



June 1993

Residential Resource

The Monthly Newsletter of the National Association of Residential Property Managers

REDUCE YOUR LIABILITY WITH PROPER SCREENING OF EMPLOYEES AND CONTRACTORS

Rick Ebert, RPM

How many property managers do an excellent job of verifying rental application information, but fall down on the job when it comes to screening the people they hire? Employees serve the very people that once were thoroughly screened as prospective renters. Amazingly, too many property managers do not perform the same litmus test for employees, leasing contractors and service contractors that they require for a prospective renter of an efficiency apartment! Yet the liability exposure for the property manager is multiplied several times over by having hired or contracted with an individual who may be given access to resident's keys and the resident's property.

Too many times, either due to lack of expertise or just simple carelessness by a property manager, proper background information has not been obtained and verified. When this occurs, the property manager is open to being successfully sued by the resident who may claim, either rightfully or wrongfully, that some transgression has occurred. You, as the property manager, now have the unpleasant task of trying to defend a person whose background is uncertain. It could be a roll of the dice for you. But why should it be? With proper hiring techniques and controls, you could defend both of yourselves handily or not have made the hiring to begin with. Without proper background checks the property manager could also be faced with a discrimination suit over hiring practices if minority applicants had applied.

By implementing proper hiring techniques you will minimize your exposure to having someone you hired arrested on the job, quite possibly in front of the new apartment owner that just hired you! (Talk about a bad day!)

Let's examine some techniques that can be implemented to promote professionalism in the hiring and selecting of employees and contractors. The employee selection techniques can be modified, and in some situations used as written, to assist in the selection of service contractors.

Employee Selection

1. Always use an application when selecting an employee. There is a wide selection of preprinted application forms on the market but, unfortunately, many do not pertain to leasing or to property management. I have, therefore, created a supplemental

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ONE VOICE CAN MAKE A DIFFERENCE

Robert S. Bogstad

In the summer of 1990 my neighborhood was taken over by drug dealers and gangs. It seemed that almost every night I would hear gun shots and police helicopters flying overhead. I couldn't even walk outside without seeing a drug deal going down in the alleys or on the main street. It was starting to get really bad. As a resident apartment manager, my concern extended beyond my family. I started to look around the neighborhood and saw a lot of the problems were caused by residents in the surrounding apartment buildings, and even a few of my own tenants. Some days there were 20 to 30 gang members hanging around. I said to myself, "You have a choice: move or do something!" Well, I did something.

The first thing I did was call the police and say, "Why aren't you guys doing your job?" Well, I guess you know what happened...nothing! I did learn something from this: You can't blame the police. They're a part of the solution, not the problem. And unless I was willing to become a part of the solution, I might as

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President's Corner

Plan To Be There!

This time last year, I was up to my chin in getting the NARPM Convention planning completed. Chairing the '92 San Francisco Convention was a lot of work, but also very exciting. It is from this first-hand experience that I know what Dave Holt, your President-Elect, is now concentrating on. Think of all the details, work, and organization needed for the planning, site selection, workshops, committee meetings and 100 other things that must be completed before September 15, when the 1993 NARPM Convention and Trade Show begins.

The Annual Convention is the *crown jewel* of all the meetings and events planned during the NARPM year.

This year, the Convention agenda calls for committee meetings to be on September 14 and 15, and the Convention begins on Thursday, September 16. There will be many new workshops planned specifically for residential property managers and taught by your peers in the residential property management industry.

The NARPM Convention host city will be Minneapolis, and Dave Holt has promised great weather and a great Convention!

I want to ask all NARPM members and interested parties to please include this important Convention in your calendar of events. This is the only time each year you will have the opportunity to contribute, network, share, learn and have great fun with NARPM members from across the U.S., and take a tax deduction at the same time.

Please take the time to fill out the '93 registration form as soon as you receive it.

