

Residential Resource

The Newsletter of the National Association of Residential Property Managers

December 2001

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The Mission of NARPM is to increase the professionalism and ethics of residential property managers.

A Shared Vision Becomes Reality

By Melissa Prandi, MPM®, National President

Two years ago Past President Raymond Scarabosio, MPM®, and I established goals and a plan. Year one of our plan was spent laying a foundation — reorganizing and building a reserve for the next year. By year two, during my presidential term, we hoped NARPM would reach a higher level of strength and vibrancy which would give us the momentum we needed. And, knowing that my true love for this Association is *membership*, we further decided to focus my term of leadership on growth. Now, reflecting on the past two-plus years, Ray and I are proud. We have accomplished what we set out to do and then some.

By no means, however, did we meet and exceed our goals by acting alone. To the contrary, our success grew from the combined efforts of an amazing *team* of dedicated volunteers and a competent headquarters staff, led by our Executive Director Roy Bohrer.

For example, look at the accomplishments of the Membership Team of Andrea Caldwell, MPM®, Erika K.Green, MPM®, and Marcy Walsh, MPM®. This "Supreme" Team:

- brought in over 300 new members to our association,
- established more than 12 new chapters throughout the country,
- offered more than 12 chapter revitalization meetings,
- put together and distributed a new chapter leadership handbook,
- achieved 84% membership retention, and
- conducted several planning sessions — both by phone conference and in person to maintain their focus on goals.

The words *true dedication* best describe their efforts. (For more details, refer to July's *Residential Resource* article, '2000-2001 Membership "Supreme" Team'.)

The Affiliate Team led by Marc Banner, MPM®, brought in 11 new affiliate members in 2001, which brought the total of active affiliate members to 36! At November's National Convention in Kansas City, MO, the affiliate team will debut the "Affiliate of the Year" award.

The Convention Committee led by Chris Hermanski, MPM®, and Elizabeth Mowry, RMP®, organized an outstanding Midyear Conference in Denver, CO, and will successfully educate almost 300 members in Kansas City, MO, at our Annual National Convention and Trade Show.

The Finance Committee, along with our treasurer Peter Meer, MPM®, successfully supervised the committee budgets and ensured they were kept on track and that our reserves and savings were secure. NARPM is in *great* financial standing, being directed by our headquarters co-owner and CFO Sherrill McCullough.

The Education Committee led by Sylvia Hill, MPM®, conducted 25 PPM (now RMP®) classes at which 320 students learned new ways to run their property management businesses. During this same time, 5 successful MPM® classes, with 43 students in attendance, were completed.

Our designation program, thanks to the continued efforts of Penny Patterson, MPM®, Valerie Bethel, MPM®, Greg Fedro, RMP®,

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Happy Holidays!



President 2001

Farewell My Friends,

My how time flies. The past 15 months serving as your National President have been a pleasure and a learning experience I will never forget. My term has also been tough and challenging as I faced so many decisions. I was often separated from my family, business, and close friends.

Still, traveling the country has been a spectacular lesson in leadership — meeting new members, current members, seeing old friends, and making new ones. I was spreading the word to those that had not heard, "NARPM is *the* association to join." I worked with an absolutely fabulous Membership Team to bring in many new members and numerous new chapters. When I decided to serve as President, I made an enormous commitment of time and energy. Twelve past National presidents have done the same, and now, understanding the depths of the demands, I admire them more than ever.

The Leadership Team consisting of your 14-member Board of Directors, your National Committee chairs, vice chairs and committee member, and the core of our HQ team, Roy Bohrer and Sherri Beck, along with Jessica Jacobs and Tracie Harris have far exceeded any goals or expectations I ever had. This year's team has done an *outstanding* job serving the best interests of NARPM and its members. Thank you one and all for your support, hard work, and dedication!

I continue to travel until the last minute, reaching out to "Share the Vision" of NARPM and its members (certainly "reaching new heights" along the way). In October, Chapter/Membership Support Chair Erika K.Green, MPM®, and I managed to spread the contagious enthusiasm we both have for NARPM, as we put together a new local president and officers for the Galveston/Houston Chapter.

In November, as this goes to press, I'll be back in Florida again. Betsy Morgan, MPM®, and the Tampa Bay Chapter, as well as members of the Spring Hill chapter, will welcome me. Then it is on to Kansas City for our National Convention where many property managers will come together for the 13th Annual NARPM Convention and Trade Show. I anticipate a city gloriously decorated in bright twinkling lights and full of holiday spirit, as many NARPM members arrive to network, attend workshops, and share camaraderie with friends, old and new.

To those who opened their homes, shared their families, gave me tours of their offices, and drove me from place to place — you have made my term as President precious and memorable. I thank you from the bottom of my heart. To those whom I have yet to meet, I look forward to doing so in the future. Those of you who know me, know my heart holds a special place for the members of this Association. I've been busy "spreading the word" all seven years I've served on the National level. Our Executive Secretary and Membership Chair Andrea Caldwell, MPM®, paid me a wonderful compliment by fondly referring to me as the "People's President."

Now, I say good-bye and turn the position over to Mike Mengden, MPM®. Best wishes to Mike for a successful term encouraging others to "Make a Difference."

As some of you already know, NARPM recently lost a great friend in Ivan "Rocky" Maxwell. Many knew "Rocky" as the "Godfather" of NARPM. He was a founding member, past President, a friend to all, and a TRUE MENTOR to me. I was so very fortunate to call "Rocky" my friend. Forever, "Rocky" will hold a fond place in my memory.

Thank you all again your endless support. Happy Holidays. Enjoy your special time with family and friends. God Bless.



Melissa Prandi, MPM®
National President



NARPM President
Melissa Prandi

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A Shared Vision Becomes Reality

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and their team of mentors, succeeded in certifying 34 Residential Management Professionals (RMP®) and 11 Master Property Managers (MPM®). The Certification Committee also unveiled the PPM replacement designation (RMP®) to our membership.

NARPM has nine official Ambassadors that have brought in five or more members, and there are still several other members working to achieve their Ambassador status. I would like to thank Robert Alvarez, MPM®, for his involvement with the development of this successful program.

Our Web team, led by Raymond Scarabosio, MPM® and Mike Anderson of Homerentals.net, continues being updated and brings the membership the latest news via the Internet.

Our Marketing Committee, led by Karen Hull, MPM®, debuted a new Presidential Press Release program, brought the NARPM store back to life, and has been working with new PR programs to help get NARPM into the press and out to the public.

Our Long Range Planning Committee, led by Jean Storms, MPM®, met several times and established a master plan to lead NARPM into the future.

Our Publications Committee, led by Tom Stokes, MPM®, successfully updated the professional brochure titled "Why You Need a Professional Property Manager." The committee worked on several other member services projects throughout the year as well.

Our Editorial Chair, Rose Thomas, MPM®, put together an incredible *Residential Resource* filled with great articles, and members received the issues on time. She has done an incredible job of providing information to assist every one of us, personally and professionally.

Our Legislative Chair, Wallace Gibson, MPM®, kept the Association aware of pending and current legislation that might affect us as property managers. She wrote many excellent articles to inform the membership of these critical legislative issues.

Our Grievance Chair, Rick Ebert, MPM®, reviewed our grievance procedures, bringing them up to date to reflect current conditions. The committee, through educational articles in the *Residential Resource*, helped ensure our members continued to practice ethical and professional property management.

Our bylaws were reviewed and updated by President-elect Mike Mengden, MPM®. Mike also served as our liaison between NARPM and our Austin-based headquarters staff.

Our Nominating Chair Raymond Scarabosio, MPM®, together with a highly competent committee, assembled another incredible team of directors to serve on NARPM's board beginning January 2002.

When the terrorist attack occurred on September 11, your National Board of Directors pulled together. They acted quickly and wisely in postponing the National Convention — placing the safety of members above all. Wallace Gibson, MPM®, was quick to suggest collecting donations for the American Red Cross. You've all made me so proud; it brings tears to my eyes to tell you that NARPM's membership donated \$16,171.50 to the cause. Unbelievable, really.

As your president, I held together the many pieces of the NARPM "puzzle" as best I could, giving 1000% to our Association. I traveled more than anyone would believe. NARPM has close to 70 chapters, and I managed to visit all but about four this past year. I attended the NARPM Midyear Conference, five state/regional events, the National Convention and Trade Show, and was involved in just about every one of the chapter revitalization and new chapter meetings.

