide. What is “Progressive transparency”?

- We share with our boards and residential owners our business model. We hire real estate agents to manage both our doors and our associations. We manage over 1,100 properties and do not have one salaried Property Manager on the payroll.
- The owner has one point of contact for residential management. We don’t have departments, third-party companies, or a “tech

- We survey every residential property owner, association owner, and board member annually for constructive feedback.
- Every owner, tenant, and board member has my email address, all 17,000 of them, and they can contact the owner of the company if they are not satisfied with any aspect of their experience with our company.
- We offer 7 Performance Guarantees, and back up our marketing promises with real financial pain if we don’t perform as promised.
- We share our financials with our team members. We show them how we are reinvesting all “free cash flow” back into the company to continue our growth.

Continued on next page

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We are not the first company to build our culture and marketing around trust. Would you agree that the following companies have earned your trust?

- Amazon – Trust low prices, quick delivery, and easy returns.
- Costco – Trust low prices, high quality and new products.
- In-N-Out – Quality food, fast service, and fair prices.
- Google – Fair rankings, artificial intelligence, quick searches, and innovation
- Apple – Easy interface, superior quality and constant innovation.

Trust is the foundation of human connection. It is mutual. One party offers it, and the other accepts it: the trustor and the trustee. It is communicated. It allows us to lower our defenses and stop doubting others' motivations. Trust gives us a more positive view of the world. We see others as beneficial, improving our lives. Here are the "4 Pillars of Trust":

- Humanity – develop empathy and kindness with owners, tenants & employees.
- Capability – create quality products, with superior experiences or services.
- Reliability – deliver that product, experience or service consistently.
- Transparency – openly share information, motives and actions

Trust is the cornerstone of any successful business, and transparency is essential to earning and maintaining it. When companies communicate clearly and honestly, they create an environment of openness that fosters trust among customers, employees, and investors. This trust doesn't just improve relationships—it enhances an organization's overall reputation and credibility. It is transformative. For us, here are the benefits of that transformation:

- Charge more (higher profit margins) – Clients will pay more for this relationship. We recently increased our base management fee. Your clients will not begrudge you making more money if you communicate why the increases are necessary to maintain the level of service you offer.
- Client retention – Happy and content clients stay with you longer. Your customer acquisition costs decrease, and your value per owner increases. You suffer less churn and have a better relationship with your owners. For staff, we have had one staff member out of 26 quit in the past 2 years and have others in the industry seeking us out to work for us. It is far more expensive to secure new clients and find new employees than it is to retain the ones you already have.

- Honest feedback (reciprocity) – We survey every tenant, owner, board, shareholder, and employee with whom we work. We make it clear that bonuses, promotions, and pay depend on the results of these surveys. Because we communicate that clearly, we receive honest and consistent feedback from these parties. This is so important to my company that we promoted a team member to "Communications Director," whose job it is to document and "prove" that we provide the superior service we promised in our marketing.
- Referrals and positive reviews – We currently have 478 five-star Google reviews for residential management (I know, Steve Welty from Goodlife Property Management scoffs at this low number) and in the notoriously difficult space of association management, we have over 310 five-star reviews.

Good reviews improve your Google "juice" and are usually the first place prospective clients go to decide on your company.

- Grace and forgiveness – We make mistakes. Managers don't respond to calls quickly, hire a mediocre vendor, place a terrible tenant in the property, or errant charges are made to accounts. With a higher level of trust, your clients forgive you and provide some business "grace."
- Implement new programs with less resistance – We, like many of you, will hear of and then decide to implement a new

program. It may be for income reasons, but usually, we feel it is in the best interest of our boards and owners. Without trust, they assume you are doing it for self-gain. With trust and an explanation and rationale for that new program, there is less owner resistance.

- Become a missionary (not a carpetbagger) – Many in our industry, particularly those owned by private equity firms, see our industry as immune from higher interest rates and benefiting from artificial intelligence, and are paying immense sums to buy into our industry. I meet with them all the time. They care about the potential profit and seeming certainty of property management. I am less convinced they care about forming trust with our clients and transforming that relationship. I do. I want to improve this industry by elevating the experience of our owners, tenants, boards, and team members; by promising, providing, and having proof of superior service; and by being totally transparent with our business model so owners, boards, and team members completely trust us, which transforms not just our relationships with them; it transforms the industry.

