



National Association of Residential Property Managers

Chapter Success Guide

Your connection to the community

The ideas expressed in this presentation are just that – ideas – you and your Chapter leadership can tailor, mix and match, and amend in any way you feel will work better for you! Chapter structure can differ from national as long as Chapter's activities are not in conflict with national bylaws.

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Use link for electronic version of the guide:

https://www.narpm.org/docs/chapter-services/chapter_success_guide.pdf

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Chapter Leadership Transition Checklist

Add your local deadlines!

- **October Remember to Welcome new members**
- Pull **new members** who joined in last 30 day at <https://www.narpm.org/members/tools/Chapter-services/> (must log into website)
 - Survey membership about past meetings asking what they like, didn't like and suggestions. Use this feedback at strategic planning session.
 - Incoming President to hold a strategic planning session to set the Chapter strategic goals for following year. Invite your RVP to attend. President-Elect to establish agenda.
 - Chapter leaders to attend Chapter Leader Meet-Up at the NARPM National Annual Convention & Trade Show.
- **November Remember to Welcome new members**
 - Incoming President to attend Nuts & Bolts online Chapter Leadership Training.
 - Incoming President to start selecting Committee Chairs for following year.
 - Forward list of new leadership for the following to National by December 1 with Chapter Compliance.
 - Work with Board to prepare budget for the following year and finalize for Chapter Compliance submission due December 1.
- **December Remember to Welcome new members**
 - Incoming President to work with current President in running the December meetings (and board if applicable).
 - Incoming President to assist in establishing next year's calendar of meetings/events.
 - Incoming President review what was learned at Chapter Leadership Training and share book with other leaders.
 - Incoming President to assist with Chapter Compliance (Deadline December 1) and Chapter Excellence. (Deadline June 1).
- **January Remember to Welcome new members**
 - Assume your position as President. Share your boards Strategic Plan and Vision for the year to the entire membership.
 - Ensure that committees are up and running and have a set schedule for year-long meetings.
 - Publish annual calendar of events to membership. Forward to RVP.
 - Make sure 990 is filed and annual state corporation registration is handled (dates vary throughout year).
 - Look at using NARPM® grants. If you have questions talk to your RVP or email grants@narpm.org.
 - Review with leadership how to use NARPM.org website.
 - Review RVP call schedule and have back up in case you cannot attend.
- **February Remember to Welcome new members**
 - Make sure you have the required RVP calls for your region on your calendar.
 - Make sure you register to attend a state conference near you.
 - Are you attending Broker/Owner? Make sure you register.
 - Chapter Excellence is due June 1.
- **March Remember to Welcome new members**
 - Get a sense of how things are going. Survey members through www.SurveyMonkey.com or call and ask. Set up a team to assist.
 - Contact Committee Chairs to review how tasks are coming.
 - Review the plan of action that was generated from your planning session with the Chapter leaders.
 - Attend a state conference near your Chapter.
- **April Remember to Welcome new members**
 - Restate your Vision for the year (check in with Leadership for adjustments).
 - Send out the remaining year's schedule to membership of Chapter.
 - Chapter Excellence is due June 1.
 - Read Chapter bylaws and understand the nominating process.
 - Start thinking about who will be appointed to the Chapter's Nominating Committee.

- **May** **Remember to Welcome new members**
 - Upload link for supporting documents should be open for Chapter Excellence.
 - Start promoting the NARPM® Annual Convention in October and continue promoting at all meetings.
 - Make sure you book your hotel stay for NARPM® Annual Convention and register.
 - Choose the Nominating Committee per the bylaws. – Past President to Chair committee per bylaws. Appointed members to the Nominating Committee are not nominees.

- **June** **Remember to Welcome new members**
 - Survey membership again about past meetings asking what they like, didn't like and suggestions.
 - Read Chapter bylaws and understand the nominating process again.

- **July** **Remember to Welcome new members**
 - Nominating committee to start looking for leaders.
 - Ask Board for recommendations to nominating committee for potential leaders.
 - Nominating Committee and Leaders to approach your future leaders to see if they would be interested.
 - Approach your future leaders to see if they would be interested.
 - The recommendation of the Nominating Committee shall be approved by the Chapter Executive Committee.
 - Verify nominees' membership status. Nominees must be NARPM Members *before* they are nominated. Download an active report from National at <https://www.narpm.org/members/tools/chapter-services/> or email info@narpm.org to verify.

- **August** **Remember to Welcome new members**
 - Elections must be held in September. Chapter Members must be notified 30 days prior to the September elections of nominating slate. Additional Nominations can be done in two ways (check Chapter bylaws):
 - a. Write-in: Any member who writes in the name of a nominee shall provide a signed letter from the individual so nominated indicating the said individual's willingness to serve if elected and signed by five percent (5%) of the professional Chapter members.
 - b. In Person: Any member who is present during the electoral process can be nominated.

- **September** **Remember to Welcome new members**
 - Hold elections either in person, or electronically if approved by Executive Committee. Submit elected names to NARPM National by September 30.
 - Have you registered for NARPM® Annual Convention?
 - Conduct a review of the Chapter strategic plan to ensure Chapter is on course.
 - Last month to promote NARPM® Annual Convention.
 - Check with President-Elect on registering for Chapter Leader Meet Up at the NARPM® Annual Convention & Trade Show as well as the Nuts & Bolts Leadership Training Session in November.

- **October** **Remember to Welcome new members**
 - Get ready to attend NARPM® Annual Convention.
 - Ensure that a strategic planning session is set by the incoming President.

- **November** **Remember to Welcome new members**
 - Assist, if needed, the President-Elect in Committee Chairs for following year.
 - Forward list of new leadership to National by December 1.
 - Work on Chapter Compliance (Deadline December 1) and Chapter Excellence. (Deadline June 1) Make sure you are using upload link to place all documents.
 - Work with Board to prepare budget for the following year.

- **December** **Remember to Welcome new members**
 - Submit Chapter Compliance (Deadline December 1)
 - Start to have New Leadership assist with running the meetings (and board if applicable).
 - Meet with President-Elect to assist in establishing next year's calendar of meetings/events.
 - Give the President-Elect time at the December board meeting to review what was learned at Chapter Leadership training and share book with other leaders.
 - Make sure all leaders are ready to step into place January 1.

Introduction

Welcome, History, Mission,
Vision & Values, Strategic Plan



Welcome!

Thank you for volunteering your time to help advance the mission of NARPM®. The core of NARPM®, as a professional association, is the members and their eagerness to create viable local communities.

The following guide was created to give our Chapter leaders—both the new and the more experienced—a reference guide to help navigate through Chapter operations. This document details the process for running an existing NARPM Chapter or starting a new NARPM® Chapter, and the resources available. The guide also includes the expectations of the organization. NARPM® Chapters nationally operate under their own corporate identity— independent in many ways, but also bound by certain bylaws and a code of ethics to ensure a similar membership experience for every member.

This Guide includes:

- A brief history and the Vision and Mission of NARPM®
- Overview of NARPM® benefits
- Steps to launching a NARPM® Chapter
- Timeline to launching an NARPM® Chapter
- How to effectively run a Chapter
- Developing the leadership of a Chapter
- How to grow a Chapter
- Resources and frequently asked questions

NARPM® has worked hard to provide educational programs of exceptional value and give a voice for the Residential Property Management Community. Thank you for your dedication to NARPM® and to our mission of being the professional, educational, and ethical leaders for the residential property management industry.

Very Truly Yours,

Amy

Amy Hanson, MPM® RMP®
NARPM® President

Gail

Gail S. Phillips, CAE
NARPM® Chief Executive Officer

Mission and Vision of NARPM®

Mission

NARPM® exists to support and empower professionals to elevate the property management industry through professional development, advocacy, and community.

Vision

Property management professionals will be recognized as the keystone of successful real estate investing.

NARPM® Core Values

NARPM® Core Values:

Networking – Cooperation and sharing as colleagues.

Advocacy – Advance the profession by influencing issues that impact the residential property management industry.

Professionalism – Recognize expertise through professional designation.

Education – Promotion of education and business development.

Ethics – Respect and integrity among members brought about by ethical, honest, and credible behavior.



History of NARPM®

Created to Fill Specific Needs

The creation of NARPM® was not one single event or the effort of one single individual. It was born out of a need for more education, validation, networking, and recognition for those individuals who were fee managers of single-family homes in the late 1980s. The management of this type of income property had in the past been left to the part-time activities of a real estate sales agent. The individuals that were managing single-family rentals were doing so with a little outside education and often isolated from other agents doing the same type of management.

Technology a Key Factor

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

Computer Training Led to More

It wasn't long after the computer started to become standard office equipment that Ralph Tutor of Real Estate Software, Inc., started conducting productivity seminars for property managers throughout the country. These seminars would bring property managers together to learn how to operate the company's software.

NARPM® Elects Its First President

The single-family home managers found common ground on all issues within their businesses, not just the accounting software. With Ralph Tutor's help, in 1987, an organizational meeting was held for single-family managers in Dallas, Texas. The property managers in attendance elected Ralph the first president of the newly created non-profit trade association. Although the Association struggled on many fronts in the first year, it did survive.

Newsletter, National Convention, and Committee Meetings

The early leadership put several ideas in motion that remain our focus today. A newsletter was created in 1988 and was published three times per year. Today, the *Residential Resource* is published eleven times per year and has become an award-winning full color news magazine. The first national convention was held in November 1989. Since then, Annual Conventions have been held in various parts of the country. Committee meetings by conference calls gave the national committee members a chance to work together on the projects started at the beginning of the year. The Association started to gain momentum.

Formal Education and Professional Recognition

By 1991, four one-day courses had been written, designed for the professional property manager of single-family homes. The list of courses available through NARPM® has been growing ever since. NARPM® offers the following designations and certifications:

For Property Managers: RMP® & MPM®

Residential Management Professional (RMP®) and Master Property Manager (MPM®) are the designations residential property owners recognize and seek.

For Companies: CRMC®

Property management firms that are headed by an MPM® and that demonstrate the highest level of professionalism and are eligible for the Certified Residential Management Company (CRMC®) designation.

For Support Staff: CSS®

Certified Support Specialist (CSS®) professionals work in an organization with a NARPM® member who has earned the RMP® or MPM® designation. Those individuals who are actively engaged in supporting the company's property managers are eligible to earn the CSS® certification. CSS offers specialty training in Maintenance and Bookkeeping.

Code of Ethics and Standards of Professionalism

Enhancing the ethical behavior of the membership has always been a basic principle for NARPM®. The [Code of Ethics and Standards of Professionalism](#) helps educate our membership, both new and existing, on how a professional property manager should conduct business so that all parties in the landlord-tenant relationship are satisfied. NARPM® members know that ethical behavior is the right thing to do and that it sets the stage for increased business opportunities. In 2014, FTC investigations caused NARPM® to amend their code of ethics as it relates to Article 9.

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.

Growing Membership

Membership in late 1988 totaled only 13 members. By 1989, membership had grown to 78 members, and by the fall of 1991, membership stood at over 150. The need had arisen to develop local leadership and structure. A system of Chapters was set up. The growth and success of NARPM® has been and will always be dependent on the work done by our membership at all levels of the organization. By January 1997, membership had grown to almost 1,300 members with 34 Chapters in place. In 2005, NARPM® breached the 2,000 members mark with 68 Chapters. Today, there are approximately 6,000 members.

Membership Benefits

NARPM® lends credibility to your business today and is only the beginning of the gains that NARPM® membership brings you and your company over time.

Current Industry-Related News

Our news magazine is issued 11 times per year to keep you *current* on issues of interest and concern to residential property managers. The [Residential Resource](#) is an excellent source for industry information, legislative updates, association news, and tips for making your business more successful and effective.

Annual Convention and Trade Show

The [Annual Convention and Trade Show](#) is filled with opportunities for learning, networking, and examining the latest technology for property management.

Broker Owner Conference & Expo

The [NARPM Broker/Owner Conference & Expo](#) is an event designed for company owner, decision makers, and brokers to help enhance how they run their businesses.

NARPM Capitol Summit

The [NARPM Capitol Summit](#) is held in Washington, DC, during February. This event isn't just a conference; it's a brainstorming extravaganza. Network with fellow property management pros, swap success stories and brainstorm innovative ideas that will send shockwaves through your business. This event is also about managing the future of our industry. We have experts who will break down the latest legislative developments in Washington, D.C.

Educational Opportunities

Workshops and courses offered at the Annual Convention and Trade Show and the Broker/Owner Conference & Expo teach our members how to be better and more efficient property managers/company owners, and how to maximize their profitability. NARPM® courses cover topics such as marketing, maintenance, technology, and owner/client relations. [Online courses](#) are also available to allow members the ability to learn without leaving their offices.

Nationally Recognized Designations

NARPM® certification programs enable property management professionals to continually update and refine crucial skills. Professional members can earn the [Residential Management Professional](#) (RMP®) and [Master Property Manager](#) (MPM®) designations. The [Certified Support Specialist](#) (CSS®) program is specifically designed for Support Specialist. The [Certified Residential Management Company](#) (CRMC®) can only be earned by a Professional Member's company that has reached the highest level of excellence in their profession.

Member Discount Programs

NARPM® has several [member discounts \(affinity programs\)](#) with various product and service companies including The Home Depot PRO, along with the [Perks Marketplace](#), that is built just for NARPM members! These special programs available to NARPM® members offer great discounts, promotions and help raise money for your association.

New Member Mentor Program

Mentoring New Members at the Chapter level will enhance the growth of NARPM® at all levels. Chapters who use this program will earn points through Chapter Excellence, but Mentors can also earn points for their designations. Download [New Member Mentor Program](#) information.

Business Building Referrals

Build your business with referrals through networking with other members across the country via the NARPM® website.

Listing on National Website

A [free listing](#) on the NARPM® website gives you international exposure. With over 10,000 visitors (including property owners) searching our site each month, you can expect leads from your listing.

Community Forum

NARPM® maintains [Community.NARPM.org](https://www.narpm.org/community) which houses an online community within the organization where members can interact with each other through discussions in many topic areas, as well as keep up with information from any committees or other groups in which they're involved. These forums enable members to stay in contact and share questions and concerns as they arise.

National and Local Affiliates

NARPM® has a broad array of [Affiliates](#) and vendors who can assist in every aspect of your business including advertising, banking and financial, insurance, legal services, software, internet tools/marketing, tenant screening, maintenance, and other business products and services.

Healthcare Coverage

[PropertyManagersHealthCare.com](https://www.propertymanagershealthcare.com) offers savings on healthcare coverage with several options. Shop online for your preferred deductible, provider network, effective date, and receive immediate price savings when compared to the current Affordable Care Act plans. If state laws allow, and if you qualify, Level-Funded plans are available that can refund up to 50% of unused premium dollars. In addition, NARPM is now the only national association in the country that has a real and viable healthcare member benefit for 1099/independent contractors.

Awards Programs

Prestigious awards are presented each year to NARPM® members and Chapters who distinguish themselves with outstanding achievements.

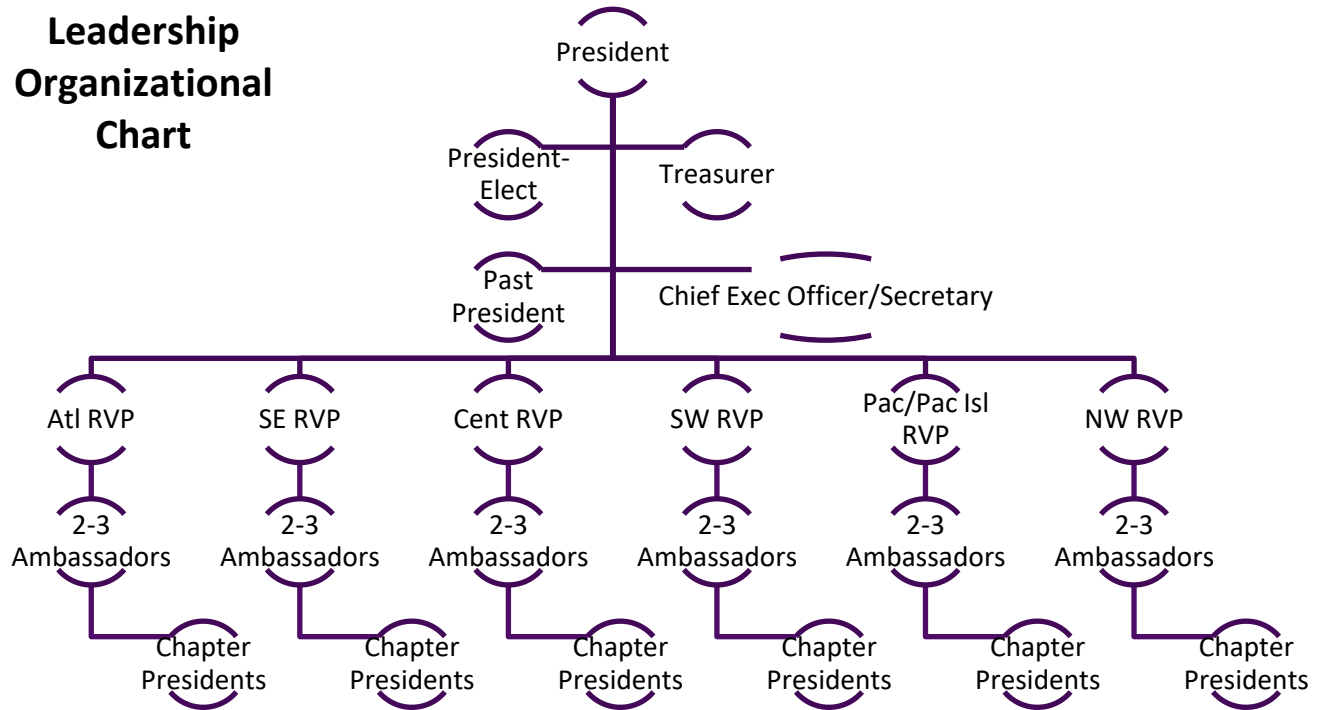
Leadership Opportunities

Participation in national committees and local Chapters is an excellent way to build your individual leadership skills—skills that are transferable to your professional career. You can participate in shaping the residential property management industry by joining a NARPM® committee, serving as a local Chapter leader or serving as a national director. Learn more at <https://www.narpm.org/about/officers-and-board-2/committees/>.

NARPM® Logo

As a NARPM® member you are entitled to use the NARPM® logo. This logo is most often used by our members on company letterhead, in advertising, on business cards, etc. Guidelines for using the NARPM® logo are available online at www.narpm.org.

NARPM Leadership Organizational Chart



NARPM® COMMITTEES AND STAFF

Chapter Support
Staff: ChapterSupport@narpm.org

Communications Committee
Staff: Publications@narpm.org

Member Services Committee
Staff: Info@narpm.org

Governmental Affairs Committee
Staff: Legislativeinfo@narpm.org

Professional Development Committee
Staff: Educationinfo@narpm.org

Professional Standards
Staff: CEO@narpm.org

Finance Committee
Staff: CEO@narpm.org or Accounting@narpm.org

Convention & Broker/Owner
Staff: ConventionInfo@narpm.org

Technology Committee
Staff: ChapterSupport@narpm.org

NARPM Women's Council of Property Managers
Staff: ChapterSupport@narpm.org

NARPM Vendor Advisory Council
Staff: CEO@narpm.org

NARPM® Management Team

Updated: November 2024

Gail S. Phillips, CAE, Chief Executive Officer (gphillips@narpm.org)

- Oversees all NARPM® operations, serves as Secretary for NARPM® Board of Directors, and is Chief Executive Officer for the organization.
- Manages day to day operations for NARPM.

Blake Hegeman, Chief Operating Officer (bhegeman@narpm.org)

- Attends all NARPM National events and work closely with the CEO.
- Works with the NARPM Professional Development and Member Services teams.
- Oversees Risk Management and reviews Chapter documents.
- Assists in growing services that are provided to NARPM.
- Assists staff who are struggling to meet deadlines.
- Backs-up the CEO and assists with projects as needed.

Rebecca Woodring, CAE, Deputy Executive Director/Chapter Support (rwoodring@narpm.org)

- Oversees all aspects of Chapter support on the local and state level.
- Works with Regional Vice Presidents (RVPs), RVP Ambassadors and Chapter Presidents.
- Supports Chapter events as needed.
- Staffs the Technology Committee and Women's Council of Property Managers and sits on Member Services Sub-Committee meetings.

Victoria Hecht, Public Relations & Digital Media Director (vhecht@narpm.org)

- Handles NARPM® Communications needs, including the Residential Resource and all electronic communications.
- Maintains all social media communications.
- Manages the NARPM Community.
- Manages the website and works with the outside.
- Staffs the Communications Committee.

Shannon Sharples, Member Services Coordinator (ssharples@narpm.org)

- Supports NARPM® membership for both affiliates and professional members.
- Maintains database and accuracy.
- Processes member payments.
- Assists with education courses as needed.
- Staffs the Member Services Committee.

Savannah Acevedo, Event Planner (sacevedo@narpm.org)

- Plans NARPM® National events and handles all aspects of the events that involve working with the facility, volunteers, and vendors.
- Staffs the National Convention and Trade Show, Capitol Summit Conference, and Broker/Owner Conference & Expo Planning Committees.

Chere Tonetti, Education Designation Support (ctonetti@narpm.org)

- Supports the Professional Development programs of NARPM® to assure that necessary support for the education and designation programs.
- Assists members through the designation application process.
- Assists with education courses.
- Staffs the Professional Development Committee.

Accounting Staff (accounting@narpm.org)

- Prepares monthly financial and oversees all accounts payable for NARPM®.
- Ensures all accounting policies and procedures are followed.