As I close, I look back in amazement. I would like to thank Roy Bohrer, Sherri Beck, CPS, and our entire headquarters staff for their support, direction, and patience in keeping NARPM together.

I shall never forget my 15 months serving as president. What a wonderful time it was. I am blessed and privileged to have had the opportunity to "Share the Vision" with so many. Now it is on to something new. For every door that closes, a new one opens.

I am deeply grateful for the support, wisdom, and continued guidance of all the past National presidents.

Thank you all for everything. For the last time...

Melissa Prandi, MPM®, National President

You Make the Ethics Call

By Rick Ebert, MPM®

Investor A, who lives out of town, had Property Manager B manage his sixplex. Property Manager B purchased janitorial supplies, light bulbs, paint, and landscaping materials at wholesale prices and billed the supplies, as they were needed for Investor A's property, at retail prices.

After securing a different property manager for his sixplex, Investor A filed an ethics complaint charging that Property Manager B's conduct was unethical. Property Manager B was able to prove that the prices he charged for supplies used by Investor A were no higher than those that could be found on the open retail market.

Ask Yourself:

How do these kinds of comments and actions reflect upon our industry? What would you do differently, if anything? Would the property manager's actions and comments be an ethics violation?

You Made the Call

Article 3: DUTY TO THE CLIENT would have been violated. As set forth in the Standards of Professionalism, "The Property Manager shall accept no commissions, rebates, profits, discounts which have not been fully disclosed to and approved by the Client." To comply with the article, the property management agreement must contain a clear statement stating wholesale buying of supplies to be purchased at retail prices by the client.

Rick Ebert, MPM®, is with Austin Landmark Property Svcs., CRMC®, in Austin, TX.

Letter from the Editor

By Rose Thomas, Editorial Chair



This, my last letter as editorial chair, begins on a sad note. Just before the December issue was sent to press, we learned that Ivan “Rocky” Maxwell passed away on November 16, 2001. I am deeply saddened by this loss. I know we will all miss our friend and colleague. It was our good fortune to have enjoyed a year’s worth of “Rocky’s Maintenance Corner,” as well as his other articles. “Rocky’s” column from December of last year appears in this issue.

“Rocky” was one of many who helped produce the *Residential Resource*. This letter is both my goodbye as editorial chair, and my recognition of these fine individuals. Somewhat reluctantly, I’m leaving in order to reserve my time and energy to serve as Secretary on the Board of NARPM. I leave a bit reluctantly because, though editing the *Resource* is often a struggle, it is also a monumental learning experience and highly satisfying work.

As you may know, NARPM’s first Editorial Committee served with me. This committee gathered material, wrote articles, organized features, and added significant insight. I am deeply grateful for the support of these lovely people: Robert Alvarez, MPM®; Donna Brandsey, RMP®; Wendell Davis, MPM®; Karen Ebert, MPM®; Wallace Gibson, MPM®; and Steve Stein. An enormous thank you to one and all; you did great work for the *Resource*! As a committee, our main goal was to make a lasting contribution to NARPM by producing valuable issues throughout the year, issues that give solid practical advice as well as inspiration, thereby earning the title: *Residential Resource*. We did our best, and I hope, earned our stripes.

Giving a start to President Prandi’s idea of theme months is our most notable single accomplishment, as well as an association-wide effort. The committee chairs rose to the occasion, making each theme issue special. Plan on seeing theme months again next year — with some additions and changes. Another great idea we applied was the feature “Meet Your National Board” which, with some changes, will also continue. We must say a fond farewell to Andrea Caldwell’s NARPM “Road Show” — tales of our President’s prodigious travels. The membership committee, however, will continue to give unique reports in some new form. Throughout this year we were fortunate to have Rick Ebert, MPM®, to keep us on our toes — and on our heads to read the answers — with his educational and fun feature, “You Make the Ethics Call.”

Here’s more of what you can expect in the coming year. Robert Alvarez’s MPM® Ambassador Program will keep on updating the membership roles and encouraging us to “reel them in.” Donna Brandsey, RMP®, working with Mike Anderson, will continue to bring you “Mr. Internet.” Judy Cook, our guardian angel in fair housing matters, plans to be as watchful as ever in her “Fair Housing Corner.” Wendell Davis, MPM® our contributor on human resources topics last term, will now focus on legal/legislative issues. Karen Ebert, MPM® who wrote several exceptional articles (including the cover of this term’s first issue, Nov. ’00), as well as arranged for “Rocky’s” and Rick Ebert’s MPM®

features, will keep giving her support. Wallace Gibson MPM® will contribute articles from time to time. Also, expect some surprises.

It is a stroke of good fortune for the *Resource* that many of the Editorial Committee members plan to serve another term. More good news is that Past President Ray Scarabosio, MPM®, has agreed to serve as your next editorial chair. Without meaning to place undue pressure on him, I must say that I know he will do a terrific job. Ray has been working with the *Resource* over the past year as an advisor and reviewer of the final draft before the issue is sent to the printer. With his broad knowledge of our industry and strong intuitive sense of what is important to our members, I think you will find that you will enjoy the *Resource* more than ever.

Since I am thinking of Ray, I’ll begin my thank you’s by extending him special thanks for his consistently good advice and support. Special thanks as well to President Prandi for her many great ideas and her deeply felt enthusiasm for NARPM; it truly is contagious! I also want to thank all the committee chairs who worked hard to make theme months a smashing success! Thank you to Andrea Caldwell, MPM®; Chris Hermanski, MPM®; and Tom Stokes, MPM®, for giving me quiet, steady support. To Peter Meer, MPM®, my mentor, thanks for helping me find the courage just to begin. Thank you, Jean Storms, MPM®, for patiently answering my frantic questions in the first couple of months. I cannot possibly single out everyone who has helped, so a general *thanks* to all of you. Again, thanks, and more thanks to the Editorial Committee. And, gratitude of *great magnitude* goes to the staff at Headquarters — Roy Bohrer for his excellent guidance, Sherri Beck for attending to many important details, and Tracie Harris for her reminders that keep us all focused. Extra “helpings,” though, go to Jessica Jacobs, our layout editor, for her outstanding work. Jessica, with her attention to detail, diligence, and patience, made the *Resource* look its absolute best (November’s issue is a great example).

As I close, let me ask you to heed Judy Cook’s advice in her special to this issue, “It’s as Easy as 1, 2, 3: Writing for the *Resource*.” NARPM needs you! Support Ray’s term as editorial chair by sending him plenty of accurate, clearly written, timely articles. Writing for the *Resource*, whether your piece is published or not, will be an excellent experience, not to mention a proud accomplishment. Please help keep the *Resource* vibrant and beating with the same heart as the membership.

Happy Holidays. May God bless us with happiness, good health, joy, and peace during this special season and throughout the New Year.

Rose G. Thomas, MPM®, founded the residential management department of Property Management People, Inc., PMP, in 1980, and currently manages about 375 properties. A NARPM member since 1995, Rose serves on the national board of directors and as editorial chair for the Residential Resource. She is also current president of the Maryland Suburban Chapter of NARPM, and was vice president from 1999-2000. Active in her church, she has also worked to raise money for breast cancer research. Rose and her husband Ed, CEO of the Community Association Division of PMP, live in Frederick, Maryland and have two sons Chase 12, and Kyle 22.

It's as Easy as 1-2-3: Writing for the *Resource*

By Judy Cook

One of the best things about our organization is that we have so many wonderful minds and such varied experience in property management and the real estate industry. In talking with our members, I often hear how the number one benefit of NARPM membership is the opportunity to network with and learn from other members. One of the best ways to do this is through the *Resource*.

Do you have an idea for a *Resource* article that would interest our membership? Articles are always welcome! Maybe you have never written for publication before and are wondering how to get your article published. I'm happy to tell you, it's as easy as 1-2-3.

Your content must be appropriate and accurate. Whether you are writing about landlord/tenant law or property maintenance, keep in mind that your audience is national. What applies in your state may not apply in all states. Keep it generic.

You must be willing to have your article edited. Space is a concern in publications. Although *Resource* has no limit on the number of words in your article, sometimes it may be necessary to reduce your article to fit into the next publication.

You must be able to write clearly and understandably. This is the *really* easy part. Write as you speak. Do not worry about trying to sound like an AP reporter or novelist. Say what you want to say as concisely as possible.

One thing new authors find helpful is to assemble a team of proofreaders for reviewing their articles prior to publication. Ask a colleague or two to take a look at your article for content and format. Then, as a further test, ask someone who is clueless about

property management to read the article. If they can understand it, you've accomplished your goal.