I encourage you to embrace "trustparency" in your business and reap the numerous benefits. 🍷



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

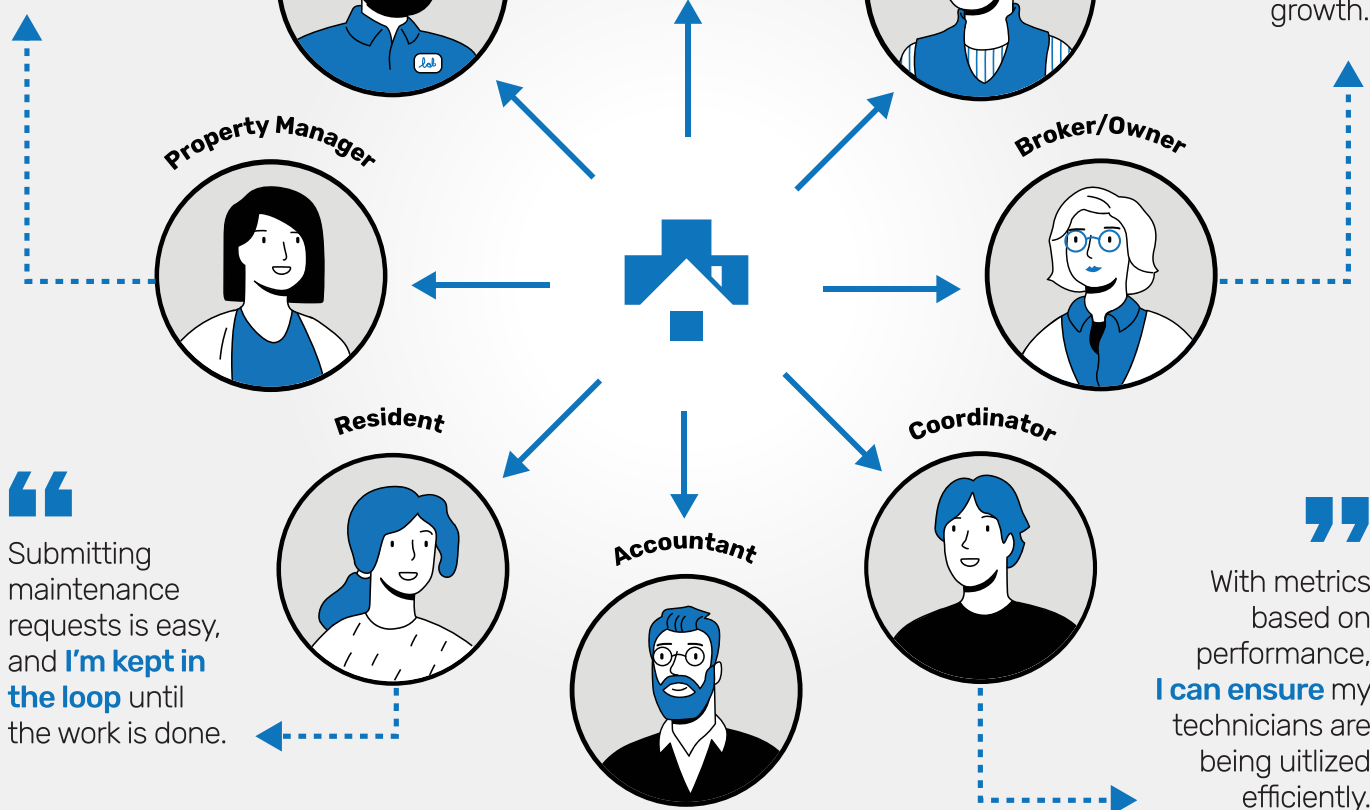
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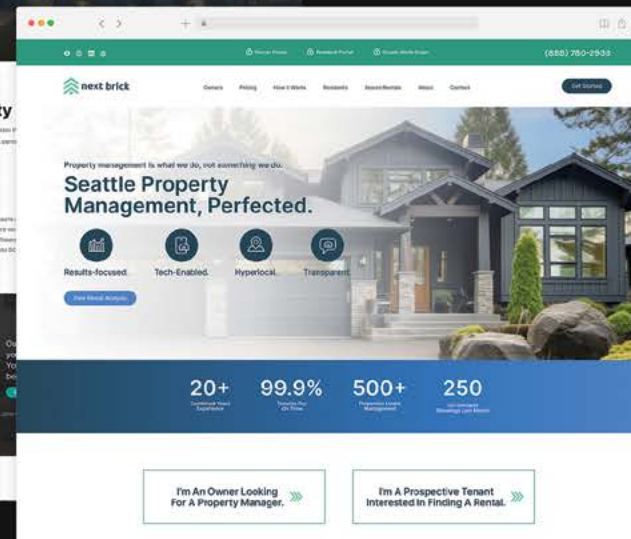
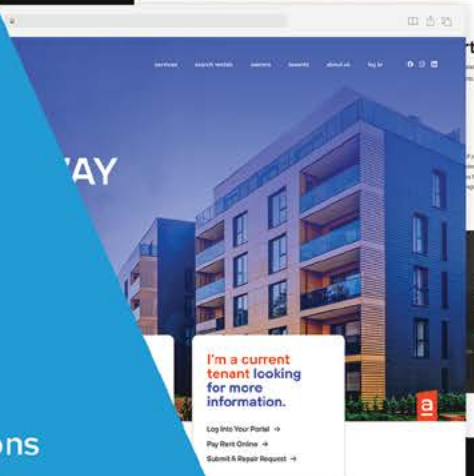
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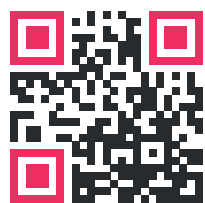
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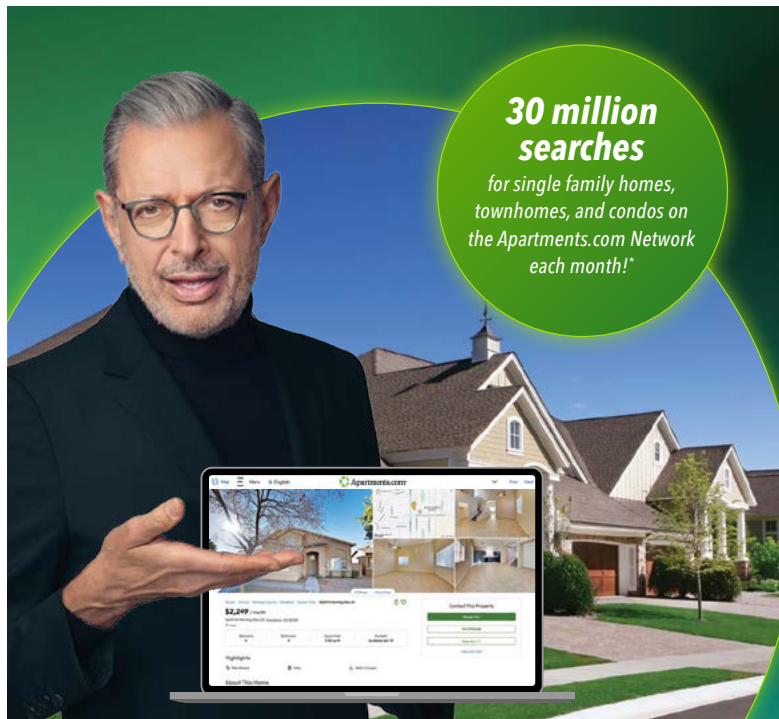


