

p6 Meet your 2017 Board of Directors who are implementing new incentives.

p10 Have you reviewed the 2016 State of the Property Management Industry Report?

p17 Are you uncomfortable with interviewing and training employees?

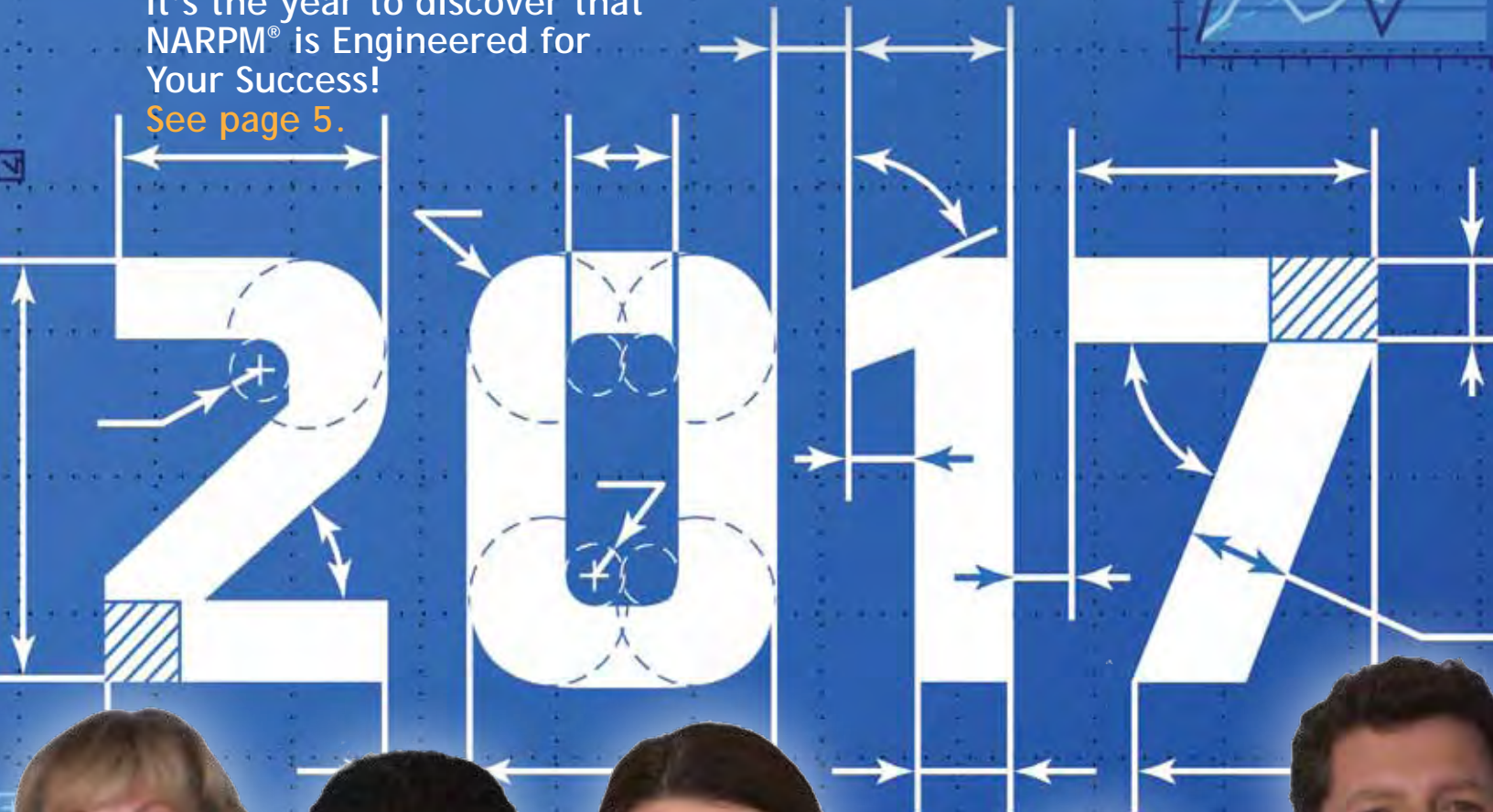
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THE OFFICIAL MONTHLY NEWS MAGAZINE OF THE NATIONAL ASSOCIATION OF RESIDENTIAL PROPERTY MANAGERS

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IN THIS ISSUE January 2017

NARPM® provides resources for residential property management professionals who desire to learn, grow, and build relationships.

FEATURE ARTICLES

- p6 Meet the 2017 NARPM® Board of Directors**
p7 It's a new year with new Members on your NARPM® Board of
p8 Directors! Get to know each of the Officers and Committee Chairs who will show you how NARPM® is Engineered for Your Success.

- p10 It's Good to Be a Property Manager: The State of the Industry**
Darcy Jacobsen, Director of Content Marketing at Buildium, details the findings of the *2016 State of the Property Management Industry Report*, which brought together the voices and opinions of 1,464 Property Managers from across the United States to establish a base-line snapshot for the industry.

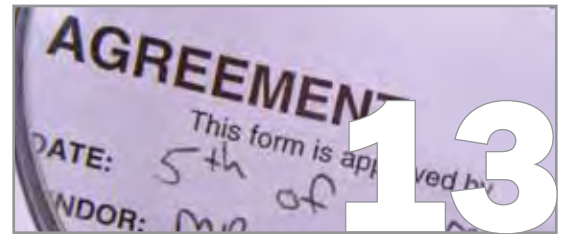
- p13 Clean It Up!: The Lease Agreement**
Kamyar Zargari, NARPM® Member, addresses the need to appreciate the link between a well-kept property and a productive and lasting relationship. The bottom line is this – tenants need to clean and maintain the property to a certain standard. The question now becomes how this end can be achieved.

- p17 Taking Out the Fear and Dread: Training and Hiring Process**
Dora Pinter, RMP® MPM® Candidate, learned the skills to hiring and training employees. If you are uncomfortable with interviewing and training employees, stick to what you do best and hire help when you need it. Make a rough checklist of what you will need to do and remove the mystery from hiring and training. It will get easier.

- p18 5 Ways to Get More Prospects: Your Property Websites**
Esther Bonardi, Senior Director of Marketing Strategy at Yardi, looks at the typical rental process, which now begins online. In fact, a recent renter preferences study showed that 80% of renters visited the website of the community or property management company during their most recent home search. To be competitive, you must create a compelling property marketing website that converts leads into leases.

- p26 Where In the World Are You?: The Global Investor**
Kathy Gaspari, MPM® RMP®, looks at the influx of foreign property ownership, which brings new opportunities and a new clientele that may require a more worldly way of thinking. A broader knowledge of the world may be required when situations arise due to cultural differences. A foreign landlord or tenant will truly appreciate the professional who takes the time to get to know them and respects what their culture has to offer.

- p28 A Game Plan for Unforeseen Events: Facing Our Giants**
Russell Hathcock, RMP® Candidate, knows that experience, good or bad, is the best teacher. No matter the situation, adversity and challenge have put his team to the test and made them look inwardly to assess and determine whether their processes and procedures are adequate for any given situation. Have you done the same?



MONTHLY COLUMNS

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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.

The *Residential Resource* is published monthly, with one combined issue for October/November. Articles can be submitted by email to publications@narpm.org. Items mailed in for publication cannot be returned. Address changes may be forwarded to NARPM® National. The Communications Chair and Graphic Designer reserve the right to edit or refuse all publications for content and selection.

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An award-winning publication, the *Residential Resource* has won APEX Awards of Excellence, a Gold MarCom Creative Award, and a Communicator Award of Distinction for Print Media.

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If you are not a Member of NARPM® and wish to receive a yearly subscription to *Residential Resource* for \$49.95 per year (11 issues), please contact info@narpm.org to sign up.

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It is the policy of the NARPM® to comply fully with all antitrust laws. The antitrust laws prohibit, among other things, any joint conduct among competitors that could lessen competition in the marketplace. NARPM®'s membership is composed of competitors; they must refrain from discussing competitively sensitive topics, including those related to pricing (such as rates, fees, or costs), individual competitors or specific business transactions, or controlling or allocating markets. NARPM® shall not restrict Members' ability to solicit competitors' clients. NARPM® shall not restrict Members' ability to advertise for business, provided the advertising is not false, deceptive or otherwise illegal.

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National Association of Residential Property Managers

PRESIDENT'S Message

“In reading the Member surveys that you are periodically asked to complete, we found the number one reason why our Members say they have not taken a designation course or don't take more courses is because the locations in which they are offered are not convenient for them. So, we're going to eliminate that hurdle...”



It is my distinct honor and privilege to serve the best Property Managers on the planet! In 2009, when I founded Blue Fox Properties, LLC, in Tucson, Arizona, I went searching for a membership organization that consisted of Property Managers. I found my local Chapter of NARPM® and was immediately “voluntold” to participate on my local Chapter Board of Directors as the Membership Committee Chair. To this day, I thank Leslie Latham, RMP®, for that “invitation.” Later that same year, I attended my first NARPM® National Convention. I quickly learned that NARPM® was even more than what I had originally hoped. The free exchange of ideas and sharing spirit that I discovered there continue to be an important influence in my life. To this day, I have maintained friendships that I established at my first NARPM® National Convention. I didn't know anyone within NARPM® when I first reached out to Leslie, so I knew I would have to make a concerted effort to get to know as many people as I could. The effort paid off and I encourage you to put forth the same effort if you are in a similar situation.

I also thought I would share just a bit about my background before my NARPM® involvement and how it prepared me to serve NARPM®. I graduated with honors from New Mexico State University with a bachelor's degree in Mechanical Engineering. Now, that's a hint from where this year's theme comes. I was hired by Shell Oil Company as a District Engineer directly out of college, in part, because I put myself

through college working construction in the summers. In that position, I was responsible for the oversight of building, renovating and maintaining gas stations in the Mid-Atlantic region. This gave me a very solid understanding of the physical aspects of buildings and construction from the ground up. From there, I went on to work at the American Institute of Aeronautics and Astronautics (AIAA). This is the NARPM®, if you will, for aerospace engineers and scientists. I was in charge of business development and strategic planning for AIAA. This gave me a strong understanding of a membership organization from the staff perspective. During my time at AIAA, I began studying everything I could about real estate, like how to do fix and flips, lease options, buying properties subject to the existing financing, etc. That's where I wanted my future to be, in real estate. My wife, Jessica, and I agreed that once we moved back to the southwest, I would create my own company and begin doing real estate full time. Long story short, that's exactly what I did.

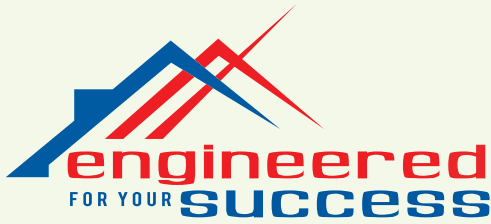
But enough about me, let's talk about you and NARPM®. Are you ready to take on the challenges the New Year will bring? Have you made your New Year's resolutions, both personal and professional? Do you really plan to stick to them this year? I hope so and I hope you plan to leverage NARPM® to be a central piece that can help you in both realms!

We, on the NARPM® National Board of Directors, have developed our strategic

plan and goals for the year. The primary goal on which we are going to focus is holding a 6-8 hour designation course in every Chapter. In reading the Member surveys that you are periodically asked to complete, we found the number one reason why our Members say they have not taken a designation course or don't take more courses is because the locations in which they are offered are not convenient for them. So we're going to eliminate that hurdle by taking the courses to you, on the local Chapter level. It will be no small feat, but we have a dedicated group of Members across the country, along with our dedicated NARPM® staff, who are going to make this possible for the first time in NARPM®'s history.

I would like to thank each of you for helping make NARPM® what it is today. Without your sharing, caring, and tireless efforts, we would not have made it this far. But our work will never be over, so I will ask you to participate in continuing to help us make NARPM® the best it can be. In addition, whether you are new to NARPM® or a long-time Member, I hope you will discover that NARPM® is Engineered for Your Success! 🏠

Steve Schultz, MPM® RMP®
2017 NARPM® President



Welcome to a new year with new Board Members who are devoted to making sure that NARPM® is Engineered for Your Success.



PRESIDENT STEVE SCHULTZ, MPM® RMP®, graduated with honors from New Mexico State University with a bachelor's degree in Mechanical Engineering. After working for Shell Oil Company and the American Institute of Aeronautics and Astronautics, he decided he wanted to take on the challenge of building a company from scratch. He began by building his own portfolio of residential rental properties. As he built his rental portfolio, he also wanted to create a property management company that would maximize the interests of the property owner. That is how Blue Fox Properties was born. From the onset, Steve has been dedicated to learning from Property Managers around the country. Upon founding Blue Fox Properties, LLC, he immediately sought out and discovered NARPM®. Steve has been selected as one of only six instructors from across Arizona to teach the Arizona Association of REALTORS® Certified Residential Property Manager courses. In addition, he is a Certified Instructor of property management continuing education courses in Arizona. He is also a national speaker, instructor and author. Steve is the Designated Broker and Owner of Blue Fox Properties, LLC, in Tucson, Arizona. Blue Fox Properties, LLC, specializes 100% in managing residential properties, primarily single-family homes.



PRESIDENT-ELECT BRIAN BIRDY, MPM® RMP®, served for 15 years in the United States Air Force before starting in property management. In 2000, he earned his Texas Real Estate License and went to work in the family business at Birdy Properties, LLC, CRMC®. In 2004, he received his Texas Real Estate Broker License and bought the company from his father. Birdy Properties is a Real Estate Company that has specialized in property management for over 36 years. Brian has taken the company from a one-man office with 75 properties to a business of 25 employees that manages over 1500 properties and collects over 20 million dollars in rent each year. In addition to his NARPM® designations, he has received the Certified Property Manager (CPM®) designation from IREM®. He is an approved Property Management Instructor for both the State of Texas and NARPM®. Brian holds a Real Estate Broker license in Texas, Missouri, and Washington. In 2016, Brian took on a new position as the Vice President of PMI (Property Management, Inc.), the nation's leading property management franchise company.