Deadlines for publication are always the 15th of the month 45 days prior to publication. In other words, the deadline for the February issue is December 15. Each month, the *Resource* has a "theme." If your article is in keeping with the theme of the month, it adds continuity to the publication. Here are the upcoming themes, please note, some may change as the publication date approaches:

- January — Annual Convention review and Year Ahead
- February — Affiliates and Midyear promotion
- March — Mold and Midyear promotion
- April — Fair Housing and Midyear promotion
- May — Certification/Designation and Midyear review
- June — Education
- July — Membership
- August — Annual Convention Promotion
- September/October — Annual Convention Preparation
- November — Annual Convention Review
- December — Year in Review



As you can see, writing for the *Resource* is simple. When you contribute your thoughts and ideas to our publication, you will realize a sense of accomplishment. Others will benefit by you share. Try it! I look forward to reading your article soon!

Judy Cook is a trainer and consultant for property managers and other housing providers and has over 20 years' experience managing both residential and commercial properties. She served as a two-term chair and is now treasurer for Silver State Fair Housing Council. Judy Cook is not an attorney.



Mark your calendars
blazing new trails
narpm midyear conference

**Embassy Suites
Portland, Oregon
April 18-20, 2002**

Affiliate Members Listing By Services

Access Controls:

Marwest Access Controls, Inc.

Accounting:

Advance Billing Solutions, Inc.

Advertising:

Rent Connection
Rental Advisor, Inc.
Rentalhouses.com
Rental Properties USA, Inc.
Rentals.com

Appliance Sales:

Sears Contract Sales

Business Products:

Peachtree Business Products

Claim Services:

Home Claim Services

Inspections:

House Master Property Inspections

Insurance:

Geo. F. Brown & Sons, Inc

Internet Tools:

HomeRentals.net

Legal Services:

Law Offices of DeMartini & Walker
Law Offices of Heist & Weisse, P.A.

Marketing:

Home Management Network
Rent.com

Roofing:

Certain Teed

Software:

Convenience Living LLC
CMS Inc. (PROMAS)
Instant Software, Inc.
Property Automation Software Corp.
REMANAGE.com
Small Computer Services, Inc.
Winning Edge Software Solutions
Yambay Technologies
Yardi Systems, Inc.

Telecommunications:

Universal Monitoring Systems, Inc.

Tenant Screening:

Accusearch
Backgrounds USA
National Credit Reporting
Rent History, Inc.
SafeRent, Inc.

For more affiliate information, please
visit the NARPM Web site
www.narpm.org.

A NARPM Member's Recent Question

By Judy Cook

"A long-time client of mine owns several single-family homes in the northwest section of town. This client recently notified me that our city council is considering granting permission for a group home for recovering drug addicts in the area where my client's houses are located. I testify frequently on housing issues not only in front of the city council, but also before our state legislative committees. My client has asked me to voice strong opposition to this group home on the basis of zoning regulations that call for only 'single family homes' in the neighborhood. I realize I have a duty and obligation to carry out my client's wishes, but would I be violating fair housing law if I followed this directive?"

The issues surrounding group homes are often a source of heated debate between cities and their neighborhoods. In 1995, the U.S. Supreme Court found it unlawful to bar group homes from neighborhoods based on single-family zoning. The Court said cities could not enforce occupancy limits in a discriminatory way to exclude the disabled, including recovering alcoholics and drug addicts.

The Federal Fair Housing Act cites an exemption for any "reasonable" restriction on the "number of occupants permitted to occupy a dwelling." That particular wording raised the question of whether the nondiscrimination requirement had any application in the single-family residential housing market, which makes up the bulk of this country's housing.

Justice Ruth Bader Ginsburg wrote the court's opinion, saying the exemption did not allow cities to close their single-family housing areas to group homes. She added the restrictions that the Fair Housing Act exempted were only those that "apply uniformly to all residents of all dwelling units."

The city of Edmonds, WA, argued that the long history of single-family zoning and the special constitutional status the Supreme Court has accorded to the family made it reasonable to apply special limits in such zones. The city initially won in Federal District Court in Seattle, before losing in the appeals court. The Supreme Court upheld the Ninth Circuit in ruling the city is nonexempt from the Fair Housing Act. Several similar cases have followed this one, each upholding the rights of those with disabilities to occupy group homes in single-family neighborhoods.

What should you, as the property manager do in this instance? I believe the courts are clear as to the intent of the law. To advocate in opposition to court findings may not be in either your client's or your own best interest. I advise you talk with your client about the implications and rights afforded under the Act, and decline his suggestion to testify against the proposed group home on the basis of zoning.

NARPM members, if you would like to submit questions or comments for discussion in an upcoming column of "Fair Housing Corner," please send your suggestions to judy@cookcompany.net.

Judy Cook is a trainer and consultant for property managers and other housing providers and has over 20 years' experience managing residential and commercial properties. She served as a two-term chair and is now treasurer for Silver State Fair Housing Council. Judy Cook is not an attorney. The information provided in "Fair Housing Corner" is not to be construed as legal advice, but as a suggestion to obtain such advice from your own counsel. This article is written from that perspective, and is not to be construed as legal advice.

Committee Year in Review

Membership “Supremes” Team — The Year (actually 15 months) in Summary

By Andrea G. Caldwell, MPM®, Membership Chair; Erika Green, MPM®, Chapter Support Chair; and Marcy Walsh, MPM®, New Member Chair

Knowing in advance that our team was being tasked with strong growth goals, we met in Florida in August 2000 to plan the first six months of our term. We selected areas in which to focus new chapters and areas with existing chapters needing revitalization and agreed to meet again to plan the balance of the year in May 2001 at the FARPM conference. From that first planning meeting, we moved forward into the year.

In September 2000, we approved our first new chapter, Treasure Coast of Florida, that we had started during our planning session in August. At the December Board of Directors’ meeting, the Key West, Florida, Big Island of Hawaii East, and Maui, Hawaii Chapters were approved. Mid Year led to the approval of South West Idaho chapter, and the June Board meeting approved the South Georgia, Kansas City, and Southern Nevada Chapters. The convention welcomed Western Colorado and Central Oregon Chapters.

Our team sent envoys out to chapters needing assistance in growth, organization, and motivation. Reno, NV; El Paso, TX; Little Rock, AR; Charlotte/Sarasota and Ft Lauderdale/Miami, FL; Tucson, AZ; Portland, OR; Tulsa, OK; and Kansas City, MO, all benefited from the team’s revitalization plan. The entire Membership Team met with the Albuquerque, NM, Chapter in June during the board meeting in the area. In October, the Houston, TX, chapter awoke from a long slumber and now is active again. The team wishes to express sincere thanks to President Melissa Prandi, MPM®, Past President Bob Machado, MPM®, Past President Mark Kreditor, MPM®, Tom Stokes, MPM®, Liz Mowry RMP®, LaWanda Corbett RMP®, and the Atlanta Chapter who all assisted in the above efforts toward growing the association’s membership.

The Membership Team also coordinated the redrafting and dissemination of the Chapter Leadership Manual, instituted a three-point mailing system for all prospective members, added a new category of membership for support staff of regular members, changed the internal structure of the committee, assisted Headquarters in assuming the task of contacting the chapters, and taught the Chapter Leadership and Development class at all the national meetings.

Further thanks goes to Cindy Van Meter, MPM®, Betty Fletcher, RMP®, Theresa Reed, MPM®, Sandy Burkhamer, MPM®, and Mike Anderson of HomeRentals.Net who have all contributed to this committee’s success. As usual in this association, goals that are reached happen by many hands assisting in the process and

that has been true in the Membership Committee this year, too. We are very pleased with the results of our term but equally pleased with the participation of other’s in the process. Thank you all again.

Affiliate Committee:

By Marc Banner, RMP®, Chair

The Affiliate Committee has enjoyed an incredible year emerging as a subcommittee of Membership to the status of full-fledged Standing Committee.

Reporting directly to the Board of Directors, the Affiliate members now have the representation and voice that will benefit the entire NARPM membership.

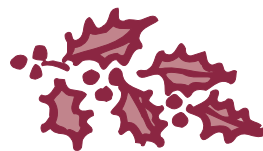
The Affiliate Committee presented the first annual “Affiliate of the Year” award during the Annual Convention and Trade Show. This award honors the Affiliate Member that goes above and beyond in his/her service and contribution to NARPM. We anticipate this award to be one that becomes embedded in the NARPM tradition and is anticipated with much fanfare.