Build Your Remote Team

"Burnout isn't about workload. It's about having the wrong people in the wrong seats"

– Pete Neubig, VPM Solutions CEO & NARPM Podcast Host





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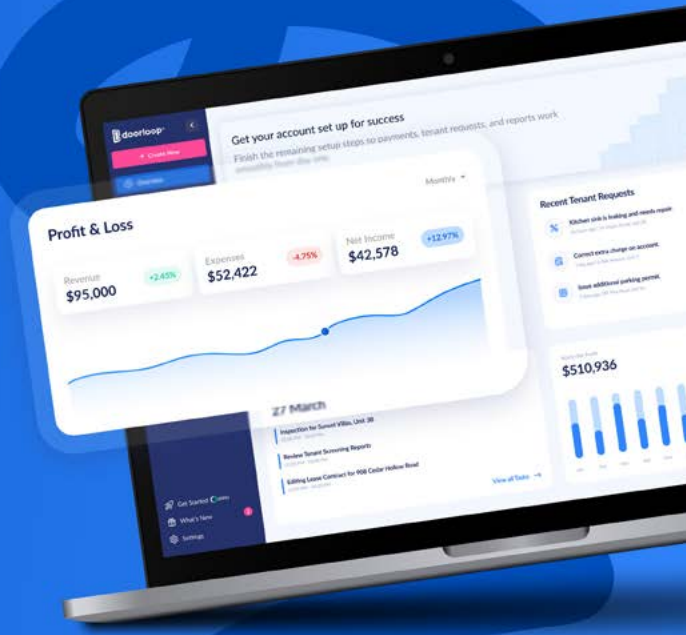
* Searches on Apartments.com Network, 2025 Monthly Average



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Profit & Loss

Revenue	Expenses	Net Income
\$95,000	\$52,422	\$42,578
+2.45%	-4.75%	+12.97%

Recent Tenant Requests

- Kitchen sink is leaking and needs repair
- Carport extra charge on account
- Need additional parking permit

27 MARCH

Inspection for Sunset Office Unit 20

Review Tenant Screening Reports

Signing Lease Contract for 100 Cedar Valley Road

March Total
\$510,936



Steven Salisbury is a Content Developer & SEO Specialist for London Computer Systems, a developer of business-critical technologies. The company's flagship product, Rent Manager property management software, incorporates robust AI features, advanced accounting, maintenance, and CRM systems; customizable residential portfolio tools; hundreds of integrations with the industry's leading PropTech providers; and much more.

Top tips for fall resident events

Fall is the perfect time for property managers to bring their communities together. Seasonal resident events like Halloween trick-or-treating and Thanksgiving potlucks create opportunities to engage renters, strengthen relationships, and make your property feel more like home.

These practical event tips will help you keep things organized, safe, and memorable for everyone involved.