TREASURER ERIC WETHERINGTON, MPM® RMP®, is the Director/Broker of Carolina One Property Management in Charleston, South Carolina. He started the company in 2009 and quickly grew the business to manage over 1,100 single-family homes. Eric specializes in public speaking, acquisitions, operations management, sales management, strategic planning, and business development. Eric attributes much of the success of the company to knowledge he has gained through his involvement with NARPM®. He has previously served NARPM® as Southeast Regional Vice President (RVP), President of the Charleston Chapter, as a Member of the NARPM® National Governmental Affairs Committee and also as a Member of the NARPM® National Finance Committee.



PAST PRESIDENT BART STURZL, MPM® RMP®, is Co-owner and Broker of Bella Real Estate, Inc. in Austin, Texas. Bart has Degrees in Management and Marketing, where he graduated Summa Cum Laude in both. Bart has been managing properties for more than 19 years and is married to his beautiful wife, Becky. They have a 9-year old daughter, Emily. Bart was the 2012-2014 South Central Regional Vice President (RVP) for NARPM® and has also served at the National level on the Communications, Professional Development, and Membership Committees. He has served NARPM® at the local level as Secretary, President-Elect, President, and Past President of the Austin Chapter. Bart has also served at the State level on the Texas Association of REALTORS® Property Management Committee and at the local level on the Austin Board of REALTORS® Property Management Committee. Bart was the NARPM® 2015 President-Elect and the NARPM® President in 2016.



PACIFIC & PACIFIC ISLANDS RVP TIM WEHNER, MPM® RMP®, grew up in Dayton, Ohio and moved to the Greater Richmond area, Virginia, in 2004. He graduated from Randolph-Macon College in 2008. Tim has been with

Dodson Property Management, CRMC®, since 2009, taking on various roles in the company. He was promoted to Vice President in 2015, while watching the company grow from 150 units to over 3,000. Tim has enjoyed serving at the Greater Richmond Chapter and Regional level in NARPM®. In his spare time, Tim enjoys coaching basketball at a local high school. Tim “outkicked his coverage” in marrying his very lovely and understanding wife, Megan. They currently live in the West End of Richmond with their son, August, and two dogs.



ATLANTIC RVP SCOTT ABERNATHY, MPM® RMP®, is the Owner of Reliant Property Management, Inc., located outside of Nashville, Tennessee. He began renting homes after acquiring his first triplex in 1989, while serving in the United States

Air Force. He received a degree in Aerospace from Middle Tennessee State University, prior to discovering his love for Real Estate. Realizing science was the wrong direction for him, he got his real estate license in 1993 and began his career, eventually building his business to over 10 employees. Scott was introduced to NARPM® in 2007, where he insists the education he received was better than any other. He has served on the NARPM® Governmental Affairs Committee, including being the 2015-2016 Chairman, and served on the NARPM® Nashville Chapter Board of Directors, which included being the 2010 Chapter President.



NORTHWEST RVP KELLIE TOLLIFSON, MPM® RMP®, has been in the property management business since 1996, first as a landlord managing her own investment properties; and then soon after, as an Owner of T-Square Properties, which now manages over 400 properties and 40 Homeowner Associations. Kellie is the Vice President of Operations and oversees all of the day-to-day activities of the business located in Woodinville, Washington, outside of Seattle. Kellie holds a Bachelor’s Degree in Behavioral Science from San Jose State University and is a Past President of the King County NARPM® Chapter. She has served on several NARPM® Committees, including Finance and National Convention. Kellie also served for two years, as the NARPM® National Member Services Committee Chair.



CENTRAL RVP GREG DOERING, MPM® RMP®, is a former Senior Manager with FedEx and has been licensed for nearly 20 years. He started his company, GDAA Property Management LLC, in 2006 and in 2015 earned the CRMC® designation. He has been active in NARPM® serving as the Austin Chapter President and the 2014-2015 Central Region Ambassador. Greg is currently a Director at his local REALTOR® association in addition to serving on the Texas Association of REALTORS® Property Management Committee. Greg and his wife, Sue, have three grown daughters, two terrific sons-in-law (meaning they are employed) and a new grandson born July 4th.



SOUTHEAST RVP JOEL ELLIOTT, RMP®, has worked in the property management business for over 11 years. In 2006, he earned his Georgia Real Estate License and started EW Capital Management, LLC. EW Capital Management is the flagship of EW Enterprises, Inc., which encompasses EW Real Estate Services, which is a full service brokerage, EW Insurances Services, and EW Construction and Maintenance Services, LLC, licensed General Contractor. Joel has taken the company from a one-man office with 50 properties to a full-blown enterprise providing fullservice Asset Management Services to investors around the world. In addition to his NARPM® designation, Joel is in the final stage of the the Certified Property Manager (CPM®) designation from IREM®. Joel recently served as the President of the Atlanta Chapter.

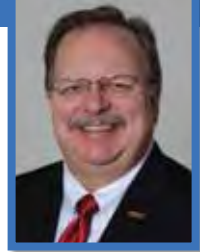


SOUTHWEST RVP MIKE MUMFORD, MPM® RMP®, has been involved in property management since 1996, when he joined Bennett Property Management (BPM). From 1996 to 2007, he managed between 100 and 250 units, handling all the day-to-day operations. In 2007, he took over as Office Manager and Chief Financial Officer for Bennett Property Management, overseeing all the accounting and data entry staff. He achieved the NARPM® RMP® designation in 2008, the MPM® designation in 2011, and was instrumental in BPM becoming Arizona’s first CRMC® recognized company. Mike helped create the Arizona Association of REALTORS® CRPM® certification and became one of the state’s first Property

Managers to earn the title. He became a NARPM® Certified Instructor in 2012 and an approved Arizona CE Instructor in 2014. Mike was elected to the NARPM® National Board of Directors in 2016 as the Southwest Regional Vice President.

COMMUNICATIONS COMMITTEE CHAIR

RON WILLS, MPM® RMP®, is the Broker/Owner of Re/Max Carriage House, Property Management Division, LLC in Mt. Juliet, Tennessee. He has a Bachelor of Science Degree in Business and Management from the University of Redlands. Ron relocated from Southern California in 1993 to purchase investment properties and later entered property management as a profession. He has served on several NARPM® Committees, including Broker/Owner Retreat planning, Communications, and Finance, as well as many offices on the Nashville Chapter Board of Directors. Ron and his wife have two daughters and enjoy spending time on the lake.



MEMBER SERVICES COMMITTEE CHAIR

JAMES ALDERSON, MPM® RMP®, has been in property management for 11 years and founded Alderson Properties, LLC, with one property under management in 2005. He and his wife, Cyndi, manage properties in and around San Antonio, Texas. James realized he best served his clients by remaining a “small property management company” (defined as 100 properties or less), because he could dedicate more attention without hiring employees. James is a Past (2014) President of the NARPM® San Antonio Metropolitan Area Chapter (SAMAC) and NARPM® National Member Services Chairman for 2016-2017. James and Cyndi live in Canyon Lake, Texas and enjoy spending time with their eight grandchildren, along with gorgeous sunrises over Canyon Lake.



PROFESSIONAL DEVELOPMENT COMMITTEE CHAIR

SHANNON MCLAUGHLIN, MPM® RMP®, is the Broker Associate and handles the accounting for Boardwalk Real Property Management, Inc., CRMC®, in San Antonio, Texas. She has been with the company since 2006 after graduating from Texas A&M University with a degree in Business Administration. She earned her RMP® in 2010 and MPM in 2013®. She has been active in NARPM® on the local level as the Treasurer from 2009 to 2013 and on the National level serving on the Professional Development, Communications, and Finance Committees.



GOVERNMENTAL AFFAIRS COMMITTEE CHAIR

KRISTI MALCOM, RMP®, is the President/Broker of New Hope Realty and PMI NW Atlanta located in the suburbs of Atlanta, Georgia. Kristi has been in the real estate/property management industry since 1990 and purchased an existing property management company in January 2015. She is active in her local Board of REALTORS®, the Atlanta NARPM® Chapter, and her church. Kristi was awarded her RMP® designation at the 2016 NARPM® National Convention, where she was also the first recipient of the Darryl Kazen Memorial Scholarship. Kristi and her husband of 25 years are from the Atlanta area where they raised two children and now have one grandson. Kristi is proud that her husband and daughter have joined in the property management business, making this truly a family business.



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Darcy Jacobsen, *Director of Content Marketing at Buildium, is the chief analyst and writer for Buildium's annual research and report publications exploring the behaviors and best practices of Property Managers, owners, and tenants, including the 2016 American Renters Survey. She holds a BS in Communications and has worked in marketing and design since 1990. Follow her at buildium.com and @DarcyBuildium on Twitter.*

It's Good to Be a Property Manager

The State of the Industry

We're all guilty of it – getting wrapped up in our own work and checking daily tasks off our lists before a pile of new tasks pile up. Stuck in our own routine, we rarely stop to think about what our peers are doing, best practices for our jobs, and how we can benchmark against them. In an effort to help Property Managers better understand the happenings of the industry, Buildium and NARPM® recently conducted a survey to uncover common behaviors, effective practices, challenges and triumphs of Property Managers, and ultimately, the tools that enable them to lead a successful property management business.

The *2016 State of the Property Management Industry Report* brings together the voices and opinions of 1,464 Property Managers from across the United States to establish a baseline snapshot for the industry. Respondents were asked questions about their biggest perceived challenges; the features, services, and technology they use to grow their portfolios; and how enjoyable the property management business is.

The results are in, and here are the key findings from the Property Managers themselves:

BUSINESS IS BOOMING

Showing steady growth, 77 % of Property Managers surveyed indicated that they've grown their portfolio over the past two years, and 89 % expect their portfolio to grow in the next two years. This is fitting since a significant majority (44 %) of Property Managers reported that their first business priority is growing their portfolio, followed by becoming more efficient and profitable – something that they are also achieving. In fact, half of the respondents reported that their business is extremely profitable, while only two percent indicated that they were not profitable. In terms of how to grow the business, word-of-mouth is important, as 78 % of respondents cited client referrals as the most effective strategy, when compared to other methods like website leads, online services, working with a Broker or other methods.

IT'S GOOD TO MIX IT UP

The Property Managers experiencing the biggest gains and growth were those who managed third-

party or mixed portfolios. The survey showed that 80 % of Property Managers oversee the properties of other investors, with 29 % managing a mix of their own and others' portfolios. When comparing the success of these different portfolios, the survey also found that those who manage at least some properties that were not their own were most likely to grow. While self-owned portfolios and third-party only portfolios have experienced significant growth in the past two years, mixed portfolios take the lead, having grown 83 % in that time span. In terms of future growth, Property Managers expect mixed portfolios to grow 91 % in the next two years, a close second to third-party only portfolios, which Property Managers expect to experience rapid growth at a whopping 94 %.

EVEN SUCCESSFUL PROPERTY MANAGERS HAVE THEIR CHALLENGES

The number one challenge Property Managers cited was finding and keeping reliable vendors and contractors. This was not a surprise, considering 85 % of Property Managers reported maintenance as part of the services they provide to owners, tenants, and clients. So how do Property Managers find vendors and contractors to stay on top of these daunting maintenance tasks? According to those surveyed, excellent communication and following up is the key. Fortunately, the cost of maintenance doesn't seem to be an issue, as most include it as part of their tenants' rent. When asked how much they charge for their services, of those who take a percentage of rent, a majority charge between 8-10 %. Also, 66 % of Property Managers who set a flat fee charge between \$50 and \$149 per month.

As a Property Manager, dealing with all different types of property owners from intentional to accidental investors (those who become owners through outside circumstances) to managing HOAs, there are bound to be challenges. Not surprisingly, 44 % of Property Managers prefer working with intentional investors, and 41 % said they found inexperience as the top challenge when working with owners. That said, more than a quarter of those surveyed said they have no frustrations at all with their portfolio owners.


TECH IS TOP OF MIND

As Property Managers continue to grow their portfolios, managing day-to-day tasks can become more difficult, which is why the use of cloud-based technology for property management is a growing industry trend. In fact, 88 % of survey respondents said that they are using dedicated SaaS (software as a service) technology to run their business. Of the 4 % of respondents not using property management software, half said they would like to be. When asked what they are using technology for, Property Managers reported using it to assist during the leasing process to screen tenants, list on company websites, and syndicate listings on third-party websites. According to the respondents, the two top-rated solutions for Property Managers were Buildium and Appfolio.

PROPERTY MANAGER LIFE IS GOOD

An enormous 95 % of Property Managers say they love their job. The survey found a correlation between those who said they always love their work,

and those who reported that their businesses are profitable. In fact, 61 % of those who say they love property management said that they were very profitable, and none of them reported losing money. When asked what motivates them in their careers, the surveyed Property Managers cited: being efficient (30 %); making more money (23 %); and helping people (21 %).

Overall, 2016 has been a good year for Property Managers, with growing portfolios, profits, technology to streamline operations and a love for the job, the property management industry is thriving. Despite challenges in finding reliable vendors and contractors and working with less-experienced property owners, Property Managers have indicated that they're motivated to succeed and find value and satisfaction in their career. For a more in-depth look at the state of property management and to hear the most common advice given to Property Managers about the job, simply download the survey at <https://www.buildium.com/resource/2016-state-of-the-property-management-industry-report/> 

Showing steady growth, 77 percent of Property Managers surveyed indicated that they've grown their portfolio over the past two years, and 89 percent expect their portfolio to grow in the next two years.



