

**p9** See how our NARPM® membership grows!

**p13** Stop by the Monterey Bay Chapter of NARPM® in California to discover the excellent ideas they have implemented.

**p16** What goes around comes around when you volunteer!

# RESIDENTIALResource



THE OFFICIAL MONTHLY NEWS MAGAZINE OF THE NATIONAL ASSOCIATION OF RESIDENTIAL PROPERTY MANAGERS



## Save Yourself a “trip to the dentist”

Renter's insurance, just like getting your teeth cleaned, is not something you probably think about too often—that is, until a problem pops up. Heed this warning of requiring insurance and checking dwelling policies.

Pg 18

# PAST NARPM PRESIDENTS CHOOSE APPFOLIO PROPERTY MANAGER

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# IN THIS ISSUE July 2010

## FEATURE ARTICLES

- p8** **Fee Management Portfolio Reviews: Total Revenue Per Unit**  
Flat management fees per unit may be an ideal situation, but today's market forces property managers to calculate a different property fee formula. Find out if this method might work for you.
- p14** **A Real Look at Protected Classes: Familial Status Cases**  
Jason Bolden is back to focus on one of the most often overlooked classes of the Fair Housing laws: familial status. Even if you have good intentions, you just might be in violation.
- p17** **It's Not a Journey, It's a Destination: Dusting Off Core Values**  
Practice what you preach when it comes to your company's values. Hunter R. Miley teaches us how to make those concepts much more than just bullet points on a piece of paper no one reads.
- p18** **The Renter's Insurance Health Plan: It's Like Pulling Teeth**  
Steve Adamec knows that, just like going to the dentist, no one really wants to deal with renter's insurance. However, sometimes it is better to make sure you are covered before a problem creeps up.
- p22** **Attitudes Prove to be Contagious: Achoo! Avoiding Infection**  
Prepare to be amazed at all the situations where outside influences can affect your mood. Lisa Coulter shows us how we can make changes to guarantee it is affected positively instead of negatively.

## MONTHLY COLUMNS

- p5** President's Message
- p6** From the Desk of the Executive Director
- p9** Ambassador Program
- p10** Technology Matters
- p13** Chapter Spotlight
- p16** The RVP Bulletin
- p20** Designation Classes
- p24** Membership Growth

**TEE OFF AT THE ANNUAL CONVENTION IN OCTOBER AND HELP A LOCAL CHARITY!**



## EDITORIAL MISSION

Since 1989, the NARPM® news magazine has been a key focal point for the organization. The *Residential Resource* keeps members up-to-date on association events, and provides valuable industry advice and insight. NARPM® members receive the *Residential Resource* as part of their membership, included in their annual dues.

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# PRESIDENT'S Message

“If NARPM® is to survive in the future, it is imperative that we listen to the counsel of all of our generations.”



I RECENTLY HAD THE OPPORTUNITY to conduct a workshop, *Multiple Generations in the Workplace*, at the South Central Regional Conference. I must admit, it was not a very big crowd that was gathered in the rather large room. However, there were just enough attendees to represent exactly what I was going to talk about. I had three different generations of property managers all participating in the discussion.

What we seem to be experiencing in the workplace is not so different from what we are seeing in NARPM®. The specialists in the field tell us that never before in workforce history have we seen four different generations working together. These generations are:

- **Matures or the Silent Generation** (Born 1925–1945): Are loyal to their employers, possess superb interpersonal skills, and measure a work ethic on timeliness and productivity.
- **Baby Boomers** (Born 1946–1964): Presently dominate the workforce, believe teamwork is critical, and work ethic is measured in hours worked.
- **Gen Xers** (Born 1965–1978): Want open communication, look to a person to whom they can invest loyalty instead of a company, and respect production over tenure.
- **Gen Ys** (Born 1979–1988): Have always lived in a world of technology, are searching for ways to shed the stress

in their lives, and find working with someone of the Mature generation easy to do.

Each generation brings its own very unique qualities to the table. Matures have a work ethic that inspires them to work hard and trust that, over time, the rewards will come. Baby Boomers demanded civil rights for all and advocated for team management. Gen Xers eschew the workaholic behavior of their parents, but are determined to be successful. And, Generation Y is the first to have come along where technology is second nature to them. They are also our most educated generation.

I have found five tips to implement in order for us to work in the multiple generational atmosphere: 1) Be aware by recognizing your company's makeup; 2) Be enlightening by educating all generations about their differences; 3) Be open and listen to all viewpoints; 4) Set a good example by modeling respect and understanding; and 5) Be creative. It is not a one-size-fits-all world anymore.

I implore you to take a look around. What do you see in your workplaces and your NARPM® chapters? I would venture to say that it is the same thing I am observing. NARPM® is seeing more and more individuals joining the organization who represent our younger generations. Some are the sons and daughters of our Mature and Baby Boomer Generations' members.

However, many younger members are individuals who have recently chosen the property management profession and are seeking a means to learn all they can to be the best in their field.

This is why I have chosen to reactivate the Under 40 Group. This time, they will be an Advisory Board directly appointed by the President and the Board of Directors of NARPM®. This Board is assigned the task of keeping NARPM® leadership abreast of its wants, needs and desires as it relates to residential property management. W. Derrick Gainey of Pensacola, Florida, has agreed to chair the Advisory Board, and Brenda Davila of San Antonio, Texas, will be the vice-chair. I invite all of our under 40 members to contact us at [info@narpm.org](mailto:info@narpm.org) so we can place your name on the Advisory Board roster. That way, you can start taking an active role in your NARPM® future.

If NARPM® is to survive in the future, it is imperative that we listen to the counsel of all of our generations. It is not your parents' NARPM® anymore. Working together will make NARPM® the resource for those seeking assistance in professional residential property management. We will soar above all others!

**Vickie Gaskill, MPM® RMP® CPM® ARM®**  
2010 NARPM® President



From the  
**DESK** of the  
*Executive Director*



Gail S. Phillips, CAE

Now it is our turn to retain these members next year so they see the great benefits and support NARPM® members give to each other.

