

Owner's Guide

A quarterly newsletter for the employee owners of Rhodes Development Group

January 2022

Better People, Better Results

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Tammy Miller, Miguel Colon, Debbie Stake, Jyvonne Hartnett, Kiana Waltermeyer, Kathy Owens, Steve Clark

A New Year - Message From The CEO

Welcome to 2022! Every year our senior leadership team updates the company's strategic plan. The strategic plan includes several broad statements about the direction of the company. Under each statement we fill in the details of specific tasks or projects underway to support those strategic statements.

The tasks and projects are constantly being updated, but the broad statements of our strategy don't change much from year to year. As co-owners, I'd like you to see them.

If you have questions, comments or concerns, let me, Larry Kluger, know. My email is lkluger@rhodesdg.com and my mobile number is 717-226-8500.

What we do: We provide valued services to the owners of residential and commercial real estate, creating long term financial success for them and an exceptional experience for their tenants.

Our Tagline: Better People – Better Results

Our Strategy

Culture: Develop a culture of ownership where employee co-owners are empowered and engaged.

Staffing: Plan for the future; develop talent; expect growth.

Growth: Work towards responsible but deliberate growth in all divisions and pursue business acquisitions when practical.

Capital: Ensure there is adequate capital to operate the company and meet its debt obligations.

Technology: Make operations-driven technology investments when there is a clear path to Return on Investment (ROI).

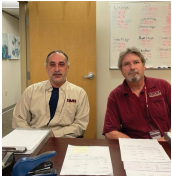
Intercompany Synergy: Whenever possible and within the boundaries of prudent and ethical business practices, our companies should work together.

Competitive Advantage through Customer Service: Optimize the experience for all customers.

Results: Create positive long term financial outcomes for clients and our employee co-owners.

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.



MSD Maintenance (Eric Covington and George Bowman) nominated by Stacey Campbell

Eric and George, our trusted residential maintenance team members, provide our residents with not only functional homes but homes that look darn good! I am constantly humbled by their expertise, attention to detail, reliability, impressive memory, and their ability to work with ease under pressure and deadlines! I've recently had a few turnovers where outside contractors were unable to complete the work last minute. With move in day quickly approaching and the homes still in disarray, these guys stepped in to work their magic and got the homes, not only back together, but looking beautiful! I may be getting the lease signed but it's the "behind the scenes" work that makes it all happen!

Residents also notice their hard work and regularly leave fantastic reviews. Here are just a handful of the reviews we've received. "Maintenance is very responsive. George and Eric are awesome - so skilled and knowledgeable at their jobs - as well as being polite, respectful, friendly AND punctual. If they say they will be here, they are." "Maintenance is quick to respond and they do an excellent job." "The few times I do have a maintenance problem the response is fast and everything is corrected." "...They are very friendly and I would never have a problem asking a question if I needed an answer." "I have been living at Timber Ridge Townhouses at Waverly for about 15 years. The PMI staff is great and the maintenance department is the best. The other day my neighbor had a problem with his A/C and called maintenance. When they came they noticed that my A/C was frozen and needed Freon. They fixed it and it works better than ever. They saw the problem before I did and fixed it."

When they are greeted with a demanding day ahead of them that would make most people want to run for the hills, they have a take-charge positive attitude and say we'll get it done! We are very fortunate to have them!



Twin Lakes Maintenance nominated by Twin Lakes Office Team

Four of my maintenance staff have overcome so many obstacles and Cris Feschuk, Brandon Eldridge, Andrew Campos and Tristan Moten have pushed through so many changes this year. These changes showed growth, adaptation, and reliability, among many other things. The 4 of them pushed through 2020 with all the changes and went into 2021 rocking it out!!! Merging with a much larger on-call pool added more uncertainty and change, but they rose to the occasion and adapted flawlessly! While adjusting to these changes they have also hired and helped mentor a new tech, Brian Trowbridge. To their credit they have not missed a single beat.

This all-star Twin Lakes maintenance staff has also volunteered on numerous occasions to help when they can at a sister property that is short-staffed. They have been tested over and over in the last 18 months, but still continue to prove that they fall right into our core values: RESULTS. I want each one of them to know that they are appreciated! Without them, Twin Lakes would not be succeeding the way that it is today. Thank you, gentlemen, today and every day for all you do. We appreciate you.