2017 BROKER/OWNER RETREAT AND TRADE FAIR

**March 20-22, 2017 (Education classes are March 23)
Trade Fair opens March 21 at Lunch
The Mirage Hotel and Casino in Fabulous Las Vegas**

WE BET you'll want to attend this event if you are a Designated Broker, Company Owner, or major decision maker for your company. • Find details, hotel reservation info, Education class registration, and Event registration at www.narpmbrokerowner.org

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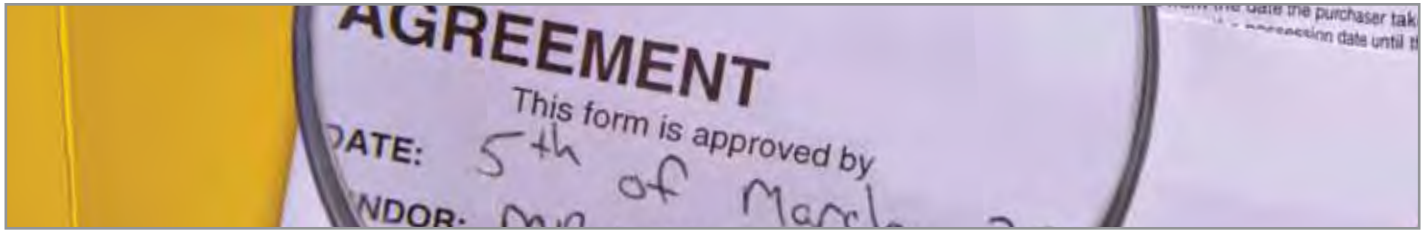
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Clean it Up!

The Lease Agreement

In 1993, the American comedy, *Mrs. Doubtfire*, was released. In it, the late Robin Williams played the role of Mrs. Euphemia Doubtfire; a somewhat eccentric housekeeper who, despite her peculiarities, managed to spread harmony into an otherwise discordant household. Though *Mrs. Doubtfire* is a parody of sorts, the movie does possess some valuable and edifying wisdom about property management.

That wisdom is the need to appreciate the link between a well-kept property and a productive and lasting relationship – a high maintenance marriage, if you like. Tenants who forego their responsibility to maintain the property become a risk – a risk not only to their own tenancy, but also for the landlord, not least because high vacancy turnover rates reduce income potential. The bottom line is this – tenants need to clean and maintain the property to a certain standard. The question now becomes how this end can be achieved.

And it is that end that we focus on here. I'll offer steps that landlords and Property Managers alike can take to alleviate this all too common, and all too frustrating, burden.

STARTING WITH THE LEASE

It's not always feasible to hire a Mrs. Doubtfire, so other, more pragmatic, steps need to be taken.

Though it might sound obvious, we must first return to the original lease agreement. You would be surprised just how many landlords forget to include specific clauses about cleaning in the tenancy agreement. It's worth prefacing, however, that not every State agrees on what 'cleaning' clauses may be included – so do be sure to verify what is and is not permitted by consulting your attorney. That being said, it's possible to insert a clause of some kind to limit the tenant from riding roughshod over your property.

There'll be many landlords and Property Managers reading this who have already signed the lease and who, now that they appreciate the value of this step, wish to incorporate such a clause into the lease. This is not an impossible task, though it does require the consent of the tenant, something which they're not legally obliged to give. Landlords who treat their tenants with the respect they themselves would expect are in a greater position in this regard. This is yet

another reason to appreciate the tenant as a person and not just as a source of income.

GETTING DOWN TO DETAIL

But perhaps you haven't yet chosen a new tenant for your property. Now what? What steps can you take to make the most out of what that clause should be?

At the outset, let's get generalities out of the way. Even if no specific clause regarding cleaning were included in the lease agreement, each tenant is obliged – by existing legislation alone – to leave the property in a workable and reasonable manner. Of that, there is no doubt and no room for manoeuvre on behalf of the tenant. Tenants should be made aware of this existing legislation and the repercussions that exist should this legislation be violated.

Landlords and Property Managers should also do their best to inform tenants of what constitutes a clean and well-maintained property. For example, a checklist of essentials could be drafted and pinned inside the property, another copy of which could be sent to the tenant as the lease comes to a close. Incorporate specific clauses regarding what the tenant should clean and how often that item should be cleaned – right down to the last detail. Again, consult legal professionals to immunize the lease agreement against any form of potential State and federal violation.

THE FINAL STEPS

Verify that the lease agreement contains a clause as to when and how the landlord or Property Manager is permitted to inspect the property. Use these inspections to your advantage, documenting – both in written and pictorial form – how the tenant is treating the property. This is direct, inescapable evidence as to whether or not the tenant is violating those clauses you've hitherto included in the lease agreement.

By taking these robust steps, landlords and Property Managers can allay the cavalier attitude that many tenants take toward rental properties. Cementing your authority on the property, from the outset, is of paramount importance – an authority that can only reach its fullest potential when the aforementioned clauses are incorporated into the lease agreement. Cleaning up the lease agreement in this way is, in many respects, a form of insurance – something to inoculate landlords against the excesses of unscrupulous tenants. 🏠



Kamyar Zargari is the Broker for Triumph Property Management in Las Vegas, Nevada. With seven years of property management experience, he serves the North Las Vegas and Henderson, Nevada areas. Kami is a member of the Greater Las Vegas Association of REALTORS®, Inc., and has been a Member of NARPM® since December 2008. He is a Member of the NARPM® Southern Nevada Chapter.

That wisdom is the need to appreciate the link between a well-kept property and a productive and lasting relationship – a high maintenance marriage, if you like.



Kristi Malcom, RMP®, is the President/Broker of New Hope Realty and PMI NW Atlanta, located in the suburbs of Atlanta, Georgia. Kristi has been in the real estate/property management industry since 1990 and purchased an existing property management company in January 2015. She is active in her local Board of REALTORS®, the NARPM® Atlanta Chapter, and her church. Kristi was awarded her RMP® designation at the 2016 NARPM® National Convention, where she was also the first recipient of the Darryl Kazen Memorial Scholarship. Kristi and her husband of 25 years are from the Atlanta area, where they raised two children and now have one grandson. Kristi is proud that her husband and daughter have joined in the property management business, making this truly a family business.

Communications between our organization and the federal regulatory agencies is critical in protecting our industry.

Last Year's Accomplishments

What an honor it is to be your 2017 Governmental Affairs Chairperson! And, what BIG shoes I have to fill after Scott Abernathy's, MPM® RMP®, two years as the Chairperson! Scott has done a fabulous job as the Governmental Affairs Chair, and I hope to continue with those efforts.

Here are just a few of the Governmental Affairs Committee accomplishments this past year:

- Building strategic alliances by working with the National Apartment Association (NAA) on Comfort Animal Education.
- Assisted the PAC in raising over \$20,000 with a Silent Auction held at the Broker/Owner Retreat.
- Hosted HUD Assistant Secretary Bryan Green and attorney Harry Kelly at the Broker/Owner Retreat.
- Sponsored our largest to date Day on the Hill with over 15 Members participating.
- Met with HUD representatives in Washington, DC discussing assistance animals and criminal background checks.
- Continued building strategic alliances by joining in efforts with multiple other like-minded trade associations in supporting legislation to reform the Americans with Disabilities Act (ADA) to prevent "drive-by" lawsuits.
- Utilized Engage Program to encourage voting during our recent elections.

Going forward, I would like to continue building relationships with other like-minded trade organizations, such as NAA and IREM®. There is strength in numbers, and together we can make things happen. In addition to the trade organizations, we will continue to build on the relationships we have formed with HUD and the EPA. Communications between our organization and the federal regulatory agencies is critical in protecting our industry.

As the Governmental Affairs Chair, I want to educate our Members about the resources NARPM® has to offer regarding legislative issues. One such resource is Engage, which many of you should have seen in action over the past two weeks encouraging you to vote. Engage is a great resource that can be utilized for federal, State, and local legislative issues that need action.

There are many issues that affect our industry, both nationally and at local levels. The Governmental Affairs Committee wants to help each of our Members prevent unnecessary lawsuits or investigations when possible by keeping you informed about the issues and helping to establish "best practices" in dealing with some of those issues. From Assistance Animals, to Criminal Background Checks, to Rent

Control, and beyond, we want to educate you about the issues and help support or prevent legislative or judicial actions that can harm our industry. We will be working on policy statements that can be presented to the NARPM® National Board of Directors for approval. If there are any issues that you have experienced, please share them with our Committee Members. If we do not know of the issue, there is absolutely nothing that can be done about it.

The Governmental Affairs Committee will sponsor another Day on the Hill in Washington, DC on May 16th. I want to encourage as many of you who want to go, to make it happen. It is an experience you will never forget (even for those who do not like politics). In addition to the Day on the Hill in DC, we want to encourage each of our Chapters to host a Day on the Hill in your State. Not sure how to make that happen? Just contact me or Tyler Craddock, our Governmental Affairs Director at NARPM® National. NARPM® sets the standards for the property management industry. We represent the best of the best in our industry. It is important that we let the rest of the country know this. Let's introduce NARPM® to our State legislatures and let them know, if they come across issues related to property management, that it is NARPM® they need to contact.

Speaking of Tyler – Tyler was recently hired by the Organization Management Group (OMG) to replace Gordon Dixon as the Governmental Affairs Director, and I can already see that he is going to be an invaluable asset to NARPM®. He is passionate about legislative issues. He is knowledgeable about how things work in Congress. And he has already proven to be accessible and easy to work with. Welcome to the NARPM® family, Tyler!

In closing, I just want to thank those who have entrusted the task of being Chairperson to me. For all of you, this is what I need:

- Let the Governmental Affairs Committee know about any any issues with which you or other Property Managers are dealing on a local level.
- Participate in the Governmental Affairs Committee calls. If you need an invitation to the calls, please send an email to govtaffairschair@narpm.org.
- Attend the Day on the Hill in Washington, DC on May 16, 2017.
- Plan a Day on the Hill at your State capital.

The vision of NARPM® is to be the recognized leader in residential property management. Together, we can make that vision a reality. Again, thank you for giving me the opportunity to serve as your Governmental Affairs Chair. I look forward to a productive year. 🏠

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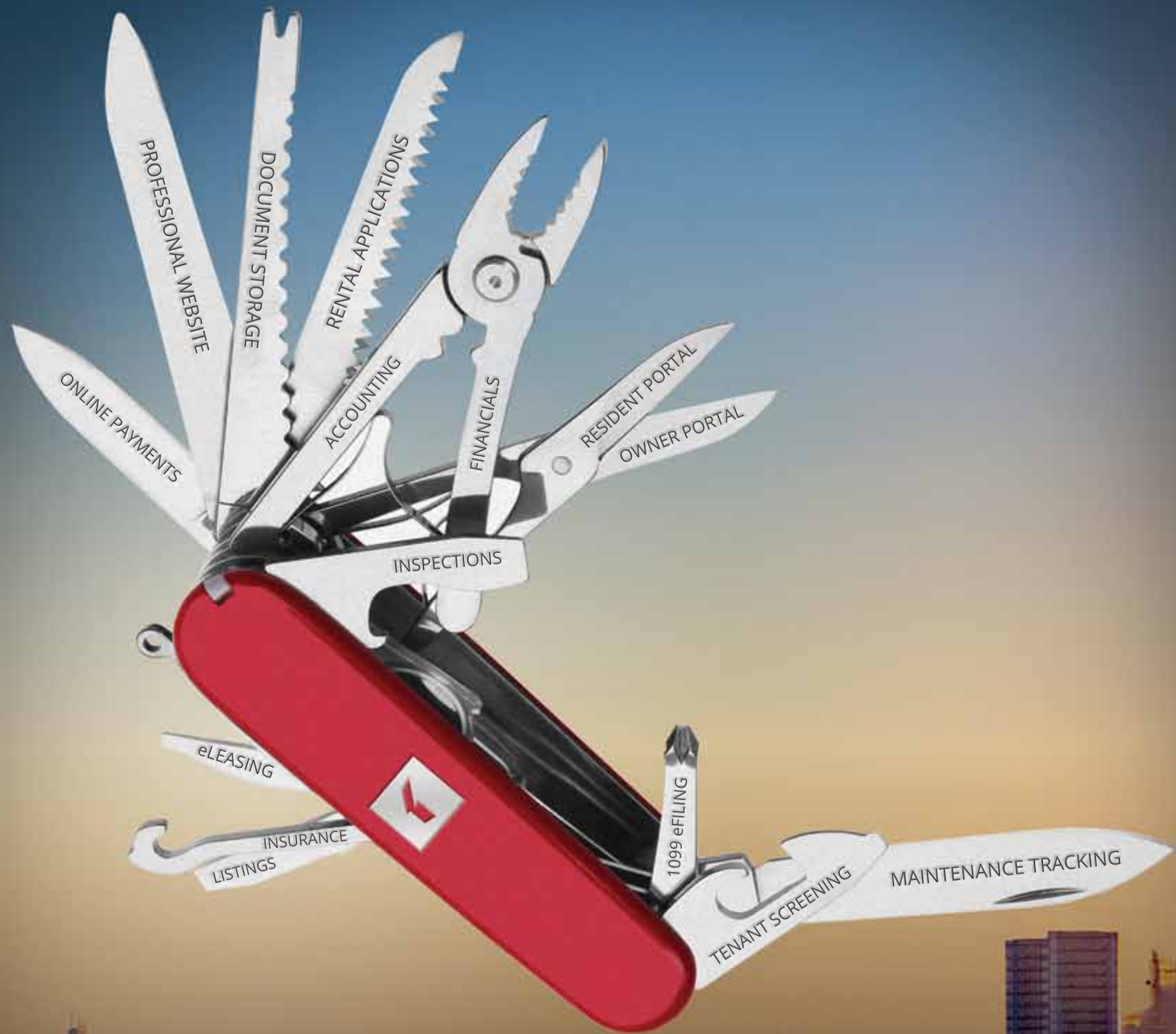
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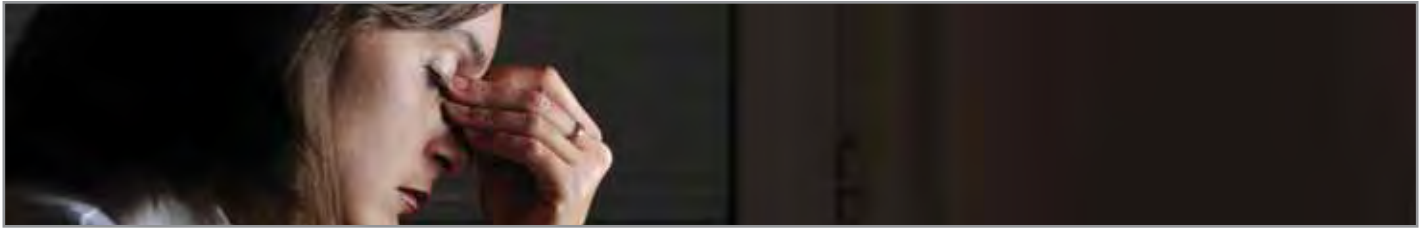




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Taking Out the Fear and Dread Training and Hiring Process

Hiring a new employee is one of the most difficult aspects of being a business owner. We are not experts on human resources or interviewing. More importantly, it is impossible to know in advance if an employee will actually work out. With the cost of training new employees, it can be expensive to make the wrong decision on who to hire.