Once again I am on an airplane heading to the final NARPM® regional conference in Spokane, Washington. As I stated last month, these regional conferences had been a dream of many previous leaders of NARPM®, and I am delighted to be part of seeing this dream come to reality. I have met people from all across the country and appreciate the feedback and the welcome they have given me. The goal of the regional conferences was to reach those members who do not attend National Convention, and we have accomplished that goal. We have kept the registration reasonable and made travel easy for the members. At our June meeting, the Board will be evaluating and discussing the success of each individual event, and how we can work to make these events stronger next year. The locations for a majority of the events are set already; visit <http://www.narpm.org/conferences/regional-conferences/index.html> so that you can start planning now to attend a regional near you. Each of these conferences will begin with two days of education courses and a half day of Leadership Training that teaches chapter leaders how to use the tools NARPM® has created to lead their chapters. We will also offer an Ethics course and a full day of break-out sessions that are planned by members in the region. If you would like to volunteer to help out with your regional conference, just e-mail me at [executivedirector@narpm.org](mailto:executivedirector@narpm.org).

The NARPM® website has added an outstanding new feature. The *Residential Resource* magazines are now indexed, so you can go into the archives and search for an article from previous issues. Thanks go out to NARPM® Graphic Designer Kristi Dunlap and the Communications Committee for getting this project accomplished. The Committee is also

looking at many more enhancements to the website, so if you have any feedback please send them to [publications@narpm.org](mailto:publications@narpm.org).

We appreciate the investment Rentals.com has made to NARPM® by paying the dues to the first 500 new company members who have joined this year. This program has grown our membership to over 3,100 (as of May). We all need to take time to welcome these new members in your area as they attend chapter meetings or you notice they are new to the NARPM® list serves. This was a large investment on Rentals.com's part, and now it is our turn to retain these members next year so they see the great benefits and support NARPM® members give to each other. (If you are not already aware of the list serve, you can sign up at [www.narpm.org/members/resources/list-serves.html](http://www.narpm.org/members/resources/list-serves.html). Remember to include your name so your membership can be verified.)

The upcoming NARPM® Convention in Seattle, Washington, is fully planned and all trade show booths are sold out. The program has been established thanks to the great leadership of Leeann Ghiglione, MPM® RMP®, and the entire Convention Committee. This event has some fun things planned for attendees that you will not want to miss, including a talent show at the closing Gala! Register early and buy tickets to the President's Celebration and the Gala—both promise to be very entertaining!

That is all for this month so, until August, take care and have a safe summer so I can see you in Seattle!

*Gail S. Phillips*

**Gail S. Phillips, CAE**  
Executive Director

# NARPM's Finest Property Managers Have Plugged Into The Propertyware Service Cloud



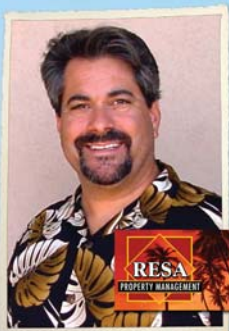
"Propertyware makes us look like HEROS in the eyes of our owners."

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## Fee Management Portfolio Reviews Total Revenue Per Unit

**Rob Massey, Jr., CPM<sup>®</sup>**, has served as a local chapter president for NARPM<sup>®</sup>, the Institute of Real Estate Management, and the Apartment Association in his hometown of Louisville, KY. He has taught several property management classes and managed nearly 1,000 apartments and houses before scaling back his property management company to pursue the national Internet listing service he founded known as RentalHouses.com. He served as vice president of industry development for Rentals.com for one year subsequent to the acquisition of RentalHouses.com by Consumer Source in January of 2007. Currently, he serves as a consultant for Rentals.com, focusing his efforts on industry and association relations for the company.

**For a copy of the spreadsheet that the author currently uses, please send an e-mail request to [rob.masseycontractor@rentals.com](mailto:rob.masseycontractor@rentals.com).**

Interestingly, no matter the amount of the rent on a rental unit, most of the same roles and tasks are necessary for managing each unit within a property management portfolio. For each single-family rental home under management, there is usually one owner, one tenant, the lease up, a monthly owner statement, a payment to owner each month, one rent payment per month, an average number of bills per month, an annual lease renewal, etc. Given this fact, it would seem that a flat management fee per unit would be the most appropriate method for charging a property owner for the management of their property. In a perfect world, that might be the case. The reality is that market forces dictate that an owner is usually only willing to pay a certain percentage of his rental income for the management of his property.

How much management company revenue is attributable to the management of one rental house? The answer lies in the sum of all of the fees charged to the owner and residents and/or prospective residents relating to the property under management. Even though a property manager may charge a percentage of the monthly revenue as the base fee, there are usually other sources of revenue including leasing fees, lease renewal fees, application fees, administrative fees, fees associated with overseeing maintenance, and other charges to the residents. In order to arrive at the gross management revenue per unit per month, all sources of income resulting from the management of one account must be included. Assimilating all of these fees and charges in a spreadsheet provides the tool needed for determining total management income per unit per month.

Determining the gross fees collected per unit per month is the best method for comparing compensation for services rendered across a fee management portfolio. When listed by unit, the disparity of income between owner accounts can be quite a revelation.

There are other factors to be considered when seeking the profitability from a management account, such as the distance of the property from the manage-

ment office, the amount of time the owner requires of the property manager and staff, and the amount of maintenance that is associated with the property. Greater distances from the office and more than the usual amount of time spent with an owner can negatively affect the profitability, while the maintenance required can be a positive or negative factor depending on the whether or not the property management company earns additional revenue from maintenance. Obviously, knowing the amount of time required of a new owner in advance is not possible; however, with existing clients, it should be compared against total fees collected.

Having all of this information on an existing portfolio is very helpful when figuring out what to charge a new prospective owner for the management of his property. Simply charging the same amount to every owner, irrespective of the property's location and rent amount, is not logical nor does it maximize profitability. Obviously, market forces—which are unique to each local market—ultimately determine how much can be charged for management services, but a property manager needs to first establish whether or not it is feasible to profitably manage a particular property within market constraints. Additionally, with knowledge of total management income averages across a portfolio, a property manager can better determine which current clients need to pay more for services provided and which ones already pay appropriately.

