



2025 NAMFS Leadership Summit–Executive Brief

Session: The Business of Preservation

This session explored the financial and operational resilience of the property preservation industry. The discussion focused on market instability, cash flow challenges, vendor retention, diversification, and the increasing costs of materials, insurance, and labor. Participants shared practical strategies, case studies, and best practices to strengthen scalability and sustainability amid evolving market conditions.

Key Points

Market Conditions and Cost Pressures

Participants discussed the widening gap between operational costs and inconsistent volumes. Rising expenses materials, fuel, technology, and insurance are compressing margins and forcing tighter planning and efficiency.

Cash Flow and Reimbursement Challenges

Cash flow is the lifeline of preservation operations. Delayed reimbursements, audits, and billing discrepancies create financial strain. Maintaining liquidity requires planning, reserves, and clear payment expectations.

Documentation and Communication

Meticulous documentation and transparent communication with clients build trust and ensure timely reimbursements. The group stressed balancing thoroughness with clarity to prevent confusion and follow-up issues.

Diversification and Adaptability

Diversifying service offerings such as expanding into SFR or municipal contracts helps stabilize revenue. Success requires adapting operations, margins, and relationships to new markets.

Managing Costs and Margins

Educating teams on cost drivers and rewarding operational improvements enhances efficiency. Applying the 'six Ps' principle Proper Planning Prevents Poor Performance helps reduce rework and maintain profitability.

Scheduling and Field Flexibility



Rigid scheduling creates risk. Empowering field teams to make adaptive decisions improves completion rates and client satisfaction. Tools that support dynamic scheduling are critical.

Scaling Transparently

Transparency during growth phases builds credibility. Setting realistic timelines and acknowledging capacity limits prevents service failures while opening diversification opportunities.

Financial Resilience and Forecasting

Forecasting costs and evaluating client profitability ensure long-term stability. Companies must monitor every expense, cut unprofitable accounts, and balance high- and low-touch clients.

Reimbursement Process Optimization

A six-month reimbursement lag is unsustainable. Educating vendors on best practices and using tools for invoice tracking improve visibility and payment speed.

Technology Utilization

Many firms underuse existing technology. Ongoing training and collaboration with tech partners ensure systems are leveraged effectively for documentation and quality assurance.

Client Relationships and Long-Term Planning

Strong client relationships depend on transparency, patience, and long-term planning. Understanding client engagement levels and profitability supports sustainable partnerships.

Core Takeaway: Resilience as Opportunity

Resilience is about thriving through change, not merely surviving it. Initiative-taking planning, adaptability, and collaboration form the foundation for lasting success in preservation.



Next Steps

Explore development of NAMFS financial training modules on cash flow management, diversification, and cost forecasting.

Explore publishing reimbursement best practices and templates for payment terms, invoice tracking, and reserve management.

Explore launch of a Preservation Resilience Toolkit with project planning, scheduling, and QA checklists.

Create NAMFS Academy training on backward planning for high-liability projects with liquidated damages.

Explore facilitating diversification workshops focused on SFR, municipal, and retail maintenance markets.

Update NAMFS Academy content to include technology utilization and profitability tracking.

Explore hosting quarterly peer roundtables for members to share operational and financial best practices.

Summary Statement

The Business of Preservation session underscored that profitability and sustainability rely on foresight, adaptability, and disciplined execution. Companies that prioritize documentation, transparency, and diversification will not only withstand market pressures but thrive as the preservation industry evolves.