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 hrrsupport@rentpmi.com. Nominations will be reviewed each quarter by the ESOP committee and the selected employees will be highlighted in the newsletter and they will receive ½ day of PTO.

Property Spotlight



Sencit Townhouse Apartments Team
nominated by Traci Bitting

I would like to nominate the Sencit Team for the employee spotlight section of the newsletter. The entire team has stepped up and helped out in many ways with Berkshire Towers. Assisting with maintenance, ordering supplies, translation of voicemails, staying to finish turnovers that were not completed by contractors, coordinating schedules, and overall just being great TEAM players and helping me get through the past two months with no full-time staff.

Property Management, Inc.



: William Eshelman, Heather Stough, Cindy Crossley

Happy New Year! This is going to be a rather scattered message as I'm covering many topics. For those of you who attended the holiday party, it was by far the best we ever had. Thanks to the Event Committee for pulling together a great event! I'm looking forward to 2022 as a transitional year in our company. The ESOP is fully functioning, and our employees continue to embrace the ownership concept. I see it happening every day. We are working on many projects, over 137 to be exact, which we believe will enhance our operational efficiencies, communications, training platforms and culture. Please be patient with us as we roll out these improvements in the months ahead.

I would appreciate if each one of you would come up with three items you would like to achieve professionally (and/or personally) in 2022. Write them down and share with co-workers or your supervisors if you choose. That's a good way to keep you accountable. Revisit them monthly and track progress. I also ask that you send me up to three items you would like to change in the company during 2022. You can call me, 717-635-2415 or e-mail me at ekunkle@rentpmi.com. We are serious about making positive change in our organization and your opinions are valued. Looking forward to seeing you all in 2022.

Eric Kunkle



Eric Zimmerman, Duane Drozdowski, Carey Twigg

4th Quarter 2021 Milestones

21+ YEARS

SUZANE NEIMAN - 25
DAVID RODRIGUEZ - 23
STACEY CAMPBELL - 21
JAMIE TALLEY - 21

16-20 YEARS

GEORGE BOWMAN - 19
BARBARA BALL - 17
TRACI BITTING - 16

11-15 YEARS

MARK STEPHENS - 15
MICHELLE COOPER - 14
WARREN EDWARDS - 12
HOWARD COVINGTON - 11

5-10 YEARS

JONATHAN MILLER - 10
ROBERT MYERS - 9
JAMI SNYDER - 9
JAMES BURKHEAD - 9
AFERDITA ALIU - 7
JAMES IRVIN - 7
ROBIN MULLEN - 7
LAUREN DUVALL - 7
DONNA DETWILER - 6
KEVIN KELLER - 5

Welcome New Owners

- **Katie Danz**
Lancaster House
- **Michael Dittmar**
RCS
- **Nathan Miller**
Roxbury Ridge
- **Christopher Narehood**
State College Residential
- **Ronald Ray Jr**
River Front
- **Luz Vasquez**
Lancaster House
- **Benjamin Weiler**
Briarcrest
- **Anthony Williams**
State College Residential
- **Zackary Cusick**
C.F. Acri

Rhodes Construction Solutions

Exciting things are happening in RCS. Jon McCoy is now managing the construction team in the field and Mike Dittmar has joined the company as a construction manager, overseeing large projects. We'll profile one of Mike's jobs in a future newsletter.

Another great development for RCS is the volume of commercial projects in the pipeline. Historically, RCS has gravitated to residential projects and we rarely pursued commercial work. But our team is certainly qualified to do commercial jobs and it makes good business sense to diversify the types of work we do. Most of the commercial work in the queue is for tenant fit outs, such as the job shown on the right, and we are thrilled to have it.



John Fry and Jack Cobb are shown here at 275 Grandview, where they are framing out walls for a new tenant.

CF Acri

Dillsburg Boro is building a new office building and CF Acri is handling the HVAC and plumbing. The project was contracted to Lobar Associates, who subcontracted with Acri. This building will be under construction through the summer, and it is expected to be turned over to the client around September of this year.

Lobar Associates is one of several general contractors that has a longstanding relationship with CF Acri. They know we do good work, on time and at fair prices. At a time when most HVAC companies are dealing with labor shortages, supply chain delays, price inflation and other COVID-related issues, CF Acri continues to perform reliably for its clients.



Paul Swanger, Cody Kerrick and Chris Ladika do some cold weather plumbing in Dillsburg