Tyler Craddock, Governmental Affairs Director (tcraddock@narpm.org)

- Manages the Governmental Affairs program for NARPM® and staffs the Governmental Affairs Committee.
- Works closely to advocate for NARPM® and the property management industry.
- Oversees the Day on the Hill program at Capitol Summit.
- Assists Chapters in educating on issues affecting Property Management.
- Staffs the NARPM® PAC Trustees and is the primary contact for all Governmental Affairs and NARPM® PAC matters.
- Handles NARPM Advocacy Fund.

Troy Garrett, Governmental Affairs Director (tgarrett@narpm.org)

- Supports the Governmental Affairs program for NARPM® and staffs the Governmental Affairs Committee.
- Works closely to advocate for NARPM® and the property management industry.
- Oversees the Day on the Hill program at Capitol Summit.
- Assists Chapters in educating on issues affecting Property Management
- Staffs the NARPM® PAC Trustees and is the primary contact for all Governmental Affairs and NARPM® PAC matters.
- Assists in supporting the NARPM Advocacy Fund.

John Broadway, Regulatory Advisor (jbroadway@narpm.org)

- Works closely with the Governmental Affairs Director to support the Governmental Affairs program and NARPM® PAC.

The Process

Getting your Chapter Going

Let's Get Started!

Do you have a desire to learn, grow and build relationships in the residential property management industry? Are you interested in changing the professional standards practiced by residential property managers in your community? Are you looking to have an impact on your industry's politics and government regulations?

By building your NARPM® local Chapter, not only will you gain visibility for your business, but you also have a unique opportunity to build a premier professional community of residential property managers who are like minded and have a desire to grow their business while impacting their community.

A successful NARPM® local Chapter is not an activity to be undertaken lightly. It takes a dedicated leadership and a group effort to ensure the strength and success of the local Chapter. The strength of the organization as a whole depends on each local Chapter creating and sustaining an active, growing presence in its community, while providing education and resources to members at a local level.

As a leader remember you will have the support of NARPM® National staff, leadership, and local member leaders guiding you through the creation of this local Chapter. Are you ready? Your chance to make significant contributions to your community begins NOW!

1. The first step is to get to know us and what we have to offer. Please review our website at <http://www.narpm.org/about>; read our material, and feel free to ask a lot of questions.
2. Looking to improve your Chapter, you should attend a nearby local Chapter event and/or, a National or State event. This is a great opportunity to meet other members and ask questions. You may even make some new networking contacts and get referrals for potential members for your local Chapter.
3. Review the Statement of Understanding at the end of this section, explaining the relationship between NARPM® National and its local Chapters as well as the [Strategic Planning for Chapter Success](#) PowerPoint presentation (or contact your NARPM® representative).
4. **State Chapters** are encouraged to be formed in states where there is a minimum of seventy (70) members at the time of formation and one hundred (100) by the time they become a state Chapter.
5. Get moving and schedule events in your city. The main thing with these events is to invite qualified prospective members to visit your local Chapter. *Strategize with your NARPM® contact on the best guests to invite.*
6. Establish leaders for your local Chapter and schedule a planning meeting for your local Chapter. You can complete the Chapter Planning Outline, located in this guide, to help you work through some of the logistics of setting up your local Chapter.
7. Once you have a Chapter plan in place, it's time to start having meetings.

**Qualified individuals are those who are a member in good standing with NARPM® National.*

Is it time to form a State Chapter?

State Chapter Formation taken from NARPM® Policy & Procedures Manual Appendix 14

State Chapters will be encouraged to be formed in states where there is a minimum of 50 members at the time of formation and 70 by the time they become a state Chapter. Other members in adjoining states, who do not currently have a Chapter, can be members of a State Chapter in Formation

Should a state not be able to maintain 70 members, they will be placed on probation for six (6) months in order to grow the membership. Should the state Chapter still be unable to have the 70 members they will be disbanded.

NARPM® will also assist by providing financial support to help get a state Chapter started. NARPM will have fund set aside to have seed money to help get events set up. The seed money will be replenished through registration at the Chapter In Formation (CIF) events. The funds are kept on the National NARPM account and tracked on the balance sheet in the financials. The maximum amount provided will be up to \$10,000 for the first year, and up to \$7,500 for second year. This seed money will alleviate the need for state Chapters to charge dues initially to set up events. Once a CIF becomes a full Chapter, all money in the Chapter balance sheet account will be forwarded to the Chapter.

State Chapters must have name similar to National: (State) Association of Residential Property Managers.

Purpose of State Association:

- Helping property management industry with state and local law. Promote professionalism and help with training, education focuses on state landlord tenant law. To offer legislative support and advocacy.
- Coordinate getting together with people in their state so Chapters do not feel there are on their own.
- Bundle Chapters together to offer education by combining member numbers and allows smaller Chapters to offer their members education.
- Assist in cultivating and developing leaders.
- Support local Chapter as needed

Relationship with local Chapters

- Critical that State Chapters will assist National in supporting local Chapters.
- Have state Board members visit assigned local Chapters and trying to get involved in legislative arena and committees and leadership on local levels
- Assist with getting CE credits for courses Chapters are offering.
- Vital to be able to translate information down the chain from National to local Chapters.

NARPM® State Conferences

- NARPM® will assist state conference with the following:
- Support in marketing the event to all NARPM® members. Assist in finding additional keynote speakers who have been successful at National level and will fit their budget.
- National to assist in the coordination with hotels contracts.
- Promote conference to all members so they can attend and understand what happens in one state may soon be in their state (i.e.: Medical Marijuana issue).

NARPM® needs to be promoting more states to have State Chapters

- NARPM® will not incorporate a state Chapter until it is determined they can function on their own.
- States are encouraged to make money through their affiliates, sponsors, and conferences.

How can states get local leaders to agree to the need for a state Chapter?

- Every Chapter will have a voting member on the board, so they all get to have a voice in the state. Locals need to get a fire in their belly so they see how combining efforts will add to aiding the entire state.

- One voice for all Property Managers in the state
- Support to local Chapters that National may not have time or staffing to aid.
- Have Chapters sign off to start a state Chapter in lieu of a number of members.

NARPM® needs to be promoting more states to have State Chapters

- NARPM® will not incorporate a state Chapter until it is determined they can function on their own, which must be accomplished in a minimum of two (2) years, and no longer than four (4) years.
- States are encouraged to make money through their affiliates, sponsors, and conferences.

Minimum number of members needed approve state Chapters in formation.

- In order to have a state Chapter they must have a minimum of 70 members throughout the state.

NARPM® will support the state Chapter for the first four years with:

- Along with the funding by members, the deposits to book hotels for state conferences will be needed. Chapter can use the seed money from NARPM National and as their event begins to make a profit, money will be set aside for future hotel deposits. NARPM® will retain their funds on a balance line item as long as the state is a CIF.
- Support to hold Legislative program and educational offerings.
- Assist with partnering with other groups on legislative issues.
- States will fall under National for a minimum of 2 years and when ready, NARPM will assist in incorporating them individually.
- Assist with campaign for membership recruitment and printing membership info.
- Ensure the State Chapters have admin staff to assist in coordination of the activities. Volunteerism will drop off, which is the reason for admin support.
- The Legislative Chair needs to be the correct person to make sure the state can hold a Day on the Hill event and have members involved in. National offers grants to assist with this program.
- Offering education throughout the State. Partner with local Chapters.

NARPM® Networking Group

In lieu of Chapters

NARPM® will encourage areas across the country on the use of NARPM® Networking Groups (NNG), prior to discussion on becoming a Chapter. The NNG will enable a group of members to join together to meet and discuss industry issues in their market area, without the requirements placed on a Chapter. Each NNG should have a “Group” that will assign other volunteer positions as needed. These assignments will allow the NNG to find future leaders.

The NNG has the ability to function similarly to a Chapter, without the requirements of having a minimum number of members, completion of Chapter compliance, filing for incorporation, tax filings, etc. The NNG shall abide by all antitrust requirements, and other anticompetitive policies. NARPM® does not oversee the operation of NNG’s and will not be involved in their formation until such a time as they decide to become a Chapter. If needed, the RVP for the area must approve the submission of any Chapter grant requests.

Once the NNG has been formed, and desires to move forward to a Chapter in Formation, the NNG shall meet with the RVP, or their ambassador, who will assess if the NNG is strong enough to move forward. If it is determined that the NNG has the strength to move forward, the RVP/Ambassador shall recommend “Chapter in Formation” approval to the NARPM® National Board of Directors.

CHAPTER CHECKLIST

Running your Chapter

- ☐ Hold membership meetings at least annually and maintain minutes of meetings.
- ☐ Maintain all required officer positions (President, President-Elect, Secretary and Treasurer).
- ☐ Comply with [National Bylaws](#), and the [Code of Ethics and Standards of Professionalism](#).
- ☐ Hold an Election/Installation of Officers. See the [Job Descriptions and Responsibilities](#) page for each position's duties.
- ☐ Form Committees. Local Chapter committees are formed by the Chapter's executive committee according to the needs of the area. The committee chairs may also be officers.
- ☐ Send out a press release: [Chapter Elects Leadership](#)
- ☐ Report new officers of the Chapter to National annually.
- ☐ Account for funds using generally accepted accounting principles.
- ☐ File federal tax returns annually.
- ☐ File state tax returns as required.
- ☐ Submit [Chapter Compliance/Update](#) each year.
- ☐ Attend National Leadership Training.
- ☐ Attend National Convention to accept Chapter awards and recognitions.
- ☐ Remember to file for Chapter Grants that are available <https://www.narpm.org/members/tools/Chapter-services/Chapter-grants/>.



NARPM® Networking Group Request

NARPM® encourages areas across the country to use NARPM® Networking Groups (NNG), prior to discussion on becoming a Chapter, or when Chapter formation is not feasible. The NNG will enable a group of members to join together to meet and discuss industry issues in their market area, without the requirements placed on a Chapter. Each NNG should have “volunteer positions as needed”. These assignments will allow the NNG to locate future leaders.

The NNG has the ability to function similarly to a Chapter, without the requirements of having a minimum number of members, completion of Chapter compliance, filing for incorporation, tax filings, etc. The NNG shall abide by all antitrust requirements, and other anticompetitive policies. Should it be determined that the NNG is not abiding by the requirement, the National board of directors can remove the NNG from operating. NARPM® does not oversee the operation of NNG’s and will not be involved in their formation until such a time as they decide to become a Chapter. When needed, the RVP for the area must approve the submission of any Chapter grant requests.

We, the undersigned member of the National Association of Residential Property Managers, herein request that the NARPM® Board of Directors approve a NARPM® Networking Group with the purpose of recognizing and providing services to the local NARPM® membership. We understand that NARPM® Networking Group is a group of NARPM® members that gather together for network and education.

We agree, as a member of NARPM® to:

1. Continue to render distinguished service to the national association and the residential property management profession.
2. Abide by the bylaws of the national association and the NARPM® Code of Ethics.
3. To abide by the NARPM® Antitrust Policy and to ensure that all gatherings closely follow this policy
4. To abide by all policies as outlined in both the NARPM® Bylaws and Policies and Procedures manual

Networking Group Name: _____

Geographical Location of Networking Group: _____

Signed this _____ day of _____, 20 _____

Signature

Print Name

New Chapter Name

Chapter Planning Outline

Chapter Leadership

1. President: _____
2. President-Elect/Vice President: _____
3. Secretary: _____
4. Treasurer: _____
5. Educational Coordinator: _____
6. Membership Coordinator: _____
7. Legislative Coordinator: _____
8. Affiliate Program Coordinator: _____
9. Marketing/Publications: _____
10. Recognitions Chair: _____
11. Other: _____
12. Other: _____

Meeting Outline

1. Meeting Day/Time: _____
2. Meeting Location: _____
3. Board Meeting Day/Time: _____
4. Board Meeting Location: _____

Topics/Speakers

(see Education Section for meeting topics)

	Meeting Topic	Speaker
January		
February		
March		
April		
May		
June		
July		
August		
September		
October		
November		
December		

Membership Growth Strategies

Affiliate Program Strategies

Marketing Strategies

(attach photo)

For Immediate Release

Contact: Your name and title
Your firm
Your phone number

LOCAL PROPERTY MANAGERS FORM NARPM® CHAPTER

[Your City] - [Name of Chapter], a [local] [state] Chapter of the National Association of Residential Property Managers (NARPM®), in being formed and chartered. Members of this Chapter have active careers in the residential property management field and are now part of this new Chapter under NARPM®.

The new leaders of the Chapter are:

[List all officers' names, designations, and office held]

NARPM® is the nation's only professional organization for managers of single-family and small multi-family residential properties and represents over 6,000 members nationally. The National Association of Residential Property Managers (NARPM®), founded in October 1988, provides a permanent trade organization for the residential property management industry. NARPM® continues to be the premier professional association of residential property managers, currently representing over 6,000 members comprised of real estate agents, brokers, managers, and their employees. NARPM® exists to support and empower professionals to elevate the property management industry through professional development, advocacy, and community.

The Association administers several designation programs including the Residential Management Professional (RMP®), the Master Property Manager (MPM®), the Certified Residential Management Company (CRMC®), and the Certified Support Specialist (CSS®). Nearly 60 local and state Chapters of NARPM® are currently operating in major metropolitan areas, and many more are in the formative stages. For information, call NARPM® National at 800-782-3452 or visit www.narpm.org.



National Association of Residential Property Managers

NARPM® Statement of Understanding

An agreement between NARPM® National and Chapters

Whereas the National Association of Residential Property Managers (NARPM®) was formed to:

- Establish a permanent professional association in the residential property management industry.
- Promote a standard of business ethics, professionalism, and fair practices among its members.
- Establish and promote education, training, and certification of its members.
- Provide and promote an exchange of ideas regarding residential property management.
- Assist in the establishment of Chapters to meet the same purposes for which the national association has established.
- Be responsible for matters that affect its membership and the profession as a whole, including national legislation and similar matters.

Whereas, NARPM® (hereinafter referred to as National) promotes the formation of Chapters to serve a specific geographical area. However, members may choose to consolidate efforts in the formation of a regional or state Chapter to serve needs broader than those met by an existing Chapter. Should a regional and/or state Chapter be formed, it shall be treated as any other Chapter and shall be entitled to support from National as in a manner consistent with any other Chapter.

Whereas, National has Regional Vice Presidents that act as the liaison between the Chapters and the National Board of Directors. The Regional Vice Presidents will hold quarterly conference calls which allow Chapter leaders to share their concerns with fellow leaders. They have time to network and discuss issues affecting them locally and regionally.

Whereas, Chapters that are formed must use “National Association of Residential Property Managers” as part of their respective Chapter name and all Chapter names must be approved by National. Chapters can only use approved NARPM® Chapter logos. Chapters cannot use the National logo without written permission from National.

Whereas, the territory of the Chapter is outlined in the organizations bylaws, which are approved by National.

Whereas Chapters are autonomous in their formation from the national organization, their bylaws and annual Chapter certification must be submitted to National. The Compliance is part of the annual requirement for the Chapter to maintain affiliation with National.

Whereas, National continues to support all the Chapters, below outlines responsibilities to each group:

Chapter Responsibility: It is understood that Chapters are incorporated entities that are formed under state laws. Annually, Chapters must provide documentation of its status to National through the Chapter Compliance certification process. All Chapters are formed

separately from the National organization and must maintain all of its own taxes and incorporation documents.

Chapters may charge dues and all billing and accounting must be separate from National billing. A Chapter will not collect National dues.

Chapters shall adopt bylaws for their governance which do not conflict with National bylaws. The formation of any Chapter and their bylaws shall be the responsibility of the Chapter as a condition of becoming a Chapter of National and must be submitted to National for approval. National will assist the new Chapters in obtaining the articles of incorporation and the IRS 501 C-6 tax exemption.

Chapters must have membership categories consistent with National. NARPM Members and Associate members must be a National member prior to joining a Chapter. Chapters may adopt a company membership if they choose. All Chapters shall be self-governed and shall be responsible for the annual election of their own officers, holding periodic (at least four (4) per year) Chapter board of directors and membership meetings, and filing of all related corporate and IRS paperwork.

Members may choose to consolidate efforts in the formation of a state Chapter to serve needs broader than those met by an existing Chapter. The state Chapter shall be formed as per requirement in the bylaws and treated as any other Chapter.

Chapters are not involved in the Professional Standards process. National is the only level that can handle investigation of complaints against members.

Responsibility of National to Chapters: National will support Chapters at different levels, depending on needs. National provides assistance and advice to Chapter leaders when requested. National provides Chapter leaders with training on how to use tools that have been created by National to help run their Chapters. National also provides marketing pieces for Chapters to use in recruiting members to join the association and participate in events. National also provides Chapters with websites that are available at no charge.

State Chapters will be encouraged to be formed in states where there is a minimum of number members at the time of formation and a minimum number of members by the time, they become a state Chapter. Other members in adjoining states, who do not currently have a Chapter, can be members of a State Chapter in Formation.

Should a state not be able to maintain the minimum number of members, they will be placed on probation for six (6) months in order to grow the membership. Should the state Chapter still be unable to maintain the minimum number of members they will be disbanded.

State Chapter relationship with local Chapters

- Assist National in supporting local Chapters.
- State representatives visit assigned local Chapters and try to get them involved in legislative arena, committees, and leadership on local/state levels.
- Available to assist local Chapters with obtaining CE credits for National courses.
- Vital to be able to translate information down the chain from National to local Chapters.

Local Chapters (effective July 1, 2018) are formed with a minimum of thirty (35) members for the first six (6) months and are required to build membership to fifty (50) members within the following twelve (12) months.

Should a Chapter not be able to meet the requirement of fifty (50) members, the Chapter will be placed in conditional Chapter status for an additional six (6) months. It is the responsibility of the Chapter to obtain good standing within six (6) months.

(Those Chapters formed before July 1, 2018, shall maintain a minimum of ten (10) members.)

Should membership of a Chapter fall below the minimum number of members, National shall notify the President and Secretary of said Chapter. National will work with the Chapter to find methods to bring the membership back up to more than the minimum number of members. In the event such membership remains below the required minimum for a period of six (6) months from notification date, and upon approval of the National Board of Directors, the Secretary of National shall issue a notice of probation to the officers of said Chapter. Upon receipt of the notice of probation, Chapter shall have a period of six (6) months to restore the membership to the minimum level for a Chapter.

State/Local Conferences sponsored by a state or local Chapter are not allowed to use National logo in promotion of their event, or in their event materials. They are to use their local or state Chapter logos.

Updated by the NARPM® Board of Directors 06/2019

Executive Leadership

Roles & Responsibilities

Executive Leadership Teams – Roles & Responsibilities

One of the most important aspects of creating a strong, sustainable Chapter is establishing a strong and effective leadership team. As a Chapter leader you will have the opportunity to have a direct impact on the direction and growth of your Chapter while impacting the lives of the members in which you serve.

A founding leadership team often consists of 12 people who identify with the NARPM® vision, mission and core values, and are interested in starting a Chapter in their local community. We suggest recruiting candidates with an array of knowledge, skills, and perspectives in order to draw a diverse pool of individuals for your Chapter.

As Chapter leaders, you will:

- Gain visibility and credibility for your business.
- Develop a multitude of valuable leadership skills.
- Make positive changes not only in the lives of your peers in your community, but in the industry as a whole.
- Raise awareness about the rules, regulations and legislation that directly impact your community.
- Build relationships between other business leaders within the professional community.
- Gain an insider's perspective of what's going on in NARPM® and in your region.

The first part about being a Chapter leader is understanding the dynamics of your Chapter. NARPM® offers several types of membership. Just like recruiting candidates for leadership, we encourage recruiting members with an array of backgrounds and experience to draw a diverse pool of individuals that can offer different perspectives.

Chapter Member Types

NARPM® Members are individuals who are actively engaged in the professional delivery of residential management services. This individual must follow their specific state regulatory licensing law and have completed a course of instruction covering the NARPM Code of Ethics.

A NARPM Member may also be an employee of a company, a property owner, or an investor, who handles any aspect of the professional delivery of residential management services. This individual must follow their specific state regulatory licensing law and have completed a course of instruction covering the NARPM Code of Ethics.

Associate Members after January 1, 2021, will no longer be granted to members of NARPM. The grandfathered members shall have met the criteria as outlined in the National Bylaws but have not met the course of instruction covering the NARPM Code of Ethics. An Associate Member cannot hold the RMP® and/or MPM® designation, any certification, or hold elective office as they have not completed the mandatory Ethics class.

Affiliate Members shall be an individual or business entity, which provides products, services or expertise to the residential property management industry. An affiliate member does not vote or hold elective office.

Company Membership (OPTIONAL) is offered to the responsible individual of the company. In order to hold Company Membership, the company must have four (4) NARPM Members. Additional NARPM Members and Associate Members may register under the company for an additional fee. Membership categories under the Company will follow the same eligibility and requirements as outlined above.

Leadership Structure

Starting a Chapter takes time and attention. It also takes a team. One of the keys to launching a successful Chapter is “not doing it on your own.” Each Chapter needs a President, a President-Elect, Secretary and Treasurer at a minimum. We suggest garnering the support of at least another 6-8 other fully committed leaders to volunteer as Committee Chairs to maximize the value of the membership and flourish as a Chapter.