HOST A SAFE AND FUN TRICK-OR-TREAT EVENT

Trick-or-treating is one of the most popular fall activities, and for good reason. It gives families and children in your community a chance to celebrate together in a fun, safe environment.

Before the big night:

- Make sure walkways are well-lit and free of debris so residents can move safely around the property.
- Communicate trick-or-treating hours, safety reminders, and community guidelines to your renters.

You might also use the clubhouse or another shared space as a central candy stop or costume showcase. A little organization goes a long way in turning a simple event into a memorable community tradition.

PREPARE FOR EXTRA VISITORS

As the holidays approach, residents often welcome out-of-town friends and family. This can mean heavier parking use, more foot traffic, and confusion about community policies.

Get ahead of any issues by reminding tenants about guest rules and parking expectations. If your property uses gate codes or keycards, encourage renters to share them only with trusted visitors. By communicating effectively, you can manage increased traffic while keeping your community secure and stress-free.

MANAGE RESIDENTS TRAVELING OUT OF TOWN

Not all residents will be hosting fall gatherings; some may travel out of town to visit family, leaving their units temporarily vacant. This can lead to increased parking availability and lower utility usage. However, it's crucial to stay on top of these vacancies to ensure property security:

- **Vacancy tracking:** If you know which renters will be out of town, keep a list of units that will be vacant for more than a week.
- **Security measures:** Remind traveling residents to lock doors and windows. Consider increasing security patrols or surveillance around unoccupied units.

Being proactive about managing unoccupied units will keep the property safe while providing peace of mind to tenants who are away.

HOST A THANKSGIVING POTLUCK

Thanksgiving is all about togetherness, and a potluck is a fantastic way to bring your community together. Participants can share favorite dishes and bond over food, creating a warm and inclusive atmosphere. Here's how to make your event a success:

- **Get resident input:** Poll your renters to gather dish suggestions and dietary preferences, ensuring a well-rounded menu with something for everyone.
- **Create a board game sign-up sheet:** Aside from food, time spent around the table is the highlight of any Thanksgiving gathering. Create a physical or digital sign-up sheet so tenants can bring their favorite Thanksgiving activities without redundancy.

GUARD AGAINST INCREASED BURGLARIES

Unfortunately, as fall kicks off the holiday season, it can also lead to an uptick in burglaries, especially as people start purchasing gifts. Protecting residents and property must be a top priority during this time of year.

Remind renters to keep doors locked, blinds closed, and lights on when they're away. If your property allows, consider starting a community watch group or scheduling extra patrols in high-traffic areas. Small steps like these can help create a safer, more secure environment for everyone.

By following these resident event tips, property managers can make the most of fall's community-building opportunities, bringing renters together, encouraging participation, and creating lasting memories that extend well beyond the season.



2026 NARPM® Director **Nicole Kelly** is a people-centered Operations and Business Development Manager who focuses on building strong teams, clear systems, and memorable client experiences. At Uptown Properties, she leads operational improvements, training programs, and culture-building initiatives that help staff thrive, in addition to overseeing company marketing and growth. She's passionate about education, clarity, and elevating industry standards. Outside of work, Nicole enjoys photography, road trips, hiking, exploring the outdoors, and spending time with her husband and three dogs.

Never lose an employee again: Making lemonade out of staff turnover

Staff turnover is expensive. It's disruptive. And if you've ever finally gotten a new employee trained only to have them give notice a few months later, it can be incredibly frustrating.

But turnover also gives us something valuable: information.

Why did this person leave? Where did they struggle? What did they misunderstand about the job? What did we assume they knew that we never actually taught them? When did they first begin questioning whether they had made the right decision?

Instead of simply filling the empty seat and starting over, what if we used every departure to make the experience better for the next person?

The same first-100-days principles Joey Coleman teaches for customer retention can be applied to employee retention. In many ways, the journeys are remarkably similar.

THE EMPLOYEE EXPERIENCE STARTS BEFORE DAY ONE

Think about the traditional hiring process. We advertise a position, interview candidates, make an offer and celebrate when someone accepts. Then comes Monday morning.

"Here's your computer. Here are your passwords. Let me know if you have questions."

We spend weeks selling someone on joining our organization and then dramatically reduce our communication immediately after they say yes. Sound familiar?

Just like signing a management agreement, accepting a job offer isn't the finish line. It's the beginning. A candidate assesses your company. They admit they want to join by accepting the offer. Then comes perhaps the most overlooked phase: affirmation. "Did I make the right decision?" Your new employee may be asking themselves that question before they even walk through the door.

DESIGN THE FIRST 100 DAYS

Imagine treating employee onboarding with the

same intentionality we use to acquire a new client.

Immediately after accepting the position, the employee receives a personal congratulations call.

Before Day One, they know where to park, what to wear, what time to arrive, what their first day looks like and who will meet them.

Their workstation is ready.

Their logins work.

Their team knows they're coming.

Those details may sound small, but they communicate something much bigger: We were expecting you.