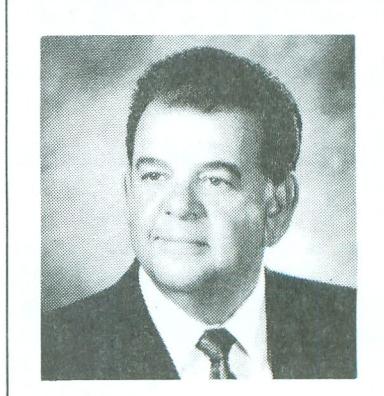
Watch for more about the Convention plans from Dave Holt and the Convention Committee in future editions of the *Residential Resource*.

Be an active part of this dynamic Association; get involved and "Catch the Vision" for '93.

See you in Minneapolis!



*Rocky Maxwell
NARPM President*



Rocky Maxwell, MPM, RPM
President

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Liability...continued from page 1.

questionnaire that I attach to the application. This asks specifically about automobile accidents, traffic tickets, days absent from work, termination from work, etc. I can do this because I have a small company. If your firm is larger, you cannot do this or you run the risk of being in violation of federal law. Whatever application you use (and do use one), make it consistent for everyone that applies. Check with your attorney to make sure you are not violating any laws with your questions.

2. Verify the references on the application and note the date and time that the reference was verified and what was said about the applicant. A check mark won't mean much if you have to substantiate your hiring procedures to a jury. If you can't reach a reference by telephone, send a letter to the reference asking them to address the competence and character of the applicant.

3. Obtain a credit report on the applicant. Be certain to state this during the interview and have the applicant sign a release for obtaining it. We all know that having bad credit doesn't make someone a bad person, but it could be a reflection of other poor habits and as an employer you should know about this information. After all, do you really want to hire someone as your employee who has been evicted and who hasn't paid his or her speeding tickets?

4. Obtain a letter from the applicant's home town police department advising you that they have a clean police record. Obtain such a letter from each locality listed on the application, and go back at least 2 years (preferably 5 years). You will probably not be able to obtain this information yourself, but the applicant can do so and should be required to do so.

5. Obtain an MVR (motor vehicle report) from your state's motor vehicle department. Again, you probably can't obtain this information but the applicant can. Do you really want to hire a person who has had 3 speeding tickets this year and a DWI last year? Do you want them to drive a company vehicle? Of course not, but you won't know unless you ask.

Service Contractor Selection

1. The general appearance and demeanor of the contractor can be a real clue as to how this person will be received by your residents. Does the person wear a uniform with name identification, or does that person wear a stained T-shirt that was washed... once? Seems obvious, but I have known a property manager to "try out" a

service contractor who solicited business on the telephone by giving them a resident's name and telephone number to call. If the contractor did "OK" he would have him come the next time to the office to sign out for the keys.

2. Obtain at least 3 verifiable business references and use the same procedures as with verifying employee references. Additionally, be certain that the work that was performed for the reference is the same type of work that you are needing from the contractor. The contractor may be a great plumber, but if you need plumbing and electric service your needs aren't being met. Ask how the residents have received the contractor. Be certain to inquire about call backs; how many and how are they billed?

3. Obtain a credit report on the owner of the firm...sound familiar? If the contractor is habitually paying his suppliers late, who will supply materials and parts to him? You will, or at least you will soon be asked to, certainly. And if you set up an account in both of your names, you may soon find yourself paying the invoice while the contractor leaves town with the materials. And if a contractor will steal from you, won't he be inclined to steal from your property and from the residents?

4. Inquire of the contractor how he selects his employees. His selection process may not be as sophisticated as yours, but you should be aware of his hiring practices and they should be acceptable to you.

5. Consider taking the NARPM Maintenance Course. You will not only learn a lot about maintenance but you will be given information on vendor and contractor selection. The more information you have about reducing your liability exposure, the better your chances of surviving in the jungle.

Editor's Note: Rick Ebert, Austin Landmark Property Services, Austin, Texas, will be teaching the workshop, "Safety & Liability Issues Affecting Property Managers & Rental Properties" at the Minneapolis NARPM Convention, Sept. 16-18, 1993.



NARPM NAMES TWO NEW MPM DESIGNEES

The Board of Directors of the National Association of Residential Property Managers, Inc. recently approved two members to receive the prestigious Master Property Manager (MPM) designation.