Other than the financial risk, there is always the legal risk of asking the wrong interview question. There are laws about what we can and cannot ask, but it is not always easy finding out the exact questions that can be queried in an interview. Even if we ask the right questions and get ready for success, we can run into trouble if we promise a job prematurely. At every NARPM® National Convention and Broker/Owner Retreat, there are always questions and concerns about hiring new employees and we all try to learn.

LEARNING TO HIRE THE RIGHT EMPLOYEES

On a personal level, I am terrible at hiring people. It only took two hiring experiences for me to figure out that human resources is not in my skill set. These first two hires were let go within the first week of work. The strange thing is that I thought that they would work out. I went to the National Conventions, studied the hiring practices, and placed my advertisement.

second hiring attempt, I decided to hire a human resources person to help me out. Gary arrived at the office and met with each staff member to figure out what we were looking for in our new employee. Once he knew what our office culture and current employees were like, he wrote advertisements for us. Each advertisement was designed to reduce the number of applicants, but increase the quality.

THE PROCESS OF HIRING AND TRAINING FOR SUCCESS

1. We are not human resource experts, and we will probably never have expertise in this area. Instead of struggling for years with hiring and training, we decided to simplify the process. To make hiring a bit less costly, we placed an advertisement ourselves with our response email. As replies trickle in, we weed through each candidate and look at their qualifications.

Our goal is to make sure that the only people who are sent to an interview already have years of experience in single-family home management. At a minimum, they must have two years of experience with Propertyware, our management software. Once we make sure that they have the right qualifications, the human resource expert gets to interview them. This provides us with the perfect



Dora Pinter, RMP®, MPM® Candidate, is Co-Owner of Service Star Realty in Phoenix, Arizona. Service Star Realty was founded five years ago and through exceptional growth, the company is proud to have 750 residential homes in their portfolio today. Dora oversees the Service Star Office with great dedication, maximizing efficiency and profitability.

There are laws about what we can and cannot ask, but it is not always easy finding out the exact questions that can be queried in an interview.

Before long, I was receiving a stream of replies and used phone interviews to narrow down a prospective interview list. Finally, a few select applicants appeared at the office for an interview. Everything went perfectly. I thought that my hires were the best employees for the job, but it turned out that I was completely incorrect. The applicants that I saw in the interview suddenly transformed into completely different personalities once they were working for me.

With that experience behind me, I faced the facts. I was just not cut out to hire employees. On my

balance of qualifications and costs. We know the qualifications we need, and the human resource expert knows how to read people. When it seems like the person is the right fit, we do a phone interview to make sure that everything will actually work out.

2. Now, it is time for Gary to enter the process. Once we have the list of potential candidates, it is up to him to do an in-depth interview. During the interview, he looks at their culture, value system,

Continued on page 34 "Training"



Esther Bonardi is the Senior Director of Marketing Strategy at Yardi, an industry-leading investment and property management software developer for all types and sizes of residential and commercial real estate companies. Esther loves marketing, puppy dogs, and scuba diving.

5 Ways to Get More Prospects Your Property Websites

Remember when property marketing was all about foot traffic? Not anymore. The rental process typically begins online now. In fact, a recent renter preferences study showed that 80% of renters visited the website of the community or property management company during their most recent home search.

That means people are checking out your available units from the comfort of their own home. They're making decisions about whether to visit your property or call your office based on what they see on the web. To be competitive, your rental units need to have digital curb appeal too. Fortunately, creating a compelling property marketing website that converts leads into leases is not that hard.

Here are five easy tips to help you make the most of your property websites:

MAKE YOUR WEBSITE MOBILE-FRIENDLY

First things first, you can't expect people to rent from you if they can't find you. And, according to Google's marketing data division, 70% of weekend rental searches happen on mobile devices. Your website must be mobile-friendly in order to appear in search results on tablets and smartphones. A mobile-friendly website also resizes for perfect mobile viewing and a seamless user experience. This is a must for a modern renter.

USE HIGH-QUALITY PHOTOS

Show off your physical curb appeal with images that make people want to move in. Make sure to highlight external and shared spaces – like the pool area or a community vegetable garden – to make your property more appealing. And you'll want to post well-lit photos of actual units that are available for rent too. Include a combination of property photos and lifestyle photos so prospects can see themselves living in your community. Consider asking some of your residents for permission to take their photo enjoying your property. Samples of model release forms can be easily found online.

INCLUDE AMENITY DETAILS AND UPDATE THEM OFTEN

Don't make prospects call to ask about what you have to offer – show them! A strategically designed amenities page with photos and details will keep rental seekers on your website. Statistics show that people spend the most time on amenity, floor plan, and photo pages. If you've replaced the carpeting lately or added a new service, it's time to update your website.

BE SURE CRITICAL INFORMATION IS EASY TO FIND

Renters want to know what's available, how much it costs, and how to take the next step – whether that step is calling, emailing, or filling out an application. Be sure your website is easy to navigate and the important stuff is easy to see (and not buried in a wall of text).

OFFER COMPLETE ONLINE LEASING

Let prospects apply online, then complete the cycle by offering online leasing with electronic signatures. When a website visitor sees that you offer online applications and leasing, it sends the message that you are an up-to-date property management company committed to making things as convenient as possible for your residents. Of course, they can still visit your office to complete a lease in person if that's their preference!

BENEFITS FOR PROPERTY MANAGERS

Having a property marketing website that works for you has more than just one benefit. It will not only convert more leads to leases but also increase your efficiency. Online services like applications and leasing save office hours, cut down on human error, and reduce paper waste.

And, if your marketing website is integrated with your property management solution, even better. Then your property websites can easily display real-time pricing and availability. Some solutions automatically update your website and ILSs for you, so you don't have to spend time putting up and taking down listings on multiple websites. And with a website you control yourself, you'll have more insight into how well your business is functioning as a whole – from marketing to leasing to resident services. 🏠

Having a property marketing website that works for you has more than just one benefit. It will not only convert more leads to leases but also increase your efficiency.



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Michael Mino is President and CEO of PropertyBoss Solutions, a provider of property management software. A serial entrepreneur, he has started a number of software technology firms and became a landlord in 1977 when he purchased his first rental units. PropertyBoss Solutions is a NARPM® Affiliate Member, based in Greenville, South Carolina. For more information about Michael or PropertyBoss Solutions, visit www.propertyboss.com or call Michael at 864.297.7661 x26.

Paying the Rent - Part Two

In our previous discussion, we reviewed the two primary physical methods that tenants pay their rent – with cash or bank check. This second part will focus on the banking system and how technology (and legislation) has modernized the check-clearing process, facilitating a number of virtual payment methods. Credit card processing will be examined in the third part of this series.

CHECK-CLEARING PROCESSES

The Federal Reserve Payment's Study (2013) reported that \$25.9 trillion was paid through checks, and the number of checks written (18.3 billion) was less than half of the total nine years earlier (37.3 billion). Although this transaction type is declining at a steady rate of 2 billion checks each year, a lot of people still use paper checks.

What happens when after you deposit your tenant's check at your bank? Prior to 2004, it most likely was transported to your tenant's bank. The Check Clearing for the 21st Century Act (Check 21) changed this by setting universal procedures for electronic check processing through the concept of a "substitute check" – an electronic image of the front and back of the physical check.

Now your check can be processed in four different ways:

- **Traditional (by mail)** – Your bank does it the old-fashioned way – by mailing the rent check to the tenant's bank or a clearing unit, such as one of the twelve Federal Reserve Banks.
- **Internal** – "On-us" checks (your bank and the tenant's bank are the same) are handled according to each bank's defined procedure.
- **Substitute Check (Check 21)** – Most checks are now handled by converting them into electronic images and transmitted through one of four channels (see below) for clearing; the physical check is kept for some holding period before being destroyed; a substitute check can be sent electronically for those banks still requiring receipt of the check.
- **Electronic Funds Transfer (EFT)** – Instead of depositing the rent check, you can convert it

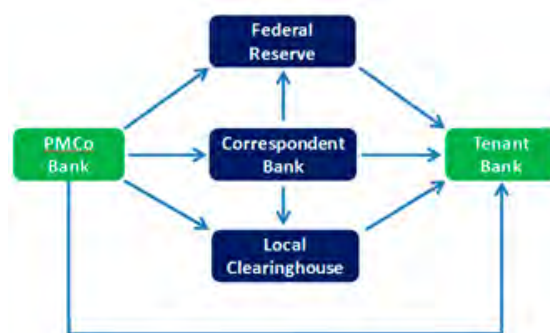
to an electronic withdrawal from your tenant's banking account; the most common EFT method to do this is an Automated Clearing House (ACH) transaction.

THE CHECK 21 CLEARING PROCESS

From the Federal Reserve's website – To collect the remaining interbank (not "on-us") checks, a financial institution may:

- Present the paper checks or transmit images of the checks directly to the paying bank.
- Forward the paper checks or images of the checks to a correspondent for collection.
- Exchange checks, in paper or electronic form, with a group of banks participating in a clearing-house arrangement, or
- Forward the paper checks or images of the checks to a Federal Reserve Bank for collection.

The following diagram shows the electronic flow of these substitute check images.



Trivia alert: The clearing process does not include getting your money. According to Wikipedia: "clearing denotes all activities from the time a commitment is made for a transaction until it is settled. Clearing of payments is necessary to turn the promise of payment (for example, in the form of a check or electronic payment request) into **settlement**, the "actual movement of money from one bank to another."

Although the Check 21 process has sped up the time to clear a check from multiple days to less



than a day, this legislation did not change the rules affecting how quickly the rent funds are available to you. Each bank or payment processor is free to set their own guidelines.

BANK AND MERCHANT SERVICES

So, you would like to tap into these new technology advances? The first place to start is with your banker. They offer a number of options directly or repackaged through a third party. Independent EFT providers can extend these offerings, often at a more competitive price. Between these sources, the following services can be obtained:

- **Lock Box** – Tenants send their rent check to an address (often a post office box) designated by the bank; your bank retrieves and opens the mail associating the check, with the tenant using an enclosed coupon or by matching the account number of the check; the funds are deposited in your account; a report of the tenant payments is provided to you, typically through an online website (of course, this service was available before Check 21).
- **Remote Deposit** – A scanner provided by the bank (or pictures taken by your smartphone) transmits check images to your bank for Check 21 processing; the funds are deposited in your account; a report summarizing the deposits is typically available through an online website.
- **Auto Draft** – A transfer is made through the ACH system from the tenant’s bank account to your bank account; this is typically facilitated through a website portal in which the tenant can make single or recurring payments; a more traditional mechanism is for the tenant to complete a paper authorization form with a voided check attached.
- **Kiosks** – Touch pads or touch screens enclosed in a small housing can be located in your lobby or a public area like a shopping mall; these multi-purpose devices can perform as a marketing outlet, as well as a payment channel.
- **Telephone** – The tenant calls a toll-free telephone number to access an Automated Voice Response (AVR) system or a live operator (more expensive); AVR systems are available 24 hours, 7 days a week, but require registration before the first transaction; the operator can take first-time payments;

the transaction is processed through the ACH system similar to the Auto Draft described above.

- **Retail Outlets** – Popular retailers like Walmart support both cash and check rent payments through products like MoneyCard®; these transactions are generally also processed through the ACH system.

Here are some of the advantages of these virtual services:


- funds are available in your account sooner
- the deposit deadline is extended beyond “banker’s hours”
- reduces the chance of lost or stolen checks
- less trips to the branch office of the bank
- no deposit slips to complete
- faster notification of bad checks (NSFs)

ACCOUNTING FOR THE TRANSACTION

All of these virtual check processing methods eliminate your handling of the physical check, but how does the transaction get recorded in your accounting system? Most banks and EFT processors have online websites (portals) that allow you to review the details of each transaction they process. You can manually transpose this information, not unlike what you did with manual check processing. But you are already thinking that there must be a better way. Many of these portals support the downloading of a data file with all of the transactions from a specified period. There are many formats, the most universal being Comma Separated Values (CSV) and text files that are tab delimited. Many accounting programs have the ability to import these data files eliminating the time and error susceptibility of manual entry.

IN SUMMARY

We will switch our focus from bank checks to credit cards next time and examine how they work. I would be remiss if I did not encourage you to also check with your management software provider. They often have relationships with banks and EFT processors enabling a seamless data flow of the transactions directly into your receivables ledger. They can also take responsibility for the entire process resulting in one point of contact.

