



*A Box of Chocolates for  
the Property Manager*





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## **DEDICATION**

To all members of NARPM who, through their dedication, commitment, endurance and perseverance, have mentored other members' growth and success.

To all NARPM Affiliate members who have helped us reach our goals.  
To the Association Management Team who helps connect all of us.

## **FOREWORD**

A little over 15 years ago, 13 property managers had a belief that sharing what they did in their property management businesses would benefit themselves and those with whom they met. They were convinced that the results of their networking would lead to greater success, more efficiency, increased knowledge in the field and heightened professionalism. They knew that sharing of ideas even among competitors would minimize the learning curve and create a less stressful working environment.

They determined to formalize their networking venue and put their money on the table to begin the trade association we know and love as the National Association of Residential Property Managers, NARPM.

What followed was a "Box of Chocolates". Each year following its inception produced a myriad of surprise morsels. Just like picking out that chocolate morsel from the box of candy, we never knew just what we would get from our involvement with NARPM. We could always count on opening the box and finding at least one delectable delight. Of course there are those times when certain morsels were not to our liking, but those experiences led us to become experts at choosing the best in the box.

This book is a celebration of our first 15 years as NARPM. It is about all the varieties of property management experiences we have faced over the years—our challenges, fears, adversity, mistakes and how our involvement in NARPM has given us the delectable morsels to not only be over-comers in our profession but to shine as leaders. We have improved our sense of humor and gleaned great and wondrous ideas from those with whom we have networked, from the excellent educational opportunities offered to us. The synergism found in NARPM membership has enabled us to build our professional lives and our companies into the most productive and respected entities in our profession.

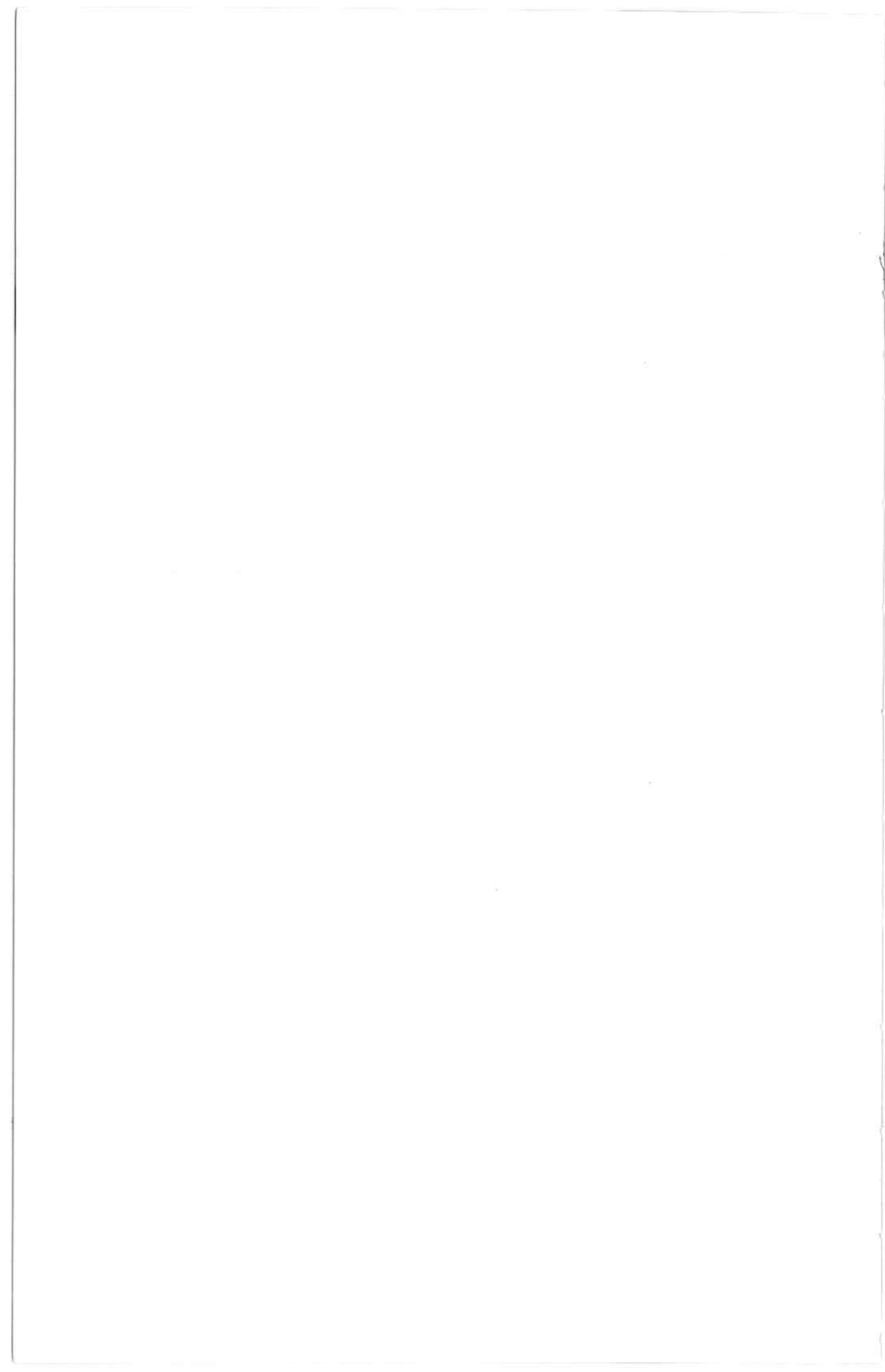
But the best morsels in the box have been those of the friendships we have garnered over the years.

We have attempted in the compilation of this book to preserve the candid response of contributors. Though we have edited submissions, we have attempted to preserve the original writings as they came from the heart.





## *The Original Thirteen*





## **The Original Thirteen**

The original 13 who met in the property management software productivity seminar in 1987 and who, under the encouragement of Ralph Tutor, made a commitment to form a trade association for the support of those who managed primarily single family properties were:

Ralph K. Tutor  
R. Susan Gordon  
Mary E. Welch  
Terry Robertson  
Peggy Rapp  
Jo Ellen Watson  
Ronald P. Beck  
Janice Kirkpatrick  
Helen Daniel  
Steve Urie  
Karen Ebert  
Jeanette Romani  
H. Lynn Greer, Jr.

Of the original 13, Terry Robertson, Peggy Rapp, Helen Daniel, Steve Urie and Karen Ebert continue to be active property managers and members of NARPM.





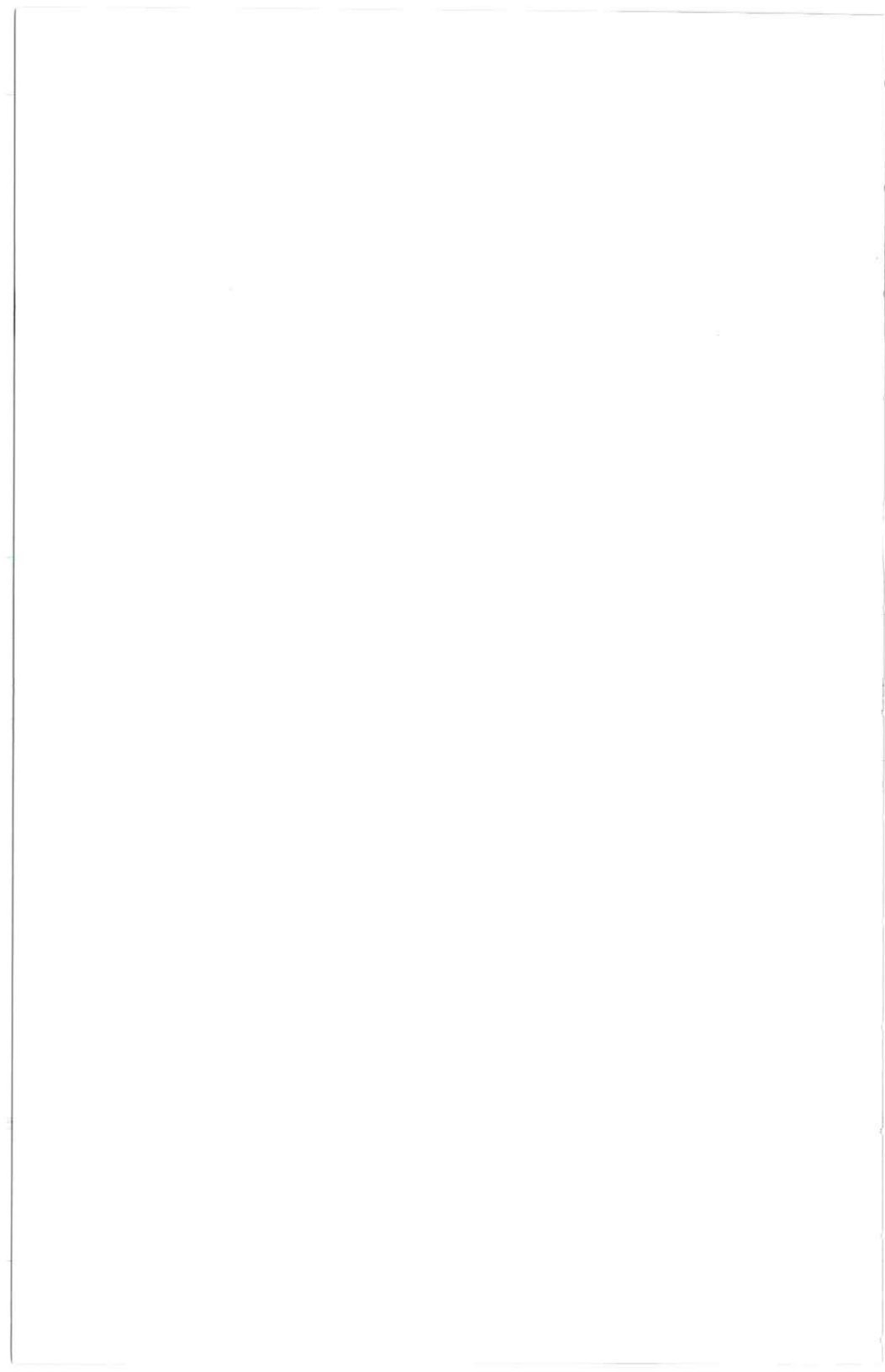
**Attendees of the First NARPM Convention in Nashville**

Susan's husband Ralph Tutor Steve Urie Helen Daniel Rick Ebert  
Susan Gordon Karen Ebert Jo Ellen Watson Jean Kirkpatrick  
*(We apologize for not recognizing others in the photograph.)*



## *History*

“The growth and success of NARPM has been and will always be, dependent on the work done by our members at the Chapter and National levels, our Affiliate members and our International members.”





## HISTORY

The creation of the National Association of Residential Property Managers was not one single event or the effort of one single individual. NARPM was born out of a need for more education, validation, networking, and recognition for those individuals who were fee managers of single homes in the late 1980s.

Although there are many organizations that have served, and continue to serve, the real estate industry, none of these focus attention on the management of the single-family home by real estate professionals (licensed in those states that require it) as a professional endeavor. The management of this type of income property had, in the past (prior to the late 1980s), been left to the back room of a real estate office or to the part time activities of a real estate sales agent. The individuals who were managing single-family rentals were doing so with a little embarrassment, no outside education, and often in isolation from other agents doing the same type of management.

The introduction of the personal computer in the real estate office made for the opportunity to change all this. The computer was able to achieve a standardization of accounting workflow for property managers in all areas of the country. Also, the computer allowed a property manager to handle many more properties than was previously possible and with less staff. This enabled more property managers to make the management of single-family homes a career.

It wasn't long after the computer started to become standard office equipment that Ralph Tutor of Real Estate Software Inc. started conducting productivity seminars for property managers throughout the country. These seminars would bring together property managers interested in learning how to operate his company's software. The single-family home managers found common ground on all issues within their businesses not just the accounting software. With Ralph

Tutor's help, an organizational meeting for single-family property managers was held in 1987 in Dallas.

The property managers in attendance elected Ralph Tutor the first president of the newly created not-for-profit trade association. Although the association struggled on many fronts in the first year, it did survive.

Today a board of 12 persons serves a calendar-year term as directors of NARPM.

The early leadership put several ideas in motion that remain our focus today. A newsletter was created in 1988, with its first publication in February of 1989, and was published for membership four times per year. Today the Residential Resource is published 11 times per year with articles written by property managers from all over the USA and other countries. The first national convention was held in Nashville, TN, in November 1989. Annual conventions have been held in various parts of the country since then. Each convention centers on property managers sharing their expertise with the membership through workshops and networking.

Leadership conferences and committee meetings give the national Board and committee members a chance to work together on fulfilling the Association's mission and goals. The association did not stop there. Formal education and professional recognition soon became other focal points of the association. By 1991 three one-day courses had been designed for the professional property manager of single-family homes. These courses, Office Operations, Marketing, and Maintenance are required of those members who desire to earn the Residential Management Professional (RMP<sup>®</sup>) designation from NARPM. The Master Property Manager (MPM<sup>®</sup>) designation may be earned by those members who take more advanced courses offered by NARPM and who have already achieved a RMP<sup>®</sup>. The association also offers a designation for firms that manage single-family homes. The Certified Residential Management Company (CRMC<sup>®</sup>) designation signifies a highly professional organization that has met a high standard of excellence in both procedures and service to the consumer.

The ethical behavior of the membership has always been a basic principle for NARPM. What sets a NARPM member apart from a

nonmember is the association's focus on education and standards of professional behavior. The Code of Ethics and Standards of Professionalism were completely rewritten in 1995. These documents help educate our membership, both new and existing, on how the professional property manager should conduct business so that all parties in the landlord-tenant relationship are satisfied. NARPM members know that ethical behavior is the right thing to do and that it sets the stage for increased business opportunities.

Membership in late 1988 totaled only 13 members. By 1989 membership had grown to 78 members, and by the fall of 1991 membership stood at over 150. The need had arisen to develop local leadership and structure. A system of chapters was set up. Any local area with seven or more NARPM members can organize as a chapter. Chapter and Chapter-in-Formation meetings offer opportunities for local networking, speakers, sponsorship of national courses and leadership.

The growth and success of NARPM has been, and will always be dependent on the work done by our members at the chapter and national levels, our affiliate members, and our international members. Presently NARPM has over 1,500 members with 61 chapters, 8 chapters-in-formation, and 3 state chapters in place.

While the future is never certain, as long as NARPM's members contribute their expertise as they have done in the past, the association will remain strong. NARPM's leadership looks forward to the challenges of the future with the help of each and every member.

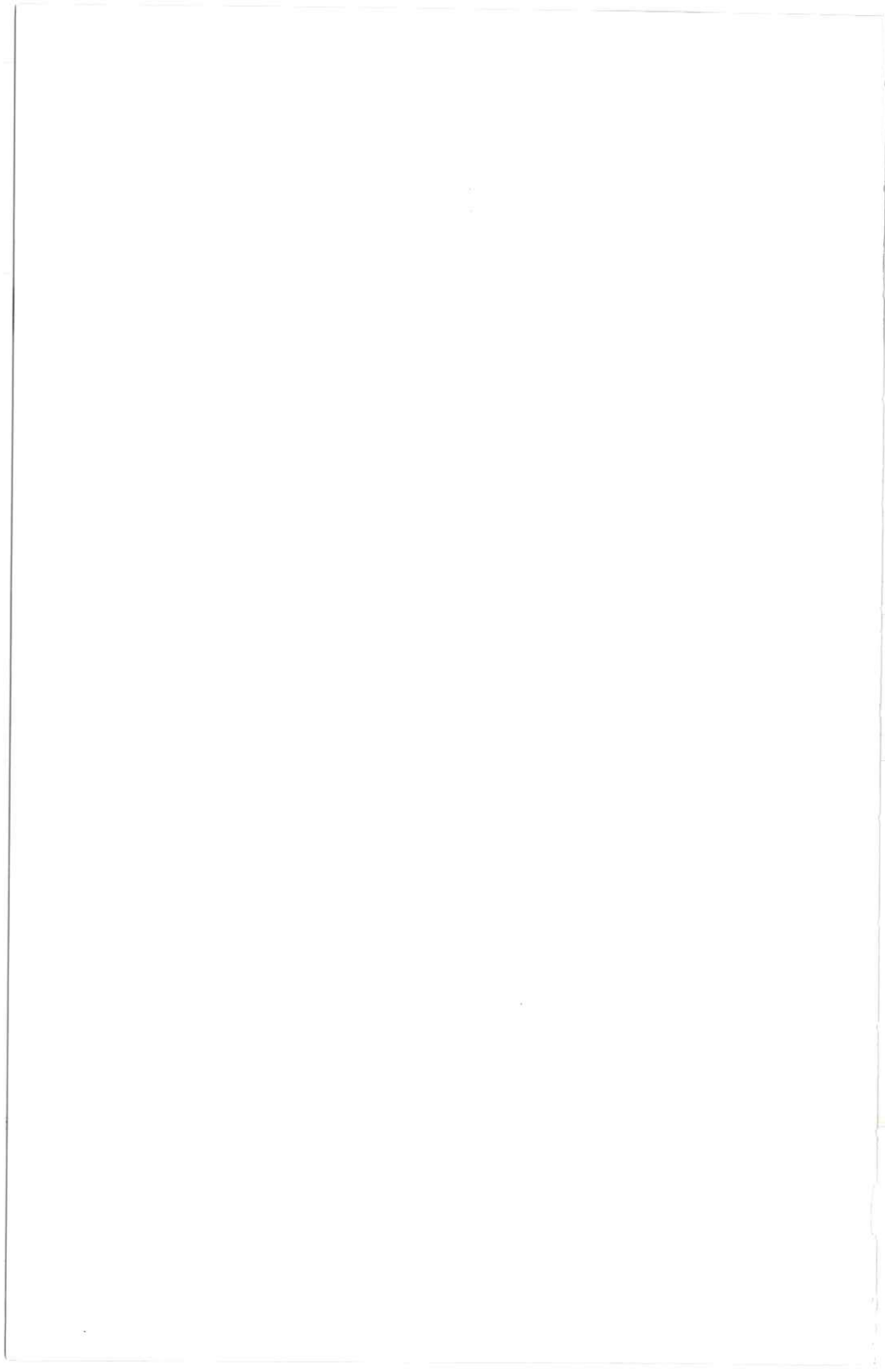






## *NARPM 1sts*

The first NARPM Web site was created in 1995.





## **NARPM 1sts**

**1<sup>st</sup> Convention (then called a "Membership Meeting"):** October 18-20, 1989 in Nashville, Tennessee. There were 58 attendees (this included the vendors). The original 13 thought this was magnificent as they had more property managers than themselves from whom to glean new ideas.

**1<sup>st</sup> Newsletter:** February 1, 1989 (named "Newsletter")

**1<sup>st</sup> RPM (now RMP) Recipients:** Rick Ebert, Peggy Rapp, Karen Ebert, Susan Gordon, Steve Urie

**1<sup>st</sup> NARPM Publications:** Two brochures; "You Need a Property Manager..." and a membership brochure published July 1990.

**1<sup>st</sup> RPM designation Courses:** Were developed by November 1990 and offered for the first time in Atlanta, Georgia.

**1<sup>st</sup> Forms Book:** 1990. Applicants for NARPM membership had to send in the forms used in their office as a prerequisite for membership. This created a large volume of forms that were put together so that attendees at the convention could make copies. Steve Urie brought his copy machine to the Tempe, Arizona convention and it ran constantly.

**1<sup>st</sup> Official Name of the Newsletter:** After a contest appearing in the Newsletter, the winner was Karen Ebert and the newsletter was officially named *Residential Resource*.

**1<sup>st</sup> Official NARPM Chapter:** Atlanta, Georgia

**1<sup>st</sup> MPM<sup>®</sup> Designees:** Karen Ebert, Steve Urie, Rocky Maxwell, Peggy Rapp and Charles Green awarded their designations at the Houston Convention in 1991

**1<sup>st</sup> Honorary Membership:** Awarded to Ralph Tutor at the Houston, Texas convention in 1991.

**1<sup>st</sup> RPM Courses approved for Continuing Education in Different States:** Summer of 1991

**1<sup>st</sup> "I thought I heard it all" Property Management Stories:** Shared at the 2<sup>nd</sup> convention in Tempe, Arizona.

**1<sup>st</sup> Time Newsletter Increased in Size:** In 1992 the newsletter went from 4 pages to 6-8 pages.

**1<sup>st</sup> NARPM Members Yellowpage Ads:** Houston chapter in 1993

**1<sup>st</sup> Revision of the Bylaws:** 1992

**1<sup>st</sup> President's Award:** Awarded to Karen Ebert by Rocky Maxwell at the San Diego, California convention in 1995.

**1<sup>st</sup> Code of Ethics:** Formalized at the New Orleans convention in 1994.

**1<sup>st</sup> Affiliates:** RPM Software, Yardi Software

**1<sup>st</sup> Mid-Year Meeting:** January 26-27, 1995 in Las Vegas, Nevada with a roundtable format.

**1<sup>st</sup> Chapter Excellence Awards:** Awarded at the New Orleans convention in 1994 to: Sacramento, Atlanta, Colorado Springs, Dallas, Ft. Worth and Pensacola chapters.

**1<sup>st</sup> Taping of Convention Workshops:** New Orleans convention 1994

**1<sup>st</sup> NARPM Website:** February of 1995

**1<sup>st</sup> State Conference:** Florida (FARPM), July 22, 1995 in Tampa, Florida

**1<sup>st</sup> International Member:** Tony Warren, Australia

**1<sup>st</sup> Convention Held in a City Other Than Place of Residence of the President Elect:** New Orleans, 1994

**1<sup>st</sup> Regional Conference:** Yakima, Washington and included Washington, Idaho and Montana

**1<sup>st</sup> CRMC<sup>®</sup> Auditor:** Dave Holt

**1<sup>st</sup> CRMC<sup>®</sup> Designation:** Awarded in 1995 to Richter & Associates

**1<sup>st</sup> 50/50 Raffle:** Its debut was in San Antonio, but its birthplace was in the Sacramento Chapter thanks to Bob Machado

**1<sup>st</sup> Designation Candidate Mentors Assigned:** November 1997

**1<sup>st</sup> Time for NARPM President to Appear On TV:** Denny Snowdon, August 13, 1997 did a phone interview on "Legal Café of Court TV". She discussed evictions.

**1<sup>st</sup> Chapter of the Year:** Sacramento, 1997 annual convention

**1<sup>st</sup> New Chapter of the Year Award:** West Hawaii, 1997 annual convention

**1<sup>st</sup> Marketing Excellence Award:** Crown Management, Atlanta, Georgia, 1997 convention

**1<sup>st</sup> Chapter Newsletter Award:** Pierce County Washington Chapter 1997 convention

**1<sup>st</sup> Parade of Chapters:** St. Louis Convention, 1999

**1<sup>st</sup> Winner of Parade of Chapters:** Sacramento Chapter

**1<sup>st</sup> Year for Ambassador Program (Bring in 5 or more members and get credit towards convention registration, dues or equivalent:** November 1999 started by Robert Alvarez, deceased.

**1<sup>st</sup> Regional Membership Coordinators:** Mike Carlson, Bill Jackson, Les Gifford, Sandy Walsh, Steve Stein, Harold Earls, Fred Thompson

**1<sup>st</sup> Ambassador Award:** To Robert Locke at the New Orleans convention 2000

**1<sup>st</sup> Chapter Idea Handbook Created:** 2001

**1<sup>st</sup> Chapter Mentor Program:** Launched by the Atlanta Chapter in June 2001

**1<sup>st</sup> Time NARPM Store Open on Web site:** August 2001

**1<sup>st</sup> Time NARPM Contributes to Charity:** November 28, 2001 to American Red Cross in the amount of \$16171.00 for victims of September 11 attack at the World Trade Center

**1<sup>st</sup> Leadership Conference:** February 2003 in Austin, Texas

**1<sup>st</sup> Core Based NARPM Strategic Plan Unveiled:** February 2003 at the Leadership Conference.

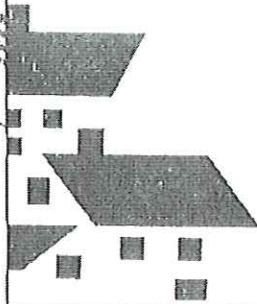


# Our First Brochures (1990) as introduced by President Susan Gordon

wonderful experience. My thanks to all of  
you who have contributed to the  
growth of our organization.  
You have contributed  
to my growth  
too.

## Professional Leasing and Management for Residential Rental Properties

*You need a  
Property Manager  
who provides  
comprehensive service  
for your  
leasing needs . . .*



## Property Management Benefits . . .

- We present your property to the largest available rental market including relocation services and corporate tenants.
- We are always aware of current and best practices. This allows us to rent your property at its highest value.
- Our computer system enables us to maintain an extensive list of all the available properties that track your property details.
- We minimize your possible rent loss by having a broad range of advertising media including sign, flyer, rental classifieds, advertising and newspaper.
- 24-hour maintenance service. Those occasions when you are not available, we provide you with protection through the use of proper lease agreements, deposit forms, late notices and other legal documents. Our comprehensive experience allows us to assume your responsibility for the property.
- We provide qualified, reasonably priced and experienced personnel who get the job done right.
- Our careful procedures protect you and the tenant against potential liability.
- We will make you feel chunky at any time as well as successful in your business.
- We communicate with you.

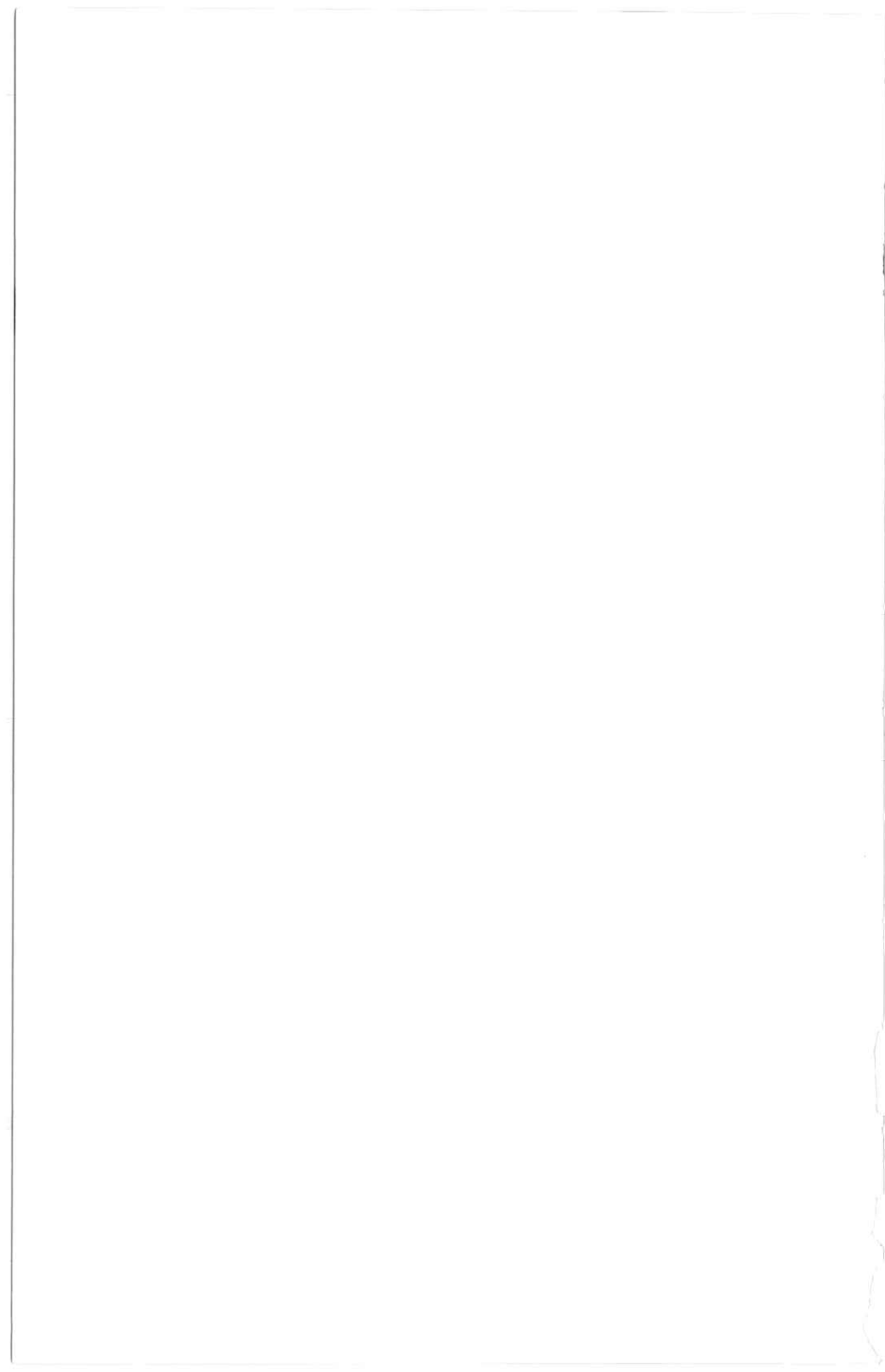




## *NARPM Past Presidents*

“...there is no one (that I know of) representing this large group of property owners and property managers--no one to speak out for their interests...NARPM was so desperately needed that it almost created itself.”