Then onboarding becomes more than a checklist of software and policies.

The employee learns why the company exists, how departments work together, what success looks like in their position, where to find answers and how decisions get made.

Instead of expecting competency immediately, create milestones.

Day 1: Understand the company.

Week 1: Understand the role.

Day 30: Perform core responsibilities with support.

Day 60: Perform independently.

Day 90: Demonstrate ownership.

The exact milestones will vary by position, but the principle remains the same: employees should always know what "good" looks like next.

AUTOMATE THE REMINDER, NOT THE RELATIONSHIP

Our CRM principle applies internally too. Technology can remind a manager that an employee's 30-day check-in is due. Technology shouldn't conduct the check-in. Automate paperwork, training assignments, reminders and resource delivery. Create human tasks for the moments that matter.

Day 1 welcome.

End-of-week-one conversation.

Continued on next page

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30-day check-in.

60-day development conversation.

90-day review.

And don't ask only, "How's it going?" Ask better questions. What has been different from what you expected? What part of your job still feels unclear? Where do you feel least confident? What is making your job harder than it needs to be? Those answers are retention data.

TURN TURNOVER INTO INTELLIGENCE

This is where the lemons become lemonade.

Every time someone leaves, don't just conduct an exit interview and file it away. Compare their experience against your onboarding process. If three employees struggled with the same responsibility, you probably don't have three employee problems. You may have a training problem.

If new hires repeatedly misunderstand an expectation, rewrite the expectation. If people consistently need help with something in Week Three, build it into Week Two training.

If someone says, "I never really understood who was responsible

for that," fix the organizational clarity for the next hire. Your onboarding program should never be finished. Every person who succeeds should help validate it. Every person who struggles should help improve it. Every person who leaves should teach you something.

BUILD EMPLOYEES WHO CHOOSE TO STAY

We can't eliminate turnover. People move, careers change, and sometimes an employee simply isn't the right fit.

The goal isn't to keep every employee forever.

The goal is to eliminate avoidable turnover caused by poor communication, unclear expectations, inadequate training, and an employee experience we never intentionally designed.

The first 100 days shouldn't simply teach someone how to do a job. They should move an employee from "I accepted a job here," to "I know how to succeed here," and eventually to "I'm proud to work here."

That's not an HR initiative. That's an operating system for building a company people want to stay with. 🏠

A designation is what sets you apart from your competition.

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Designees approved at the May 2026

Professional Development Committee meeting:

**Jennifer Rippey, Master
Property Manager
(MPM®) RMP®**

One Focus Property
Management
Williamsport, Pennsylvania

**Randy Cox, RMP®
(Residential Management
Professional**

Hearthside Rentals
Greenville, North Carolina

Wendy Beaty, RMP®
Integrity Property Management
Las Vegas, Nevada

Leuri Zibetti, RMP®
A2Z Properties
Provo, Utah

Barron McWright, RMP®
McWright Property
Management
Orange Park, Florida

Justin Anderson, RMP®
RentSmart
Martinez, Georgia

Kelli Broughton, RMP®
RE/MAX Country
New Castle, Colorado

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
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The power that comes with increased knowledge and confidence is tangible. It's what sets you apart from your competition.

Professional designations from NARPM® have an impact on your company and your clients and the results translate directly to the bottom line. Add the credibility of our professional designations to your name and to your company name!

NARPM® designations* are earned with a combination of property management experience, NARPM® and industry education, and service to the association through volunteer activities. You may have taken clock-hour courses to maintain your license. Imagine the gains when the courses are specifically focused on what you do as a property manager and are being taught by a property management professional. Take it one step further and envision networking with other experienced property managers from across the country. Earning your NARPM® designation will bring a whole new dimension to your daily tasks.

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

DISCUSSION BOARD Hot Topics



WHAT HOT TOPICS ARE PROPERTY MANAGERS CURRENTLY TALKING ABOUT?

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

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

Q *A tenant requested approximately 12 legitimate, relatively minor repairs. We scheduled a licensed and bonded contractor and provided his information in advance. He arrived with a second worker from the same company so the work could be completed more efficiently, but the tenant denied them access because she had not been told that two workers would be present. My understanding is that California Civil Code §1954 permits entry for necessary or agreed repairs after proper written notice stating the date, approximate time, and purpose, with 24 hours presumed reasonable and entry during normal business hours. I plan to provide approximately one week's notice and personally meet the contractors at the property. Am I correct that, after properly serving this notice, management and the contractors may enter and complete the repairs without requiring the tenant's additional permission or approval of the workers?*

A *The vendor bringing a helper isn't a decision the tenant gets to make. You mention "minor repairs." We would, as per the lease, charge the tenant the trip fee the vendor charged for the missed appointment. We'd also let the tenant know that they can reschedule a time that works and that the vendor may bring a helper if they choose. We would not enter any property for non-emergency repairs without the tenant present. For what it's worth, I'm not familiar with California laws, so my ramblings may be irrelevant.*

A *Do not just enter. If you're asking this question in California, you need to hire yourself a GOOD attorney.*

Continued on page 27

Streamline Communication & Engagement

With Rent Manager's built-in communication tools, you'll increase renter satisfaction and keep important information flowing between you and your residents.