Although you should create a leadership structure which best suits your Chapter, the following leadership positions are required:

Title	Responsibilities
President	• Presides over meetings • Arranges/ plans board meetings • Provides/Facilitates the vision for the team • Coordinates/supervises overall team activities • Oversees leadership team and leads development of Chapter's growth strategies, vision, and goals • Prepares Chapter compliance submission
President-Elect	• Presides over meetings in absence of President • Assists President with follow-up on team activities • Arranges meeting location and speaker needs (audio/visual) for general meetings • Prepares Chapter excellence application
Past President	• Assists with mentoring future leaders within the Chapter • Serves as Chairman of the Nominating Committee • Chapter meeting greeter • New Member Welcome Lead
Secretary	• Maintains records of organization • Takes minutes of meetings • Sends out meeting notices and maintains the roster of members • Provides and maintains sign-in sheets and name tags for meetings
Treasurer	• Maintains financial records for organization • Coordinates money collection (for meetings and dues, if any) and pays Chapter expenses • Plans annual budget • Arranges for Federal and State tax returns • Provides support to the Board

Benefits of being on the Leadership Team

The Leadership Team of a NARPM® Chapter will consist of a minimum of four NARPM® members who are elected to oversee the operations of their local National Association of Residential Property Managers (NARPM®) Chapter.

National staff will work closely with the local Chapter to provide the most beneficial services and programs to their members. The leadership team will be a representation of their Chapter at local, state and national NARPM® Meetings.

There are many benefits to being part of the leadership team of your Chapter. As a NARPM® Chapter Leader, you'll gain meaningful exposure. When speakers are needed to provide presentations at meetings, when vendors are approached about affiliate membership, when articles and pictures are submitted to the local newspaper, or when the Chapter performs community service, your name is associated with these activities.

Other benefits include:

- ☐ Increased networking opportunities including:
 - Connecting one-on-one with new and existing NARPM® members
 - Potential for increased referral opportunities through other Leadership Team members
- ☐ Opportunity to affect change within your local business community.
- ☐ Opportunity to get insider's perspective of what's going on in NARPM® and in your region.
- ☐ Opportunity to mentor and develop future leaders by sharing your expertise with new Chapter leaders and helping them create and implement meaningful member programs and services
- ☐ Opportunity to lead and impact the development of your industry.
- ☐ Increased education through special Leadership Team trainings and mentoring.
- ☐ Increased knowledge of NARPM® benefits and services.
- ☐ Opportunities that may lead to larger leadership role(s) within NARPM®.
- ☐ Lasting business relationships and friendships.
- ☐ Recognition at NARPM® events.

Expectations of the Leadership Team

In order to maintain effective and prosperous Chapters that meet their goals and objectives, it is important that the Chapters have a sound leadership team. In an effort to effectively organize and operate a viable and sustainable Chapter, the Leadership Team is bound by a set of professional standards and guidelines outlined in their Chapter's bylaws.

To be eligible to serve as a Chapter officer, an individual shall be a member in good standing with both the Chapter and the national association. Furthermore, the Chapter member must be willing to fulfill the duties of the office to which he/she is elected, including those duties relating to the national association.

CHAPTER EXECUTIVE COMMITTEE-RESPONSIBILITIES

The Chapter executive committee shall have responsibility for the management of the Chapter and shall exercise all rights and powers not expressly reserved by these bylaws or the bylaws of the national association. Such management responsibilities shall include, but not be limited to:

1. To enhance the foundation for a long-term, sustainable Chapter by outlining and implementing the policies, procedures, and structure needed to maximize the benefit of NARPM®.
2. Establishing and implementing an organization framework for the Chapter.
3. Establishing new or modifying existing operating rules that are not inconsistent with these bylaws, the bylaws of the national association or their intent.
4. Establishing annual Chapter dues, application fees and special assessments.
5. Establishing new committees and dissolving existing committees.

All Chapter executive committee members should faithfully attend all Chapter executive committee meetings and must be a NARPM® Member of the Chapter.

The executive committee shall be composed of five (5) officers and seven (7) chairs as follows:

OFFICERS

President: The President shall:

- ☐ Be the chief executive officer of the Chapter.
- ☐ Verify that the Chapter's articles of incorporation and bylaws are on file with the appropriate state agency and NARPM® National.
- ☐ Preside at all meetings of the Chapter, making sure they are kept on time and on schedule.
- ☐ Act as an alternate signatory for funds withdrawn from the Chapter account(s).
- ☐ Sign all legal documents.
- ☐ Shall ensure the completion of all documentation required by the National Association including annual Chapter Compliance Report.
- ☐ Coordinate and prepare with the board members the Chapter of Excellence Award checklist and application to include supporting documents.
- ☐ Participate in mandatory conference calls held by the National RVP.
- ☐ Attend required Chapter Leadership Training.
- ☐ Notify Membership Chair of new members upon notification from National.
- ☐ Hold an annual strategic planning meeting with the board and committee chairs.
- ☐ Complete Chapter compliance documentation that is required to be submitted by December 1st annually.
- ☐ Undertake responsibility for such other activities as deemed appropriate by the committee.
- ☐ Serve a term of one year commencing with the beginning of the new calendar year.

President-Elect: The President-Elect shall:

- ☐ Be elected to a three-year term as an officer (one year as President-Elect, one as President and one as Past President).
- ☐ Act as an alternate signatory for funds to be withdrawn from the Chapter account(s).
- ☐ Fulfill the responsibilities of the president during his/her absence.
- ☐ Automatically accede to the presidency during a calendar year when the presidency becomes vacant.
- ☐ Coordinate Chapter meeting venue, banquet event orders and equipment needed for scheduled speakers and workshops, sign Banquet Event Order and verify with Communications Chair and venue for the number of expected attendees.
- ☐ Prepare and Archive all needed documents for Chapter of Excellence Award.
- ☐ Work with President to complete Chapter compliance documentation that is required to be submitted by December 1st annually.
- ☐ Participate in mandatory conference calls held by the National RVP.
- ☐ Attend required Chapter Leadership Training.
- ☐ Undertake other activities as are deemed appropriate by the president.
- ☐ Replace the president at the end of the fiscal year.

Past President: The Past-President shall:

- ☐ Undertake responsibilities as assigned by the President.
- ☐ Shall serve as Chairman of the Nominating Committee.
- ☐ Shall serve as greeter at meetings.
- ☐ Fulfill the responsibilities of the President during the absence of the President and President-Elect.
- ☐ Serve a term of one year commencing with the beginning of the calendar year.

Secretary: The Secretary shall:

- ☐ Maintain the official records of the association.
- ☐ Record, maintain and distribute minutes of all regular and special meetings of the committee as appropriate.
- ☐ Provide the member sign-in sheet for membership meetings and file.
- ☐ Undertake responsibility for such other activities as deemed appropriate by the committee.
- ☐ Coordinate prizes and donations for meetings and charity events.
- ☐ Serve a term of one year commencing with the beginning of the calendar year.

Treasurer: The Treasurer shall:

- ☐ Be a signatory for all funds withdrawn from Chapter account(s).
- ☐ Distribute annual renewal notices for Chapter dues and special assessments in November of each year.
- ☐ Deposit all funds into a federally insured financial institution.
- ☐ Prepare a financial report for the committee at each meeting and upon request.
- ☐ Prepare an end-of-fiscal year report for the national association.
- ☐ Prepare the annual budget for consideration.
- ☐ File all federal, state and local reports as needed along with tax and other financial reports with the appropriate government agencies.
- ☐ Retain in safe keeping the post office box key and retrieve mail from the box weekly.
- ☐ Prepare and submit applications for Chapter grants to National.
- ☐ Undertake responsibility for other such activities as deemed appropriate by the committee.
- ☐ Serve a term of one year commencing with the beginning of the calendar year.

Tips to being an effective leader and develop your skills

Know your members needs

- Get to know what your member's needs. Don't assume what they need but take time to ask and clarify what it is that they are trying to accomplish and how you can help them achieve it. It also helps to understand what style of leadership they respond to best and do your best to meet their needs.

Be present

- Listen more than you speak. An effective leader is one who listens to their members, values their opinions, and gives them their undivided attention.

Connect with members

- Really get to know your members on a personal level; people are more likely to respond to a leader they know and trust.

Create an environment of communication

- Effective communication is key. Try to create an environment where members feel that they can share their concerns and opinions openly and honestly without fear of judgment.

Be enthusiastic

- As a leader you need to be the most outgoing and upbeat person in the room and try to engage as many people as you can, no matter who they are.

Lead by example

- Don't just simply tell others what to do. Be the embodiment of what you want your members to do and show them the way through example, not just words.

Share leadership

- Inspire a shared vision among your members and empower others to act and take control of the organization as the situation may demand.

Evaluate and share success

- Effective leaders know that when the group succeeds, it's not the work of an individual, but the collective efforts of the group. They showcase the success of the group and its members over their personal successes.

Things to consider as a board member of your Chapter:

1. You have two jobs, one as a professional and one as a board member.
2. This position was never designed to do alone.
3. Use your resources.
4. Utilize your Committees.
5. Make sure to have FUN!
6. Don't forget that you DO make a difference!
7. Keep in mind that others don't know what it's supposed to look like.
8. Don't forget the resources at NARPM® National.
9. Measure your results (rating) not your feelings.

References: <http://slideplayer.com/slide/4726293/>

Election of Officers

The process (from the Chapter Model Bylaws – Check your Chapter's Bylaws for your Chapter's procedures on how to hold elections.):

- ❑ Elections shall be no later than September to enable incoming Presidents to attend Chapter President Meet – Up at the annual convention. Elections can be held in person at a Chapter meeting, or electronically if approved by the Chapter executive committee, prior to the end of the calendar year. (Check your Chapter's bylaws for your Chapter's procedures to hold elections.)
- ❑ Presiding Authority: The outgoing president shall conduct the election. The outgoing president can delegate the electoral process to the president-elect or any other Chapter member if member is not a nominee.
- ❑ Nominating Committee: The immediate past president shall serve as chair of the nominating committee and the President shall appoint the other two members of the committee. The recommendation of the Nominating Committee shall be approved by the Chapter Executive Committee and presented to the membership for a final vote.
- ❑ Uncontested Offices: The presiding authority shall identify those offices for which there is only one nominee. Upon a motion to close the nominations for such offices, that nominee shall be considered duly elected.
- ❑ Contested Offices: In the case of contested office(s), each office shall be dealt with through a ballot presented to those who are in attendance at the Chapter meeting, or electronically if approved by the Chapter executive committee.

The nominee receiving a simple majority shall be elected to the position.

The timeline:

May/June – President to appoint two members to the Chapter's Nominating Committee. Appointed members to the Nominating Committee are not nominees.

June/July - Nominating Committee to meet and make nominations for open positions.

- Verify nominees' membership status. Nominees must be NARPM Members *before* they are nominated. Download an active report from National at <https://www.narpm.org/members/tools/Chapter-services/> or email info@narpm.org to verify.
- Ask Board for recommendations to Nominating Committee for potential leaders.
- Nominating Committee and Leaders to approach your future leaders to see if they would be interested.

July - The recommendation of the Nominating Committee shall be approved by the Chapter Executive Committee.

August 1 – Slate and opportunity for write-in candidates must be solicited from membership 30 days before the election date. The election date must be in September. Additional nominations shall be done in two ways:

- a. Write-in: Any Member who writes in the name of a nominee shall provide a signed letter from the individual so nominated indicating the said individual's willingness to serve if elected and signed by five percent (5%) of the professional Chapter Members.
- b. In Person: Any member who is present during the electoral process can be nominated.
 - Create a Chapter Self-Nomination Form or Board of Directors application/interest form.

- Create a Call for Nominations email with a link to the above form. Email should include the names of those nominated for their respective positions.
- Send the Call for Nominations email to all active Chapter Members soliciting nominations stating when nominations will close.

September - Hold elections either in person, or electronically if approved by Executive Committee.

- Upon closing of nominations, election will be either contested (received nominations) or uncontested (no nominations received).

September 15 – If uncontested, the presiding authority shall identify to the membership those offices for which there is only one nominee. Upon a motion to close the nominations at the Chapter membership meeting for such offices, that nominee shall be considered duly elected.

- Record this motion in a set of minutes for Chapter Compliance including the names of the elected.

September 15 – If contested (received write-in or, if allowed, nominations from the floor), a ballot must be created and sent to membership for a vote. Each contested office shall be dealt with through a ballot presented to those who are in attendance at the Chapter meeting, or electronically if approved by the Chapter Executive Committee. The nominee receiving a simple majority shall be elected to the position.

- Create ballot and email to active Chapter Members entitled to vote. Save ballot and results for Chapter Compliance.
- Once vote is complete, announce results to Chapter Members.
- Create a press release. Sample press release can be found in this section.
- Prepare for the installation of the officers. Installation script can be found in this section.

September 30 – Submit elected names to NARPM National. President and/or President-Elect must sign up for Chapter Leadership Training at Annual Convention and Trade Show in October as well as Nuts and Bolts Training in November.

Vacancy of an office:

Vacancy of an office shall be declared vacant when an officer:

1. Resigns that office through written notification to the president or the secretary.
2. Is no longer eligible for membership in the Chapter or the national association.
3. Is no longer capable of fulfilling duties of the office involved.

Filling a Vacated Office In the event that the position of president is vacated, the president-elect shall automatically fill that position and shall continue to serve as both president and president-elect. In the case of other officers, a vacated office shall be filled by an individual nominated and approved by the executive committee when more than three (3) calendar months remain before the next election at which the vacancy shall be filled.

(attach photo)

For Immediate Release

Contact: Your name and title
Your firm
Your phone number

LOCAL NARPM® CHAPTER ELECTS LEADERSHIP

[Your City] - The National Association of Residential Property Managers (NARPM®) [Chapter name] has elected the organization's [year] Board of Directors. The following leaders will assume their roles in leading this NARPM® Chapter throughout the year:

Chapter President:

Chapter President-Elect:

Chapter Secretary:

Chapter Treasurer

Chapter Past President

Chapter Board Members:

The NARPM® [Chapter name] represents the residential real estate property managers in the [write description] area. NARPM® is the nation's only professional organization for managers of single-family and small multi-family residential properties. Members represent over \$24 billion worth of residential properties nationwide.

The National Association of Residential Property Managers (NARPM®), founded in October 1988, provides a permanent trade organization for the residential property management industry. NARPM® continues to be the premier professional association of residential property managers, currently representing over 6,000 members comprised of real estate agents, brokers, managers and their employees. NARPM® exists to support and empower professionals to elevate the property management industry through professional development, advocacy, and community.

The Association administers several designation programs including the Residential Management Professional (RMP®), the Master Property Manager (MPM®), the Certified Residential Management Company (CRMC®), and the Certified Support Specialist (CSS®). More than 60 local Chapters of NARPM® are currently operating in major metropolitan areas, and many more are in the formative stages. For information, call NARPM® National at 800-782-3452 or visit www.narpm.org.

Installation of Officers

Would the following please join me at the podium for the Installation of the new Board of Directors?

[Invite them by name by the rank of office held:]

President:

President-Elect:

Secretary:

Treasurer:

Past President:

[Others as Needed]:

You have been selected by your peers to serve in the role you are about to assume. You will be identified as directors of the [name of Chapter], dedicated to the best interests of the public and the welfare of your members.

As newly elected directors, you are entering into a new phase of service, cooperation, and leadership. You will exemplify the best that the residential property management profession has to offer. Guard this trust carefully and give full measure of your time and leadership to the organization, the Board, and fellow members. As a Director the decisions you make, along with the actions you take, will affect not only the [name of Chapter], but all the other NARPM® professionals. As a recognized industry leader, you are pledging yourself to a higher standard of conduct and cooperation with all members of our profession. Finally, as a Director of [name of Chapter] you are expected to endorse and maintain the NARPM® Mission that “NARPM® exists to support and empower professionals to elevate the property management industry through professional development, advocacy, and community.” Are you ready to accept the responsibilities as a director?

RESPONSE: I AM

PLEASE RAISE YOUR RIGHT HANDS

As directors of [name of Chapter], do you solemnly promise and swear to administer the office to which you have been elected, to the best of your judgment and ability, conforming to the Bylaws of [name of Chapter], observing and enforcing at all times the activities and interest of [name of Chapter] and the Board?

Will you work constantly for the welfare and promotion of the [name of Chapter] and the National Association of Residential Property Managers?

Do you recognize the important responsibility you are undertaking in serving on the Board of Directors of the [name of Chapter] of NARPM®, and do you hereby pledge to carry out, in a trustworthy and diligent manner, the duties and obligations, as a member of the [name of Chapter] Board of Directors.

Finally, do you agree to:

Act for the good of the [name of Chapter] of NARPM®, and represent the best interests of its members, and the people you will serve. Do you commit to adhering to the high standards of NARPM® by following the Code of Ethics and conducting yourself as a professional in the residential property management industry at all times?

If you agree state “I Do”

Congratulations! You are hereby installed as Directors of the [name of Chapter] of the National Association of Residential Property Managers.

Please join me in congratulating these new officers and directors for [year].

Committees

Committees

Committees serve an important role in any successful Chapter. Not only do they provide support to the board in accomplishing their goals and objectives, they provide volunteer opportunities for members who do not want the full commitment of being on the Board of Directors but still want to contribute. Committees are also a great way to groom future leaders of the Chapter.

Types of Committees:

- Standing committees are permanent committees and are established in the organization's bylaws. They relate to the ongoing governance of the organization.
- Sub Committees have a time limit and are created for a specific purpose. Subcommittees can be disbanded when they have accomplished their goals.
- Task Forces are temporary groups that gather to work on a certain project that is formed only for a special task. They are not ongoing and are disbanded once project is completed.

The Role of Committees

A committee's size, the skills and experience of its members, enable a committee to manage areas of importance with greater detail than a full board. Committees can implement initiatives, make recommendations, and resolve issues more efficiently and thoroughly, since small groups are often more efficient at problem-solving than large groups.

Committee Size

When it comes to the size of a committee, there is no one size fits all. The most important factor to consider is having committed committee members and that it be a size that correlates to the duties assigned to it and how many people are needed to do its work.

Committee Composition

Committees are most effective when their committee members have the right skill sets, knowledge and experience for the duties assigned to them and when the members are committed and work well as a team. For this reason, committee appointments should be made with careful attention to the mix of skills, perspectives, and personalities of members as well as their availability. Paying attention to these details will keep a member from being overextended and biting off more than they can chew.

There are three roles in a committee, a Committee Chair, Committee Vice-Chair, and a Committee member.

Committee Chair role

- Serves as a liaison between the committee and the Chapter's board of directors.
- Provides leadership to the committee setting the tone for the work of the committee.
- Delegates responsibilities to committee members, support its members in completing their work and ensures the work is completed on time.
- Ensures meetings are planned effectively, set meeting agendas, run meetings, and ensure distribution of minutes and reports to members.
- Involves all committee members in the decision making.
- Reviews annually with its committee members, their accomplishments in relation to committee goals, and reflect on potential areas of improvement.
- Reports to the full board on committee decisions, recommendations, and other committee business.
- Keeps a file of all the committee's work.

Committee Vice Chair Role

- Assists the committee Chairperson in the management of the committee's work.
- Serves as a replacement for the Chair, presiding over meetings when the Chair is unable to attend.

Committee Members' Role

- Are committed to the goal of the committee.
- Participate actively in the committee's work, including attending meetings and being prepared.
- Volunteer for and willingly accept assignments, completing them on time.
- Provide thoughtful input to committee discussion.
- Build a working relationship with fellow committee members.
- Stay informed on Chapter activities that affect or are affected by the committee's work.
- Participate actively in the committee's annual evaluation.

Appointment of Chairs (Check your Chapter bylaws.)

The Chairpersons and Vice Chairpersons of all committees will be selected by the President, with consultation of the President-Elect and approved by the Board of Directors. Appointment of Vice Chairs shall be done after discussing candidates with that year's Chair. Chairs shall be chosen from within the existing committee or preferably from one of the vice chairs/sub-chairs.

Chairs will appoint the necessary subcommittees as needed.

Suggested Committee Chair Positions

Chapter Education Chair	- Plans educational calendar for the year - Arranges speakers for meetings - Coordinates the scheduling of National courses (if offered) - Arranges for continuing education credit (if applicable)
Chapter Designations Chair	- Recognizes Chapter members' achievements (on a personal level) - Sends cards on members' special occasions - Welcomes new members - Recognizes past leaders
Chapter Marketing/ Publications Chair	- Prepares meeting notices - Coordinates and publishes newsletter - Updates website - Publishes NARPM® activities and accomplishments in state and local media (i.e., achievement of designations, editorials, group advertising, etc.)
Membership Chair /New Member Mentor	- Recruits new members by networking and distributing brochures and applications - Contacts NARPM® National headquarters to have membership application packets sent to prospective new members - Follows up with guests to invite membership and participation - Meets and greets members at meetings (This may also be handled by a "hospitality" chair)
Affiliate Chair	- Solicits affiliate members - Coordinates activities to involve and promote affiliates - Coordinates affiliates trade shows - Coordinates affiliate sponsorships - Makes sure there is a table for affiliates to put marketing materials on. - Outlines affiliate award program
Legislative Chair	- Monitors legislative activities which effect the property management industry - Reports on activities at member meetings - Solicits member involvement to shape legislative decisions
Recognitions Chair	- Recognizes Chapter members achievements (on a personal level) - Sends cards on members' special occasions - Welcomes new members - Recognizes past leaders

Committee Chairs' Roles and Responsibilities

There are several Chair positions that a Chapter can use, we are demonstrating 8 types. The number of chairs and their prospective job duties may vary from year to year as determined by the Board. According to the Chapter Model Bylaws, Chairs are members of the Executive Committee and, except for Affiliate members, are entitled to vote. Your Chapter can amend this, but Affiliates cannot hold voting positions.