— *Ralph Tutor, Honorary Member*





## **NARPM Past Presidents**

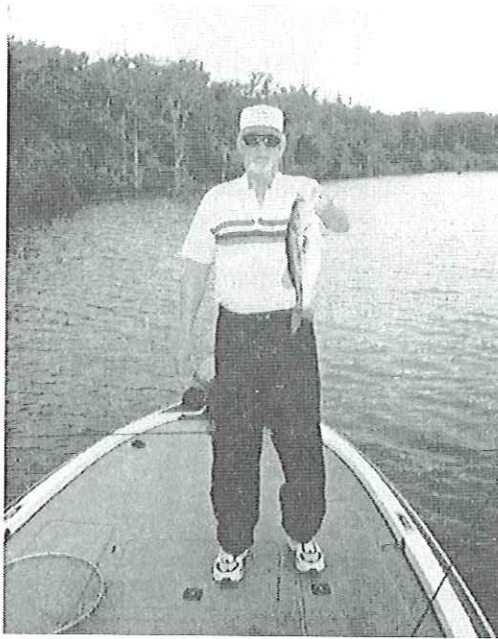
Ralph Tutor 1987-88  
Susan Gordon, MPM<sup>®</sup> 1988-90  
Steve Urie, MPM<sup>®</sup> 1990-91  
Peggy Rapp, MPM<sup>®</sup> 1991-92  
Ivan "Rocky" Maxwell, MPM<sup>®</sup>\* "Catch the Vision" 1992-93  
Dave Holt, MPM<sup>®</sup> "Take Action" 1993-94  
Kit Garren, MPM<sup>®</sup> "Profit Through Professionalism" 1994-95  
Donna Brandsey, RMP<sup>®</sup> 1995-96  
Robert A. Machado, MPM<sup>®</sup> "Leading the Way" 1996-97  
Mark Kreditor, MPM<sup>®</sup> "The Future is You" 1997-98  
Denny Snowdon, MPM<sup>®</sup> "A Window to Excellence" 1998-99  
Raymond Scarabosio, MPM<sup>®</sup> "Reach New Heights" 1999-00  
Melissa Prandi, MPM<sup>®</sup> "Sharing the Vision" 2000-01  
Mike Mengden, MPM<sup>®</sup> "Make a Difference" 2002  
Chris Hermanski, MPM<sup>®</sup> "Building Your Future" 2003

\*deceased





## PRESIDENTS' REFLECTIONS



**Ralph K. Tutor**  
**President 1987-1988**

### *Then*

**DO WE REALLY NEED A PROFESSIONAL ASSOCIATION FOR SMALL PROPERTY MANAGERS?** (The lead article by Ralph Tutor in the first NARPM newsletter)

Fifty percent or more of the single-family dwellings in many cities all across the nation are non-owner occupied. If you add the duplexes,

As we all know, managers and owners are constantly at risk because they are liable for all their decisions and actions concerning the large numbers of properties and people they represent. Because of the sheer numbers alone, property managers are in some type of litigation more often than the average listing and sales realtor.

We represent billions of dollars worth of property yet we have little or no voice in matters such as legal document requirements, accounting practices, insurance, building codes, zoning, taxes and utilities.

Daily I am in contact with managers all across the country; they and I agree that it's time we addressed these issues. That's why we have formed the National Association of Residential Property Managers. Only by having an association led by a group of professionals from within our own industry who know our unique problems, can this problem be resolved.

If we as managers can raise the level of our profession, we can better represent our clients. I believe through education and communication we can represent a very large group that will become a very strong voting block.

And through this voting block we CAN have a voice in our industry. We CAN have an impact on the decisions that are made affecting the property owners we represent and our companies.

Yes, we need an association; that's the only way we can have a voice in our industry. I think it's time we did.

*Ralph Tutor was president of Real Estate Software Co. in El Paso, Texas and developer of RPM software for property managers. It was through his productivity seminars for the software that property managers came together to form NARPM. The above article appeared in the first issue of the NARPM newsletter fondly referred to as "Newsletter" February 1989.*

## ***And Now ....***

It seems so very, very long ago that I wrote an article for the first NARPM Newsletter published in 1989. To put that in perspective one must remember that NARPM was formed in 1987.

quadraplexes, and small apartment complexes to that, the total number of these properties is staggering.

The average number of units owned by small investors is less than five. When you analyze that information, it gives you some idea as to the large number of owners that are represented by managers of small properties.

Yet, there is no one (that I know of) representing this large group of property owners and property managers – no one to speak out for their interests!

Each year, legislation is passed in local, state and federal governments affecting this type of property, property owner and manager, yet no one is there to represent them. Why? We can only ask ourselves, for at present, there is no one else to ask.

Yes most of us are licensed real estate agents, and many of us are members of our local Boards of Realtors, State Association, and the National Association of Realtors. But for the most part, these groups all represent the interests of the buyer or seller of homes or large investment properties or commercial properties. I know of no unified effort by any group that has any interest in the owners of small properties or managers of small properties.

Even more appalling to me is the lack of professional education for managers of these types of properties. The Institute of Real Estate Management offers a vast amount of large residential complexes, commercial, industrial, warehouses, and office buildings. However, there is virtually no education available for the managers of small residential rental properties. Think about that: hundreds of thousands of properties being managed by persons that have not had the opportunity to attend any education designed for their business, simply because it's not available.

Most managers are doing their best to fulfill a need in the industry and many of them are doing a wonderful job. However, far too many of them have extended their company and owner liabilities too far beyond an acceptable level. Too often this is simply because they didn't know how to avoid the pitfalls, and this is caused for the most part by the absence of professional education.

As amateurish as we were in our infant stage, I (and several others) never had any real doubts about the outcome of the National Association of Residential Property Managers. NARPM was so desperately needed that it almost created itself. I just happened to be the focal point of a crying need for information and was able to prompt some very good people to join me in creating an organization so badly needed. I originally extended an invitation to a few dozen companies to meet me in Dallas, Texas to explore the need and lay the groundwork for an organization to fill the property managers' needs and was thrilled when approximately 13 showed up. It all started in that small, smoke-filled room.

I am truly honored to have been a part of what NARPM has become and I am sure each member of the original group of founders will say the same. When those of us that founded NARPM look back at where the business of Real Estate Management was and where it is today, I am sure each of us would agree it is simply staggering.

It's easier to comprehend the value of NARPM by considering the following:

Before NARPM there simply was no help available. You were virtually alone. The National Association of Realtors offered no help. The Apartment Association offered nothing. Property Managers for single-family homes operated in a vacuum and when faced with problems or doubts, they simply "shot-from-the-hip".

To give you a small example of how we were viewed by the Real Estate Industry; shortly after NARPM was formed, (I had been elected as the first President of NARPM), and in an attempt to begin bridging the information gap, I contacted one of the Directors of The Texas Association of Realtors to inquire about the Mid-Winter Conference. I requested that I be allowed to speak briefly about our organization. The Director informed me that none of their members would be interested because none of them were involved in property management. As of that time my company (Real Estate Software Company) had over 300 Texas Real Estate companies using our accounting software to manage single-family properties. Yet, the state real estate commission was not even aware of their existence and did not even acknowledge them.

In my experience as a property manager and in my travels around the country conducting RPM Software Training Seminars I became more and more astounded. It was frightening. This business was a huge industry, with billions of dollars in value scattered across the nation. What was even more frightening was the fact that it was being run by individuals with virtually no training, no rules, and no governing body.

But look at you *now!*

The National Association of Residential Property Managers has spread across the nation. Presently (and growing daily) within NARPM there are:

- 61 Chapters scattered across 22 states -2 State Chapters (Florida and Washington)
- 3 States have annual meetings
- 1462 Property Management Members representing several hundred companies
- 19 Support Staff Members
- 11 Life Members
- 25 Affiliate Members
- 3 Honorary Members

Certification is available with three levels being offered. Requirements are completion of required education along with practical experiences that permit members to achieve a RMP<sup>®</sup> (Residential property Manager), MPM<sup>®</sup> (Master Property Manager), or CRMC<sup>®</sup> (Certified Residential Management Company) designation.

Through its property management education, NARPM has developed a certification program that is largely responsible for property management becoming a career.

*Just think about that for a moment.* Over 1,520 professionals who are now working together designing, testing, and adapting new rules to govern this huge business. Hundreds of people are available now (where before there were none) with the primary desire to improve their lives and the lives of those they serve such as property owners, real estate investors, residents, staff, and service persons required for maintaining those properties.

Members as well as officers within NARPM may justifiably feel proud and take pride in knowing that they are not only assisting property managers and property owners within the organization, but are setting guidelines, principles and practices of real estate management that will serve the nation from now until eternity.

What is the future for NARPM? Simply great! As I see it, and with current members understanding that they are “blazing a trail” while setting standards, principles, and practices for the future, NARPM will have few if any limits.

I am confident NARPM will eventually represent more political power than the National Association of Realtor’s or any of its other counterparts because of the overall number of potential votes from property owners, residents, and the total value of all the property that it represents. I believe NARPM will eventually publish (both in print media and electronic media) information regarding total numbers of properties, approximate value of all properties and approximate number of people represented by Members of NARPM. Doing so and pushing the results into the political mix will insure NARPM its lasting and powerful position in a continually increasing industry.

I am proud to have been a small part of it.

Thank You,

**Ralph K. Tutor, Honorary Member  
Yantis, Texas**





**R. Susan Gordon, MPM<sup>®</sup>**  
**President 1988-1990**

### **Truffles**

While I guess I have a weird sense of humor to see this as funny – at a distance of 13 years, it takes on some humor for me. I convinced an out-of-town bank to let me manage eight duplexes they had foreclosed. They seemed to believe it was cheaper to manage from Atlanta – they didn't need a small-town Nashville girl to look after their interests until March of that year when an inspector drove up and found the pipes burst, the toilets cracked and water running down the walls and out the doors. Seems managing from afar is sometimes the same as “under-managed”.

It was an expensive lesson from them and a long-term project and relationship for Susan Gordon & Company, Property Managers.

### **Chocolate Crunch--Changes**

One of the toughest times in property management was in the early 80's when mortgage interest rates went to the 20's and no one could sell their homes. Many of those being transferred became what I labeled “reluctant landlords”. That change in the industry gave us a chance to cater to a higher rent element, but required a lot of hand-holding.

## **Chocolate Peppermint--Renewal**

I learned early you had to get out of town and trust your staff if you wanted to have any time with your family or avoid burn out.

Surprisingly all the early working NARPM meetings were one of my favorite source of renewal. Knowing I wasn't a lone ranger was immensely affirming. It was wonderful to discover "my tribe" when I met the NARPM founders.

## **Chocolate Covered Peanuts--Networking**

There is no substitute for networking. There is no need for all of us to pay the tuition to learn the same lessons. How reinforcing to be able to talk situations out with other, non-competing property managers. In my current position, I have made more money than I know by learning what is successful in other communities and "customizing" it for our center.





**Steve Urie MPM®**  
**President 1990-1991**

When I think back on how things use to be done and how they are done today, it makes me wonder how NARPM ever became the organization that it is today.

While traveling to a Board meeting, every Board member was asked to make one connecting flight during his or her travel to and from the meeting. This permitted the Board member to get off the airplane, find a phone booth with the local yellow pages and remove the real estate agent and property manager sections. In this manner, we built a mailing and prospecting list of potential members.

From these yellow page lists, NARPM started recruiting new members in far away and far-flung places. New members in these populated but remote locations often felt left out or isolated from the NARPM general membership. As new members joined NARPM, the desire for local meetings grew. Unfortunately, there were not sufficient financial resources to pursue the development of national educational courses and the creation of local chapters.

For the first two years of NARPM's history, the emphasis was placed on national educational courses. However, I was the president-elect as well as the Membership Chairman and I could see the great benefits that NARPM members could enjoy on a local or state level. It wasn't until after one particularly brutal executive board meeting, I was given the reluctant approval of the executive committee and later ratified by the

full board to create chapters for NARPM at my own expense. I was informed that the board might reimburse me for my travel expenses should sufficient members join and there were funds available.

The first thing that I did was contact about 35 property managers in the Phoenix metropolitan area using the yellow pages and invited them to a chapter-in-formation meeting. Twenty people showed up. We discussed many issues but the most important thing that happened in the first meeting was deciding who was going to lead the next meeting, when is the next meeting going to be and where will the next meeting be held. Those are still the same three objectives that NARPM attempts to accomplish in creating a chapter in formation.

At the next meeting we had 35 people, but only 15 paid memberships. The chapter members elected officers, planned the monthly meetings for the year and selected topics and speakers for those meetings. At the end of the third meeting, the Phoenix Chapter (known then as the Arizona Chapter) had 20 paid memberships up from three members just four months ago.

In the fourth month, I was ready to take the show on the road. I contacted Peggy Rapp to organize a chapter-in-formation meeting in Houston. I also contacted Rick and Karen Ebert in Austin and Nancy Ryan in Colorado Springs to organize the same. I shared with them the very same steps that I had gone through to organize the Arizona Chapter. My objective with each of them was to train them so that they could duplicate my efforts and achieve greater results. As a result of Peggy, Rick, Karen, and Nancy membership doubled that year.

In the following year, I became president of NARPM and was also retained by the Board as the Membership Chair. During that year, I traveled with Peggy Rapp to Pensacola and Panama City, Florida, Atlanta, Georgia and Hendersonville, North Carolina to establish chapters-in-formation. I then traveled with Rocky Maxwell where we visited the cities of San Jose, San Francisco and Sacramento, California. Through the efforts of Rocky, Peggy, and those new members in the new chapters, NARPM doubled membership again.

The next year, I became the past-president more affectionately known as the OMC (old man in the corner). But, I was retained as the Membership Chair. I did make two trips to create chapters-in-formation. But more importantly, others were now duplicating the process without my

assistance and through the efforts of these fine people, NARPM's membership doubled again. Wow! Three years of more than doubling membership.

Now for some quick numbers: The first four presidents of NARPM were founding members. The second four presidents joined NARPM within the first year that it was organized. The last seven presidents and the current president-elect have joined NARPM through their local chapters. I couldn't begin to tell you how many Board members, committee chairs, and committee members who have served or are serving in NARPM that joined through his or her local chapter.

As I reminisce about NARPM and the last 15 years, I can safely say that I never in my wildest dreams ever imagined that a simple concept of a chapter-in-formation would have such a long-term, profound, impact on NARPM. I am honored to have been a part of the success. Oh! And by the way, the Board of Directors of NARPM did vote to reimburse me for my two years of travel expenses while creating chapters in the country.

**Steve Urie, MPM®**  
**Mesa Verde Property Management**  
**Gilbert, Arizona**





**Peggy Rapp, MPM®**  
**President 1991-1992**

When I was asked to write about my NARPM experiences, I honestly did not know where to start. Should I review the history of NARPM, write about how the organization was originally structured, the number of meetings held, etc. All of that had been documented before, but what had not been documented and may be a good source of information in the future is the extraordinary story of the actual people who were there at the beginning of NARPM. These people had the exact blend of talents needed to make NARPM successful.

Ralph Tutor, the man who owned RPM Software and the person who came up with the idea of starting NARPM, was a retired military man, extremely organized and a matter-of-fact kind of guy. He had a great belief that property managers needed to be viewed as highly professional and was one of the few people who had written a step-by-step book on how to manage residential properties. It was a great honor to know Ralph and I am thankful that our paths crossed.

Susan Gordon, the second President of NARPM and one of the originals, owned a very successful management firm in Nashville and contributed countless hours to the organization. She was a great force in getting things done – and just the type of person needed when the structure of the organization faltered at the beginning. There was no end to energy or implementation of ideas when Susan was around. The organization owes her a great deal.

Steve Urie, the man who is responsible for the beginning of the growth in membership of NARPM, traveled endlessly from city to city, state to state, meeting with both small and large groups of property managers, inviting them to join NARPM. I was fortunate enough to have gone to some of those meetings and he exhibited an enthusiasm for the organization that was contagious. I can honestly say that NARPM would not be where it is today without the benefit of Steve's leadership. Steve is an endless tease and loves to tell people about how I got lost picking him up from the airport in Houston. It has been an absolute joy having Steve as one of my best friends.

Karen Ebert is a pint size mixture of commitment, strength, and kindness. Karen, and Karen alone, for many years had the awesome responsibility of publishing the Residential Resource. Once we were able to get the members, Karen was the one who kept them in the foal with the information that was distributed through the newsletter. No matter how busy she is or what is going on in her life, Karen is always loving and supportive. With Karen, you also get the added pleasure of her husband, Rick. Together they run a largely successful business in Austin and we have spent many hours just sharing stories about children, families, and business.

Mike Monarch, hails from Shreveport and was Treasurer for several years at the beginning. Not only is Mike one of the most humorous people that I know, he watched NARPM's few dollars and made sure the spending was in line with the end result. Some of his comments at early board meetings are legendary and I cannot, to this day, think of Mike without breaking out in a smile. One of my favorite stories about Mike is his telling me, in his Southern drawl, his take on how wives should treat their husbands. He and I would banter back and forth about the subject because I felt he was a few hundred years behind times. Needless to say, at a meeting in San Francisco, he showed up with a "How To" book about the subject and wrote a sweet note inside that if I tried all of these things, my husband would be a very happy man. Well, the book has remained in my drawer, unread and untried, but not unappreciated. He is one of my favorite people.

Helen Daniel, is from Panama City, Florida and was Secretary for many years. She was smart and we never had to worry that the minutes were anything but accurate. Helen made a very funny video that has been shown to members throughout the years about rental cold calls. Helen invited Steve and me down to Panama City to speak to her Board of

Realtors in 1992. We showed up and Helen took us over to the Board office, which was in a converted funeral home. The big meeting room was in one of the “viewing rooms” and you can guess what the little platform that Steve and I stood on was previously. I don’t know how many members we were able to sign up on that trip after Steve and I suffered from a bad case of the giggles. I just hope that we didn’t embarrass Helen too, too much.

Terry Robertson has a large management firm in Las Vegas and was one of the original members of NARPM. I have enjoyed every moment that I have spent with Terry – he always shares great stories about the trials and tribulations of having a large firm. He was the first manager who ever talked about being sued and I was well prepared when it finally happened to me. He wrote one of the first policies and procedures and office manuals and was more than willing to share with anyone who asked. Time did not permit him to be able to remain on the national board for too many years. However, he would always come to the conventions and review with us the good and not-so-good things that the association was doing. I always appreciated his honesty and great integrity.

Fred Richter was the NARPM Educator. We were fortunate enough to tap into the talents of Fred with regard to setting the standard for education courses, which was ranked as one of the top two reasons for membership. Fred has been a loyal member and always willing to share his knowledge and information.

Kit Garren is a Past President from North Carolina and can only be described as a Southern Gentleman. The first time I met Kit was at the second convention in Tempe, Arizona in 1990. He was in a class that I was instructing and I had never seen such an eager student, asking all of the right questions. After class, we visited and he said that he had a little residential property management company and that he needed to gain more knowledge on the business. He and I would talk more throughout the year and his quest for knowledge never waned. He signed up for committees and volunteered for various other duties. The next year, we had the convention in Houston and I became President. At that time, the President had the right to appoint two board members and, of course, Kit was an obvious choice. He made me proud – did a fine job as a board member and later as President. He now has one of the largest property management companies in the Ashville area.

David Holt is also a Past President from Minneapolis. I always considered Kit Garren and David Holt as “my success stories”. I met David for the first time in 1991 at the Houston convention. He was so young but had an air of professional and quest for knowledge. He quickly was appointed to my Board and the first few times we were all together, he was quiet. Then one night in Dallas at dinner, we were all talking non-stop about how to market our properties. All of the sudden, David stated that he offers to purchase renters’ insurance for any new leases. We all thought that was a great idea and realized that these young members coming in were open to ideas and did not have the blinders like us “oldies” had. After David finished his successful term as President, he ended up devoting numerous hours in time and travel teaching NARPM courses to another generation of eager students. This past year, I attended a Long Range Planning Committee Meeting, which he chaired, and sat in awe as I witnessed his profound attention to detail and professionalism. I realized how very fortunate NARPM is to still be able to call upon David to share his multitude of talents.

Mark Kreditor has and will continue to be a great source of joy in my life. The first time I met Mark was also at the Houston convention in 1991. He bounded over to me, talking non-stop, about trust accounts, marketing, renters, etc. He was also so young and eager to learn and I can’t deny that I was a little overwhelmed. Mark was soon on the Board and on his way to the Presidency. One time I went to Dallas to talk to the rental division of their Board of Realtors. Mark picked me up at the airport and we had a wild ride through traffic in Dallas while Mark gave me his take on comparing people ready to look at rentals vs. people ready to conceive. I knew then and there that he was going to be wildly successful and he never let me down. NARPM has benefited so much from Mark – he has kept the meetings from becoming stodgy and boring with his entertainment and quick wit. He has written and taught numerous courses and no one will ever forget his Dr. PP rendition.

Rocky Maxwell may not be with us physically, but will always be a large part of the makeup of NARPM. He was a large teddybear of a man whom I loved dearly. Rocky was at the first convention in Nashville and, even though an earthquake had hit the San Francisco/San Jose area that he was from that same day, he was calm and handling everything long distance. Between the calls, he volunteered to do just about anything to help get NARPM going in the right direction. I never saw Rocky flustered, upset or angry. He taught courses every year until he died and NARPM will never be able to find another Rocky. He was a great family man and

spiritual – he always enjoyed a great sense of humor and loved being thought of as The Godfather of NARPM.

There are two other people that I have to acknowledge. My husband, Barney, has always been supportive and understanding with regard to NARPM. He has always been interested and proud of my NARPM efforts. The second is Donna McGee, who has worked for my firm for 20 years and was an original member of NARPM. Not only is Donna like a sister to me, she basically ran my business during the early NARPM days. I am fully aware of how fortunate I am.

Of course, there are many others who have done as much or more for NARPM. I just wanted to document a little about some of the people at the beginning, their personalities and talents. I consider my time in NARPM as one of the happiest times in my life and I have always been extremely proud to have played a small part.

**Peggy Rapp, MPM®**  
**Rapp Management**  
**Galveston, Texas**



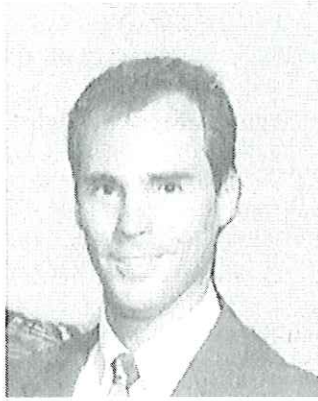


**Ivan "Rocky" Maxwell, MPM®  
President 1992-1993, Deceased**

**Rocky's 'I thought I heard it all' story**

Doing annual surveys always brings the unexpected. As I entered this particular 2-story townhouse, it felt rather warm. Sometimes people just like to keep the temperature up and don't mind paying the extra utility bill. The downstairs was clean and neat, but I noticed a distinct odor as I went up the stairs. The 2<sup>nd</sup> bedroom door was closed. As always, I knocked on the door, announced myself, and slowly opened the door in case someone was inside sleeping. Warm moist air hit my face and I noticed an empty aquarium next to the door. As I opened the door further, the whole room was lined with 'empty' glass aquariums with metal mesh across the top. The room was full of snakes! I turned and took the steps two at a time to get out, then I noticed that a boa constrictor was barring my way to the front door. I jumped from the landing, opened the door in one fell swoop, rushed through, and slammed it shut. I went to my car, wrote out a notice for the resident to be out of there by the next day, posted it, and left. Understand, this was in the 70's when it was easy to move someone out at a moment's notice.





**David Holt, MPM<sup>®</sup>, CPM<sup>®</sup>**  
**President 1993-1994**

Every President has a yearly theme. The theme during my 1993-94 term was "Take Action." Simply put, you can wait for things to happen to you and HOPE for things to improve or you can make things happen by taking action. Success in one's life doesn't happen by pure luck. You see, luck stands for Learned Under Controlled Knowledge. In other words, if you take action on things, you open yourself up to opportunities. Others look at it as lucky or fortunate. I believe that it is planned.

I joined NARPM through this planned luck. In 1989, I was a young entrepreneur in the property management industry. I received a market brochure for some software designed for single-family property management. It also mentioned a three-day workshop to learn how to use the software. The problem was that the workshop was in El Paso, Texas and I was in Minneapolis, Minnesota. I had little money, since I only had a few clients, but I understood that luck is planned, so I went.

Ralph Tutor, the owner of the software company presented the workshop. The software was RPM. At the end of the workshop, one of the attendees got up and told us about a new association for single-family property managers – NARPM. Her name was Karen Ebert. Ralph had assembled a small group of his users to start this association. He was also in the process of putting together a publication himself back then--a manual called "How To Make Big Money Managing Small Properties." I had never seen any information on managing single-family homes, so I asked

Ralph if I could make a copy of it. He agreed and we settled on a cost of \$80. Little did I know that this would change my life.

I returned home excited, joined NARPM and did... nothing. I joined and did nothing! I didn't attend the convention that coming fall. I was TOO BUSY. It was TOO EXPENSIVE. I had all the excuses. I went through another year just working in my business verses working on my business. I was in the entrepreneurial trap. Then it hit me! I realized that if I didn't create the opportunities, I would be stuck in the "working in it" pattern forever. So I took action. The following year, I attended the convention in Houston Texas. I knew no one. Instantly, people came up and started talking. I felt an instant bond. They did the same work I did. They had the same problems. I wasn't alone.

At that convention I was asked to serve on the Board of Directors. I accepted and two years later became President. Lucky? Fortunate? You bet. However, it wouldn't have happened if I joined and did nothing. The opportunities didn't end there. I met a bunch of wonderful people and gained insight and experience well beyond my years by simply networking. It still wasn't enough. Consequently, three of us started a networking arrangement. We would visit each other's office once a year going through every form and system. My company productivity and size started to grow exponentially. Later we expanded the network. I have visited dozens of other offices throughout the country. Out of this networking came our company mission: The development and constant improvement of consistent systems and processes designed to make our owners and tenants raving fans.

My company is still growing and improving. I do very little marketing for new business any more because 80% comes from referrals. We receive normally 3-5 new owner calls a day. We recently hired three new staff members in order to handle the growth. Did I mention it's a depressed market? I owe it all to NARPM and specifically to those members... friends... I have met through the association.

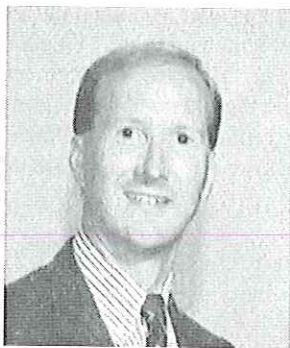
If you want to be lucky too, get out of the "too busy, too expensive" mind set. Although I could go on and on with examples, I'll finish with a story from author, speaker, productivity coach Tony Robbins. There was an old man sitting on the beach. A young man came up and wanted the spot on which the older man was sitting. He confidently asked the older man to leave. "This is my spot" he said to the old man. The old man smiled and said, "If you want this spot, you'll have to race me for it."

The young man, confident as ever, accepted the challenge. The old man got up, turned to the young man and said, "One more thing, you have to run backwards. Ready? Go." As the young man stumbled to the end of the finish line well behind the old man, he exclaimed that the race wasn't fair. The old man wisely replied, "If I run the race like everyone else does, I will surely lose. However, if I can create the rules, I can always set myself up to win."

You have the ability at any time to create your own rules in your business and in your life. Take Action!

**Dave Holt, MPM<sup>®</sup>, CPM<sup>®</sup>**  
**R.P. Management, Inc. CRMC<sup>®</sup>**  
**Minneapolis, Minnesota**





**Kittredge Garren, MPM®**  
**President 1994-1995**

The following “I Thought I’d Heard It All” story was told by Kit and won him first place in the story telling contest at the NARPM convention in 1992:

A young doctor and his wife had recently moved into an apartment building in San Francisco. They came with good references, sufficient income, and seemed like a nice young couple. Imagine the property manager’s reaction when the neighbor called to say that the building was under siege and there had been an explosion!

Seems the wife had decided to bake a rhubarb pie for dinner—her husband’s favorite. She got distracted and burned the crust. As their apartment filled with smoke, she opened the door and a window to air it out. The smoke poured out the door and set off the silent alarm in the hall. A gust of wind then blew through the window, slamming the door shut.

As the doctor’s wife was finishing dinner, she heard a commotion in the hall, and opened the door to find the bomb squad and the fire department. The bomb squad had blocked off the streets for two blocks. There were 14 police officers on the scene, and the fire department was prepared to fight an 8-alarm fire!

**Kittredge Garren MPM®**  
**IPM Corporation of Brevard, Inc.**  
**Hendersonville, North Carolina**



**Robert A. Machado, MPM®**  
**President 1997-1998**

I often think back on my time on the national board of directors as some of the most rewarding time I have spent in my professional career. As with any endeavor, it had its ups and downs.

I was national president in 1996-97. This was a time of growth for the association and a time of passion for education and networking for our members. Classes were being created and revised, the newsletter was expanded, the designation name were adjusted and readjusted. The convention we put on that year in San Antonio was a filled with both excellent seminars and great parties. The first party was scheduled as an outdoor barbeque. The weatherman was predicting the perfect storm for the area as clouds rolled in and the humidity soared (think Super Typhoon). At the 11<sup>th</sup> hour we decided to hold the party outside as planned rather than change it to in inside (boring) event. It rained a little, but what I remember most was the incredible humidity. We were soaked even without rain. Robert (Wing Ding) Winger took care of all the party details that year and he did a fantastic job with both the food and the live band. We also had a more formal casino party that used cash with all the past NARPM presidents pictures on the various denominations. Peggy Rapp was on the \$500 bill, Steve Urie was on the \$100, Rocky Maxwell on the \$75, Dave Holt on the \$50, Kit Garren on the \$25, and Donna Brandsey, the outgoing president was on the \$20.

