

# Working in the Pursuit of Happiness

**NAHP:** Randy Fleece, CPM,  
HCCP, NAHP-e, SHCM

**MANAGEMENT COMPANY:**  
Ambling Management  
Company, Atlanta, GA

**POSITION:** Senior Vice  
President

**YEAR OF CERTIFICATION:** 1998

---

**W**ith a degree in marketing and advertising from the University of Alabama, Randy Fleece began a career in consumer product sales but soon accepted his first job in housing management with Marcrum Management Company in Birmingham, Ala. This track has kept him professionally engaged now for more than 20 years.

It was as district manager at Marcrum that Fleece learned all of the ins and outs of effective

property management. After a decade with Marcrum, he completed a short stint in retail and commercial property management before spending seven years with Brencor Asset Management in Nashville and Atlanta.

Today, Fleece remains in Atlanta and is a senior vice president with Ambling Management Company. With 220 properties and 27,000 units, Ambling stretches over 17 states and offers affordable, student and conventional housing. Of Ambling's 27,000 units, 17,000 fall under affordable housing. Ambling is currently ranked in NAHMA's Top 50 property management companies, and in the Top 10 affordable housing management companies.

Fleece oversees 9,000 of the affordable housing properties in 86 locations. He oversees nine

regional property managers. For business to run efficiently, "You need to empower these multi-site managers," he said, "Give them the tools, resources and skills they need to go out and manage multiple properties."

First and foremost, moving up from being a single-site property manager to one responsible for multiple sites requires learning to multitask and to not micro-manage. "As a multi-site manager, your job is to make sure many property managers are doing the job the way you and the company prescribe, by providing oversight, direction and training," he said.

In addition to his position with Ambling, Fleece served for six years on the board of directors as Georgia state director and vice president of membership for the Southeast-

ern Affordable Housing Management Association (SAHMA), and now serves on its Leadership Council.

Managing properties across the south and in a variety of positions, Fleece is rarely bored. "Working in affordable housing ... you see the day-to-day challenges associated with regulatory compliance issues," he said. Despite these challenges, he has carved out a spot helping to run one of NAHMA's top 50 management company members, and with a good-natured laugh, said, "It certainly keeps me busy."

When not involved in his work for Ambling and taking care of other personal and real-estate ventures, Fleece devotes himself to his family, including two wonderful daughters, "and to the pursuit of health and happiness," he said. **NU**