Chapter Education Chair: The Chapter Education Chair shall:

- ☐ Plan educational calendar for the year.
- ☐ Determine educational wants and needs of members (i.e., verbal, and written surveys).
- ☐ Seek out and coordinate speakers and lecturers that are relevant to the residential industry, submit planned speakers to the Executive Committee for approval.
- ☐ Notify Communications Chair of speakers' biographies and topic description for promotional purposes.
- ☐ Coordinate the scheduling of national courses (if offered).
- ☐ Work with other Chapters to provide combined educational events and state or regional conferences.
- ☐ Arrange for continuing education credit (if applicable).
- ☐ Undertake responsibility for other such activities as deemed appropriate by the committee.
- ☐ Serve a term of one year commencing with the beginning of the calendar year.

Chapter Designations Chair: The Chapter Designations Chair shall:

- ☐ Create opportunities for members to advance their career through industry designations and skill development.
- ☐ Promote NARPM® classes and designations to members.
- ☐ Provide information about potential NARPM® classes in the area (if offered).
- ☐ Convey information about the value and benefit of NARPM® classes.
- ☐ Convey information about the benefits of professional designations.
- ☐ Recognize at meetings those who received their certifications.
- ☐ Undertake responsibility for other such activities as deemed appropriate by the committee.
- ☐ Serve a term of one year commencing with the beginning of the calendar year.

Chapter Marketing/Publications Chair: The Chapter Marketing/Publications Chair shall:

- ☐ Create and review content to be published in state and local media, giving most attention to accuracy, appropriateness, clarity, readability, and timeliness.
- ☐ Coordinate and publish Chapter newsletter.
- ☐ Send notices for upcoming meetings and events.
- ☐ Update Chapter website.
- ☐ Publish NARPM® activities and accomplishments in state and local media (i.e., achievement of designations, editorials, group advertising, etc.).
- ☐ Undertake responsibility for other such activities as deemed appropriate by the committee.
- ☐ Serve a term of one year commencing with the beginning of the calendar year.

Chapter Membership Chair: The Chapter Membership Chair shall:

- ☐ Recruit new members by networking and distributing brochures and applications.
- ☐ Contact NARPM® national headquarters to have membership application packets sent to prospective new members.
- ☐ Follow up with guests to invite membership and participation.
- ☐ Meet and greet members at meetings.
- ☐ Record prospective members in the online database.
- ☐ Welcome members as they enter the meetings.
- ☐ Undertake responsibility for other such activities as deemed appropriate by the committee.
- ☐ Serve a term of one year commencing with the beginning of the calendar year.

New Member Mentor Chair: New Member Mentor Chair shall:

- ☐ Coordinate volunteers to welcome new members.
- ☐ Pull new members, monthly, who joined in last 30 day at <https://www.narpm.org/members/tools/Chapter-services/> (must log into website).
- ☐ Check to ensure volunteers are contacting new members and using checklist to get them engaged in Chapter.

Chapter Affiliate Program Chair: The Chapter Affiliate Program Chair shall:

- ☐ Responsible for the development and maintenance of Affiliate membership relationships.
- ☐ Coordinate special sponsorship packages for affiliates in conjunction with assigned NARPM® staff.
- ☐ Coordinate activities to involve and promote affiliates.
- ☐ Solicit and welcome participation of affiliates in the Chapter and ensure that they have appropriate space to display their marketing materials.
- ☐ Arrange for vendor spotlights at meetings and in the Chapter newsletter.
- ☐ Coordinate affiliates trade shows.
- ☐ Outline affiliate award program.
- ☐ Select the best quality vendors and leverages vendor benefits (i.e., vendor discounts, vendor preference to services to NARPM® members).
- ☐ Undertake responsibility for other such activities as deemed appropriate by the committee.
- ☐ Serve a term of one year commencing with the beginning of the calendar year.

Chapter Legislative Chair: The Chapter Legislative Chair shall:

- ☐ Be responsible for monitoring and collecting information about pending legislation and current laws impacting the property management industry.
- ☐ Develop relationships with the local apartment association.
- ☐ Report on activities at member meetings.
- ☐ Solicit member involvement to shape legislative decisions.
- ☐ Develop a local mailing tree to advise members of actions in local or state governing bodies which are open for public comments on topics related to property management.
- ☐ Undertake responsibility for other such activities as deemed appropriate by the committee.
- ☐ Serve a term of one year commencing with the beginning of the calendar year.

Chapter Recognitions Chair: The Chapter Recognitions Chair shall:

- ☐ Recognize Chapter members' achievements (on a personal level).
- ☐ Send cards on members' special occasions.
- ☐ Welcome new members.
- ☐ Recognize past leaders.
- ☐ Undertake responsibility for other such activities as deemed appropriate by the committee.
- ☐ Serve a term of one year commencing with the beginning of the calendar year.

Establishing Effective Committees

Committee Procedures

- All committee meeting handouts should include the mission statement, strategic goal objectives, action steps, and the committee budget.
- Chairs should keep the committee and subcommittee sections of the Policy and Procedures manual up to date. If a change is made, send a copy to the Chapter President so it can be distributed to the entire Board.
- Committee recommendations and goals should be written and passed to the next committee chair.
- Keep in mind that the membership list of NARPM® is for our own internal use exclusively. It is not to be made public without express permission from the Board and/or NARPM National.
- Notify the President at least 2 weeks in advance of how much time you will need on the agenda for Board meeting. Any action taken by the committee and motion passed needs to be reported to the Board.
- A quorum must be present in order to pass motions.

Things to consider when establishing your committee:

- **Committee Responsibility** – What are the main responsibilities of the committee?
- **Committee Deliverable** – What will be the end result, program or service that will be delivered by the committee?
- **Committee Goal** – What are the measurable goals for the committee's work?
- **Orientation** – Taking time to adequately orient members helps start the committee on the right track. Provide information and clearly define:
 - Committee purpose and expectations
 - Structure, reporting procedure, roles and responsibilities
 - Individual member's expectations.

Signs of a Well-Functioning Committee

- Purpose of the committee is clear to all.
- Meetings are run effectively and efficiently-on time and on schedule.
- Good communication and camaraderie amongst committee members.
- Good preparation on the part of the Chair and committee members.
- The committee members are committed.
- Minutes are complete and concise.
- The work of the committee is being completed on time.
- The work of the committee is accepted and makes a valuable contribution to the Chapter.

Running an Effective Committee Meeting

Having effective Committee meetings are necessary for productive decision making and implementing the goals and objectives of the Committee. The challenge is that running a purposeful and participative meeting can be difficult at times, but it is imperative to avoid these common meeting killers:

- Wasting valuable meeting time
- Long discussions with no conclusion
- Low attendance
- Uneven participation – One person dominates the conversation
- Unwillingness to provide feedback

These issues can be easily addressed in a meeting if they are well planned with an agenda, have a clear purpose, are effectively chaired, and are focused on decision-making. By using simple steps, your committee meetings will have active participants and amazing results. Please, never have a meeting for meeting's sake. All meetings should serve a purpose with clear goals and objectives to be accomplished.

Committee Meeting Notice:

Notify all Committee Members at least one week prior to the meeting.

Tips for effective meetings: (Chairperson)

Before the Meeting

- PLAN THE AGENDA - Include items brought to you by other members.
- Identify which agenda items are for information, discussion, or a decision.
- Be well briefed about each item, and actions taken since the last meeting.
- Ensure all supporting documents (including the last meeting's minutes/notes) are sent out with the agenda beforehand *no later than 3 days prior to the meeting*.
- Arrive in good time before the meeting is due to start.

During the Meeting

- Start the meeting. Welcome any new members. Make any necessary introductions.
- Set the scene. State the purpose and overview with Vision and Mission of NARPM®
- Try to be brief when making a point.
- Maintain control of the meeting by sticking to the agenda and using time effectively.
- Allow for flexibility and freedom of expression.
- Ensure full participation by drawing out quieter members and discouraging those who are monopolizing the meeting.
- Ensure everyone understands what is being discussed.
- Ensure that decisions are recorded, together with who is going to implement them.
- Remember that above all, you are there to guide the meeting.
- Steer members to work harmoniously and purposefully as a team.
- Keep an eye on time.

When setting goals and priorities for tasks consider the following:

- What additional information is needed?
- What will be the biggest challenges in achieving this goal or initiative?
- Has someone else or another organization had a similar experience?
- Is there a success story in another organization on a similar problem?
- Is a staff resource person needed to advise the committee?
- What experience will be necessary to solve the committee assignment?

Sample Committee Meeting Agenda

Date:

1. Welcome Members and Guests
2. Purpose and Overview

Mission: NARPM® exists to support and empower professionals to elevate the property management industry through professional development, advocacy, and community.

Vision: Property management professionals will be recognized as the keystone of successful real estate investing.

3. Appoint a secretary to maintain records of the committee's actions or recommendations.
4. Review of Agenda Items-ask for any additions
5. Approval of previous meeting minutes
6. Review Budget
7. Review old business (Actions since last meeting)
8. Discuss New Business
9. Summarize decisions taken and action points to be followed up e.g. who's responsible, by when. Set report dates to report progress on each assignment.

Date added	ACTION ITEM	RESPONSIBLE	DUE DATE

10. Agree upon date and time of next meeting.
11. Agree what special items will be put on the agenda of the next meeting.
12. Adjourn.
13. Ensure that the minutes are written up, checked by the Chair and sent out in good time.

Sample Committee Report

Committee Name:

Chair of Committee:

Committee Members in attendance:

Date of meeting:

Action Items In Progress/Pending:

Action Items Completed:

Budget Requirements:

Recommendations/motions:

Other Comments:

Submitted by:

Date:

Chair (signed): _____

Chapter Bylaws, Parliamentary Procedures

Chapter Bylaws

Chapter Model Bylaws can be found by logging into website at <https://www.narpm.org/members/tools/Chapter-services/chapters-general-info/>

WHAT ARE CHAPTER BYLAWS?

Bylaws are the written rules that control the governance of a Chapter and to help Chapters in the process of organizing and running their Chapter. Bylaws define a Chapter's official name, purpose, requirements for membership, officers' titles and responsibilities, how offices are to be elected, how meetings should be conducted as well as professional codes of ethics and standards of professionalism.

Bylaws serve as the legal guidelines of the Chapter and the organization and provide protection for the members. Carefully crafted bylaws and adherence to them provide protection against legal challenges. They must be filed with the state in which you're incorporated or registered.

WHY SHOULD YOUR CHAPTER HAVE BYLAWS?

- Determining exactly how your Chapter is going to operate and putting that down on paper can ensure the fairness of board decisions and provide resolutions to difficult situations and conflicts (like what to do about a difficult officer).
- Having bylaws is necessary for your Chapter to apply for its 501 C-6 tax status.
- Having bylaws helps keep your Chapter focused on its intended purpose by specifically defining that purpose.

Log into NARPM.org for Chapter bylaws: <https://www.narpm.org/members/documents-forms/Chapter-documents/> and locate your region and Chapter.

AN OUTLINE OF BASIC PARLIAMENTARY PROCEDURE

Prepared by Douglas N. Case

Parliamentary Authority: *Robert's Rules of Order, Newly Revised, Tenth Edition, 2001.*

I. Rules Governing an Organization

- A. State and Federal Law - governing corporations, tax-exempt organizations, public legislative bodies, etc.
- B. Articles of Incorporation - applicable to corporations
- C. Governing Documents of Parent Organizations - applicable to Chapters, affiliates, etc. of larger organizations
- D. Local Constitution and Bylaws - defines the organization's basic structure and fundamental rules. Normally requires a 2/3 vote and prior notice for amendment and are not subject to suspension.
- E. Standing Rules - operating procedures consistent with all of the above. Normally can be amended by majority vote at any business meeting and can be suspended.
- F. Rules of Order - parliamentary authority, superseded by any of the above that conflict.
- G. Precedent and Custom - apply when there are no written rules governing a situation.

II. Purposes of Parliamentary Procedure

- A. Ensure majority rule
- B. Protect the rights of the minority, the absentees and individual members
- C. Provide order, fairness and decorum
- D. Facilitate the transaction of business and expedite meetings

III. Basic Principles of Parliamentary Procedure

- A. All members have equal rights, privileges and obligations.
- B. A quorum must be *present* for the group to act – if the bylaws of the organization do not establish a quorum, the general rule is that a majority of the entire membership must be present in order to transact business.
- C. Full and free discussion of every motion is a basic right.
- D. Only one question at a time may be considered, and only one person may have the floor at any one time.
- E. Members have a right to know what the immediately pending question is and to have it restated before a vote is taken.
- F. No person can speak until recognized by the chair.
- G. Personal remarks are always out of order.
- H. A majority decides a question except when basic rights of members are involved.
- I. A two-thirds vote is required for any motion that deprives a member of rights in any way (e.g., cutting off debate).
- J. Silence gives consent. Those who do not vote allow the decision to be made by those who do vote.
- K. The chair should always remain impartial.

IV. Typical Order of Business

- A. Call to Order
- B. Opening Exercises, if applicable
- C. Roll Call/Determination of a Quorum
- D. Adoption of the Agenda
- E. Reading and Approval of the Minutes of the Previous Meeting
- F. Reports of Officers

- G. Reports of Standing Committees
- H. Reports of Special (Ad hoc) Committees
- I. Special Orders
- J. Unfinished Business and General Orders
- K. New Business
- L. Program, if applicable
- M. Announcements
- N. "Good of the Order"
- O. Adjournment

V. Role of the Presiding Officer

- A. **Remain impartial during debate - the presiding officer must relinquish the chair in order to debate the merits of a motion**
- B. **Vote only to create or break a tie (or 2/3 for matters requiring a 2/3 vote) – exception: the presiding officer may vote on any vote by ballot**
- C. Determine that a quorum is present before transacting business
- D. Introduce business in proper order
- E. Recognize speakers
- F. Determine if a motion is in order
- G. Keep discussion germane to the pending motion
- H. Maintain order, remains impartial; does not participate in discussion without passing gavel
- I. Put motions to a vote and announce results
- J. Employ unanimous consent (general consent) when appropriate

VI. General Procedure for Handling a Motion

- A. A member normally must obtain the floor by being recognized by the chair.
- B. Member makes a motion.
- C. A motion must normally be seconded by another member before it can be considered.
- D. Before the motion is restated by the chair, any member can rise, without waiting to be recognized, and suggest a modification of the wording to clarify the motion. The maker of the motion can choose to accept or reject the modified wording (does not require a second).
- E. If the motion is in order, the chair will restate the motion and open debate (if the motion is debatable).
- F. The maker of a motion has the right to speak first in debate.
- G. Debate is closed when:
 - 1. Discussion has ended, or
 - 2. A two-thirds vote closes debate ("Previous Question")
- H. The chair restates the motion, and if necessary clarifies the consequences of affirmative and negative votes.
- I. The chair calls for a vote.
- J. The chair announces the result.
- K. Any member may challenge the chair's count by demanding a "Division of the Assembly."

VII. General Rules of Debate

- A. No members may speak until recognized by the chair.
- B. All discussion must be relevant to the immediately pending question.
- C. No member may speak a second time until every member who wishes to speak has had the opportunity to do so.
- D. No member can speak more than twice to each motion.
- E. No member can speak more than ten minutes.

- F. All remarks must be addressed to the chair – no cross debate is permitted.
- G. It is not permissible to speak against one's own motion (but one can vote against one's own motion).
- H. Debate must address issues not personalities – no one is permitted to make personal attacks or question the motives of other speakers.
- I. The presiding officer must relinquish the chair in order to participate in debate and cannot reassume the chair until the pending main question is disposed of.
- J. When possible, the chair should let the floor alternate between those speaking in support and those speaking in opposition to the motion.
- K. When a large number of people wish to speak to a motion it may be advisable for the chair to make a speakers' list.
- L. Members may not disrupt the assembly.
- M. Rules of debate can be changed by a two-thirds vote.

VIII. **Motions in Ascending Order of Precedence**

Only one main motion may be on the floor at a time, but more than one secondary motion may be on the floor. When any of the motions on the following list is the immediately pending motion (i.e., the last motion made), any motion listed below it on the list can be made at that time and any motion above it on the list cannot be made at that time. Pending motions must be disposed of in descending order of precedence.

- A. **Main Motion** - introduces business to the assembly for its consideration. A main motion can only be made when no other motion is pending. A main motion yields to privileged, subsidiary and incidental motions.
- B. **Subsidiary Motions** - change or affect how the main motion is handled (voted on before the main motion)
 - 1. **Postpone Indefinitely** - made when the assembly does not want to take a position on the main question. Its adoption kills the main motion for the duration of the session and avoids a direct vote on the question. It is useful in disposing of a poor motion that cannot be either adopted or expressly rejected without possibly undesirable consequences. Unlike other subsidiary motions, debate on the motion to postpone indefinitely can go into the merits of the main motion.
 - 2. **Amend** - changes the wording of the main motion before it is voted upon. An amendment must be germane to the main motion. Its acceptance does not adopt the motion thereby amended; that motion remains pending in its modified form. Rejection of an amendment leaves the pending motion worded as it was before the amendment was offered. An amendment can: delete words, phrases, sentences or paragraphs; strike out words, phrases or sentences and insert new ones; add words, phrases, sentences or paragraphs; or substitute entire paragraph(s) or the entire text of the motion and insert another.

When an entire motion is substituted for another, the chair must first call for a vote on the **Motion to Substitute** to determine the advisability of substituting a new motion. If the Motion to Substitute passes, the chair then throws the Substitute Motion open to debate. The **Substitute Motion** in turn must be voted upon, and is subject to amendment.

*Note: There is no provision in Robert's Rules for a "**Friendly Amendment**."* The only way a motion can be modified without a vote, after it has been stated by the Chair, is with the unanimous consent of the members present.
 - 3. **Secondary Amendment** - An amendment can be offered to an amendment (amendment of the second order). Amendments of the third order are not permitted.
 - 4. **Refer (Commit)** - sends a pending motion to a standing committee, or to an ad hoc (special) committee to be appointed or elected, for consideration. The

motion to refer may include instructions to investigate, recommend, or take action, and may specify the composition of the committee.

5. **Postpone Definitely (Postpone to a Certain Time)** - delays action until a certain time specified in the motion (not beyond the next regular business meeting).
 6. **Limit or Extend Debate** - is used (1) to reduce or increase the number or length of speeches permitted or (2) to require that debate be closed at a specified time. It requires a two-thirds vote.
 7. **Previous Question ("Call for the Question")** - immediately closes debate if passed. Requires a second and a two-thirds vote.
 8. **Lay on the Table** - enables the assembly to lay the pending question aside *temporarily when something else of immediate urgency has arisen*. It is not debatable. *A motion to lay on the table is out of order if the evident intent is to avoid further consideration of the motion*. Frequently when one indicates a desire "to table" a motion, the correct motion is either to Postpone Indefinitely or Postpone Definitely.
- C. **Privileged Motions** - do not relate to the pending business but have to deal with urgent matters which, without debate, must be considered immediately.
1. **Call for the Orders of the Day** - requires the assembly to conform to the agenda or to take up a general or special order that is due to come up at the time ("time certain"), unless two-thirds of those voting wish to do otherwise. A member can interrupt a speaker to call for the orders of the day.
 2. **Raise a Question of Privilege** - permits a request or main motion relating to the rights and privileges of the assembly or any of its members. Examples include requests relating to members' ability to hear a speaker or a request to go into "executive session" (closed session). A member may interrupt a speaker to raise a question of privilege.
 3. **Recess** - used to request an intermission which does not close the meeting.
 4. **Adjourn** - used to close the meeting immediately. Not debatable.
 5. **Fix the Time to Which to Adjourn** - sets the time, and sometimes the place, for another meeting ("adjourned meeting") before the next regular business meeting to continue business of the session.

IX. **Incidental Motions** (*Questions of procedure that arise out of other motions and must be considered before the other motion*)

- A. **Point of Order** - used when a member believes that the rules of the assembly are being violated, thereby calling on the chair for a ruling and enforcement of the rules. A member can interrupt a speaker to raise a point of order.
- B. **Appeal** - used to challenge the chair's ruling on a question of parliamentary procedure. A member can interrupt a speaker to appeal from the decision of the chair.
- C. **Suspend the Rules** - used to make a parliamentary rule or special rule of an organization temporarily inoperative. The motion cannot be applied to the constitution and bylaws unless those documents include specific provisions for suspension. Normally requires a two-thirds vote.
- D. **Withdraw** - permits the maker of a motion to remove it from deliberation after the motion has been stated by the chair. If there is not unanimous consent, the motion is debated and voted upon.
- E. **Point of Information** - requests to the chair, or through the chair to another officer or member, to provide information relevant to the business at hand. *A point of information must be in the form of a question*. A request for information regarding parliamentary procedure or the organization's rules bearing on the business at hand is referred to as a **Parliamentary Inquiry**.

- F. **Objection to the Consideration of a Question** - suppresses business that is irrelevant or inappropriate and undesirable to be discussed. The objection must be made immediately (acceptable to interrupt a speaker). Does not require a second, is not debatable, and requires a two-thirds vote opposed to consideration in order to pass.
- G. **Division of a Question** - divides a motion containing two or more provisions that can stand alone so that each provision can be considered and voted upon separately. Not debatable.
- H. **Division of the Assembly** - used to demand a rising vote to verify the vote count. The motion can be made without obtaining the floor, does not require a second, is not debatable, and does not require a vote.