Donna Brandsey was NARPM's president the year before me. It was during a stage in our history when we hired and fired about three association management companies. One only lasted about three weeks!

Not only did Donna act as president, she also did all the accounting and picked up the mail. Every president has challenges, but Donna had more than her share. I cannot remember her complaining, only taking care of problems and making sure things worked out to a successful conclusion.

My year saw our board implement the first strategic plan. We worked tirelessly on making the association a success. Mark (the mouse) Kreditor, Denny (school girl) Snowden, and Ray (the rat) Scarabosio, all received wonderful nicknames and paid their dues by making my year as president look very good. It is no wonder that those three all went on to preside over the association in later years.

Our associations great achievement has been to give all of us a format to network, get educated, and have some fun away from the office. I certainly appreciate all the information and friendships I obtained over the years and look forward to many more years as a member of this great organization.

**Robert A. Machado, MPM®**  
**President, HomePointe Property Management, CRMC®**  
**Sacramento, California**





**Mark Kreditor, MPM<sup>®</sup>**  
**President 1997-1998**

My experience with NARPM is perhaps the most single significant voluntary contribution I have made so far in my life of 44 years. In an industry that survives by implementing policies of “consistency”, NARPM CONSISTENTLY rewarded me as I became more and more involved. My rewards and dividends came as much from the industry education I learned as the friendships I so cherish. NARPM has truly become a family where I have so many memories of volunteering and having fun with so many wonderful people that all share my job description.

As with most attitudes you receive when you’re born in New York, I too thought I knew it all. “How hard could it be to manage a few rentals?” I asked myself in 1987 when I decided to try this industry on a full-time basis? In 1989 from a single piece NARPM mailer, I joined and attended the September convention in Houston in 1990. That experience and warm welcome I received by my many new friends was the foundation for my love affair with this organization. I also found an instant sounding board through others sharing my industry and my business challenges. As Gershwin once said; “Who could ask for anything more?”

Well, much more was exactly what I received when the late beloved Rocky Maxwell, President 1992-1993, called me and asked to help him identify potential members in the Dallas/Ft. Worth area and help him make a pitch to these managers to join. And so this began my love affair with recruiting new members and getting to know, love, and respect Rocky Maxwell. Rocky asked me to join the board that next year to head

the marketing committee and the rest as they say is history. I miss Rocky, and I think of him often.

As I look back over the 6 years on the National Board, it seems like a long time ago and just having to write this article is enjoyable as I remember all of my NARPM experiences. My goal was always to make NARPM an association for the little guy and not make the leadership ever appear "cliquish." During my board tenure we always went out of our way to recognize and include the newest member and tried to make everyone feel welcome. We also always had fun, made fun, and took time to laugh at ourselves, our tenants, our industry. There is still nothing more entertaining for me than to go to work each day. I am sure someday a sitcom writer will produce a hit series about property management and the things we discover about how people live.

What impressed me the most about serving on the board was the leadership with which I had the honor to serve. My box of chocolates would not be complete if I did not take a moment to reflect on those that came before me. First there was Peggy Rapp who welcomed me at that Houston convention in 1990 and has always made everyone feel at home like a mom does for her kids. Rocky was like everyone's father and was so deeply loyal to NARPM's goals. Then came David Holt who taught me that it doesn't matter how young you may be if you are brave enough to make decisions that are right. Dave was a great leader that asked tough questions and instantly earned my admiration and respect. Kit Garren was a fine polite southern gentleman that you could instantly warm up to. It was clear that Kit had served in many heated HOA meetings during his career in management and always calmed the waters so we would focus on the right decisions. After Kit was Donna Brandsey and to this day she is the most naturally suited property manager I have met. She always had a tool kit, an edit for a letter, and would be the person I most wanted if stranded on an island. Donna was a survivor and during her tenure we watched NARPM really begin to grow (mostly because Melissa Prandi was also moving into her "Membership Queen" position at that time).

I had the pleasure of having Bob Machado as president before me. Bob was a great leader, a great coach, and a great friend. He was the total package except I could sing and dance a little better than he could. Bob was never hesitant when he made a decision, like a great coach calling a final play. Bob taught me property management at a distinctly different game level while at the same time reminded me of the things most precious in life; family, faith, and friendships. Bob Machado was able to

best organize NARPM as we emerged from a membership of 600 to our membership of 1500.

I have always been an idea kind of guy and never aspired to be the president of anything, certainly not NARPM. I cared much more about the member in the back row getting something beneficial from their NARPM experience than I did about association management companies running the organization (which changed frequently during these times) or our financial condition. I was spared in that we didn't go broke during my year and I left the association management company changes to my president-elect Denny Snowden, a former cowgirl that could ride a horse and seemed as though she feared nothing.

It is most gratifying to see many ideas that started around a table at which I sat still in effect today. From our many new RMP<sup>®</sup> and MPM<sup>®</sup> classes to the CRMC<sup>®</sup> audit checklist, I was so proud to be a part of this momentum. NARPM always made me realize what it would be like working for a big company with a board and conference calls and all those really cool grown up things. I am most proud of the leadership we all left behind and the admiration I have had for those that have come after me; Ray, Melissa, Mike, and Chris.

From our early morning "Rent Roll Runners Club" jogs to our late night sing a longs at the piano, NARPM has meant so much to me. We all eventually have to go back to our little office and be managers again. It was a sweet and delicious experience to have tasted so much from my NARPM box of chocolates. In some ways, I wish I could do it all over again because I really miss seeing my friends. It's pretty lonely being a property manager without a regular taste of NARPM. It was addictive, it was wonderful, and it was worth it!

**Mark Kreditor, MPM<sup>®</sup>**  
**Get There First Realty, CRMC<sup>®</sup>**  
**Dallas, Texas**





**Denny Snowdon MPM®**  
**President 1998-1999**

I received my first brochure regarding NARPM in the fall of 1990 and quickly perused it and put it on top of my "to think about" pile. There it sat until Steve Urie visited Colorado Springs and talked about all of the wonderful benefits awaiting those property managers who became members of NARPM. A respected colleague had talked about what she had learned when she went to the Arizona conference and convinced me that membership in this organization would help me develop my management skills. I am the 157<sup>th</sup> member of NARPM.

I decided to attend the National conference in Houston in the fall of 2001 and decided to stay the few extra days to take the classes that were also offered. I had attended several IREM courses and was really looking forward to taking a class that had something to do with residential property management and meeting other managers from all over the country. Imagine my dismay when I walked into the Welcome session in Houston to discover only 70 people in the room. I was so disappointed; I imagined that there would be 100's of people taking advantage of what NARPM had to offer.

The disillusionment only lasted a few moments as Steve Urie and Peggy Rapp took the podium. Everything they said and talked about had something to do with my own business wants and needs. I quickly understood that this was the beginning of a truly remarkable opportunity to be a part of the growth and success of an organization that would meet the needs of professional residential property managers everywhere. I was being given the opportunity to have a voice in that growth.

Twelve years have now gone by and NARPM has been the driving force behind most of my business and personal growth; it has also helped me through some of life's failures. I have attended some of the finest educational seminars available to the industry today but more importantly have developed and nurtured networking opportunities that have proved to be tremendous asset to all of my business needs.

I have had the privilege of working and being mentored by the Godfather of Property Management, Rocky Maxwell and served on the Board with such outstanding leaders as David Holt, Kit Garren, Donna Brandsey and Bob Machado. I loved every minute of the time I spent as a Director of NARPM and will always cherish the friendships that were formed as a part of that involvement. NARPM brought me some of my greatest personal treasures; the friendships of Beverly Browning, Teresa Recar, B. J. Winchell and Rose Thomas.

It was my privilege to have been a part of NARPM's history and to have been able to participate in its development and growth. I hope that the next 15 years are as successful as the first and I look forward to what the future will bring to NARPM.

**Denny Snowdon, MPM®**  
**Select Property Enterprises, Inc**  
**Colorado Springs, Colorado**





**Raymond Scarabosio MPM®**  
**President 1999-2000**

What little “nuggets” of information have I gleaned from my association with NARPM? I had been a property manager for many years prior to my involvement in NARPM. I’ll never forget how the NARPM “heavy hitters” of Rocky Maxwell and Steve Urie came to meet with our already established property management group and stated that NARPM needs a San Francisco chapter. They came to us 3 times before we finally became a chapter. I personally have never looked back once I became involved with this fine organization. I harbored no false pretenses of what the future might hold for me within NARPM. If you had told me that I’d serve on the board of directors and one day become its President, and ultimately been bestowed with the President’s Award, I would have laughed at you. If you had told me that I would earn its prestigious designations, I would have chuckled. If someone had told me that I’d not only become a teacher but also an author of several classes, I’d had looked at you and wondered what you were thinking. While the items that I listed were individual achievements, what I have learned from all of this is that NARPM is all about its members, the “people”. I have been lucky enough to have met many of the membership at local and national events and consider myself fortunate that I can call so many members “friends” as well as colleagues. My involvement with NARPM continues to be a positive influence in my life, I thank each of you for making this possible.

**Raymond Scarabosio, MPM®**  
**Jackson Group**  
**San Francisco, California**



**Melissa Prandi, MPM<sup>®</sup>**  
**President 2000-2001**

Twenty-one years ago I started in the property management business as a young receptionist. After five years, I purchased the management company. I was disenchanted at the lack of places to get information and education for this industry. However, I did find one person in California who taught a two-day continuing education course for property managers. I took that course a total of 7 times wanting to learn more each time about property management.

Then, like many, I received a telephone call from a property manager in Sacramento offering information about a professional property management association known as the National Association of Residential Property Managers (NARPM). He told me he was coming in town to talk about the possibility of starting our own chapter. I recall that only three of us attended the meeting. I joined on the spot. It was exciting to tell others in the area about NARPM, a place where we could learn more and get to know other property managers from all around the U.S. I became the first local president of the Marin/Sonoma chapter and begin to recruit.

I brought my long-term property manager to my first NARPM convention in Minneapolis, Minnesota. We both left the convention with new ideas, new friends and a NEW spirit for our jobs as property managers. It was as if NARPM brought the business back to life. It wasn't long before I found myself volunteering on a national committee and shortly thereafter being installed as a NARPM National Board Director where I served for over 8 years.

Serving as the national NARPM President was an incredible experience as I watched NARPM grow and saw property managers come together and share the vision of NARPM throughout the country. It was amazing how everyone opened up their homes, shared their families and brought me by their offices. We really seized the opportunity to get to know one another, share ideas and just have fun.

NARPM has changed the way I do business. The members are just like me. I absolutely love the feeling and ability to be able to pick up the phone and call another property manager. I truly enjoy watching new members come in and LIGHT up as if they were a part of NARPM since the beginning.

After serving so many years and giving so much of my time, I reflect back on two of the most asked questions I encountered. How do you leave your business for so long and so often? How can you give so much time to this association?

My answer is simple. Membership in NARPM and the people involved have made it easy to give my time, energy and commitment.

NARPM has made me more effective, efficient and helped me to truly reflect on the PROFESSIONAL field of property management. After all, this is our chosen career. Coming together, growing together and having fun are what NARPM is all about.

Chairing the NEW Membership Development committee once again is like returning to what I truly love--telling EVERY property manager WHY they need to JOIN our association and become a part of the NARPM family.

NARPM is strong, alive and continues to grow as we reach out and touch those who have not yet had someone SHARE THE VISION.

I truly love Property Management and the people in this association.

Melissa Prandi, MPM®  
Prandi Property Management  
San Rafael, California





**Mike Mengden MPM®**  
**President 2002**

I think the best success and remembrance from my term as President has to be the development of the Strategic Plan and the Policy and Procedures Manual.

Since the early days of NARPM, we had grown so fast that we really didn't have the time to sit back and plan for the future. At various times, attempts were made to put together a Strategic Plan but due to different management company problems and the Board of Directors doing so much already just to keep up, it remained very hard to focus on a Strategic Plan.

In the past few years, NARPM became very stable, we had a good solid management company and the time was right. Hundreds of hours and much effort went into the formulation of the Strategic Plan over a period of many months. We received assistance from many sources including the management company.

At the same time, they and all committees were working very hard to get a comprehensive Policy and Procedures Manual developed, because it was going to be very tough to decide where we were going if we didn't know where we were. By the Convention in September in Atlanta, we had both a Strategic Plan and a Policy and Procedures Manual. And now this year, many of the plans towards the first year goals included in the Strategic Plan are underway. Both the Board and the committees use and follow the plan and the Policy and Procedures Manual, making our

members' volunteer hours more productive and goal oriented. I can't wait to see where NARPM stands in 5 years. We have goals for then and I hope that at our 20th Anniversary Convention we can look back and see the real results of this endeavor.

**Mike Mengden, MPM®**  
**Terra Residential Services, Inc.**  
**Houston, Texas**





**Chris Hermanski, MPM<sup>®</sup>**  
**President 2003**

NARPM has transformed my company and in many ways my viewpoints on property management. Without NARPM I would have tired of the stress and lost all perspective. NARPM taught me how to organize the business so I could have a life outside the office, helped me network with many valuable friends and share experiences and insights.

In 1993 Bob Machado came to Portland for a membership drive and spoke at our local property managers group; I became excited and signed up on the spot. With great anticipation I went to the 1994 New Orleans convention without knowing a soul... there at the top of the escalator I met Melissa Prandi who greeted me and encouraged me to become involved. I agreed to be on the Convention committee. It was fun and I enjoyed all of these new compadres who did what I did. It was an instant connection.

I became motivated to earn my designations. I wanted to be like Bob. He understood and shared his company methods, and philosophies. I became like a sponge and we engineered and changed several aspects of our company. He is still a great friend and we constantly discuss ideas and look for improvements.

As the saying goes, "If you hang around long enough, they'll put you in charge". This applies to me. I was accepted to be on the Board in 1997. Since then, I have chaired Legislative, Marketing, Membership, Oversight, Convention, Finance and Bylaws committees, and served as Treasurer, VP, President-Elect, and President in 2003.

One memory that stands out is in 1998 when NARPM had a change in the management company. They went out of business, unannounced and we were without any association management. Denny Snowdon was President and we met in Dallas at an emergency meeting. I agreed to manage the association from my office and B.J. Winchell ran the financials from her office. We handled all the mail, answered phones, and handled renewals. We did this for about six months. Many on the Board provided moral support and took on several aspects of managing the association. Ray Scarabosio was especially helpful with guidance and strong support. From there we hired the Louisville Board of Realtors to manage the association, that worked temporarily but we all knew this was not long term. We went to ASMI in January of 2000.

The Convention of 2001 was an especially memorable event. First, no one was excited to be going to Kansas City. The former management company had booked us there, and the hotel set-up made things difficult. Just a few days before the start of the convention, the tragedy of September 11<sup>th</sup> happened. I knew we would be making major changes. We had several emergency Board conference calls, we all were unsure of the effect this could and would have on the country. We all agreed to move the Convention to the end of November 2001. We had a somewhat smaller, but very successful convention. Melissa was president during all of this and her leadership at the time was very insightful and reassuring.

The year of 2002 was a bit relaxing but I was preparing for presidency; considering committee chairs, how to adopt the strategic plan, and assisting in changes to the nominations process. Bob Machado told me that the groundwork needed to be in place, as once my year began, it was too late. He was so right!

Currently, I am slightly over half way of my term as President, it has been so rewarding. I have learned so much, been a part of many successes, and had several trials and errors. The leadership I have worked with displayed remarkable talent. I have appreciated Mike Mengden whom I followed.

What a committed and terrific leader he has been for us. Others include Andrea Caldwell, Marc Banner, Robert Winger (who was always there), Ray Scarabosio--major, major support, Melissa Prandi for her energy and support. I appreciate our executive director, Roy, whose insights are invaluable, and humor appreciated. I have also appreciated my mentors, Ray Scarabosio, and Bob Machado. Both have shared tremendous

insights, trust, direction, positive and negative feedback, ideas, and praise.

**Chris Hermanski, MPM®**  
**Mainlander Property Management, CRMC®**  
**Lake Oswego, Oregon**



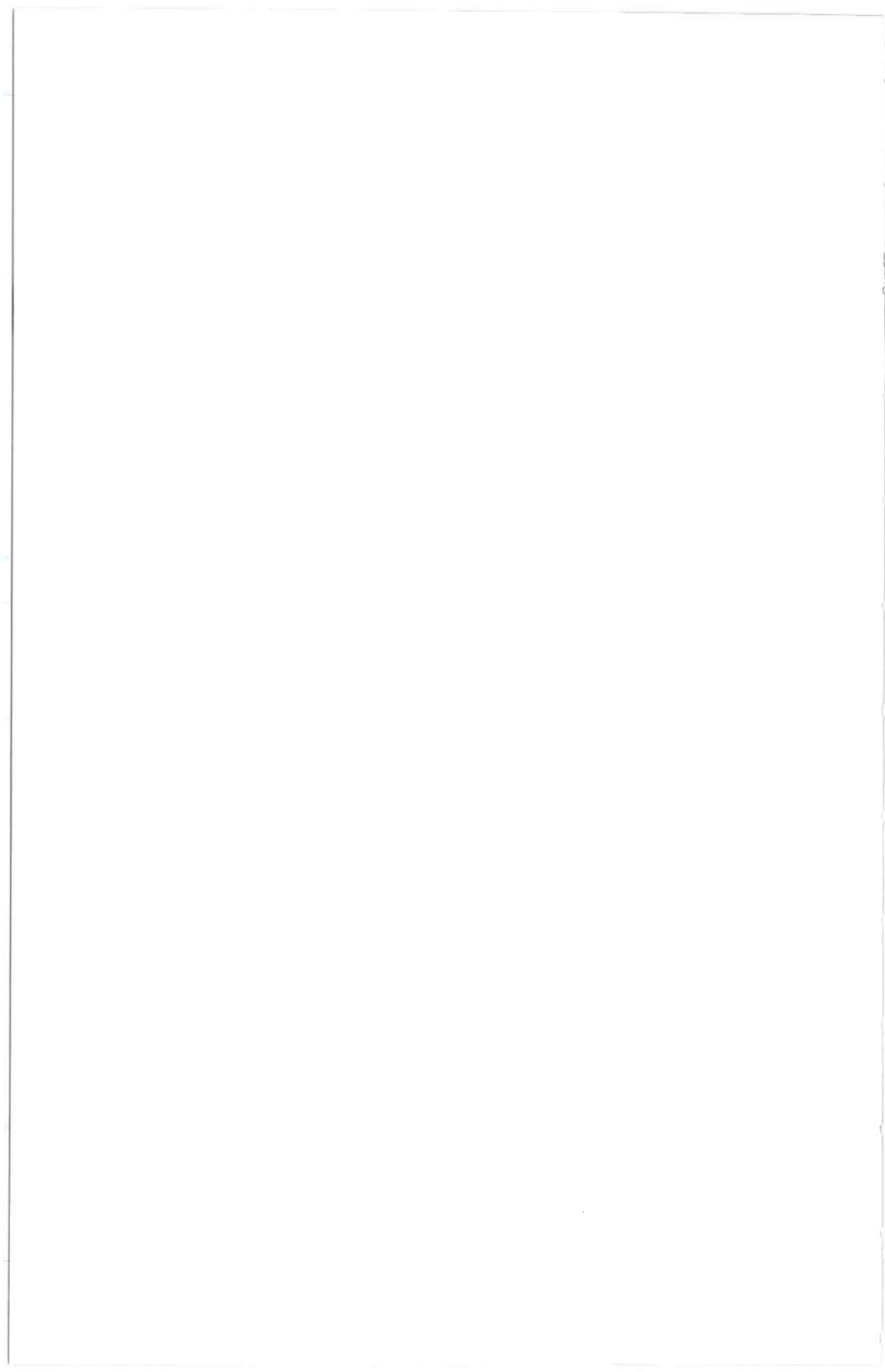




## *Affiliate Reflections*

“Great conventions, great  
leaders, great people...an  
unbeatable combination.”

— *Mike McCall, CMS Promas*





## **Affiliate Reflections**

Through NARPM, we have access to a large and growing number of real estate professionals who are looking to better their business through education, recognition and networking. As a software company those are the type of customers we want-- educated and dedicated to bettering their business.

As an affiliate, I have really enjoyed attending the NARPM conferences. I have met some fantastic people and over the last 5-6 years I have happily watched as many of them received their different designations. I think the NARPM organization has been hugely successful because of the involvement of its members and leaders and the members who become leaders both within the NARPM organization and in their professions.

Yardi Systems, Inc. will always value our affiliation with the NARPM organization, it's leaders, members and fellow affiliates.

**Chuck Cordero**  
**Yardi Systems, Inc.**



### **GREAT CONVENTIONS**

Austin, Atlanta, Portland, New Orleans, Denver, Kansas City, St. Louis, Louisville, Orlando, Seattle, Dallas, San Diego and now Hawaii

### **GREAT LEADERS**

Chris, Mike, Melissa, Ray, Denny, Mark, Bob, Donna, Kit, Dave, Rocky, Peggy, Steve, Susan, Ralph

## **GREAT PEOPLE**

Wendell, Peter, Bob, Gene, Robert, John, Andrea, Marcie, Jim, Debbie, Kevin, Marc, Rose, Betty, Dave, Jean, Lee, Karen, Wallace, Fred, Harold, Matt, Carla, Jack...plus so many others.

An unbeatable combination

Always willing to share

Joyce, Mike, and the entire PROMAS team are proud to be affiliated with the NARPM family.

**Mike McCall, The Promas, Landlord Software Center, CMS, Inc,  
Vienna, Virginia**



Early on in the life of our business, we knew we needed to connect with professional property managers who managed single-family and small residential properties. We went on a hunt. After turning over a few rocks and peeking behind some bushes, we found NARPM. Thank God we did!

We signed up with a group of professionals in our industry. What we joined was a family of like-minded people, with an intense drive to see their siblings succeed, and a repressed sense of competition that made us wonder if we weren't all on one big team! It's said that with unity, man can accomplish anything. The unity in NARPM is unparalleled in the professional world of real estate, and drives us all to a higher level of success.

I spent my first year in NARPM looking for the catch. If these were all professional business people, each with their own business to run, their own clients to attract and retain, and their own tenants to serve, how in the world could they give so much to the association and to each other? It took a while, but I learned there was no catch. It's a combination of things – the fact that our professional community faces problems

unknown to any other group of humans; the seed planted early in NARPM that by building each other up and sharing, we all win, withholding and tearing down makes us all losers; the truth that if we sow when we have seeds, we'll reap when we're hungry. It's a business cooperative in its purest form.

I really couldn't be a member of an organization like this without being involved, so I dove in. I quickly found out that the family is even tighter than it appears! It seems everywhere I go, a NARPM member's home is opened to me. When a NARPM member visits my town, we drop everything for a chance to have lunch or dinner together. At every event, NARPM members seek out people to include, whether it is for dinner, drinks, or a hotel lobby pow-wow. We don't give to NARPM because we think we have to, but because it's so doggone rewarding!

There are countless stories of help and hilarity. Times of need when a NARPM member came to the rescue in a crisis; and times where we rolled on the floor laughing, just having a good time. These stories cannot be effectively communicated in a book--they must be experienced. There is no substitute for being there, and the wonderful thing is that everyone's welcome!

If we could change anything about our involvement in NARPM, the only thing we'd have done is get involved sooner, and get involved deeper. This group is like a rubber ball – you give and it keeps bouncing back to you. It didn't say that on the application form, but luckily we filled it out and submitted it anyway. Imagine what we might have missed!

**Mike Anderson**  
**HomeRentals.net**  
**Tempe, Arizona**



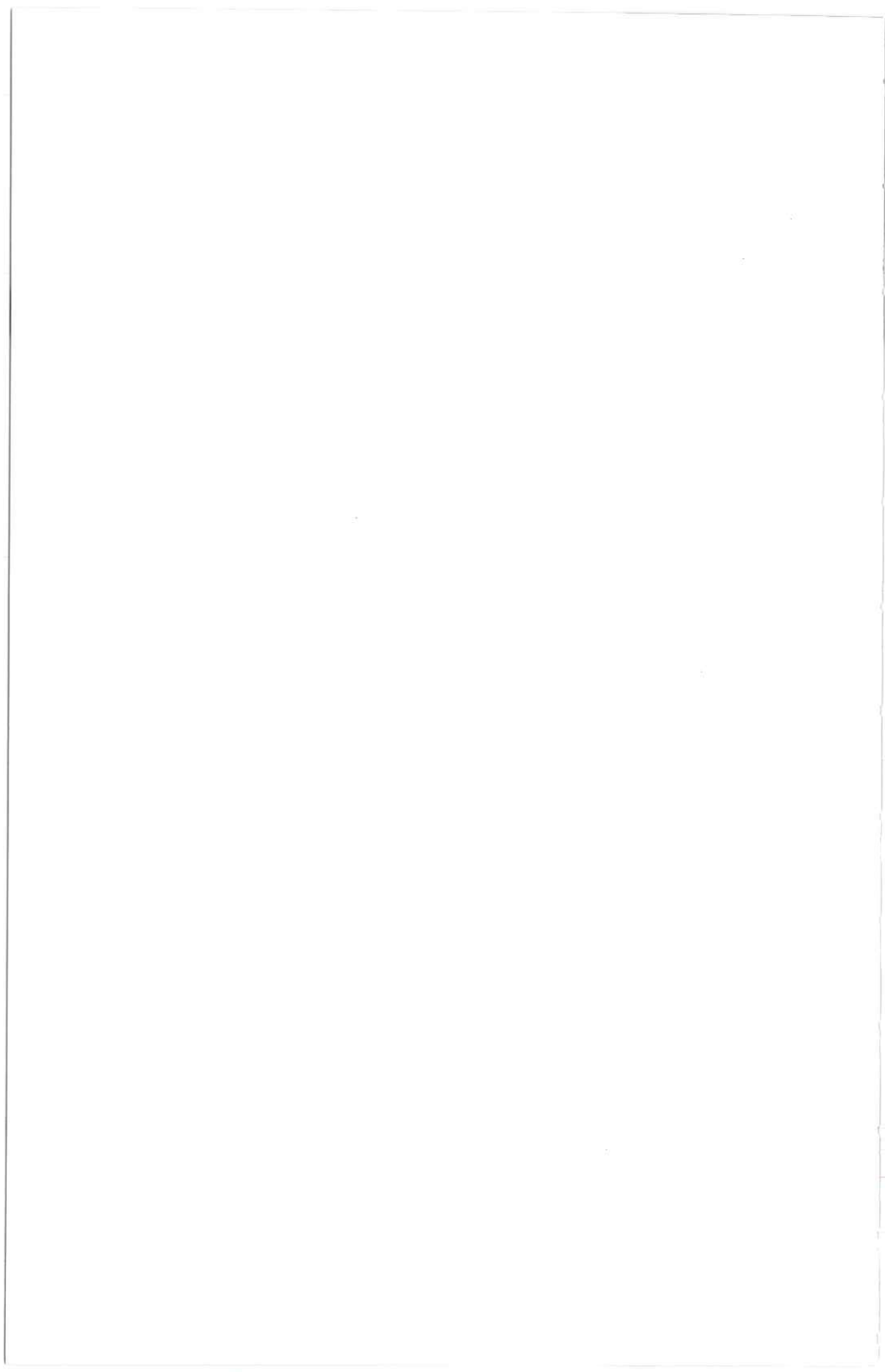




## *Dear Headquarters*

"I realize that today is September 12 and the early bird discount deadline for the convention was August 1. Can I still get the discount?"

— *Late As Usual*





## DEAR HEADQUARTERS

*(This column is an ongoing regular feature by Sherri Beck and Roy Bohrer of the NARPM Headquarters, who have long been known for their advice to the forlorn and for trying to manage managers.)*

### **Dear Headquarters:**

I have been active with NARPM committees for many years, held many offices on the local, regional and national level, and have been a solid supporter. What discounts, benefits and favors are available to me, as a past chair and officer, at the historic 15th Anniversary Convention? - *Can Really Assume Solid Support*

### **Dear CRASS:**

Since I was not sure myself, I mentioned your request to several Board members and leaders but none of them could remember you. I am sure when you appear at the Convention events, you will receive the recognition due to you, along with various benefits.

### **Dear Headquarters:**

I am a tenant of one of your members. When I accidentally drove through the front window, the property manager allowed me to fix it up and make it another doorway. When I tried to repair the clogged water system, I unintentionally created a pool in the back yard, which the property manager agreed was a nice addition. When my unfamiliarity with the heating system accidentally caused it to blow up, the manager agreed with me that black was a nice color for those rooms. Now I have accidentally burned off one of the back bedrooms, while smoking in bed, and the manager wants to evict me. I can't believe it! I didn't mean any harm. What am I to do?

- *Trying to stay, in Oregon*

**Dear Trying:** Have you considered getting a sales job?

**Dear NARPM Headquarters:**

My dues were prorated when I joined three years ago. I believe I paid \$35 for two months. The next year I could not be active all year, so I prorated my own dues and paid \$70 for four months. I also wanted the internet link for half of the year so I paid \$25 for that. Then I discovered I had overpaid dues that year by \$6, so I ordered brochures and took the \$6 off of the price. That year I also attended a class at the local Chapter meeting, but could only stay for half an hour, so I just paid half price for that. I did not like the meal, so I only paid \$2 for the drink. Last year I could not pay my dues until convention time, and I could only attend two days of convention, so I paid \$190 for the convention (minus the \$25 lunch charge because I don't eat pasta) and \$40 to renew my dues for the rest of last year. Now it is already October this year, and I still haven't paid my dues. Do I owe anything? - *A Pro in Virginia*

*Dear Pro:* You don't owe anything, we are just happy to have you!

