

Residential Resource

The Newsletter of the National Association of Residential Property Managers

July 2002

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

Matching Quality Contractors with Upcoming Construction Projects

By Terry Lynch, *NationalContractors.com*

Tips for Choosing Your Contractor

Sometime in your life you will hire a contractor — probably more frequently than you think. It is important that you understand the ins and outs of hiring a reputable contractor because it can be very complicated. If you do not have the knowledge or know-how to deal, you may wind up paying for something that is not correctly or completely done. Remember, not every contractor is honest nor are they all licensed. By following these principles you can ensure that your contractor is licensed, honest, and, most importantly, you can protect yourself. Knowledge is important when dealing with a contractor.

Preconstruction

The following information can be used as an outline for choosing a reputable contractor. By utilizing this information you can potentially eliminate problems by choosing the right contractor the first time. Before committing to a construction project of any kind, you should know the following:

Questions to Ask Yourself

- What work needs to be done?
- Will the work add value to the property?
- How much do you have budgeted for the work?
- What inconveniences will be experienced while the work is being done?

Getting Bids

You should get at least three competitive bids for your project. Bids will vary from contractor to contractor. Sometimes these bids will vary dramatically. Going for the lowest bid is the basic idea but beware of the “low ball” bid. This can result in unsatisfactory work that will cost you more in the long run. Make sure the bids include quality materials that are guaranteed by the supplier or manufacturer. Competitive bids are free of charge and

will ensure you pay a competitive price for your project.

Is Your Contractor Licensed?

Ask to see their current license. Most states require that contractors be licensed. You should also verify licensing with your local State License Board. Contractors Insurance? Ask for proof of insurance. Take the information and call the insurance company to verify that it is currently up to date. Also, if they have other employees, ask if they have worker's compensation. This is required by law. If the contractor is not insured, you could be liable for any accidents. Do not put yourself in this situation. Ask for references! This can be one of your most valuable resources. You can ask specific questions about the contractor such as “Was the job done in a timely manner? Was the work satisfactory? Would you refer the contractor to friends or family?” Also, contact a local consumer agencies such as the Better Business Bureau or the state registrar to see if any complaints have been filed.

Signing a Contract

Make sure you understand every detail of the contract before signing. The contract should include complete information on the contractor (e.g. name, address, phone numbers, license numbers, etc.) and description of the job (e.g. materials, time schedule, clean up after completion, total price, payment terms, etc.). NEVER pay everything up front. The best way to pay for your project is in two separate payments called “draws.” One draw at the beginning of the job and the other after the job is completed. This is a happy medium that gives you protection and at the same time allows the contractor to have enough money for needed business supplies and payroll. Sometimes in larger commercial

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President 2002

As NARPM continues to grow and evolve, the growth of the relationships and organizations within each state has begun to really *Make a Difference* in the level of service to each of the members in that state. Over the past few months, seven states or regions have provided their members with a conference. I have been lucky enough to attend six of them — Texas, Northwest (this year in the form of the Midyear Conference), Georgia, Florida (FARPM), California, and Colorado. I was unable to attend the Arizona Conference due to a scheduling conflict. This is showing some of the future growth of NARPM. All of these conferences had something that the National organization could not provide. They all covered local issues, usually legal or legislative in nature, and they awarded continuing education (CE) hours.

One of the strongest platforms for learning and surviving in the future is to keep up with and hopefully influence legislation. FARPM was able to do that recently, where a group of members was able to get to the legislature and change law. This is a huge accomplishment. Some California members, who also happen to be REALTORS®, have worked with one of the California REALTOR® lobbyists who specialize in property management issues to have input on directions he takes on certain issues. These are just a couple of instances where some of you have been able to take NARPM to the next level. I strongly urge everyone to get involved and attempt to forge relationships with your state legislators, with other organizations that have similar goals and issues, and get out there and *Make a Difference* in your future.

As I mentioned in one of my earlier messages, one of the top priorities for the Education Committee is to pursue the awarding of CE hours for attending NARPM education and conference events. Almost all the state or regional events this year were able to do at least some of this, whether it was for the NARPM RMP® or MPM® designation classes held, or attendance at the conference workshops or seminars, or a combination of both. While this is an excellent accomplishment for those who put forth the effort to get the hours awarded, and in some cases I know that it took a lot of work, I hope that members keep trying to obtain these hours across state lines. From information provided to me, these hours could only be awarded to attendees from that state, and although some of our instructors taught the same class in multiple states and other classes were provided at multiple events, the applications for being able to award the CE hours had to be repeated for each class and for each state or event. It would really be nice to apply for awarding CE hours one time and then go anywhere in the country to take designation classes or attend NARPM conferences or conventions.

Last month, I reported to you about the change of the use of the NARPM logo in an attempt to get the logo out more into the marketplace. While attending the FARPM conference, they passed out FARPM logo member decals to everyone and some of us started talking about a NARPM decal. Well, by the time you read this the new NARPM logo decals should be in the mail. Many thanks to the Membership and Marketing Committees for their hard and quick work in order to timely design and order these. There are two types: a window or door NARPM logo decal for your office or car with "Member 2002" and a smaller one without the "Member 2002" to put on your yard signs, etc. When you get them, please use them and help to market this great association you have built.

As we go forward in NARPM, please use these tools to better your future and your association, and together we can all *Make a Difference*.



Michael Mengden, MPM®
2002 National President



NARPM President
Michael Mengden

OFFICERS & PAST PRESIDENT

Michael Mengden, MPM®
President
mmengden@terraresidential.com
713/895-9966

Christopher Hermanski, MPM®
President-elect
Finance Chair
chris@mainlander.com
503/343-0141

Andrea Caldwell, MPM®
Vice President
Convention Chair
agetto@aol.com
408/978-8100

Marc Banner, MPM®
Treasurer
Education Chair
mbanner@rentalsinboise.com
208/377-8889

Rose Thomas, MPM®
Secretary
rose.thomas@pmpbiz.com
301/694-6900

Melissa Prandi, MPM®
Past President
Nominations Chair
prandiprop@aol.com
415/482-9988