X. Main Motions That Bring a Question Back Before the Assembly

- A. **Take from the Table** - resumes consideration of a motion laid on the table earlier in the same session or in the previous session. Not debatable.
- B. **Reconsider** - reopens a motion to debate that has already been voted upon in the same session. The motion to reconsider can only be made by a member who voted on the prevailing side. It suspends action on the motion to which it is applied until it has been decided. Cannot be postponed beyond the next regular business session.
- C. **Rescind (Annul or Repeal) or Amend Something Previously Adopted** - repeals or amends a motion for which it is too late to reconsider. Normally requires a two-thirds vote of those present or a majority vote or the entire membership; however, if previous notice has been given then only a majority vote of those present is required. A motion to rescind cannot be applied to action that cannot be reversed.

XI. Voting

- A. **Majority vote** - defined as more than half of the votes cast by those present and voting (i.e., excluding abstentions) unless the organization's rules specify otherwise (e.g., majority of those present, or majority of the entire membership)
- B. **Two-thirds vote** - defined as at least two-thirds of those present and voting, unless otherwise specified by the organization's rules. Examples of motions that require a two-thirds vote: to close, limit, or extend debate; to suspend the rules; to amend the constitution and bylaws; to close nominations; to remove an officer or expel a member; or to object to the consideration of a motion.
- C. **Voting by the Chair** - except when there is a ballot vote, the chair only votes when his/her vote would affect the result.
- D. **Methods of Voting**
 - 1. Voice vote - method normally used
 - 2. Show of hands or rising vote - used to verify an inconclusive voice vote or on motions requiring a two-thirds vote
 - 3. Ballot - normally used for election of officers and when ordered by a majority vote
 - 4. Roll call vote - used when it is desired to have a record of how each member voted. Can be ordered by a majority vote unless the organization's bylaws specify otherwise.
- E. **Proxy voting** is prohibited unless specifically provided for in the charter or bylaws.

SUMMARY OF SELECTED MOTIONS

	<u>May Interrupt</u>	<u>Requires a Second</u>	<u>Debatable</u>	<u>Amendable</u>	<u>Vote Required</u>	<u>May Be Reconsidered</u>
Adjourn	No	Yes	No	No	Majority	No
Amend/Substitute	No	Yes	1	Yes	Majority	Yes
Amend an Amendment	No	Yes	1	No	Majority	Yes
Appeal	Yes	Yes	Yes	No	Majority	Yes
Call for the						
Orders of the Day	Yes	No	No	No	4	No
Close Nominations	No	Yes	No	Yes	Two-thirds	No
Division of the Assembly	Yes	No	No	No	5	No
Division of a Question	No	Yes	No	Yes	Majority	No
Lay on the Table	No	Yes	No	No	Majority	No
Limit or Extend Debate	No	Yes	No	Yes	Two-thirds	Yes
Main Motion	No	Yes	Yes	Yes	Majority	Yes
Nominate	No	No	Yes	No	Majority	No
Object to the						
Consideration	Yes	No	No	No	Two-thirds	3
Parliamentary Inquiry	Yes	No	No	No		
Point of Information	Yes	No	No	No		
Point of Order	Yes	No	No	No	6	No
Postpone Indefinitely	No	Yes	Yes	No	Majority	7
Postpone Definitely	No	Yes	Yes	Yes	Majority-8	Yes
Previous Question	No	Yes	No	No	Two-thirds	Yes-9
Question of Privilege	Yes	10	Yes	Yes	Majority	Yes
Recess	No	Yes	Yes	Yes	Majority	No
Reconsider	Yes	Yes	1	No	Majority	No
Refer to Committee	No	Yes	Yes	Yes	Majority	Yes
Rescind (Repeal)	No	Yes	Yes	Yes	2	3
Suspend the Rules	No	Yes	No	No	Two-thirds	No
Take from the Table	No	Yes	No	No	Majority	No
Withdraw	No	Yes	No	No	Majority	3

Notes

1. If motion to which it relates is debatable.
2. (a) Majority with notice or (b) two-thirds; or (c) majority of entire membership.
3. Negative vote only.
4. Must be enforced upon demand unless set aside by a two-thirds vote.
5. Demand of a single member compels Division
6. Ruled upon by the chair.
7. Affirmative vote only.
8. Requires a two-thirds vote to create a Special Order.
9. Cannot be reconsidered after voting.
10. A second isn't required to raise a Question of Privilege, but a motion arising out of the Question of Privilege must be seconded.

**Please Come to Order:
A Bill of Rights for Robert's Rules**
by Samuel Ellenport

When the Founding Fathers realized that the Constitution needed a little amplification, they responded by adding the Bill of Rights. Anyone who's sat through a meeting lately must surely realize that parliamentary procedure could benefit from a few amendments. Here with a Bill of Rights for Robert's Rules. Perhaps by legitimizing that which already is, we can wrest order out of chaos – or at least keep up the pretense!

1. **Point of Personal Outrage** - A participant who becomes upset shall have the right to interrupt the speaker without recognition from the Chair. The interruption must be at a volume at least 20 decibels higher than required for normal conversation.
2. **Point of Irrelevant Interjection** - Irrespective of the motion on the floor, a participant shall have the right to monopolize the meeting for not less than five minutes as he or she expostulates upon a point that is irrelevant.
3. **Point of Personal Attack** - In response to a point raised by another speaker, a participant shall have the right to launch a personal attack without discussing the point.
4. **Point of Harassment** - A participant shall have the right to introduce no less than three irrelevant motions for the sole purpose of delaying the meeting.
5. **Point of Grudge** - A participant shall have the right to raise any issues debated within the last ten years for which he or she has not yet forgiven those involved.
6. **Point of Posturing** - A participant shall have the right to refer to any literary quotation that purportedly supports his or her argument, regardless of the accuracy of the quotation.
7. **Point of Redundant Information** - While a "point of information" is a request for information from the Chair, a point of redundant information entitles the participant to tell those in attendance something they already know.
8. **Point of Contempt** - At any time, a participant shall have the right to grunt, throw papers down on the table, shake his or her head vigorously, make animal noises, or otherwise demonstrate contempt for the proceedings.
9. **Point of Redundancy** - A participant shall have the right to make a point already made.
10. **Point of Redundant Redundancy** - A participant shall have the right to make a point already made – again.

Important Compliance Policies – Antitrust Compliance

ASSOCIATION ANTITRUST COMPLIANCE POLICY

The National Association of Residential Property Managers (NARPM®) is a non-profit, national organization committed to its mission of promoting the business purposes and objectives of Residential Property Managers. NARPM® has a strict policy of compliance with federal and state antitrust laws. The antitrust laws prohibit agreements among competitors that restrain trade, and NARPM® members can be considered to be competitors for purposes of antitrust challenges even if their businesses are not in the same geographic areas or in the same product lines. The penalties for violations of the antitrust laws are severe for NARPM® and its members. In all NARPM® activities, each member, as well as NARPM® staff, shall be responsible for following the Association's policy of strict compliance with the antitrust laws. NARPM® officers, directors, committee chairs, and executive staff shall ensure that this policy is known and adhered to in the course of activities pursued under their leadership. Antitrust compliance is the responsibility of every NARPM® member and NARPM® staff.

NARPM® Antitrust Statement:

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.

DO'S AND DON'T'S

- **DO** send copies to an association staff member of any communications or documents sent, received, or developed by you when acting for the association.
- **DO** alert every employee in your company who deals with the association to these guidelines.
- **DO** alert association staff and legal counsel to anything improper.
- **DO** be conservative. If you feel an activity might be improper, ask for guidance from association staff or legal counsel in advance.
- **DO NOT** discuss your prices or competitors' prices with a competitor (except when buying from or selling to that competitor) or anything which might affect prices such as costs, discounts, terms of sale, or profit margins.
- **DO NOT** agree with competitors to uniform terms of sale, warranties, or contract provisions.
- **DO NOT** agree with competitors to divide customers or territories.
- **DO NOT** act jointly with one or more competitors to put another competitor at a disadvantage.
- **DO NOT** try to prevent your supplier from selling to your competitor.

- **DO NOT** discuss your future pricing, marketing, or policy plans with competitors.
- **DO NOT** discuss your customers with your competitors.
- **DO NOT** make statements about your future plans regarding pricing, expansion, or other policies with anti-competitive overtones. Do not participate in discussions where other members do.
- **DO NOT** propose or agree to any standardization, the purpose of which is anti-competitive, e.g., to injure your competitor.
- **DO NOT** attend or stay at any informal association meeting where there is no agenda, no minutes are taken, and no association staff member is present.
- **DO NOT** do anything before or after association meetings, or at social events, which would be improper at a formal association meeting.
- **DO NOT** interpret or enforce the association's Code of Ethics without direction from the leadership.
- **DO NOT** regard compliance with the association's Code of Ethics as justification for anti-competitive communications or actions.
- **DO NOT** represent that the association prohibits or limits advertising, marketing or solicitation other than as the law authorizes prohibitions or limitations.
- **DO NOT** issue any document or communication on behalf of the association unless with proper authorization.



Important Compliance Policies Code of Ethics and Standards of Professionalism

For the most up-to-date version, please visit <https://www.narpm.org/about/ethics/>.

CODE OF ETHICS AND STANDARDS OF PROFESSIONALISM FOR THE NATIONAL ASSOCIATION OF RESIDENTIAL PROPERTY MANAGERS Updated February 2024

INTRODUCTION: The National Association of Residential Property Managers (“NARPM®”) promotes a high standard of business ethics, professionalism, and fair housing practices. All property managers who are members of NARPM® must abide by the following Code of Ethics and Standards of Professionalism (the “Code”).

DEFINITIONS: Capitalized terms throughout the Code shall have the following meanings:

“**Client**” means any person (typically owner of a property) with whom the Property Manager has a disclosed working relationship.

“**Firm**” refers to a Property Manager’s employer or broker.

“**Property Manager**” means a property manager who is a member of NARPM®.

“**Tenant**” means an individual or entity that rents and/or occupies property managed by the Property Manager.

“**Written**” or “**in writing**” means communication in the form of a record and includes both hard copy and electronic forms.

Article 1: RESPONSIBILITY TO PROTECT THE PUBLIC

The Property Manager shall protect the public against fraud, misrepresentation, and unethical practices in property management.

STANDARDS OF PROFESSIONALISM

1-1 The Property Manager shall endeavor to eliminate, through the normal course of business, any practices which could be damaging to the public or bring discredit to the profession.

1-2 The Property Manager shall cooperate with any governmental agency charged with regulating the practices of Property Managers.

1-3 The Property Manager shall comply with all relevant laws, regulations and ordinances regarding real estate law, licensing, insurance, and banking.

1-4 The Property Manager shall comply with all federal and state antitrust laws and shall follow the NARPM® Antitrust Policy and any related procedures.

1-5 The Property Manager shall not reveal confidential information of Clients, Tenants or others except as required in the course of performing the Property Manager's duties or as otherwise required by law. The Property Manager shall take all reasonable precautions to protect confidential information.

1-6 The Property Manager shall use reasonable efforts to ensure that information on the Property Manager's website, or that of the Property Manager's Firm, is current and accurate. If it becomes apparent that information on the website is not current or accurate, then the Property Manager shall promptly take corrective action.

1-7 Websites of the Property Manager shall not contain any deceptive metatags or other devices/methods to direct, drive, or divert Internet traffic in a deceptive manner or to otherwise mislead users. The websites shall also not manipulate listing content in any deceptive or misleading way.

1-8 The Property Manager shall disclose information on the availability of rental properties to prospective parties on a regular and timely basis.

1-9 The Property Manager shall not exaggerate, misrepresent, misinform, or conceal pertinent facts in the advertising, leasing, and management of property.

1-10 The Property Manager shall make reasonable attempts to remove from the Internet listings for rentals that are no longer available.

Article 2: DISCRIMINATION

The Property Manager shall not discriminate in the management, rental, lease, or negotiation for real property, shall operate consistent with fair housing laws and regulations and shall comply with all federal, state, and local laws and regulations concerning fair housing and any form of discrimination within the jurisdiction(s) where the Property Manager practices.

STANDARDS OF PROFESSIONALISM

2-1 It is the duty of the Property Manager to educate those with whom the Property Manager is affiliated to comply with all *applicable* fair housing laws and *regulations and also any laws regarding discrimination*.

2-2 The Property Manager shall not deny service to any person based on any federal, state or local law or regulation defining that person as a protected class *within the jurisdiction(s) where the Property Manager practices*.

Article 3: RESPONSIBILITY TO CLIENT

The Property Manager shall serve the Client and act in the best interests of the Client.

STANDARDS OF PROFESSIONALISM

3-1 The Property Manager shall use written agreements, and written extensions, if required, outlining all responsibilities and fees, if any. The Client will be provided a copy of all signed agreements and extensions, and the Property Manager will retain a copy.

3-2 The Property Manager shall communicate regularly with the Client, either orally or in writing, and shall provide the Client with written reports as needed and as agreed between all parties. In the event of any dispute, the Property Manager shall provide a written accounting as soon as practical.

3-3 On behalf of the Client, the Property Manager shall review and verify all Tenant applications to determine the applicant's ability to pay rental fees and to assess the likelihood that the applicant will comply with all provisions of the rental agreement.

3-4 The Property Manager shall accept no commissions, rebates, profits, discounts, or any other benefit, which have not been fully disclosed to and approved by the Client.

3-5 The Property Manager shall not mislead a potential Client about the rental market value of a property in an attempt to secure a rental listing.

3-6 The Property Manager shall disclose to the Property Manager's Client all pertinent facts relating to any transaction.

Article 4: OBLIGATIONS TO TENANTS

The Property Manager shall treat all Tenants honestly and professionally when they are applying for, living in, and/or vacating a managed residence, including through the deposit refund process.

STANDARDS OF PROFESSIONALISM

4-1 The Property Manager shall offer all prospective Tenants a written application.

4-2 The Property Manager shall provide all Tenants with a copy of the signed rental agreement and extensions with all addendums attached.

4-3 The Property Manager shall make all applicable disclosures as required by federal, state and local laws and provide the Tenant an opportunity to complete a written condition report within 7 days of moving in or longer if required by federal, state or local laws.

4-3.1 The Property Manager shall respond promptly to requests for repairs if maintenance responsibilities are required by the Agreement with the Client.

4-5 The Property Manager shall provide a written deposit refund determination to the Tenant within the time prescribed by law after the Tenant has vacated a property. The Property Manager shall not cause any undue delay in refunding or accounting for the security deposit.

Article 5: CARE OF MANAGED PROPERTIES

The Property Manager shall hold a high regard for the safety and health of those lawfully at a managed property and shall manage all properties in accordance with safety and habitability requirements of the local jurisdiction.

STANDARDS OF PROFESSIONALISM

5-1 The Property Manager shall not manage properties for Clients who refuse, or are unable, to maintain their property in accordance with safety and habitability requirements of the local jurisdiction.

5-2 The Property Manager shall terminate management of a property if the Client does not comply with habitability requirements.

Article 6: HANDLING OF FUNDS

The Property Manager shall hold all funds received on behalf of others in compliance with applicable laws and regulations and shall not commingle the funds with personal or other business funds or use the funds for other than their intended purposes.

STANDARDS OF PROFESSIONALISM

6-1 The Property Manager shall keep appropriate records and shall prepare and furnish to the Client accurate and timely financial reports relating to the Client's rental and funds in accordance with the terms of the applicable management agreement.

Article 7: AREAS OF EXPERTISE

The Property Manager must provide competent service within the Property Manager's area of expertise, and refrain from the unauthorized practice of any other profession for which the Property Manager is not licensed or qualified.

7-1 The Property Manager shall perform only such services in such locations for which the Property Manager is qualified and can reasonably be expected to perform with professional competence.

7-2 The Property Manager shall not perform and shall not represent that the Property Manager can or will perform services outside of the Property's Manager's area of expertise, particularly services that require a separate license or qualification – such as law, accounting, financial planning, construction, and/or contracting – unless the Property Manager independently possesses such license or qualification.

Article 8: COMMITMENT TO FIRM

The Property Manager shall act in the best interests of the Property Manager's property management Firm.

STANDARDS OF PROFESSIONALISM

8-1 The Property Manager shall not have any undisclosed conflict of interest with the Property Manager's Firm. If a conflict or potential conflict should arise, the Property Manager shall notify the Property Manager's Firm immediately.

8-2 The Property Manager shall not receive any form of compensation, rebates, or any other benefits without full disclosure to the Property Manager's Firm.

8-3 The Property Manager may not take or use any proprietary documentation, including but not limited to Client/Tenant lists, during or after the Property Manager's relationship with a Firm without express written consent from the Firm.

Article 9: RELATIONS WITH OTHER PROPERTY MANAGERS

The Property Manager shall not knowingly or recklessly make false or misleading statements about the competence or professionalism of other property managers or about their business practices, or otherwise attempt to take business from other property managers by deceptive means.

STANDARDS OF PROFESSIONALISM

9-1 The Property Manager shall conduct dealings with other property managers in an honest and professional manner and shall not knowingly engage in any practice or take any action against a property manager in an un-businesslike manner.

9-2 The Property Manager shall not knowingly interfere with other property managers' contract rights with their Clients, including by inducing other property managers' Clients to breach their agreements. This does not preclude the Property Manager from otherwise soliciting potential Clients, such as for services to be provided upon the expiration or termination of agreements with other property managers or making general announcements about the Property Manager's own services. This Code does not restrict fair and reasonable competition among property managers.

9-3 In the event of a controversy or dispute with a Property Manager at a different Firm, the Property Manager shall use best efforts to resolve the dispute prior to litigation.

9-4 The Property Manager shall not obtain or use the proprietary materials or work of a competing management Firm without the express written permission of that Firm.

9-5 The Property Manager shall cooperate with other property managers when it is in the best interests of the Client or Tenant to do so.

Note: *The Federal Trade Commission (the “FTC”) has conducted an investigation concerning certain provisions in the NARPM® Code of Ethics and Standards of Professionalism (“Code of Ethics”). The provisions of the Code of Ethics that were addressed by the FTC are those that stated: “NARPM® Professional Members shall refrain from criticizing other property managers or their business practices” and “The Property Manager shall not knowingly solicit competitor’s clients.” The FTC has alleged that these provisions in the Code of Ethics restrict members of NARPM® from competing for clients, thereby depriving clients of the benefits of competition among property managers, in violation of the Federal Trade Commission Act. Without admitting a violation of the law, NARPM® has agreed to the entry of a Consent Agreement and a Decision and Order by the FTC in this matter (the “Order”). The Order requires NARPM® to amend the Code of Ethics by deleting these two provisions; please note that such restrictions on solicitation or advertising by NARPM® members no longer apply.*

Article 10: TRUTH IN ADVERTISING

The Property Manager shall ensure that all advertising is clear and forthright and includes only accurate and truthful statements about the property or services advertised to the Property Manager’s reasonable knowledge.

STANDARDS OF PROFESSIONALISM

10-1 Regardless of the type of media used, advertising content shall be truthful and honest at all times to the best of the Property Manager’s reasonable knowledge.

10-2 No property shall be offered as “For Rent” without the actual permission of the Client. If an unlisted property is offered, permission must be obtained from the owner.

10-3 Disclosure must be made to all parties by the Property Manager if information gathered through electronic advertising media may be sold to an outside party and the Property Manager has actual knowledge of the arrangement.

10-4 All marketing materials, whether printed or electronic, shall comply with applicable laws and licensing requirements.

Article 11: RESPONSIBILITY TO NARPM® AND THE PROFESSION

The Property Manager shall comply with all policies of NARPM® and all relevant laws and rules of the jurisdiction in which the Property Manager works, and shall strive to stay informed about relevant matters affecting the property management field.

STANDARDS OF PROFESSIONALISM

11-1 The Property Manager shall strive to be informed about relevant matters affecting the property management field on a local, state, and national level.

11-2 The Property Manager shall maintain the Property Manager’s real estate license as required by the jurisdiction in which the Property Manager works.

11-4 The Property Manager shall abide by NARPM®’s bylaws and any other policies and procedures of NARPM® and shall seek to avoid doing harm to the organization.

11-5 The Property Manager shall ensure that all electronic communication and marketing the Property Manager prepares is professional with respect given to the recipients.

11-6 The Property Manager shall act with integrity, good faith, and professionalism in connection with all NARPM® and NARPM® Chapter activities.

Article 12: COMPLIANCE AND ENFORCEMENT

The Property Manager shall comply with this Code and shall participate in and/or cooperate with any investigation and/or hearing conducted by NARPM® pursuant to this Code and NARPM®'s Policies and Procedures Operating Manual concerning Professional Standards.

STANDARDS OF PROFESSIONALISM

12-1 The Property Manager shall review and shall take all necessary action to understand and to comply with this Code.

12-2 The Property Manager shall not interfere with any NARPM® action to investigate a violation of or to enforce this Code.

12-3 The Property Manager shall promptly supply any information requested by NARPM® during any investigation or enforcement action pursuant to this Code.

12-4 The Property Manager must take and pass an ethics course, which shall include discussion of this Code, every four years as a condition of continued professional membership.

Chapter Development

Phase One – Growth

Growing Your Chapter Membership

Whether you are a Chapter in Formation trying to gain momentum or an established Chapter trying to maintain the momentum you've got, there is one common goal, grow your Chapter membership so you can increase the impact you make. New members bring new ideas, new perspectives and extend your outreach into the community.

A strong and active membership not only serves its members, but it also allows for you to do more in your community and increases the public's awareness of NARPM® and the work that you do. The following will provide you with some tips, tools and techniques to help you grow your membership into the thriving Chapter we know it can be.

