

July, 2023

RDG

RDG Companies

100% Employee Owned

Inside



C.F. ACRI AND SON INC.

CF Acri

3



CAPITOL VIEW
CONSTRUCTION

Capitol View Construction

4



Property Management, Inc.

An Employee Owned Company

A Message From The CEO

1

Employee Spotlight

2

Property Spotlight

3

Property Management, Inc.

3

Milestones

4

Welcome New Owners

4

Our Core Values

Reliable

Ethical

Skilled

Understanding

Local

Trusted Team

Successful



OWNER'S GUIDE

A QUARTERLY NEWSLETTER FOR THE EMPLOYEE OWNERS OF RHODES DEVELOPMENT GROUP

How Does My Job Improve the Value of an ESOP?

As Employee Owners, each of us comes to work with the intention of making our Company, Property and Division better. Our Better People, Better Results tagline and our RESULT Core Values are part of what each Employee Owner lives out every day here at RDG, PMI, CVC, and C.F. Acri. This is what sets us apart as a company. However, sometimes we hear the question, "How exactly does what I do at work every day, impact the ESOP value in a positive way?" This is a great question. The biggest driver of our ESOP share value is company growth and company profitability, but most of us want to understand how our actions make that growth happen. Here are just a couple ways the daily work performed by employees increases the ESOP value for every employee owner:

C.F. Acri and Son - A service technician who does an exceptional job helping a customer with a problem with a home air conditioning system efficiently diagnoses and repairs the issue. Acri is called back whenever this homeowner has heating/cooling/plumbing needs, and the homeowner tells everyone in the neighborhood about a great experience. This technician has generated profit from the initial call, generates recurring profits from the original homeowner, and has developed a new customer through word of mouth. This increase in revenue improves company performance and stock value.

Capital View Construction - A small Commercial Construction "time and material job" is done well by the team in the field for a tenant at a PMI property. Later, the Commercial client calls back asking CVC to bid on a larger Commercial Construction job. The initial job creates a positive profit and an even greater profit on the larger job. CVC's profit grows, creating a higher share value for each employee owner. Additionally, PMI's client is thrilled with PMI for providing a cost-effective construction solution, creating a long-term management contact that continues to add revenue and value.

Property Management, Inc. - A Residential Maintenance Technician completes a work order within twelve hours of the original tenant call. The tenant is thrilled. Studies show one of the main reasons a tenant moves out of an apartment is poor service, but this happy tenant doesn't move out. This results in prompt rental payments, and a reduction in vacancy and turnover costs. This maintenance technician has improved management fees through a reduction in vacancies, improved the owner's bottom line, and has helped maintain a long-term management contract for an owner who is happy with our services. Revenue and share values improve for every employee owner.

Every person and every position contribute to our companies' success. THANK YOU!

Message from the CEO:

What Does an Employee-Owner Look Like?

OK, the title is a misnomer, because it's not about how an employee-owner looks; it's about how he or she acts. This newsletter is dedicated to a few employee owners who set a great example for all of us. And while their stories are awesome, we could have found hundreds of similar examples of our people doing what they always do – looking after the company, their co-workers, our clients and the communities in which we live.

You have heard me say many times that we are not for everybody. We expect more than other companies. We expect more reliability, skill, ethics... you know our core values. Not everyone can cut it here.

By now most of you are aware that the value of our stock – your stock – grew by 41% last year. That doesn't just happen. But when we are reminded of the kinds of employee-owners here at RDG Companies, a huge increase in stock value should be of no surprise. Thank you for being one of our great employee-owners.



- Larry Kluger

Employee Spotlight

In this quarterly employee spotlight, we are highlighting employees who have demonstrated what it means to be an Employee Owner in our Better People, Better Results culture. These employees demonstrate our RESULTS core values: Reliable, Ethical, Skilled, Understanding, Local, Trusted Team, and Success. Our employee-owners often go above and beyond, for clients, customers, co-workers, and community. If you would like to nominate a co-worker or yourself for this spotlight, please forward your nomination to hrsupport@rentpmi.com. Nominations will be reviewed each quarter by the ESOP committee, and the selected employees will be highlighted in the newsletter and will receive ½ day of PTO.



Sarah Wrightstone

Administrative Assistant
Twin Lakes

Nominated by Brittany Caiazzo

I wanted to recognize Sarah Wrightstone from Twin Lakes for helping out Graham Hill during a recent long-term absence. She really demonstrated what it means to be a great co-owner. She dove right into whatever project or task I had for her and offered to take on other tasks if she thought it would be helpful. If she had never done something before, she was willing and eager to learn. Sarah showed great attention to detail, and handled every interaction with skill and understanding. She was complimented for her friendly demeanor by many residents, and she always did her very best to accurately address any questions or requests that were thrown her way from residents and prospects. Thank you for your hard work, Sarah!