Interestingly, property owners seeking a property manager typically focus on the management fee percentage and not necessarily the total amount of fees charged to them for all facets of management. Recognition of this fact may influence how fees to owners are best quoted. In addition, with some revenue sources associated with a management account coming from residents, the actual amount of management account revenue as a percentage of monthly rent is normally significantly higher than the quoted

**Continued on page 11.**



# AMBASSADOR Program

EARN REWARDS AND ACHIEVE AMBASSADOR STATUS FOR REFERRING NEW NARPM® MEMBERS.

Who better to spread the word of the benefits of NARPM® than its members? To achieve Ambassador status, you must refer five new members in one year. You will then receive an award certificate and a \$200 NARPM® credit that can be used toward your annual dues, upcoming events, education classes, and more! You can earn multiple award certificates in a 12-month period, so be sure you continue referring new members even after you have achieved Ambassador status.

1. Contact NARPM® National for Membership Application brochures. Upon request, National can mail the application directly to the prospective member.
2. The 12-month period to obtain five new members starts the day the first application is processed.
3. When the fifth application is received, an award certificate and a recognition certificate will be issued and dated. A \$200 NARPM® credit will also be issued.

## MARCH 24, 2010 – APRIL 12, 2010

### **NEW MEMBER**

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Charles Meyer  
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David Plank  
B. Ramer Spurr  
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Heather Foerster  
Jack Stein  
Connie Marie Krown  
Karen Dvorak  
Laurie Frame  
Diane Ferreira  
Keith Hiranaka  
Craig Shinsato  
Sarah Swint  
Patrick Molin  
Aidany Barboza  
Mihai Ciohir  
Eddie Parker  
Krystle Murphy  
Sean Phelan  
Laurie Sloan  
Jason Born  
Shawn Storhaug  
S. Dare Tulloch  
Shelley Smith  
Fuyuki Iwama  
Tammy Oullette  
Jennifer Suter  
Douglas Barber  
Cindy Hoover  
Mike Nelson

### **REFERRING MEMBER**

Harry Van Mater, MPM® RMP®  
Carolyn Rogers, MPM® RMP®  
Karen Hodges, RMP®  
Tina Bradley  
George Trombley  
Cindy Hoover  
John Welch  
Chris Casillas  
Leslie Guevara  
Leslie Guevara  
Washington Rojas  
Alma Dimery  
David Ben Burklow  
Bonnie Howd  
Robert Locke  
Roy Poe  
Anne McCawley, MPM® RMP®  
Laurene Young  
Tom Shinsato  
Tom Shinsato  
Dave Swint  
Antonia Molin  
Janet Summerton  
Washington Rojas  
Leslie Guevara  
Candice Swanson  
Judy Rose  
Bradley Isa  
Peggy Francis  
Wallace Gibson  
Tina Bradley  
Mike Nelson  
Phillip Frandler  
Robbie Tarter  
Michael Suter  
Karen Ayers  
Gloria Johnson  
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Dennis Dodson  
Dennis Dodson  
Tina Hogan  
June Toppenberg  
Paula Leffler  
Tom Hubba  
Darlene Higa  
Janet Summerton  
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Cecilia Cantwell  
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Beverly Browning, MPM RMP  
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Leslie Guevara  
Keith Becker  
David Campbell  
Colin Lightfoot

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Justin Norris  
Angela Dolan  
Debra Aidt  
Noelle Matthews  
Dana Morgan  
Nathan Kometani  
David Brogdon  
Coleen Doughty  
Marvin Crawford  
Kimberly Bandt  
Amy Newell  
Neil Najibi  
Carolyn Marsh  
Cathleen Crosby  
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Tina Bradley, RMP®  
Michele Brassard, RMP®  
Dawn Crawford, MPM® RMP®  
Karen Dixon  
David Gould  
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Marty Hutchison, MPM® RMP®  
Leslie Latham, RMP®

Robert Machado, MPM® RMP®  
Kevin Martin, RMP®  
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Mike Nelson, MPM® RMP®  
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What Would **YOU** Do  
with \$200 NARPM® Dollars?

Dues? Education Classes? Convention?



**Michael Mino** is president and CEO of PropertyBoss Solutions. He became a landlord in 1977 when he purchased his first rental units. A serial entrepreneur, he has started a number of software technology firms. For more information about Michael or PropertyBoss Solutions, visit [propertyboss.com](http://propertyboss.com) or call Michael at 864.297.7661 x26.

## *Has the Plug Been Pulled?* p2

We have described the three phases preceding the loss of your software supplier: vendor selection, danger signals, and disconnection. Let's examine a number of actions and strategies available to you at each of these phases. The most important thing to remember is that you always have options—even when they may not be evident.

### **SELECTING YOUR SOFTWARE PARTNER**

Here are some questions to ask to qualify a potential partner:

- **Longevity:** When did you first sell this product series? Ask for a specific date rather than a general response of "two or three years." The "10,000-Hour Rule," repeatedly referenced in the book *Outliers: The Story of Success* by Malcolm Gladwell, asserts that it takes ten thousand hours to become an expert in a field. For an organization, this translates to five years (10,000 hours divided by 2,000 business hours per year) focused on a specific product.
- **Financial Stability:** Have you been profitable for your last five years? Financial statements are readily available for public companies, but private ones will generally not provide them. They should be able to answer the profitability question.
- **Right-sized Company:** The company should be large enough to have the resources you need, but not so large as to not care who you are.
- **Data Ownership:** What is your policy regarding availability of my company data? Obtain a written statement that you have the ability to retrieve your data anytime at your option. Identify any specific fees and the format of the data provided. Apply the same methodology as you would to your on-site data backup, including conducting a test by requesting and reviewing the data. Make sure that you have the legal right and mechanism to obtain your data in the event the vendor declares bankruptcy.

Often the software application (which implements the processes and procedures of your business) is as important as your data. There are a few approaches to preserving your use of the application.

The simplest method is to obtain a perpetual license to use the software. This means that you must host the software yourself, on your workstation or server, but it provides maximum control and protection from loss of use of the application. This rules out products only available as hosted by the vendor.