DIRECTORS

Wendell Davis, MPM®
Legislative Chair
wendell04@aol.com
904/737-2455

Karen Hull, MPM®
khull@prop-mgmt-experts.com
209/465-5000

Elizabeth Mowry, RMP®
emowry@LRECO.com
303/730-8170

Jim Smith, RMP®
jimsmith@propmngt.com
512/255-7575

John Taylor, RMP®
Marketing Chair
jtaylor4767@aol.com
504/488-8988

Marcy Walsh, MPM®
Membership Chair
marcy.walsh@sw-fl.net
800/488-3393

COMMITTEE CHAIRS
LaWanda Corbett, RMP®
Membership Support Chair
epm@dzn.com
915/577-0982

Greg Fedro, RMP®
Certification Chair
greg.fedro@recar-realtors.com
512/345-9886

Stephen Foster, MPM®
Affiliates Chair
steve@boardwalkrpm.com
210/340-1717

Dave Holt, MPM®
Long Range Planning Chair
rpmangement@msn.com
612/379-7890

Peter Meer, MPM®
Professional Standards Chair
meerandco@aol.com
303/322-1550

Theresa Reed, MPM®
Membership Development Chair
theresa@whidbeyrentals.com
360/675-9596

Raymond Scarabosio, MPM®
Publications Chair
landlordSF@aol.com
415/379-9035

NARPM HEADQUARTERS
P.O. Box 140647
Austin, TX 78754-0647
Exec. Director: Roy Bohrer
Exec. Assistant: Sherri Beck CPS

Tel: 800/782-3452
512/381-6091
Fax: 512/454-3036
E-mail: info@narpm.org
Internet: www.narpm.org

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California Chapter Meeting Success!

On June 19, several members from multiple chapters in California answered the call to form the California State Chapter. Over 20 signatures were obtained on the Chapter Charter sent to Association Headquarters to begin the Chapter.

It all started around a table at the Midyear Conference in Portland, OR, earlier this year. The discussion centered around the need to have a better line of communication on legislative changes that are affecting our day-to-day operations and increasing liability for us all. In addition, we needed a statewide education program. We all lamented the fact that the Midyear in Portland had taken the place of a California Conference, especially this year with so much going on in our field. Plans began for meetings to form a state chapter and to help get updated on current California legislation.

For three years, having a California Chapter has been bantered about, but no one had stepped forward and said 'Let's do it!' The members in Southern California seemed to be disconnected from the members in Northern California. Our education classes were not coordinated statewide. The legislative material we received was usually obtained from CAA or CAR — and then sometimes it was passed from chapter to chapter. Enough! The time had come to formalize a network for California NARPM members.

Several members came to the meeting with misgivings and questions, but the enthusiasm at the end of the meeting was overwhelming. A motion was made and passed to support the creation

of a California Chapter. The next motion was made and passed to set up a steering committee to help put all the pieces of the process into order. In short order, we had seven members signed up for the committee and the first meeting was scheduled. California NARPM members will receive more information as the bylaws are prepared and the first slate of officers is selected.

How long was this meeting? Forty-five minutes! Property managers know how to get things done when needed! A big "thank you" to the Sacramento Chapter for hosting this meeting — and to our National NARPM President Mike Mengden, MPM[®], and National Vice President Andrea Caldwell, MPM[®], for their encouragement and support.

New Member of the Year Award

Many of you know that NARPM lost a good friend in Rocky Maxwell this past year. He touched many lives and motivated many of the past presidents and future leaders of NARPM.

The past presidents of NARPM have asked the Membership Committee to honor a "new" member of NARPM in Rocky's memory. This will be an ongoing memorial to be awarded at Convention each year. Chapter leaders were sent a nomination form with their July Chapter Leader Packets. Deadline for nominations is August 15. We thank the Past Presidents for presenting this recommendation and look forward to honoring our first recipient in Atlanta next month!

NARPM GIFT CERTIFICATE

The gift that *Makes a Difference*. NARPM is offering a brand new product through the NARPM store: Gift Certificates that can be purchased by individuals, companies, or chapters. The certificate can be redeemed for any national NARPM expense and can be purchased in any dollar amount. It's the perfect gift for any NARPM member!

Redeem For

- Event Registration Fees
- Designation Candidacy Fees
- Designation Classes
- Membership Dues
- NARPM Products

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- Anniversary Gifts
- Recognition Gifts
- Appreciation Gifts
- Raffle Prizes
- Contest Prizes
- Scholarships
- Leadership Awards
- Other (be creative)

To order go online to the NARPM Web site at www.narpm.org or mail your check to NARPM at PO Box 140647, Austin, TX 78714-0647. Please allow two weeks for delivery.

Tips in Interviewing a Leasing Professional

By Cynthiann King, Keynote Speaker, NARPM Convention in Atlanta September 18-21, 2002

An effective management team is comprised of efficient and conscientious individuals who responsibly develop and deliver extraordinary services that attract and retain residents while meeting the owner's objectives for the property. One key to an effective team is the compilation of talent found in each team member. Although not one position is any more or less important than another, this article will review some important considerations when hiring an individual for the crucial position of leasing professional.

The following represents a list of important characteristics one should look for when considering an individual for leasing. This list was compiled after interviewing several marketing and leasing directors operating in 20 states throughout the country. According to these experts, a leasing applicant should possess and/or exhibit:

- high energy,
- a professional image,
- above average diction and grammar,
- active listening skills,
- ability to focus,
- organized scheduling skills,
- twinkle in his/her eyes,
- tendency to take notes throughout an interview,
- good posture,
- basic computation skills,
- sincerity,
- persuasive communication skills,
- team player capabilities,
- verbal acuity,
- ongoing desire to learn,
- enthusiasm, and
- a desire to succeed.

Dr. Paul Green, author of the book *Behavioral Interviewing*, states that the best indicator of future job performance in a new position is past performance. Therefore he recommends that the interviewer look at the job's position description, detail the standards of performance necessary to perform the job tasks satisfactorily, and develop a list of behavioral interviewing questions to determine a candidate's current and potential command of the position's necessary tasks.

The following represents a list of potential behavioral interviewing questions that could be used to determine a candidate's eligibility and compatibility for a leasing position.

Sample Behavioral Interviewing Questions

1. Tell me a time when you successfully negotiated being put in charge of a final decision.

2. Define an opportunity in which you appropriately took advantage of a situation.
3. Give me an example of when your energy level and focus created a very positive result.
4. Prioritize your typical day of errands.
5. Outline the steps you've taken recently to convince an individual to do a task for you.
6. Walk me through a scenario in the recent past in which you properly diffused a potentially negative exchange between two individuals.
7. Describe a time when you were not satisfied with the final outcome of a situation and what steps, if any, you took to rectify it.
8. List the ways in which you exhibit active listening skills.
9. In what types of team activities have you participated?