**Dear Headquarters:**

I have realized for some time that one of my male managers was dating one of the sales ladies in the other office. Now one of my female managers seems to be a part of this duo, as several people have seen her with the other two at various nightspots, and they all seem very friendly at the office. This worries me because I have always heard that "three is a crowd" and there could be problems. What do you think?

- *With Unique Suspicions*

*Dear Wus:* I suggest you check with your local Real Estate Commission or Board. There may be such a thing as Menage(ment) a` Trois.

**Dear Headquarters:**

It is the day before the Convention and someone just told me I should register in advance. I had no idea! I was just planning to attend to see how I liked it when I got there and to check who was there. Maybe I will stay. Is that OK? - *Wondering*

*Dear Wondering:* I know those pesky little forms are annoying. Hopefully you will not like anything or anyone when you arrive because we didn't know you were coming and there won't be any place for you in the sessions or at the meals.

**Dear Headquarters:**

I am the inventor and sole distributor of Animaloff, a product that you spray on your yard and lawn to keep all animals off the premises, so that residents will not be bothered by unwelcome deposits and the funny mating sounds and sights of neighborhood pets and creatures. Would your NARPM members be interested in selling my product to their tenants? I will be giving a generous commission on sales. - *Off in Georgia*

*Dear Off:* We will refer you to the Affiliate Committee.

**Dear NARPM Headquarters:**

I just love fun and music and know that all NARPM members do, too. I am so excited about the song I wrote and would like to have the Board approve it as the official NARPM theme song (to the tune of my favorite hit "Up Against The Wall Red Neck Mother"). How do I go about getting this accepted by the Board? - *a fun Texas member*

He was born in Oklahoma,  
His wife's name's Betty Lou Thelma Liz,  
And he's a first class property manager,  
Those fancy houses make him what he is.  
Up against the wall Happy Manager,  
Manager, who has done his business well.  
He's thirty-four and working hard both night and day,  
Just listening to tenants' stories he can't tell.  
Likes a glass or two of wine  
With a dinner in his own little nest;  
Drives a Chevy Silverado pickup truck  
With a bumper sticker that says "I love NARPM best."

Chorus:

**M** is for the Management company I run  
**A** is for the applications I have to process  
**N** is for NARPM  
**A** is for accounting software  
**G** is for growing maintenance requests  
**E** is for Evictions  
and **R** is for Raising Rents

*Dear fun Texas member:* I am sure if you will appear at a Board meeting and sing it for them, with your big hat and your little lasso in hand, it will go a long way towards acceptance. If not, the Board will appoint a Theme Song Ad Hoc Committee to make a recommendation.

**Dear Headquarters:**

I want to file a complaint against one of your members. I overpaid my rent by 25 cents and the management company will not give me a refund and will not even listen to my story again because I have made ten requests. This is unfair and unethical. What can I do?

- *Angry in Florida*

**Dear Angry:** There is a Professional Standards Committee that considers complaints of unethical practices. We can send you the complaint form and after you return it, with your \$50 filing fee, they will see what they can do to get your 25 cents refunded.

**Dear Headquarters:**

I realize that today is September 12 and the early-bird discount deadline for the convention was August 1. Can I still get the discount? - *Late As Usual*

**Dear LAU:** Don't even try.

**Dear Headquarters:**

I have always been very religious and seek divine guidance for everything. In my property management business, I was led in a mystical way to the properties I managed. Even though some of them didn't look too good, I took them to help the owners. I tithed on all of my income. Divine guidance is the only thing that helped me through the terrible damages I had to repair and the awful foreclosures I had to do. Even though I never took a tenant without some heavenly indication that I should, many of them were dishonest. Now I have lost all of my tenants and all of my owners. Do you have any suggestions? - *Destitute*

**Dear Des:** We will pray for you.

**Dear NARPM Headquarters:**

I have heard that residential property management is very lucrative and a lot of fun at the same time, and you meet many interesting people. I have never owned any property and always lived with my parents, even through college and my first marriage. Now I am divorced and need to make a new start and new friends. How do I get into the property management business?

- *Anxious in Louisiana*

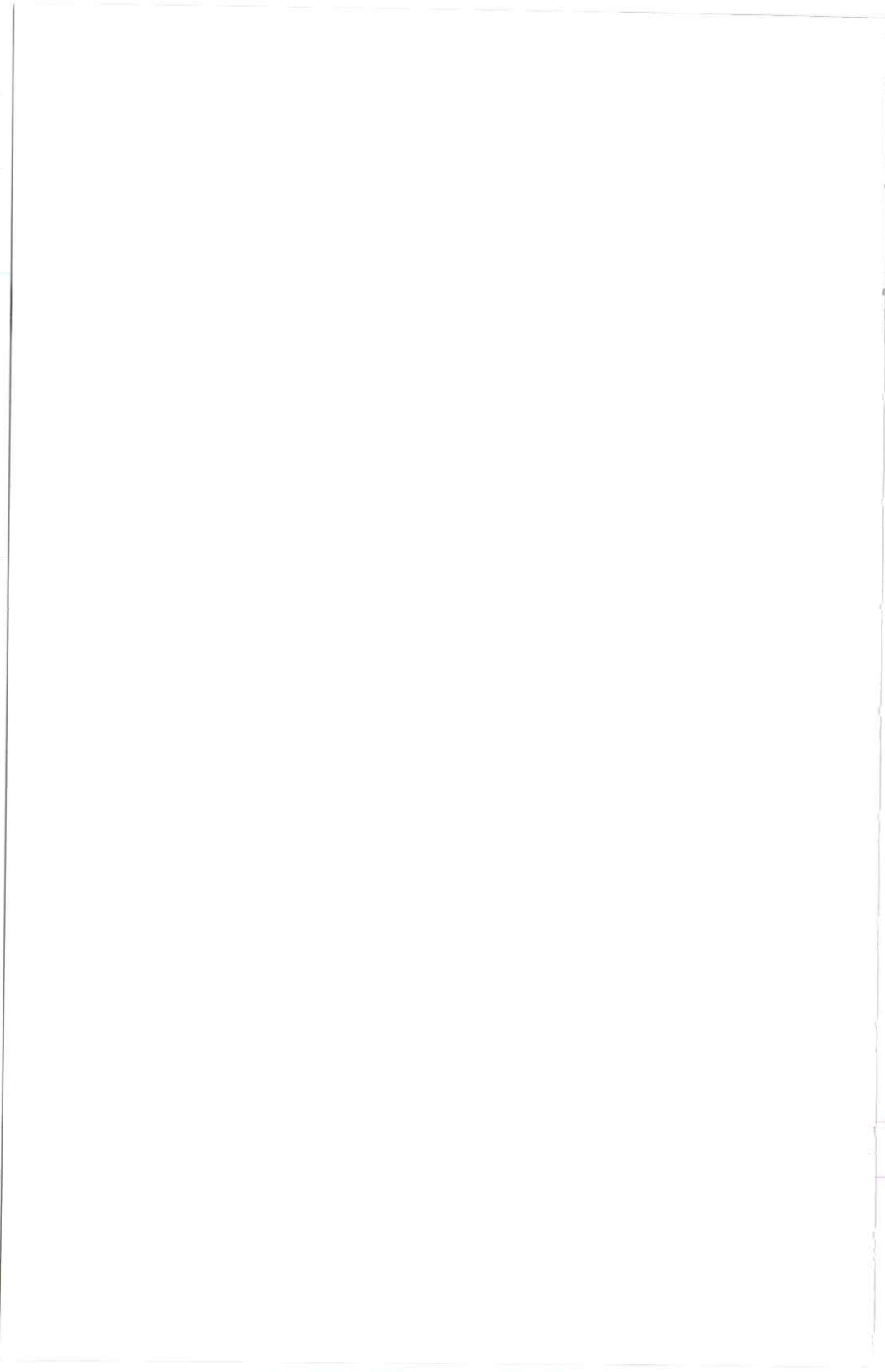
**Dear Anxious:** Don't.



## *Chocolate Crunch — Changes*

"A 'know it all' attitude can cost your company and you a lot of money. It did me. I dragged my feet for 6 years before I joined NARPM."

— *Robert Locke, MPM®*





I attended my first NARPM convention in Phoenix, Arizona in 1988. From that time to the present I have been 100% sold on NARPM, and everything it stands for.

I sincerely attribute the bulk of Specialized Property Management, Inc.'s success to NARPM. The more I became involved, including the formation of our local Fort Worth/ Mid-Cities chapter, attending conventions and networking with other members, the more professional I became. NARPM has provided me with the confidence to be successful in this profession. While education in our ever-changing industry is of the utmost importance, there is one area of even more importance to me, the people I have met over these 15 years. From the early leaders of our organization to today's outstanding leaders I owe special thanks.

I believe NARPM represents the very best in our profession and I am very proud to be associated with NARPM and the professionals that make NARPM what it is today.

**Marvin C. Tinsley, RMP®**  
**Specialized Property Management, Inc.**  
**Ft. Worth, Texas**



I was introduced to NARPM at a point in my career when I was Coaching College Baseball. I had literally no extra time in an already busy year-round schedule.

I agreed to attend a chapter information meeting (persuaded by the Godfather himself - Rocky Maxwell) and that positive experience changed my personal perception of this profession.

NARPM has become my business COACH, the benefits of education, friendships, and collaborating with professionals throughout this country are beyond words. This organization is truly blessed with brilliant business leaders and teachers who I would of never had the privilege to meet and share experiences without NARPM.

Championship teams are surrounded with character, leadership and tremendous skills. That's NARPM. Thanks for everything!

**COACH Raich**  
**Retired Baseball Coach**  
**Rick Raich, RMP®**  
**Matusich & Raich Management Company**  
**San Jose, California**



When I first joined NARPM in 1996, I was still very "green" in my property management experience. I was lucky to be working with someone who had previously been a National Director and founding Chapter member. It wasn't long before I was immersed in our Chapter and really standing on my own - it is very true that "you get out what you put in"!

Through my contact with other property managers, both locally and nationally, I felt very validated in what I was doing, made stronger decisions based on my shared experiences gained from networking, and was absolutely a better leader within my company due to the confidence I gained from being better informed. Getting my RMP® designation further substantiated my professional status. Working towards this designation fed my industry knowledge and built my confidence. I went on to serve on our Chapter board for five years.

Getting involved with the National level of NARPM has also been very rewarding to me. Over the years, my reasons for being involved have changed, but I have recognized that and continued to make the most of the experience. Initially, as a new member, I went to Conventions and attended every single workshop I could possibly squeeze in and soaked up as much as I could from the classes and networking. As I became more involved on the national level, I started wanting to "give back" to the newer members so that they could benefit from the same experiences. The personal rewards for being a mentor figure are indeed great!

When I became National Certification Chair, it was the opportunity to take that farther by being part of the leadership and fostering of the designation candidates. Along the way, I have also really enjoyed seeing a lot of destinations that I wouldn't have seen otherwise...the "social" factor has become more important to me as I have developed more and more NARPM friendships through the years.

Most recently, after NARPM Headquarters was moved to my home city of Austin, I have had the opportunity to work very closely with Roy Bohrer and Sherri Beck. It has been lots of fun getting to really know the inner workings of the Association and to see all the hard work that goes on behind the scenes to put together the Conventions and meetings, making them appear effortless. Few people get to see all this, but let me say that they do a truly incredible job in taking care of our Association and its members.

My "sage advice" is to get involved and be prepared to grow personally and professionally. Then give back to those following in your footsteps. ACTIVE membership in NARPM is an incredible experience in many different ways.

**Greg A. Fedro, MPM**  
**Recar & Associates, Realtors**  
**Austin, Texas**



A "Know It All" attitude can cost your company and you a lot of money. It did me.

I dragged my feet for 6 years before I joined NARPM. When I finally got over my "what can they teach me" attitude I started attending NARPM workshops and discovered just how much I didn't know. The techniques I learned at my first convention not only paid for the convention but they have been paying me ever since. Learning about and implementing new revenue streams was worth the trip.

I make more money today off my management business than I ever thought was possible. I give all the credit to the willingness of NARPM members to share their secrets. NARPM has accelerated my learning curves and made me a lot of friends.... and money. I just wish I had gotten smarter sooner. I paid a high price for not being a NARPM member.

**Robert Locke, MPM®**  
**Crown Management Corporation, CRMC®**  
**Roswell, Georgia**



I remember my very first convention. It was in Houston (the 3<sup>rd</sup> NARPM convention). It was held out in the “boonies” with no shopping close by. NARPM has sure changed in that department.

Then there was the RPM (now RMP) certification class, Operations. I ran out of the class and frantically called my office to have them lock up our property keys and develop a code system.

My first committee meeting for the newsletter was held in Karen Ebert’s hotel room. That was before we got really fancy and had boardrooms in which to meet.

I should be retiring from property management in a couple of years and there were some good times in those “Good Old Days.”

**Nancy Ryan, MPM®**  
**Jubilee Real Estate Services, Inc.**  
**Colorado Springs, Colorado**



## Formula for Success of a NARPM Chapter

Members work hard to be successful in their businesses and if they belong to a chapter of NARPM, they strive for the chapter's success as well. Following is one chapter's success after having received the Chapter Of The Year award.

- Hold an annual strategic planning meeting by the Board.
- Hold monthly goal oriented Board meeting and follow up planning
- Strive towards achieving Chapter Excellence and Chapter of the Year Awards
- Strive towards having NARPM certification courses approved for state continuing education credits
- Create a forum of education with the local Board of Realtors
- Take proactive steps in retaining and gaining new members and affiliate members
- Hold regular chapter meetings with quality speakers and time for networking and socializing
- Develop a professional newsletter
- Involve members in local and state projects
- Encourage high attendance at all national NARPM functions and working towards certifications

Formula for success:

**N**othing succeeds without everyone's participation

**A**lways strive to become better

**R**emember our mission

**P**rofessionalism is our goal

**M**embers work best while having FUN

Ideas appeared in the December 1999 issue of the *Residential Resource*

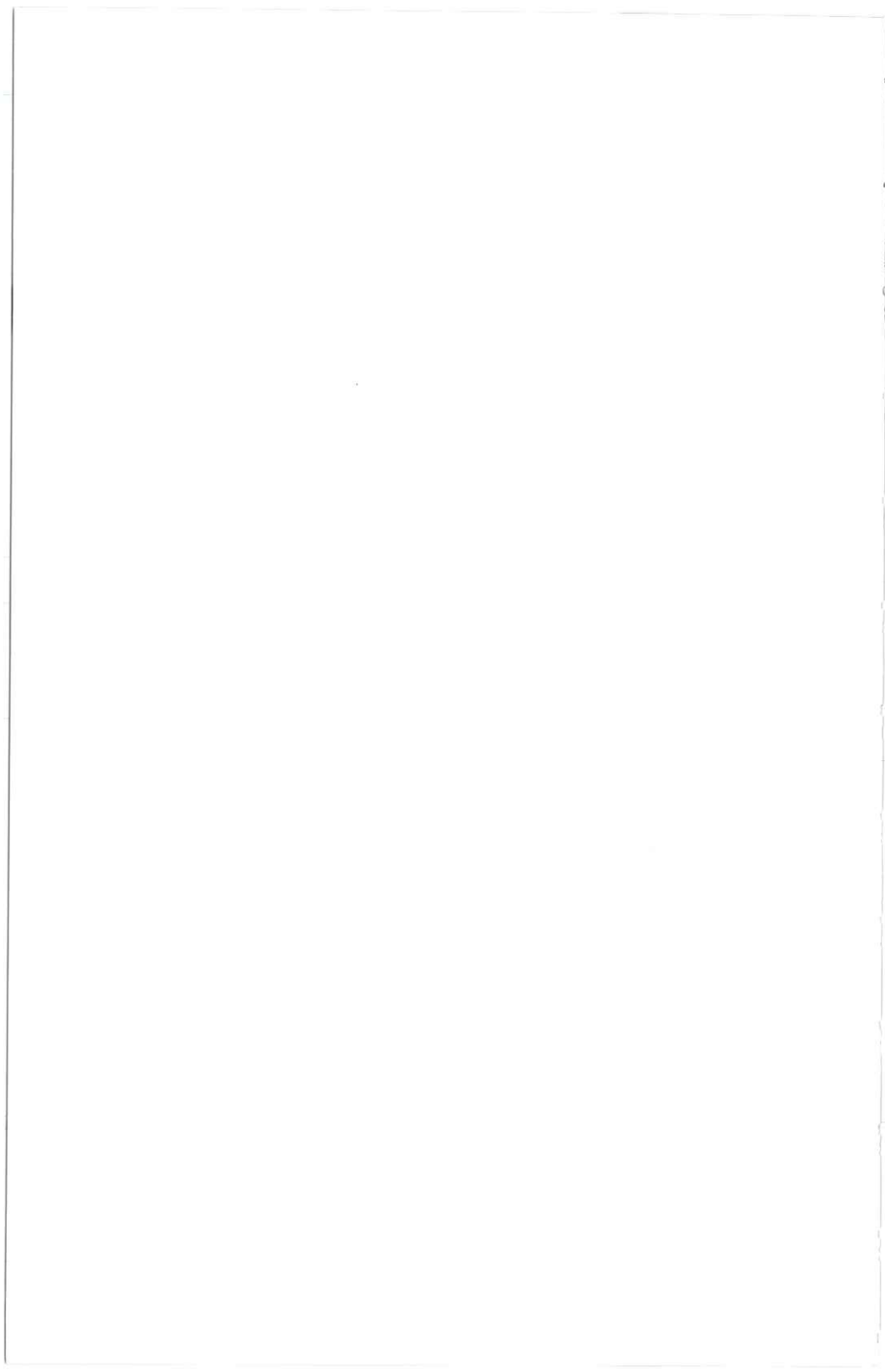




## *Chocolate Peppermint — Renewal*

“I knew this organization had a lot to offer and was the right one for me. I knew I wanted to become a ‘NARPMEEER”

— *Randy Segner, RMP®*





## Chocolate Peppermint: Renewal

*NARPM is like a box of Chocolates, "You never know what you're going to get".*

My involvement with NARPM has given me the most incredible experiences of my life. The opportunities and challenges have been vast and varied. The benefits have far outreached my limited expectations. It has been one delicious morsel of chocolate after another, each with its own distinctive shape, texture, and flavor!

While looking back over the nine years as a member it has been a time of comparisons. My first exposure to NARPM's chocolate was through BJ Winchell, a friend I introduced to the possibilities of Property Management in 1982, from Bellevue Washington. By 1994 she lead a local Property Management organization. At one of their meetings she gave me a NARPM membership brochure. After reading the brochure listing the membership benefits I instantly told my partner, Mary Tungsvik, I wanted to join and help start a local chapter. As it turned out BJ's and my friendship changed both of our lives. She became a property manager because of my influence and I became involved in NARPM because of hers.

In January 1995 I attended my first national event, NARPM's first Mid-Year Conference, organized by Melissa Prandi. At that time, I never dreamed that by 2002 I'd chair the last Mid-Year conference.

In the summer of 1995 I took my first designation class, Office Operations. Today, much to my joy, I teach that class. Later in 1995 I took a second course from Fred Richter of whom I was in such awe because he was an excellent instructor and had authored several of the designation courses. Last year, much to my amazement, I rewrote a designation course. In the beginning, one of the reasons I became a member was to earn a designation. Today not only has that been accomplished but our company has earned the CRMC<sup>®</sup> designation also.

By being a local leader, I was asked to help start other chapters under the guidance of Melissa Prandi. Soon after, I was asked to serve on the National Board of Directors, where I received valuable experience as a National Committee Chair and exposure to NARPM's finest leaders. It was truly the experience of a lifetime. I had never traveled much up until that point but all of that changed. Suddenly I was given the opportunity to see much of this wonderful country and meet other property managers just like myself.

Most important of all, over the years and my travels I've made hundreds of new friends from all over, friendships that have endured the test of time--friendships I wouldn't have had if it hadn't been for this organization's box of chocolates.

Yes, NARPM has been like a box of chocolates for me because when I reach for a piece, I never know what I am going get. As a chocolate lover I always know it will be a delicious, wonderful, satisfying experience that will make me want to keep coming back for more. Thank you to all of those hardworking, devoted, and innovative chocolate makers who have made my life sweeter and richer.

**Suzanne Reeder, MPM<sup>®</sup>**  
**Around the Clock, Inc. CRMC<sup>®</sup>**  
**Kent, Washington**



### **National President-elect Reminisces About Growing Up with the Local Chapter**

In early 1992, I received an invitation to breakfast in San Jose, California to meet other property managers.

Prior to this occasion, my contact with other managers was limited to semi-desperate conversations over the phone regarding tenant references. These calls usually stretched into long talks that temporarily assuaged my loneliness in the business. On that momentous day when I met Steve Urie, Rocky Maxwell and a collection of other strangers all purporting to do the same work as I did, things were about to change. One particular manager began talking rapidly to me about the great difficulties she

encountered keeping track of keys and her strong aversion to the telephone, and I knew then the room was filled with potential friends, no longer strangers. I joined NARPM on the spot. Although at the time I was completely unaware of the life-changing step I had just taken, it turned out to be an extraordinary decision

Our local chapter developed slowly as we began to meet monthly. We were developing an unusual regard for each other. We talked about our businesses and offered assistance to each other, but we also shared about ourselves as this web of friendship began to spread. We laughed away the stresses of the industry. It was some time before I suddenly realized that these monthly meetings had taken on a strong importance in my life.

We outgrew our initial location in the back area of a local coffee shop, and moved on to a new, more upscale location as our group continued to expand. I was amazed that a group of business people all competing for the same clients could be such close friends and openly share their work practices and industry information. NARPM had taken deep root in my soul and I grew ever willing to dedicate my discretionary time to it. It was also incredibly FUN!

Eventually, after watching many of my now very good friends lead our chapter, it became my turn to take the presidency. Although initially intimidated, my reticence disappeared once I realized the Board of Directors was incredibly strong and willing to share the load with me. It was one of the highlights of my professional life as the year flew by, culminating in our chapter receiving the Co-Chapter of Year Award at the National Convention.

When asked to apply for the National Board of Directors, I was very eager to take the next step after watching the national membership exhibit the same openness, friendliness and professionalism as my local chapter. I had become a zealot, strongly believing that every residential property manager in the country should know about NARPM, and how better to make that a reality than to function at the national level.

I realized that this association had become a career sustainer for me and I had evolved professionally just as our chapter had evolved. I stayed in the business through the fluctuations in the economy and challenges of changing legislation by laughing with my NARPM friends locally and all across the land.

As I approach another milestone by assuming the National Presidency, all the same intimidating feelings return. I work on banishing those by recognizing that once again I have been blessed with an incredible Board of Directors combined with a terrifically supportive national staff. It will be an extraordinary anniversary year as we celebrate fifteen years of history. The theme will be "Opening New Doors". Join in the adventure of creating NARPM's new memories!

**Andrea Caldwell, MPM®**  
**Century 21 Alpha**  
**San Jose, California**



Some of my fondest memories of NARPM were my 1st National Convention in Orlando. Although I had been a member 7 or 8 years I had never been to a national convention and only one mid-year, which had been held in Atlanta.

I had heard all these names during the years and finally was able to put faces with those names. I will never forget during the opening reception there was this guy playing the piano and singing these familiar tunes but with lyrics that were totally new to me, all having to do with property management or our Association.

The networking that was taking place, the energy and enthusiasm displayed really struck a chord with me. I knew this organization had a lot to offer and was the right one for me. I knew I wanted to become a "NARPMEER"

Someone ought to get the name of that piano player and ask him back!  
(Mark Kreditor)

Among other great memories I have of NARPM is the time spent working with a group of enthusiastic, dedicated and motivated professionals who put together the National Convention in Atlanta in 2002. Not only was I able to work with and learn from these fine folks, but also I was able to make many new friends, which I will always value.

Finally, when the site committee came to Atlanta to review off site possibilities, I suggested "Dante's Down the Hatch" which was across the street from the Swissotel. The restaurant is a full-scale cutaway of a sailing ship. With narrow plank walkways, real crocodiles and passageways too small for me to navigate in my wheelchair, I thought a ship full of NARPM members might not like this venue even though it was bursting with atmosphere. To top it off, when they went to seat us with the other members who had already arrived, I had to be carried up two tall flights of narrow, fragile steps to the top of this ship turned restaurant. I have often wondered if this dangerous pursuit to the peak of the ship was a test of my allegiance to NARPM. After dinner, the descent was much easier as a few folks had partaken of adult beverages.

**Randy Segner RMP®**  
**Barbara Segner & Associates, Inc.**  
**Jonesboro, Georgia**



In October of 1986 we merged our small property management company with another. We moved our home office into their space. The filing system was cigarette smoke laden non-alphabetized stacks. The key system was a box of keys with only a few having address tags. The security deposits of the other company had been confiscated for his drug habit.

The only redeeming asset was a software program for property management, RPM. However, it had been entirely misused by the bookkeeper and nothing balanced.

We camped out at the office in the evenings for weeks. We brought our children, their sleeping bags and a TV. We flew the sister of the other broker out from California for a week to try to get the software back into

shape. She had originally installed it and so knew something about it. I was CLUELESS, as I had just used a word processor to produce my owner statements.

About the time I was ready to do myself in, sometime in 1987 along came a flier in the mail. It was from the RPM software company. They were having a user productivity seminar. It was my salvation. I went to Dallas and learned step by step how to use the software. I met with other property managers. Everyone was so enthusiastic about the profession whereas I had only been thrown into it by default as my husband sold property to investors and they wanted to have it managed. This group got so much out of exchanging ideas about our businesses we were willing to put our money on the table when the suggestion was made to form a national trade association so that we could continue to have this great networking forum.

So that was history. I would like to thank NARPM and all those who have persevered to this very day to continually put a "New and Improved" label on our organization every year since its inception.

So many people have listed the benefits they have gleaned from their membership in NARPM, but these are a few of my favorite morsels from my delectable experience with NARPM.

NARPM taught us how to buy out our partners.

NARPM gave us tools with which to build a sound reputation and respect from other property managers and Realtors in that it gave us a forum within which to write first workshops and certification courses for NARPM and then courses for MCE in our state.

NARPM members gave us ideas to help us go from no key or filing system to a company that has earned the CRMC<sup>®</sup> designation.

Over the years we have cherished the gift of infectious enthusiasm, commitment and passion given to us from other NARPM members so that we have always returned from NARPM gatherings with a renewed energy to strive towards becoming better at what we do.

I will never forget the memory of being honored by Rocky Maxwell when he offered to let me stand on his briefcase so that the convention participants could see me over the top of the podium.

I have a much greater appreciation for our great country after having visited cities across the country for NARPM Board meetings, conventions and mid-years. I would never have gone to many of these places had it not been for NARPM.

In the beginning of our networking within NARPM, I really didn't care how many people would show up for the convention. I primarily looked forward to getting together with new friends. I was ecstatic when 58 showed up for the first convention. Finally, at the San Francisco convention, it hit me—we were now so many that we were filling up a whole ballroom! WOW! We had arrived!

There are endless memories of: laughing and crying until I thought I'd die; endless delight at watching fledgling new members take off and become outstanding leaders of this great organization; and the saving grace of NARPM members' sense of humor.

After all these years in NARPM I can truly say, "NARPM is just a bowl of chocolate covered cherries!"

Thank you forever, NARPM.