An often talked about, but seldom practical solution is to enter into an escrow agreement with the vendor. This is an arrangement in which the software vendor places a copy of their software into an "account" held by a third party referred to as the escrow agent. The escrow agent is typically an attorney trusted by both parties, or an organization setup specifically to offer this service. The terms of the escrow agreement set the circumstances when the software is released by the escrow agent. Typical conditions are: bankruptcy of the vendor, failure to maintain the software, or other breaches of the software license agreement.

There are costs to setting up (\$1,000 to \$5,000) and maintaining (\$500 to \$2,000 per year) an escrow arrangement. The more significant cost though, is the oversight of maintaining the expertise and development environment to be able to actually utilize the software source code should it be made available to you. This later cost and required sophistication makes this option only viable for very large businesses.

### **DANGER SIGNALS**

We have described three of the danger signals preceding the plug being pulled on your software: changes in the relationship, atrophy of the product, and lack of marketing and sales effort. To quote a catchphrase from Douglas Adams' book, *The Hitchhiker's Guide to the Galaxy*, "Don't panic."

If you have not already done so, use the alert to implement some of the strategies mentioned above. If the vendor maintains a users group (often enabled by online technologies such as Yahoo! or Google),



join in on the discussion and see what others in the same situation as you are thinking or doing. Your local NARPM® chapter can be an excellent forum to seek out other users of your software package and collaborate on options.


If you cannot find a user group or established network for your software, consider starting your own group. You can setup an online group with Google (<http://groups.google.com>) or Yahoo! (<http://groups.yahoo.com>) at no cost. Compile a list of e-mail addresses of known users of your software and invite them to join your online group using the group tool.

#### YOU RECEIVE THE FORMAL NOTICE

The adage "One man's misfortune is another man's opportunity," may be your salvation. Look to third party support organizations that are familiar with the software product, and offer support packages to abandon users of your software system. These groups may have provided implementation and training services to users of your software. Since there will not be any new installations of this software, they can redeploy their consultants to provide the software support you previously received from the software vendor.


Other software vendors with competitive offerings will now have a number of prospects to justify developing an automated translation program to convert the data from your existing system (remember how you included this capability into your original contract) to their system.

#### THE FINAL WORD

My final reference, to Benjamin Franklin's classic "An ounce of prevention is worth a pound of cure," certainly holds true here. There is no substitute for picking the right software partner. They will work with you throughout the span of your relationship and will pro-actively provide you with options should the worst come to be. Of course, picking the right partner can be a challenging endeavor. Should you choose poorly, remember that you have alternatives. 

**Continued from page 8.**

management fee percentage partly because all owner fees are included, but also because tenant fees are factored into the total. Property managers get a more accurate view of the impact of a new account when taking all sources of revenue into consideration.

Most property managers are so involved in all of the day-to-day activities that stepping back and better analyzing existing accounts is not regularly done. Taking time to review management revenue and associated expenses per unit can be very beneficial for future pricing and profiting from the management of property. 

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# CHAPTER Spotlight

SHEDDING SOME LIGHT ON THE EXCELLENT NARPM® CHAPTERS ACROSS THE UNITED STATES.



**Kathleen Richards, MPM® RMP®**, is broker/owner of *Portola Property Management, Inc.* in Santa Cruz, CA. She teaches *Successful Landlording* classes, and has been a guest speaker at real estate classes teaching property management topics at *Cabrillo College* in Aptos, CA. Kathleen actively writes about property management topics at her blog *www.RentalMatters.com*. She has been active in NARPM® since joining in 2005, and is currently serving as president for the Monterey Bay Chapter. Having previously served as secretary and president-elect for CALNARPM, Kathleen will be president for the 2010-2011 term.

**For additional ideas on how to strengthen your chapter, visit the Chapter Leader Services area at [www.narpm.org/chapter-services](http://www.narpm.org/chapter-services).**

## Monterey Bay, California

Santa Cruz County and Monterey County are desirable places to live, but expensive. I live in a surfing neighborhood where all the garages have long since been converted to units. Complaints from disgruntled tenants or neighbors often end up in a Red Tag problem for an owner with someone turning them in for that converted garage.

As professional property managers, we need to be aware of code violations and have them addressed in our leases so as to avoid them in the first place. Our chapter, Monterey Bay, had David Wright, Code Compliance Coordinator for the City of Monterey, as a recent guest speaker. Code Compliance for the City of Monterey is a complaint driven department. David shared with us that the most important aspect of what he does is communication. Often, people just do not know the codes, and are willing to fix the problem once they are made aware that a problem exists.

We learned that Monterey has an old law that states you need a permit to wear high-heels—yes it is true, but obviously there is no enforcement of this law. The point is that people do not know all the laws and are not aware that permits are needed to build sheds, fences, covered parking areas, etc.

Code Compliances' primary priority is health and safety. Violations include:

- Conversion of garages (safety issue)
- Junk around or in property (fire hazard)
- Hazardous materials (safety issue and fire hazard)
- Sidewalks that are dangerous (safety issue)
- Hazards entering storm drains such as soap, oil, and paint (health issue)

So, what prompts your neighbor to call and complain? Here are the top complaints:

- Weeds (property is overgrown)
- Inoperable vehicles
- Noise (loud parties and music)
- Furniture on the porch (those lovely couches and love seats)
- Trash cans not put away

- Trash viewable around property (hoarders and collectors)
- Leaning and dilapidated fences
- Construction site (storage of materials)
- Lack of building maintenance (paint peeling, overall poor street appeal)
- Graffiti
- Signage (commercial in a residential area)
- RVs parked in front of homes in neighborhoods for extended periods of time (people living in them)
- Constant garage sales from one residence (could be construed to be a business)

And, what happens when there is a complaint to Code Compliance? It is a three-step process:

1. There is a phone call
2. Letter is sent
3. Fine is given

As professionals, it is our responsibility to know the local codes so that we may protect our owners, create good will within the community, and protect the health and safety of our tenants. Invite your local government officials to speak at one of your next chapter meetings and build relationships with them before you have a problem. 🏠





**Jason Bolden** is a real estate attorney and real estate investor in Little Rock, Arkansas. His law practice caters to residential property managers and apartment complex owners across the country. He is an affiliate member of the Central Arkansas Chapter of NARPM® and president of the Little Rock Landlords Association

## A Real Look at Protected Classes Familial Status Cases

As nearly every property manager is aware, Fair Housing laws establish seven protected classes in which housing discrimination is prohibited. Under 42 U.S.C. 3604, it shall be unlawful to refuse to rent a dwelling to any person because of race, color, religion, sex, familial status, national origin or disability.