Engage with inquiries, updates, & reminders using the system's **texting capabilities**.



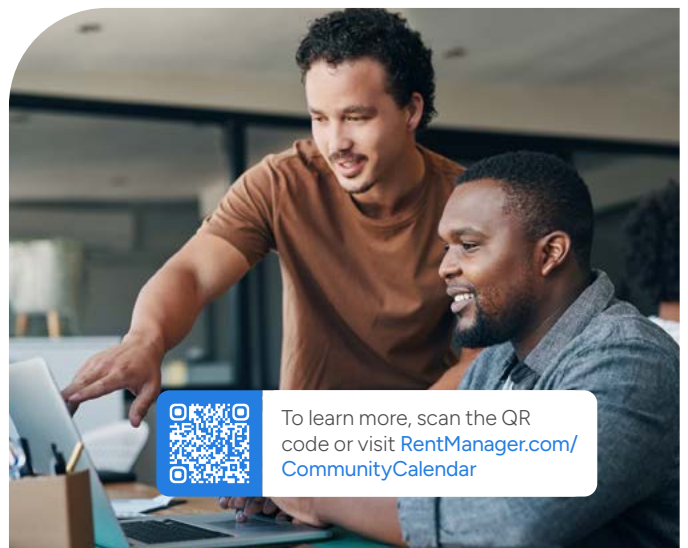
Record & send voice messages for announcements using **Phone Broadcast**.



Make & receive calls from the software using the **rmVoIP Integrated Phone System**.



Empower renters to make payments & maintenance requests with the **rmResident mobile app**.





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.

The business sellers who prepare sell better. It's that simple.

One of the factors brokers consider when deciding to accept a listing is how much work a seller is willing to put in before going to market. Creating a well-organized, easy-to-understand package adds value for buyers and helps the deal move faster and more smoothly.

Here's what I tell both sellers and buyers: Take the time (or get help) to put your books in order and organize your financials.

Your broker will give you a list of documents you'll need to have ready for lenders and buyers: tax returns, P&Ls, and specific data about your properties, such as turnover and vacancy rates. They'll also advise you to remove any personal expenses from the business ledgers so a buyer can get a true picture of cash flow and profitability.

The objective is to create a package of documents that clearly demonstrates your performance as an owner and your financial position, along with trends over the past three years or so. Has your revenue been flat, or shown a significant increase or decrease over that time? Has the vacancy rate improved or declined?

We work with lenders to ensure they agree with the company's valuation before we list it. They need to confirm that your cash flow will service the buyer's debt and still be profitable. The less work a lender has to do to decipher your data, the quicker they will pre-approve your company for SBA or traditional financing.

On the buyer's side, we also request detailed information on their performance as a property management firm and their financial position. We vet them to ensure they're serious about an acquisition and ask for proof of funds to confirm they can make a competitive offer. Their willingness to work with us to get their data organized and their responsiveness affect how we rate them as buyers. A top-tier buyer will be ready, willing, and able to fill in any gaps and provide the information we need.

Do your research. On the seller's side, that means going back through your records to familiarize yourself with details about specific upgrades, tenant or owner issues, or trends in expenses or revenues.

Get prepared to explain issues when the buyer asks (and they will) without becoming defensive or making statements you might have to amend later. Buyers will buy a company with issues, but they will walk away from a seller they feel hasn't been transparent or honest with them.

For a seller, doing research means being able to articulate clearly what you're hoping to gain from the acquisition. It might require getting up to speed on the specifics of the market, the types of properties, and the tenant profiles of the companies you're considering offering to. It's challenging to transition to a new industry, so if your business ownership experience is in another industry, make sure you're familiar with the terms, metrics, and challenges of property management. You'll need them to ask the important questions and determine if this is a good fit for you.

Brokers earn their commissions by helping sellers and buyers put their best foot forward. We know that most owners don't have the expertise, experience, or time to screen buyers and evaluate offers. "For Sale By Owner" almost always signals someone who will not get top dollar for their company, if they get any serious offers at all.

We also know that time kills all deals. One of the most important reasons to complete the pre-qualification process is that it makes diligence, negotiations, and closing much easier, quicker, and less stressful for both parties. Prequalification can cut weeks, even months, off the time it takes to close a deal, meaning the owner can meet their goals for exiting the business and the buyer can make a top-dollar offer because they have all the information they need to decide to buy. 🏡



Victoria Hecht is the NARPM® Public Relations & Digital Media Director and Residential Resource Editor.

NARPM® advocacy in action!