Five keys to successfully growing your membership:

- Creating a welcoming environment for your guests and members
- Getting your members involved in the recruiting process
- Inviting guests to visit before you ever ask them to join
- Asking your guests what they liked most about the meeting and would they like an application
- Have an effective on-boarding process for new members to get them involved right away

Getting started:

Set Goals:

Create a vision for what you want your Chapter to look like in the next year. You don't want to grow just because of growth's sake; grow because of the vision and mission. The bigger you are the bigger the advocacy!

Consider these questions:

- How many members do you want to have in the next 3 months, 6 months, or year?
- How many people will you have in attendance at your meetings?
- What will your retention rate of members be?
- What kind of community involvement will it have?
- How much will your Chapter make in charitable contributions in the next year?
- What will it take to meet Chapter Excellence?

Create a plan:

It is important to create a plan and actively engage your Chapter members in its implementation to ensure your Chapter's strength and vitality.

Consider these questions:

- Who are you going to recruit as members?
- What strategies can you implement to attract more affiliates?
- What strategies can you implement to get more guests to attend meetings?
- What strategies can you implement to get the word out?
- What strategies can you implement to create a welcoming environment so people want to join?
- What strategies can you implement to welcome and mentor new members?

Who are you going to recruit?

The first step in recruiting new members to your Chapter is to know who you want to recruit. The typical answer is anyone that is interested, but that may not always be the best plan. Once you have a clear understanding of the goals of your Chapter and the dynamics of its current members, not everyone will be a great fit. We suggest recruiting candidates with an array of knowledge, skills, and perspectives in order to draw a diverse pool of individuals for your Chapter.

Starting with a large pool of people in which to contact to invite to a meeting is ideal so that you can start to increase the public's awareness of your Chapter, but more importantly gives you an opportunity to figure out who your ideal member is.

To give you a starting point, the following is a list of groups your Chapter could consider contacting to offer an invitation to a meeting:

- Current members' contacts
- Local Apartment Association
- Local Association of REALTORS®
- IREM®: Institute of Real Estate Management
- Building Owners and Managers Associations
- Local Chambers of Commerce
- Create a list of vendors (also known as affiliates) that current members would like to see an alliance with
- Create a list of vendors (also known as affiliates) that current members utilize that would be a good fit for the Chapter
- NARPM® can provide you with a list of local NARPM® members who are not affiliated with a Chapter

Remember, this is an opportunity to invite people to a meeting, not to sell them. The number of guests directly affects the number of members you are able to recruit. The most effective way to approach someone about joining NARPM® is get to know them and their interests – FIRST. Then share the aspects and programs that NARPM® has to offer them. This can be accomplished by inviting them to a meeting so that they can see for themselves what your Chapter is all about, and if they are not interested at least you are getting the word out as long as you provide them with a great experience.

Who are Affiliates and How to Find Them

What are Affiliates?

Vendors that provide products and services to the property management industry have the opportunity to join NARPM® as an Affiliate Member. Many companies that provide products and services to property managers only do business in a local geographic area; therefore rely on the business relationships they create in the community.

Why are Affiliates important to a Chapter?

- It offers the members access to products and services from a local provider that adheres to NARPM®'s standards of professionalism.
- Expands the impact you can make in your community.
- Source of revenue for the Chapter.

Why should an Affiliate Join?

- Opportunity to increase business
- Consider possible requirement to do business – NARPM® members better understand our needs
- 15 minute spotlight at meeting
- Written spotlight in newsletter
- Newsletter listing (roster)
- Affiliate of the Year award

Tips for finding Affiliates

- Create a list of vendors (also known as affiliates) that current members would like to see an alliance with.
- Create a list of vendors (also known as affiliates) that current members utilize that would be a good fit for the Chapter.
- Select one member for each meeting to bring one of their vendors. Try to limit no more than two vendor guests per meeting, so that they don't feel like they would be competing for the members' business.

List of potential Affiliate Organizations

- Tenant screening
- Legal and Accounting Services
- Maintenance Contractors (Painters, Plumbers)
- Restoration Contractors
- Real Estate Inspectors
- Security Alarms
- Pest Control
- State Association of REALTORS®
- Commercial Insurance Services
- Technology Providers



National Association of Residential Property Managers

[NAME] Chapter of NARPM® Affiliate Member Application

NARPM® is an association designed for real estate professionals who know first-hand the unique challenges of managing single-family and small residential properties. [NAME] Chapter of NARPM® offers an effective, professional learning environment for owners of property management companies, property managers and their office staff.

To become a Chapter Affiliate Member:

- Complete and submit this application.
- Enclose application fee of [fill in amount]
- Include information about how your experience, product or service relate to the property management industry.
- Provide additional information, upon request, by the Board of Directors.

Acceptance as a [NAME] Chapter of NARPM® Affiliate Member is based on the same guidelines as for a regular Member, except that Affiliate Members need not be real estate licensees. Although this is a non-voting membership of the association, they can serve in advisory positions to the Board of Directors, to Chairpersons of Committees, and can serve as Committee Members. (Check this highlighted area in your Chapter's Bylaws.) Affiliate Members are valuable assets to NARPM® and the residential property management industry.

NARPM® Affiliate Member Benefits:

- Networking with knowledgeable property management professionals in the [AREA] area.
- Participation in Chapter meeting and events.
- Opportunity to assist [NAME] Chapter of NARPM® as a Committee Member.
- Referral benefits from [NAME] Chapter of NARPM® members who use your product or service.

Contact: _____

Company: _____

Product or Service: _____

Mailing Address: _____

Phone: _____ City: _____ ST _____ Zip _____

Fax: _____ E-mail: _____

Cell/Other: _____ Website: _____

Other professional organizations in which you hold membership: _____

Were you referred by a NARPM® member? If yes, who? _____

If no, how did you hear about us? _____

I have read and understand this application and my non-voting advisory capacity. I understand that I must be accepted and approved by the Board of Directors of the [NAME] Chapter of NARPM®, and I agree to abide by their decision. I affirm that the information contained herein is true and accurate.

Signature _____

Date _____

Return To: [NAME] Chapter of NARPM®

Tips for Marketing your Chapter

- Chapter Newsletter (mail, broadcast fax, email)
- Create a Chapter brochure
- Create business cards with Chapter meeting dates and president's contact info for members to hand out
- Announce Chapter meetings in newspapers
- Announce Chapter meetings in local Chamber of Commerce emails
- Advertise with other associations
- Coordinate an event/fundraiser with another association/vendor
- What you missed and next meeting topics
- How to get free admission
- Membership drives
- Personal invitations
- Ambassador program
- "We missed you" calls
- Catchy titles
- Web site – see [Tampa Bay](#), [SW Idaho](#), [Atlanta](#)
- Post information on social media (Add value first and invite second)

How to invite guests:

As a member of an active Chapter, you understand the importance of attending Chapter meetings and events. After all, they are educational, you get to network, you are building your business and you are bettering yourself as a Residential Property Management representative. With all these benefits, why aren't people beating down the doors to come to your meetings?

There are many reasons as to why, some may include:

- People were not aware that the meeting was taking place due to very little promotion (Inviting)
- Failure to promote the meeting with enough advance notice
- The topic was not relevant to them or was not of benefit to the individual
- They attended once, but did not feel welcomed
- The meeting time and location was not convenient

One of the best ways to increase your chances of greater attendance is all in how you invite them.

When inviting, follow these guiding principles:

- Stress the benefit to THEM as to why they should attend
 - Who they will meet, potential for business, opportunity to connect
- Provide all the information (Place, time, purpose etc.)
- Make multiple touches
 - Invite them early enough to put it on their calendar
 - Remind them a day or two before
- Offer to meet them before or after the meeting for a one to one.
- Offer to pick them up or meet them somewhere so they don't feel like they are going alone.
- Invite them to meet a specific person.
- Practice makes perfect! The more guests you invite the easier it gets.
- Commit to not just inviting guests but bringing guests.

Sample invite:

If you have not already made plans I would like to invite you to our _____ Meeting Title _____ on _____ date _____ where we will be discussing _____ Topic _____. I thought that you may be interested in the subject and would love to see you.

I have included the details below, please let me know if you can make it and I will put you down or if you would like to register on-line you can do so by clicking [here](#). If you can't make it I understand, but I would still love to catch up sometime soon!

Invite to an Affiliate:

If you have not already made plans I would like to invite you to our _____ Meeting Title _____ on _____ date _____ where we will be discussing _____ Topic _____. I would like to introduce you to _____ they are in the Residential Property Management industry, and I thought that it would be a good introduction for you.

I have included the details below, please let me know if you can make it and I will let _____ know you will be attending as my guest and that I would like to introduce the two of you. If you can't make it I understand, but I would still love to catch up sometime soon!

Getting them to Show up – Have a plan before the meeting

Set expectations:

- Send an introductory email introducing your guest to members you think they would benefit from meeting. When other people are expecting them, they are more likely to show.
- Inform them of the structure of the meeting.
- Call the day before the meeting letting them know you excited to see them at your Chapter “tomorrow.” (less likely to back out)
- Offer to pick them up.

Getting them to join – Have a plan during and after the meeting

During the meeting:

- Arrive before or with your guest
- Make sure they have a name tag made for them
- Greet them with a smile as they come in (this goes a long way)
- Make sure they are properly registered
- MAKE THEM FEEL WELCOME
- Introduce them to other members
- Seat them near members they could benefit from meeting
- Give them information on membership and how to join

After the meeting:

- The most effective way to approach someone about joining NARPM® is get to know them and their interests - then focus and share the aspects and programs that NARPM® has to offer them (stories are great).
- Follow up with them:
 - Did they find the meeting beneficial?
 - Gather insight into the benefits they received by attending and what you could improve on.
 - Was there anyone there that they would like an introduction to or a one-to-one with that you could arrange?
 - Ask if joining was something they would consider and what questions would they have, or challenges would they have in joining.
 - Ask, “What would you need to get out of joining the Chapter to make it worth the investment?”
 - Share the benefits you have received and your successes with the Chapter.
 - Email them more information if they need it.

Chapter Development

Phase Two – Running

Running an effective meeting

The four phases to running an effective meeting:

- Planning the meeting: Setting goals, creating the agenda
- Meeting logistics: Getting the registrations set up, meals ordered, etc.
- Running the meeting
- Following up after the meeting ends

Planning the meeting: Creating the agenda & setting goals

As a new Chapter Leader, planning for your first meeting can be a daunting task, but remember practice makes perfect and no one knows what it is supposed to look like.

Here are some guidelines for planning your first meeting

Setting Goals:

- What do you want to accomplish in the meeting? (# of attendees, of guests, of members engaged)
- What is the takeaway you want members to leave with?

The basics:

- Frequency (monthly, bi-monthly, quarterly)
- Length (should be two hours in length maximum)
 - Survey members
 - Day preferences (Tue, Wed, Thur)
 - Time preferences (Breakfast, Lunch, Late Afternoon)

Meeting Structure-keeping it consistent

- Networking/icebreaker activity (15min)
- Welcome/purpose and overview announcements (10 min)
- Introductions (15-20 mins)
- Include one of the 12 codes of ethics for points towards Chapter excellence
- Leadership and Committee reports (15 mins)
- Educational presentation (45 mins)
- Sponsor moment (5 min)
- Closing and 50/50 raffle (15 min)
- Ambience may be formal or informal

Logistics: Selecting a location

(Centralized, easy access into and out of, plenty of parking, meets present and future size needs, audio/visual needs, quality of service/selection, cost)

- Restaurant
- Hotel/conference center
- Board of REALTORS®
- Title Companies
- City/Municipality Buildings

References: <http://ctb.ku.edu/en/table-of-contents/leadership/group-facilitation/main>



NARPM® Chapter Meeting SAMPLE Agenda
Date

1. Welcome Members and Guests
2. Purpose & Overview

Mission (Use Chapter's or National's)

Vision (Use Chapter's or National's)

3. Introductions
4. Code of Ethics
5. Leadership Reports
6. Committee Reports
7. Sponsor of the Month
8. Featured Speaker
9. Q & A
10. Announcements
11. Door Prize
12. Next meeting

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® 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.

SAMPLE Meeting Agenda Worksheet

[Name of Chapter] of the National Association of Residential Property Managers
Board of Directors Meeting Agenda
 Date _____

Chapter Mission (or National's): _____

Chapter Vision (or National's): _____

	Carried	Failed	Description
1			Call Meeting to order
2			Roll Call determines quorum is present. If quorum is not present cannot hold meeting.
3			Strategic/Industry Discussion
			1. Use this time to have a discussion on what is happening in the industry that affects the Chapter. Can assign this discussion to a different board members each month to bring a discussion item.
			2. Sometimes these discussions will lead to a motion by the directors on action that is needed.
4			Treasurer's Report
			1. Review financial reports to assure the board understands details.
			2. Make sure when a budget is suggested it shows actual vs forecasted amounts.
			3. Reports from any financial advisors or institutions.
5			Presidents Report
			1. Report on what information is relevant to the board of action around Chapter.
			2. Update on meeting attended as President of the Chapter.
			3. Any other pertinent information that should be shared with the Directors.
6			President-Elect Report
			1. Review action of committees/work groups/task forces that met who are not in attendance at meeting.
			2. Other actions that were assigned by the President.
7			Committee Reports
			1. If action is needed have Committees reports given here.
			Business Action
8			Consent agenda (items on a consent agenda do not need discussion or formal motion. They are reoccurring monthly items such as below:
			1. Written Committee Reports that are informational only (no action needed).
			2. Minutes of the previous meeting if no additions or corrections must be made.
			3. Correspondence that does not require action.
			Any item under the consent agenda can be removed by an agreement by the group and moved under discussion item on agenda.

9			Unfinished Business
			1. Take action on any unfinished business from previous meetings.
			2. Take action on any items that were tabled at the last meeting.
			3. Remember Motions are needed and seconds are to be made. Discussion must take place before the vote.
			4. If its action has a financial impact make sure the Treasurer/Finance Committee gives input.
10			New Business
			1. Bring forward motion for items to come to the floor, followed by second, discussion and vote.
			2. Continue this action on all items.
11			Discussion Items*
			1. If an item is pulled from the consent agenda add the items here for the meeting.
			2. If a motion is needed on the item, it should be handled at this time.
			3. If there are any pending items that need to be discussed from the last meeting it should be addressed at this time.
			4. Review of Pending Items.
12			Adjourn Meeting
			President can adjourn meeting, no need for a motion.

Pending Items Date			Explanation of Action Pending from last meeting

*Remember to review the code of ethics

SAMPLE Board of Directors Minutes Template

Name of Chapter
Date of Meeting
Location of Meeting

List of Officers, Directors, and Staff present

List of Guests Present

Welcome and Call to Order

President _____ called the meeting of the _____ Chapter of the National Association of Residential Property Managers to order at [time] on [date].

[MUST use your Chapter name in all records as the Directors do not represent NARPM® National but rather their Chapter.]

Roll Call

Roll Call was given (records names of attendees) and a quorum was present at the meeting.

Strategic/Industry Discussion

[Short explanation on what was discussed at meeting. List other motions here. Do not include discussion in your minutes. Stick to the facts. Should a motion come out of the discussion:]. Motion was made, seconded, *[amended if needed]* and *[carried or defeated]* to *[write out motion wording as adopted]*.

Treasurer's Report

Board of Directors reviewed the *[month and year]* financial report for the organization.

Committee Report

The *[name of committee]* brought forward a motion to *[brief explanation]*. Motion was made, seconded, *[amended if needed]* and *[carried or defeated]* to *[write out motion wording as adopted]*.

Consent Agenda

There being no discussion the Consent Agenda was adopted by acclamation. *[If the Directors pulled items from the consent agenda any action is noted under Discussion Items.]*

Unfinished Business

The *[explain motion]* that was tabled at the *[date of meeting]* was brought back on the table. Motion was made, seconded, *[amended if needed]* and *[carried or defeated]* to *[write out motion wording as adopted]*.

[List other motions here. Do not include discussion in your minutes. Stick to the facts]

New Business

The Board of Directors considered action to *[give brief explanation of action requested]*. Motion was made, seconded, *[amended if needed]* and *[carried or defeated]* to *[write out motion wording as adopted]*.

[List other motions here. Do not include discussion in your minutes. Stick to the facts]

Discussion Items

[If any items were pulled from the consent agenda add them here along with action taken. If no action taken, then give brief explanation of item.]

[List other motions that come from discussion items. Do not include discussion in your minutes. Stick to the facts]

No further business to come before the directors, the meeting was adjourned.

Signed by Secretary

Name of Secretary
Chapter Secretary

[Take this off agenda:]

Pending Items

Due Date	Completed	
March BoD Meeting		At the January Board Meeting it was discussed to move the meeting location to _____. President _____ assigned the Membership Committee to study this issue and bring a report to the Board in March for action.
November BoD Meeting		October the President requested volunteers to help with planning the Conference. If no one volunteers the President will appoint the volunteers.

Planning your annual budget

The treasurer, in conjunction with the executive committee, shall prepare an itemized budget of income and expenses for each calendar year. The budget shall not exceed the Chapter's ability to pay the same and shall be approved by the Chapter Executive Committee or Board of Directors.

The Chapter's financial year shall be a calendar year.

A budget is an estimate of your Chapter's financial future for a fixed period of time (fiscal year). It anticipates how money is expected to be raised and where the organization expects to spend that money. A budget will also give you a real picture of your financial situation by accurately showing you what you can afford and where the gaps in funding are. Your budget will allow you to plan beforehand to meet needs and to decide what you're actually able to do in a given year.

It is important to know what the priorities of your Chapter are and what makes sense for your Chapter in its particular stage of development.

Here are some tips to creating an effective annual budget:

Consider these questions:

- ☐ What are the goals for your Chapter in the upcoming year?
- ☐ What activities or programs will do the most to advance our mission to provide resources for residential property management professionals?
- ☐ What activities will your leadership team need to be involved in? Will there be travel and lodging involved?
- ☐ How many members do you project to have in the upcoming year and how do you plan on achieving these goals?
- ☐ What quotes/estimates do you need to predict future expenses, such as speaker fees, luncheon fees, event venue fees etc.?
- ☐ What else will be needed to run the Chapter and its activities (space, supplies, equipment, insurance, etc.)?

Next: Estimate your expenses:

- ☐ List the estimated yearly expense totals for the absolute necessities of your Chapter
 - Venue for Chapter meetings
 - Meals
 - Corporate filing fees
 - PO Box renewals
 - Certifications
- ☐ List the estimated yearly expense totals for the items that the Chapter needs to run
 - Speaker fees
 - Copies
 - Office supplies
 - Software
 - Website
 - Educational materials
 - Travel expenses for board
 - Postage
 - Awards/gifts
- ☐ List the charitable organization your Chapter would like to participate in and your goals for charitable contributions

Estimate your income:

- ☐ Determine income needed by calculating dues level needed to sustain expenses
- ☐ List all the available sources of income for your Chapter (See Below)
- ☐ What are your goals for NARPM® membership?
- ☐ What are your goals for affiliate membership?
- ☐ Estimate how much income you will receive from member fees
- ☐ Estimate how much income you will receive from Affiliate memberships
- ☐ Estimate how much income you will receive from other sources

Income sources for Chapters:**Participant Dues**

- ☐ NARPM member dues
- ☐ Office/Company member dues
- ☐ Affiliate member dues
- ☐ Consider “free” dues if member brings in an affiliate member.

Non-dues income

- ☐ Meeting fees
- ☐ Guest/non-member fees (3 meetings max.) Extra to attend.
- ☐ Continuing Education fees
- ☐ Chapter Trade Shows and/or Conferences
- ☐ Chapter Grants from National NARPM (see below)
- ☐ Chapter Incentives (earn 90% retention by March 10 annually) from National NARPM

Affiliate partnership benefits

- ☐ Affiliate Fair (could be fee charged OR as a recognition (Affiliate recognition luncheon)
- ☐ Affiliate sponsorships
 - Meetings
 - Monthly newsletter
 - A social event
 - Door prizes, Second chance, etc.

Chapter Grants

- ☐ Up to \$3,000 is available annually for Chapters based on applications submitted.
- ☐ All you need to do is:
 - Fill out [Chapter Grant Applications](#)
 - Email each one to grants@narpm.org.

** Note you should always project for growth in each of these income sources, however be realistic with your estimates. Do enough of an estimate that stretches your Chapter to achieve greater success but not at the cost of not being able to meet its financial responsibilities.*

Prepare your budget and present it to National by December 1st deadline each year.

Sample Budget

Chapter Name:

_____ Fiscal Year Budget Proposal

Date:

Ordinary Income:

Member Fees
Vendor (Affiliate annual dues)
Chapter Grant(s)
Other Income

Total Income

Expenses

Meeting Expenses

Luncheon Expenses
Speaker Expenses
Supplies

Operations

Printing and Copying
Executive Board Meeting
Officer Travel
D&O Insurance
National Association Contribution
Marketing expense
Software
Corporate filing fee
Computer/IT
Website

Total Expenses

Net Income

NARPM® Board Protocol & Conduct

Being elected to the Board of Directors for your Chapter is an honor and privilege. Your peers have selected you to serve the Chapter in representing the industry and their professional interests.

It is a commitment and responsibility that can be easily managed by staying focused on **NARPM® Core Values**:

- Respect and integrity among members brought about by ethical, honest, and credible behavior
- Cooperation and sharing amongst colleagues instead of competitors;
- Commitment and dedication to the profession of residential property management;
- Promotion of continual learning;
- Visionary leadership for the industry;
- Service to society.

Respect and integrity among members brought about by ethical, honest, and credible behavior:

- Leaders are held to a higher standard and are expected to be the example for our general membership to emulate.
- Stay true to NARPM® Code of Ethics and Standards of Professionalism.