Please share your experiences with us for inclusion in this continuing discussion. 

All of these virtual check processing methods eliminate your handling of the physical check, but how does the transaction get recorded in your accounting system?



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Designees approved at the November 2016 Professional Development Committee meeting:

MPM®

Tino Peabody, MPM® RMP®

RMP®

Evey Edwards, RMP®
Mike Giallanza, RMP®
Denny Miller, RMP®
Nathan Tew, RMP®

CMC

Jessica Trafton, CMC

The Professional Development Committee now approves Designation Packets monthly.

- Please submit your packet by the **15th of each month** to be approved.
- Deadline for the National Convention in October is **August 4, 2017**.

***There is a new upload system available to submit your designation / certification documents. To upload your documents to the new upload system, please email designationinfo@narpm.org.

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Kathleen Gaspari, MPM® RMP®, is the Senior Residential Asset Manager for Berkshire Hathaway HomeServices Florida Properties Group located in Clearwater, Florida. She is responsible for training, creating educational material and customer care. Kathy is currently serving as Secretary for NARPM® Florida State Chapter and NARPM® Florida Conference Planning Committee Secretary. She also serves as Secretary for Pinellas REALTOR® Organization – Leasing and Property Management Council. When not working, she loves running, drawing, writing articles, reading, and hanging out with her husband.

Where In the World Are You? The Global Investor

The properties you manage may be in your own backyard, but your clientele could be from anywhere in the world. Each year, more and more foreign investors are buying rental properties here in the United States. Our real estate market offers the stability and ownership rights that make owning investment property in our local markets very attractive to the global investor.

This influx of foreign ownership brings new opportunities and along with it, a new clientele that may require a more worldly way of thinking. As Property Managers, our daily challenges are usually dealt with by relying on our experience, applying consistent businesses practices, and having a clear understanding of federal, State, and local laws. However, a broader knowledge of the world may be required when situations arise due to cultural differences. Your ability to adapt to new people and to provide world-class service at the same time to your clients will be tested. A foreign landlord or tenant will truly appreciate the professional who takes the time to get to know them and respects what their culture has to offer.

The training for the designation of Certified International Property Specialist (CIPS®) offers information on many topics that are pertinent to dealing with a diverse clientele. While taking this course, we studied demographics, the economy, government, and, of course, money, but perhaps the most useful bits of information were about the customs, negotiation styles, and religious beliefs of other cultures and the impact that all of these topics could have on your ability to conduct business with people from all over the world.

Below I have compiled a list of 10 unique situations from around the world. The questions below highlight the differences that we would probably overlook in our daily interaction with people from other countries.

LET'S SEE IF YOU CAN GUESS WHERE IN THE WORLD YOU ARE!

Q *You have just been presented with a business card with both hands. You reach out and take it in your normal manner. The client is insulted. Where is he from?*

A He could be from Taiwan or Japan. It is customary when a card is presented with both hands that it should be accepted with both hands. The text should

face the recipient, and you should look at it before you carefully put it away.

Q *You have several applicants for a rental. During a meeting with the owner you told him "to keep his fingers crossed." You just offended him. Where is he from?*

A He may be from Vietnam, where this gesture is considered very rude.

Q *Your potential tenant has expressed shock that you are only requiring a first month's rent and a security deposit for move in. He explains there are two ways to rent a home in his country and both require extremely large deposits. Where is he from?*

A He might be from Korea. Deposits and payments usually follow a system called Key Money. There are two forms of this system. Key Money-Jeonse, which requires a deposit of between 25-80% of property value with no monthly payment or Key Money-Wolse, which requires an advance deposit 10 to 20 times the amount of rent, plus a monthly rent payment. Either version is substantially more than what is expected in the United States.

Q *You just finished signing a lease with your new tenant. He enthusiastically states he wants to stay a long time and adds "once a renter always a renter." Where is he from?*

A He could be from Germany. Long-term tenants have no desire to own. About 53% of Germans are renters. Property is very expensive. The laws favor the tenants and there are strict rent controls. There is no real motivation to own.

Q *Your new client wanted to know how big a problem "crash landlords" are. Where is he from?*

A This term is commonly used in Spain. It is part of their black or shadow economy. "Crash Landlords" break into homes that have been left vacant by bank repossessions. They reconnect utilities and rent to families that are in need of housing. This is similar to what we encountered here after our housing bubble

burst. Bank-owned properties left sitting vacant after foreclosure were a hot bed of illegal rental activity. Spain experienced the same illegal activity, only there is a very lengthy, expensive process to evict these types of tenants. Even after they have been evicted, they often return illegally. To highlight your knowledge of our market, you could explain what similar activities US landlords encountered during our foreclosure crisis and the remedies available to landlords. Most investors are looking for experience and knowledge.

Q *You needed to write some information down for your client. You grabbed the only pen on your desk, wrote the message down, and handed it to your client. The color of the ink was red. Your client looks confused. Where is he from?*

A He could be from China. In Chinese culture, red ink signifies you want to sever a relationship.

Q *You serve a three-day notice. The tenant graciously accepts it and seems unfazed. Why?*

A He might be from Germany. Evictions can take up to a year there. Tenants have plenty of time to make other arrangements. It would be a good time to explain to him what a three-day notice means in the United States.

Q *Your potential tenant inquired about “thank you money.” Where is he from?*

A This is a Japanese term. Key money or thank you money is usually equal to 1-2 month’s rent and is money given for the privilege of renting.

Q *Your new tenant has more questions than usual concerning repairs and habitability standards. She explains to you that landlords in her country do a poor job maintaining their rental properties. She also wants to know what the penalty is for “overstaying.” Where is she from?*

A Maybe she is from India. The rent control laws in this country were intended to protect the tenant, but have had the opposite effect. The landlords have no incentive to maintain or fix these properties and, as a result, rentals are substandard at best and often times hazardous. The rent control laws that discourage owners from making repairs apply to leases for 12 months or more. To get around those rent controls, landlords offer 11 month leases with strict penalties to prevent tenants from overstaying.

Q *A landlord who insists that the lease contain a provision for complying with “Customs of the Place” is from what country?*

A The Philippines. This is quite an interesting way to manage rental property. The rules that are applied to tenancy are based on local customs and practices. A Property Manager in the Philippines has a tough job enforcing tenant compliance. Every rule would mean something different to each tenant or owner, depending on where they are from.

A BIT OF ADVICE

REALTORS® generally grow their business by “farming.” We set our sights on geographical areas, clubs to which we belong, or merchants with whom we form alliances to achieve our goals. These are all very logical options and usually prove to be successful. However, if your business plan includes foreign landlords, then a global farming approach will be required. Preparation and education will be the keys to your success.

Cultures are very diverse and it could be very difficult to navigate through the customs and taboos of different countries without some preparation. The first step in your global farming efforts would be to choose an area of the world in which you would like to specialize. Choose a country you like or to which you have a connection. Then, educate yourself. Research your subject country. Get to know customs, laws, and the economy. Choose some specialized training, such as Certified International Property Specialist (CIPS®) designation classes or something similar.

The internet is also a great resource, not only for information concerning your chosen destination, but border countries and their influence on the areas in which you want to work. Realtor.com offers an international version of their website, which will help you understand the market in the country with which you want to become familiar. Reaching out to agents who are active on this website would be another way to begin networking.

Next, join a group or committee that specializes in International relations. My local board offers the Pinellas International Council. There are other International Business Councils all over the country.

You may also consider a trade mission. These country tours are a combination of business, education, and some fun. Global Trade Shows and conferences offer networking, education, and will introduce you to new products.

There are many ways to get involved, which will get you connected to the resources you need to be an effective partner for your clients and help you achieve that ultimate goal of becoming the Global Investor’s trusted real estate advisor. 🏠

The content for this article was taken from notes and information contained in a Certified International Property Specialist or CIPS® designation training course.

This influx of foreign ownership brings new opportunities and along with it, a new clientele that may require a more worldly way of thinking.



Russell A. Hathcock, RMP® Candidate, is the Designated Broker of East Valley Property Management, LLC in Mesa, Arizona. He began his management career in 2004 and became Broker of their 25-year old family-owned company in 2009. He is excited about NARPM® and is the 2017 Phoenix Metro Chapter President. He also obtained a Business Administration and Marketing Degree from the University of Phoenix in 2007.

A Game Plan for Unforeseen Events **Facing Our Giants**

Excitement filled the air after winning a challenging championship football game. The players, who after giving it their all, succeeded in overcoming the odds and won the game. The mood was pungent with relief; the season was over and the championship title was theirs. Satisfaction was an understatement. The whole team knew that they had exceeded the expectations of even the few stalwart fans who largely consisted of moms and dads who never stopped believing that their home-town team, their sons, could make it to the top. In the film, *Facing Your Giants*, Coach Grant Taylor led the Shiloh Eagles to their first-ever winning season by using failure as an opportunity to learn and improve.

Overcoming adversity and challenge, is something with which many Property Managers are all too familiar. After any particular challenge I find myself feeling as though I'm part of a perpetual game of football. At times, my team has struggled to push the line in evicting a problem tenant who

Do you have a game plan for unforeseen events? Where do you go for help if you find your team is in a defensive situation and the offense has the ball?

Sometimes, it's the situations that seem the least likely and for which you are unprepared that can cause the most problems. After 13 years in the business, I've dealt with my fair share of them and have learned tremendously. Some of my biggest plays have been devised through the experiences of others and the association with my local NARPM® Chapter, and attending various national events throughout the years.

In one circumstance, as a new Broker, I was totally blindsided when a tenant called one day on my way home on a Friday evening and stated that she just noticed moisture coming through the wall from the kitchen sink area into the living room and her in-home nurse pulled the carpet back and discovered mold. Okay, no problem, we'll have someone take care of it right away. Not so fast! In an instant, I found myself at the zero yard line in the 4th quarter with

We have learned to never under or overestimate potential risks that may seem remote, unlikely, or completely unimaginable.

somehow feels that all of their personal issues should be ours, is verbally abusive, and makes it known that they are armed by over emphasizing that he lawfully carries a gun. Somehow a rogue judge believes the sob story and grants extra time in the home before the tenant is locked out. At times, we score a winning pass in the end zone when we bring aboard an easy to work with client with multiple properties who understands everything on our plate and lets us do our job unimpeded.

No matter the situation, adversity and challenge have put my team to the test and makes us look inwardly to assess and determine whether our processes and procedures are adequate for any given situation. We have learned to never under or overestimate potential risks that may seem remote, unlikely, or completely unimaginable.

minutes left on the clock and an entire field to scale.

It turns out that the home had an ongoing leak for a considerable amount of time that caused enough damage that the kitchen cabinets, walls (interior and exterior), flooring (carpet and vinyl), etc. all needed to be ripped out, replaced, and/or fixed while maneuvering, moving, or otherwise working around her borderline hoarder "priceless valuables."

Huddle around, here's the back story.

The tenant was confined to an electric wheel chair, originally rented the home with her husband who, subsequently, left her and is now nowhere to be found, has a young daughter recovering from brain surgery (or so she says) with a lengthy list of ailments; and her, well she has a list of health issues that figuratively stretched the entire length of the field and among them included the claim that she

has no immune system. She had no means of transportation and had a fixed meager social security/disability income that barely met her needs.

The tenant refused to allow any work to be performed while she was present, stating that, since she had no immune system, any work performed would release tiny mold spores into the air and would kill her. She said that if I didn't immediately remove her from the home and put her up in a temporary location, pack her stuff for her and safely move it to storage, that I could expect to be sued. By the way, removing her from the home meant transporting her in a special medical transport van full of medical equipment that I can't even begin to explain, and placing her in a care facility equally full of medical equipment. Making matters worse, she was belligerent and seemingly knew the lawyers and laws to cite that put shivers down my spine. When asked for some validation to her claims, I was met with a barrage of additional claims of violating medical privacy laws and discrimination, etc. I called around to get some pricing; medical transport was extremely expensive and, given the situation, all the moving companies wouldn't touch it. The clock was ticking.

And the owner, well, as luck would have it, the owner was part of a class-action lawsuit to sue the home builder of the property for, of all things, faulty kitchen water pipes. About a month prior to the tenant's discovery of the leak, the owner contacted the Property Manager in my office and requested assistance to help give access for an independent investigator to get into the home to look at the very thing that was now leaking. The Property Manager attempted to do that, but could not reach the tenant, since the only phone number on file did not work. And there it sat, the ball was dropped.

The homeowner blamed our company and threatened to sue me, feeling like the whole situation could have been avoided had we followed up on the original inspection request, where a simple fix could have been performed, rather than a \$10,000 renovation. I was in over my head and it was clear.

Luckily, I had an ace up my sleeve. A good friend of mine, who was also my attorney, stepped up and guided me through the whole ordeal as a sideline favor. He helped me craft the plays and helped me see the end in sight. NARPM® peers gave me moral support and additional insight. I had a good head coach and assistant coaches.

Ultimately, we mutually terminated the lease, found a new home for the tenant, and she moved with the help of her church

congregation. The repair was completed using insurance and the homeowner was able to continue to pursue the class-action law suit against the home builder. I made it through the situation with no lawsuit and was able to breathe a sigh of relief in the end when all parties were satisfied and I did not have to pay exuberant sums of money to anyone. With a few bumps and bruises, we successfully made it to the end zone and scored a touchdown.

There is not enough room in this article to cover all the details but, by and large, I learned some valuable lessons during that time about being prepared and persevering.