Note that these sample questions will require some thought and time for recollection for the candidate as they search for examples in their personal and/or professional life to match the questions. Allow ample time and silence for the candidates to perform these memory searches.

Also note that these questions do not require experience in the professional work world and therefore can be used for interviews with candidates that do or do not possess prior business experience.

By designing similar questions for each of the tasks deemed important within the job position description, an interviewer will be better equipped to identify potential superstars for openings for a leasing professional on the successful property management team. As always it is recommended that all interviewing questions, including the ones listed on this article, be reviewed by a personnel legal expert before use. For additional information, contact Cynthiann King by calling 708/776-8696, or faxing to 708/776-8698.



Cynthiann King is known as an inspirational educator as well as an innovative marketer. As former vice president of two prominent national property management firms, she developed and delivered many strategic marketing campaigns, training curricula, and transitional takeovers. Now as president of her own company, C King Unlimited, Cynthiann lends her expertise in seminars and consulting services to management companies and associations located in diverse markets throughout the United States. Cynthiann has dedicated much time and energy to the numerous educational efforts of organizations including local and state apartment associations, the National Apartment Association, National Association of Home Builders, Multi Housing World, and the Institute of Real Estate Management.

Ms. King will be the Keynote speaker for the General Session at the NARPM Annual Convention in Atlanta on Thursday, September 19, and will also present a workshop that day.

Board of Directors for 2003

In accordance with the bylaws of the National Association of Residential Property Managers Article VI, Section B, and as approved by the current board of directors, the Nominating Committee proposes the following slate for the 2003 NARPM Board of Directors. As per NARPM bylaws, the slate must be communicated to all NARPM members 60 days in advance of the election.

President:	Chris Hermanski, MPM®	Lake Oswego, OR
President-elect:	Andrea Caldwell, MPM®	San Jose, CA
Vice President:	Marc Banner, MPM®	Boise, ID
Secretary:	Marcy Walsh, MPM®	Naples, FL
Treasurer:	Rose Thomas, MPM®	Frederick, MD
Past President:	Michael Mengden, MPM®	Houston, TX
Directors:	Wendell Davis, MPM®	Jacksonville, FL
	Karen Hull, MPM®	Stockton, CA
	William Jackson, RMP®	Bellevue, WA
	Jim Smith, RMP®	Austin, TX
	John Taylor, RMP®	New Orleans, LA
	Robert Winger, MPM®	Sacramento, CA

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. Elections will be held during the Annual Meeting at the National Convention, September 20, 2002, in Atlanta.

Affiliate Members Listed By Services

Access Controls:

Marwest Access Controls, Inc.
Risco Lock Box Company

Accounting:

Thomas C. Roberge & Company

Advertising:

Rentalhouses.com

Business Products:

Peachtree Business Products
Professional Office Services
of ID, Inc.

Claim Services:

Home Claim Services

Inspections:

House Master Property Inspections
Service Access, Inc.

Internet Tools:

HomeRentals.net
Mayaco Marketing & Internet

Legal Services:

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

Maintenance

Handyman Matters
C&G Contracting, Inc.
Northern Electric, Inc.

Marketing:

Home Management Network

Software:

PROMAS Landlord Software Center
Small Computer Services, Inc.
Winning Edge Software Solutions
Yardi Systems, Inc.

Telecommunications:

AMI Telecommunications Corporation

Tenant Screening:

Merchants Association of Florida, Inc.
National Credit Reporting
Orca Information
SafeRent, Inc.

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

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vacancies
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Ambassador Program

NARPM continues to grow, and you are part of that growth success. We are starting a new year with a new goal of 15 new members per month. Our Ambassador program allows you to help NARPM achieve this goal and reward yourself at the same time. Recruit five new members in one 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 earn only one Award Certificate per 12-month period. However, a member can earn unlimited Recognition Certificates.

Ambassador Program

May 2002 New Members

New Member

Arlen Veleke
Stephen Moltane
Gilbert Hill
Anita Reed
Suzanne Kress
David Day
Beverly Banner
Shea Conover
Tony Sims

Ambassador Member

David Gosk
Harry A. Heist
Sylvia Hill, MPM®
Theresa F. Reed, MPM®
Wendell D. Davis, MPM®
Sandra Dowda, MPM®
Marc Banner, RMP®
Thomas Kerr
Marvin Tinsley, RMP®

Asphalt Roof Shingles & Flashings

By Rick Ebert, MPM®

Roof Covering of any type should be “surveyed” at least annually, but really why not anytime that you visit the property? After all, that’s what the owner does (or should do), and you, as the professional, should do it first. So when you are showing the property or performing a move-in or move-out survey, look at the roof covering. Look for: (1) tree limbs that are over the roof line, touching the roof line or within 3’ of the house. Trim these back as soon as possible. (2) cracked, curled, or missing shingles. These should be replaced, or if too numerous a proposal for replacement is in order. (3) loose caulking around the chimney, vents, or flashing is a definite red flag to have the roof covering checked, as the first rain will usually penetrate to the inside if these conditions go uncorrected. Sometimes, if the shingles are still in good condition, a sealant can be applied that will penetrate the material and prolong its useful life.

Flashings are required in those roof areas where movement is expected or different kinds of materials are used. Step flashing is defined as a group of small aluminum sheets and usually used between a wall and a roof. Problems with flashing can develop when adhesives used to join masonry to the flashing deteriorate with time and pull apart. Vent pipe flashing will also eventually deteriorate and must be resealed using tar or a suitable caulk, or some-times a rubber gasket can be used.

Rick Ebert, MPM®, is a founding NARPM member and has been an instructor of the RMP® Maintenance Class for several years. He has authored over 100 hours of property management classes and is a frequent lecturer, instructor, and author.

Welcome New NARPM Members

The following is a list of new members who joined NARPM from May 1 to May 31, 2002.