JOHN PARIZA, MPM, RPM, owns Arrow Property Management in Houston and has been a very active member of NARPM since 1988. He has served on the Board of Directors, chaired the Bylaws Committee, and was responsible for the re-writing of the Bylaws.

Mr. Pariza helped form the Houston Chapter of NARPM and served as its first Chairman.

As an additional service to the Association, Mr. Pariza submitted his company Policies and Procedures plus numerous materials which demonstrated a high level of professional expertise in property management and an extremely well-organized management operation.

FRED RICHTER, MPM, RPM, GRI, is the president of Richter and Associates, Inc., a single family property management and real estate brokerage company in Northville, Michigan. He has been a real estate broker for 25 years and is considered an expert on residential investment property and single family management. Mr. Richter is also a tax accountant specializing in tax consulting and preparation for real estate practitioners.

Mr. Richter is a director of the National Association of Residential Property Managers, Inc., and is the chairman of the Certification Committee. He holds the Master Property Manager (MPM) and Residential Property Manager (RPM)

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well shut up and move. I saw the light and stayed.

First, I found out who all the players (drug dealers, gang members, etc.) were in the neighborhood. I listed license plates. As I found out names, I approached the owners of the apartment buildings and helped them identify which of their tenants were problems. I asked them to start evictions. It was difficult at first, but after about 30 evictions in the neighborhood, things began to change.

There was one building I called the "building from hell." It was 24 units, no resident manager, drug dealing in broad daylight, shootings and a murder. This occurred even after many nights of police helicopters. I called the owner and told him if he chose to continue to refuse to cooperate with the community, he would find himself closed for business. I threatened to show up at his La Jolla office with cameras and news reporters demanding to know why he was a slumlord. It worked! A week later the owner allowed me to install a resident manager in his building and train him. I gladly did this without charge. After all, this was an investment in the community, *my community*.

The next thing I did was open communication with my local police department. First, the beat officers, then the store front, then division headquarters. I met with the store front community officer and was in touch with the watch commander and the captain of Northern Division. I did my homework getting to know my community and the police officers who worked it, even riding along with a few of the beat officers exchanging information. Soon we were working hand-in-hand. As communication increased, things really started to happen... even get better! I learned who gang detail and narcotics street teams were in my community and called them with tips. My involvement was paying off.

At one point I approached my local town council for assistance. They weren't prepared to face the problem or equipped to deal with it. I persisted. I took community supporters to the meetings and tried to force the town council to address the issue. Eventually (after 2 1/2 years of haranguing) I realized I needed to work inside the system in order to change it. I established a relationship with my councilperson and some other community leaders and worked my way into a directorship on the town council!

Over the years I have made some

mistakes in judgment that put me at risk. One that stands out was the day I found weapons hidden on my property. I called the police but became anxious waiting for them to arrive. I was concerned for the safety of the children playing outside in my courtyard. So I went out and confronted the problem. Two local teenagers, known to be gang members, were present attempting to reclaim their weapons. I tried talking sensibly with them, attempting to advise them where their lives would end up if they continued their outlaw behavior. I ended up demanding that they leave the property and I took one of their guns and held it for police. They left with the other gun and the police, having arrived, took hand of the situation.

However, word came to me from the street that these two young criminals were planning to kill me. I spent a couple of very nervous months rethinking my position in the community and hiding out until they were arrested for the involvement in a drive by shooting.

I never set out to be a hero, nor do I think I am one. I'm just a guy who cares and who doesn't want his neighborhood taken over by criminals. I wouldn't advise others to necessarily act as I have, but I know that given the same circumstances I'd do it again. I do owe a measure of gratitude for my survival of this incident to my local beat officers. They were there when I needed them.

Well, it's now three years later. I'm still alive. And my neighborhood is 100% better. Every now and then a problem arises but now we work on it as a team. Police, building owners, resident managers, residents, local officials, schools and churches all working together! Opening communication *can* change things. The important thing is getting others in your community involved, but hang in there as the Lone Ranger if others are not quick to respond.