NARPM® Government Affairs Director Ben Jones was in Kansas City, Missouri, in mid-August for Ranking Member Emanuel Cleaver II's 21st Century Road Ahead Housing Summit, joining housing leaders and stakeholders for an important conversation about the nation's housing challenges. Jones served as a panelist at the summit, where discussion highlighted the important role NARPM® Members play in preserving the nation's housing supply and how professional residential property managers can be

valuable partners in efforts to reverse the nationwide housing shortage. Rep. Cleaver represents Missouri's 5th Congressional District and serves as Ranking Member of the House Financial Services Subcommittee on Housing and Insurance. NARPM® continues to advocate for policies that recognize the essential role residential property managers and the homes they manage play in communities across the country. Learn more about NARPM® advocacy at <https://www.narpm.org/legislative/>. 



Learn more about NARPM® advocacy at www.narpm.org/legislative/

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"Discussion"

Q Does anyone have an example of a room for rent? I have an owner who bought a house for her daughter but wants the additional two bedrooms to be on a lease managed by us. I know it is becoming popular, so I figured I would try one to see how it goes.

A That sounds scary. What if the daughter, who is not under your authority, becomes a problem? I was asked to do the same thing a few years ago, and I could not figure out how to proceed, so I didn't.

A Simple. Just sign a lease to the daughter specifying her boundaries, then another lease to each of the rent-by-the-room tenants. When we do this, we use our normal lease, specify the bedroom and boundaries on the address, and include a simple roommate addendum.

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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Eric J. Finkley is the founder of Resonance Intelligence and editor of *The Radiant Review*, an independent analysis publication focused on evidence, context, and relationships across complex systems. His work examines how organizations can preserve evidence lineage, distinguish observation from inference, and make operational decisions more transparent and defensible. Visit <https://theradiantreview.com>, or email resonanceintelligence@gmail.com.

Closing the property management signal gap: Building a defensible evidence chain

Property management is full of data, but data is not the same thing as a coherent operating picture. A maintenance ticket may say a repair was completed. A resident may still be dissatisfied. An owner report may show stable expenses while online reviews describe recurring service problems. Each record can be accurate on its own while the relationship among them remains unclear. That disconnect is the signal gap.

The practical risk is not simply bad information. It is fragmented information. When service records, resident communications, vendor activity, inspections, financial reporting, and public feedback live in separate systems, managers can lose the chain that explains what happened, when it happened, what evidence supports the conclusion, and what changed afterward.

work, what evidence documented completion, and whether the resident or inspector later confirmed that the condition actually changed. That sequence preserves context.

SEPARATE EVIDENCE FROM INTERPRETATION

Property teams make judgments constantly. That is unavoidable. The important discipline is keeping the judgment distinguishable from the underlying evidence. “Vendor arrived at 2:14 p.m.” is evidence. “Vendor response was prompt” is interpretation. “Resident emailed again two days later about the same leak” is evidence. “The repair failed” may be a reasonable inference, but it is still an inference until the condition is verified.

This separation matters when a complaint escalates, an owner questions performance, a

One of the easiest ways to lose accountability is to overwrite the past. A property issue changes state... If the system only shows the current state, managers may lose the history that explains how the current state was reached.

For property managers, closing that gap does not require a new layer of surveillance or a complicated scoring system. It requires a better evidence chain: a disciplined way to connect events, records, decisions, and outcomes without collapsing them into a single number.

START WITH THE EVENT, NOT THE DASHBOARD

Dashboards are useful for identifying trends, but they can hide the sequence behind a result. Consider a recurring plumbing complaint. A dashboard may show three completed work orders. The more useful operational question is whether those three records describe one resolved problem or three attempts at the same unresolved problem. The answer changes the meaning of the metric.

A strong evidence chain starts with the event itself: when the issue was reported, what was observed, what action was authorized, who performed the

vendor disputes responsibility, or a regulator requests records. A file that clearly distinguishes source records from conclusions is easier to defend, audit, and correct.

LINK OPERATIONAL SIGNALS THAT USUALLY REMAIN SEPARATE

The most useful picture emerges when property managers connect signals across departments. Maintenance history can be compared with resident communications. Vendor performance can be compared with repeat-call frequency. Inspection findings can be compared with capital planning. Review trends can be compared with actual service records rather than treated as either definitive truth or irrelevant noise.

No single signal should dominate automatically. A

Continued on next page

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five-star review does not prove operations are excellent, and a one-star review does not prove they are failing. A closed ticket does not always mean a problem is resolved. A high repair cost does not automatically mean poor vendor performance. The value comes from examining the relationship among the signals.

PRESERVE STATE CHANGES

One of the easiest ways to lose accountability is to overwrite the past. A property issue changes state: reported, acknowledged, assigned, inspected, repaired, verified, reopened, escalated, or closed. If the system only shows the current state, managers may lose the history that explains how the current state was reached.

Preserving state changes creates a simple audit trail. It also improves management. Teams can identify where delays actually occur, whether problems reopen after certain types of repairs, and which handoffs create recurring friction.