Most of my clients want to do the right thing. With good intentions, they want to comply with the federal Fair Housing laws. However, sometimes good intentions can run afoul of the Fair Housing laws. Below are some examples of real cases dealing with various forms of discrimination based on one protected category: familial status. Since the law is federal, cases from other states can be instructive regardless of where they took place.

Frequently, the fact pattern on cases involving familial status discrimination looks something like the

below. So, to protect the kids, the property manager refuses to rent the upstairs apartments to a resident with young children.

From the property manager's perspective, the issue is not one of intentional discrimination; rather, she is simply trying to ensure good neighbors, avoid complaints about noise, and take precautions to protect kids. Nonetheless, these good intentions are not adequate defenses for refusing a resident the opportunity to live in one of the upstairs units. The following website address reflects a Michigan case with similar facts: [www.justice.gov/crt/housing/documents/woodcrestsettle.php](http://www.justice.gov/crt/housing/documents/woodcrestsettle.php)

Some cases are more clearly classified as discrimination. For instance, in Fort Smith, Arkansas, a 100-unit apartment complex was tested by government employees. The rental agents asked the government


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**[The property manager] is simply trying to ensure good neighbors, avoid complaints about noise, and take precautions to protect kids.**

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following: A property manager is managing a two- or three-story building. Sometimes, the building has hard surface floors on the second or third floor, and poor insulation between the ceiling and the next floor. The property manager tries to restrict residents with kids to the first floor or describes the building as "adults only." The property manager wants all the residents to feel comfortable in their homes, and she is afraid that hearing a child scrambling around on the floor above will create noise and disturb the downstairs neighbor. Or potentially, the entrance in and out of the second and third story is via stairs and a platform. The building is old, and the stair or platform rails were built a foot apart—enough space that a kid could easily slide between them. No property manager wants to risk learning that a four-year old slid through the rails and fell to her death thirty feet

employees, posing as potential rental applicants, whether they had children or how many residents there would be. The rental agents on several occasions said they did not have or allow children in the complex. The government testers who told the rental agents that they had children were denied additional information on unit availability, not offered an opportunity to view the apartments, and not given applications. The government testers recorded these conversations. The seriousness of this situation is reflected in the consent order to pay \$165,000 to compensate victims and \$20,000 in civil penalties. For more details about this case, visit [www.justice.gov/crt/housing/documents/adamssettle.pdf](http://www.justice.gov/crt/housing/documents/adamssettle.pdf).

Should you ever have any questions concerning Fair Housing laws, please do not hesitate to contact me at 501-952-8114 or [jason@jasonbolden.com](mailto:jason@jasonbolden.com). 





# Tee Off at convention

**Wednesday, October 13, 2010**  
The Golf Club at Newcastle, Washington

The past presidents of NARPM® invite you to join them for a fun, friendly round of golf while supporting a worthwhile community cause. This year, NARPM® Past President Robert Machado, MPM® RMP®, has selected Creative Living Options (CLO), a non-profit agency that provides supported living services for adults managing developmental disabilities in California. Robert's son, AJ, is a client of CLO. He is 23 years old, has cerebral palsy, and—with CLO's 24-hour support—is able to live independently. To learn more and register, visit [www.narpm.org/conferences/annual-convention-trade-show](http://www.narpm.org/conferences/annual-convention-trade-show).



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# REGIONAL Communications

CONNECTING THE EXPANDING NARPM® MEMBERSHIP ONE REGION AT A TIME.



**Stephen Foster, MPM® RMP® CCIM**, became a real estate broker in 1978, and formed Boardwalk Real Property Management, Inc. in 1986. He joined NARPM® in 1992, helping to form the San Antonio Metropolitan Area Chapter. He is also a chapter past president. Steve received his RMP® designation in 1998, MPM® in 2001, and his company earned the CRMC® designation in 2008.

## The RVP Bulletin

For the past 17 months, I have had the pleasure to serve as the NARPM® South Central Regional Vice President. I have met many new people in property management and renewed contact with many others. As I sit at my desk typing this article, I wonder about the future of NARPM® and the business that I own. It is the same thought that has been with me since I joined NARPM® in 1992. Over time, the parameters of my thoughts have changed, as has the economy of our nation. We listen to the news every day and seek ways to grow or improve our business thinking, "what can I do?" As funny as it might seem, the answer to this question is right in front of us.

As I started to become interested in various clubs and organizations in the city I live in, I began to meet more and more people, and they became familiar with me, too. Over time, when I decided to become active in these organizations and served on their various committees, I met even more people. When I was asked to serve as an officer of these groups, I met more people yet. The more people I met, the more my thoughts and actions were influenced by them,

and the more their thoughts have been influenced by me and my actions. I believe that this is the answer to the question of what I can do with regard to the news and my business. If you want to make a difference in your family, business, school system, city, state and nation, get involved. Join some of the numerous civic, social, business or political organizations that surround you. Do not just join, become involved. Work on committees. Work with people. Listen, learn, share and grow. When and if you can, consider becoming one of the leaders of that group. What better way to help make a change or improve a situation?

I have had the opportunity to do many of these, probably because I have said yes when asked to do so. It has enabled me to help make changes, and it has definitely changed me. It has also caused my business to grow. The more I learn, the more my business grows.