As building owners and managers, it is our responsibility to pay attention to the negative factors surrounding our properties. Not only does it make sense for the community, but it's good business. To property managers, I say:

1. Screen your tenants well.
2. Keep your building up, with maintenance as well as painting out graffiti.
3. Hire the best possible resident managers and stress zero tolerance for drugs and gangs in your buildings.
4. Take part in the community and insist that your managers stay in touch with the community. (There are many ways to do this, from forming neighborhood watch

groups to establishing rapport with local police to simply introducing yourselves to neighboring building managers!)

5. Get to know your fellow managers. Join local associations. Get to know the community! Put pressure on those not responsive to the needs of the community in which they do business.

My fellow managers, we're on the front lines, living and working in the same community. We need to pay attention. Look beyond property lines. Remember, the way to rent to good tenants is to have something good to offer.

ONE VOICE CAN MAKE A DIFFERENCE!

ROBERT S. BOGSTAD is a resident manager and field operations manager for Lincoln Coastal Management in San Diego. He also now serves on the Pacific Beach Town Council as a director where one of his roles that of police liaison. He also works closely with the local schools in his community to keep them gang and drug free. His special interest is in young people and teaching them to stay in school and how to become community leaders some day. On the lighter side, he is also a professional clown and has a company called Clown Arounds.



WHY WAS HIS RENT SO LATE?

Dead Since '89

VIENNA, Austria - A court official who broke into an apartment to claim unpaid rent Tuesday found out why the tenant was in arrears. He had been dead for four years.

Police said the body was still in the apartment in bed under a sheet. Papers in the apartment indicated the tenant had died in July, 1989. There were no signs of violence, police said.

Last December, the bodies of two elderly sisters were found in their apartment after their bank reported they had not touched their account for years. One woman had been dead for seven years and the other for six, but none of their neighbors had noticed their absence.

WELCOME NEW NARPM MEMBERS

June 1993

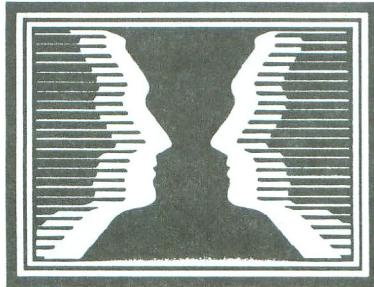
NARPM welcomes the following newest members. Insert this page in your membership directory to keep it current.

Fran Adams	Suzanne Barlow Realtor 5154 Yadkin Road	Fayetteville, NC 28303	(919) 864-2325
Gail Adermann	Century 21, Gateway West 7278 North Oracle Road	Tucson, AZ 85704	(602) 297-8989
Randall Beaver	ERA Beaver Associates 1705 Colonial Boulevard, #A-1	Fort Myers, FL 33907	(813) 939-1044
Edward Browne	Ed Browne Properties 4762 Lambert Drive	Santa Rosa, CA 95403	(707) 579-2969
James J. Buchanan	Christensen Property Management 13740 Midway Road, #503	Dallas, TX 75244	(214) 233-1350
Debbie Burns	Westwood Management Corporation 5115 Maryland Way, #310	Brentwood, TN 37027	(615) 371-1072
Eddie Davis	MAB Management 4305 West Lovers Lane	Dallas, TX 75230	(214) 956-8888
Kerry Davison	Mahoney Davison Company 252 Petaluma Boulevard North	Petaluma, CA 94952	(707) 762-7710
Neil Esterkin	NOR Management, Inc. 5353 Wayzata Boulevard, #602	Minneapolis, MN 55416	(612) 546-3385
Mark Foster	Twin Rivers Realty 827 19th Street	Sacramento, CA 95814	(916) 443-2222
Dawn M. Fulwider	Baars Realty 221 South Baylen Street	Pensacola, FL 32506	(904) 469-3370
Mike Ghouse	City Homes Realtors 12820 Hillcrest at LBJ, #125	Dallas, TX 75230	(214) 490-1010
Allen Glorvigen	Portfolio Advisors 1212 West 96th Street, #A	Bloomington, MN 55431	(612) 884-5490
Steven Good	Good Management Services, Inc. P.O. Box 774	Frederick, MD 21705	(301) 662-1212
Nesa Grider	First Preston Management P.O. Box 670729	Dallas, TX 75367	(214) 788-1100
Lori Hokenson	First Preston Management P.O. Box 670729	Dallas, TX 75367	(214) 788-1100
Hank Holland	The Galyean Corporation 3000 Langley Avenue, #401	Pensacola, FL 32504	(904) 478-6444
Sandra Kolnicki	ERA Dynamic Realty, Inc. 29182 U.S. Highway 19 North	Clearwater, FL 34621	(813) 789-3960
Randy Lochhead	Lochhead Realtors 944 West Kearney	Mesquite, TX 75149	(214) 288-0505