PROFESSIONAL

Shea Conover
Venture Dynamics
10175 SW Barbur Blvd., Ste. 207B
Portland, OR 97219
503/244-9115

David Day
Central Office Heritage REALTORS®
431 W Bijou Street
Colorado Springs, CO 80905
719/633-5078

Erik Hansen
A&E Real Estate Services, Inc.
4840 S Rose Avenue #D
Oxnard, CA 93033-7861
805/488-9422

Kimberly Howington
Prime Realty & Management Company
711 Higdon Ferry Road
Hot Springs, AR 71913
501/520-4800

Clark Jones
Prudential Arrowhead Realty, LLC
609 S Beeline Highway
Payson, AZ 85541
928/474-5276

Suzanne Kress
Watson Realty Corporation,
REALTORS®
3943 Baymeadows Road
Jacksonville, FL 32217
904/737-2455

Jay Longtin
Brown County Team
Property Management
PO Box 1609
Nashville, IN 47448
817/988-4485

Robert Meeks
Real Estate Professionals of America
460 Semoran Blvd., Ste. 104
Casselberry, FL 32707-4938
407/331-7600

Stephen Moltane
Brinkerhoff Property Management, Inc.
154 S Peninsula Drive
Daytona Beach, FL 32118
386/258-3802

Kelly Morris
Hinson Realty
1540 South Adams Street, Ste. A
Tallahassee, FL 32301
850/224-4775

Stacey Murray
Frank Russo, Re/Max Professionals
7111 W Bell Road, Ste. 101
Glendale, AZ 85308
602/864-1200

Walt Petersen
Regency Properties
PO Box 609
204 E Main Street
West Jefferson, NC 28694
336/246-2307

Clifford Potts
Prudential Arrowhead Realty, LLC
609 S Beeline Highway
Payson, AZ 85541
928/474-2337

Deborah Sanderson
Buzick & Associates, Ltd.
1301 Grand Avenue
Glenwood Springs, CO 81601-3864
970/945-6000

Elizabeth Seither
Executive Inc. Property Mgmt. &
Rentals
132 Island Way, Island Estates
Clearwater, FL 33767
727/461-6000

Tony Sims
Specialized Property Management, Inc.
5620 Malvey
Fort Worth, TX 76107
817/732-1394

Arlen Veleke
Windermere Property Management
3413 Pacific Avenue, Ste. C
Olympia, WA 98501
360/943-4189

John ‘JJ’ Welliver
MacPherson’s R.E.
Property Management
875 140th Avenue NE #201
Bellevue, WA 98005
425/747-5900

SUPPORT STAFF

Gilbert Hill
H.M.S. Development Inc. CRMC®
6472 Camden Avenue #112
San Jose, CA 95120
408/997-7100

Anita Reed
Whidbey Residential Rentals, Inc.
285 NE Midway Blvd. #2
Oak Harbor, WA 98277
877/675-9596

Brenda Wagner
Jericho Properties
902 Wadsworth #3
Lakewood, CO 80215
303/234-0546

AFFILIATE

Professional Office Services of ID, Inc.
Beverly Banner
5116 Emerald, Ste. A
Boise, ID 83706
208/377-0229

Northern Electric, Inc.
Kurt Fisher
2301 W 92nd Avenue
Federal Heights, CO 80221
303/428-6969

Income Property — Part I

By Chet Boddy

Buying income property is different than buying a house. Home buyers make a lot of personal choices about the floor plan, the neighborhood, the school district, and even the color of the carpets. But if the house goes up in value over the years, that's a bonus.

Income property, on the other hand, is supposed to provide a return on your investment. Its worth is based on the economic principle of anticipation, which states that value is created by the expectation of future benefits. In other words, how much you pay depends on how much you expect to get back.

Income property pays you back in two ways. First, it produces rent. Second, it pays you back when you sell it. The value of income property can be defined as the present worth of all rights to these future benefits. Like residential property, commercial real estate offers some tax benefits as well.

There are no magic numbers or formulas for estimating the value of income property. It's a comprehensive process. To acquire a sound real estate investment, you have to go through all the steps. Even if you plan to acquire commercial property for your own business, the same principles apply. This is because commercial real estate value is based on what you could reasonably expect to receive in the form of rent along with the future sale of the property.

History of Sales and Listings

You can learn a great deal from the sales and listing history of a property. Your real estate agent should be able to help you with this. What did the property sell for in the past? If the owner has made considerable improvements, or if the real estate market has improved, the value has probably gone up.

Why is the owner selling? If he or she has not made money on the property, or if it's in foreclosure, the owner may have paid too much. If the owner has not made significant improvements, or if the real estate market has declined, the value may have gone down.

Has the property been listed for a long time without any serious purchase offers? If so, it could be over-priced. Has the property previously been in escrow one or more times but the prospective buyers failed to qualify for a loan? This is another indication that the property may be over-priced or have defects.

Tenants and Leases

When a property is fully occupied with stable long-term tenants, you know how much income you can expect. For this reason, fully occupied properties usually have a higher value than vacant ones.

Properties with vacancies raise several important questions. Why are there no tenants? Why did the previous tenants leave? Has the property been poorly managed? Were rents too high? Is the prop-

erty defective in some way? How long, how much money, and how much effort will it take to find and keep new tenants? And how much rent can you expect to receive?

A less common situation is a tenant with a long-term lease. This can be a good thing, unless the tenant is paying less than market rent. If so, the tenant may have a type of property right called a "leasehold interest," which reduces the owner's "leased fee" interest. The sum of these two interests equals the total, or "fee simple" value of the property.



Local Market Conditions and Trends

Real estate markets are rarely in balance because supply seldom equals demand. Instead, the market is either oversupplied (a buyer's market) or undersupplied (a seller's market). Real estate follows a cycle of boom and bust just like the stock market. Naturally, everyone would like to buy at the bottom of the market and sell at the top.

Experienced investors know it's almost impossible to predict the top or bottom of any market. It's much easier to observe current market conditions and trends. An oversupplied market lowers real estate values, and an undersupplied market raises them.

Long listing times (days on market prior to sale) and a high ratio of listings to sales indicate an oversupplied market. Short listing times and a low ratio of listings to sales indicate an undersupplied market. Your real estate agent can give you these figures, which are compiled by the local multiple listing service (MLS). Larger metropolitan areas may even publish these figures in the real estate section of the newspaper.

It's not unusual for different sectors of the same real estate market to have different supply and demand characteristics. Houses priced under \$150,000 might be selling like hotcakes while office buildings may not be moving at all.

Real estate value is affected by other trends as well — inflation, unemployment, interest rates, consumer confidence levels, and global financial markets.