Act today! I am asking you to become involved with NARPM®. You can help NARPM® and it will definitely help you. 🏠

**Northwest:** Tom Guyer, MPM® RMP®  
Alaska, Washington, Oregon, Idaho, Montana, Wyoming.

**Pacific:** Candice Swanson, MPM® RMP®  
California, Nevada, Hawaii.

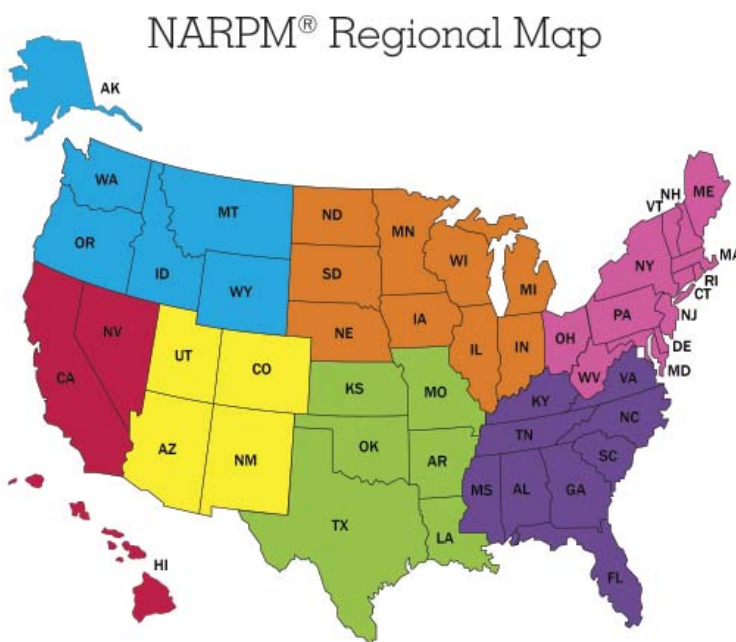
**Southwest:** Carolyn Rogers, MPM® RMP®  
Utah, Arizona, Colorado, New Mexico.

**North Central:** James Emory Tungsvik, MPM® RMP®  
North Dakota, South Dakota, Nebraska, Minnesota, Iowa, Wisconsin, Illinois, Michigan, Indiana.

**Northeast:** James Emory Tungsvik, MPM® RMP®  
Maine, New Hampshire, Vermont, Massachusetts, Rhode Island, Connecticut, New York, Pennsylvania, New Jersey, Delaware, Maryland, Washington DC, Ohio, West Virginia.

**South Central:** Stephen Foster, MPM® RMP® CCIM®  
Kansas, Oklahoma, Texas, Missouri, Arkansas, Louisiana.

**Southeast:** John R. Bradford, III, RMP®  
Virginia, North Carolina, South Carolina, Georgia, Florida, Kentucky, Tennessee, Alabama, Mississippi.



2010



# It's Not a Journey, It's a Destination Dusting Off Core Values

I cannot tell you how many times I have walked into a company lobby and seen the ever-so-elegantly displayed Core Values of the company. They are displayed in the most angelic of ways—sometimes I even find them framed and highlighted with special LED lighting, almost halo-like. They hang where everyone can see them, pronouncing “Honesty, Fairness, Respect”<sup>1</sup> goals that employees strive to achieve. Sometimes, they are hidden within the first few pages of the employee handbook. They are gone over in the orientation workshop, and checked off or initialed as reported and understood—never to be seen again.

In an organizational setting, core values are those beliefs that are intended to be held in highest esteem. They are the principles and standards upon which the organization intends to build its future. Core values are communicated passively or intentionally at first

The problem with most handbooks is that, in their attempt to define how each and every situation is to be handled, they become incredibly cumbersome or wordy. This creates a situation in which most employees do not even bother trying to learn all of the policies because there are too many. Those employees who do learn all of them often do so in an attempt to discover loop holes and ways to beat the system. In an attempt to address this, the handbook can end up being too vague.

At Total Property Solutions, Inc., we D.E.W.<sup>2</sup> things a little different (at least different than we used to). Yes, we have an employee handbook and a policies and procedures manual that talks about our core values. Yes, we go over it with the new employees and have them sign off on their understanding of it. However, we recognize one very important fact:



**Hunter R. Miley** is the president and managing broker/owner of Total Property Solutions, Inc. (TPS), based in Pleasant Hill, California. He has been in the real estate business since 1992. He also carries a General Contractor's license, Painting Contractor's license, and is a member in good standing with the National Association of REALTORS®, the California Association of REALTORS®, The Contra Costa Association of REALTORS®, and NARPM®. TPS manages approximately 400 units covering the entire East Bay area of San Francisco.

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**We D.E.W. things a little different. We recognize one very important fact: companies do not have core values, people do.**

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and intended for all individuals, to shape the behavior of every person involved within the organization—at least that is the intention.

So what is the follow up? Where is the accountability? Ask one of your employees what your company's core values are and how they exhibited it today. Did you get a tilted head and confused look?

Core values are different from an organization's list of rules or employment policies. A company often (and hopefully) has an employee handbook which outlines a wide variety of ground rules concerning hiring policies, employee benefits, employee conduct, wages, etc.—a sort of “What we are and what we expect.” There should also be a policies and procedures manual—a sort of “How we achieve what we expect.” Often the core values can be lost in the pages of these manuals, to be read once at hiring and then to be never heard about again.

companies do not have core values, people do.

Use of the Core Values is vital to the healthy operation of Total Property Solutions and the overall customer experience. It is how we set ourselves apart, and how we are able to determine if the job is being done in the manner we expect and the customer is having the experience they deserve.

Read part two of this article in next month's issue to hear about *How We D.E.W. It!* 

<sup>1</sup> These core values: honesty, fairness and respect are just an example. I made them up for this article and any similarity to any companies' real core values is simply coincidence.

<sup>2</sup> D.E.W.: this is the acronym of Total Property Solutions, Inc.'s actual core values: dedicated, engaged and willing.





**Steve Adamec** is president and founder of Rent2Buy America. Based out of Charlotte, North Carolina, Rent2Buy America was strictly an Internet venue for residential rental property. Following five years of services to that market, early 2010 marked the second generation of offerings branded as the Transitional Buyer Program. The model still focuses on filling vacancies by attracting quality renters but, through new relationships, the new program is available without cost in a continuing effort to help property managers reach their goals.