Cooperation and sharing amongst colleagues instead of competitors:

- Approach and welcome new members, first time attendees, and guests so they immediately know they are accepted.
- Always be willing to share information and ideas with fellow NARPM® members.
- Always “talk the good NARPM® talk” amongst the membership.
- Give a member(s) your full attention when they address you. If they present you with a problem or other matter, see it through to the resolution or direct them to the right entity (committee chair, staff person, and/or Board member) to handle the issue. Most important, follow up with the member to ensure they were satisfied with the process and/or end result.
- At NARPM®-related events, mix and mingle (sit) with a combination of friends/ long-term members, new members and first time attendees. Whenever possible, Board members should sit at separate tables.

As a leader, members take pride in getting to meet you and talk with you. By sharing your experiences they become a part of the NARPM® experience. Consequently, it is encouraged that you meet as many different members as you can. By socializing with only your friends, you miss this opportunity as a leader of NARPM®.

Where would you be in NARPM® today if a leader had not approached you?

Commitment and dedication to the profession of residential property management:

As a speaker, NARPM® representative, guest, participant, etc.

- Register for all events in which you are participating, unless directed otherwise. Published dates and rates for events apply to all members.
- Always bring something to share with the members you are visiting (forms from your office, NARPM® membership packet, convention brochure, etc.).
- Meet and greet as many people as possible.
- Be accessible and approachable.
- Arrive early and be prepared.
- Turn off your cell phone.
- Private meetings should be conducted away from the membership.

As an Attendee

- During all events, be attentive and demonstrate respect to the person(s) speaking.
- Return from designated breaks promptly at or before the specified time.
- Participate in all events and get involved.

Promotion of continual learning:

- Seek continued education for yourself (CE courses, NARPM® meetings, industry-related books and workshops, etc.).
- At any NARPM® or real estate event, wear your NARPM® designation pin(s).
- Support the offering of NARPM® certification courses in your area.
- Encourage members to take certification courses and seek their NARPM® designations.
- Encourage members and prospective members to attend NARPM® events and educational offerings.

Visionary leadership for the industry:

- Release your inhibitions and personal issues to open your mind to focusing on the goals and purpose of the association.
- Give and prepare yourself to receive constructive criticism.
- Restrict negative communication; be constructive – presentation makes all the difference.
- Avoid personal agendas and politicking.
 - If you are dissatisfied with a NARPM® member or situation, discuss it with that member or the appropriate leader(s) without involving others.
 - Always remember, “NARPM® first” when preparing to present an issue, motion, etc. The needs/wants of a committee/member/yourself are secondary, if it does not benefit NARPM® as a whole by adhering to the Strategic Plan.
 - Even if a controversy exists, demonstrate nothing but a positive attitude; especially when among the membership.

Even if something seems like a personal attack, remember, it probably is not. People are inherently good and do not intend to harm or offend others by their choices or actions. Often times the offensive or disappointing actions by another have nothing to do with you but rather with that person's own goals, personal issues or insecurities. If you know them personally, approach them privately to discuss the matter as a friend. If you know them professionally, approach them privately to discuss the matter respectfully as colleagues.

Communication:

- Avoid sexual overtones and innuendos.
- Avoid inappropriate contact, dirty jokes, foul language, etc.

E-mail:

- Make sure to enter a “subject” into the subject line and that the subject matches the content of the email – NARPM®
- Restrict communication with the business being conducted.
- Only include parties, as necessary; likewise, make sure to include all parties affected by the information – don’t forget to include headquarters.
- Reply as directed, if you can reply to one rather than all, do so.
- Restrict humorous or sarcastic communication, as it can be easily misinterpreted.
- Have access to and check your email daily; respond as needed.
- Insert instructions (reply or reply all) into the email as to who should receive a reply.
- You are expected to reply to emails if your name is in “To” section and if cc: then the email is FYI only.

Motions, reports, agendas:

- All must be presented:
 - On time
 - Complete
 - In the format requested (hard copy, electronic, etc.)
 - Using any required template, as applicable
 - To all parties, as instructed
- If you know of (or will be presenting) a motion that opposes the goals or ideas that another Board member and/or committee will be presenting, notify the appropriate board member/committee chair prior to the motion being presented.
- Include all pertinent background information with a motion so the Board can make an educated and thoughtful decision.
- Include how the motion/action supports the strategic plan.
- Do your homework prior to the board meeting.

Relationship to NARPM®’s professional staff, committee chairs/ members, and board members:

- Be supportive: offer to assist.
- Be respectful: make a request, not an order.
- If they have not been able to complete a task assigned, ask them what they need or how you can help to ensure the task is completed.
- Exceptions should not be expected for anything that has a clear policy/procedure.
- Most importantly, do not assume; ask for clarification.

Time Management:

- Manage your time so you can meet your obligations.
- If you cannot meet an obligation, discuss it with the appropriate leader as soon as you realize it is a problem allowing opportunity for someone else to assist or accomplish the task.

Dress:

- Dress professionally and respectfully at all NARPM® functions and when representing yourself as a NARPM® leader/ member.
- Men – slacks, button shirts, sports jackets, suits and ties.
- Women – business attire
- Wear NARPM® designation pins, etc. whenever possible.
- Wear your Board name badge whenever possible.
- Participation is key! If a NARPM® event has a theme calling for a costume or special dress, Board members are to participate and dress accordingly.

Service to society

Public Speaking:

- Exhibit a professional and positive attitude.
- Be prepared and knowledgeable about the subject.
- Acknowledge all members/affiliates/guests equally and professionally.
- Present yourself as an expert of the industry, as that is how you are being perceived.

Promote Charitable or Community Service Projects

- Chapters are encouraged to host such a project and board members are encouraged to participate in it.
- Participate and support any national NARPM® sponsored project.

Running Effective, Engaging and Energetic Meetings

Tips and Tricks

What are some of the keys to designing effective meetings?

- ☐ The importance of a written agenda
- ☐ The design of an agenda (hidden elements to an effective and energetic meeting)
- ☐ Staying on task, track and time – Techniques
- ☐ Avoiding burnout - strategies and tactics (ex: how to pick and transition to your next successor)
- ☐ Motivating Team Members (actions)

- ☐ Staying on task, track and time – Techniques
 - Have an Agenda (learning styles, paying attention)
 - Give an overview of the agenda and asking “is there anything else” from the beginning
 - Learn the phrase, “If we have time we can discuss that in the end?”
 - Time Keeper (utilize challenging committee members) and/or Co-leader
 - Have a plant in the meeting*
- ☐ Avoiding burnout - strategies and tactics
(ex: how to pick and transition to your next successor)
 - Get others involved by giving updates, reports or perspective on something (pre-plan)
 - Picking your next successors (miss a meeting or show up late)
 - Getting your next successor to say yes and how to transition of new successor
 - Pulling people aside and “asking for help”
 - Subcommittees with agendas?

Chapter Meeting Checklist

To be used by Chapter in planning meetings

Before the meeting:

- ☐ Intentional greeting area is set up with Past President, or if unable, at least one Board Member greeting and welcoming members and guests
- ☐ Welcome table is set up with professional name tags and agendas where members and guests are warmly greeted
- ☐ NARPM® membership materials are displayed with proper NARPM® signage
- ☐ A table is set up for door prizes or silent auction items (if applicable)
- ☐ Members are standing and participating during the networking portion of the meeting
- ☐ Guests are being introduced to members

During the Meeting:

- ☐ Meeting is started on time
- ☐ The meeting agenda (enough for all attendees) are on the tables, which should include one Code of Ethics item to be read aloud at the meeting or displayed for all members
- ☐ Encourage Board members to sit at separate tables (no cliques)
- ☐ Board members to greet people they don't know well at each meeting
- ☐ Members and Guests are thanked for attending
- ☐ Code of Ethics item on agenda is read aloud
- ☐ Depending on the size of the Chapter, individual introductions of each attendee should be encouraged. For larger Chapters, first time attendees should be introduced to the group
- ☐ President's report given
- ☐ Committee reports given by Chairperson like:
 - ☐ Membership
 - ☐ Communication
 - ☐ Education/Speaker
 - ☐ Marketing/Publication
 - ☐ Newsletter
 - ☐ Legislative
 - ☐ Affiliate/Vendor
 - ☐ Recognitions
 - ☐ Charity
 - ☐ Other: _____
- ☐ Speaker(s)/presentation?
- ☐ Announcements of the next board meeting/membership meeting dates and other announcements pertaining to the members
- ☐ Silent auction closes (if applicable)
- ☐ Door prize drawing (if applicable)
- ☐ Thank everyone for coming
- ☐ Meeting ends on time
- ☐ People stick around to connect (network)

After Meeting:

- ☐ Prepare meeting minutes for approval at the next Chapter meeting and file a copy along with the meeting agenda
- ☐ Submit a copy of the meeting minutes approved by the membership to NARPM® by December 1st with Chapter Compliance
- ☐ Send survey to all participants about the meeting and ask for feedback on future topics

Chapter Checklist overview

When assessing your Chapter, what to look for (elements of a good meeting)

- ☐ Welcoming
- ☐ Room set up
- ☐ Registration desk
- ☐ Agendas on tables
- ☐ Leadership is on time
- ☐ Meeting started on time
- ☐ Agenda is being followed
- ☐ NARPM® materials displayed
- ☐ Antitrust law statement on documents ☺
- ☐ Leadership is interacting with guests
- ☐ Announcements, what's going on, etc.
- ☐ At the end members are staying around to network
- ☐ Guests are thanked for attending and asked, "Would you like information on membership?"

The KEY areas

- ☐ Welcoming
- ☐ Professionally ran meeting
- ☐ Member involvement
- ☐ Energy in the room
- ☐ Members sticking around to network
- ☐ Do they have, or are they using, Affiliates?

Leadership meeting

- ☐ Agenda
- ☐ # of members present
- ☐ Score card (rate your Chapter) (Also used by an RVP during their visit)
- ☐ Encouragement and direction
- ☐ NARPM® Code of Ethics and NARPM® Antitrust statement

Finally (things to consider/remember)

- ☐ Be positive
- ☐ Be a resource
- ☐ Be Professional
- ☐ Bring Value!!!

Chapter Health Assessment for Chapter: _____

This assessment is designed to determine whether the Chapter is on track to succeed. RVP's answer each question by rating each item on a scale of 1-10 using the rating system below. After all the questions are answered, scores are averaged and those scores rate the Chapter.

Organization	Poor	Average	Great	NOTES
Registration desk with someone warmly welcoming you?				
How did Chapter handled any guests/potential new members				
Was there an organized agenda and was it followed?				
Overall feeling of welcome from the Chapter				

Location	Poor	Average	Great	NOTES
Was the location convenient for the members and guests?				
Was the room set up/seating conducive to networking and getting to know each other?				
Was the sound quality such that you could hear the speaker clearly?				

Execution	Poor	Average	Great	NOTES
Rate the speaker for the Chapter meeting				
Did the meeting facilitate growth and development of the membership and/or the Chapter?				

Chapter Leadership	Poor	Average	Great	NOTES
Leadership team appeared to be well prepared				
Understand NARPM organization/ structure/tools available				
Leaders were Positive				
Leaders were Professional				

Strategic Plan	
What is the leadership's plan for growing the Chapter?	
What elements of the Chapter does the BOD feel need to improve? Do they have a plan?	
How has the Chapter engaged members to encourage new membership?	
Additional Notes on Chapter:	

Submitted By: _____ Date: _____

Please return completed form to NARPM® National

Chapter Development

Phase Three – Chapter Compliance Requirements Submission & Chapter Excellence

Chapter Development – Phase Three – Chapter Excellence

What is the Chapter Excellence Award?

The Chapter Excellence Award honors Chapter achievements relative to NARPM®'s desire to develop its members' both professionally and personally. The accomplishments that are required to achieve this award carries out NARPM®'s mission. It also serves as the blueprint for setting the standards of professionalism — our ultimate goal as an organization.

How do you achieve this award?

Points are assigned for activities that the Chapter and its Chapter Members complete.

The health of your Chapter with your RVP counts towards this award. If your Chapter does not have a health rating of 5 or above issued by your RVP, the Chapter is not eligible to receive the award.

Check out the requirements for Chapter Excellence at <https://www.narpm.org/members/tools/Chapter-services/Chapter-excellence-compliance-awards/>.

Chapter of the Year or New Chapter of the Year

The Chapter of the Year Award is awarded annually and then presented at the National Annual Convention to the Chapter who receives the most points on the Chapter Excellence Award application.

In order to be considered for this award, the following are required:

1. Chapter excellence application received on time and Chapter must be in full Chapter Compliance at time of application.
2. Application submitted with all required documentation to verify points taken.
3. Received highest number of points of the qualified applications submitted.
 - a. To reach this level, both 1 & 2 must be achieved.
 - b. In the event of a points tie, the bonus question(s) can be the deciding factor. The decision is to be kept confidential until announcement at the Convention.
4. Co-Chapters of the year may be awarded, if the membership team feels both applicants have responses that are equal in value on the bonus question as well as the number of points received on Chapter Excellence. If possible, however, only one will be awarded. The bonus question will only be reviewed in case of a tie.
5. The previous year's recipient Chapter will present the Chapter of the Year award to the new recipient(s). The President and President-Elect, if in attendance, shall come forward to accept the award.

The winners:

Three (3) Awards for top points will be given based on the size of Chapters and total points earned. Those Chapters with the highest points in each size category will be named Chapter of the Year and one (1) Award for top points will be given for the State Chapter of the Year.

- Small Chapter of the Year award for less than 49 members
- Medium Chapter of the Year award for 50 – 124 members
- Large Chapter of the Year award for 125 or more members.
- Achieve the highest number of points of any new Chapter (chartered in 18 months prior to July 15th of the award year) and receive NEW CHAPTER OF THE YEAR.

This could be YOU!!!!

Press Release EXAMPLE

(Attach photo)

For Immediate Release

Contact: Your name and title
Your firm
Your phone number

Local NARPM® Chapter Wins National Chapter of the Year Award

The [Your City] – [Name of Chapter], a local Chapter of the National Association of Residential Property Managers (NARPM®) announces its achievement awards of Chapter Excellence and National Chapter of the Year for [Year]. The Chapter successfully met and exceeded its goals for [Year]. [Your city] – [Name of Chapter], continues to exemplify the NARPM® organization ideals nationwide by their professionalism, ethics, education, and standard of excellence in the industry of Property Management.

The [Your City] – [Name of Chapter], leaders and membership far exceed the criteria set forth for “Chapter Excellence” and consistently go above and beyond the national expectations annually. The Chapter continues to focus on its vision “[**Vision for Your Chapter**]”. They have achieved “Chapter Excellence” every year since [Year]. Their track record is impeccable as they were awarded the title “Chapter of the Year” for [list previous years].

[Your City] – [Name of Chapter], was founded in [year] under the direction of [Name of founding leader] and a few eager property managers. Their mission statement is “[**Insert your Chapter mission statement**]”. Through the years, education classes about property code, maintenance, risk management, insurance, eviction processes, city ordinances, service & emotional companion animals and such have been at the forefront of this group on a regular basis. The Legislature and the laws are ever changing for property management and NARPM® is on top of their game when these changes take place.

NARPM®, founded in October 1988, provides a permanent trade organization for the residential property management industry. NARPM® continues to be the premier professional association of residential property managers, currently representing approximately 6,000 members comprised of real estate agents, brokers, managers, and their employees. The Association administers several designation programs including Residential Management Professional (RMP®), Master Property Manager (MPM®), Certified Residential Management Company (CRMC®), and Certified Support Specialist (CSS®). The [Your City] – [Name of Chapter] is a membership of [number of members] strong and currently holds [Number of] RMP® designations, [Number of] MPM® designations, [Number of] CSS® Certifications, with [Number of] property management companies holding the CRMC® designation. Our Chapter is also highly involved in NARPM® National with [Number of] of our members holding Board Positions on our National Board of Directors.

One of the things that continues to be impressive about [Your City] – [Name of Chapter] is that members do not regard each other as their competition in Property Management. They share stories, tenant issues, marketing ideas, office procedures, policies and almost everything legal for discussion related to property management. Property managers represent only about 20 to 30 percent of the marketplace. The other 70 to 80 percent are managed by the owners themselves; most of whom do not know the laws that govern property management and place themselves at great risk.

[Your City] – [Name of Chapter] meets [Meeting day] of every other month starting in January for their regular scheduled meetings and has a social event on the off months. The meeting place is held at [Meeting place and time]. They always have an informative or educational meeting pertinent to Property Management. If you have been in property management for a while and know the laws and ordinances

that govern property management, your expertise is welcomed. If you are just getting involved in property management and only manage a few or maybe even a large number and can use some help, NARPM® is for you. If you are a broker and agents in your office manage properties, please do yourself a favor and mandate they join NARPM® and [Your City] – [Name of Chapter] to get educated about the laws and ordinances that put you, the broker, at risk.

For information of how to get involved with this great group of Property Managers, call [Phone Number] or visit [Chapter Website] or send an email to [Contact Person].

Education

Education

Education is a key component of the mission statement of NARPM® and our organization delivers educational opportunities, both **during meetings*** and **through courses** that are essential to your professional performance and advancement.

Education shouldn't just be about getting continuing education credits to satisfy a certification. Education should be about the continuous improvement and self-development of your members. One of the key ways of making this happen is during your local Chapter meetings by providing them with a well-balanced perspective on topics and trends that affect your industry. Below is a list of some topics to consider:

Education/Speaker Topics

State continuing education credit

- If you need assistance contact National's Education Manager
- Obtain state requirements
- Prepare learning objectives
- Design educational activities
- Measure learning outcome
- Submit proposal
- Colorado allowed 15 one-hour clock hour classes. You never know till you try!

NARPM® board members

- Industry leaders
- Perfect for membership drives
- Break down competition barriers
- Outline NARPM® benefits

Local experts

- Human resource professionals
- Marketing professionals (newspapers, graphic designers,)
- Tenant/owner panels
- Real Estate Commissioner
- Public Housing Agencies
- Universities
- City Officials
- Chapter members giving presentations
- Accountant/tax adviser
- Property tax negotiator
- Eviction Attorneys
- Collections Experts

Affiliates offering education

- Insurance agents
- Internet providers
- HVAC contractors
- Carpet cleaners/restoration contractors
- Plumbers/electricians/painters
- Lawn contractors
- Credit agencies -- identity theft and fraud
- Home Warranty Companies
- Affiliate panel discussions

Building a Better Business Section

- Resident screening
- Effective collection techniques
- Court preparation

How To:

- Get a Chapter to become more involved locally/nationally
- Hold classes/education
- Use www.NARPM.org

National/Regional

- State and Local educational classes and events
- Conventions/retreats
- NAR/IREM

Miscellaneous topics

- Effective collection techniques
- Court preparation
- Property management plans
- Strategic business planning
- Surviving a catastrophe
- Stress management
- Conflict resolution
- Understanding personality styles
- Multiple income streams
- Business expansion
- Measuring success
- Tax strategies for your business
- Choosing owners and tenants
- Staying healthy
- Retirement planning
- Marketing and branding your business
- Protecting yourself and your employees from crime
- Real estate investment
- Accounting do's and don'ts
- Handling criminal activity
- Policies and procedures manuals
- Hiring effectively
- Rent controls and landlord licensing
- Running a maintenance company
- Economic trends (national & local)
- Time management
- Banking topics (ACH, lock boxes, etc.)
- Websites/blogs
- Advertising/Marketing/Apps
- How to manage the daily day to day
- Reduce stress

***Where do you find quality speakers?**

- ☐ Reach out to industry leaders
- ☐ Check out the [NARPM® speaker's bureau](#). (Contact NARPM® staff or RVP for more info)
- ☐ Seek out your Ambassador and/or RVP
- ☐ Reach out to your vendors/affiliate members

Courses

NARPM® Property Management Training Courses

The following are the courses for the National Association of Residential Property Managers. There are two property manager NARPM® member designations.

- Residential Management Professional (RMP®) designation
- Master Property Manager (MPM®) designation.

18 hours of NARPM courses are required for the RMP® designation, and 24 additional hours of NARPM courses are required to continue on and receive the MPM® designation. However, any member or non-member can take NARPM® courses at any time. The course descriptions are listed on the National website as listed below:

3-Hour Courses: All 3-Hour courses are also available online and virtual.

For a complete list of all courses offered virtually by NARPM, go to <https://www.narpm.org/education/course-descriptions/>.

3-Hour Online Courses

ONLINE Courses are available at
<https://www.narpm.org/education/online-courses/>

Interested in Attending a Class?

NARPM® always has a class being offered. Visit our [Course Schedule](#) to determine what date and time works best for you. [Online courses](#) are also available so you can start down the road to designation without leaving your home or office. Keep in mind that classes can be taken by both members and non-members.