**Karen Ebert, MPM<sup>®</sup>**  
**Austin Landmark Property Services, Inc. ALPS, CRMC<sup>®</sup>**  
**Austin, Texas**



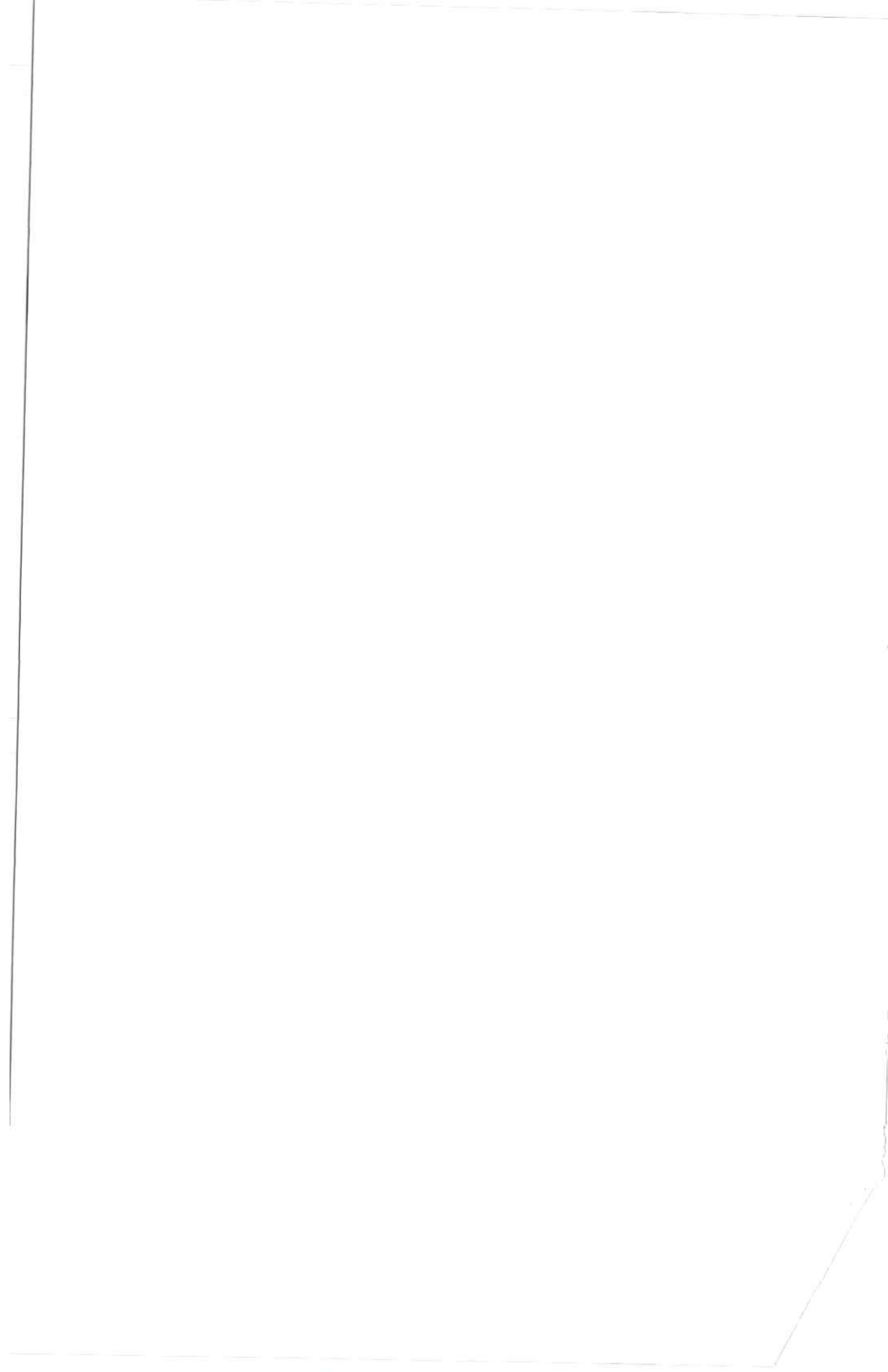




## *Chocolate Covered Peanuts — Networking*

“Everyone in NARPM is so willing to share their successes and their failures so that you can learn from both.”

— *Beverly Browning, MPM<sup>®</sup>, CPM<sup>®</sup>*





**The Last Time Convention Attendees Were Photographed as a Group, Minneapolis, Minnesota**

## **Chocolate Covered Peanuts: Networking**

Back in 1994, at the National Convention, Betty Taisch from San Francisco and I were discussing how much fun it would be for all the California members to get together for a one day meeting. So, the California attendees met. Dick Beaumont (Monterey) and myself were chosen to find a location for the meeting (in other words, we forgot to take one step backwards) and put the day together.

After several phone calls and false starts, Betty said 'Just do it!' So, Dick & I split the responsibilities, found a restaurant (we didn't know how many would come) and sent out a letter. With only two months notice, there were 72 attendees and one vendor; we had meetings in a bar, the adjacent dining room, and a small meeting room. We didn't have nametags, brochures, or programs – but we had GREAT workshops.

California came through with a bright sunny day, but the sun wasn't shining any brighter than the spirit that was felt as we came together. California has had a meeting every year since then.

Sylvia Hill, MPM®  
H.M.S. Development, Inc., CRMC®  
San Jose, California



**New Friends...Places traveled...Knowledge gained**

Denny Snowden, Mike Mengden, Chris Hermanski, Melissa Prandi, Rocky Maxwell, John Mangham, Ray Scarabosio, Liz Mowry, Andrea Caldwell, Mark Kreditor, Bob Machado, Dave Holt, Fred Richter, Karen & Rick Ebert, Kit Garren, Fred Thompson, Rose Thomas, Daryl Kazen, Many past & present Boards of Directors, Suzanne Reeder, Julie Potts, Erika Green, Karen Hull, Terry Hull, Betty Fletcher, Jean & Lee Storms, Marc Banner, Greg Fedro, Bruno Friia, Bill Jackson, Eddie Davis, John Taylor, Jeanne Croes, Sylvia Hill, Gene Bennett, Roy Bohrer, Sheri Beck, Sally Backus, Peter Meer, Wallace Gibson, Bill Jackson, Luke Kaufman, Joe Medinger, Tom Stokes, Steve Urie, Marcy Walsh, Robert Winger, Jim Smith, and many other faces, names, and acquaintances I don't have space to mention here. I apologize if I missed your name, but thanks for touching my life and so many others in a positive way.

St. Louis and sleeping through the hotel fire alarm; Kansas City, cold weather the bad steak steakhouse, the President's tour, and the funny looking tall cowboys; Dallas, food and the judge; Louisville and an early morning ride to the airport with Mike and Joyce McCall; Denver snow, Denver and the restaurant with the moving walls; El Paso with no grass anywhere, the no English speaking restaurant in Mexico with board members who also could not speak Spanish and walking across the border with lots and lots of people we did not know; Louisville Kentucky, Churchill Downs Track and the Louisville slugger museum; New Orleans, superdome, streets and restaurants; Portland Oregon, Free Spirit street art show; Dallas and the freeways; Ft. Worth and western

menus; Austin sausage & beef barbeque; Orlando and Kreditor with Mickey Mouse ears; Seattle and the needle; Atlanta theater and the airhorn; St Louis Arch, baseball and bowling; Kansas City with Raybo telling jokes to the class I was supposed to be teaching, but was delayed at the Board photo instead; Portland and walking city blocks with other board members looking for a Starbucks; Park City Utah with white hail that looked like snow on the ground 2 inches deep, Ogden Utah scenic ride through the mountains and valleys and the new image spa (no telling on other Board members); shared cabs to and from airports, shared buses to and from off site events; standing around a piano in the hotel lobby making joyful noise with NARPM friends, and much more shared fun with NARPM friends; the excitement surrounding receiving the RMP® (formerly PPM) and walking thru the long arch formed by earlier NARPM recipients with music playing and folks clapping and shouting praises.

There was an immense amount of hard work put into the MPM® notebook. Upon receiving the designation, my wife Jackie said, "With all the work and support I put into helping you with that book, I should share in half the award."

There was a friendly, neighborly reception in Dallas as a fairly new member and we sat around tables sharing forms, and property management experiences.

There were so many breakout sessions at conventions and regional meetings where I learned to be a more effective, more professional, more efficient property manager.

Being asked to serve on the Board of Directors and then the Executive Committee was both humbling and an honor.

Serving on and learning about committees such as Education, sub committees of Instructor Evaluations, Speaker's Bureau, Les is More, Membership, and Legislative was challenging.

I learned as much or more than the attendees while teaching workshops and/or breakout sessions at conventions.

Being involved with NARPM has given me a broader base of knowledge and professional friends that have enhanced both my professional and my personal life.

Thanks to all who have contributed their passion, time and talents to the NARPM organization and to its members.

**Wendell Davis, MPM®**  
**Watson Realty Corporation**  
**Jacksonville, Florida**



My first national convention was the one held here in San Antonio in 1995. I haven't missed one since. The experience was so great – actually being able to talk to people from across the country who understood what I did.

I have continued to attend because I always learn something new and useful and because it gives me a boost. It is amazing what rubbing elbows and sharing ideas with the top professional in the industry can do for you. Many of the people I have met at these conventions have become my friends – people that I can call upon for advice. It has caused me to help with the formation of our local chapter, help with our state conventions, and become involved with various national committees.

Promoting NARPM is one of the easiest and most fulfilling things that I do on a daily basis. NARPM IS its members. Thank you NARPM.

**Steve Foster, MPM®**  
**Boardwalk Real Property Management, Inc.**  
**San Antonio, Texas**



The best education a residential property manager can buy is attending the annual NARPM conventions. At the conventions, you have the privilege of choosing from as many as 35 workshops on various property management subjects taught by experienced property managers. One of the most important aspects of our attending is the time spent networking with other property managers.

The members with whom you sit at lunch, or next to in a workshop, may give you very profitable ideas. This happened to me in the 1997 convention. I was having lunch with Mike Carlson, Apex Property Management, and several other property managers. Mike told us about a program that was working well at his company. It's called "The Eviction Protection Program." I thought about the details of the program and wondered if it would work in my market.

Being one to not make significant changes quickly, I thought about the program for two years. I finally decided I had very little to lose, since I would offer the program to my owners voluntarily. I wrote my owners in October of 1999 telling them the program would take affect January 1, 2000. I had a 97% acceptance. The program now is mandatory as part of my management agreement. Starting in the year 2000, our company has netted (after program expenses) thousands of dollars per year.

At the beginning of the program, I decided to set aside this extra profit for education and conventions. As a result, I always have funds to go to conventions and other meetings and pay for all the education I want.

I have attended every NARPM annual convention since 1991, and many other NARPM meetings, and have always brought back ideas that I have implemented into our company operation. We are blessed to be able to be a part of an organization like NARPM.

**Dusty Edwards, MPM<sup>®</sup>**  
**Dusty Edwards Management and Realty, Inc.**  
**Little Rock, Arkansas**



Robert Alvarez was a colleague of mine, and I considered him a true friend. One time he invited me to his office in Garland, TX (a suburb of Dallas and approximately 15 miles across town from me) to show off his office and see how his operation ran.

He then took me to lunch at a family run restaurant about a mile from his office called Napoli's Italian Restaurant. Not only was it the best Italian food that I have ever eaten, the owner and I have become very good personal friends.

Every person that I have since taken to Napoli's loves the food and they have gone back there within a two-week period to take other friends. Talk about networking! Robert, whom I mentored, founded the Ambassador Program. He was a true ambassador of NARPM and I think about him about every other week when I go eat at our special place. The Greater Dallas Chapter helped the National Board plant a tree in his memory. I loved him and still miss him dearly.

**Eddie Davis, MPM®**  
**MAB Realty**  
**Dallas, Texas**



NARPM has been the biggest contributing factor to the growth and the success of my property management business. I have never been a part of any other organization where being a part of it offered so many benefits. Many other organizations are good for contacts, but those contacts do not share ideas as readily as the members in NARPM. Everyone in NARPM is so willing to share their successes and their failures so that you can learn from both. I originally found this on a national level, but now I am seeing it on a local level as well. It is so refreshing to meet with your friendly competitors and learn from each other.

I am convinced that NARPM is helping to change the reputation of property managers so others see members of NARPM as true professionals.

**Beverly Browning, MPM<sup>®</sup>, CPM<sup>®</sup>**  
**Browning-Gordon & Company, Inc.**  
**Nashville, Tennessee**



I remember when Rocky Maxwell passed away. There was a wonderful memorial service the evening of the 1st night of the 2000/2001 Kansas City Convention. Rocky helped me as he had helped many others in this business and the memorial reminded me that the members of NARPM are family.

**Fred Thompson, RMP<sup>®</sup>**  
**Re/Max 200 Realty**  
**Winter Park, Florida**



**The following quotes, gathered through the years, evoke the spirit of NARPM.**

*“Before NARPM I felt as though I was operating in a vacuum.”—John Dovano*

*Overheard at the 2000 National Convention-- “Sharing is not just the theme of the Convention, but the standard of NARPM”*

*“Without NARPM I would have slit my throat”—Carmela Pankey*

Overheard at the National Convention in New Orleans—*“As usual, we receive new ideas from other property managers around the country, but the convention also reassures us that we are doing things the right way.”*

*“NARPM is the only place to find the unique stuff that we need as property managers”*—Jeanette Jordan

*“Where else can you go with your work problems, where you share and laugh about them? It makes me enjoy being a property manager.”*—  
Andrea Caldwell

*“NARPM is like the frosting on the cake”*—Chris Hermanski

Listen, maybe you'll hear some too.

**Barbara Campbell, RMP®**  
**President, NARPM-Santa Clara County**  
**Steier Property Management**  
**Sunnyvale, California**

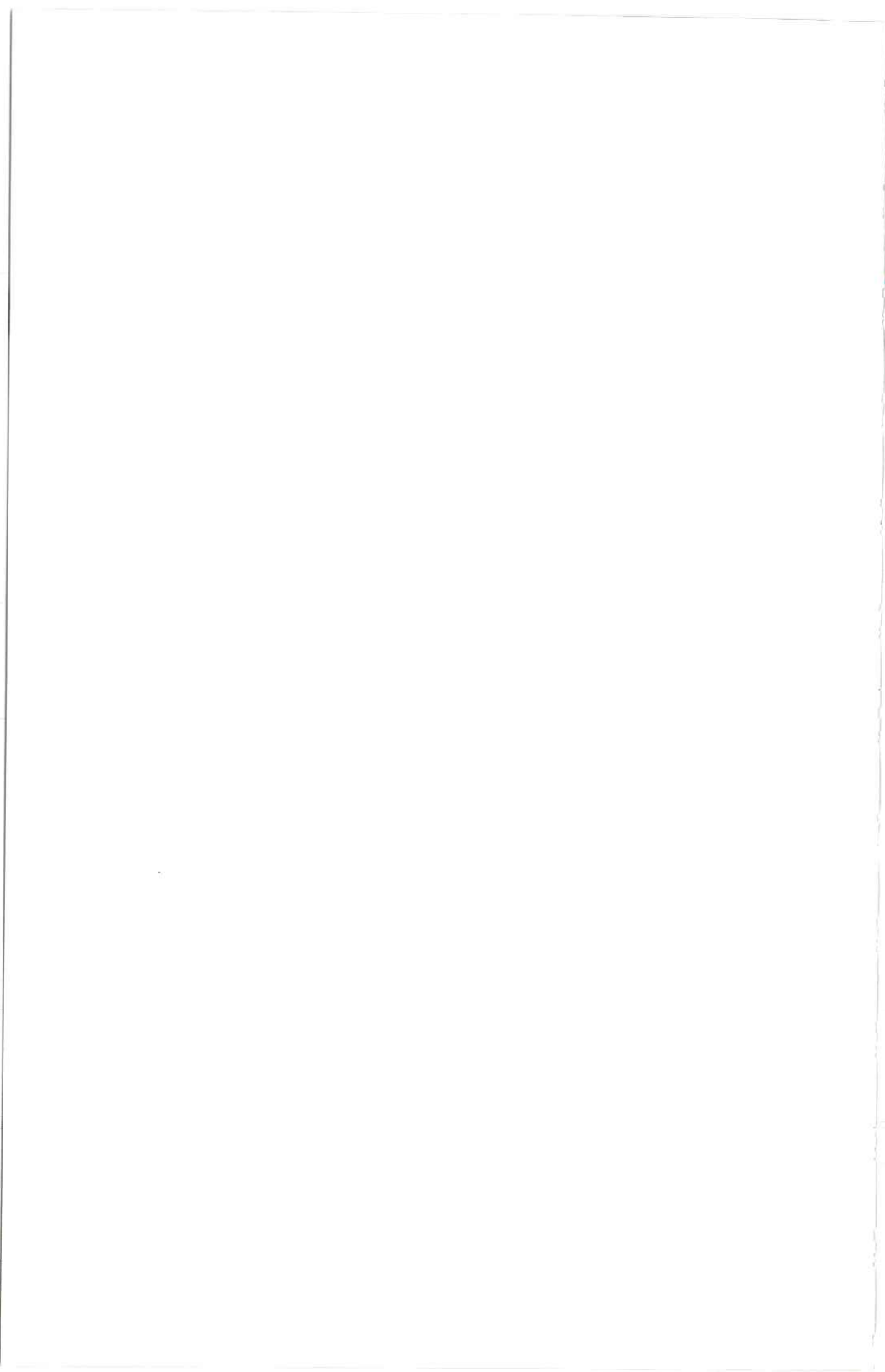




## *Chocolate Almond Mounds — Growth and Challenges*

“I recall Rocky Maxwell calling me up and saying ‘Jon, I’d like you to be on the Board.’ I asked Rocky, ‘What will it cost me?’ He said, ‘About \$5000.00 and 6 months of your life.’ I agreed to do it.”

— *Jon McVety, MPM®*





# Chocolate Almond Mounds: Growth and Challenges

## Conventions

Nashville, Tennessee	1989
Tempe, Arizona	1990
Houston, Texas	1991
San Francisco, California	1992
Minneapolis, Minnesota	1993
New Orleans, Louisiana	1994
San Diego, California	1995
San Antonio, Texas	1996
Orlando, Florida	1997
Seattle, Washington	1998
Saint Louis, Missouri	1999
New Orleans, Louisiana	2000
Kansas City, Missouri	2001
Atlanta, Georgia	2002
Waikoloa Beach, Hawaii	2003



Rocky Maxwell, deceased, was one of the 100 Charter members of NARPM that had a dream of property managers sharing and learning together. He was responsible for starting several chapters and 'recruiting' (arm-twisting) several members to take on additional responsibilities on the National Board and committees. Of course, one of the first chapters-in-formation was in San Jose, where he lived. The chapter started out in the back room of a local restaurant with about seven members meeting around a table for breakfast. They sat around the table and picked which positions they would like to have on the Board.

Instead of taking a leadership position, Rocky sat back and let all the other members take on the leadership positions. He supported everyone, was available for questions, and was always available to help the others with property management questions as well. That spirit of cooperation has continued in the chapter to this day. Now, with close to 40 members plus another 30 affiliates, we still call one another for help. We share forms, problems (oops, resolutions), DRE audit experiences, and vendors. We continue to share and learn together, just as Rocky and those other property managers dreamed we would do so many years ago.

**Sylvia Hill, MPM®**  
**H.M.S. Development, Inc., CRMC®**  
**San Jose, California**



I have spent today trying to make contact with the right officer of the law to file a police report for "fabricated checks". It seems some clown made up a set of checks via a computer program that anyone can purchase. He used both routing number and account number of my security deposit account! I found out when I received the statement and 6 blue checks fell out. My security deposit checks are not blue!!! On closer inspection I saw "Charles Johnson" 5 times and Shaun Wright once, different addresses but same phone numbers, and wrong zip for Mr. "Wright".

I literally ran (actually drove rapidly) to the bank, closed out the account and opened a new one.

I cannot imagine how anyone could have gotten both numbers except if it were a tenant to whom I had sent a refund. Anyway, it's a curious thing. I believe the bank will reimburse my account...eventually. The clown's checks totaled only \$337.00. They could have really done a lot of damage on that account.

**Nancy Ryan, MPM®**  
**Jubilee Real Estate Services, Inc.**  
**Colorado Springs, Colorado**



**Ditto!**

We had a call from our bank saying there was someone there trying to cash a check for over \$2500.00. The teller faxed over the check while the customer waited for a response. In the meantime she had gone out to her car to get her identification. The check looked like one of ours, and my signature was in the messy format scribble when I am in a hurry. But there were several things wrong with the check that I described to the teller. The police had been called and had accosted the perpetrator, but by the time the teller received the information, the birdie had flown the coop. We had to close our account and open another. If we hadn't had such a watchful bank, they could have cleaned our cage! I too believe that this was a result of a check given to an X tenant and used to produce a computer check.

**Karen Ebert, MPM®**  
**Austin Landmark Property Services, Inc. ALPS, CRMC®**  
**Austin, Texas**



In the early days of NARPM, members served on all the committees because there was more work to be done than members available to do it. I was member # 72.

I recall Rocky Maxwell calling me up and saying, "Jon, I'd like you to be on the Board." I asked Rocky,

"What will it cost me?" He said, "About \$5000.00 and six months of your life." I agreed to do it.

Rocky also asked me to head up the Marketing committee. We had a zero budget, but still exchanged good ideas to help one another's businesses and NARPM. You had to start somewhere.

One of the most difficult conventions for me was the one held in San Francisco. A large group of committee members, my wife Donna and I ambled down to Chinatown for dinner. We had just sat down for appetizers when I took a bad reaction to food cooked in peanut oil. It was a long walk back to the hotel. I did not feel good all night. I was to be a speaker the next day. It was awful. I had hives all over my body and trouble sleeping.

But the next day, I made my presentation--not the best I've ever given. However, I made my contribution.

I have treasured the friendships and the knowledge and the dreams, hopes and aspirations that I've shared with a very capable and inspiring group of members.

May the NARPM organization continue to thrive, grow strong and inspire other property managers.

**Jon McVety, MPM®**  
**Realty Services Property Management Co., CRMC®**  
**Ft. Myers, Florida**



I had listed a very modest home that was zoned commercial and had a hotel buyer making an offer. The big problem was that the widow's husband had died intestate, which left half the home to the seven children. Some of those children had married, divorced and died also intestate. In total, there were 17 heirs to this little home, but a home with

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a big price tag. To make matters even worse, the eldest son, a World War II veteran, had been shot in the head and was living in the home with his mother. His son was most anxious to sell, but the father liked free rent and mama's cooking.

He reluctantly signed the listing agreement, but at the closing, he told me that he was refusing to close. I got up from the closing table and informed the reluctant son that I thought I was entitled to a commission regardless of whether the deal closed or not. I then left. Apparently he signed, because I got paid.

**Rick Ebert, MPM®**  
**Austin Landmark Property Services, Inc. ALPS CRMC®**  
**Austin Texas**



I asked myself "What could I possibly write for posterity?" What would my experiences do for the good of NARPM? Then I thought of the one person most important to our chapter—the person who was responsible for forming the Spring Hill Chapter of NARPM.

I had been working every day in property management with no basic training – just learn as you go. Then one of my competitors called to discuss this property management association that helps us to work more efficiently, use better forms and most of all share ideas with one another.

That person was Sally Plummer, our now deceased chapter leader, who persevered, cajoled, threatened and lead us into forming the Spring Hill Chapter of NARPM. She really was a most dedicated, persuasive leader who convinced busy property managers and vendors to join our chapter.

She helped put together fund- raisers such as a Bowl-A-Thon and a Bingo Bash that earned funds for our chapter and for charity.

My first convention was awesome. I thought, "This is Great!" There were all kinds of information, learning from other property managers' experiences and the chance to be recognized in the industry in which we work.

When Sally died, we formed a special "Sally Plummer Education Fund" to sponsor any person in our chapter to attend classes for designation. I was fortunate enough to be one of those persons and hope to go to Hawaii this fall to receive my designation.

Thank you Sally Plummer for your tireless effort in forming Spring Hill Chapter.

**Sally Ankers, RMP®**  
**Century 21 Alliance Realty**  
**Spring Hill, Florida**



Forrest Gump's mama told him "Life is like a box of chocolates, you never know what you're going to get," and I have to agree, having lived 70 years now. At 50, while I was managing HUD properties, I never would have believed that within five years I would be studying for my Washington State real estate license and entering into a business partnership with Suzanne Reeder that would span the next 15 years. In 1994 Suzanne and I learned about NARPM, never guessing what changes that would bring in our lives. While attending a luncheon meeting of a group of property managers in Bellevue, Washington, it was like discovering gold to hear B.J. Winchell mention NARPM and explain about available clock-hour classes covering subjects that applied to our profession, and about professional designations that could be earned for those interested in excelling in the field of property management—those wanting to be the best that they could be.

Under the mentorship of Penny Patterson, President of Pierce County NARPM, the only Washington state chapter, and National's Bob Machado, we put the wheels in motion to start a King County Chapter. With the help of many wonderful property managers who are still active in NARPM today, including Melissa Prandi, our King County Chapter is still alive and well.

The back cover page of a book by Karen Scalf-Linamen entitled *Just Hand Over the Chocolate and No One Will Get Hurt*, states "Feeling stressed, perplexed, depressed? If you've ever longed for chocolate and 110

empathy, this book's for you." Of course, property managers wouldn't know anything about those negative emotions, would we? I have to admit that many times NARPM members have been a great source of both chocolate and comfort to help me through those challenging times. Just as those in our office have become like family, so have many NARPM members. NARPM has been the key that opened the door to growth for us not only personally but also professionally. Suzanne had the joy of serving on the National Board for several years and both of us have earned our MPM® designations. We have also been blessed with a wonderful "office family" who helped us earn a CRMC® designation.

At 70, I'm looking forward to being in Hawaii for NARPM's 15<sup>th</sup> birthday and to watching my son, James Emory Tungsvik, receive his MPM® designation.

I would like to say thank you to the founders of NARPM as well as to all of those individuals who have given such a sacrifice of time, energy and money to help it grow through these 15 years to what it is today. And, yes, life is like a box of chocolates and we are still as passionate about NARPM as we have always been about chocolates!

**Mary Tungsvik, MPM®**  
**Around the Clock, Inc**  
**Kent, Washington**



### **ONCE, I WAS A ROOKIE**

Has anyone ever asked you how you became a property manager? Only two or three times? Well if that is true, you might be interested in this investment property I have on a little island, in the Bay, a mile or so north of San Francisco. I'm sure that Ray Scarabosio could help us put the deal together.

So how did you get started? Probably the same way I was thrust into the business – completely by surprise, quite unprepared and very naïve. But, hey, what the heck, it was a job and at the time. As a single father of a 7

year old, what choice did I have. After all, a security guard only made \$6.50 per hour and I had over 10 years experience as a commercial real estate appraiser. I could be back in real estate. In the 80's in Austin, Texas, "times was tough." There were PhD's throwing pizzas.

One afternoon the owner of RPM Reliable Property Management, Inc. (this is the name of the company now) called me on the phone to find out if I would like a little extra money. Like I said: "times was tough." I said, "sure!!!!!!!"

She said: "I need someone who is computer literate and can put the manually recorded 45-door management company into the 21<sup>st</sup> century. The management software package is different from the check book so I need you to input information into the management package then balance it against the check book." I was there the next day wearing my obligatory "rent-a-cop" uniform and toting my trusty, Colt 1911 A-1 .45.

Working three to four hours a night, the project was completed in about two weeks. Close to the completion of the project, I began trying to balance the software to the checkbook to no avail. There was about a \$25,000 difference in what the software said bank balance should be and what was really in the bank. I checked and rechecked for two more days.

Oooooooooops!!!!!!!!!!!!!! Where did all that money go????

The next step in the process was to break the news to the company broker. I had no idea as to what to expect. I was probably going to be paid off and sent on down the highway to check purses and tote my pistola. On the contrary!!!! Late in the evening after my meeting with the broker, I received a call.

"Listen, Terry, how would you like to be my property manager?" Well you could have probably privately proceeded to push me over with a plump plume and not even leave a porboire. There was no hesitation. Once again I said: "sure!" Two days later, I was a property manager (in name only!!!)

The previous manager, just prior to the demise of his employment (remember him and \$25,000), had recently become a member of the National Association of Residential Property Managers. I had no idea what this organization was and, due to the previous managers association, I did not feel real comfortable looking into membership.

I did seek information about The Apartment Association and, the Institute of Real Estate Management neither of whom could answer the many questions I had with regard to residential property management. Both of these organizations, albeit very good, tended to be somewhat “cliquish” and unwilling to share information with competitors.

The more I learned about property management, the more I knew I needed to learn more about property management. Now, I’m not the brightest light bulb on the tree, but I do know when I am in “deep doggie doodoo.” I had to immediately find information about:

- Classification of properties
- Types of property management operations
- Real estate economics
- A management plan

Then I needed to find out about the real “nitty-gritty,” the nuts and bolts of the profession.

- Market analysis
- Marketing strategies
- Pricing rental units
- Selecting qualified residents
- Appropriately dealing with security deposits
- Lease agreements and all of the attachments
- Collections
- Evictions
- Move-ins
- Fair Housing
- Escrow Funds

And then, there is the all important

**MAINTENANCE!!!!!!!**

Let’s just not even go there!!!!!!

Yup, I was in trouble and finally relented. I called National Headquarters of NARPM. These nice folks informed me that we did not have a chapter in Austin but there was a Chapter-in-Formation. I needed to call Karen Ebert. On December 19, 1993, I became NARPM member #528 and my life, as a property manager has not been the same since.

Today I am no longer an employee. I own the company. NARPM members taught me how to buy it. I have grown the fledgling company from 45 doors to almost 250 doors. I learned marketing for owners and tenants from NARPM. I have employees. I learned personnel practices and employee relations from NARPM. I learned maintenance for residential property management from NARPM.

As they say in the industry, "It's not if you're going to be sued, it's when." I have won a lawsuit or two, dodged several more and most importantly do not freak out when I receive a certified letter from an attorney. I took Risk Management for Property Managers and Office Operations for Property Managers. At Reliable PM, we reduce everything to writing and suffice it to say, our Policies and Procedures manual has pulled the posterior portion of my anatomy out of the fire on several occasions.

Reflecting back over the past ten years; my tenure as our Chapter's second president, actively working for National, earning my RMP® and MPM® designations, I know that there is one thing better than the education – it's the camaraderie. We all share!!! We share information. We share stories. We laugh together and in some cases we even cry together. And above the education, we are all learning, one day at a time, to be professionals in our industry, residential property management.

**Terrance J. Godbold, MPM®**  
**Remax Austin Associates**  
**Austin, Texas**



One day while Terry Robertson was talking on the phone, his secretary interrupted him. She said it was an emergency. A caller on the other line wanted Desert Realty to manage his property and he could talk for two minutes. Terry switched over to the mysterious caller. He was told by the caller that he wanted Desert Realty to manage his property and they were to start that day. He informed Terry that he could not talk any longer and he would call again tomorrow. Terry thought that it was some of his buddies playing a joke on him.