## The Renter's Insurance Health Plan It's Like Pulling Teeth

I do not know about you, but I swear insurance coverage is like getting my teeth cleaned. I know I need it and could probably go without it for another month, but there is always a random day that starts with an event that eventually has me standing in line at the payment desk wishing this was the year I added dental to our health plan. The only other time it even crosses my mind is when our insurance guy wants to go over our coverage or I have a tooth driving me nuts. Well, at least I have North Carolina to remind me to keep current auto coverage by providing incentive tickets if I become indecisive. Even my mortgage company keeps my premiums up-to-date in

If you begin to dissect the professional residential property manager's policy evolution in the same way, you end up with financial apples and oranges. Similar can be said when it comes to internal consistency from one company to the next. The policies mentioned above are the responsibilities of the homeowner and renter, so property managers still lucky enough to "have all their teeth" are quite happy to stay out of it. This is where I notice one trend. Unless it is against the law in their state, residential property managers who have been through a substantial incident involving insurance (or the lack thereof) now require renters insurance and double-

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**Residential property managers who have been through a substantial incident involving insurance (or the lack thereof) now require renters insurance and double-check dwelling policies.**

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escrow and, if I lapse, they will even do the shopping for replacement coverage and spare no expense. Sure, I know the government is just protecting others from me, and the mortgage company is protecting themselves from me, but I started thinking. If I apply this knowledge to my business, it helps explain why mandatory renters insurance is booming in the multi-unit sector, but remains lukewarm for residential.

Somewhere up the ownership chain, multi-unit managers have mortgages on their revenue-generating structures, but the banks holding the notes have little control over the inhabitants of the structure. I would imagine this leads to some pretty hefty premiums. As policy fine print grew and mandatory renters premium discounts became the norm, it was easy to see why the multi-unit sector moved to a mandatory renters insurance model. Just like mortgage and auto policies, personal responsibility and liability hold the system together, but the financial costs are high.

check dwelling policies. I am not referring to the typical toilet overflows. I am referring to situations like renters starting fires in homes where the owner forgot to switch from typical homeowners insurance to a dwelling policy before moving out, leaving total losses on both sides. Even a Mother Teresa property management company cannot perform a humanitarian effort from these situations, and no one can afford to pay through to a happy ending. I guess that is why renters insurance is often just "suggested."

I guess you can say insurance is a waste of money until the day it is needed. Unfortunately, that day is as predictable as a plane crash. For the most part, it is not a revenue-generating solution (by design), and that may play a role in its priority. It is strictly in place to help make the best of a bad situation. Insurance is like a seatbelt; if you ever find yourself in need, you will sure wish you had it and you will not be caught without it again. 🚗

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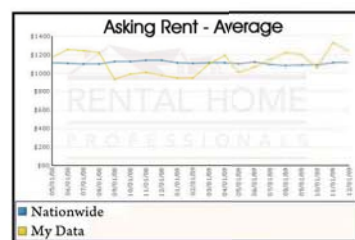


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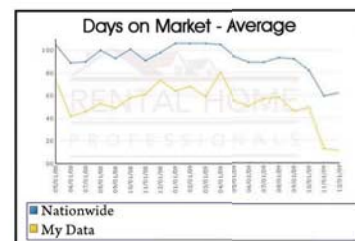
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DATE	LOCATION	CLASS	INSTRUCTOR
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August 6, 2010	Ft. Lauderdale, FL	⑥ Marketing	Fred Thompson, MPM®
August 18, 2010	Albuquerque, NM	⑥ Habitability Standards	Peter Meer, MPM®
August 24, 2010	Nashville, TN	⑥ Habitability Standards	Kit Garren, MPM®
August 25, 2010	Nashville, TN	⑥ NARPM® 101	Robert Locke, MPM®
August 25, 2010	San Antonio, TX	⑫ Owner/Client Relations	Betsy Morgan, MPM®
August 25 & 26, 2010	San Antonio, TX	⑥ Habitability Standards	Betty Fletcher, MPM®
August 26, 2010	San Antonio, TX	③ Ethics	Darryl Kazen, MPM®
August 27, 2010	San Antonio, TX	⑥ Office Operations	Steve Foster, MPM®
August 27, 2010	Tucson, AZ	⑥ Tenancy	Peter Meer, MPM®
August 28, 2010	Orlando, FL	⑥ Office Operations	Fred Thompson, MPM®
September 24, 2010	Ft. Lauderdale, FL	⑥ NARPM® 101	Fred Thompson, MPM®
October 11, 2010	Seattle, WA	⑥ NARPM® 101	Betsy Morgan, MPM®
October 11, 2010	Seattle, WA	⑥ Personnel Procedures I	Sylvia Hill, MPM®
October 13, 2010	Seattle, WA	⑥ Personnel Procedures II	Suzanne Cameron, MPM®
October 13, 2010	Seattle, WA	⑥ Tenancy	Peter Meer, MPM®
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October 14, 2010	Seattle, WA	③ Ethics	Mark Kreditor, MPM®

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## FEES (subject to change)

⑥hour Course	Early Registration*	Registration
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Candidate	\$180	\$250
⑫hour Course		
Member	\$395	\$450
Non-member	\$495	\$550
Retake	\$150	\$300
RMP®/MPM®	\$200	\$350
Candidate	\$360	\$450
③hour Ethics		
Member	\$45	\$45
Non-member	\$95	\$95

\*to receive the early registration price, payment must be postmarked, faxed or e-mailed 30 days prior to the class.

## COURSE INFORMATION

- Course flyers containing additional information may be downloaded from [www.narpm.org/education/schedules.html](http://www.narpm.org/education/schedules.html).
- All materials will be given to students on the day of the class.
- Attendees required to make their individual hotel reservations.

## CANCELLATION POLICY

Cancellations must be received in writing. If cancellation notice is received at least 30 days prior to the class, a full refund will be issued less a \$25 processing fee. If cancellation notice is received less than 30 days before the class, a 50% refund will be issued. No refunds will be made on the day of the class; however, the registration fee can be applied to a later class with a \$25 transfer fee.

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**Lisa Coulter**, mother of three teenage boys, has been in property management in the Little Rock area for 10 years. She also has worked with her husband, Sam, in his heating and air conditioning company. Because of these experiences, she feels fully qualified to comment on attitudes and their effect on others. She previously served as secretary and currently serves as the program chairman for the Central Arkansas Chapter of NARPM®.

**Although I am certainly not advocating traveling through life without being engaged [in the news], there is certainly something to be said for lightening up.**

## Attitudes Prove to be Contagious Achoo! Avoiding Infection

We have all met them. We pass them in the hall and toss a quick smile their way—maybe even offer a cheerful, “Good morning!” Then they respond with, “What’s so good about it? The stock market has taken a nose dive and everyone I know has lost their job. We’re probably next!”