This scenario brought up several learning opportunities for us. Prior to this, renters insurance was never addressed in our move-in procedures. Now, it is mandatory and tenants are made aware that we will not be responsible for their personal belongings in the event that there are damages sustained for any reason. Having updated contact information is taken much more seriously, and we seek to update our records constantly and even inserted a fee into our lease if we find that we do not have current contact information. In staff training meetings, effective communication is taught with an emphasis on taking the initiative to follow up on and follow through with even the simplest of issues that may seem unimportant. Issues that seem insignificant to us can be highly important to someone else and can result in the biggest headaches if not addressed.

I have found that in the property management business, the game never ends. There is always a new challenge and a new opposing team. To be on the winning team one must always evaluate and update their plays by being vigilant, continually learning from mistakes and failures, updating corresponding policies and procedures, and being part of a support group to learn from others – in this game, NARPM® is best place to do that. 🏡

DISCUSSION BOARD Hot Topics

WHAT HOT TOPICS ARE PROPERTY MANAGERS CURRENTLY TALKING ABOUT?

NARPM® maintains Discussion Boards for several specialties within the organization. These Discussion Boards enable Members to stay in contact and to share questions and concerns as they arise. **If you would like to participate in one of these groups, visit <http://www.narpm.org/members/discussion-boards/> and follow the instructions.** NARPM® National approves all Discussion Board Members and the Discussion Boards are only available to Property Man-

agers who are Professional Members of NARPM®.

Statements of fact and opinion are the responsibility of the authors alone and do not imply an opinion on the part of the officers, staff or Members of NARPM®. Any legal matters or advice mentioned herein should be discussed with an attorney, accountant or other professional before use in a particular State or situation. All readers are responsible for their own investigation and use of the information.

Q **How do you pay referral fees to referral partners, such as agents/brokers?**

A Two options seems to be the consensus: (1) One-time payment of whatever amount or (2) a one-time payment, and then, residual payments for the life of the customer.

A Overwhelmingly, the consensus is a one-time payment, due in large part to the difficulty of tracking residual payments to an agent over a period of time. Plus, the unintended consequences where Brokers take a portion of each payment to an agent, and thus, residual payments to agents end up being just a few dollars after Broker fees/splits, etc.

A Another person commented, in the hope that residual payments would keep the Property Manager as top of mind for future referrals, but that didn't seem to work out due to the negatives of the smaller payouts.

Remember – You should verify everything that you read on the Internet.

CHAPTER Spotlight

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



Christine Savoie, RMP®, has a long history of moving because she followed her husband on Army moves. From 2002 to 2007, she was the licensed assistant to a top-producing sales agent in Harker Heights, Texas. Following her husband's retirement, they have settled back in the Harker Heights, Texas area, where she has been manager of about 650 homes since 2012. She is mom to two boys who play ice hockey (yes, in Texas) and just earned her RMP® in 2016.

Beginning our Chapter was like pulling back a curtain for us to realize that we were all in the same boat.

Central Texas

While still a “newbie,” the Central Texas Chapter has made great strides in 2016. We were approved as an official Chapter at the 2015 NARPM® National Convention in Atlanta. I attended that Convention and quickly discovered first hand all the support of NARPM®. Apparently, our little Chapter, in the middle of big ol’ Texas, was making quite a name for itself.

It all started in Spring of 2015. A group of Property Managers had attended Broadcast education through the Texas Association of REALTORS®, where Mike Mengden, MPM® RMP®, was the instructor and had talked about NARPM®. The closest Chapter is Austin, which is a good hour from most of us in Killeen/Harker Heights. Deborah Beene, our inaugural President, spearheaded working with NARPM® National Leadership to get our Chapter off the ground.

The future Chapter Leadership answered a call for a Chapter in Formation meeting in mid-May, assigned ourselves some Board positions (Deborah Beene, President; Christine Savoie, RMP®, President-Elect; Mary Beth Davis, Secretary; Kellie Bacon, Treasurer; Robin Cargill, Education Chair/Director; Scott Shine, Affiliate Chair/Director; and Bridgett Hattaway, Director), and got to work on a plan of action.

Our first General Meeting was a round-table discussion featuring Kevin Knight, MPM® RMP®, of Liberty Property Management (large company), Michael Francis, MPM® RMP®, of Rollingwood Property Management (medium company), and Steve Crossland, MPM® RMP®, from Crossland Real Estate (small company). Our discussion was moderated by Greg Doering, MPM® RMP®, of GDA Property Management, CRMC®, and offered great insight into the value of NARPM®: information sharing, ideas, friendships, support, and networking. The meeting brought a larger than expected number of attendees. We also tapped the newspaper to be there for some free publicity.

Since our first meeting, we’ve maintained a respectable attendance at our meetings. We polled the attendees and Members early in the process to see what topics were of interest. We’ve had an attorney speak to us about service animals. A local Justice of the Peace spoke to a well-attended meeting about evictions and the eviction process in our local area.

We’re just a little over a year in and I still do a double-take when someone comments on how well we are doing as a Chapter. We’re just a group of busy Property Managers who, until we started the Chapter, were powering through alone, as most other managers do.

Beginning our Chapter was like pulling back a curtain

for us to realize that we were all in the same boat. Adding one more thing to our already busy schedules was balanced with reassurance that we were encountering and enduring many of the same situations. I can see the start of the camaraderie that I was a part of at the 2015 NARPM® National Convention in Atlanta. For me, that is one of the more important aspects of NARPM® – knowing we aren’t alone, along with idea sharing, problem solving, and having a sounding board.

Our fledgling Chapter has about 25 current Members and a few vendor/Affiliate Members. We average 20 to 30 people at the meetings and we meet every other month, except in the summer. As we are near Fort Hood, the summer is a hectic time. In July, we were able to hold two education classes (Essentials of Risk Management and Developing Rewarding Owner Relationships), led by Mike Mumford, MPM® RMP®. We are now scheduling education for Fall 2017. We already have our first RMP® recipient and we have several other Members who are working toward their RMP®.

In September, we held our elections. The 2017 Central Region Vice President (RVP) Greg Doering, MPM® RMP®, installed our new officers at our General Meeting, where we also hosted a round-table discussion with local Property Managers. The Board planted questions and the conversation took off from there.

October 2016 proved to be a great month for the Central Texas Chapter. As I wound down my night and checked email on October 21, 2016, I found an email from Greg Doering, MPM® RMP®, who had been our RVP Ambassador/Cheerleader. He was congratulating us on receipt of the 2015 Chapter Excellence Award and 2016 New Chapter of the Year Award, both awarded at the 2016 NARPM® National Convention in Maui, Hawaii. Sadly, no one from our Chapter was there to receive this great honor. That’s how surprised we were, but Greg and 2016 Central RVP Tracey Norris, MPM® RMP®, were on hand to represent our Chapter and receive the award. We are thrilled and surprised that our efforts have attained such praise so quickly.

Our November 2016 meeting was a membership drive (using the grant from NARPM® National) and a presentation from Brad Larsen, RMP®, entitled “The First 600 Homes were Easy.” Topics for 2017 include: an attorney presentation regarding the Servicemembers Civil Relief Act (SCRA) and other local issues and Personal Safety for Property Managers. We are also planning a mixer for the summer and designation education for fall. We look forward to growing and enriching our Chapter in the coming year with the support of our RVP® and the NARPM® National Leadership. 🏠

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Greg Doering, MPM® RMP®, is a former Senior Manager with FedEx and has been licensed for nearly 20 years. He started his company, GDAA Property Management, LLC, CRMC®, in 2006 and earned the CRMC® designation in 2015. He has been active in NARPM®, serving as the Austin Chapter President and the 2014-2015 Central Region Ambassador. Greg is currently a Director at his local REALTOR® association, in addition to serving on the Texas Association of REALTORS® Property Management Committee. Greg and his wife, Sue, have three grown daughters, two terrific sons-in-law (meaning they are employed) and a new grandson born July 4th.

The RVP Bulletin



Howdy and Happy New Year from the Central Region. My name is Greg Doering, MPM® RMP®, and I am the new Central Region Vice President. I hope you are as excited about the New Year as I am. We are off to a great start with some exciting goals that offer an opportunity to benefit each Member of NARPM®. The 2017 NARPM® President Steve Schultz, MPM® RMP®, has challenged each local Chapter to sponsor at least one educational class in 2017. You will have over 70 opportunities to increase your property management knowledge and work towards a designation, while meeting with your fellow Property Managers. Plan your year well and work in an office visit to a fellow Property Manager while on a family vacation.

Everyone is welcome to attend the Texas Style Conference in Austin, Texas on February 8-10, 2017. It will be a great opportunity to catch several educational classes, including Marketing or Advanced Risk Management on February 8 from 9 am - 4 pm and

NARPM® National Convention held at the Rosen Shingle Creek in Orlando, Florida, on October 18-20, 2017. Education classes begin October 16 and Pre-Convention Activities begin October 17, 2017.

I would like to thank two individuals that have had a tremendous impact on me personally. First, Past President Bart Sturzl, MPM® RMP®, who has been a colleague of mine for more than ten years. Throughout the years, Bart has moved from colleague to friend and mentor. As the 2016 NARPM® National President, Bart implemented the Chapter Leadership Program. I believe this program, by training and developing Chapter Leaders, will have a tremendous, long-term impact on NARPM®.

The second person I would like to thank is the 2015-2016 Central Region Vice President Tracey Norris, MPM® RMP®. She has had a long-time commitment to NARPM®, serving in many roles in the San Antonio Chapter, as well as serving as the Com-

You will have over 70 opportunities to increase your property management knowledge and work towards a designation, while meeting with your fellow Property Managers.

Ethics on February 9 from 9 am - 12 pm. Another great opportunity, and my personal favorite, every year is the Broker/Owner Retreat in Las Vegas, Nevada. I have not missed a single one and always come away with ideas that allow our company to run more efficiently and increase revenue. If you are a Designated Broker, company owner or a key decision maker, the Broker/Owner Retreat in Las Vegas on March 20-22, 2017 is a must. Three education classes will be held on March 23. While you are in Las Vegas, see if you can stop by the office of George Trombley, RMP®, of Blackbird Realty & Management, and check out his video production set up. George is a great guy who is always willing to share and he has a terrific staff.

While you are booking your hotel for Las Vegas, make sure you also mark your calendar for the 2017

munications Chair for NARPM® National. Tracey has done a tremendous job in leading the Central Region. I have appreciated her leadership and dedication to the Chapters she represented.

The Central Texas Chapter is the newest Chapter in the Central Region. This Chapter meets in Killeen, Texas, which is next door to Fort Hood. Fort Hood is the largest active duty armored post in the United States Armed Services, encompassing 340 square miles. It is the home of the 1st Calvary Division.

It has been exciting to watch over the last 18 months as the Texas Central Chapter has moved from Chapter in Formation to the real deal. See this month's Chapter Spotlight on page 30 for more about their journey. During the 2016 NARPM® National Convention, it was exciting to hear the Chapter's name being called for the Chapter of

Northwest: Kellie Tollifson, MPM® RMP®
Alaska, Washington, Oregon, Idaho, Montana,
Wyoming.

Pacific: Tim Wehner, MPM® RMP®
California.

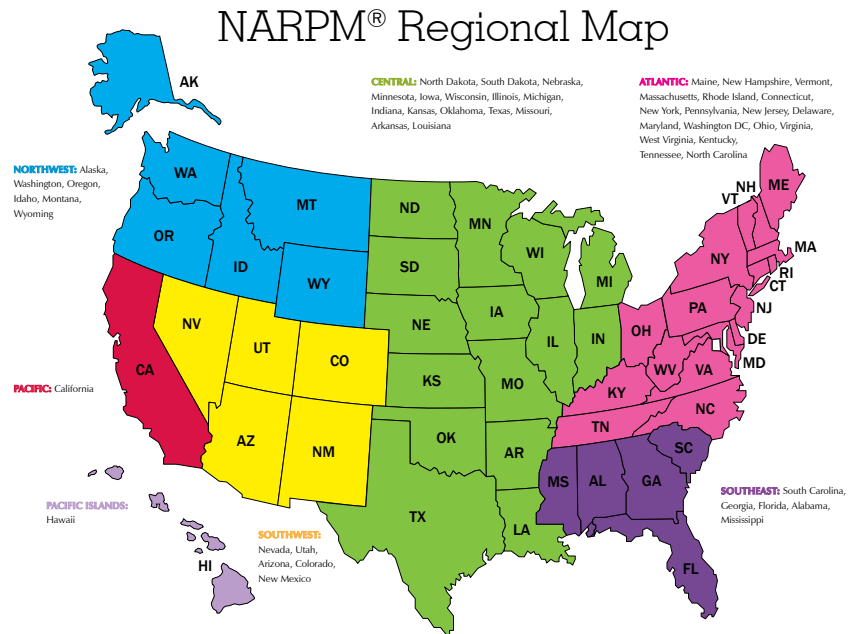
Pacific Islands: Tim Wehner, MPM® RMP®
Hawaii.

Southwest: Mike Mumford, MPM® RMP®
Nevada, Utah, Arizona, Colorado, New Mexico.

Central: Greg Doering, MPM® RMP®
North Dakota, South Dakota, Nebraska, Minnesota,
Iowa, Wisconsin, Illinois, Michigan, Indiana,
Kansas, Oklahoma, Texas, Missouri, Arkansas,
Louisiana.

Atlantic: Scott Abernathy, MPM® RMP®
Maine, New Hampshire, Vermont, Massachusetts,
Rhode Island, Connecticut, New York, Pennsylvania,
New Jersey, Delaware, Maryland, Washington DC,
Virginia, North Carolina, Ohio, West Virginia,
Kentucky, Tennessee.

Southeast: Joel Elliott, RMP®
South Carolina, Georgia, Florida, Alabama,
Mississippi.



2017

Excellence Award and then followed by the announcement of being named New Chapter of the Year. Congratulations to all of the Members of the Central Texas Chapter and their Affiliate Members for their dedication and commitment to excellence.