The next day the caller phoned again. He said that he could only talk for five minutes and gave forth more information about the property. He then hung up. Terry was sure that his buddies had started "happy hour" a little early in the day.

However, in the next several days, from the five minutes calls, Terry was able to piece together the story of the caller. He was in jail for murdering his wife. The house was vacant and he wanted to rent it out to help pay his attorney fees. He was due to go to trial and his attorney wanted more money. This presented an unusual challenge to Desert Realty and they were anxious to accept. If they had known of the different, weird and difficult problems that they would have to overcome they probably would not have taken the property.

The first problem was to verify the information the caller had given. This proved to be difficult and the results were poor. It was decided that the fastest and best way was to take a management agreement to the jail and have the owner of the property sign it. Any document signed by a person in jail is notarized by a police officer. This would be proof that the caller was who he claimed to be. A check of the records at the courthouse showed that he was the owner of the property.

Needless to say, there was no money to have the property repaired, cleaned or the locks changed to make it "tenant ready." Desert Realty negotiated with various vendors to have the work done on credit. The vendors completed the work with the understanding that they would be paid first after the property was rented. However, if the property was not rented Desert Realty would stand good for the "turn around" cost. Let the fun begin.

The house did not rent. Why? That was the question. The rental market was strong, the house showed well, it was priced fairly and in a good location. Desert Realty received a lot of calls pertaining to the property but no one called back to see the unit.

It was decided that when the next inquiry about the house was received, an appointment would be made with the prospective tenant to meet at the house. The agent would arrive early to see what was taking place. This was done. The prospective tenant arrived and was shown through the house. Nothing unusual happened so far. The mystery was solved as they were leaving the house. The next door neighbor walked to the fence and

asked the people if they were there to see the grave? She then pointed out a depression in the front yard. Everyone was informed that was where the husband, Desert Realty's client, had buried the body of his wife after he had killed her.

Another prospective tenant lost.

The broker of Desert Realty talked to the neighbor but she continued to point out the grave to all who visited the property. She was finally silenced with a letter from an attorney threatening her with a lawsuit.

The property rented quickly after that. The vendors were paid and it looked like smooth sailing. But the storm was just starting.

Shortly thereafter, a call was received from the mortgage company that held the mortgage on the property. Payment on the loan had not been made for many months and the company was starting foreclosure. The client had told Desert Realty that the property was free and clear. After very hard negotiation, the mortgage company agreed to take one and one half payments per month until the loan was current. This has been the only time Desert Realty, in its long history, had convinced a mortgage company to accept partial payments.

The tenant paid the rent on time and the mortgage company was nearly up to date when Desert Realty received another phone call. The holder of the second mortgage had not been paid and was starting foreclosure. We went back to the negotiating table. The second mortgage holder finally agreed to wait until the first mortgage was current before he was to receive payments. This was accomplished and Desert Realty thought that all of the problems had been solved. They did not know that the hurricane was about to strike.

One day the client called and said that he needed more money for his attorney. He wanted to sell the property and Desert Realty could list it. The property was listed at a fair price. This should have been a fast and easy sale.

Shortly after the property was listed, the broker received a phone call from a young man. He stated that he and his younger brother were the owners of the property and he did not want it sold. A quick double check with the title company showed that Desert Realty's client was the sole owner of the house. Nothing was done about the call. The young man

called several times. He was hesitant to give out any information about himself. The broker was finally able to gain his confidence. He learned that the young man was 16 years old and his brother was 14. It was their mother that had been murdered. Since their mother owned the house they were now the owners. They were now living in another state with relatives. He insisted that his father did not own the house. The broker obtained his phone number. He also gave the young man the telephone number of the title company. He advise the young man to have his guardian or attorney call the title company because the title company had repeatedly assured Desert Realty that their client was the only owner of the house.

During this time period, an offer at the list price was received. It was accepted and escrow was opened. The day before the escrow was due to close, the title company called and said that they would not close the deal. There appeared to be a problem with the title. Panic time.

The chain of title at first appeared proper. The client and his wife bought the house together. They both were on the deed. Some years later the client "quit claim" his interest in the property to his wife. Later the wife "quit claim" all of her ownership interest back to the client. The title company had uncovered a fraudulent "quit claim" deed.

The WIFE did not "quit claim" HER ownership to her husband. The client's girlfriend posing as the wife signed the "quit claim" deed. The young man was correct. He and his brother did own the house. The broker called the young man's guardian and convinced him to hire an attorney to protect their interest. The broker sent a letter to the attorney pointing out the fact that due to the owners' young ages and living some 1500 miles from the property that they only had three options.

1. They could do nothing and let the house sit vacant. This would not benefit them.
2. They could hire Desert Realty to manage.
3. They could sell the property. A buyer was already in hand.

The guardian and attorney decided to sell the property. The net proceeds would be put into a college fund for the two brothers.

A new listing agreement and an offer and acceptance was prepared and signed by the proper parties. The sale was completed without any other problems.

The client? He went to trial, was convicted, and received life.

**Terry Robertson, RMP®**  
**Desert Realty**  
**Las Vegas, Nevada**



### **“I Will Do Nothing!”**

On December 15, 1988, our company moved into a new office and at the same time, took over 235 additional properties from a company that had decided to retire from property management. We had planned the new office, knowing that we would need additional space because of the increased management. It had been decided that notifying the owners and tenants would be more effective with the new company address, rather than sending two notices which would be confusing.

The new office was ready and the physical move went smoothly. Letters had gone out previously to all the existing owners and tenants, as well as the new owners and tenants for the 235 additional properties. Everything was going well and then the re-installed phone system crashed the day the new office opened. This was, of course, not conducive to handling new tenants and owners, but within twenty-four hours, it was resolved.

The truth was, those twenty-four hours were a blessing. Little did we know there was about ten to fifteen years of deferred maintenance in the properties and that tenants would be assaulting us with many maintenance requests. We were unsuspecting because the units were located in good neighborhoods. However, it seemed as if every property did not have a working dishwasher or had a myriad of miscellaneous repairs, if not major deferred maintenance. People were angry and many appeared in our office, threatening to sue or to withhold rent. The telephones rang off the hook for days. Everyone was working overtime and people had to hold or allow the calls to be returned.

One owner was simply not happy about being placed on hold and would not accept having a call returned. After taking excessive abuse, the receptionist came into my office white-faced and proceeded to go through his entire litany. I listened to her and responded to her that I would take care of the owner. After the receptionist returned to her desk, I took several deep breaths because, like everyone else, I had born the brunt of all of these problems, putting in twelve to fourteen hour days to resolve problems, complete the move, and more.

I went on the line and listened to a very rude, elderly man who I will call Mr. Lane (not his real name). Mr. Lane went on and on and on. I simply listened. When he finally finished his long abusive tirade, his last words were, "So what are you going to do about this?"

I very calmly replied, "nothing."

There was silence on the other end of the line. Mr. Lane said very loudly, "nothing?" My reply was, "that's right – I am going to do nothing, because I am not going to manage your properties. I will not work for someone who will treat my staff abusively without even finding out why they had to wait or allowing a return call. I simply do not need your business – I have more respect for my office staff and myself. Therefore, you can have whatever representative you choose pick up the files, information, and keys. I will forward any funds we may have in your account to you."

I then continued with, "I will reconsider "nothing" if we can come to an agreement that you will never abuse my staff or anyone in this company in the future, and will agree to be a reasonable person concerning management. You must also realize that if you do so, I am agreeing to manage your property, but I am not agreeing to being "managed" by you."

Dead silence. I waited. Finally, Mr. Lane said in a very nice tone of voice, "Well, little lady, I think we have a complete understanding of this situation and who is the boss here. Will you please manage my property and accept my apologies? I promise to ask politely in the future. You are completely right regarding my actions, and if my wife were here, she would not only agree with you, but I would be in the doghouse!" I agreed to manage his property and the conversation continued in a pleasant manner.

Mr. Lane became a favorite client and in fact, JSL managed his properties for 10 years until he sold them through our sales division. He lived in Wyoming, but visited with his wife from time to time, and the visits were always pleasant. In fact, he presented Lee & I with a beautiful handmade gift of perfectly tuned wind chimes. This was his hobby and he only made them for "special people." What was even more remarkable was that his hands were badly deformed and yet, he still made such fabulous chimes. We treasure the wind chimes and think of him often.

That particular day emphasized there are times to say, "I will do nothing," and you quickly learn if it the account and the fee are worth your self-respect, time, and money.

**Jean Storms MPM®**  
**JSL Real Estate Services, Inc.**  
**Lincoln, California**



### **Are You a Property Manager or a People Manager?**

Does the title, "Property Manager," accurately define the true nature of our profession? Seriously, do we really manage property or do we manage the people associated with the leasing and management of the property? I find that we actually manage people, so, perhaps "People Manager" is a more appropriate title. Following are some roles and real-life examples that my staff and I experience as People Managers.

***Babysitter*** – From our first contact, we thoroughly educate our property owners and tenants as to the business agreement we are entering. Detailed contracts along with guidelines, rules & regulations, policies & procedures, etc. complete the scope of our agreement for the services we provide. However, like a parent with a child, we often find ourselves restating those terms to property owners and tenants as they protest them (which is usually the case if money is involved). Upon restating those terms and referring them to the written contract, we routinely have to follow-up with reprimands or punishments such as late charges. Some property owners/ tenants are more difficult than others (like the proverbial "black sheep" in the family) such that the cycle of reminding

and reprimanding repeats itself continuously for the same form of infraction. Our saving grace from this frustrating ritual is that we can terminate the relationship with the property owner/ tenant unlike the relationship a parent has with a child.

***Disciplinarian*** - Although this is part of a 'Babysitter's' duties, this role is one in which we must engage in administering punishment without the opportunity to restate the contractually agreed terms. This applies in many situations, one example being when a tenant 'skips' by breaking their lease and vacating without advance notice. At that point, we enforce the terms of their contractual agreement by legally pursuing them for unpaid rent and damages, as applicable.

***Financial Advisor and/or Lender*** Property owners and tenants routinely call upon us to "fix" their financial woes. If we cannot fix them, they at least expect us to work within their limited budget. For example, when a property owner cannot afford to make an emergency repair like A/C replacement in 106-degree weather, we are expected to figure out how 'financially' the repair can be made. This often includes the expectation that we pay for it and then bill them in monthly increments (naturally, interest free). Frequently when a tenant cannot pay the rent, we are expected to "just wait" until they can get the money, allow them to stay for free, waive late charges and defend their position to the landlord. Some landlords expect to receive their money and not spend money. Some tenants expect to receive special favors or fulfillment of absurd requests simply because they pay their rent. Our inability to continuously meet these expectations creates an environment of us becoming the "human punching bag" caught in the middle of two professional boxers. Fortunately, through inner-office comic relief (lots of it), we have learned the art of separating ourselves from the anger of others... it's really not about us; it's about the money.

***Counselor (Family, Marriage, Personal)*** - We have all exercised this role at one time or another even though we may not have been willing participants. Divorces, single parents, financial stress and roommate separations largely account for this role, as the property owner or tenant looks to us to handle their problems. Sometimes they simply share the sordid details with us. More often, they await a response... an answer... a fix to their dilemma. Of course, we do our best to handle them and the situation with care while being cautious not to step too far into the intimate nature of the problem. We empathize and console but, like a

counselor, we avoid an over expression of sympathy that can cause a ripple in the structure and efficacy of our business relationship.

*Detective* – This is our most interesting role, as we have found that some people are dishonest (difficult to believe... but true). The most common scenario my staff and I encounter is falsification of rental applications. Although sometimes the deception screams off the page (of the application) or is easily discovered during the verification process, we are experiencing more savvy in applicant's approaches to falsifying information. Recently, we were processing a rental application that had a few interesting and unobvious twists. The gist of the falsification was this...

1. The applicants listed their current residence address that when researched turned out to actually be a commercial building, in fact, a church, and we verified that this small church building had no residential dwelling;
2. For rental verification of this information, they listed a couple's names as landlord. We recognized these names as being part of a "verification ring" that involved two of our properties seven years earlier (I.e. This couple masquerades as the property manager or employer of an applicant and gives false information for verification purposes so that the applicant is approved as a tenant for a rental property. After some time, the tenant destroys the property and stops paying the rent such that an eviction is pursued whereby the tenant exercises every legal option in order to prolong the process and stay longer without paying rent);
3. The applicants actually live in their own home but it is being foreclosed on due to lack of mortgage payments being made; and
4. A variety of other suspected falsifications existed based on:
  - a. No name listing for the church where the applicants states he is a pastor;
  - b. The phone number given for the church is unlisted and, when called, it forwards to another number with a "homemade" recording naming the applicant as the pastor and the church address as the same address the applicants used as their current residence address on their application;

- c. Verified by driving by the church, it has a sign of a church name different than the one the applicant listed as his church's name; and
- d. This church's sign lists the names of the "verification ring" couple as the church's pastors

This is only one incident of many. The longer we practice as detectives, the more we discover and recognize idiosyncrasies and inaccuracies enabling us to refine our investigative skills.

*Performer* – This is by far our favorite role, as we are given the opportunity to shine in our services to others. When defined, 'performer' has many connotations, and, on occasion, we emulate the majority of those. However, the definition we most commonly associate with is, "One who performs, accomplishes, or fulfills; one who shows skill and training."

In essence we are doers. We seek to begin a project or task, navigating through every turn, overcoming every obstacle and completing it to the best outcome for the people involved. We help people find homes to lease. We help people lease their homes and receive rent. We help people with their maintenance problems. We help people to maintain the value of their investments. **We help people.**

So, as adverse, tiresome and frustrating as this industry can sometimes be, examine your own business and your staff, get to the root of what you do and why you do it, define your ultimate role and you will find that you are not property managers, you are **people managers** and that is a great thing to be!

**Erika Klenert Green, MPM<sup>®</sup>, proud member of NARPM since 1994  
Quest Property Services, Inc.  
Ft. Worth, Texas**



I earned my PPM (now RMP) designation in September 1995. Mark Kreditor taught one of the designation classes. He handed out a sample press release and suggested we send a press release to every newspaper we could think of, announcing the recent awarding of our designation.

I sent out my press releases and was rewarded with a tiny write up in one of our regional newspapers. Good but disappointing as the larger paper, the Rocky Mountain News didn't even acknowledge my fax! I contacted the newspaper and asked who was in charge of the real estate section. I was given a name and faxed my press release to her.

To my surprise, a newspaper representative contacted me, interviewed me and published a great article about my business—complete with a picture of Denny Snowden and Kit Garren presenting me with my MPM designation at the NARPM Convention in San Diego.

Several new accounts were a direct result of that article and I still send copies of it to prospective new owners. Because it is getting a little dated I had better get started on my MPM<sup>®</sup> designation! (*Since writing this, Susan HAS earned her MPM<sup>®</sup> designation.*)

**Susan Melton, MPM<sup>®</sup>**  
**Assured Management, Inc.**  
**Lakewood, Colorado**



**Reprinted from the June 2001 issue of the *Residential Resource***

### **Survey Says!!!**

A survey was sent out in 1999 with NARPM membership renewals. The following survey results were submitted by Karen Hull and appeared in the May 2000 issue of the *Residential Resource*.

The average NARPM member consists of the following:

- 17 years of experience in the real estate industry
- 13 years of property management experience
- 97% hold real estate licenses
- 74% are Realtors
- Has belonged to the association for 5 years (remember this was in 1999)
- 24% had served as a national volunteer
- 76% own an interest in their company

- Manages 230 doors
- 97% have access to the internet (1999)
- The typical firm has 4 employees
- Members are on the high end of the technological range
- 92% of our members have an e-mail account and read their e-mail twice a day

NARPM members manage a total of 333,500 units (230 X then 1450 members). They represent \$24.3 billion dollars of gross real estate. Approximately 26% attend national conventions. NARPM members stated that the benefits of membership in order of importance were networking, education, informal exchange, professional designations and legislative updates

If the survey were taken today, the results in technological advances would have seen the greatest changes.



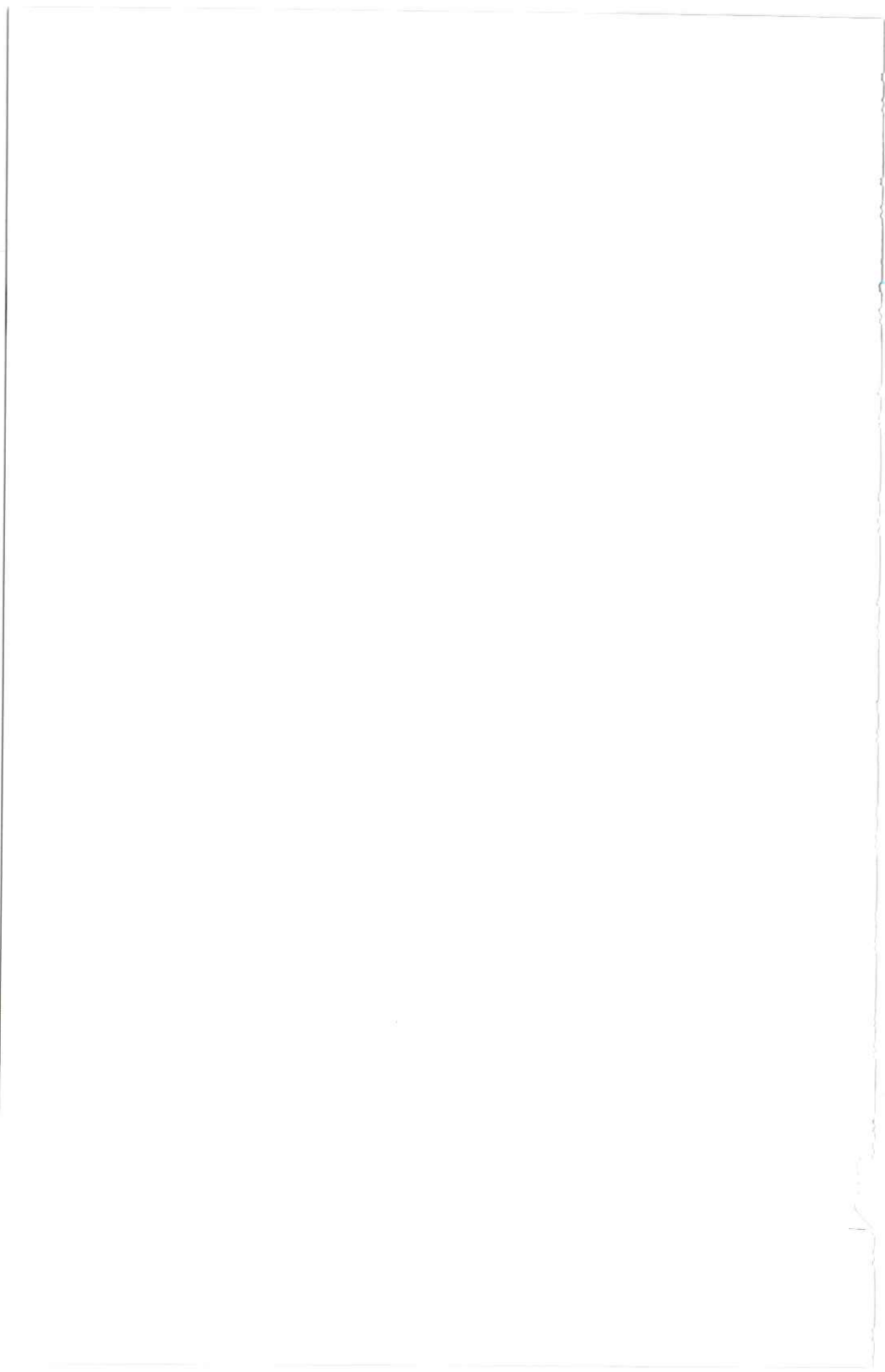




*Truffles —*  
*Humor*

“This is to let you know there  
is a smell coming from the man  
next door.”

— *Reprinted from Apartment  
Manager, Marietta Georgia*





## **Truffles: Humor**

Here are several true stories that I have experienced over the years.

### **WHEN THE BUREACRACY CAN'T PERFORM – DO IT YOURSELF**

Several years ago in Yuba City, CA I was a partner in a property management company. We managed apartments and commercials in those days. I was in between marriages and living in one of my apartments. Cars would park up to the curb cuts on the street. This would create a blind spot for a car coming from behind going the same direction as the parked car. Anyone coming out of the apartment parking lot couldn't be seen by the approaching car. A boy was hit on his bike one day coming out of the lot as he headed for the street. Luckily he wasn't hurt as the car was going slow. This prompted me to tell our property manager to contact the City about painting the curb red as a no parking zone. He tried several times and was told that that they would have to engage the parking committee, analyze the situation and then report to the "Silly" Council for approval. I told the property manager this will take a lifetime for the bureaucrats to get anything accomplished. I told him to paint the curb red. This he did. This is not the end of the story. One morning a car was parked in the red zone. It had a ticket on the windshield. The City was enforcing our newly created red zone. There's more – One year later I noticed the red zone was freshly painted. I asked the PM if he had done it. He said no the City repainted it.

### **WHO NEEDS AN APPRAISER?**

Along with our property management business I was a Commercial Real Estate Broker for 20 years specializing in apartment and commercial sales. One day an acquaintance asked what I thought his brother's apartment may be worth. In

those days besides using a Cap rate we used a Multiplier x Gross Income to arrive at value. I asked him a few questions including what rent they were receiving. I told him to give me a few minutes and I multiplied the gross income x 7.5, the current rate to establish value at that time. I came up with a number and told him what it was. A couple weeks later a staff person for a local MAI appraiser came to see me. We were active in apartment sales so we were considered a good source of information for comp sales. She asked me about the same unit that my friend had asked about. I gave her the same number not revealing that I had given the number to my friend. I saw my friend about a month later and asked him what value the appraiser had given to his brother's property. It was the same number I gave him and the appraiser. I just smiled and nodded my head with no comment.

This is an "I CAN'T PAY THE RENT BECAUSE..." STORY

One of my tenants called me. She said she couldn't pay the rent this month. I asked why. She said her roomy (man) was watching her at night from outside her bedroom window. She said that he was watching her and her boyfriend being intimate. She said that she was so mad she confronted him the next morning. He got mad and took off with the rent money. I told her that was a problem but I couldn't waive the rent. She was late, but did pay the rent after I threatened her with eviction.

\*\*\*

We had an ex-military policeman as a property manager. He sometimes used street justice to solve some of our problems. That was many years ago in a small town where we knew the police and judges. The property manager carried a gun. One day my receptionist came into my office and said that we had someone in the front office threatening us. I told her I would check out the problem. She said, "No, let our property manager handle it." He went up front to confront two people acting as agents for a tenant we were evicting. They told him that they represented the tenant. They made threatening remarks. At that point our property manager opened his jacket so that they could see his shoulder holster. They seemed to rapidly lose interest in representing the tenant and left.

\*\*\*

We have a client with several properties. Two of his apartment properties were being sold and needed extensive maintenance. We hired a vendor who had joined NARPM as an affiliate. The bills were accumulating and the owner had questions regarding several of the bills. We had a meeting with the vendor that ended unresolved. A couple of days later the vendor asked me to tell the owner to pay the outstanding bills or he would send someone to threaten him. I couldn't believe what I was hearing. I asked him, "Do you mean you are sending goons to collect?" He said that he had to do what he had to do. I reported this threat by e-mail to my owners. That night a Bay area policeman called me at 9:00pm and said that two guys had painted graffiti on my client's garage door. My owner said he read my e-mails warning that something might happen. I confirmed everything. I don't believe they have been able to link the vendor to the goons. My client did settle on the bills. This vendor lost his contractor's license (I don't know if related) He is no longer an affiliate member. By the way this vendor was a property manager before he sold out to provide maintenance services.

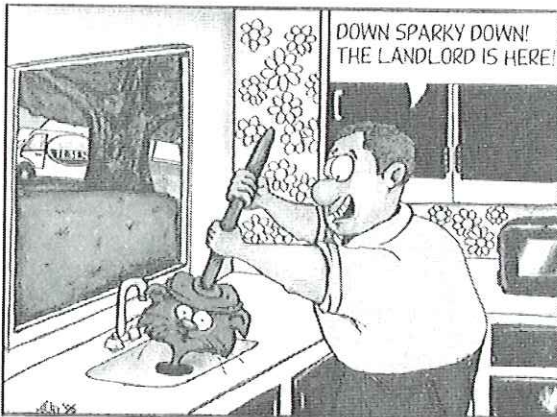
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My top client in Yuba City was a M.D. I sold and managed several properties for him. We also had a partnership to develop several properties. After I remarried I thought it was time to manage the size of my family and asked my Doctor client to do the surgery. On the day of the operation my wife accompanied me and sat in the lobby. Everyone was gone except one nurse and my client. The nurse prepped me and I was lying on the table. All of a sudden the door popped open and my client was leaning against the doorframe with this silly grin on his face. I finally said, "Let's get this thing over with." He asked if I was numb, then raised his hand holding a knife. He said with a straight face, "I have been wanting to talk to you about our partnership." I broke out in nervous laughter. I told him that anything he wanted was OK with me. He finally smiled and proceeded to operate. It turned out successful.

**Lambert Munz, RMP®**  
**Arbour Property Management**  
**Fair Oaks, California**



I picked up my phone one day and this man with a heavy accent told me that he had been referred by a NARPM® member that managed his property in another state. He was looking for a residence to rent in our area for around a year until he could find one to buy. I started reviewing our properties that were available and started asking the “pre-qualification” questions. He really wanted a patio off a sliding glass door so he could build a birdcage for his large birds. Of course, a concrete side yard would be preferable for his 2 dogs. He would also pay for the installation and removal of a cat door for his 4 cats. About this time, I’m thinking ‘Is this for real? Who referred him?’...So, I asked...Mark Kreditor had referred him! (Yes, this really is a client of Mark’s).

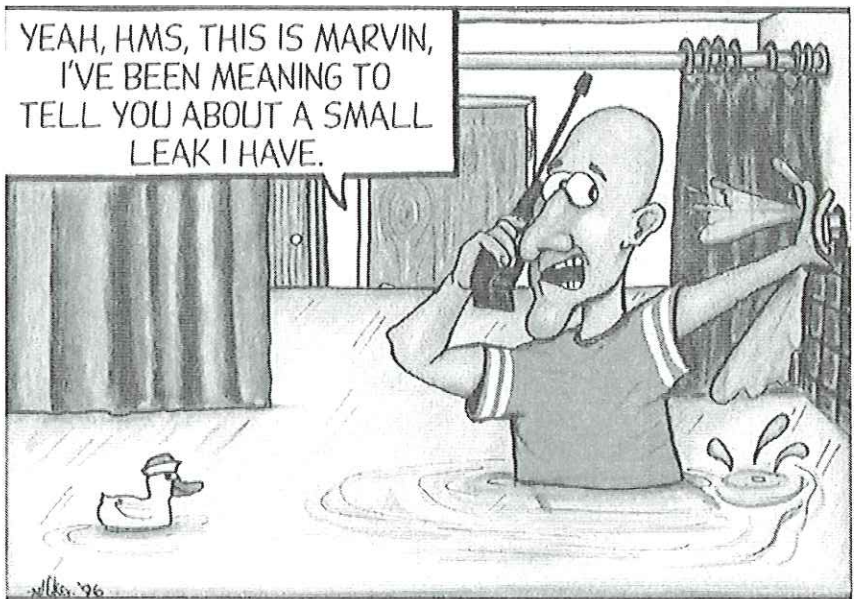


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## Annual Survey happenings:

- Checking out the kitchen; I opened up the oven door over the stove; it shattered into a thousand pieces. Rest of day cancelled – major clean up.
- While checking the gas stove for operation; the resident happened to mention that for the last month he had occasionally smelled gas out in back. (Yes, they were on a propane tank and the gas was leaking!)
- While checking out the upstairs bedrooms, the bathroom door opens and the resident comes out in a towel!
- The neighbor's dog is barking fiercely behind the wooden fence, I try to calm him with soothing tones; then turn my back; he pushed a board aside and bit the back of my shin. Moral: Always wear body armor when doing surveys.
- End of day, no cell phone – OK – which one of the 7 houses did I leave it in???
- Open up the cabinet under the sink – gee, a dish full of water under the drain – why do you suppose that is there?



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-Knock, enter, call out, no answer - 3 rooms later (in the family room) have to step over two people in sleeping bags – they never roused up!

-Written complaint on the kitchen counter – “the smoke detector is beeping every few minutes and I can’t figure out how to turn it off!”

-No pet property – fish, lizard, hamster – but these aren’t pets! Only a dog or cat is a pet!