The Affiliate Committee continues to work on several projects/issues that relate to Affiliate relationships. It has been a pleasure to chair this committee during this exciting time.

Long Range Committee 2001

Jean Storms, MPM®, Chair

The NARPM Long Range Committee met successfully three times during 2001 in Denver, Sacramento, and recently in San Jose. The Committee spent many hours working on and evaluating the strengths and weaknesses of NARPM with the goal of completing a five-year plan for NARPM during the 2002 year. Many thanks to the committee members: Sally Backus, MPM®, David Kidd, MPM®, David Holt, MPM®, the late “Rocky” Maxwell, MPM®, Steve Urie, MPM®, Mike Mengden, MPM®, Andrea Caldwell, MPM®, and President Melissa Prandi, MPM®. The 2002 Long Range planning committee will be headed by Past President David Holt, MPM®.



Chapter Twelve

By Andrea G. Caldwell, MPM®

The Road Show is drawing to an end with this author moving on to other projects in NARPM and the helm of the presidency being assumed by Mr. Mike Mengden, MPM®. Mike's theme this year is "Make a Difference," which we all can do by supporting the new leadership and growing larger and stronger in the coming year.



Looking back over the last 15 months, the trails of the Road Show leaves one with great memories of bringing NARPM to new areas of the country — Hawaii, Kansas, Florida, Nevada, and the list goes on. It was a

great time working with the Membership Team and our Membership Guru, President Melissa Prandi, MPM®. We worked hard all year and continued to be inspired by the challenging goals we had formulated at the outset.

Marcy Walsh, MPM®, of Naples, FL will be membership chair for 2002, and she has assembled a great team to lead this committee into 2002. So it is "Happy Trails to You." We'll be looking for all the new faces in the year to come. The Road Show has concluded its journey for this year.



Ambassador Program

We have a ways to go to reach NARPM's goal this year, 2000 members in the year 2001! You can help achieve this goal and reward yourself at the same time. Recruit five new members this year, and you will receive an Awards Certificate you can use toward paying your dues or for events for the coming year. To do this, do the following:

- ★ Call NARPM Headquarters at 800/782-3452 and request membership application forms. Headquarters, upon request, will mail the application directly to the prospective member but will not fill in the "referred by" line.
- ★ The 12-month membership period for the five new members starts the day your first new membership application is approved by headquarters.
- ★ When Headquarters receives the fifth new membership, an Awards Certificate will be issued and dated. A Recognition Certificate will also be issued, and you, as the "Ambassador," will be recognized in the *Residential Resource*.
- ★ The Awards Certificate can be used to pay NARPM annual dues, or like amount can be applied toward National Midyear Conference or National Convention.
- ★ It must be used in full at the time of use and attached to your dues or registration for Midyear or Convention. The value of the Awards Certificate is equal to what the national dues were at the time the Awards Certificate was issued. It also must be used within 12 months of the issue date.
- ★ A member can only earn one Award Certificate per 12-month period. However, a member can earn unlimited Recognition Certificates.

The program started November 1, 1999.

Ambassador Program September/October 2001 New Members

Sponsoring Member

- Peggy Rapp, MPM®
- Jan Lassen, RMP®
- Roberta M. Clarno, GRI
- Francine Ferri
- Peggy Jo Robinson, RMP®
- Angela Allen
- Angela Allen
- Andrea Caldwell, MPM®
- Justin LaManna
- Jody Beal, GRI
- Gary Kornegay
- Sandra Krehbiel
- Robert Locke, MPM®
- Eddie Davis, MPM®
- Jim Waddell
- Denny Snowdon, MPM®
- Loretta White
- Michael McVety
- Robert Locke, MPM®
- Roy Poe
- Betty Fletcher, RMP®
- Gary Kornegay

Sponsored Member

- GiGi Schmidt
- Connie Yamauchi
- Deloris Lovette
- Sandie Gamiel
- Annie Haynes
- Jane Broadstreet
- Seri Wood
- Ken Bradley
- Corey Van Dyke
- Lewis Laws
- Hyon Spencer
- Patsy Thompson
- Missy Harlow
- Stephen Birnbaum
- Marilynn Kabacevic
- Robert O'Neal
- Renee Quinn-Brown
- Victoria La Cavalla
- Belinda McWhirter
- Christopher Shultz
- Bill McElwee
- Faye Chandler

Technology and the Internet — a Year in Review

By Mike Anderson

It's been a rough and tumble year for Internet and technology vendors! In 2000, we saw the stock market swing wildly and dot com millionaires losing their wealth. But consumers weren't largely affected in 2000. In the first half of 2001 we watched as our favorite over-hyped "dot com" became a "dot bomb," going out of business and leaving its customers hanging in many cases. The good news is that in the last half of 2001, the surviving companies were able to build on their solid foundation and leverage off the technology of the failed companies to provide a better overall customer experience.

Where did my vendor go?

Many of you have suffered the pain of receiving a letter from your technology or Internet vendor telling you they could no longer support you. Many of you were not even that lucky. You went to lunch and overheard two people at the table next to you talking about your vendor and its demise. You rushed back to your office and found their Web site up — Phew! So you called to check on the rumor — and heard the initial voicemail greeting start with, "We regret to inform our customers that we have been forced to cease operations..." This was the story for thousands of property management offices this past year.

Where did my Web site go?

Still others of you had a similar experience with your Web site. You woke up one morning to see this message on your Web site: "Sorry, this page could not be found." Your Web development or hosting company had gone out of business! You scrambled to get your Web site back up so your owners did not think you had flown the coop! Many professionals have not had this happen to them — yet. But with a number of major Web companies in bankruptcy, and the capital markets still slow, it is bound to happen one of these days.

The good news — renewed customer focus!

While 2001 has been a scary year, wondering who would sink and who would swim, much good has come of it. In 2000, anybody with an idea could get venture capital funding, start a technology business, and get some flashy marketing out to their customer base. In 2001, most (but not all!) of these companies have fallen by the wayside. As a consumer of technology, you can be more confident that your vendor choices in 2002 are likely to be real businesses, with a solid business model. This means that they are likely to be around for you in years to come. The exception to this rule is the company that banked its investment money. That company may still be around, but still operating on "Year 2000 business principles."

The technology industry consolidation also provides improved service to the customer. By eliminating the drain of dealing with the legal challenges surrounding copycat competitors and the sales challenges surrounding "low price leaders" who didn't have a product, the pioneers can now put their full focus back on the customer.

More good news — better technology!

The other customer benefits come from the pioneers that generated strong ideas or technology but could not sustain it. Not all of the companies that went out of business in 2001 were bad companies. Many of them were excellent companies who focused on generating superb technology, but did not have time to sell their technology before the money ran out. The ideas and technologies were either sold to a more stable company or fell into the public domain. This means that companies able to weather the storm can now provide the best of breed technology to their customers. In many cases, this provides more of a one-stop-shopping experience for customers. The solid pioneers that derived value from the dying companies are now providing a broader range of services. Instead of trying to find 10 technology vendors to service all your technology needs, you may now be able to accomplish everything with as few as three vendors.

With only the strong companies left thriving, technology standards are better. Many young upstarts knew they could not compete with the stronger, older companies in their space. The older companies (five years in business for an Internet company makes them a grandpa) had industry and technical knowledge that younger companies could not match. So they attacked the standards, trying to weaken them and level the playing field. However, lax standards did not serve the consumer well. With many of the young upstarts off the scene, the older companies can now revert to the solid, strong standards that should be in place. This provides consumers with a more reliable platform and better interaction across multiple technology services.

What's new for 2002?

One of the big questions of the Internet has always been, "If the Internet is so well connected, why do each of my technology vendors seem like an island?" Much of this has been due to unfair competitive practices. These practices were mostly perpetrated by the newcomers who couldn't compete on functionality or value. They instead nipped at the heels of the value/functionality leaders, causing divisiveness in the industry. With these competitors gone, vendors can now differentiate based on true values. This involves optimizing the benefit that comes from a connected world. 2002 will be the year of partnerships and alliances, the year of inputting data once and seeing it everywhere, and the year of technology having a renewed customer focus, that finally takes the users' needs into account. Watch for your technology vendors to announce the adoption of technology standards that allow improved interaction with different technology platforms and vendors with a better user interface.

2002 will be a year of improved focus on customer needs, versus the desires of venture capital investors. Many companies were forced to play their fiddle to their investors, who may not have understood customer needs. In 2002, we'll see companies do

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Getting Ready for Winter

By “Rocky” Maxwell, MPM®

It’s that time of year to prepare for the winter guests. I’m referring to rain, snow, ice, cold and winds that visit us each year at this time.