Special Markets

Some types of income properties belong to special real estate markets that transcend the local economy. For example, campgrounds, motels, golf courses, and resorts may be affected by regional, national, and even global trends in leisure time and disposable income.

If you are considering buying a campground, for instance, you should work with a real estate agent who specializes in this type of property and can advise you about national trends.

The Neighborhood or District

The neighborhood or district probably has the single most significant influence on property value. The word “neighborhood” usually refers to residential areas, while the word “district” normally describes commercial areas, but the concept is the same.

Like real estate markets, neighborhoods and districts follow distinct cycles of growth, stability, decline, and revitalization. Is the district declining, or is it showing signs of improvement? Property values tend to fall when a district is deteriorating and rise when it’s recovering.

Commercial buyers should study the district where the property is located. Is it a central business district, a harbor, a hospital district, a commercial strip or a historic village? Does the district have a lot of pedestrian traffic? Is it easy to find a parking space?

Adjacent and off-site uses can also affect property value. A nearby supermarket generates vehicle traffic, while a tourist attraction or park generates pedestrian traffic.

Boundaries and Easements

Lot lines should be clearly established on paper and marked on the ground. If there is any doubt you should ask to see a survey map and have a licensed surveyor locate the property corners.

Locating the lot lines is important for two reasons. It allows you to calculate the exact lot size, which is essential for estimating land value, and it may reveal potential boundary line disputes and building encroachments, which can reduce value.

Easements can also influence value. A preliminary title report will identify any recorded easements along with any special conditions attached to them. Easements, like property boundaries, should be clearly established on paper and located on the ground.

Planning and Zoning

The city or county zoning ordinance describes the type of land use allowed on the property. It also specifies the development density, the height and setback of any buildings, and any off-street parking requirements. Also, the zoning ordinance will help you find out if the property can be divided or assembled with other lots to increase its value.

If the zoning ordinance does not allow exactly what you want, the city council or county board of supervisors may grant a variance or use permit. If you need special permits, be sure to make your offer contingent on those permits being granted.

Some older buildings may have legally nonconforming uses that were established before the current zoning ordinance took effect. These “grandfathered” uses can add value, especially if they permit higher densities or more profitable activities than current zoning allows.

The city or county general plan is even more important than the zoning ordinance because it establishes the goals and policies for community growth and development. By law, the zoning ordinance must conform to the general plan. Contact the planning or building department to obtain the exact language from both the general plan and the zoning ordinance that applies to the property and the neighborhood or district where it’s located.

Remember, zoning can change. The city or county has the legal right to “down-zone” property without compensating the owner. On the other hand, property owners can reap a windfall if their property is “up-zoned.” The general plan will help you understand community growth and development patterns and anticipate future zoning changes.

Special zoning districts, called “overlay zones” can apply additional restrictions. These include historic districts, planned development overlays, and the statewide California Coastal Zone. While more restrictive zoning complicates the permit process, it tends to enhance property values.

Access and Utilities

The quality of vehicle and pedestrian access may not be that important for office buildings or residential income property. However, it’s crucial for retail stores.

Some retail businesses need good pedestrian traffic. Others must have frontage on a major road with easy access and ample parking. The quantity of people or cars a business is exposed to determines the type of tenant and the amount of rent. The potential rental income, in turn, determines the value of the property.

In urban areas, most people take public utilities for granted. But in rural areas we have become accustomed to water shortages, extended power outages, and even building moratoriums based on the lack of water and sewer capacity. The village of Mendocino, for example, has an extremely limited water supply. For this reason, a car wash or laundromat in Mendocino would probably be a bad investment.

Chet Boddy is a Certified General Real Estate Appraiser and real estate consultant who has lived on the Mendocino Coast since 1976. Look for this and other real estate columns on Chet’s Web site at www.chetboddy.com. Copyright © 2001 Chet Boddy. All Rights Reserved.



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Membership Benefits Part IV — Industry-specific Educational Opportunities and a Nationally Recognized Designation Program

By Marcy Walsh, MPM®, Membership Chair

Education is the focal point of NARPM. The Mission is “to increase the professionalism and ethics of residential property managers.” What better way to do this than through industry specific education?

As NARPM members, we have the opportunity to attain nationally recognized designations through participation in in-depth educational courses. To become an RMP® (Residential Management Professional) for example, members can elect to attend courses in Tenancy, Marketing, Office Operations, Maintenance, and Technology. These courses are continually updated to stay in tune with our ever-changing profession. They are designed to assist property managers in improving and streamlining their own businesses, which in turn means more profitability. The MPM® (Master Property Manager) candidates choose to attend two-day courses in Risk Management, Owner/Client Relations, Personnel Practices, and Operating a Maintenance Company. These are all courses written by property managers and taught by property managers. The firsthand experiences that are shared along with the course work can be invaluable tools to property managers whether they own their own companies or manage departments

for others. Both of these designations are excellent marketing tools for the property manager’s use when interviewing for new clients, considering the purchase of other management companies, or being asked to speak on topics of property management at local or national meetings.

Along with these more intense subjects, NARPM offers seminars on all aspects of our business as well as personal development topics. These seminars are offered at the National Convention each year, at state conferences, and at the local chapter level. Seminars at the national convention are usually more industry specific, while the state and local level can offer topics that are specific to practices in the local environment and state landlord/tenant issues.

When I first became a rental manager for my employer, I went to my local Board of REALTORS® for information on state law affecting landlord/tenant relations, standard practices, and leases. They no longer had a Rental Committee, so they had very little to offer me. I felt alone, and those rental agents that I knew were not very willing to share ideas and procedures with someone in a competitor’s office. My first NARPM chapter meeting changed all that! The program offered was a panel of experts. There was an attorney who dealt in landlord/tenant law, a lead-based paint expert, and the local auditor for the state’s real estate department. I could not believe how much I’d learned in one afternoon! I was hooked! Since then, I’ve heard topics on Fair Housing issues, how to conduct property inspections, and how to read credit reports, and received legislative updates. I’ve watched mock trials, learned how to set up a maintenance company, create policy and procedure manuals for the office, tenant handbooks, owner handbooks, criteria for handling lease applications, and the list goes on and on.

Whether it has been attending one of these seminars at the local, state, and national level or attending the courses that led me to my RMP® and MPM® designations, there has always been something that I could bring back to apply to my own business. These applied changes have more than paid for my membership.