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New Members...continued from page 7.

Bill Mabry	Rincon Realty 6919 East Broadway Boulevard	Tucson, AZ 85710	(602) 721-7711
Mike McCallum	Sierra West P.O. Box 4002	Santa Rosa, CA 95402	(707) 576-0700
William Miller	Century 21, Pacesetters 16660 Dallas Parkway, #1000	Dallas, TX 75248	(214) 931-1800
Joyce Moody	Guardian Properties 10 North Jefferson Street, #405	Frederick, MD 21701	(301) 694-9600
Brad Plomer	Foothills Real Estate & Investments 1675 East Cottonwood Street, #A	Cottonwood, AZ 86326	(602) 634-7507
Dennis E. Redding	Americana Properties 4790 1st Street North	St. Petersburg, FL 33703	(813) 522-4000
Nancy Richards	First Preston Management P.O. Box 670729	Dallas, TX 75367	(214) 788-1100
Dana Sansing	G&R Property Management 5710 Paradise Drive, #1	Corte Madera, CA 94925	(415) 924-0131
Larry Simington	P&O Properties P.O. Box 621261	Orangevale, CA 95662	(916) 988-8690
Bonnye Sirk	Rossmoyne Property Management 1300 North Verdugo Road	Glendale, CA 91208	(818) 242-5778
Devonna St. Aubin	Saint's Realty 429 South Navy Boulevard	Pensacola, FL 32507	(904) 456-9099
Darrel Stadel	Wickenburg Property Management P.O. Box 3049	Wickenburg, AZ 85358	(602) 684-3041
Nick Stathopoulos	Russ Spirtos Realty, Inc. 29 North Pinellas Avenue	Tarpon Springs, FL 34689	(813) 938-1911
Sallye Tinsley	Specialized Property Management, Inc. 3327 Winthrop, #150	Fort Worth, TX 76116	(817) 732-1394
Tom Van Dorn	Arizona Properties 3816 East 5th Street	Tucson, AZ 85716	(602) 326-9465
Joan Vogt	Vogt Realty 4047 Northview Lane	Dallas, TX 75229	(214) 350-3970
Kandy Wilson	Wilson Property Management 5510-A Sunol Boulevard	Pleasanton, CA 94566	(510) 462-1101
Robert O. Wish	4160 Sourdough Place	Colorado Springs, CO 80917	(719) 570-9246
Rita J. Zimbelman	Prokopiak Management Company 10333 Northpark Drive	Westminster, CO 80030	(303) 466-2432



Real Help

Questions and Answers About Your Business

Questions for REAL HELP or comments regarding previous columns should be directed to Donna Brandsey, Editor, Post Office Box 10249, Scottsdale, Arizona 85271

Q. We are preparing for sending promotional materials to our owners and to hand out at a real estate conference. Any suggestions for the best use of our money?

A. Not knowing your budget, we'll generalize. Make the product for your owners useful and memorable. Notepads are useful, but if they have the owner's name at the top and your logo at the bottom, they'll be both. One company we know of has a master they produced on their computer for each owner. Each year they take them to the printer and have notepads made. We saw a geodesic year calendar that has the company name on it. It lays flat, but when held, pressure on the edges makes it pop up into a three dimensional geodesic dome. Very memorable when it happens. Give it a special value. Magnets are magnets, but what about making one to fit on a metal filing cabinet that lists which financial records should be kept for what periods of time -- of course with your logo in it. Or how about those little faces you squeeze to "relieve stress?" One property manager gave away coupons for a free lunch to real estate agents to discuss their referral program.