“Rain and Snow” Weather

It’s time to be proactive in your preparation for the coming rainy and snow season to minimize water damage and potential flooding at your property. Here are some proactive tips:

- Check roofs for missing or damaged roofing materials and repair.
- Clean and repair your rain gutters and drain spouts to make sure they are clean and free of debris. Clogged drains can cause roof and interior damage.
- Flush all drains until they run clean.
- Consider installing gutter covers when you get excessive amounts of debris in gutters.
- Trim back shrubs and trees that overhang the rain gutters and roof areas.
- Check all T.V. antennas, wires, and connections for damage and repair as necessary.
- Extend your downspouts away from home to prevent damage from standing water and ice to your foundation areas.

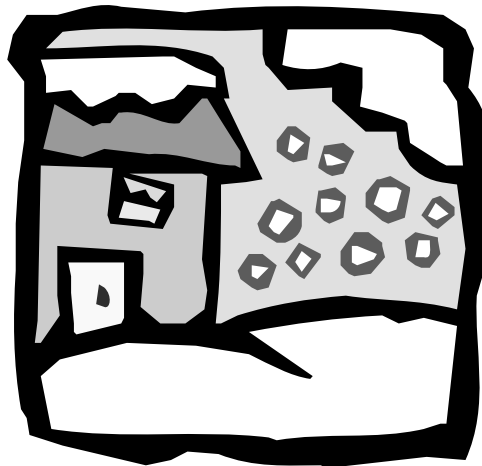
“Cold and Windy” Weather

The cold season can bring water damage from freezing in your exposed piping including sprinkler systems, outside hose bibs and pool and fountain equipment. Here are some preventive tips:

- If you plan on being away from your home for a few days or longer during the holidays and cold weather is in the forecast, consider turning off your water at the main turn off valve for your home.
- If you live in an area that will freeze, you should drain your sprinkler system lines.
- Secure your pool and foundation equipment and drain system for the winter if you live in a freeze area. Check with your pool maintenance company for assistance in winterizing.
- Wrap all exposed piping with insulation material which you can obtain from your local building maintenance store. The foam insulation sleeve is a quick and convenient material,

which comes in different diameter, and the sleeve is split to easily slip over pipes.

- Check the walkway areas for low spots where flooding and ice can form and consider correcting these low spots.
- Keep your heater thermostat set at 55 degrees as a minimum even if you will be away from your home. This will keep plumbing warm to keep pipes from freezing.
- Secure all loose siding, shutters, pool furniture, and roofing to prevent damage in windy weather.
- Large trees that cover driveways, walks, or living areas should be checked by professional tree companies for recommendations and trimming and cabling if necessary.



“Emergency Preparation”

All homes should have emergency supplies assembled before they are necessary. Some helpful items to store are:

- Flashlights, candles, matches, and a small generator.
 - Blankets and cold weather clothing.
 - Camping stove for power outages. Make sure to use the stove outdoors only. Have adequate propane supply.
 - Plastic sheeting to cover damaged areas.
 - Tool kit including small chain saw for downed limbs. Be careful with all power tools or get help if you can’t use them safely.
 - Charged cell phone for emergencies; have back-up batteries ready.
 - Snow/ice removal equipment and supplies
 - Have all your autos fueled up at all times during winter months.
 - Emergency supply of food.
 - Bottled water.
 - Expanded first aid kit.
 - Radio with extra batteries.
- This list is good to maintain at all times for not only winter needs but for all other natural disasters such as earthquakes, tornadoes, and flooding.

“Be Prepared, Be Proactive, Be Safe”

This article is a reprint from the December 2000, Residential Resource; see Presidential Tribute on page 11 of this issue.

A Presidential Tribute

By the NARPM National President and Past Presidents

Last month, NARPM lost one of its greatest leaders, Ivan “Rocky” Maxwell, MPM®. Rocky was a founding member of NARPM serving on the Board of Directors from 1989-1994 and as our National President from 1992-1993. Rocky was a national expert in property management and in being a great human being. He held the PPM, MPM®, CPM®, and GRI designations and had built, renovated, or remodeled over 2500 homes in Texas and California. Rocky was an active member of the San Jose Chapter and owned H.M.S. Development in San Jose. Rocky authored many NARPM classes and was an instructor for many of NARPM’s members. We felt it only fitting to have Past Presidents and the current National President write a few words about their special memories of Rocky. NARPM will miss Rocky Maxwell, may he rest in peace.



Rocky called a couple of months ago — basically to tell me good-bye, I believe. We had a wonderful, long talk — he said he would be gone for a while but that he would be okay and would surely be seeing me soon. Being raised Catholic and believing in the afterlife, I can now only feel that he meant he will see me in a better place. When I reluctantly knew it was time to hang up, I told Rocky that I loved him dearly and he said he loved me, too. Not that it would have mattered, but I didn’t know my husband, Barney, was within hearing distance. Later that night Barney asked me who I was telling that I loved earlier in the day. I said, Rocky and he immediately understood — for he had always known that Rocky was a special person in my life. He did ask, teasingly, if I make it a habit of telling people that I love them when I hang up. I told him not everyone, but for some reason, I normally did with Rocky. There was an unexplained closeness and bond that I shared with Rocky, Steve Urie, Mark Kreditor, Karen Ebert, Mike Monarch, Kit Garren, David Holt, and a few others who were there at the beginning of NARPM. We can go for months and months without talking, but there is always such a joy when we do finally get to spend time together again. Rocky instilled that closeness — he always kept in touch, kept his sense of humor and, in my eyes, was truly a gentle man. We all learned from Rocky, not just property management, but how to treat people fairly and what is meant to be a true friend. He loved his wife, Rachel, and adored his children and grandchildren. I pray the void in their lives will be continually filled with cherished memories. In the meantime, I know in my heart that he will be watching out for all of us, gently guiding us in the right direction, and knowing that we have learned from him how to perfect that balance of God, family, friends and business.

*Peggy Rapp, MPM®
President 1991-1992*



Ivan “Rocky” Maxwell

I met Rocky when he introduced NARPM to me at a formation meeting in Sacramento in March 1992. Rocky was with Steve Urie and they put on quite a meeting. Rocky told his story about using Ex-Lax to get rid of rodents and I heard him explain that remedy many times since. He assisted me in forming the Sacramento Chapter and came back for a meeting a few months later which helped immensely in getting many property managers in the Sacramento area to join. Rocky asked me to join the National Board of Directors in September 1992. He appointed me National Membership Chair and personally took me on a two-day road trip to recruit new members in central California. I remember him driving his huge Cadillac, explaining to me how NARPM works, and selling NARPM at each meeting. He was energetic, knowledgeable, and most of all, committed to what NARPM was all about. Rocky was an inspiration to me and a major reason why I have stayed with the organization. He always had NARPM’s best interests at heart and never put himself first. He was humble and loveable. The godfather of NARPM. My sympathies to his family and friends and may he rest in peace. He will be both remembered and missed.

*Robert Machado, MPM®
President 1996-1997*

Rocky Maxwell took me under his wing and offered me the encouragement and guidance to become President of this Association. He believed in me, and for that fact alone, I am proud to say that I knew him. He was “The Rock” and I was “The Pebble.” He had a smile that was infectious and a sense of humor that was so understated that you had to check twice to realize he was joking with you. He was an outstanding instructor, and the greatest class he ever taught was the one that is still evolving, the title of which is “The National Association of Residential Property Managers.” It was once said that “...Heroes are remembered, but legends never die.” He was the man, the myth and the legend, and anyone that has ever met him could not help but walk away a better person.

*Raymond Scarabosio, MPM®
President 1999-2000*

Rocky Maxwell was a guiding light, one of the original founding members and our 4th National President. From day one as I became involved with NARPM, he shared his wisdom with me. He was always the first to compliment the hard work and efforts of many. I was fortunate to spend quality time with Rocky and to call him my friend. He will forever be known as the “Godfather of NARPM.”