USE THE CHAIN TO IMPROVE, NOT PUNISH

Evidence discipline works best when it is treated as an operating tool rather than a blame mechanism. The goal is not to produce a perfect record proving that someone else was wrong. The goal is to make recurring patterns visible early enough to act.

If resident complaints repeatedly follow a particular vendor category, investigate the relationship. If maintenance closures regularly precede reopened tickets, review the verification step. If owner confidence is declining despite acceptable financial performance, look for service or communication signals that the financial report does not capture.

The same structure can also protect good performance. When a team resolves a difficult issue quickly, a connected evidence chain shows the work clearly. It can document responsiveness, justify spending, support vendor decisions, and give owners a more credible explanation than a summary metric alone.

THE MANAGEMENT ADVANTAGE

Property management increasingly operates across software platforms, contractors, remote owners, resident

portals, review sites, and automated systems. That makes information easier to generate and easier to fragment at the same time.

The competitive advantage is not having the most data. It is being able to explain the relationship among the data: what happened, what supports that conclusion, what remains uncertain, what changed, and what decision followed.

A defensible evidence chain turns scattered operational records into institutional memory. It makes reporting clearer, disputes easier to reconstruct, recurring problems easier to recognize, and management decisions easier to justify. In a business built on trust between residents, owners, vendors, and managers, that clarity is not paperwork. It is infrastructure. 🏠

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Andreas Bergman is the founder of VeriRent, a tenant-screening and verification service for independent landlords. He researches rental-application document fraud, income verification, and landlord-reference impersonation. Contact him at andreas@verirent.io or visit <https://verirent.io>.

What a pay stub review can and cannot establish

A pay stub arrives with a rental application. The numbers add up, the employer name looks familiar, and the PDF appears polished. It is tempting to jump straight to one question: Is it real or fake?

That is usually the wrong place to start.

A document review is good at finding details that deserve verification. It is not, by itself, proof of employment, income, or fraud. The U.S. Department of Labor does not require employers to use one standard payroll-record format, so legitimate pay stubs can look very different. A clean design proves little. An unfamiliar layout proves even less.

The better approach is to separate what you can observe from what you still need to establish.

PRESERVE WHAT THE APPLICANT SENT

Keep the original file. Do not print it to PDF, rename it repeatedly, or run it through an editor before review. Record when it arrived and which application it belongs to.

The original may contain useful document properties, such as creation and modification dates, the listed author, or the application used to produce it. Those details can help explain a file's history. They are not an authenticity test. Adobe allows PDF metadata to be edited, replaced, or removed, and ordinary payroll workflows can also produce sparse or unexpected metadata.

Treat a metadata mismatch as a question to resolve, not a conclusion about the applicant.

READ RELATIONSHIPS, NOT ISOLATED NUMBERS

Start with the visible structure. Identify the employer and employee, pay date, pay period, current gross pay, deductions, net pay, and year-to-date totals. Then check how those fields relate to one another.

Does gross pay minus deductions equal net pay? Are deductions itemized consistently with the total? If you have consecutive stubs, do the pay-period dates follow a sensible sequence? Do the year-to-date figures move by amounts that roughly match the current-period figures?

These checks can expose an inconsistency. They cannot prove who created the document. A fabricated pay stub can contain correct arithmetic, while a legitimate one can contain an adjustment,

reimbursement, bonus, correction, or payroll-system quirk that is not obvious from the page.

VERIFY OUTSIDE THE DOCUMENT

The strongest check should not depend on the same PDF.

Confirm that the employer exists using a source you found independently, rather than relying only on a phone number or link printed on the application. Where appropriate and authorized, compare the document with another source, such as an employer verification through an independently located contact or a payroll connection chosen by the applicant.

The goal is not to collect as much personal information as possible. It is to answer the specific question that matters: Does an independent source support the claimed employment or income?

One useful habit is to keep two separate fields in the file: observed and follow-up. Under Observed, write only what the document shows, such as a missing pay-period start date or a year-to-date total that did not change. Under Follow-up, record the independent check, the applicant's explanation, and what resolved the question. That small separation makes the record easier for another team member to understand later.

WRITE DOWN THE OBSERVATION, NOT THE ACCUSATION

If something does not line up, record the narrow fact. "The year-to-date gross did not change between these two pay periods" is useful. "The applicant submitted a fake pay stub" goes beyond the evidence.

Give the applicant a reasonable way to clarify an ambiguity or provide a fresh document from its source. Keep that verification step separate from your written rental criteria and final decision. Use the same review sequence for every applicant so that an unusual file receives a consistent check, not an improvised judgment.

If a third-party screening or reference-checking service supplies a consumer report, the Fair Credit Reporting Act may add notice and applicant-rights obligations. The document review described here does not replace those duties.

A pay-stub review should make the next question clearer. It should not pretend to answer questions the document cannot settle on its own. 📄



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