The Central Region has two Ambassador positions to help assist Chapter Leaders. I am very pleased to have Rob Ferrier, RMP®, of First Class Realty, Inc. in Cypress, Texas, and Adona Lowery, MPM® RMP®, from Landlord Property Management, LLC, in San Antonio, Texas, volunteer for these important positions. Rob has served on several National and local NARPM® Committees and was recently the President of the Houston Chapter. Adona is heavily involved at her local San Antonio Board of REALTORS®, as well as being the recent chairperson of the Texas Association of REALTORS® Property Management Committee. I am very impressed with both Rob and Adona's knowledge and willingness to serve. Both Rob and Adona have a real desire to serve NARPM®, as well as a commitment to the property management industry.

I am looking forward to meeting more NARPM® Members, as we all take advantage of the educational opportunities in 2017. It is going to be an exciting year! 🏠



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Continued from page 17 “Training”

work ethic, loyalty, thoroughness, and problem-solving skills. As an expert, he knows the right questions to ask to get the answers that he needs. In addition, he knows all of the laws regarding hiring employees, so we do not have to worry about accidentally asking the wrong question.

3. Once the interview is complete, Gary runs a DISC test on them. This is far more than your Tony Robbins online test. Instead, the in-depth DISC test makes an accurate, complete evaluation of the candidate. We are firm believers to DISC testing because it has always worked for us. In every instance, the DISC test has shown an extremely accurate profile of the people that we hired. Over the first month of employment, we would quickly notice the qualities and skills revealed in the test.

With a DISC test, you are basically shown how the employee will act. It can tell if you the chatty employee will talk your customers’ ears off, or it could show an employee that is likely to stay with your company for years. Most importantly, the DISC test will show if the potential employee is detail-oriented enough to be a Property Manager.

4. Now that Gary has narrowed down the list of candidates to just three, the next step is the in-office interview. Beforehand, he will send along a recommendation for things that we should look for at the personal meeting and potential questions to ask. All you have to do is be ready to fall in love with one of the candidates.

Through Gary’s help, we hired three staff members last year. All of those employees are still with us today.

Let the Training Begin

Once again, we are hiring a new employee. Our employee this year is Andrea, and our goal with her is to reduce the amount of stress and the cost of training. Andrea began working with us last week, and she was given the Employee Manual for Property Managers a week before that. This gave her a chance to look at different chapters in our manual and look at what our Property Managers handle. For example, we have chapters on client communications, new property sign-ups, advertising, lease up, renewals, turnovers, maintenance, violations, and owner cancellation.

Out of everything that I have done for our business, my best choice ever was to make an employee manual for each position. It is impossible to remember every single detail as you train an employee, and there are always questions later on. An employee manual is by far the best way to make sure that each employee receives the same training, is prepared for work and has a resource ready when they have questions. Our manual is used as a reference during business hours, training and evaluating Property Manager performance on each chapter monthly.

Andrea was given a 10-day schedule to work with a Property Manager on a chapter every day. I created an order for the chapter-by-chapter training that works with the time of the month. If they start on the first of the month, the employee covers turnovers immediately as keys arrive. During the middle of the month, training focuses on the renewal process as the offer letters are prepared and sent out.


Looking at my Property Managers, I selected an individual to work with Andrea on each chapter who was strongest in that area. For my part of training, I stick with the chapter on client communication. This entire process ends up working extremely well because my current Property Managers love spending time with her. It gives them a chance to get to know her, but they

do not become overburdened because they have just a single chapter to handle. While I highly recommend having a Property Manager Manual, it is not a problem if you do not have one. Instead, you can just divide the training between your current employees according to the tasks involved.

On her first day, we gave Andrea the schedule and had her sign off on all of the office paperwork. Of course, there was much more that we had to do before she could even start her first day. To get her ready for the office, we had to:

1. Create an email account for her with a new email address and with her new email address, we could create her property management software account.
2. Remember to assign her properties to the account in the property management software. Enter her on the list for receiving alerts and notifications.
3. Using the email address, make an account for her in an office file system like Dropbox. Make sure that you send invitations to share folders with her that she will need to access.
4. If you are working with virtual assistant teams, you will need to notify them about the new hire like we did. We asked them to share their reporting with her and include her on all office communication.
5. Make sure that she has a phone number and an office extension. If your company is like ours, you may also need to set up a cell phone account and a fax number.
6. Once everything is set up, she can share photos ahead of time. We also ordered her business cards at this point.
7. Do you use Google Docs? If so, your employee will need to set up a Gmail account like Andrea. Make sure to share all of the spreadsheets with her.
8. Give her an office key and a passcode for the office’s alarm system.
9. Once she has turned in all of her sign-up paperwork, we entered her into the payroll system.
10. The last step before the big day was to post her biography on our company’s website.

As you do this for the first time, make sure that you save your checklist of everything that you needed to do. This way, you can just go through the checklist next time and not have to worry about missing anything.

Do not be afraid of hiring a new Property Manager when you need to do so. If you are uncomfortable with interviewing and training employees, stick to what you do best and hire help when you need it. Make a rough checklist of what you will need to do and remove the mystery from hiring and training. As you learn these skills, hiring and training employees will become much easier. 



Remember that other NARPM® Members are often the best source of information. Isn't that one of the reasons why you joined NARPM® in the first place? Don't be afraid to ask!

NARPM® Affiliate Members

BANKING AND FINANCIAL

American IRA, LLC
AssetAvenue
Cherry Creek
Mortgage Co., Inc.
Eaglebank
Foundation Bank
IRA Innovations
Seacoast Commerce Bank
Sunwest Trust, Inc.

BUSINESS PRODUCTS AND SERVICES/OTHER

1-888-GO-ANSWER
ACH Processing Company
All County
Colorado Springs
All County Property
Management Franchise
Corporation
All Property Management
Alliance Environmental
Group
Bank Shot, Inc.
Belfor Property
Restoration
Boyles Moak
Insurance Services
American IRA, LLC
Carrington Property
Services
Centex House Leveling
Citizen Home Solutions
Coastline Environmental
Solutions, Inc.
Crown Investor
Institute, LLC
CSE Insurance
Dish For All, Inc.
Edge 2 Edge Roofing
Elite Roofing
Equifax
EZ Repair Hotline, LLC
First American Home
Buyers Protection
Green River Capital, LLC
Hart and Associates
Hire Smart VAs
HOPE Services
Hawaii, Inc.
HQ Virtual U
iManageRent, Inc.
IMC Painting, Inc.
Ingersoll Rand
Jim's Floor Covering
KIDDE
LandlordSource
Leading Property
Managers of Australia
Legacy Home
Improvements

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Liberty Rent
Guarantee, LLC
Markel Corporation
Marvon B. Williams
Agency, Inc.
MBM Group
MFS Supply, LLC
MTC, LLC
New Empire Group
Nonresident Tax
Advisors, CPA
On Sight PROS, LLC
On-Site
OPTIONS
PayLease, Inc.
PayLease, LLC
Perfect Power Wash
PLW & Associates
Property Management
Collections
Property Matrix
Property Pal
PropertyManagement
Pros.com
Real Class, Inc.
Real Property
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RECON Atlanta
RENTERtext
Renters Legal Liability
Renters Warehouse, USA
Rently
RentRange, LLC
Sage Financial
Logistics, LLC
Scott's Inspections, Inc.
Service Master National
Capital Restoration
Southwest Recovery
Services
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Law Firm
Strategy Property
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Sunrise Family of
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TaskEasy, Inc.
Technest.Ia, Inc.
The Property
Management Coach
iles in Style, LLC
DBA: Taza Supplies
Time Communications
Trane
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Insurance Company
Utah Chapter of NARPM®

CREDIT CARD PROCESSING

TSYS Merchant Solutions

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Arcana Insurance
Services, LP
Battleground
Commercial Insurance
DFI – DiGerolamo Family
Insurance Services, LLC
Markel Corporation
Mobile Insurance Agency
Preferred Property
Program, Inc.
SEB Legal, LLC
Trane
Travelers

INTERNET TOOLS/ MARKETING

CMobo, Inc.
Community Buying Group
CoStar Group
COZY
FastHomeSolutions.com
Fourandhalf.com
Geek Real Estate
Marketing
Homes.com
HomeTownRent.com
Planet Synergy, Inc.
Pointwide.com
Property Management, Inc.
Providence Management
& Investments
RentalSource.com
Rentler
Rentometer, Inc.
RentPath
Reputation 1st
Tenant Turner
Virtually Incredible
WalkThruInspections.com
Zillow, Inc.
ZipDizg, LLC

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Barker Martin, PS
Judith B. Wolk, LLC
Law Offices of Heist,
Weisse & Wolk, P.A.
LegalShield
Smith Knowles, P.C.
The Gardner Law Firm
U S Collections West, Inc.

MAINTENANCE

Anderson Group
International
ASONS
Brummell Enterprises
Maintenance

Complete Climate
Control, Inc.
Cornerstone Chem-Dry
Environmental Protective
Solutions
Excel Repair Management
Fidelity National Home
Warranty
FilterEasy, Inc.
First Class Painting, Inc.
Floor Interior Services
Corp.
Garage Door Medics
Good Affordable Roofing
Services, LLC
Groutsmith of
Treasure Coast
House of Floors, Inc.
Hy-Tech Property Services
Infrared Testing, Inc.
Keeps Up, LLC
KYS Construction, LLC
Lonestar Locks
Lowe's Pro Services
McCarthy Roofing, Inc.
Mr. Rekey Locksmith
Services
NightTenders, Inc.
On The Level
Cabinet Installation
Orkin, Inc.
Property Doctor
Propertyware, Inc.
Queenaire
Technologies, Inc.
RECON Atlanta
Roof Brokers, Inc.
Scenic View Landscape
Servpro of Bedford Park/
Burbank

OTHER

Arizona Association
of REALTORS®
CSS Services, Inc.
Intellisys Technology, LLC
Renter Tools
Rentokil North America
Royal Cleaning
Runzheimer
International, Ltd.

PROPERTY MANAGEMENT FRANCHISE CO.

Wallace Property
Management Group

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AbodeStory, Inc.
AppFolio, Inc.
Buildium
Chapps Inspector

eRentPayment
FuseOn Connections
Grand Terra, LLC
Happy Inspector, Inc.
HERO PM
HousingManager.com
Knock Rentals
LeadSimple
PayYourRent
Pendo Rent Software
PM Toolbelt
PROMAS Landlord
Software Center
Property Manager
Websites
PropertyBoss
Solutions, LLC
Rent Manager
Rentables, LLC
Rentec Direct, LLC
RentPost, Inc.
ShowMojo, LLC
Simple Inspector
TenantSync
TRExGlobal.com
TruLandlord, Inc.
Updater
Wegowise, Inc.
Yardi Systems
zInspector

TENANT SCREENING

ACRAnet
ACUTRAQ
Alliance 2020
Beacon Background
Screening Services, LLC
Contemporary
Information Corp.
ezLandlordForms, LLC
Investigative Screening
and Consulting
MOCO, Inc.
National Tenant
Network, Inc.
NoAppFee.com
Orca Information, Inc.
Reliable Background
Screening
Rental History Reports
Renters Warehouse
Resident Research
Resolve Partners, LLC
SARMA
StarPoint Screening
TenantReports.com, LLC
Trans Union Smartmove
TVS Tenant Verification
Service, Inc.

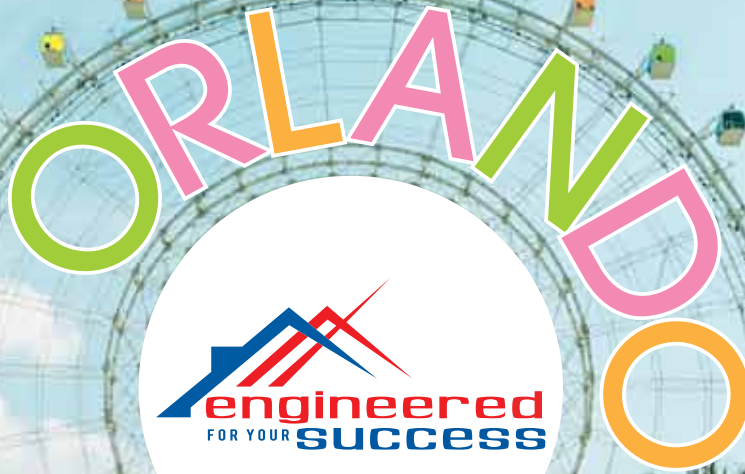


One of the many benefits of being a NARPM® Member is access to industry-specific companies that may bring you great product discounts and promotions.

NARPM® 2017 Annual Convention and Trade Show

October 18 - 20, 2017
Rosen Shingle Creek • Orlando, Florida

Education classes are on October 16 & 17
Pre-Convention activities begin October 17



REGISTER AT
<http://www.narpmconvention.com/register/>



DESIGNATION Classes

DEMONSTRATE THAT YOU HAVE EXPERT KNOWLEDGE ABOUT RESIDENTIAL PROPERTY MANAGEMENT

Is Your Chapter Interested in Sponsoring a Class?
 Opportunities are available to Chapters that would like to further educate their Members and increase their Chapter funds. However, it takes time to plan a class, so give your Chapter five to six month's lead time if you wish to sponsor.