NARPM educational opportunities offered at all levels are some of the most rewarding benefits NARPM offers its members. Don’t miss out. Attend your local chapter meetings regularly, state conferences, if applicable, and especially the National Convention.

To add to the educational benefits, NARPM has been working with individual states to get our designation courses approved for continuing education credit. Check with the national Education Committee to see which states are already approved.

Marcy Walsh, MPM®, manages seasonal and annual rental properties for Vineyards Properties, Inc., in Naples, FL. She serves as a national director, NARPM Membership Committee chair, and state director for the Florida Association of Residential Property Managers (FARPM).

Attention Florida Members!!

Did you know that FARPM® offers:

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- Quarterly Newsletters
- Annual Conventions
- Annual Member Directory

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Florida Association of Residential Property Managers
A State Chapter of NARPM

The NARPM Membership Directory, Your Problem Solver!

By Betty Fletcher, RMP®

Each day I waited with anticipation for the mail. Would today be the day? And then it finally arrived! With excitement I opened the package to find my brand new *2002 NARPM Membership Directory!* Loaded with information, it is one of my most valuable NARPM tools!

My phone rings and one of my owners has just transferred out of state. Could I refer them to an agent in the new state to help find them housing? I turn to page 103 and quickly find a fellow NARPM member in their new state. Bingo, problem solved.

Who was that Regis Philbin look-a-like from the last convention? Did someone say she is on the NARPM National Board? I turn to page 5 and match her name with her picture. Bingo, problem solved.

Need a NARPM friend's e-mail address? Check the alphabetical listing of members starting on page 17. Bingo, problem solved.

Trying to find that person you met during the seminar? All you remember is her first name and that she lives in Nashville. Check the listing of members by Chapter and Chapter-in-Formation, starting on page 147. Bingo, problem solved.

Just what are the rules for use of the NARPM logo? Check the Logo Use Guidelines on page 13. Bingo, problem solved.

Lost the Affiliate member's card from the last trade show? No problem, you can find him fast in the alphabetic listing of affiliate members starting on page 99. Bingo, problem solved.

And the pages of possibilities go on and on, 159 of them to be exact. Keep your *NARPM Membership Directory* handy. Refer to it often. Take it with you to convention and on trips. Order an extra copy to keep in your car. You never know when a need will appear. With regular use, this directory will quickly become one of *your* most valuable NARPM tools, also. Bingo, problem solved.

Betty Fletcher, RMP®, is owner and principal broker of Fletcher Property Management, Inc., in Little Rock, AR. She is the founding president and this year's Membership chair of the Central Arkansas Chapter of NARPM. On the national level, Betty is an RMP® mentor and serves on both the Membership and the Certification Committees.

Convention Corner



By Andrea G. Caldwell, MPM®,
Convention Chair

*Where the Old Meets the New...
Make a Difference in Atlanta, 2002!*

The third week in September, all professional property managers interested in furthering their proficiency will be converging upon the Swissôtel of Atlanta, GA, to celebrate their profession with their peers by increasing their education and having fun while doing it at the 14th annual NARPM National Convention!

Consider the education — three general session speakers, an expert panel on the “hot topic” of *mold*, lifestyle sessions, retirement planning, tenant screening, team building, coaching, habitability issues, working with the Housing Authority, maintenance magic, technology, handbooks, managing liability, controlling the paper process, more expert panels, and fair housing (this isn't all!). Have we piqued your interest?

Consider the fun — breakout sessions featuring laughter and comedy, cocktail party for networking and meeting new

friends, evening in the Old South for intrigue and southern delicacies, gala party for experiencing “Hotlanta's” ability to rock, luncheons for community giving and focused networking on common problems, and eye-opening breakfasts with more education and networking (again this isn't all)!

Don't forget the Trade Show where NARPM presents many, varied vendors tailored to your profession eager to demonstrate their wares and help you streamline your business to even greater productivity!

NARPM promises a new and different convention than what you have ever experienced in the past. Don't wait to register, because some events are limited by space. The 2002 NARPM Convention is an investment in *you!*

Atlanta is a hub of history meeting a cutting edge modern society, so where better to come together and celebrate our unique profession than this beautiful city eager to host our 14th convention?

See you all there. Check the Web site (www.narpm.org) for more exciting announcements!

Andrea Caldwell, MPM®, has served on the national board for the past three years and currently serves as National vice president and chair of the 2002 National Convention Committee.



President Mike Mengden invites you to...

Atlanta, Georgia

Why you must attend the 14th Annual National Association of Residential Property Managers Convention and Trade Show, September 18-21, 2002, at the Swissôtel:

- **Unparalleled Education** — Over 40 different workshops with many tailored specifically for staff and company owners/managers, three nationally recognized general session speakers, six expert panels, five technology classes and user groups, all the certification classes with flexible schedules, plus a *brand new* designation class, and much more!
- **Networking Opportunities** — Two luncheons with special sessions to learn from your peers, three social events and open time slots to chat with friends and colleagues, and six “All About NARPM” Committee Meetings!
- **Business Tools** — The trade show featuring many vendors eager to share cutting edge products/services, opportunities for special one-on-one sessions with vendors, and the NARPM store with new products. Make the most of this array of professional tools at your fingertips!

Location

Our 2002 Annual Convention and Trade Show will be at the **Swissôtel**, 3391 Peachtree Road, NE, Atlanta GA 30326, near Phipps Plaza and Lenox Square Shopping Center with over 250 stores, in the fashionable Buckhead area of Atlanta. The Hotel boasts the famous New York-based Palm Restaurant, Buckhead’s only kosher kitchen, a health and fitness center equipped with indoor pool, steam room, saunas, weight room and outdoor sundeck, an on-site day spa/salon, and 24-hour room service. All guest rooms include three phones, two room lines, voice mail, computer compatibility, hair dryer, iron and ironing board, and refreshment center. There are many fine varied restaurants, with all price levels and all types of food, within walking distance of the hotel.

Convention attendees will enjoy the NARPM special rate of \$169 single/double and \$189 triple/quad, plus tax, by calling 404/365-0065 by **the group cut-off date of August 18, 2002**, and mentioning the NARPM Convention. After this date, reservations will be on a space and rate-available basis. Ask the Hotel about Swiss Executive Club or suite rates. Check-in time is 3:00 pm, and check-out is noon. Self-parking is available for \$12 and valet parking for \$17 overnight.