I'd also like to acknowledge the team at Twin Lakes who worked together so Sarah could be available to come to Graham Hill to help out with coverage a few days a week for May and part of June. I recognize that having Sarah at Graham Hill required a little something extra from all of you in her absence. Those efforts are noticed and appreciated as well. Thank You!



Brittany Caiazzo

Residential Manager
Graham Hill

Nominated by Traci Bitting

Brittany Caiazzo was hired in March of 2014. She started as an administrative assistant at Twin Lakes and was promoted to the Residential Manager of Graham Hill Apartments in July 2018. Her communication skills, attention to detail, and thorough knowledge of the property continues to keep Graham Hill a successful community. Brittany goes above and beyond for her tenants and has outstanding customer service skills.

Outside of Graham Hill, Brittany volunteers her time coaching her daughter's softball team and participating in her other daughter's varsity cheerleading team's fundraisers, activities and events. In between all that she still finds time to be active with her daughters' school functions and PTO events. She enjoys camping, hiking, and floats as a family with their dog Mia.

Thank you Brittany for all you do! You are a very talented and valuable co-owner here at PMI!



Heather Stough

Residential Manager
Mountain View Village

Nominated by A Very Happy Customer

"My wife and me were desperately looking for suitable and affordable apartment to rent in Cumberland Valley School District. Very fortunately, we found Mountain View Village. On the following day, when I called Heather Stough, the Residential Manager, I was so impressed at her professionalism that it made me confident and comfortable to submit our application very shortly. I want to express my heartfelt gratitude for the way she handled all of the paper work. She was so organized that it alleviated a lot of my stress. She took her valuable time to explain everything so clearly when I first moved in. I wanted to thank her for willingness to work around my schedule when it comes to things like maintenance and inspections. It is noteworthy to mention that her online newsletter always kept us informed about MVV community rules, regulations, safety concerns, events, and reminders, in a timely fashion. She was approachable and available whenever I need help or advice. Her efforts, kindness, and professionalism deserve all the appreciation. Her maintenance staff, Bill and Tae, are also excellent. They are amazing guys! The property was well-maintained, and kept neat and clean, the neighborhood is very quiet and friendly. Frankly speaking, overall, everything about this place is great! I, without any hesitation and reservation, strongly recommend Mountain View village for your dream place to rent."

July, 2023

Property Spotlight Wesley Park



Jeffrey Miluski, Linda Picardo, and Kenneth Davis

Wesley Park was built in 1968 and is one of the first communities that Property Management, Inc. managed. The community consists of 160 one, two and three bedroom townhomes. The property has seen many changes over the years between the mature trees being maintained, upgraded siding, trex decks installed, and new concrete patios. The townhomes themselves have a unique layout with some of the floor plans including a brick wall as the interior wall.

Linda Picardo has been the onsite manager for the past 17 years. She has a quirky and loveable personality that we all enjoy. Connie Gilroy works part time in the office as the leasing consultant and always has a smile on her face. Jeff Miluski has been working for PMI since 2007 and became the maintenance supervisor in 2014. Jeff has served on the safety committee and now the ESOP committee and brings fresh and new ideas for both the property and company. Ken

Davis rounds out their team as the maintenance technician and has been with us for the past 6 years. The four of them are dedicated and hard working and make Wesley Park a successful community.

Next year they will be embarking on some additional capital improvements at the property and with their knowledge of the property and their skill sets they will tackle these projects with flying colors. We appreciate all the hard work Linda, Connie, Jeff, & Ken do for PMI and Wesley Park.



Property Management, Inc.



PMI owners at the PHFA Conference

I wanted to take an opportunity to give you an update on PMI. First, we are growing. Our manufactured housing division has added 1,100 units to our existing 1,900 units, located over 12 locations within Pennsylvania. This is quite an accomplishment to increase the portfolio by over 50%. Congratulations to Kim Nicholson, Ashley Russell and their entire team and thanks to everyone who did the back-office work to make this happen. In addition, we have seen growth in our other divisions.

Second, we are evolving as an organization. We have made significant changes structurally in our residential division that will allow us to grow. We plan on making a significant capital investment into technology and people to ensure we are operating efficiently.

Third, we have developed a new website for promotion of our management services. Look at www.mgmtpmi.com. In addition, we are actively working on enhancing the www.rentpmi.com website and are in a development phase of a new website for our State College residential division rentals.

Fourth, we are hiring a new employee that will assist with project management, vendor management and will become a resource for anyone in PMI looking for help on what vendor to use for unique situations or how to develop a scope of work for a one-time project. This person will also be performing tasks for our residential division.

Finally, we continue to work on training, communications, procedure documentation and resources using our Aspire platform. It's a work in progress so don't hesitate to provide feedback, positive or negative, so we can make it better. This can be sent to aspire@rentpmi.com.

As always, you can always reach out to me with suggestions, comments, questions or just to talk. I can be reached at 717-635-2415 (direct) or via e-mail. Thanks to each of you for your hard work, dedication, ethics, and positivity. Even though everyone doesn't see you demonstrating these traits every day, due to our scattered work locations, it definitely is felt by our customers and clients and is 100% why we are a growing company. Have a great rest of the summer, and I will see you all at the fall picnic.