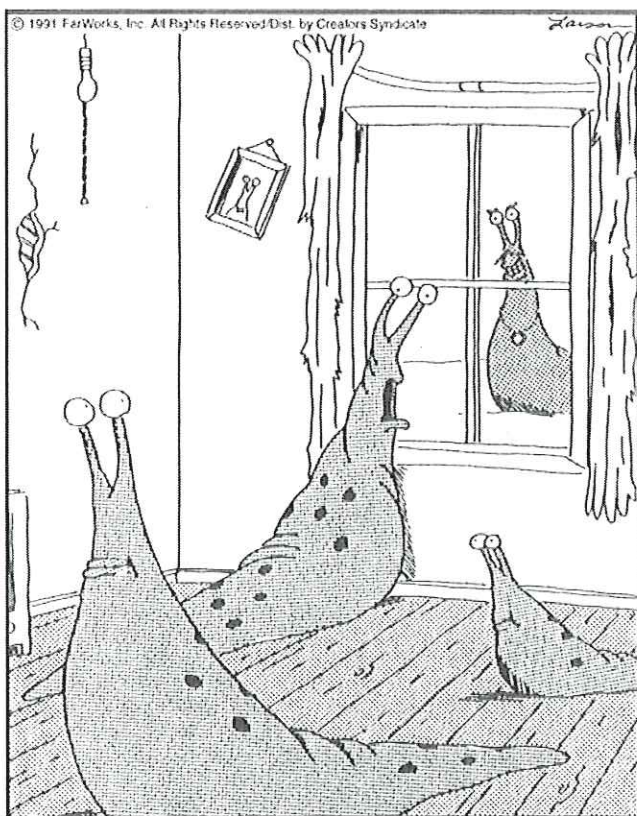
**Sylvia Hill, MPM®**

**H.M.S. Development Inc. CRMC®**

**San Jose, California**



## THE FAR SIDE® By GARY LARSON



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**Uh-oh, Lenny ... It's the slimelord.**

When I first started doing property management it was for my husband. The property manager was always calling for money for this or that. I could not understand what the rent went toward and we were giving her extra money as well. I asked my husband to take me around to see his rentals and I was appalled at the condition of these homes. We then fired the property manager.

I asked my husband if he would trust me with his rentals for a year and see what I could do with them. Bare in mind I had no knowledge as to what I was getting myself into. I was blind as a bat and set to work. For

the most part it went smooth, with the first step being eviction. I allowed my heart to interfere in the beginning but soon received my backbone and became tougher.

The last house I tackled should have been the first house because when I went to serve her notice for non-payment of rent (that was a computer typed note that I came up with as I did not know that there were professional forms out there to use), the door was about an inch ajar and I gently knocked on the door as to not push it open. I saw a baby crawling on the floor and heard a women yelling from the back of the house. I waited and knocked again and then I heard a horse whinny. It sounded like the horse was standing beside me. I waited for another second and my question about the horse was answered. I heard the door opening and guess who answered the door for me? Yes, you got it, the horse! I was never so shocked in my life to see what these people had done to my husband's home, not to mention the shock that a property manager would have approved these people as tenants.

Needless to say the house was nearly gutted and we started over. It is now a cute, comfortable little home with a lot of TLC put into it. Thank God for contractors!

**Deanna Turner**  
**Klamath Basin Property Management**  
**Klamath Falls, Oregon**



**John Prescott**  
**PRS Property Mgmt.**  
**Tempe, Arizona**

One day while traveling to one of my properties in the south area of Sacramento where I have three properties together in a cul-de-sac, I was about to enter my vehicle at the property location, when I heard this "wooooooch!" sound. I looked up only to see a flame exiting from the large garage door opening of my other property across the street. My heart dropped in my stomach, the sweat rolled off the top of my bald head, I was surely experiencing first hand the start of a fire at my unit. I approached the unit only to find, to my surprise (and relief, I guess), that a little old lady was standing in the garage with a huge blow torch, as big as herself, over a large steel tub burning the hair off a calf's hind quarter! Another steel tub had the calf's head inside. I yelled, "Stop! Stop! Maybe you do that in your country, but not here, please!" (We have ordinances you know.) At any rate, I called the primary occupant and he took care of the matter. I haven't had any problem since. I might add, I hope never again!

**Larry Simington, Broker/Owner**  
**P&O Properties Management**  
**Orangevale, California**



It seems as though the greatest source of humor in our office comes from service requests and general relationships with residents. Over the years these are a few of our favorites:

An applicant was told to bring in seven ninety-five in a money order. They brought in a money order for \$7.95.

The sister of a resident called in to ask why they got charged \$35.00, but she didn't know the address or even the street.

One of our owners is named Mr. Wright. His file is located in front of Mr. Wong.

Our office coordinator was yawning and her eyes were tearing. She explained, "It must be the lead based paint file I'm working on."

A resident in one of our multi-unit properties turned in a request for a stopped up commode. The commode was new. We sent out the vendor who later called to say they pulled out a giant pickle. The tenant lives alone.

A resident was late with his rent and we had sent him a 3-day notice to vacate. He came into the office to show us his excuse. He unbuttoned his shirt and showed us the fresh 8-inch scar in the middle of his chest—a result of bypass surgery.

A prospective resident called. Rent is \$1150.00 per month. When asked if she would make 3 times the rental amount as gross salary to qualify she said, “No problem. I work as a waitress and make \$1400.00 a month.”

A resident called to say she found another resident in our apartment complex in her car. He was just sitting there. She noticed that some things she had in the back seat were missing. She confronted him and went into his unit where there were some items on the bed and on tables. He had hung the missing clothes in his closet. He told her that if anything looked familiar, she could just take it.

A resident sent us the following service request:  
SORRY I DON'T HAVE THE OFFICIAL ALPS PRE-PRINTED  
MAINTENANCE FORM. I AM A BAD, BAD PERSON

1. There's a slow leak coming from the toilet. I think it's coming from the holding tank (the seepage appears to be clean (shudder, gasp, gag) but I'm not sure. It could get worse at any time & I'd hate to be sitting in the bathroom minding my own business and find myself crashing through to the neighbor below. *I bet she wouldn't like it either.*
2. Ants, Ants, Ants, Horrible little ants are all around the front of my apartment. Yesterday, about ten million tunneled through the kitchen wall and invaded my elderly dog's dog dish, stinging his poor old nose when he tried to gum a morsel of “Senior Formula” dog chow. I gassed the invaders and put down poison powder and ant baits, but I think the exterior needs to be treated.
3. The dumpster is outta control. Maybe we need a bigger one? People aren't bothering to open it; they just toss their garbage on top. The odor wafts in regularly through my kitchen and

bathroom windows and I have to remind myself, "I live in Austin, Texas, not the slums of Calcutta or Bombay..."

Resident reports in service request, "Bathtub has fallen through the floor."

An owner questioned a copy of an invoice from our vendor. The invoice said "Service July 9 to trash out interior of property." Owner thought the vendor had "trashed" the unit. He was relieved when we explained that "trash out" meant they took all the trash left behind by the resident and removed it from the property.

While looking for comparables in the Multiple Listing Service, a property seemed like one just for me, as I am 4'11" tall. It read, "OK for people 6 ft tall or less."

A resident complained in a service request that a few weeks ago the toilet was replaced with a smaller commode. With 80% disability his wife has trouble getting off the smaller unit and the seat slides one way or another. He was concerned that it was potentially dangerous because if she fell on the floor he would have to get EMS to come pick her up.

We had just hired a new receptionist. A resident called in to say there were little men coming out of one of her outlets. The unflappable receptionist asked what color they were, paused for a minute to hear the resident's response and then told her to call Southern Union Gas!

**Karen A. Ebert, MPM®**  
**Austin Landmark Property Services, Inc. ALPS, CRMC®**  
**Austin, Texas**





**John Prescott**  
**PRS Property Management**  
**Tempe, Arizona**



### **We Have Another Oscar**

Our office policy always included "additional deposit" when pets are allowed. If a pet was illegally found and the owner or property manager approved, a tenant is required to pay an additional deposit at the time of discovery, and if necessary, enter into an agreement to make payments until the amount is paid in full.

One day, while walking through a duplex unit for a maintenance problem, it was noted that Craig and his family had an additional dog. Craig, when renting, had paid the "additional deposit" for the approved dog, but had just happened to have two dogs when the maintenance appointment took place. Craig and his family were excellent tenants,

paying on time and keeping the property maintained. He immediately agreed to pay for the second dog but requested payments and this was amicably worked out.

Craig faithfully made his four payments for the second dog. When he made the fourth payment, he was breathing a sigh of relief and telling the bookkeeper how happy he was that he was completing his final payment.

Just as he was making this statement, his little five year old daughter started pulling on his jacket and saying, "What about Oscar?" Craig immediately tried to quiet the child and leave, but the little girl persisted, "What about Oscar, Daddy?" Jane, our eagle-eared bookkeeper, simply asked the little girl, "Who is Oscar?" The reply came, "Oscar is our kitty cat." Now the property had two dogs and a cat. Craig, the tenant/father, nearly expired on the spot.

The property manager was consulted. Based on the prompt rental history and a recent walk through of the property, it was agreed that Craig would pay another "additional deposit in payments" to keep the kitty. Craig faithfully made his payments

Thereafter, at JSL Real Estate Services, Inc., when an illegal pet was discovered, the phrase was "*We have another Oscar!*"

**Jean Storms, MPM<sup>®</sup>**  
**JSL Real Estate Services, Inc.**  
**Lincoln, California**



*Used with permission K.E.*

Our company took over this small, 15-unit complex over in southeast Portland, Oregon in December. In the process of getting all of the rental agreements updated for all of the existing tenants, we stumble across a couple in an upstairs, two-bedroom unit who had a 1 1/2 year old baby boy. Upon doing a general inspection of their unit, we noticed that they had very neatly strung chicken wire along the railing on the deck. When the manager asked why they had chicken wire on their deck, the mother replied in an almost offended tone, "I care about my son and I don't want him to fall through the deck."

"Oh, I see. He plays out on the deck?" the manager asked. "No, I just don't want him to get sick, so we put him out on the deck when we smoke." The manager was stunned by the pure stupidity of the tenant's thought process. "So why don't you go on the deck to smoke?" "Are you kidding me?! It's December! It's too cold!" "You don't have any more children, do you?!" the manager asked in horror. "Well, we do, but the state took them away permanently." Thank goodness!

**Jayne Hall**  
**InterWest Properties, Inc.**  
**Portland, Oregon**



I don't think that is the way you should thaw out the pipes! *Used with permission K.E.*

**Conventions wouldn't be the same without many years of property management songs, lyrics compliments of Mark Kreditor. Here are a few NARPM member favorites:**



*Sung to "Til There Was You"*

There were skips in the night and I never saw them coming,  
No, I never saw them at all 'til there was you.

And those calls at 3 A.M., how I never knew what I should do,  
I was helpless and up all night, 'til there was you.

And now there's cash flow and there's competent maintenance, you  
tell me  
That my little rental is fine, I know it's so.

There is hope in my life since I hired you as a manager,  
Since I found you and NARPM, now there is you.

*Sung to "My Favorite Things"*

I want Southern exposure and bedrooms bay windows,  
Three baths and 2 halves is all you should show me,  
Attic and basement, a Jacuzzi for me,  
These are a few of my favorite things.

I want good schools and no crime and very rich neighbors  
Lawns great and fresh paint and colors I favor,  
Hot tub and sauna just there for my flings,  
These are a few of my favorite things.

Please say you'll help me, I'm good for your rent roll.  
My friends they need housing, they're due for a parole.  
Let's talk and make a deal, a house key on my ring.  
These are a few of my favorite things.

I have no cash,  
Do you give terms?  
My credit is bad.  
And, oh did I tell you the ten kids I have?  
Please just get me moved today.

*Sung to the tune of "The Brady Bunch"*

It's a story, about empty houses, that needed some tender loving  
care.  
All of them had debt just like their owners we're pulling out our hair.  
It's a story about realty dreamers that thought about caring for rent  
homes  
Then all at once we had a network we could call our own.  
So then one day these dreamers got together, organized and sharing  
was for them.  
Now this little group has grown with wonder, to NARPM.  
NARPM was started then. That's the way we became NARPM

**Mark Kreditor, MPM®**  
**Get There First Realty**  
**Dallas, Texas**



## **A Property Manager's Christmas Present**

I worked in a large real estate office in California, running the property management department. It was Christmas time in our office when gifts began to appear from family, friends and vendors. The girls at the front desk enjoyed seeing the contents of the packages so it became a ritual to unwrap them there. These were the days of the mid-eighties, pre-terrorist times, when brown wrapped packages with no return addresses caused no alarm and during the holidays, generated excitement. A smallish box, brown wrapped and heavily taped, arrived one day with the girls speculating on its contents...too small for candy, perhaps jewelry? They crowded closely around me as I began to cut off several layers of tape and remove a significant amount of paper. With a grand flourish and expecting a stunning gift inside, I ripped open the box. Out leaped gigantic sewer roaches that rapidly deployed themselves across the desk and into the dark confines of our large office. The girls, in a vaudevillian moment, ran into each other screaming, as they tried to locate a roach-free place to run. A tiny slip of paper tumbled out of the torn box with the words, "We've requested extermination and we're still waiting impatiently." A telephone number was added to the note. I promptly called the extermination company with two requests for immediate service. Once the story spread, all the Realtors in the office once again congratulated themselves upon not being a property manager!

**Andrea Caldwell, MPM®**  
**Century 21 Alpha**  
**San Jose, California**



I remember the board meeting in Atlanta when it snowed and we were walking downtown and hearing cars crashing into each other. I offered Donna Brandsey my arm so she wouldn't slip and fall. She refused, then I

slipped and almost fell. I remember lots of other personal things while on the board. I do remember going to the first convention in Nashville and looking everywhere in the hotel and not being able to find any convention. I was convinced I must have made a serious mistake. I finally ran into Susan Gordon (the current president), who apparently was at the convention. She was just starting to set up some things. Then, before I left, I was asked to be on the board. I remember the first time I suggested, as treasurer, that the board have a NARPM dinner and the rest of the board almost lynched me- now NARPM pays for lots of things.

**Fred Richter, MPM<sup>®</sup>, Honorary Member**  
**Richter and Associates CRMC<sup>®</sup>**  
**Novi, Michigan, Honorary Member**



I showed a girl one of my rental properties and she liked it. She told me to meet her at work the next day to give her an application and to pick up the application fee. I went to the address that she gave me and lo and behold it was a Gentleman's Club. I asked at the front desk for her by the name she had given me and the manager said, oh you mean "Precious". I said "Whatever!" Well, she came over to me to fill out the paperwork wearing her working attire. (No big deal)!

After she had completed the application, she pulled out a large wad of one-dollar bills from her clothing and started counting the money for me. I said "Sugar, keep the money."

In 16 years of property management, it's the only application fee I ever waived!

**Eddie Davis, MPM<sup>®</sup>**  
**MAB Realty**  
**Dallas, Texas**



Our office called a tenant's home due to unpaid rent & her answering machine told us we had reached Lochhead Property Management. We had to call back just to hear it again. Of course I left a message, she actually called back with a very lame excuse. Eviction was filed

**Sheila Lambeth**  
**Lockhead Properties**  
**Mesquite, Texas**



In my former life as a property manager in Alaska, I had this experience that I will never forget. I was on my way out the door to check a supposedly vacant house when the tenant called me to say that they were finished cleaning the house but they did not have room on their truck for the pig. They would pick it up the next day. Since the owner had approved this tenant's numerous pets, I did not think much about it. It was the middle of winter, which meant that it was about 20 degrees outside and I could not help wonder how a pig would do in this kind of temperature. Fortunately the back yard was fenced so I knew the animal wouldn't escape. When I arrived at the home, I did my walk through. I did not see the animal when I looked out the kitchen window. I saved the garage for last because it was not heated. As soon as I walked into the garage I knew why the tenant sounded a little nervous on the phone. In the corner was a 200 lb pig, or what was left of it. The animal was frozen stiff. It seems the tenant was feeding the pig to their three dogs. Each feeding time she went into the garage and hacked off a piece of meat and gave it to the dogs in the back yard. Fortunately the tenant picked up this valuable dog food the next day. This house was forever known as the "dead pig house" around the office.

**John Parker RMP®**  
**Willow Properties**  
**Lakewood, Washington**



A tenant called with a stoppage in the toilet. I asked him to try a plunger before I call a plumber. He said, "What's a plunger".

**Bob Gunson**  
**Bob Gunson Real Estate**  
**Antioch, California**



According to my office staff everything funny that has happened over the years can't be put into print.

Bobbie said "If we didn't laugh-we'd cry". Our funny items are letters from homeowners saying our company has rented to broken families, people with children that disturb the owner's retirement, and letters from tenants upset that owners have towed their car when the car is parked in the proper parking place

**Candi Swanson**  
**Estey Real Estate**  
**Benicia, California**



I had an appointment to check out a tenant. Her carpet was being cleaned at 10 am and I was to arrive at 2pm. When I arrived, we went into the house. It was extremely clean. Even the windowsills were wiped down. I just couldn't find any dirt. The last thing I did was open the oven door and it was filthy. With a surprised voice I said, " You did not clean the oven!" She looked at me with wide eyes and said, "It's self cleaning and I didn't know how to start it." I of course showed her how to flip the lever and turn the dial.

**Diane Idle**  
**Kitsap Property Management**  
**Port Orchard, Washington**



### **A Good Excuse!**

I took over management of an apartment complex and found that a particular tenant and her boyfriend were behind on the rent. I had heard rumors that this young woman was having a sad time in that she was recently diagnosed with liver cancer and was starting chemotherapy.

With that in mind, I gingerly approached the tenants to inform them that the past rent was due and to set up some type of payment arrangements convenient for both the tenant and the landlord. The tenants were quite pleasant and both went into details about her recent cancer surgery, her recuperation and now her chemotherapy. We spoke about payment arrangements and they explained that she had recently lost her job at the local pizza restaurant and he was working two jobs trying to catch up on all the horrendous out of pocket medical expenses. They informed me that they had placed a grant application with the Salvation Army and Hospice and both organizations had each agreed to pay one month's rent as a partial solution for payment of the back rent. They explained the applications were due to be approved within a few days and at that time, a letter of approval would be provided along with an estimated date for delivery of the check that would be mailed directly to our office.

By the end of the following week, when I still had not received the promised letter, I paid the tenant another visit. This time, before I could get to the subject at hand, I was bombarded with problems in the unit that needed to be fixed that the previous manager failed to solve. I made a list of the items. Just as I was approaching the topic of the approval letter from the Salvation Army, the police interrupted us. They were looking for a tenant who had abandoned the downstairs apartment. Needless to say, when I returned to speak with the tenant she was gone.

A few days later, I once again visited the tenant and she informed me that the police had found the tenant from downstairs and when he was arrested he had in his possession stolen items from her apartment. Included in the items, she explained, were needles she used to inject herself with chemotherapy! WHAAAAT? WHO INJECTS THEMSELVES WITH CHEMOTHERAPY? It was then I noticed for

the first time that she appeared to be a picture of health. She was not yellow or jaundiced nor was she losing hair and/or weight. In fact, if I didn't know better I would think she had never been sick!!! And then it struck me! Just before I left, the tenant (seeing the light bulb come on in my eyes), volunteered to call Hospice and have them call me to assure me that a payment was forthcoming. Shortly after I returned to the office I did indeed receive a call from a lady who identified herself as a caseworker with Hospice. We had a lovely chat and she explained that they had approved a grant to cover perhaps 1 ½ month's rent and then asked if she could verify the amount owed on the tenant's account. I asked her from where she was calling and she told me the National Headquarters in California and proceeded to give me an address. Well, our office is in Florida and it was 9:30 eastern standard time (6:30 AM in California). I was laughing so hard I had to put the phone down!! Later, the local Hospice office verified that they do not have a grant program that helps people with expenses, there is not a national headquarters for Hospice and they NEVER heard the name of this lady claiming to be from Hospice! Without further hesitation, I began the eviction process!

**Brenda Gerdes, RMP<sup>®</sup>, CPM<sup>®</sup>**  
**Management Specialists, Inc.**  
**Stuart, Florida**



A Section 8 tenant had the electric and water cut off by the utility companies but they still had services. The tenants stole an electric meter from another property and mounted it upside down at the meter location. The electric company cut off service then the tenants bootlegged a wire directly out an upstairs window over to the electric pole in the street. For the water, they ran a garden hose from the next-door neighbor's hose bib over to the house. For the gas, they managed to break into the meter and get it working again.

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There were the tenants who cut off the heat before leaving for January vacation. I got a call from the neighbors indicating that there is was a frozen waterfall coming out the front door and running down the outside front steps. Once inside, I discovered every pipe and every radiator was busted. There was 2 feet of water in the basement.

The tenant was on summer vacation. They had a top floor condo penthouse apartment. A plastic pipe under the bathroom vanity burst. The force of the water cut a hole through two layers of sheetrock walls and flooded a closet behind the bathroom. The water formed a river and ran across a 30-foot wood floor living room and then parted into two streams. Residents downstairs were wondering why it appeared to be "raining" outside as they saw water running off of their balconies! The other stream flooded the public hallway of the apartment building.

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I managed a two-unit building. The owner lived upstairs. A fire started in the first floor apartment on a Saturday morning. The owner upstairs became aware of it when flames and smoke began to eat through his living room floor. He rushed down the steps to the main front door that was secured by a security bar gate. The gate had to be unlocked. The owner forgot his keys. He could not retrace his steps as the steps to the second floor were in flames. He started yelling. Luckily a neighbor across the street heard him, brought a crow bar and pried off the gate so that my owner escaped unscathed. The house that I managed next door to this townhouse was extensively smoke damaged as smoke was sucked from the outside around cracks in the windows.

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Before it was smoke damaged, the home referenced above was burglarized twice. An attempt was made a third time. The first time, the burglars kicked in the main entry door and broke into both apartments, stealing mostly electronic equipment. We quickly made repairs and installed a security bar gate on the front door. In the second burglary, a few days later, a neighbor across the street (the same one who saved the owner with the fire) noticed two taxicabs pull up to the house around 11:00 a.m. in the morning on a weekday. Two men got out. The neighbor did not see them after that. Apparently, the men managed to climb up on a small ledge above the front door and then they climbed in an upstairs window and entered the building again. They were observed carrying items out of the house and putting them into the taxicabs. The neighbor thought that someone was moving out. I went to the neighborhood and talked to the neighbors and that is how I got this story. But, it does not end here! The next day, the men from the taxicabs were seen walking up to the same house and "looked suspicious". A neighbor went over to ask

them what they were doing. With that, the burglars took off down the street with the neighbor in pursuit. The neighbor chased the burglars down an alley and back toward to Pennsylvania Avenue. When he lost them, he used a pay phone to call the police. The police were there in a few minutes and apprehended the men. It turned out that the men lived almost across the street.

**Cliff Houghton**  
**Long and Foster Real Estate, Inc**  
**Washington D.C.**



I took over management of a house for an owner for whom I was already managing other property. At the time, I did not know that these were truly the tenants from @#%&\*#@.

I will try to make this long story short.

The tenants were renting month to month. They failed to pay their rent in December. We filed for eviction and received a judgment when the tenants did not appear. The tenants filed for a new hearing. At this hearing and with a mediator, the tenants stated there were unresolved maintenance issues that the owner had not taken care of and claimed they had called and sent a letter. The judge set a trial date. At the trial, the tenants said they had a lawyer. However, their lawyer did not appear, so the judge set a new trial date for one week later. It was now the end of January. Shortly thereafter, the tenants and their lawyer appeared at our office and we spent 3+ hours negotiating a resolution. The tenant agreed to pay February rent. In exchange, we would come by the house to inspect alleged maintenance issues. On the day we were to inspect the house, the tenant was not there as they were "working" and unable to get away. The tenants' 14 year-old child was at the house. We were unable to do the inspection because a minor was home alone. We went to court the next week. The judge said the tenant failed to follow through on the agreement and set a trial date. A week later at trial we were awarded possession. However, while on the stand, both defendants stated that on the day we were to do the inspection, we insisted on entering the house when only their 14 year old was home.

When we met the sheriff at the house to have them removed, two officers were inside. They called for backup. The sheriffs told us afterwards that they were very close to cuffing the tenant and that there was something "wrong" with him. They finally got them out and we changed the locks. We sent them the appropriate abandoned property notice. The owner's lawyer was involved and allowed them additional days.

We discovered they put a new lock on the bedroom door and were going back through the window at night. We were at the house one evening with the owner and maintenance crew. I saw the tenants' truck coming down the street. I immediately called 911. They came up to the house and threatened my life and tried to get in the house. The tenant tried to push past the owner into the house and he would not let her through. I was in the house, and my maintenance person was out by his truck ready to grab a machete he had in the bed of his truck. They finally left but filed assault charges against the owner. After they left we found a gun and plenty of bullets. We ended up having to hire security guards for 2 days to finally end this situation.

The owner was out 3 months rent, court and attorney costs and additional management costs. He did get a check from his insurance company for the damage done to the house.

Thank goodness I didn't place this tenant!

**Julie Gutwig**  
**POPM Inc. dba Priority One Property Management**  
**Clackamas, Oregon**



A few years ago we were taking over the management on an owner's very nice 3,500 square foot ranch style home. The owners had been transferred, and the husband was already gone. The wife and her eight year-old were going to move as soon as school was out. Everything had been completed, and the only thing left was to install new carpets the same day the Mom and her son were to vacate.

The carpet layer did a super job and as he was cleaning up, decided to have a cigarette. But when he reached into his shirt pocket his pack of

cigarettes was gone. He looked around the house and there, right in the middle of the very large newly carpeted family room, was a lump. He couldn't believe it, but rather than take up the carpet, he just stepped on the lump to mash it down. Then he used his hammer to really smooth it out. He stepped back and there was no way you could tell where the lump had been.

Just as he was opening the door to get into his pickup, he saw his cigarettes on the seat. At the same time the Mom came driving into the driveway, jumped out of the car in a panic and asked the installer if he had, by any chance, seen her son's hamster that had gotten out of his cage that morning!

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A few years ago when real estate was very slow, I had an unusual call on one of our rentals.

The property was a condo in a building with 4 units. The front unit was a single story, two-bedroom. Units two and three were both 2 bedroom 2 story units. The back unit was a single level upstairs unit over the parking area.

The parking area had three sides like a carport. A lady called and asked how much the unit was and I quoted her the price. She then started asking me details about the unit, number of bedrooms, baths, square footage, and so on. She then asked about the parking and I told her there was a carport.

After thinking about what I said, I thought I would help her understand that the parking area was actually under the back upstairs unit. I told her that the parking was really more like a garage without a door. A long pause followed and the prospective tenant asked, " Then how do you get your car in it?"

Needless to say, we didn't rent to her.

**John Kollaer**  
**Former NARPM member and workshop leader**



### **Some Folks Overdo it When the Rent's Overdue**

When faced with tough times, people go to unusual lengths to keep the rent paid -- selling one of the family's cars, taking a second or third job, or pawning the family jewelry. I have encountered a couple of these folks, however, who took a different approach: one of them an optimist, the other a realist. The optimist called five days after the rent was due to tell me that when he won the lottery that night, he would have the rent money. I didn't have the heart to ask what would happen when he didn't win.

The realist took the bull by the horns, or rather, a bank teller by surprise, when, as I later learned, he showed up at a local bank wearing a clown's mask and demanding bills in small denominations. I must admit, I was a bit curious when this tenant, no longer wearing the clown's mask, paid his \$600 rent in \$20 bills. But, being a trusting soul by nature, I mentally settled on prosaic reasons, and so was just glad he paid the rent. By the time the police came that afternoon inquiring about the currency with which he had paid, the "evidence" had been deposited. I, reeling a bit from the revelation that in this instance reality was crazier than my most imaginative suspicions, directed them to our bank. You could argue that the clown was an optimist, rather than a realist in thinking he wouldn't be caught. But regardless of how you characterize his outlook on life, there is no doubt that this joker had gone wild.

**Rose G. Thomas, MPM®**  
**PMP Inc.**  
**Fredrick, Maryland**



Our rents are due on the 1st and late at noon on the 4th, at which time a late fee is added to the rent. Our office policy is that if you are going to be late on the rent and you give us a valid reason "that we have never heard before" we will give you a 1 time courtesy of waiving your late

fees.

About 9:30am the morning of the 4th the phone rang. It was one our tenants -- a single young woman in her 20's. She was frantic. She said, "I can't make it to your office before noon. My parents live on a small farm. They are on vacation and the farmer next door is supposed to milk the cow. The cow hates the farmer and won't let him come near her. She has to be milked now! If she does not get milked she can get so sick she could die. I have to go to Canon City right now to milk the cow." We told her that was definitely an excuse we had never heard before and we would not charge her late fees. She came in to the office the next day--after milking the cow again for that day. She paid her rent and reported the cow was doing fine and her folks were due home that day. She said that Bessie, the cow, just does not like men and in particular did not like the neighbor.

**Sandra Dowda, MPM®**  
**Central Office Heritage Realty**  
**Colorado Springs, Colorado**



A number of years ago, we lived and worked in the very small community of Noe Valley. My wife Janet was shopping with our son Adam at the local supermarket. They were in the check out line. The woman in front of them was buying cat food. Adam, a very inquisitive 8 year old, asked her, "Do you have a cat?" She said she had two cats and she started to describe them. When she was finished, she asked Adam, "Do you have any pets?"

Adam told her we had a dog, "a big Akita." He started to describe his dog when she interrupted him and asked him if his dad had a sign about his Akita in the rear window of his car.

Adam said, "Yes. It says, 'My keys are on the front seat next to my Akita!'" The woman became very nervous. She squealed, "Is your dad Joel Panzer, the property manager from Real Management Company?" Adam said, "Yes, how did you know?"

She became terrified. She begged him, "Please don't tell your dad who I am." She acted very scared, repeating herself.

My wife stepped in at this point and tried to calm this woman down, reminding the woman that neither she nor Adam knew who she was. My wife hastened to frankly point out that she did not want to know who she was! (Perhaps she had not paid the rent or was not supposed to have those cats.)

The poor soul was so panicked about losing her cats or her apartment; she was not listening. She quickly paid her bill, and, still trembling, rushed out of the market.