All About NARPM Sessions

If you haven’t “Made A Difference” by contributing your one hour a month to NARPM for 2002, this is your opportunity to learn about your association and to develop your talents fully within a professional structure. All committee meetings are open and welcome new members except for Long Range Planning, Certification, and Professional Standards (which are closed due to the nature of their discussions). If you truly want to connect with other property managers around the country and develop a referral base, this is your best opportunity. Give your time and be prepared for the fantastic returns! The meetings are scheduled for your convenience as part of the convention on Wednesday, September 18, 2002.

Special Networking Events

Wednesday Night Opening Reception

Our Welcome Reception and Grand Opening of the Exhibits will be held on September 18, 2002, 6:00 – 8:30 pm. Hors d’oeuvres will be served, with a cash bar available. The ribbon cutting of the Trade Show will be done by the 2001 Affiliate member of the year, Mike Anderson, HomeRentals.net.

Thursday Lunch — “Membership Awards and Networking Fun”

Cheer for our newest chapters and chapter excellence awards while joining your peers in a creative and challenging opportunity in problem solving.

Thursday Evening Off-site Event — “A Night in the Ol’ South”

Colonel Jefferson D. “Bossman” Bragg and Magnolia Blossom Bragg invite you to the great social event of the season at their Mansion under the Magnolias on West Peachtree St., located just 10 minutes from the hotel, September 19, 2002, 6:00 – 10:00 pm. There will be plenty of Ol’ South foods (served under the original *Gone With the Wind* chandelier), liquid libations, enjoyable entertainment, and the premiere reenactment of The Battle of Snellville, The Untold Story. This ambitious pageant is the brain-child of Beauregard T. Bedford, III. Rumor has it that there might be trouble, even tragedy! A little bit of everything is happening at this Night in the Ol’ South!

You can be an honored guest at the Mansion for the evening’s dinner and entertaining performance(s), transportation included, with the \$45 Thursday off-site event ticket.

Friday Lunch — “Certification Awards and Community Service”

Habitat for Humanity director Clive Rainey will be describing the program, 21st Century Challenge. NARPM’s cash portion of the 50/50 raffle will be donated to the cause. Please come prepared to give to this very worthwhile organization. Celebrate our newest designation holders as we welcome the Certification Awards!

Friday Night Annual Convention Gala — “Celebrate the New”

A Gala to “Celebrate the New!” including the newest, latest, most innovative property managers in 2002! “*Make a Difference*” by showing off your most contemporary, avant-garde, innovative and fresh look. Come have fun with us in casual attire sparked by something extraordinary, be it a hat, clothing, makeup, or hair color. Open yourself to the possibility of change. Enjoy a fresh and special evening with the latest and hottest party band in Atlanta, Party Nation! They will “wow” you with costumes and music to set the tone of the New You in 2002! Food for the evening is a sumptuous buffet of modern delicacies from the New South. Dance your feet off or kick back and watch the fun unfold. It’s a time for all property managers to renew themselves with new city energy and excitement! Ticket price for the Annual NARPM Convention Gala, held at the Hotel, which includes the reception, dinner, world-class entertainment, and dance, is \$50.

National Association of Residential Property Managers
14th Annual Convention Registration Form
 September 18-21, 2002 • Atlanta, GA

1. REGISTRATION (Please type or print)

Name _____ Name for Badge _____
 Company Name _____ Title _____
 Address _____
 City _____ State _____ Zip _____
 Phone _____ Fax _____ E-mail _____
 Check your designation: RMP® MPM® CRMC® Candidate: RMP® MPM® CRMC®
 NARPM Chapter or CIF _____
 Are you a Chapter leader? Yes No
 If yes, what position do you hold? _____

NARPM Member?
 Yes No

Is this your first NARPM Convention?
 Yes No

 **SPECIAL ASSISTANCE**

I will require special assistance

I have special dietary needs

Specify: _____

2. REGISTRATION FEES

	Postmarked by Aug. 16	After Aug. 16	Fees Paid
Convention Registration			
<input type="checkbox"/> NARPM Member	\$395	\$450	\$ _____
<input type="checkbox"/> Join NARPM & Register*	\$590	\$645	\$ _____
<input type="checkbox"/> Nonmember	\$470	\$525	\$ _____
<input type="checkbox"/> Team Discount**	-\$50	-\$50	\$ _____
<i>One Day Only:</i> <input type="checkbox"/> Wednesday <input type="checkbox"/> Thursday			
<input type="checkbox"/> Friday <input type="checkbox"/> Saturday	\$175	\$175	\$ _____
Additional Ticketed Events			
<input type="checkbox"/> Thursday Night Off-site Event	\$45	\$50	\$ _____
<input type="checkbox"/> Friday Night Dinner Gala, Entertainment, Dance	\$50	\$55	\$ _____
Guest Tickets (included in Convention Registration)			
<input type="checkbox"/> Wednesday Welcome Reception	\$15	\$15	\$ _____
Breakfast: <input type="checkbox"/> Wednesday <input type="checkbox"/> Thursday			
<input type="checkbox"/> Friday <input type="checkbox"/> Saturday	\$15 each day	\$15 each day	\$ _____
Lunch: <input type="checkbox"/> Thursday <input type="checkbox"/> Friday			
	\$30 each day	\$30 each day	\$ _____

3. CERTIFICATION CLASS FEES †

	Member	Nonmember	Fees Paid
<input type="checkbox"/> RMP® Operations Course (Sept. 17)	\$195	\$250	\$ _____
<input type="checkbox"/> RMP® Habitability Standards & Maintenance Course (Sept. 17)	\$195	\$250	\$ _____
<input type="checkbox"/> RMP® Marketing Course (Sept. 18)	\$195	\$250	\$ _____
<input type="checkbox"/> RMP® Tenancy Course (Sept. 22)	\$195	\$250	\$ _____
<input type="checkbox"/> MPM® Risk Management (Sept. 16-17)	\$395	\$450	\$ _____
<input type="checkbox"/> MPM® Client Relations (Sept. 16-17)	\$395	\$450	\$ _____
<input type="checkbox"/> RMP® Retake – \$97.50 (list course) _____			\$ _____
<input type="checkbox"/> MPM® Retake – \$197.50 (list course) _____			\$ _____
<input type="checkbox"/> Ethics Class	\$15	\$20	\$ _____

4. TOTAL FEES

\$ _____

5. 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 _____
 City, State, Zip _____
 Signature _____

I authorize NARPM to charge my credit card.