*Melissa Prandi, MPM®
President 2000-2001*

To me, Rocky Maxwell always was the “Father” of NARPM. Rocky’s decades of experience in property management, his

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Presidential Tribute

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wisdom, and his graciousness set a standard for all of us. Whenever a question would come up about a new problem or issue, it was only “new” to us. Rocky would have a quick and solid answer, having already faced the problem or averted it with his professionalism and thoroughness. When Rocky called to ask if I would be willing to serve as National President, I was very honored. I also knew I couldn’t disappoint him and say “No”! I always felt his strength and support in the background during the years I served on NARPM’s Board. Rocky was always willing to share, to teach, to help others. His wit and friendliness will be missed. He devoted so much of his time and energy to our profession and to the founding and growth of NARPM. Like any father, his loss leaves a void that cannot be filled.

*Donna Brandsey, RMP®
President 1995-1996*

I was President-elect during Rocky’s year as President. I had the opportunity to work closely with Rocky. He taught me more in that year than I could have possibly learned on my own, not only about property management but about leadership. He knew more about me than I did. He showed such confidence in me that I know I wouldn’t be where I am today if not for Rocky. Although I looked at him as a teacher and mentor, he made me feel like I was teaching him too, which shows the quality of leader he was. Rocky not only helped shape me, he helped shape an entire industry. Every NARPM member will continue to benefit because Rocky’s teaching and experience is in the fabric of NARPM.

*Dave Holt, MPM®
President 1993-1994*

All of us have lost a very special friend, a man who gave freely of himself, who shared his knowledge and wit and gave endlessly to the things that he believed in. Rocky Maxwell, one of NARPM’s original founders, was a visionary, an educator and a tireless volunteer. Rocky lead by example. He was what we all strive to be. Rocky was a consummate professional, a cherished friend, and a dedicated family man. He never asked more of you than he was willing to give himself. It was Rocky who asked me to serve, it was Rocky who encouraged me to reach higher and demand more of myself. He never failed to ask how I was and always remembered my children, not only by their names but their accomplishments as well. My daughter reminded me that Rocky was with God now and while it was natural for us to feel sad, we needed to remember that Rocky would live forever in our hearts and minds but more importantly in God’s presence. Godspeed Rocky!

*Denny Snowdon, MPM®
President 1998-1999*

Rocky took me under his wing (and he has very big wings) 10 years ago when I first became infected with the NARPM bug. He personally went out of his way to make me feel welcome as a new member of NARPM and offered me the opportunity to teach, serve on the Board, and sing a few silly songs. Rocky was our guiding light,

Presidential Tribute

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always there as the elder statesman that represented all the good that NARPM stood for. I remember as if it were yesterday the “dog and pony” shows I shared with him while starting the Dallas and Ft. Worth chapters. During those times together I was so motivated to become a better manager and to grow up to be just like Rocky. He was a man of high ethical standards and helped many of us in NARPM and in his community. I remember how proud he was of the good work he did in his Church, counseling young families about money and budgeting. We should all work at being more like Rocky by devoting ourselves to the ethical standards he set for all. The greatest NARPM moment I ever remembered was when Bob Machado was awarding Rocky the President’s Award in 1997 at the installation dinner and the crowd started banging their silverware and chanting Rocky, Rocky, Rocky.

*Mark Kreditor, MPM®
President 1997-1998*

It is with sadness that I was informed of Rocky Maxwell’s passing. He was my friend, my associate, and my fellow traveler through this life. I could rely upon him for wise council and advice. He would always challenge my ideas upon the merit of their principle or concept but never upon my character or my person. I am grateful for the “brief,” yet very productive 13 years that I knew him. I am pleased with the things that he and I and many others were able to accomplish in such a short time. I know that he will always count the growth and development of NARPM as one of his greatest achievements, an achievement that was second only to his successful marriage to his beloved Rachel and his wonderful children. He lived great. He accomplished great things. And in the end, he died great in the battle against cancer. He was and is a great example for me. So, I thank God for the gift of our friendship and will always treasure its memory.

*Steve Urie, MPM®
President 1989-1991*



Earlier this year, the decision had been made to award Lifetime Honorary Membership in NARPM as a surprise to Rocky at the 2001 Annual Convention. Because of treatments for his illness and expected inability to attend the Convention, the award was presented to Rocky by NARPM National President Melissa Prandi on September 9 in his office in San Jose, with his wife Rachel present, as well as several NARPM Board members and San Jose Chapter members. A video of that presentation was shown at a Memorial gathering honoring Rocky on November 28 during the NARPM 2001 Annual Convention in Kansas City.

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Welcome New NARPM Members

The following is a list of new members who joined NARPM
from October 1 to October 31, 2001.

Alicia R. Benson
Stockton Realty Group
208 Ponte Vedra Park Place
Ponte Vedra Beach, FL 32082
904-285-2882

Stephen Birnbaum
MAB Realty
4305 W. Lovers Lane
Dallas, TX 75209
214/956-8888

Charles Burnette
Burnette & Company, Realtors
1203-E University Terrace
Blacksburg, VA 24060
540/951-2775

Faye Chandler
Chandler Realty, Inc.
408 N Main Street
Hinesville, GA 31313
912/876-7370

Charlene Duffas-Nielsen
Duffas Realty, Inc.
201 Commerce Street
Greenville, NC 27858-5029
252/756-2675

Darlene Eggert
Seaside Realty & ES Management
4460 Bahama Drive
Hernando Beach, FL 34601
352/597-8301

Keith Gravlee
Evies's Home & Ranch Realty, Inc.
1901 N Broadway Street
Poteau, OK 74953
918/647-5270

Thomas Grover
Results Property Management, LLC
7001 San Antonio NE, Ste. L
Albuquerque, NM 87109
505/239-2047

Missy Harlow
Great Homes Realty & Prop. Mgmt. LLC
1200 Barrett Pkwy., Ste. 7
Kennesaw, GA 30144
770/499-8193

Louann Horton
Tara Properties, Inc.
3079-A Jodeco Road
McDonough, GA 30253
770/914-8272

Billy Jones
Barnes & Phillips Real Estate Inc.
2195-B Tamiami Trail
Port Charlotte, FL 33948
941/743-4200

Marilynn A. Kabacevic
Spring Hill Realty, Inc.
13171 Spring Hill Drive
Spring Hill, FL 34609
352/686-3203

Victoria La Cavalla
Coldwell Banker McFadden & Sprowls
3301 Del Prado Blvd.
Cape Coral, FL 33904
941/945-1414

Bill McElwee
McElwee Realty & Property Management
4 Versailles Court
Little Rock, AR 72211
501/614-8900

Belinda McWhirter
Great Homes Realty & Prop. Mgmt. LLC
1200 Barrett Pkwy., Ste. 7
Kennesaw, GA 30144
770/499-8193

Mindy North
Paramount Mgmt. & Investments, Inc.
10 School Road West
Marlboro, NJ 07746
732/462-3300

Robert O'Neal
Select Property Enterprises, Inc.
5376 Tomah Drive, #210
Colorado Springs, CO 80918
719/593-9990

Renee Quinn-Brown
Rose & Womble Realty
800 Diligence Drive
Newport News, VA 23606
757/873-1323

Christopher T. Shultz
Alpha Omerga Homes/Metroplex Homes
402 Garner Road
Weatherford, TX 76086
817/599-0028

Hyon Spencer
Trinity Realty
447 B General Screven Way
Hinesville, GA 31313
912/368-5633

Michael Swanson
Source Estates Management Company
12215 Wightman Place
Dallas, TX 75243
214/577-4790

Patsy Thompson
Rappahannock Properties
105 Westwood Office Park
Fredericksburg, VA 22401
540/373-8011

Lucy Ware
Greg Flaniken & Associates
1101 Brazosport
Freeport, TX 77541
979/233-7828

Marcy Walsh, MPM®, New Membership Chair



1. How did you get started in the property management profession?

I don't remember saying "when I grow up, I want to be a property manager." It is just one of those things that kind of "happened." I take a lot of pleasure from helping others, so when the opportunity was presented to me to take over the Rental Department of our company, I said "why not?" I was

burned out on real estate sales and ready for a new challenge. That was seven years ago! I'm proud of how we have grown and the plans for the future.

2. What extra curricular activities are you involved in?

My family is always first when it comes to activities outside the office, but when we are not together on our boat or visiting antique stores, then I spend my free time rubber stamping. I represent a company who has their own line of decorative rubber stamps, so I love to do demonstrations and workshops with others who share my passion for this art form. It is my therapy when the stress accompanied with property management starts to take its toll. (We all know that *never* happens!)

3. What did you want to do when you grew up?

Well, as I said earlier, property management was not on the agenda. But, it did have to do with single family homes. I wanted to be an interior designer. As an only child, I spent a lot of time visiting my parent's friend's homes with them. To occupy myself, I would sit there and move walls, repaint, or change this and that in my mind's eye. It has always been my interest, and my husband Tom and I just built a new home. We are having fun putting together the finishing touches — lots of color!