Member Development & Engagement

Creating Raving Fans

Why people join and why they don't

Top three reasons people join associations:

1. Networking
2. Growing their business through one or all the following:
 - a. Business received from contacts they met at the association,
 - b. Exposure of being a member
 - c. Professional development
3. Giving back to the community

Top three reasons why people leave an association:

1. They didn't feel included
2. They didn't see the value
3. They didn't get a return on investment/relationships

What is your Engagement Plan? Creating Raving Fans = Retention

The basics of engaging your members:

- Create a welcoming environment
- Creating a Culture of Connections
- Create a sense of belonging (application)
 - Welcome email, call and/or letter
- Understanding your members' needs
 - Short Survey

New Member Orientation (Onboarding = VISION with Enthusiasm)

- Encourage them to engage by getting on a Committee
- Teach them how to network
- Attend an Event
- Share with them about Education & Advocacy

New Member Mentoring for your success

3, 6 and 9 month check in

Engagement Checklist

Recruitment Strategies and Tactics	Engagement Strategies and Tactics	Value Added Strategies and Tactics	Engagement Strategies and Tactics	Retention Strategies and Tactics
Be welcoming at events	Orientations	Mentoring	Survey members	Are you member getting results? Relationships?
Encourage members to invite guests	Engagement plan	Education	Be welcoming at events	
	Survey members	Networking	3, 6 and 9 month check in	
		Committees		

- ☐ Welcoming – Do your key people have the welcoming mindset and actions?
- ☐ Orientation – Do you have one? Are you creating the culture you want?
- ☐ Value – Are you telling and selling or are you SHOWING them the value?
- ☐ Offer – Are your benefits written in a way that speaks to your prospect?
- ☐ Engagement – Are you checking to see if members are engaged? When? How often?
- ☐ Committees – Do your committees follow a set agenda every time?
- ☐ Ambassadors – Do you have an Ambassador program? Visitor/Guest Hosts?
- ☐ Surveys – Are you conducting surveys? (1st, 30th, 90 day, 6 and 9 month mark)
 - Why did you join?
 - What are three things you want to get out of being a member?
 - How do we know we are winning?
 - What would you need to get out of your membership to be worth the investment?
- ☐ Education – Does your education address members “needs” and “wants”?
- ☐ Networking – Are you teaching (showing) your members how to network?
- ☐ Results – How do you measure your members' results other than “feelings”?

BONUS

- ☐ Engagement the next Level – Are people sticking around after meetings & events?
-

NARPM® New Member Mentor Program

A Mentoring relationship is developed between someone who is new to the organization and a more experienced member of the Association. The Mentor should share with the Mentee the knowledge, resources, and experiences they have gained by being a member of NARPM® and how that knowledge relates to their success in the property management industry.

The Goal of the New Member Mentoring Program is to maximize new member retention.

The Purpose of the New Member Mentoring Program is to create and develop a relationship between a new member of NARPM® and their Local or State Chapter to facilitate a long and rewarding relationship with the organization and other members.

WHO?

1. The most important characteristic of a potential Mentor is their motivation to serve as Mentor.
2. Ideally the Mentor will have the following qualifications:
 - a. One or more NARPM® Designations or active participation within NARPM® for at least 3 years.
 - b. Regular attendance at the Chapter Meetings
 - c. Attendance at one or more Regional or State Conferences
 - d. Attendance at one or more National Conferences

HOW?

1. Chapter Leaders, or the Chapter Membership Committee - recruit/compile a list of Mentors to assist new members with their transition into NARPM®. Make sure that these individuals have the time and will make the commitment to help. If they do not make the commitment and follow through with these new members, the program will fail. Do not be afraid to replace a Mentor if they do not do their job.
2. Once a new member has been assigned to the Mentor and contacted by the RVP and Chapter President via email, the Mentor should make a follow up phone call between one and two weeks after the new member has joined. This time frame may be shortened if a specific event is coming up sooner.
3. The Mentor should touch on the following on the first call. (See checklist)
 - a. Welcome them to NARPM®.
 - b. Brief intro of yourself as it relates to NARPM® participation and ask, "what is your favorite part of NARPM?"
 - c. Make an inquiry with new members about why they joined and what they expect to get out of their membership.
 - d. Introduce the NARPM® website; feature the area where new members can read *Residential Resource*
 - e. Tell members about the NARPM® Community and how to log-in. This will provide an instant picture of the way NARPM® networks in the industry.
 - f. Mention the next upcoming event they may want to participate in, invite them directly to meet with you at the next event.
 - g. Be sure to follow up with an email. It is important to include links to NARPM® website along with any other sites that may be relevant to your discussion (Chapter link, NARPM® Community & *Residential Resource*).
4. Second contact - Should be made within two to three weeks of last contact.
 - a. Ask about any questions the new member might have.
 - b. Introduce NARPM® education opportunities.
 - c. Discuss Designations, if appropriate
 - d. Mention Vendor relationships and how they work within the organization.

- e. Review Regional and/or State Conferences & National Convention
5. Third contact - Should be made a month after last contact.
 - a. Should include general follow up conversation.
 - b. Did member log into the [NARPM Community](#)?
 - c. Have they had a chance to look at the website?
 - d. This would be a great opportunity to discuss a couple of articles from the *Residential Resource* you have found valuable.
 6. Continuing contact should be made no less than every six weeks. The preferred method of communication would be in person or on the phone. The main point is to make sure the new member feels welcome and equipped to maximize their membership.

NARPM® New Member Mentor Checklist

New Member Name: _____

Mentor Name: _____

	Date	Notes
1st Call – to be made within 2 weeks of membership		
Welcome new member to NARPM®		
Brief intro of self - your favorite part about NARPM®		
Ask why did member join? leaders?		
Briefly review logging into the NARPM® Website		
<i>Residential Resource</i> Magazine - Current issues found at https://www.narpm.org/members/resources/residential-resource/		
Next Upcoming event		
Follow up discussion with an email		
2nd Contact – within 2-3 weeks of meeting or last contact		
Any questions from new member?		
Introduce NARPM® education opportunities. https://www.narpm.org/education/		
Discuss Designations, if appropriate		
Mention Vendor relationships within local area		
Remind about upcoming State, Regional, & National Conventions		
3rd Contact – to be made a month after last contact		
General follow up		
Did member join NARPM Community? https://community.narpm.org/		
Have they had a chance to look at the website?		
Check out the NARPM® marketing campaign for your use https://www.narpm.org/members/resources/marketing-materials/		
<i>Residential Resource</i> articles you find valuable		
Any questions?		
4th Contact – four to five weeks from last contact		
Are they enjoying their interaction with the Chapter?		
Are they using services provided by National?		
Check out Member Discounts program aka Perks Marketplace: https://www.perksmarketplace.com/end_users/login/narpm		
5th Contact – six to seven weeks from last contact		
Are you attending any of the free webinars offered by NARPM®? https://www.narpm.org/education/webinars/		
If you missed them, they are recorded and saved at https://www.narpm.org/members/resources/webinar-archives/		
Did you know that all copies of the <i>Residential Resource</i> are archived? https://www.narpm.org/members/resources/residential-resource/archives/		
6th Contact – eight to ten weeks from last contact		
Ask local questions and make sure they have registered for upcoming National events		
Are they using the NARPM® Community? https://community.narpm.org/		
7th Contact – eleven weeks from last contact		
Hope you are finding your membership beneficial		
Is there any feedback I can supply to NARPM®?		

New Member Orientation

Maximizing Members' Membership

New Member Orientation

*Are you getting the most out of your membership?
Would you like to?*

Then JOIN us on _____ where we will discuss:

*How to GET the MOST out of Your Membership
How to Connect & Collaborate with KEY members
And much, much more*

Sample Agenda

- 3:00 p.m. **Welcoming remarks by**
Attendee Introductions with one thing you would like to get out of today.
- 3:05 p.m. **About NARPM®**
Vision, Mission, Structure, Staff
- 3:10 p.m. **Committee Descriptions**
- Communications
 - Finance
 - Governmental Affairs
 - Nominating
 - Member Services
 - Professional Development
- 3:30 p.m. **Using your Membership Tools to Promote Your Business**
- 3:45 p.m. **Feature Presentation**
Maximizing your Membership™, by Jim Roman, BOI
- Top Reasons why people join
 - Getting the most out of your membership
 - Getting involved (get on a committee)
 - 1 year membership not a 24 hours membership
 - Events (all types)
 - How to Network (help others get what they want)
- 4:15 p.m. **Networking**
- 4:30 p.m. **Adjourn**

Steps to Maximizing Your Membership

by Jim Roman

Step 1: Get involved, especially if you are new. One of the best ways of Maximizing your Membership is getting involved. There is no better way to get involved than being on a committee. If you like to network, be on the membership committee. If education is important to you, then you may want to assist in finding speakers for your Chapter. If creating great experiences is important to you, then you may want to get involved in an events committee.

Why join a committee? Because it increases your visibility and you start to gain credibility among your peers by giving back, showing you are a giver. Being on committees is great because you get to rub elbows with like-minded people. You get to know them better and see how they do business. In public people act one way but get them into a more intimate setting and they are completely different. Being involved in a committee allows you to see their passion and their heart. It is a great way to get connected. There are many ways to get involved, talk to your leadership team!

Step 2: Attend events and bring a guest. A lot of times people don't like going to places where they don't know people. I too can be that way, but being involved will help you get to know more people. Why bring a guest? It gives you a purpose for being there and takes the focus from you and helps get you over the anxiety of not knowing anyone. More importantly, bring a guest that you can introduce around. Help make introductions. It is easier to start making introductions of someone you know than it is a stranger would you agree? Another good reason is to get you out of an awkward (tough) situation. It is always helpful to have someone to rescue you from the proverbial "Sales Guy."

Tip 3: Use the resources. NARPM® has many resources available to its members from its websites and webinars to classes, courses and discussion boards. Check them out at www.NARPM.org

Tip 4: Be a better networker: Do you know what a 90-minute wonder is? It's someone who attends an event and stands in the corner for 90 minutes wondering why this networking thing isn't working. One of the best ways to be a better networker is to have a plan *before, during* and *after* a networking event.

Before:

1. Pick the right event (not all events are created equal)
2. Have a goal - Who do you want to meet? Who do you want to help get connected? How many people do you want to schedule coffee with etc.?
3. Have a plan- Don't just show up and throw up (the key to networking is being memorable)

During:

Have the right mindset: Serving versus selling

Do you remember that life insurance agent, Ned Ryerson, in the movie Groundhog Day? He sees Bill from across the street and starts calling his name and the next thing you know he is in his face trying to sell him something. Have you ever met that "guy" at a networking event? We all have come in contact with these people, right? More than likely, we all have been that person. Not intentionally, it's just how you may come across to someone, especially if it is your first time, you are new to this networking game and you don't know anyone. Are you passionate about what you do? That sometimes comes across as selling. The moment that someone asks you what you do, it's like the timer has started and you feel like you are on a countdown to tell them everything. Or if you are just starting out and need to start making money and have a mortgage to pay, you start your sales pitch right away because you are trying to close that gap from when you meet to actually doing business. That's not how you get an ROR (return on relationships) from networking.

Networking is not selling. Ivan Misner, the founder of one of the largest referral organizations in the world, has been known to say, "Networking is more about farming than it is about hunting." It is about building relationships. If you are in it for the long term, you will get results.

"Why are memberships typically a one-year membership versus a one day or one month membership?" Because statistics show that it takes at least a year to get results. Most people want instant satisfaction and start writing the association off after only a few months, because it's not working. Building relationships takes time. *Take the time and see the rewards!*

After:

Have a plan to follow up to get to know people, not to sell people.

People buy from people they know, like and trust. Give them time to get to know YOU! One of the best ways I've done this all over the world is by asking key (caring) questions. Questions to REALLY get to know people:

Caring Questions™:

1. How did you get into the current profession? Not what do you do? It is a different question.
2. What do you enjoy most about what you do other than helping people?
3. Find 10 things in Common (this world is a small world)
4. What is your biggest Challenge?
5. No really what is your biggest challenge?
6. No REALLY, other than time and money, what is your biggest challenge?

Master these questions and you will master relationship building. The next step from here is to figure out how to help them. Helping them helps you!

In closing, this is YOUR NARPM® Community. Your experience is what you make of it, and you get out what you put into it. It is our job to help people get connected, collaborate, create a community and care. *May your contacts turn into contracts!*

Networking

Creating a Culture of Connections

“How to take the WORK out of Networking”®

Are you getting all the business you want from your Networking activities? Are you racing from networking event to networking event with little to no results? Are you spending a lot of time networking in hopes to bring in more business, but don't seem to be getting anywhere or where you want?

In this issue of the Monday Motivational we will be sharing with you the myths of networking, how to overcome them and how to maximize your networking activities. Jim speaks all over the country on this topic and has helped thousands of business owners network more effectively so that they are spending less time networking and more time doing the things that they enjoy. We hope that you enjoy this article.

We are going to start off with a couple of networking myths that are out there:

Myth 1: “Marketing, Networking and Selling are the same thing.” This is a myth - I am here to tell you that Marketing is not Networking is not Selling. It's been my experience that when people go to networking events they are selling and that is not the best place for that. If you get, that Marketing is visibility (gaining exposure for you and your company). Networking is relationship building and connecting with others and Selling is more about a process, then your results will drastically improve. So when I go to a networking event, I would focus on marketing (gaining visibility for myself and my company) while networking (building relationships with strategic alliances and current and past customers). If you do that, you plant those seeds for today you will reap in the future.

Myth 2: “It's a numbers game” Another myth. It is not a numbers game it is a relationship game. In fact I did a study 10 years ago with life insurance agents, where some life insurance agents had to cold call and others did not. What I found out was that those who cold called had little to no relationships (ones that led to business) and the others had relationships (or were good at building them fast) and got referrals. So as you build relationships, your referrals go up and you get to make less cold calls. So if you learn how to build better relationships, then it will be much easier to build up the momentum to get more referrals and minimize or eliminate your cold calls.

Myth 3: “It's not how many people you know, it's “who” you know in this town”: It is not “who” you know, it's not how many you know, it's how well you know them. What I mean by this is, I know thousands of people in Virginia but I don't know them well enough to make introductions to a life insurance agent, REALTOR® or banker etc. Just because I know them doesn't mean that I can get business for them or from them. So remember, the better you get to know people, the smaller the world becomes.

Myth 4: “You have no more than 60 seconds to connect” This is a myth, I believe that you have more than 60 seconds to connect, so stop trying to sell people within the first 60 seconds you meet them. Often times I will go to a networking event and when I am first introduced to someone it goes something like this:

They ask “What do you do”, I say - I run a company called BOI – Business Owners Institute and we help business owners to position themselves to sell their business in 3-5 years by getting the business to run without the owner and intern increasing the value of the business.” They say, “WOW, that's interesting, here are two of my cards, this is what I do, and I would love an opportunity to meet to see how we can work together”. What they are really meaning is how they can sell me.

I don't know about you, but that totally turns me off from wanting to do business with them. People have a fear that if they don't do this, they may never get an opportunity with this person again. What opportunity did you have in the first place; they don't know you? People do business with people. The key thing to remember is that it takes time to build relationships with people. Look at it as a long-term investment.

Now that we have uncovered the 4 myths, let's talk about how to be more effective with your networking. Here are just a couple of things you can do to increase your networking effectiveness.

1. **Have a plan** –What is your plan before, during and after a networking event?

Before: Think about why you are going? What is your goal? Think about who you plan to invite to go with you (don't go to a networking event alone)? Finally, before you go to an event, pick the right networking event. Not all networking events are equal. As you probably know they have different people (target markets) attending and they have different results.

During: For starters, arrive early. How can you act like a host? Make people feel welcomed? How can you help others get introductions so you get introductions? Remember what goes around, comes around. Someone has to start it.

After: How do you plan to follow up with the people that you meet? It's been my experience that people don't have a follow up plan. They are what I call "90-minute wonders." They stand in the corner at a networking event and "wonder" why these networking events don't work. One, is they don't "work" it, two they have no plan before, during or after. Take time to sit down with people after a networking event to get to know "them." What I like to say is to "WTO" – "Win Them Over" not sell them over and over.

2. **Don't sell** - Often times our passion for what we do can be easily misconstrued as selling so be careful. When we get asked about what we do, we are so passionate about it that we go on and on and on about how great our product or service is and worse yet we start talking in industry terms that no one understands. Don't be selling, networking events are primarily events designed to get you visibility (exposure) and build relationships.
3. **Help others get what they want**- typically what do people want at networking events? Business. They want opportunities, they want introductions. What goes around comes around. What I did the first year living in Richmond, knowing nobody, I spent the whole year introducing people that I met to other people, and eventually I was the man who knew everybody. Seek out the people that are standing in the corner by themselves, I do this because I remember what it was like, to not know anybody, and start to introduce them around. They will never forget that you did that for them.

Here are some key things to remember when deciding to go to a networking event:

1. Have a plan, Be memorable, Take someone with you, Pick the right event
2. Arrive early and act as a host and Make introductions
3. Get to know others before they get to know you
4. "Networking is more about farming than it's about hunting" – Ivan Misner, Founder of BNI

As you can see there is a lot more to networking than just showing up and winging it. There actually is a process to it.

I hope that you found this article to be useful.

Sincerely,

Jim Roman
President, Business Owners Institute

How to be an effective Networker – Networking a Room

One of the keys to networking is relationships by getting to know the person first and the profession second. People want to know that they can relate to you and that they trust you. The only way to do this is to find out about them and allow them to talk about themselves and their interests. Find out their first name, where they're from, their experience, how they got into it, family, kids, etc.... get something that you can use to connect to them. Find that common ground and history you can use to reconnect again in the future. That way you can come back to it as an ice breaker next time. Here are some more tips for effective networking:

1. Go to the networking event with a goal in mind (don't go just to go)
2. Present yourself professionally (first impressions are important)
3. Take your networking tools (business cards, cell phone, etc.)
4. Decide how many strong contacts you want to make at the event
5. Enter the room, center yourself, and observe
6. Initiate a conversation (listen more than you speak)
7. Ask good questions (figure out how to help someone)
8. Circulate (make connections for people)
9. Don't get stuck (always bring someone with you to an event)
10. Follow up (serve don't sell)
11. Always have a plan

Networking a Meeting

Reflect on a recent meeting or social event you attended.

Answer each of the below with a "yes" or "no"

- _____ 1. Did you come to the event well groomed?
- _____ 2. Did you initiate a conversation with at least 5 people?
- _____ 3. Did you introduce yourself?
- _____ 4. Did you listen for common interests and special needs?
- _____ 5. Were you open-minded to those who may have appeared to be different from you?
- _____ 6. Did you actively listen for clues to each person's special strengths and abilities?
- _____ 7. Did you genuinely compliment others on their positive attributes?
- _____ 8. Did you convey enthusiasm, energy, and direction through your conversation?
- _____ 9. Did you let others know your expertise or special skills?
- _____ 10. Did you mingle throughout the room?
- _____ 11. Did you make a point of introducing any person you talked with to anyone else?
- _____ 12. Did you exchange business cards or telephone numbers?
- _____ 13. Have you followed up on significant contacts by phone or personal note?

Chapter Challenges FAQs

Chapter Challenges (FAQs)

Finding people willing and able to contribute/getting members to step up and volunteer.

One of the reasons people don't volunteer is they don't know it's an option. The second reason and the bigger reason is they are not individually asked to contribute. In most cases Leadership team "announced it" and for whatever reason people don't think you are talking to them. Suggestion is to approach a person you think would be a great leader and then asking them, "Would you be open to _____?" Typically, they say, "Yes, I would be open to _____; what all is involved?"

Member engagement - getting members to events.

Traditionally, I find some of the reasons why members don't attend events are:

1. The events aren't consistent (follow a specific format and/or flow)
2. People don't always feel welcomed (clicks form and guest are overlooked)
3. If people don't know what the event will look like they are hesitant to attend

For me, if I know who is going to be there, that I will be welcomed when I arrive and that I can count on it to be consistent, I am more likely to attend.

How to run our meetings

What can you do to run a better meeting? For starters always have an agenda. Don't be a "meeting hog." Get others involved using reports, sharing success and results.

Finding new, interesting material to present at our meetings.

See Educational/Speaker topics in resource section.
Check with your RVP or Ambassador (who oversees other Chapters) to see what has worked.

Coming up with new speakers/Finding good speakers for their Chapter meetings

See Educational/Speaker topics in resource section.
Check with your RVP or Ambassador (who oversees other Chapters) to see what has worked.
Check with your local Speakers Bureau, Toastmasters, Chamber & Real Estate Assoc.

Chapter Challenges (FAQs) continued

Member Recruitment

There are many ways to grow a Chapter. The best way is to invite guests. The best way to get members to invite guests is to get them excited and give them a reason. A lot of Chapters I visit are not exciting (in some cases boring). Who would want to invite someone to that? As I mentioned earlier, if the meetings are not consistent or the president rambles on, who would want to invite something to that? But say you have all the elements of a great meeting in place, then what? Teach your members who to invite and how to do it effectively. You see, so often the membership committee or the affiliates chair “just announces” we need to “invite guests” but do they ever teach you who would be a GREAT guest and how to do it?

Who?

1. **Property Managers.** Make a list of property managers in your area that you think would be great “potential” members.
2. Go to *LinkedIn* to see who the owner or key person is.
3. Type up the list and share it with the Chapter. Ask, “Does anyone know any of these people on the list?” See if they would be willing to invite them.

How?

1. Reach out to the potential guest and ask them, “Would it benefit you to meet _____ number of business people?”
2. Would it benefit you to network with other property managers to learn best practices, collaborate and/or just support one another in the industry?”
3. If they say yes, great, tell them more. If they say no, that is OK. Maybe now is bad timing for them or they just don’t know what they are missing and that is OK.

Who?

4. **Affiliates Guests.** Make a list of your top 2-3 vendors as a property manager you cannot live without. Those vendors that help you do what you do.
5. Go to *LinkedIn* to see who is the owner or key person.
6. Type up the list and share it with the Chapter. Ask, “Does anyone know any of these people on the list?” See if they would be willing to invite them.

How?

4. Reach out to the potential guest and ask them, “Would it benefit you to meet _____ number of business people?”
5. Would it benefit you to network with property managers in the area that are a notch above the rest?”
6. If they say yes, great, tell them more. If they say no, that is OK. Maybe now is bad timing for them or they just don’t know what they are missing and that is OK.

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