Preregistrations must be postmarked, faxed, or e-mailed by August 16, 2002. After August 16, send higher fee shown in second column. Do not send registration after September 2, 2002, please register on-site.

*** Join & Register** — Not yet a member? For an additional \$195, you can become a NARPM member and register for the conference at the reduced member rate. Check the "join & register" option on the registration form and call 1-800-782-3452 for a membership application.

**** Team Discount** — When two or more NARPM members from one office register for the full conference, the second and additional registrants receive a \$50 discount. Registration forms and payment must be received jointly.

† An additional fee of \$30 for RMP® classes and \$55 for MPM® classes is required if registering after August 16.

If this convention is cancelled for any reason, the liability of NARPM to the registrant is limited to the return of the registration fee.

CANCELLATION POLICIES
Conference

Cancellations must be received in writing. If cancellation is received 30 days prior to September 18, 2002, there is a full refund less a \$25 processing fee. If cancellation is received 15-29 days prior to September 18, there is a 50% refund. There is NO refund if cancelled 1-14 days prior to September 18.

Certification Classes

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.

MONETARY POLICIES

If rebilling of a credit card is necessary, a \$25 processing fee will be charged. A charge of \$25 will apply for all non-sufficient fund checks. Checks not in U.S. funds will be returned.

THREE EASY WAYS TO REGISTER

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

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

3. INTERNET: Find the registration form on the NARPM Web site at www.narpm.org. Credit card payment only.



Promas Ad Here

Matching Quality Contractors

continued from page 1

jobs, two draws would not make much sense. In this situation, several draws should be made as the work progresses. Usually 10% of the contractor's payment is held back until after final walkthrough to ensure that everything is done correctly. The goal is to find a balance that does not put either the contractor or the client at risk. Also, any warranties need to be in writing. Do not take anything for granted. Get a copy of the contract for your records. In many cases, a written bid will suffice. If you go this route, ensure that the contractor includes the work to be done along with completion time frames. Do not forget to get a signature!

During the Completion

During the completion, get involved with the contractor and his crew. Tell them exactly what you want. When the job is done, do a final walkthrough and make a punchlist. Have the contractor touch up or fix anything that is unsatisfactory. The job should be done to your standards. The contract and labor warranties are very important things to remember. The contractor should guarantee the labor side of the warranty against certain defects. A one- to three-year warranty is not uncommon.

So, you should be covered by labor (contractor warranty), and there will be a manufacturer warranty that covers the material in the contract. Another thing to remember: if problems arise during or after the job is completed, you can call the state registrar of contractors. If there is no state registrar, call the agency of the level of government that is in charge of that division. They will be able to give you numbers to assist you with your problem. The Better Business Bureau is also a good number to call, but they are generally there only to take and keep records of complaints. It is preferable to call agencies that can take action and help you directly with your problem.

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Contribute to the Residential Resource

<u>Issue Date</u>	<u>Submission Due Date</u>
September/October	July 15, 2002
November	September 15, 2002
December	October 15, 2002
January, 2003	November 15, 2002
February, 2003	December 15, 2002

If you are interested in writing an article, please e-mail an attachment of your article in Word or text format to Jessica Jacobs jjacobs@assnmgmt.com or send her 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.

2002 RMP®/MPM® Certification Classes

Date	Location	Class	Instructor
July 19	Southwest Idaho	RMP® Operations	Suzanne Reeder, MPM®
September 16-17	Atlanta, GA	MPM® Risk Management	Dave Holt, MPM®
September 16-17	Atlanta, GA	MPM® Client Relations	Wallace Gibson, MPM®
September 17	Atlanta, GA	RMP® Habitability Standards & Maintenance	Rick Ebert, MPM®
September 17	Atlanta, GA	RMP® Operations	Sally Backus, MPM®
September 18	Atlanta, GA	RMP® Marketing	Raymond Scarabosio, MPM®
September 21	Atlanta, GA	RMP® Tenancy	Peter Meer, MPM®

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.

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 Marc Banner, MPM®, at 208/377-8889 or e-mailing him at mbanner@fiberpipe.net. Marc can provide you with the details you need to make a Certification class a successful venture.

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.



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Fair Housing Corner 

The Long Arm of the Law: Vicarious Liability for Fair Housing Violations

By Judy Cook

Can shareholders and officers of a corporation be held vicariously liable for an employee's violation of the Fair Housing Act?

Yes, they can!

The Ninth Circuit Court (western states) recently handed down a decision that affirms a fact not widely known by Property Managers and our owner/clients. If you or your clients are relying on the “corporate shield” to protect you from liability in your property management/landlording activities, think again. In fair housing issues, your corporation is not likely to offer any protection. You may have already known this is the case. Do your owners know?

In the case of Holley/Bauer vs. Crank and Triad Inc. (July 2001), the court was asked to decide the liability of the shareholders of Triad Inc. for a fair housing violation of one of the corporation's employees.

The court's opinion in this matter was authored by Circuit Judge Proctor Hug. It reads, in part, “... under general principles of tort law corporate shareholders and officers usually are not held vicariously liable for an employee's action. The criteria for the Fair Housing Act is different as liability is specified for those who direct or control or have the right to direct or control the conduct of another...”

What does this mean to you as a property manager? If you are responsible for directing the activities of leasing, maintenance, security, or other personnel, it is highly advisable to make sure all personnel receive periodic training in Fair Housing issues. Keep

the topic in the forefront of your discussions. You may even wish to have your outside vendors sign a statement acknowledging their responsibility to abide by Fair Housing law.

What does this mean to your owner/clients? Your owners will benefit from your constant attention to Fair Housing education. A number of property managers are using this as a marketing tool; informing their clients that periodic Fair Housing training is just one of the many ways in which the property manager is serving the interests of his/her clients.

Most communities have local Fair Housing agencies that provide training to landlords and property managers at a minimal charge. There are also a number of self-help programs available to assist you in developing your own training programs. For more information on available training for your area, contact Judy Cook at judy@cookcompany.net or your local office of Housing and Urban Development (HUD).

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. DISCLAIMER: 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.