DATE	LOCATION	HRS	CLASS	INSTRUCTOR
01/31/2017	Chesapeake, VA	6	Finance: Cash Flow Analysis	Mike Nelson, MPM® RMP®
02/08/2017	Austin, TX	6	Marketing	Mike Mumford, MPM® RMP®
02/08/2017	Austin, TX	6	Advanced Risk Management	Brian Birdy, MPM® RMP®
02/09/2017	Austin, TX	3	Ethics	Steve Crossland, MPM® RMP®
02/16/2017	Cary, NC	6	Maintenance: Basics and Beyond	Kit Garren, MPM® RMP®
02/16/2017	Woodbury, MN	6	Advanced Risk Management	Vickie Gaskill, MPM® RMP®
02/16/2017	Colorado Springs, CO	6	Office Operations – Policies and Procedures	Bev Perina, MPM® RMP®
03/23/2017	Las Vegas, NV	6	Finance: Cash Flow Analysis	Tom Sedlack, MPM® RMP®
03/23/2017	Las Vegas, NV	6	Personnel Procedures Advanced	Michael McCreary, MPM® RMP®
03/23/2017	Las Vegas, NV	6	In-House Maintenance	Dave Holt, MPM® RMP®
04/05/2017	Tampa, FL	6	Maintenance: Basics and Beyond	Fred Thompson, MPM® RMP®
04/07/2017	San Antonio, TX	6	Finance: Cash Flow Analysis	Michael McCreary, MPM® RMP®
04/10/2017	Grapevine, TX	6	Finance: Cash Flow Analysis	Mike Nelson, MPM® RMP®
04/12/2017	Grand Junction, CO	6	Essentials of Risk Management	Bev Perina, MPM® RMP®
04/12/2017	Reno, NV	6	Developing Rewarding Owner Relationships	Peter Meer, MPM® RMP®
04/19/2017	Henrico, VA	6	Personnel Procedures Essentials – Hiring Your First Assistant	Betty Fletcher, MPM® RMP®
04/20/2017	Lakewood, CO	8	Managing Single-Family Homes & Small Investment Properties SFH201	Bev Perina, MPM® RMP®
04/20/2017	Lakewood, CO	6	Developing Rewarding Owner Relationships	Peter Meer, MPM® RMP®
04/20/2017	Lakewood, CO	6	Finance: Cash Flow Analysis	Mike Mumford, MPM® RMP®
04/20/2017	Meridian, ID	6	Marketing	Kellie Tollifson, MPM® RMP®
04/20/2017	Bremerton, WA	6	Developing Rewarding Owner Relationships	Brian Birdy, MPM® RMP®
04/25/2017	Seattle, WA	6	Advanced Risk Management	Vickie Gaskill, MPM® RMP®
04/26/2017	Chandler, AZ	6	Advanced Risk Management	Mike Mumford, MPM® RMP®
04/27/2017	Killeen, TX	6	Developing Rewarding Owner Relationships	Robert Locke, MPM® RMP®
04/17/2017	Tigard, OR	6	Essentials of Risk Management	Tom Sedlack, MPM® RMP®

Online Registration is available through Member log-in at www.narpm.org. Look for Register for Events / Pay Dues and select your Classes. It's FAST and Easy!!

NARPM® Full Course Schedule Listings can be found at www.narpm.org/education/course-schedule/.
NARPM® Full Course Descriptions can be found at www.narpm.org/education/course-descriptions/.
NARPM® Online Courses are now available through OMG Distance Learning. For information and/or to enroll, visit www.narpm.org/education/online-courses/.
State-Approved Continuing Education (CE) Online Courses are now available in partnership with Career Webschool OnCourse Learning. For information and/or to enroll, visit www.narpm.org/education/continuing-education-courses/.

FEES PER COURSE

(subject to change)

8-Hour Course	Early Registration*	Registration
Member/IREM®	\$ 99	\$149
Non-member	\$149	\$199

6-Hour Course	Early Registration*	Registration
Member/IREM®	\$195	\$250
Non-member	\$295	\$350
Retake	\$ 75	\$150
RMP®/MPM®	\$100	\$150
Candidate	\$180	\$250

3-Hour Ethics	Early Registration*	Registration
Member/IREM®	\$ 45	\$ 45
Non-member	\$ 95	\$ 95

COURSE INFORMATION

- Course flyers containing additional information may be downloaded from www.narpm.org/education/course-schedule/
- All materials will be given to students on the day of the class.
- Attendees are required to make their individual hotel reservations.

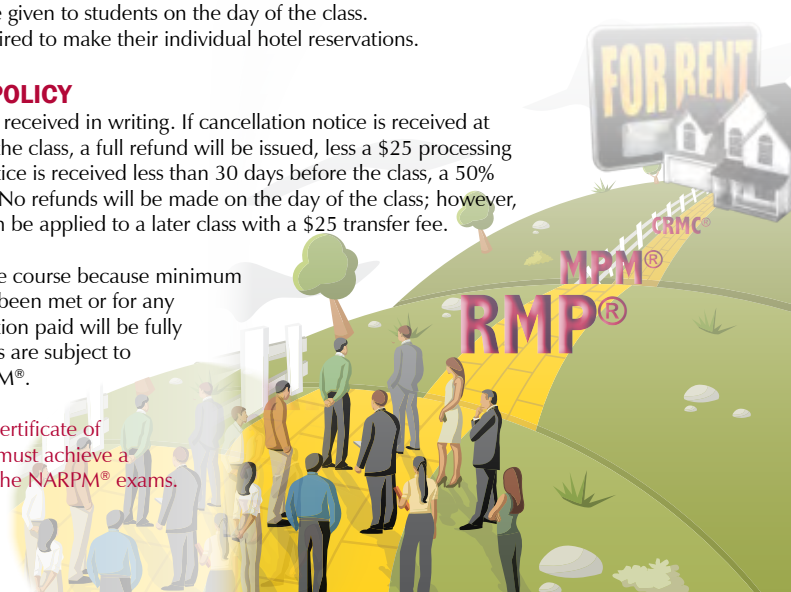
CANCELLATION POLICY

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.

If NARPM® cancels the course because minimum registrations have not been met or for any other reason, then tuition paid will be fully refundable. All courses are subject to cancellation by NARPM®.

In order to receive a certificate of completion, students must achieve a minimum of 70% on the NARPM® exams.

*To receive the early registration price, payment must be made online 30 days prior to the class.



MEMBERSHIP Growth

A WARM WELCOME TO ALL THE NEW MEMBERS WHO JOINED FROM NOVEMBER 1 - NOVEMBER 30, 2016

PROFESSIONAL & ASSOCIATE MEMBERS

ALABAMA

Allison Sweeney
AHI Properties
Pelham, AL
205-682-9106

ARIZONA

R. Glenn Bancroft
Bancroft & Associates
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W. Michael Novotny
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Scottsdale, AZ
480-947-1499

Frank Vasquez
Valley Wide Resources
Realty & Management
Surprise, AZ
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William Hernandez
Handk Properties, LLC
DBA: Aspire Property
Management
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Jacob Jefferies
Altos Realty Advisors, Inc.
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Robert Cole Properties
Temecula, CA
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Easy Property Management
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Modern Property
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Drew Peters
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Owings, MD
240-586-0042

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Solutions, LLC
Kansas City, MO
816-285-6531

Jean Rohal
Century 21 Prestige
Properties
Saint Robert, MO
573-336-4377

David Soto
SOTO Property Solutions
Cape Girardeau, MO
573-332-7686

NEVADA

Bob Page
Premier Property
Management
Henderson, NV
702-938-1300

Chris Page
Premier Property
Management
Henderson, NV
702-938-1300

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Cabrera Coastal
Real Estate
Wildwood Crest, NJ
609-729-0552

NEW YORK

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PMI Lake Country
Canandaigua, NY
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Masterkey Property
Management
Cary, NC
919-795-0609

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Real Estate Plus
DBA: Management
Services
Newbern, NC
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Masterkey Property
Management
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Henderson
Properties, Inc.
Charlotte, NC
704-535-1122

OREGON

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Portland Homes and
Commercial Properties
West Linn, OR
503-887-3461

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864-335-4071

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Property Management
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Allen, TX
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Keyrenter Houston
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South Jordan, UT
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Maria Pastorelli
All Pros Realty
Virginia Beach, VA
757-560-3478

James Ross
Keffer Realty, Inc.
Chesapeake, VA
757-647-2687

Glenn Russell
Coastal Group, Inc.
Virginia Beach, VA
757-233-9595

WASHINGTON

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RE/MAX Parkside
Olympia, WA
360-528-3444

Tracy Smith
Avenue One Residential
Seattle, WA
206-877-3620

AFFILIATE MEMBERS

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Mike Arafat
Dish For All, Inc.
Escondido, CA
760-690-3869

DELAWARE

Wenyi Jiang
MTC, LLC
Newark, DE
302-366-1155

GEORGIA

Amjad Taurique
Excel Repair Management
Marietta, GA
678-752-4261

David Coleman
CoStar Group
Atlanta, GA
855-238-2271

NEW MEXICO

Terry White
Sunwest Trust, Inc.
Albuquerque, NM
505-938-3809

TENNESSEE

Mickey Shrader
Environmental Protective
Solutions
Springhill, TN
931-698-3527

NEW MEMBER RECRUITMENT Program

EARN REWARDS AND ACHIEVE NEW MEMBER RECRUITER STATUS FOR REFERRING NEW NARPM® MEMBERS

Who better to spread the word of the benefits of NARPM® than its Members? **To achieve New Member Recruiter status, you must refer five new Members within 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 New Member Recruiter 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 will be issued and dated. A \$200 NARPM® credit will also be issued.

2016 NEW MEMBER RECRUITERS (AS OF NOVEMBER 30, 2016)

Brian Birdy, MPM® RMP®
Shannon Cornell
Sue Flucke
Harry Heist
Kevin Martin, RMP®
Sherri Mayes, MPM® RMP®

Kim Meredith-Hampton, MPM® RMP®
Pete Neubig, RMP®
David Pruitt
Tressa Rossi
Ramer Spurr



NOVEMBER 1 - NOVEMBER 30, 2016

REFERRING MEMBER

Conrad Bennett, RMP®
Scott Bloom
Cindy Blyle
Michael Braddon
John Casey
Tammy Coleman
Robert Gilstrap, MPM® RMP®
Bryan Jenkins, RMP®
Chesley Karr, MPM® RMP®
Davina Lawson
Adona Lowery, MPM® RMP®
Gary Lundholm
Aaron Marshall

NEW MEMBER

Raymond Minarcik
Hanna E. McClain
Cheri Piles
Michael Goh
Andrew Gilburne
Pastorelli Maria
Joe Wilcots
Allison P. Sweeney
Terry White
Christopher Cordova
Betty L. Coleman
Donna Hooten
Abhijit Sreerama

REFERRING MEMBER

Jason McGuire, RMP®
Jason McGuire, RMP®
Stacey McKay
Kelly Miller
Les Mironuck
Tino Peabody, RMP®
David Pruitt
Lisa Saunders, RMP®
Nate Tew
Sandra Thomas, RMP®
Sandra Thomas, RMP®
Steve Welty, RMP®

NEW MEMBER

David SeEVERS
Jane Smith
John McKay
James Ross
Jean Rohal
Leah Baker
Julia Miller
Glenn Russell
Jason Wolf
Bob Page
Chris Page
Adam A. Manly

Earn a \$200 NARPM® credit!

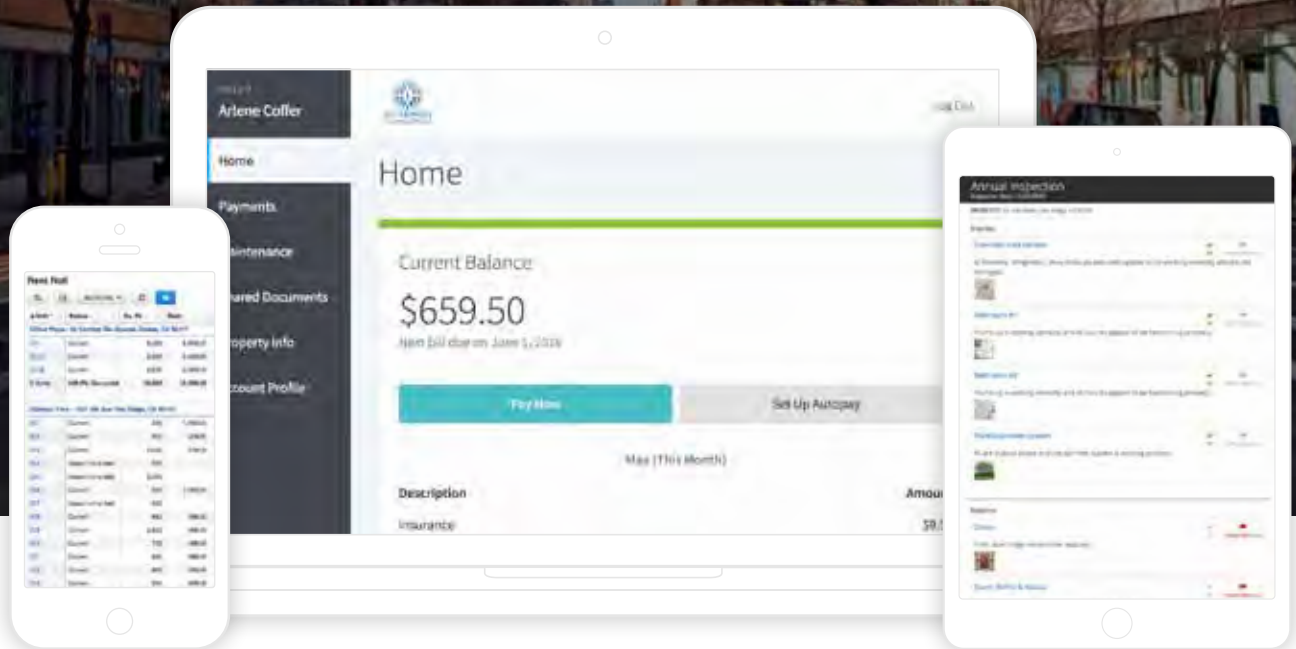
All the information you need is at www.narpm.org/join/

NARPM®
638 Independence Parkway, Suite 100
Chesapeake, VA 23320



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Everything you need in one simple solution.



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Mike Chamberlain

Owner, Chamberlain Property Management
NARPM Member

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