- Eric Kunkle



Leslie Manear

Leslie Manear, the glue at CF Acri

Mariann Acri says of her sister Leslie, "For 45 years and counting, my sister Leslie has been helping run our family business. She has been the glue around here for a very long time. Common phrases in our office are 'Ask Les' or 'Les knows'. Most customers just want to talk to her because she can remember what we did at their house 10 years ago and their address and phone number. Her brain is like a computer, so she doesn't even need one. Every office needs a 'Leslie'."

If you look closely, you will see there is a typewriter behind Leslie in the photo. Leslie told us when we acquired CF Acri that if we took her typewriter away (and made her use a computer), she'd quit. What we have learned is that Leslie is incredibly productive, efficient and effective. She's also a lovely person, so if Leslie asks for printer ribbons or White Out, the answer will always be YES!

- Mariann Acri & Larry Kluger

Employee Milestones

21+ Years

John Fogelsonger	36
Earl Wilson	34
Carrie Traeger	29
Kim Brewer	24
Ed Snyder	22

16-20 Years

Ken Myers	20
Linda Picardo	17
Tressa Davis	17
Kim Nicholson	16
Merv Bricker	16

11-15 Years

Charles Barge	15
Denise Hudson	14
Breanna McCoy	14
Paul Krasovic	13

5-10 Years

Mike Toia	10
Sue Wolf	9
Jason Adams	9
Crystal Mathus	8
Jay Manganello	8
Betsie Feighner	8
Bill Shughart	7
Richard Hines	7
Kevin Covert	7
Dylan Gilbert	7
Zane Anthony	6
Dan Romanie	6
Brian Joliet	6
James Howley	5
Mariah English	5

Welcome New Owners

- Paul Bailey
- Nathan Book
- Paul Carpenter
- Jacob Cotton
- Kandy Lehr
- Ryan Steele
- Nichole Underkoffler
- Mileen Emlet
- Scott Bair
- Demetrius Brice
- Joseph Clemons
- Ramsey Hicks
- Ethan Lutz
- Torin Stehle
- Angela Unterbrink
- Haydee Ayon
- Sara Billman
- Daisha Caristo
- Nate Cobler
- Tia Kitner
- Emily Miller
- Thomas Trievel
- Mike Wilson

CVC's Scott Kerstetter Demonstrates Core Values

Like everyone else at Capitol View Construction, Scott Kerstetter is talented, and he works hard. And after a long day of physical work, you could understand why a guy might want to kick his feet up, have a beer and call it a day. But Scott is not only an excellent employee-owner, he's also a committed volunteer firefighter and community volunteer in New Bloomfield.

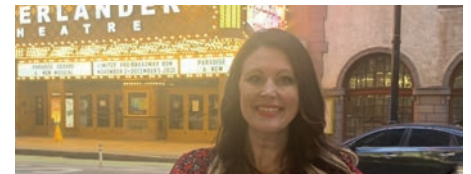
At 8:00 PM last Monday, Scott received a call from the fire hall, but it wasn't about a fire. He was asked if he could build an ice cream stand for a festival being held the next day. Using scrap material in his truck (a.k.a. garbage), Scott worked nearly all night to build a great looking ice cream stand in time for the next day's event. Then he showed up to work and gave 100%, as he does every day. What else did Scott do last week? He volunteered his time to take a group of Boy Scouts fishing – they caught more than 100 fish.

Our core values are Reliable, Ethical, Skilled, Understanding, Local, Trusted Team and Successful. Scott ticked off a whole bunch of them last week.



Scott Kerstetter and Amye Kerstetter

PMI's Kristen Dzvonyicsak



Kristen Dzvonyicsak

Way back in 2013, PMI decided to add a residential office to the State College area based on constant recommendations by several members in the community. This was in addition to the prior success of our commercial office in Happy Valley. Our first office was a small three-room office located on South Allen Street. From that location we have grown and will be expanding into an almost 6,000 square foot office on East Beaver Avenue. However, this isn't a history lesson on expansion; it is about the person who is primarily responsible for the growth.

Kristen Dzvonyicsak began her career with PMI on August 8, 2016 after running a successful bridal store with her sister Jess. Although she had no property management experience, it was clear from the start she had what it takes to be very successful in our industry: customer service, intuition, understanding and a do-what-it-takes attitude. Over the past 7 years, she has developed the skills and assembled a trusted team of co-owners that are directly responsible for success and growth of our division from three student housing properties with 134 units to over sixty-six student, conventional and affordable, properties and almost 1,000 units. Her hard work and constant promotion of PMI in the local community has clearly delivered results!

As you can see, she demonstrates our core values not only while at the office, but also in all aspects of her life. I applaud Kristen's efforts, and we are very lucky to have her on our team. She's just not just better people, rather she's one of our best!

- Eric Kunkle