Q. What kind of incentive can we offer our residents for taking good care of the property so that our owners don't have to take such a financial beating when they move out?

A. If you can get your owners to agree, tack on a move-out bonus to the resident if they meet certain move-out guidelines. The owner might not mind paying \$50 or \$100 or even more, versus several hundred dollars in expenses if the tenant leaves the property trashed.

Q. How do you respond to a prospective owner when you are asked to use their maintenance people?

A. Answer the question with this question. Do they carry their Workers Compensation and General Liability Insurance? In most instances the answer will be NO and then go on to explain that you wouldn't be able to pay them because if you did their income would be added to your insurance premium base and therefore your insurance would be higher. You might also add that the owner could continue to use them and to pay them directly and therefore chance that they would not injure themselves on the job or cause injury to the residents or their guests, or damage other's property. The point being that if they don't have the proper coverage you won't be in a position to provide it for them. If the owner answers YES then you may want to consider using them for this job after their insurance company has provided you with Certificates of Insurance. These should come directly from the insurance carrier to insure that the premiums are current today. Also, if the contractor would default on the premium payment you would then be given a written notice of cancellation. Incidentally, the Certificate of Insurance is the document that insurance auditors look for when they perform their audits on Worker's compensation and General Liability insurance, so don't file them away too deeply!

Q. Everyone seems to be getting a car phone, but I hesitate to take the plunge. What should I consider in making my decision?

A. Use these ideas as food for thought. When making or receiving calls in the car, would the communication be hampered by not having files or other materials available to you? Is the cost of the phone greater than utilizing a phone at another location? Does safety play a factor in having the phone (emergencies on the road or at properties, showing properties, etc.)? Is using the phone in the car the best use of time? Would time be better spent listening to educational cassettes? Can you drive and converse at the same time? If not, forget it. It would be too much of a safety hazard. Would your calls require you to also take notes? Can you accomplish this safely? Does time in your car offer you a chance to take a breather from the constant demands of property management? You might want to keep it that way.

DID YOU SEE THIS IN: "DEAR ANN LANDERS"?

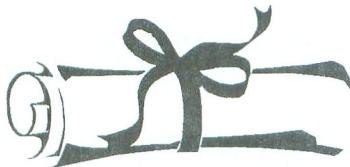
Dear Ann:

I have a problem. I have two brothers. One is in property management, the other was put to death in the electric chair for murder. My mother died from insanity when I was 3 years old. My two sisters are both prostitutes, and my father sells narcotics to high school students. Recently I met a guy who was just released from a reformatory where he served time for smothering his illegitimate child, and I want to marry him.

My problem is: If I marry this guy, how do I tell him about my brother who is property management?

D. Berry

Berry & Associates



EDUCATION

The Pensacola, FL Chapter-in-Formation is sponsoring the Maintenance Course from the RPM series on July 21, 1993.

Rocky Maxwell, MPM, RPM, will be instructing the one-day course, titled "Residential Property Management Maintenance."

The local contact person, if you have questions about arrangements, is Matt Schall (904) 426-6000. For more information about NARPM's education courses, please call National Headquarters (800) 782-3452.



ARE YOU THROWING MONEY AWAY ON UTILITY BILLS?

For seventeen years one apartment owner simply paid the sewer bill and didn't give it any more thought. Ultimately, he hired the services of a professional consulting firm to see if anything could be done to reduce his costs without installing any energy saving devices. The result was that his sewer bill was reduced from \$500 to \$5.

Another apartment owner received a refund of \$4,200 for an overcharge on just one month's bill on his water account.

An owner of two apartment buildings was able to reduce his gas costs by 25% in one building, along with getting a refund of \$23,800. In his other building he cut his electricity costs by 18%, and got back \$17,500.

How were these apartment building owners able to cut their costs to dramatically, and receive such substantial refunds?

The reason is that most people assume the utility suppliers automatically give customers the lowest rate available and that the Public Utilities Commission (PUC) regulates the rates that people can be charged. Unfortunately, this is not the case.