**Joel Panzer MPM®**  
**Real Management Company**  
**San Francisco, California**



**Rick "The Sod Buster" Ebert tells this story of one his first investment sales that led to property management accounts.**

Having recently relocated from Californian to Austin, Texas, and extolling the virtues of Austin investments to several Californians, I had purchase contracts on 10 brand new duplexes to be built on one block. Always interested in construction, I monitored the construction process like a proud papa, giving the owners periodic updates on the construction of their investments.

A part of the purchase price included sod in the front and rear yards. As y'all may know, it gets a might warm in Austin, in the summertime and my site visits revealed that the lawns were put in way in advance of the completion and closing dates. Speaking to the builder's representative went no where in informing them that the grass was dying, but they said I could speak directly to the job superintendent. The superintendent was a card carrying red neck, and he knew absolutely nothing about grass (the lawn type anyway). The lawns continued to get browner and deader by the week, and the red neck superintendent continued to insist that the grass was "alive and well". We had words. I then took a square of the

“alive and well” brown grass patch and tossed it into my attaché case and told the superintendent that I was headed straight to the builder’s office to discuss the matter of the brown grass that he swore was “green and growing”. When I arrived at the builder’s office, I was as hot as a Texas summer. I told the builder that the only way the lawns could be green at the time of closing was to paint them green, and I tossed the brown grass patch on his desk. I also told him that if the grass wasn’t green at the time of closing, there wouldn’t be a closing. At this time we were looking at over \$1,000,000 in sales, sizeable sales commissions and big builder profits. By this time, the superintendent showed up and the builder took the superintendent to the hallway and “loudly” discussed the matter. The builder returned from the hallway meeting stating the grass would be green upon closing. The sales closed. Viola! My career in property management was positively launched in giving conscientious service to new clients.

### **How Roaches and Roofs Secured an Account**

During the mid 80’s when the savings and loans got into the property ownership business by foreclosing on investors, such an institution hired me to “watch” 2 fourplex properties for a modest fee. The bad news is that these properties were in absolutely terrible condition with poor roofs, broken windows—you name it, they had it. These were the worst buildings on the block. The good news is that all of the units were vacant. I gave the lender/owner periodic updates on the condition of the property and continually urged them to renovate the properties so that tenants could be obtained. I kept meeting with rejection after rejection until one day after a very heavy rain I went to the property to perform a routine survey. When I walked into the buildings I found that the roofs had failed and that there was 2 inches of standing water on the floors. Floating on the water were scores of cockroaches—all dead from drowning! Seeing this as an “opportunity”, I returned to my car, retrieved my camera and took pictures of the drowned cockroaches. My report to the lender, complete with pictures of the floating cockroaches was brief: “There is bad news: both roofs leak badly causing rain water to stand in the buildings to a depth of two inches. The good news is that the flood has killed off all of the cockroaches. Please inform me if you wish to continue to drown the roaches by neglecting the roof.”

## **No-Pet Policy Enforced by a Tenant**

Upon making a routine survey of one of my managed duplexes, I heard strange animal like noises coming from the back yard of one unit that I had recently rented to a “good ‘ole boy” from Louisiana. It didn’t sound like a cat or a dog, and no pets were allowed because the building was new. I peeked over the fence to find 3 goats eating the grass and apparently telling each other how good it tasted.

Well, of course I was both shocked and indignant and now starting to get a bit angry over the goatherd in the back yard. Knocking on the front door, I confronted the tenant about the goats and curtly reminded him about the “No Pet” policy. The tenant advised me that the goats weren’t to be considered “pets”. So I asked, “If they aren’t pets, what are they?” Matter-of-factly he informed me that the goats were “dinner”! True to his word, the goats “disappeared” except for a few bones found around the yard.

**Rick Ebert, MPM<sup>®</sup>**  
**Austin Landmark Property Services, Inc. ALPS, CRMC<sup>®</sup>**  
**Austin, Texas**



## **Shaggy Dog Stories**

When I first got into property management, one of my duplex residents (a little old lady) called to say the neighbor’s dog was getting into her back yard. Being new at the business, I decided I had better check this one out for myself.

Upon arrival, the resident took me into the back yard and pointed to a bush next to the fence. She said, “That is where the dog is coming through.” I pushed the bush out of the way to get a better look. At that moment, a large German Shepard came through the hole behind the bush and immediately bit me in the leg. The dog then returned through the hole without uttering a sound. My pants were torn, and I was bleeding. I said to the resident, “I’ll have your fenced fixed tomorrow.” I left for a

trip to the doctor to get a tetanus shot. The next time a repair came up with a dog included in the story, I called the vendor first.

\*\*\*

I had one resident in a single-family home in a bad part of town. She never paid on time and had to be served every month if we had any hope of collecting. The last time I ever personally went to the property to serve the notice to pay I saw a pit bull chained to a stake on the side of the house. As I approached the house, he started barking and lunging towards me. With each lunge, the chain stopped him just as he reached the corner of the house. Since he would get going at full speed before he ran out of chain, he would go flying back as his collar and chain took hold.

I tried yelling to the tenant as I stood near the safety of my car. It was to no avail as the dog was just too loud. One would think the dog would get her attention, but not in this part of town. "The chain and pole seemed to be doing the job intended, so I finally decided to make the trip up to the front door where I could serve or post the notice. (Who wanted to make a second trip if it could be avoided?) As I approached the front door, the dog continued to run and lunge at me. I thought he was stupid to be so persistent when he was getting repeatedly yanked back with a rebound. As I reached the front door I lost sight of the dog around the corner except for his paws and nose.

I was about to knock on the door when I saw his paws, nose, then head, body and tail appear before my eyes! I also noted the chain was still attached and so was the stake he had just pulled from the ground. He was staring straight at me no more than 30 feet away. He began his charge as I stood frozen in my shoes. When we were about 10 feet apart I did the most instinctive thing I could think of. I BARKED at him in my loudest and meanest dog bark. Amazingly, he stopped, turned 180 degrees and ran around the house never to show his face again that day.

As soon as he was gone, the tenant showed her face. I served the notice and was off to my next appointment. As I recall, it included a stiff drink.

**Robert Machado, MPM<sup>®</sup>, CPM<sup>®</sup>**  
**Homepointe Property Management, CRMC<sup>®</sup>**  
**Sacramento, California**



Our company maintenance man, John, is not particularly well known for his “plumbing” repair handiwork. One day, he received an order from our company to do a repair on a leaky commode. He arrived at the property, found the leak, and was proceeding to complete the repair. He applied the compound upon completion and while it was drying took his tools back to the truck. Upon his return, he patched up the hole behind the toilet where he had fixed this leak and went on to another job.

A little while later, our receptionist received a call from the tenant who was inquiring about her cat. She had not seen it since she had been home. She was wondering if the repairman might have let him out. Our receptionist said that she would contact him to find out if this was true. In the meantime, the tenant began hearing a cat crying. She kept following the sound, which eventually led her to the bathroom. As she was standing in the bathroom, the cat meowed once again and she surmised that the cat was “holed” up in the wall. Our repairman returned to the property, had to break open his repair, and the missing cat reappeared through the hole. Needless to say, he had to repair his handiwork once again and has not accepted many plumbing repair jobs since!

**Lori Prescott**  
**PRS Property Management**  
**Tempe, Arizona**



As Reported in an Austin, Texas Newspaper (paraphrased) and reprinted from December 1992 issue of *Residential Resource*

There was a fire to which firefighters were called. A neighbor, who saw smoke coming from the apartment, had reported the fire. When the firefighters got to the apartment, the resident would not let them inside. The firefighters called the police who when arriving on the scene convinced the man to let in the firefighters. They found the kitchen pantry on fire. Later, the man admitted that he started the fire. His defense was that he was making an attempt to kill roaches. Mental health professionals interviewed the man but decided against commitment, so the police arrested him for arson.

## **The Property Manager's Plea**

She stood before the pearly gates.  
Her face was scarred and old.  
She stood before the man of fate  
For admission to the fold.  
"What have you done," St. Peter said,  
"To gain admission here?"  
"I've been a property manager  
For many and many a year."

The pearly gates swung open wide,  
St. Peter touched the bell.  
"Come in and choose your snowy cloud,  
They never need repairs.  
They are completely insulated  
And have individual air."

"The maintenance up here, old gal is absolutely nil.  
And as for kids and dogs and cats,  
I know you've had your fill".

"We have no plumbing problems,  
We've solved them very well.  
Our pipes run under Heaven,  
And drain out down in Hell.

"So if you wish," St. Peter said,  
"Sleep until noon or more,  
No tenants will come knocking  
or rapping on your door.

"We have no telephones to ring,  
No gripes for folks to air.  
There are no tenants here, old girl,  
We've sent them you know where."

Author Unknown

**Submitted by Wallace Gibson, MPM®**  
**Gibson Management Group, Ltd.**  
**Keswick, Virginia**

## **QPS' Favorite Things**

This is a compilation of some of our favorite comments, complaints and incidents involving our tenants.

### **Money:**

“I **HAD** to buy my girls Easter dresses instead of paying the rent.”  
(Hmm... hope they can find shelter in those dresses.)

\*\*\*

“I was late with my rent and I do owe late charges but the lease says you can only withhold it from my deposit when I move-out.” (What lease is he reading from?)

\*\*\*

### **Maintenance:**

With temperatures nearing 105°, a tenant reported emergency maintenance that her A/C was not working and she wanted it fixed ASAP. However, when the contractor called her immediately to let her know he was on his way, she said he couldn't come at that time because she was watching the Cowboys' football game. (Now that's a fan...who, hopefully, had a fan.)

\*\*\*

One winter, with temperatures at 42° and steadily falling, a tenant reported emergency maintenance that his A/C was not working and it was unbearably hot. (Huh?)

\*\*\*

At 3:00 a.m. on a Monday, a tenant reported the following emergency: “The temperature is fine in the house but the heat pump is making noise. Please send someone out right now because the neighbors are complaining that they cannot sleep and they will call the police if the noise continues.” (Wonder if the police frequently receive such “disturbance of the peace” complaints?)

\*\*\*

A very angry tenant yelled at the Maintenance Coordinator for not having the toilet fixed. Concerned and a little embarrassed about the assumed

oversight, our employee apologized to the tenant and asked her when she had reported it. Still yelling, the tenant said, "I'm only reporting it now but you should have known!" (Sorry, our crystal ball is on the blink.)

\*\*\*

"My commode is broken. The ball's cock is not straight and will not go up."

\*\*\*

"Your repair guy left his tool on my bed and it is messy."

### **No Pets Allowed:**

Tenant's response to a pet violation letter: "I know I was not supposed to have any pets, but your letter stated I have 3 and I only have 2 – I was babysitting 1. I will get rid of my pets and pay the violation fees, but I expect the property owner to pay the \$298.00 fine I had to pay to the pound when one of my pets got outside of the yard." (Is this guy for real?)

\*\*\*

### **All-time Favorite Obnoxious Quotes:**

1. My lease says...
2. I want to talk to the **man** in charge! (In an office with women "in charge" our response to the truly crass has been, "Then you better start to pray because God is the only man in charge here.")
3. You'll be hearing from my attorney!
4. It looks better than when I moved in.

**Erika Klenert Green, MPM<sup>®</sup>, Proud NARPM Member since 1994**  
**Quest Property Services, Inc.**  
**Ft. Worth, Texas**





*Used with permission K. E.*



I would have to go to the Carvel Ice Cream shop with my good friend and mentor Mark Kreditor. I have had the pleasure of picking up Mark and taking him to the airport on numerous occasions when he would visit our Orlando Chapter to speak. The one thing Mark would always insist on was having some Carvel ice cream. He loves vanilla and we would have to stop by one of the few Carvel Ice Cream Shops still open in Orlando on the way back to the airport. At the 2001 FARPM state convention I had to drive 30 minutes outside of Orlando to Lake Mary and put a serving of vanilla soft serve ice cream on ice for Mark to enjoy on the way to the airport.

I have to wonder if Mark now has a Carvel soft serve ice cream machine at his office or home.

**Fred Thompson, RMP®**  
**Re/Max 200 Realty**  
**Winter Park, Florida**



### **TOP TEN EXCUSES FOR LATE RENT PAYMENT**

10. "Some unexpected expenses came up...braces, the car payment..."
9. "I thought my husband (wife) paid it."
8. "I thought it wasn't due until the 10th."
7. "I had to give it to the funeral home or they wouldn't bury Uncle ..."
6. "My income tax refund is overdue."
5. "My (check one) \_\_\_ grandmother, \_\_\_ aunt, \_\_\_ cousin, \_\_\_ stepfather, \_\_\_ uncle, \_\_\_ other died unexpectedly far away."
4. "My wife (husband) left and cleaned out our bank account."
3. "Someone stole my rent money out of my purse at church."
2. "My wife's in the hospital having a baby and she always pays the bills."
1. The very best excuse I ever received was from a renter in the Coast Guard and it was legitimate: "I'm sorry that my rent will be late. I'm iced in in Antarctica."

**Helen Daniel, RMP®**  
**Century 21 Smith & Associates, Inc.**  
**Panama City, Florida**



**In an effort to stave off lawsuits, the following tongue in cheek disclaimer was developed by some property managers in Texas.**

The described property may, probably or definitely contains the following hazardous substances and conditions and such substances and conditions must be considered by any purchaser or user of the premises.

Asbestos; DDT; PCBs; Radon gas; dioxin; chlordane; lead-based paint; oil spills; creosote; cyanide; carbon tetrachloride; chlorinated fluorocarbons; plutonium; uranium; radium; industrial, commercial and residential chemicals; substances of every nature and description; and all other known or unknown hazardous substances.

In addition, structural damage, foundation damage, roof damage, danger of imminent collapse, seepage, rot, termites and all forms of animal and vegetable infestations may or probably do afflict the property.

Also, multiple human deaths, murders, rapes, child molestations, white slavery deals, robberies, curses, AIDS, plagues, Hong Kong Dong, weird and probably fatal and/or disfiguring diseases of every kind and description, riots, illegal drug sales, illegal drug growth, illegal drug manufacturing, defective condoms and all other unlawful events man, probably, or definitely have taken place on the property.

The property may be the site of buried archeological and religious artifacts and definitely has been used as a toxic waste disposal dump and illegal cemetery.

The property boundaries may encroach on other properties and the property is likely to be an illegal lot or subdivision.

All buildings and structures have material defects with respect to structural, electrical, mechanical, plumbing, and drainage. The property may flood.

There are no warranties either express or implied. The property is not suitable for human or subhuman habitation. The owner's dog abandoned the property and moved to a homeless shelter two years ago. The property is conveyed AS IS.

Major text reprinted from the June 1996 issue of the *Residential Resource*



As seen in the October 1993 issue of the *Residential Resource*:

If You Are Grouchy  
Irritable  
Or Just Plain Mean  
There will be  
An extra charge  
For  
Putting Up With  
You



#### A Bar of Choice

“**LOOK** at this flyer” I was told. An organization called NARPM was coming to town. It was sure to provide us with a network and all the tools to be efficient, professional property managers.

There I was, sitting behind **MOUNDS** of to-do lists. My life was in such a **CRUNCH**. How could I find time to join a professional organization? I seldom found time to stop for lunch and had a mere candy bar to get me by. With encouragement from those **M & M's** (Mary and Melissa), I snuck away. I attended the meeting and the **GOOD NEWS** was we formed our chapter at that very first meeting. It has been nothing but a great **SKOR** since.

Years have gone by. Reflecting back on meeting the **THREE MUSKETEERS**, Rocky, Rick and Bob (not to mention the **BIG HUNK**, Raybo) I have to **SNICKER**. Had I not **SKITTLED** to that meeting, I would have never realized the better **PAYDAYs** to come. The education, information, networking and friendships are all worth more than **100 GRAND**.

I welcome all of you, my NARPM colleagues, to a **MILLION DOLLAR**, 15<sup>th</sup> anniversary convention experience in Hawaii. As you learn the Aloha way, I leave you with **HUGS and KISSES**.

Don't forget to take some **CHOCOLATE COVERED MACADAMIA NUTS** home to your **SWEET TARTS**. Here's hoping your box of delectable chocolates are never missing any pieces.

Mahalo Nui Loa!

**Helen Baptiste, RMP®**  
**Property Management Resources, Inc.**  
**Kamuela, Hawaii**



### **A Little Levity—Letters to Landlords**

Many times reality is stranger than fiction. Nothing displays this better than the following excerpts taken from real letters to landlords:

“I wish to complain; my father hurt his ankle very badly when he put his foot in the hole in his back passage.”

“The lavatory is blocked, this is caused by the boys next door throwing their balls on the roof.”

“This is to let you know there's a smell coming from the man next door.”

“The toilet seat is cracked; where do I stand?”

“I am writing on behalf of my sink, which is running away from the wall.”

“I am still having trouble with smoke in my built in drawers.”

“I request your permission to remove my drawers in the kitchen.”

“Our lavatory seat is broken in half and is now in three pieces.”

“Please tell me when our repairs are going to be done, as my wife is about to become an expectant mother.”

“I want some repairs done to my cooker as it has backfired and burnt my knob off.”

“The toilet is blocked and we cannot bathe the children until it is cleared.”

“Will you please send someone to mend our broken path. Yesterday my wife tripped on it and is now pregnant.”

“Our kitchen floor is very damp, we have two children and would like a third, so will you please send someone to do something about it.”

“Would you please repair our toilet. My son pulled the chain and the box fell on his head.”

“Please send a man to look at my water. It is a funny color and not fit to drink.”

“Would you please send a man to repair my spout. I am an old age pensioner and need it straight right away.”

“I awoke this morning and found my water boiling.”

“Our lavatory seat is broken and we cannot get cable.”

“Could you please send someone to fix our bath tap. My wife got her toe stuck in it and it was very uncomfortable for us.”

“When I applied for a rebate, you said that you would have to take something off. Now that you have taken it off, I have been told that you should have put some on. So will you please take off what you took off and put on what you should have put on when you took it off.”

“When the workmen were here, they put their tools in my wife’s new drawers and made a mess. Please send men with clean tools to finish the job and to keep my wife happy.”

*Reprinted with permission from Apartment Manager, Marietta, Georgia*



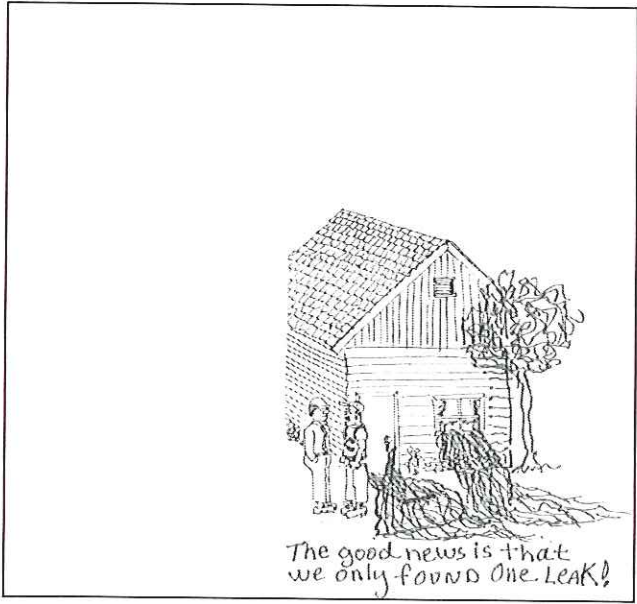
## Clearing Title

A New Orleans Realtor sought an FHA loan for a client. He was told that the loan would be granted if he could prove satisfactory title to the property offered as collateral. The title dated back to 1803 and he spent three months run it down. After sending the information to the FHA, he got his reply.

We received your letter today enclosing application for a loan for your client, supported by an abstract of title. Let us compliment you on the able manner in which you have prepared the application. However, you have not cleared the title before the year 1802. Therefore, before final approval can be accorded the application by the FHA, it will be necessary that the title be cleared of that year.

Annoyed, the Realtor replied: Your letter regarding titles and case number 181156 is received. I note that you wish the title extended further back than I have presented it. I was unaware that any educated person failed to know that Louisiana was purchased from France in 1803. The title to the land was acquired by France by right of conquest from Spain. The land came into possession of Spain by right of discovery made in 1492 by a sailor named Christopher Columbus, who had been granted the privilege of seeking a new route to India by the then reigning monarch, Isabella. Now the good queen, being a pious woman and careful about titles—almost I might say as much as the FHA—took the precaution of securing the blessing of the Pope. The Pope, as you know, is the emissary of Jesus Christ, considered by Christians as the Son of God who, it is commonly accepted, made the world. Therefore, I believe it is safe to presume that He made that part of the world called Louisiana, and I hope to heck you are satisfied.

## Anonymous





It was a rainy night in the Seattle area and I was sitting with a friend by the fireplace thinking how nice it would be in September to be enjoying the warm sun in Hawaii at the NARPM convention. One thought led to another and I thought about the theme for the Anniversary Book, NARPM is like a box of chocolates. My friend suggested it would be interesting to compare various tenants to chocolates so we began to kick around some ideas. She had been a landlord at one time and had lots of creative ideas. Here's a few thoughts we came up with:

Just as chocolates come in many varieties of boxes so do houses and tenants. You often run into the TASTER who nibbles at every piece but is never satisfied. You show him the decorative boxes, the many big homes, the kind you want to keep to store your treasures in, and you show him the sample boxes, the condos and apartments that never seem big enough for his furniture but nothing seems just right. The CHOCOLATE COVERED CHERRY who is so charming you love showing them around and are almost sorry when they find just what they want seems to counteract the experiences with the TASTER.

Then you have the joy of working with the sweet old couple that reminds you of CREAM FILLED chocolates; they want to hug you for having someone come screw in their light bulbs for them.

And we all just love the MINTS, the cool dude who sends chills through you when he announces at the move-in that he must have forgotten to mention that he had been evicted from his last residence under his roommate's name.

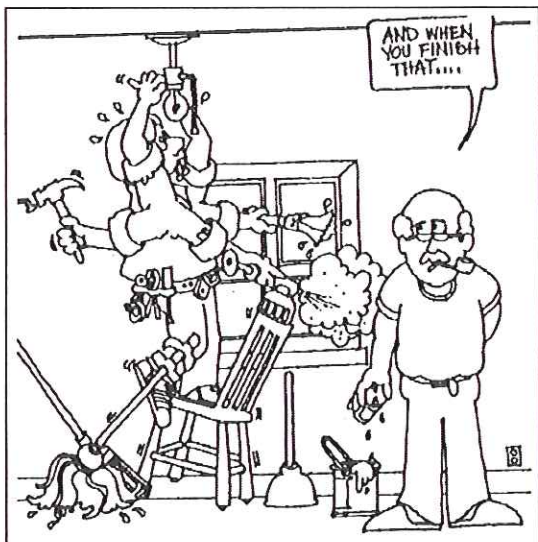
And how about the CAMEL, the chewy ones like engineers who chew on every morsel of the rental agreement? Sometimes they remind you of BUTTER BRICKLE, a little nutty but their overall goodness is worth the extra effort.

We all know the CHOCOLATE SURPRISE. When you bite into it, you are thinking it's one thing and it turns out to be another. This is like the tenant who shows up at the move-in inspection with his pet Pit Bull and Rottweiler.

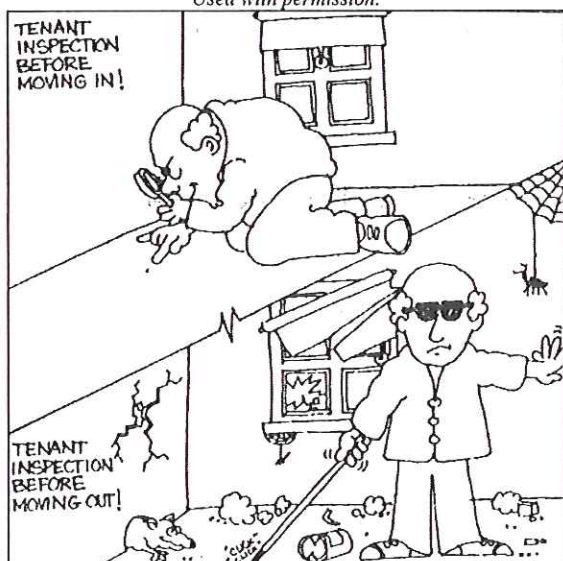
Lastly, there's FUDGE that can be an addiction for many of us. However, in spite of some negatives, there are far more positives in property management. And that's why so many of us are addicted to the wonderful world of property management and NARPM.

**James Tungsvik, RMP®**  
**Around the Clock, Inc. CRMC®**  
**Kent, Washington**





Cartoon from *Landlording. A Handymanual for Scrupulous Landlord And Landladies Who Do it Themselves*, by Leigh Robinson, Published By Express, POB 1639, El Cerrito, CA 94530-4639. Used with permission.



Cartoon from *Landlording. A Handymanual for Scrupulous Landlord And Landladies Who Do it Themselves*, by Leigh Robinson, Published By Express, POB 1639, El Cerrito, CA 94530-4639. Used with permission.

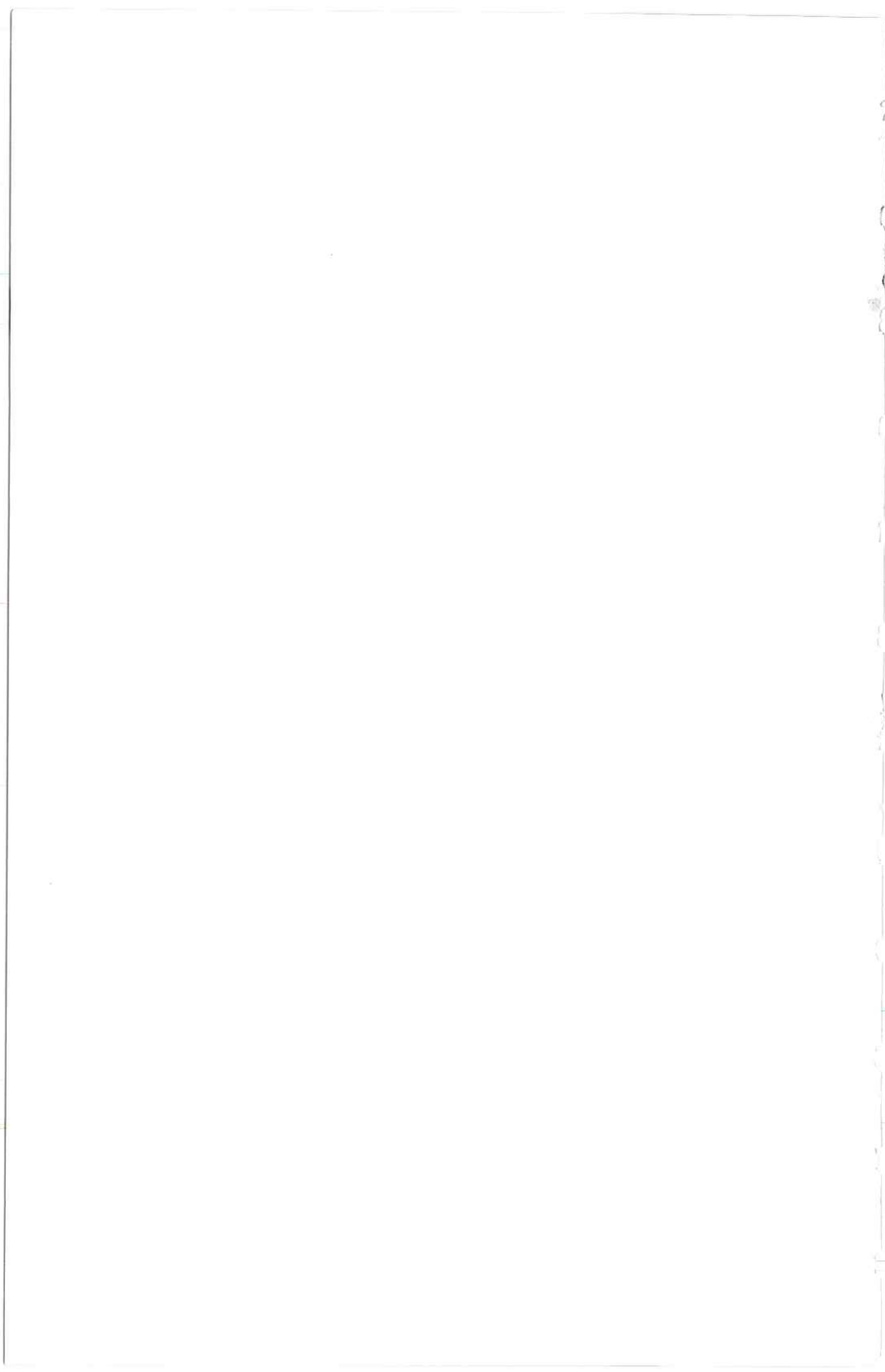




## *Epilogue*

“But the best morsels in the box  
have been those friendships we  
have garnered over the years.”

— *Karen Ebert, MPM®*



## Epilogue

The editor would like to thank countless persons who made this book possible. As contributions came in via e-mail, mail or fax, this editor was able to take a Wizard of Oz like trip down 15 years of memory lane.

We hope that all who read the book would have the same experience and feel a sense of renewal, growth, challenge and humor as they continue their property management and NARPM journey.

Should anyone have been left out, it would have been either because there was no contribution made or the submission got lost in the black hole of e-mail. Our intention was to include everyone.

Our thanks to Headquarters, ASMI, for designing the cover, the chapter inserts and for coordinating the printing.

We all look forward to seeing what delectable morsels the next 15 years in NARPM may bring us.

Karen A. Ebert, MPM®