Or, how about this scenario: You are in the checkout lane at your local superstore and you have got a lot on your mind. Your daughter has a piano recital, your son has baseball practice, your family reunion is coming up and you need to bring three dishes, etc. You have been in the line for fifteen minutes without moving. Sound familiar? Finally, you reach the conveyor belt and begin unloading your cart. You make eye contact with the checker and she says in her most sincere and cheerful voice, “I’m so sorry for your wait. I hope you found everything you needed.”

I am sure you have experienced these situations or similar ones. What is your reaction to each of these people? How do they shape the rest of your day?

You see, I am fully convinced that our attitudes are contagious. We need to be fully aware of what is affecting our disposition. In the first example, this poor fellow is drowning in negativity. If we are not careful, we will join him. Too often, we walk away from that kind of exchange feeling worse than we did at the beginning of the conversation. Then, to make matters worse, we carry it forward. It is like a cold. We get it from someone and then pass it on!

In the second example, more often than not, that checker’s attitude will diffuse the stress of the person to whom she has made contact with. All that worry and agitation seems to disappear, if but for a moment. We respond to her in the same manner she spoke to us—with a *positive* attitude. What happens next? We pass it on! We find ourselves smiling at the elderly gentleman on the way out. We may even start whistling a song we hear over the speakers. The point is that our attitudes are contagious! What are you spreading?

I recently had an opportunity to see this principle work in my life. I happen to enjoy politics and, as a result, listen to a lot of news programs in my car. One of the things I take pride in is being up-to-date on current events. In fact, at the time, I could not even imagine not tuning in to this type of programming. Rarely did I listen to anything else.

Then, about six months ago, I purchased a satellite radio subscription. I discovered a family comedy station and began listening to it as I traveled throughout the day. Occasionally, I would tune into a soft jazz station as well.

About a month later, I realized the impact of changing my listening habits. My husband asked me my thoughts about a particular news item. I could not comment—I had not heard anything about it. I realized I had not been paying any attention to the news or politics for awhile. As I reviewed the previous month in my mind, I was surprised to discover how happy I had been! No conflict, no negativity, no pain! It was amazing! I had been laughing out loud while alone in my car instead of furrowing my brow in consternation, disgust and/or frustration, etc. I had caught the virus of negativity and did not even realize it! How often had I reflected that negativity to others? By the same token, how often had I reflected the positivity of my new listening habits? As my husband will attest, I had seemed happier during that month.

Although I am certainly not advocating traveling through life without being engaged, there is certainly something to be said for lightening up. I have learned that a steady diet of news and politics was certainly dragging me down. I made it a point to have more balance in what my mind was processing.

Take a moment. Think about what is infecting and affecting you. Make adjustments, if necessary. I think you will find, as I have, that the more positive that comes in, the more positive that goes out! 📺

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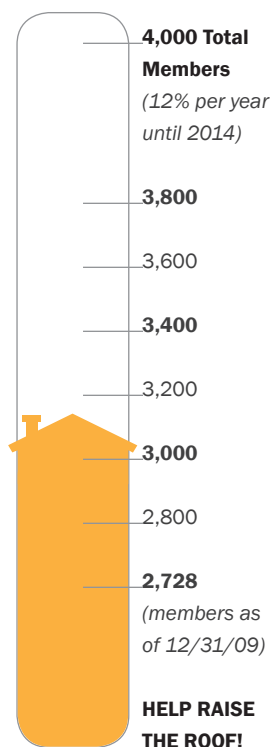
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### April

Carolyn Rogers, MPM® RMP®

### May

Jennifer Newton





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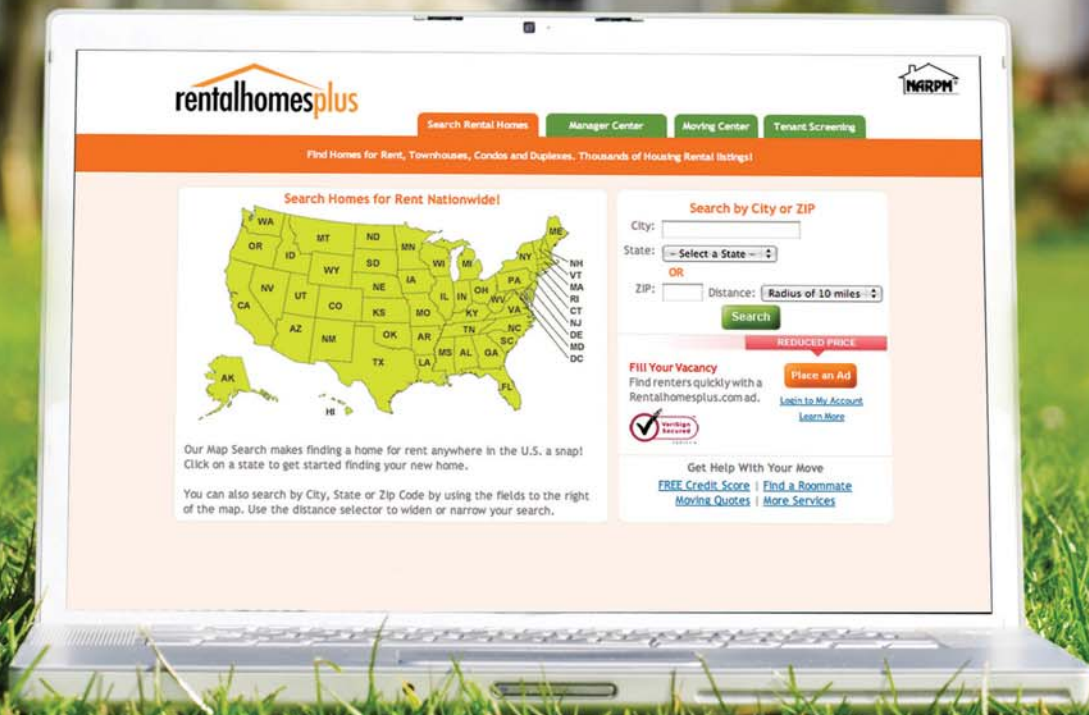
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