Most people are also unaware of the various errors which occur repeatedly on billing calculations. Failures by the meter reader to reset the demand indicator, applications of the wrong constant to the meter readings, and inaccurate meters are but a few of the many problems that do happen.

The fact is that many businesses, even with very sophisticated engineering staffs, and even when they work closely with the utility companies, do overpay. And the amount they overpay can be substantial. A nursing home in Oregon got a check for \$85,000 because a professional consulting firm found that overcharges had been made.

A utility cost auditing firm is knowledgeable about all the rates, codes, billing procedures and tariffs for such utilities as gas, electricity, water and sewage. They are also experienced in negotiating with utility managers. Because it is such a specialized area, even the very largest national property management companies use their services to find them savings they cannot do themselves. Some of these utility auditing companies charge a fee for any analysis performed. Even if they cannot find any savings, they still charge an up-front fee. Others work strictly on a contingency basis. Their fee is tied directly to any savings and/or reductions. This is the most cost effective approach. When selecting an auditing firm you should look for the following qualities to assure that you are getting the most competent, comprehensive analysis possible:

- Do they maintain an extensive database profile for your industry? In this case, apartment houses, obviously.
- Do they conduct a thorough analysis of gas, electricity, water and sewage with demonstrable results in all four utilities.
- What references can they provide?

With these suggestions in mind, look at your overall utility costs and then ask yourself, "Am I throwing away money on utility bills?"

Robert Lansburg is with EQUITAX, a San Jose utility auditing firm. He can be reached at (415) 454-7373, or (800) 439-9397.

ELECTION OF '93-'94 OFFICERS AND DIRECTORS

During the Annual Business Meeting, to be held during the luncheon September 17th, NARPM will elect our new Board of Directors for next year. This luncheon is part of the three days of workshops and networking at the 1993 Convention to be held September 16-18, 1993, in Minneapolis, MN.

In accordance with the Bylaws of this organization, the following slate has been nominated:

President	Dave Holt, RPM	Minneapolis, MN
President-Elect	Kit Garren	Hendersonville, NC
Vice President	Donna Brandsey, RPM	Scottsdale, AZ
Secretary	Beverly Browning, RPM	Nashville, TN
Treasurer	Fred Richter, MPM, RPM	Northville, MI
Past President	Rocky Maxwell, MPM, RPM	San Jose, CA
Directors (elected)	Teresa Recar Robert Machado, RPM Robert Fowler, RPM John Mangham Betty Taisch	Austin, TX Sacramento, CA Roswell, GA Tucker, GA San Francisco, CA
Directors (appointed)	Denny Snowden, RPM Mark Kreditor, RPM Matt Schall	Colorado Springs, CO Dallas, TX Pensacola, FL

Nominations for any other candidates for the Board must be made in writing in the proper form per the Bylaws. Nominations will be closed 30 days prior to the elections.

Other Association business, including awards, will also be conducted during the Annual Meeting.

New Designees...continued from page 3.

designations as well as the Graduate Realtors Institute (GRI) designation. He is also a member of the Real Estate Educators Association, the Oakland Rental Housing Association and a faculty member at the Schoolcraft College in Livonia, Michigan. Mr. Richter has taught Continuing Education classes, license training courses and various other real estate related seminars and courses to thousands of real estate practitioners.

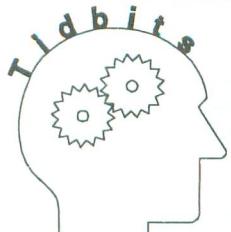
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system. So you will have to use a much more expensive UPS. Do hook them up to a surge suppressor to protect them from power spikes.

☛ NAR Board of Directors approved the "concept" of formation of a Property Management Membership Section within NAR. They have postponed funding of the section pending study of the services to be offered. We're way ahead of them on this one.

☛ Client retention increases profitability 50% to 100% in any business and even more in real estate.

☛ Don't use your company name or logo as the only thing you use to advertise yourself (including signage) unless it communicates what kind of service you provide.



National Association of
Residential Property Managers

National Association of
Residential Property Managers
3900 East Timrod Street
Tucson, Arizona 85711

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