4. What is your perceived greatest strength?

I perceive it to be persistence. I am not a quitter. When I make a commitment to something, I strive to complete it. Sometimes it takes longer than I said, but I get it done! In this business I have found that serves me well. Others say I am organized, but that can always be improved.

5. What was your biggest mistake, and what did you learn from it?

One weakness I have is that sometimes I am too soft. I want to give everyone a fighting chance. Problem was, in this instance, two years was too long of a chance.

We had hired an employee from another department in our company to become our assistant. My broker was not in agreement, but let me do it anyway. I worked with her to help her with her skills, but she took advantage of my good nature too often. I accepted shoddy work and ended up doing both her job and mine many times. Management is a lot like being a parent. Sometimes we cannot be a friend, and we have to be a disciplinarian. In the end, I didn't really help her, but validated her behavior by ignoring it until I was forced to admit there was no hope for improvement.

6. What is the size of your company and what service does it provide?

Our company specializes in resale and rentals within a large golf course community. We have five sales agents, two rental associates, and two assistants. We also have an association management company and services company that handles housekeeping, maintenance, homecare, and concierge service.

7. What impact has NARPM had on your business?

When I first started in this business, there was no rental committee at our local Board of Realtors. I had to talk with other rental agents in town to get as much information as I could. They were not willing to share. My predecessor had joined the local apartment association, but I found this did not meet my needs. Networking and sharing ideas, forms, and so on, has been the most help to our business. I always come back from a Convention or meeting with at least one new idea to improve our service to our owners and tenants.

8. What future goals do you want to attain in the property management business?

I am very fortunate to serve this association on the board of directors, and I look at that as a serious responsibility. I hope to help the association grow through continuing to build its membership as membership chair in 2002. I recently received my MPM® designation through NARPM, so what is next? CRMC for my company!

Marcy is rental administrator for Vineyards Properties, Inc., in Naples, FL. Her department manages in excess of 100 seasonal and annual rentals. She has been in the residential property management profession for the past seven years. Prior to this she was a realtor associate with Prudential Florida Realty.

Marcy joined NARPM in 1996 and has been a member of FARPM since its inception in 1999. She currently serves the Membership Committee as New Membership chair. She has also been involved with Convention Committee, Parade of Chapters, and Affiliate Subcommittees. She also serves as a director of the Florida Association of Residential Property Managers (FARPM).

Marcy and her husband Tom moved to Naples 17 years ago from Canton, OH. They have four children, five grandchildren, and two birds. She loves to walk — especially on the beach — and rubber stamp art is her hobby.

Marcy has always had a keen interest in professional continuing education, the reason she chose NARPM as the organization that best met her needs. She has achieved her RMP® and MPM® designations.

Deadlines for Residential Resource

- FebruaryDecember 15, 2001
- MarchJanuary 15, 2002
- AprilFebruary 15, 2002

If you are interested in writing an article, please e-mail an attachment of your article in Word or text format to jjacobs@assnmgmt.com or send a Word or text file on 3 1/2" diskette to P.O. Box 140647, Austin, TX 78714-0647. All articles are subject to editing and approval of subject matter.

Membership: It is Everyone's Responsibility

By Jill J. Boles, RMP®

I have been reading with interest in the *Residential Resource* the energy and enthusiasm that has been put forth by the "Supreme Team" in establishing and promoting membership of NARPM all over the country. Their obvious dedication to the growth of NARPM is truly commendable. I take this opportunity to put in my "two cents" worth of support in this endeavor.

NARPM membership development should not be left up just to those few who have taken it upon themselves to promote membership both on a national and local level. Membership development is a duty in which each of us must participate. It is the responsibility of each individual to promote the benefits of membership to any property manager we meet or know who is not a member.

How is that done? By pointing out in a personal way to prospects the obvious and significant benefits of being a part of the only national organization dedicated to enhancing the professionalism and ethics of the residential property management industry. Do this by citing examples from your own experience illustrating how

you have received the benefit of experiences shared by other property managers. Convey the sense of community you feel by being established in a field with professionals who are able to share their problems and receive recognition for their contributions.

Share how the NARPM education you receive from lectures, seminars, formal classes, certification programs, and legislative updates is always meaningful in your profession. Discuss the importance NARPM places on your suggestions for improving the industry and attending regular meetings and conferences.

Finally, communicate how NARPM is an extension of each one of us. It is the embodiment of commitment to a profession in which you have chosen to work and live. To enhance that commitment, it is important you share yourself and your NARPM experience to others striving for the same levels of quality and excellence in the field of property management. Recruit a member, and watch the benefit of new ideas and participation grow.

Jill J. Boles, RMP®, has been a property manager and member of NARPM since 1997. She is active as the membership chair of the Orlando Chapter and works with Soler Realty, Inc., of Orlando, FL.



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available for online
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2001-2002 RMP®/MPM® Certification Classes

Date	Location	Class	Instructor
February 21	El Paso, TX	RMP® Tenancy	TBA
April 16	Portland, OR	2 RMP® Classes	TBA
April 16-17	Portland, OR	2 RMP® Classes	TBA
April 16-17	Portland, OR	2 MPM® Classes	TBA
May 20	FARPM	RMP® Operations	TBA
May 21-22	FARPM	MPM® Personnel Practices	TBA
May 21	FARPM	RMP® Tenancy	TBA
May 22	FARPM	RMP® Marketing	TBA

Interested In Sponsoring Certification Classes?

Opportunities are available to chapters that would like to further member education, promote certification, and increase their chapter funds by sponsoring a Certification class. However, it takes time to plan a class — so give your chapter five to six months lead time if you wish to sponsor one of these events.

Please find out more by calling Sylvia Hill at 408/997-7100 or e-mailing her at sylvianarpm@aol.com. Sylvia can provide you with the details you need to make a Certification class a successful venture.

To register for classes, complete the registration form and mail or fax with payment to NARPM Headquarters. For more information call Headquarters at 800/782-3452.

RMP®/MPM® Class Registration

FEES

	Preregistration*	On-site†
RMP® Classes		
Member	\$195	\$225
Nonmember	\$250	\$280
MPM® Classes		
Member	\$395	\$450
Nonmember	\$450	\$505

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

† Attendees must pay the on-site fee when registering on-site or sending payment in less than 30 days prior to the class.

CLASS INFORMATION

- On-site registration begins at 8:00 am. Class hours are 8:30 am to 4:00 pm.
- RMP® classes qualify for 6 hours of NARPM certification.
- MPM® classes qualify for 12 hours of NARPM certification.
- All materials will be given to students on the day of the class.
- All attendees are required to make their individual hotel reservations.

CANCELLATION POLICY

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

Due to low registration, a class may be cancelled with 15 days prior notice. Registration fee would be credited to a future class.

(Please print or type)

Name _____

Company _____

Address _____

City/State/Zip _____

Telephone _____ Fax _____

List Classes

Name of class	Class Date	Cost
_____	_____	\$ _____
_____	_____	\$ _____
_____	_____	\$ _____
Total		\$ _____

Method of Payment

I have enclosed a check for \$ _____ Ck/M.O. # _____ Date _____

Please charge my credit card in the amount of \$ _____ as follows:

VISA MasterCard Discover American Express

Card Number _____ Exp. Date _____

Name of Cardholder _____

Billing Address _____

Signature _____

I authorize NARPM to charge my credit card. I understand that my billing statement will read "NARPM."

Two Easy Ways to Register

1. MAIL your form with payment to NARPM, P.O. Box 140647, Austin, TX 78714-0647.

2. FAX your form with credit card payment to 512/454-3036. Please do not mail the original.

States Starting to Enact MOLD Disclosure Legislation

By Wallace S. Gibson, CPM, MPM®, NARPM Legislative Chair

In October California Gov. Davis signed the Toxic Mold Protection Act, considered to be the toughest standards of their kind in the country. The new law requires the state Department of Health Services to establish limits on mold exposure for homes, schools, businesses, and public buildings. Under the measure, mold limits that exceed the state's standards for exposure must be revealed to sellers and tenants by real estate owners and landlords.

In addition to the Toxic Mold Protection Act, Davis also signed legislation requiring state officials to study the health impacts of mold and report the results to the Legislature by 2003. Both bills will be effective in January.

Toxic mold captured the Legislature's attention after dozens of courthouse workers in the Sacramento Valley area took medical leave or filed worker compensation claims due to sickness believed to be caused by mold found in the Visalia courthouse.

