



2025 NAMFS Leadership Summit–Executive Brief

Session: Workforce and Network Sustainability

This session explored the critical challenges affecting workforce and vendor network sustainability within the property preservation industry. The discussion addressed low pricing, workforce shortages, offshore competition, safety risks, and the need for collaboration and transparency to strengthen relationships and build resilience in a changing market.

Key Points

Workforce Sustainability Challenges

The industry faces major workforce sustainability issues, including low pricing, the departure of skilled crews, and challenges for smaller one-man operations adapting to modern technology and workflows.

Contractor Profitability

Contractors struggle to remain profitable due to high operational costs estimated at \$100 per hour for a two-person crew along with long travel times and elevated fuel expenses, especially in rural markets.

Vendor Sharing & Collaboration

There is a growing push for regional and national companies to collaborate and share dependable vendors in underserved areas. The traditional competitive mindset is shifting toward collective problem-solving driven by industry-wide capacity challenges.

Systemic Pricing Issues

Losses are occurring across the entire supply chain, from local contractors to national firms. However, investors and insurers, the ultimate payers, remain unaware of these pressures, perpetuating unsustainable pricing structures and devaluing essential field services.

Illegitimate Vendors

The rise of unvetted 'offshore' or 'broker' companies that source unqualified individuals through social media have degraded work quality and caused widespread non-payment issues. These practices undermine legitimate contractors and damage the industry's credibility.



Recruitment Strategies

Solutions for talent recruitment include partnerships with trade schools, veteran organizations, and community programs. These initiatives could attract new talent while fostering referral networks and promoting industry professionalism.

Contractor Support

Retention efforts should include flexible payment schemes such as same-day pay for inspections or graduated net-7 terms to improve cash flow. NAMFS was encouraged to develop best practices for vendor support and financial growth.

Client Communication & Expectations

Misaligned expectations, communication barriers, and a lack of understanding of field realities remain major friction points between clients and providers. Clearer dialogue and education are required to align operational realities with client demands.

Safety & Documentation

Excessive and unsafe documentation requirements such as photographing children or entering unsafe locations place inspectors at risk. The industry must adopt best practices for field safety and documentation to reduce liability and protect workers.

Financial & Operational Resilience

Sustainability depends on consistent cost forecasting, diversification into new markets (such as single-family rental and retail), network optimization, and investment in technology to improve documentation, cash flow, and efficiency.

Next Steps

Look at distribution of Training videos via YouTube or direct access for interested members.

Training and certification questions will be circulated for attendee feedback to refine workforce development programs.

Follow-up meetings with major suppliers (Home Depot and Lowe's) will be scheduled to explore partnership opportunities.

Explore a pilot program will collect contractor expense data to analyze material and operating costs and identify efficiency opportunities.



NAMFS will look to develop the best practice for talent recruitment and retention, including recommended graduated payment models.

A Safety Subcommittee will be formed to develop and publish field safety best practices, including clear guidance against unsafe photo requirements.

NAMFS will recruit volunteers for the ‘Unlocked’ podcast series for December, with recordings planned before Thanksgiving.

Summary Statement

The session underscored the urgent need to strengthen workforce resilience, vendor stability, and fair pricing structures across the property preservation industry. Through collaboration, technology, safety leadership, and transparent communication, NAMFS and its partners aim to restore balance, attract skilled labor, and ensure long-term sustainability for all stakeholders.