Meanwhile, the Texas Board of Health has announced it is developing voluntary indoor air quality guidelines for publicly owned or leased buildings pursuant to a recently adopted bill. In establishing the guidelines effective in September, the Board considered the potential chronic effects of air contaminants and insufficient ventilation, the potential long-and short-term health effects that may result from indoor air contaminants, and the potential costs of compliance with a proposed guideline.

In Maryland, the state enacted legislation in April that addresses occupational exposure to mold in office buildings. This law establishes a task force to make recommendations on regulations to protect workers from HVAC-related illnesses. This task force is to submit findings and recommendations by July 2002.

Additionally, the San Francisco Board of Supervisors has added mold growth to its Health Code list of prohibited nuisances. Effective July 15, any visible or otherwise demonstrable growth of mold or mildew in the interiors of any buildings or facilities would require abatement and removal of the nuisance by the property owner. This addition of mold to the nuisance provision makes any mold growth in a property negligence per se, meaning the plaintiffs would not need to prove the requirements otherwise necessary for recovery under the negligence standard.

The stachybotrys mold thrives in damp areas and its symptoms include coughing, wheezing, memory loss, and runny nose.

For more information on mold and mold legislation, go to www.moldupdate.com.

Wallace S. Gibson is the owner of Landlord Tenant Services and Gibson Management Group, Ltd., in Charlottesville, VA. She has over 30 years of residential and commercial property management experience. She holds the professional designations of CPM from the Institute of Real Estate Management (IREM) and the MPM® designation awarded by NARPM. She is NARPM's 1999-2001 legislative chair. Wallace currently serves as a NARPM director.

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The World Wide Web: Ideal Medium for Growing Knowledge of Mold

By G.M. Kemman

Need to learn how *Stachybotrys Chartarum*, the infamous “black mold,” affects health? To identify and/or locate a black mold growth? To clean a mold infestation? Or how mold may affect insurance coverage? The Web is a great place to start. Type “stachybotrys” in to your favorite search engine — if you do not have one, try askjeeves.com, google.com, or metacrawler.com (these are just three of many). A list of sites will come up. Some may be connected to a university or a governmental or nonprofit organization. Some are likely to be media sites. Many sites are “commercial,” posted by HVAC businesses, or businesses specializing in Indoor Air Quality (IAQ).

So, which sites are worth your time? Let’s start by discussing the commercial sites. You may be surprised, or not, but some of these sites offer extensive information as well as excellent links. And if you do need professional help, visiting commercial sites is a good way to learn about what is available. For example, calcs-plus.com links to an excellent article about *Stachybotrys* on Medscape (a medical information site). Another, moldlab.com, links to the insurance industry perspective on mold and mildew in the magazine *Claims*. Two related and interesting commercial sites are mrmildew.com and stachybotrys.net. Wondermakers.com features many detailed and learned articles. Yes, they are written by the CEO of the company, but do not be deterred, he is also a PhD in environmental engineering. Of course, all of the commercial sites also offer information about services.

“Official” information is available at governmental or nonprofit sites, most notably, the Centers for Disease Control, National Center for Environmental Health site, www.cdc.gov/nceh, where you will find a detailed Q&A. Another not-for-profit site, Environmental Health Watch (www.ehw.org) also has a lengthy article on mold. The University of Toronto site (www.botany.utoronto.ca) is detailed enough to turn the avid reader into a mould expert. (It may come in handy to note that Canadian or British sites use the spelling *mould*, rather than the American *mold*.)

The other sites you may find, and which are most interesting from a human point of view, are media sites. These sites feature stories on families affected by mold. But they also offer insights, for example, into how toxic mold growth does or may affect the insurance industry and property owners.

For those who prefer the direct approach and would rather not conduct their own search, or for those in a hurry, here’s a list of sites, sorted by the categories discussed above.

Sites found in a recent search on google.com:

Commercial sites:

www.calcs-plus.com/laq_tips.htm
www.iaq.iuoe.org

www.inspect-ny.com/sickhouse/mold.htm
www.medscape.com
www.moldlab.com
www.mrmildew.com
www.stachybotrys.com
www.stachbotrys.net
www.wondermakers.com/articles.htm

Non-commercial sites:

www.botany.utoronto.ca/ResearchLabs/MallochLab/Malloch/Moulds/Moulds.html
www.cdc.gov/nceh/asthma/factsheets/molds
www.ehw.org/Healthy_House/HH_home.htm
www.gcrc.cwru.edu

Media Sites:

www.cbsnews.com/now/story/0,1597,167069-412,00.shtml
www.claimsmag.com/Issues/Aug00/mold.asp
www.wfaa.com/packarticle/1,2607,17577,00.html?ARTINC=YES&PICKID=652
www.wfaa.com/wfaa/articledisplay/0,1002,21774,00.html

Note: The longer URLs take you directly to an article or page that deals with mold. If you wish to start from the home page of a particular site, do not enter the characters that follow “com,” “gov,” “org,” or other suffix. When you type in the longer addresses, be especially careful to follow them exactly. Type in upper or lower case letters, commas, punctuation, equal signs, and underscores just as they appear. Do not use spaces between the characters.

G.M. Kemman worked for a residential property management company from 1995 to 1997 and enjoys writing about related issues.

Mr. Internet

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more in-depth analysis of what the industry needs, and deliver a more customer-centric product or service.

If you have been unfortunate enough to lose a key technology vendor in 2001, you understand the importance of choosing these vendors carefully. Look for vendors that are moving forward and building their companies. Find out if your vendors are break-even or profitable. Find vendors who were industry pioneers and are still around. The right vendor in 2002 will provide you with untold benefits combined with the peace of mind that comes from knowing your Web site will be up when you awake January 1!

Mike Anderson of HomeRentals.net prepares this column. If you have a question you would like answered, e-mail him at mike@homerentals.net.



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Human ReSource

Hiring New Employees

By Janice Beam

Hiring a new employee can be a daunting task at best. At worst, it can be a manager's nightmare.

After several years as the owner and broker of a real estate and property management office, I finally have an efficient system in place for hiring new employees, one that saves time and trouble.

First, when running our employment ad, we omit our company name and address. The ad describes the position and asks applicants to phone the office. Do not include hours of operation or salary.

We have the applicants bring a resume to our office. The resumes allow us to discover how detailed the prospective employee is. While they are in our office, they are asked to complete a personality profile and a questionnaire. The questionnaire addresses such issues as hours applicant is available for work, salary expectations, and whether they are looking for short-term or long-term employment.

The personality profile helps me rule out personalities not suited for the position. For example, in a receptionist, you want to hire someone detailed, analytical, neat, calm, and friendly. You want to hire a *supporter*. A *promoter* would be good at sales. An *analytical* would be a great bookkeeper. An entrepreneur is a perfect example of a *controller*.

Remember that the personality test helps you decide who would probably not be appropriate for the position. However, never hire someone based solely on a personality profile.

While the applicants are still in the office, I quickly ask them to describe their dream job and what it is they want to be doing in three years. If I am hiring a receptionist and they want to be a technical writer or veterinarian, they won't stay long.

Once we have narrowed down our list of applicants, we begin calling for interviews. Interviewing one person at a time took all

day and by the end of the day, all the prospective employees were a blur. Group interviews are the way to go.

We are a small office, so it is important that the new employee fits in with our other employees. Therefore, our entire office staff attends the interviews. I usually ask four to six applicants to attend. I start by asking about the applicants' hobbies. This helps them relax.

Then we begin asking job-related questions. We do not call on anyone in particular because we want to see who answers first, how they interact with each other, who is too quiet or too pushy, and so on. Each current employee is encouraged to ask the applicant at least one question.

The applicant is then asked to write a paragraph stating why he or she is the best person for the job. This shows whether handwriting is legible, spelling and grammar are correct, and whether they get frustrated easily.

Once we find our new employee, we offer them the position with a few requirements. The new employee is hired on a three-month probationary status. At the end of three months, the employee and I evaluate his or her performance together.

If the new hire is not going to work out, you should know in three to five days. Cut your losses quickly and call the next candidate on your list.

This system is a huge time-saver for me. I can immediately rule out people who are obviously not right for the position before spending a great deal of time interviewing them. This system also helps me find employees I may have dismissed based simply on a resume, for example, one without much office experience.

Janice Beam is broker/owner at Realty Station, Inc., 2005 Harkins Street, Bremerton, WA 98310.